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## **Retiring on Time or Quitting Early?**

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Preferred Retirement Age and Turnover Intentions  
Relationship with Organization, Team, and Individual Variables

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## Abstract

This thesis aims to investigate the dependent variables of preferred retirement age and turnover intentions. The relevance of retirement age in Norway stems from the country's aging population and the projected future workforce shortage. Turnover intentions refer to an individual's desire to leave their current job in the near future. The thesis focuses on identifying the independent variables that predict preferred retirement age and turnover intentions. To achieve this, a model was developed, categorizing the variables into three dimensions: Organizational, Team, and Individual levels.

The analysis utilizes a dataset collected from 1531 participants, which is considered representative of the Norwegian workforce. The data's reliability and validity have been established through prior research, and our factor and reliability analysis further confirmed this. To examine the relationship between the dependent and independent variables, bivariate correlation and multiple hierarchical regression analyses were conducted. The results revealed a strong negative correlation between turnover intentions and preferred retirement age, indicating that individuals with a higher preferred retirement age exhibit fewer turnover intentions.

In the analysis of preferred retirement age, the correlation analysis indicated a strong relationship between certain individual variables and an increase in retirement age. Specifically, supportive leadership, autonomy, cognitive demands, social support, and age were confirmed as significant predictors of higher retirement age. In the multiple regression analysis, all these variables were found to be significant in step 1, except for autonomy in working methods and social support (which were not included in the model). However, in step two, all variables lost their significance. Consequently, these hypotheses are considered partially supported.

When examining turnover intentions, the correlation analysis revealed a robust association among various independent variables. Specifically, emotional demands, quantitative demands, learning demands, age discrimination, negative acts, exhaustion, mental distance, emotional impairment, and cognitive impairment were all identified as significant predictors of increased turnover intentions. In the subsequent multiple regression analysis, quantitative demands, negative acts, exhaustion, mental distance, and health remained significant in step 3. Conversely, we identified autonomy in working methods and working time, supportive leadership, social support, and age as significant predictors of lower turnover intentions. These variables exhibited a strong negative correlation and maintained their significance in step 3 of the multiple regression analysis.

## Preface

During the past two years, we pursued our master's degree at the University of Stavanger. Our academic journey commenced in autumn 2021, a period still overshadowed by the Covid-19 pandemic, characterized by remote lectures via Zoom and limited on-campus activities. However, as the subsequent autumn and spring unfolded, university life gradually returned to a semblance of normalcy. We express our heartfelt gratitude to the University of Stavanger for facilitating a smooth transition during this period. Our experience at the university has been immensely rewarding, marked by engaging lectures, collaborative group work, and stimulating discussions. We have gained substantial knowledge and insights into diverse and pertinent subjects. Thus, we extend our sincere appreciation to the University of Stavanger for providing us with an exceptional educational experience over the past two years.

Furthermore, we wish to acknowledge our esteemed supervisor, Reidar Johan Mykletun, for his invaluable guidance and unwavering support throughout the completion of this master's thesis. Mykletun's expert supervision has been instrumental in our progress. He has consistently provided constructive and encouraging feedback, demonstrating a deep commitment to the topic we have explored. His contributions encompass not only research-related insights but also a profound understanding of the ongoing societal debates in Norway.

Lastly, we express our gratitude to our family and friends who have been a constant source of support throughout this academic journey. Their encouragement, motivation, and engaging discussions concerning our thesis topic have been instrumental in our growth and development.

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## 1.0 Introduction

Case – Lisa's future in work life:

Lisa is 64 years old and has a leading position in a privately owned company. Lisa has felt some pressure from her employees to clarify what she thinks about her increasing age and the future for the position she has in the company today. Lisa envisages eventually moving on to other tasks in the company, however, she does not feel ready to retire for a few years. Lisa still has a desire to develop her capabilities at work, but she feels that it is expected that she should have clear thoughts about the way going forward here. This is challenging for Lisa as she feels that her future career opportunities within the company may be limited due to her age. Although she feels that she has a significant amount of drive and passion for her work, Lisa feels that she cannot take courses and develop herself in the same way as her younger colleagues. She is also missing conversations about her own development on the career front, and she feels frustrated when age becomes a topic in discussions at the workplace.

The purpose of this study is to understand how age discrimination affects the aging workforce by looking at the relationship between turnover intentions and retirement age decisions. We will also examine the degree to which selected factors on individual, team, and organizational levels predict turnover intentions and preferred retirement age intentions. We expect turnover and preferred retirement age to be a balancing between several factors, both positive and negative. Such considerations will be reflected in the thesis, both in the theoretical approach and in the data analysis, presentation, and discussion. In this first chapter, we will present the background of this study, the purpose behind our thesis topic, and the research questions we aim to address.

### 1.1 Background of Study

With the increase in life expectancy in Norway there is a significant number of discussions going on right now on how to solve the problem we are facing with the aging population. Erna Solberg, Norway's former prime minister and the leader of the Conservative Party (Høyre), said in an interview that we must acknowledge that the increase in life expectancy will affect all different levels of the society and that we will have both less workforce and tax income in the future (Gjerstad, 2023). Solberg also suggested that there must be more flexibility on when a person can retire and that it should be more acceptance from both the circumstances and the employers if an employee wish to stay in work longer than the suggested retirement age. From a social economical perspective, when it comes to tax income and enough hands for the health

sector and business life, it is important that that the retirement age over time will increase in the Norwegian society.

After the second world war, the Western world is facing large cohorts of an aging population, due to increased birth rates in the years after the war. The birth rates in Norway have declined the recent years and there is now a shift going on with a larger population of elderly people, with better health and longer life expectancy than previous observed.

There are three specific reasons why studying ageing and retirement is important. First, since people are living longer on pensions, the expenses for this are increasing. Secondly, there will eventually be an imbalance between the declining younger population in gainful work compared to the amount of people being dependent on pensions from these younger workers. Lastly, in the future we most likely will have a shortage of workforce and competence as the older workers leave their jobs (Syse & Strand, 2022).

There are relevant statistics available on these factors calculated by Statistisk Sentralbyrå (SSB) and they are measured by assumptions of important factors such as immigration, fertility, emigration, and mortality. In Norway, the primary work age is between 20 – 64 years and it is estimated that approximately 3 200 000 Norwegians are within this age range today and this makes up to a total of 59% of the population (SSB, 2020). However, it is expected that this number will decline from 59% to 52% by 2060 because of the increasing amount of elderly people. Today, the average life expectancy is 82 years for men and 85 years for women in Norway, by 2060 it is estimated that it will increase by at least 5 years (SSB, 2020). There is also expected a decline in foreign workers, because they are now offered more employment options and better salaries in their home country.

In Norway, as in many other countries, there is a political goal that more people should stay in the work force as they age (Syse & Strand, 2022) . Therefore, it is important to investigate the details of the aging population in the work force and the factors that can affect the intentions for the workers to stay longer before they retire. One factor that is relevant here is the concept of ageism and age discrimination. Ageism is a concept of prejudice for an age group, and the negative actions related to this are called age discrimination (Solem, 2016). In a workplace, you will often find age discrimination, and this may negatively impact older workers psychological health, can possibly lead to conditions like despair and anxiety (Kang & Hansol , 2022). A Norwegian study showed that the conception the managers had of the “older worker”

(above 50 years) were in many ways quite positive. But it is still harder for a person over 50 to get called into interviews for a new job (Solem, 2016).

There are many definitions on who is an older worker. The notions of older workers or ageing workers are fluid social constructions because there are no biological signs that indicates when an individual becomes an elderly person (Mykletun, 2023). In Norway, it is measured that a worker is perceived as an “older worker” by their colleagues at the average age of 55.6 in the private sector and 57.6 years in the public sector (IPSOS, 2021). For this study, we will define that an older worker is 56 years old or more.

In our research, we will examine the situation we mentioned above in detail, and as the basis of our research, we will consider the National Survey of Norwegian Working Life, which was completed in 2021. This survey collected data from a representative sample of 1511 workers working in several different sectors in Norway. The variables we will look at are listed within figure 1. with the independent variables of the organizational level (supportive leadership, autonomy and job demands), the team level (social support and age discrimination) and the individual level (age, gender, working hours, workability, health, burnout and negative acts) and we will study the relationship between these variables and turnover intentions.

#### Organizational level

The first level is the organizational level that focuses on the collective behaviour and characteristics of an entire organization, including its culture, structure, systems, and overall performance. This level considers the interactions between individuals, teams, and the broader organization (Nuhn, Heidenreich, Wald, 2019).

The factors we want to study here are Supportive Leadership, Autonomy and Job Demands. A supportive leadership style is associated with reducing stress for the employee and this is connected to increased job satisfaction (Khalid et al., 2012). The next variable which can be related to job satisfaction and can affect the motivation for a worker to stay longer in their occupation is work autonomy. Work Autonomy is defined as independence within the work activities and decision-making processes. The employees' task-related decision-making and performance techniques can have a direct impact on the quality of their creative output (Sia & Appu, 2015). The last variable we want to investigate is how the organizational job demands affect the older workers. Increased job demands can both cause stress and increase motivation at the workplace and affect individuals differently (Bakker & de Vries, 2021).



### Team Level

The second level is the team level which focuses on the behaviour, dynamics, and performance of a group of people working together towards a common goal. This study has focused on two phenomena at a team level, social support, and age discrimination. Social Support can be defined in a workplace as actions that are helpful or intended to be helpful for the individual. This includes several behaviours between workers that contribute to positive psychological or behavioral functioning. This can for example include assisting others, emotional support, monitoring and giving feedback and teaching (Harris et al., 2007). To perceive your circumstances in a work environment as supportive can reduce anxiety and make your self-esteem grow (Sarason et al., 1990a). Age Discrimination is negative acts towards a person or an age group, and it affects the team level and potentially have harmful effect on the motivation for the worker to continue working past a certain age (Kang & Hansol, 2022).

### Individual Level

The third level is about the individual level that focuses on understanding the behaviour, attitudes, skills, and motivation of a single person in an organization. It includes factors such as negative acts, burnout, health, workability, working hours per week, gender, and age. *Negative acts* such as bullying is something that can affect the individual level and have a significant impact on the organization (Einarsen et al., 2009). *Burnout* is a state of physical, emotional, and mental exhaustion caused by prolonged and excessive stress. At the individual level, burnout can manifest as a result of many factors, including overwhelming workload, unclear expectations, and inadequate support from colleagues (Demerouti, Bakker, et.al, 2021). *Health* refers to a state of complete physical, mental, and social well-being, and not merely the absence of disease or infirmity. This definition, as proposed by the World Health Organization (WHO), recognizes that health is not simply the absence of illness or disease, but rather a complex state that involves multiple dimensions of well-being. *Work ability* refers to a person's capacity or ability to work effectively, efficiently, and with a high degree of flexibility in various situations. It encompasses a range of personal traits and skills, including motivation, adaptability, time management, problem-solving abilities, teamwork skills and health (Maltby, 2011). *Working hours per week* refers to the number of hours an individual is expected to work in a typical workweek and can also be influenced by factors such as an individual's job responsibilities, their level of seniority within an organization, and the policies and practices of their employer (Kubo, Takahashi, et al., 2013). *Gender* refers to the socially constructed roles, behaviours, activities, and attributes that a society considers appropriate for men and

women. *Age*, on the other hand, refers to the number of years a person has lived. Both gender and age can affect an individual's experiences, opportunities, and social status in society, and can intersect with other factors that can be influential in their workplace (Haynes, Suckley & Nunnington, 2017).

#### *Dependent Variable 1: Turnover Intention*

We assume that the different levels of individual, team and organizational variables introduced above are related to turnover intentions. Turnover intentions will be our first dependent variable and its referencers to the employee's likelihood to leave their current job (AK, 2018) and this is often negatively connected to variables that contribute to job satisfaction.

#### *Dependent Variable 2: Preferred retirement age*

Our second dependent variable is preferred retirement age, and it is about when the employee wants to retire. In Norway, the standard retirement age is 70 - 72 years, however the average retirement age is lower and in 2022 it was 65,5 years (Nav, 2022). This is related to the fact that an individual can choose to retire at 62 if the pension earnings are high enough and they have an AFT (Avtalefestet pensjon) early pension agreement. However, this early withdrawal means that the person spread the pension over several years, and thus receive less payment each year. Here, we will define early retirement for those who retire before 65 years. We aim to understand and interpret the relationship between the desire to retire early and the individual, team, and organizational variables mentioned in figure 2 below.

## 1.2 Structure of the Thesis

This study consists of six different chapters. The first chapter begins with a case that sheds light on the purpose of writing this thesis and includes more detailed information about the purpose of this study. The second chapter shows the theoretical framework of both preferred retirement age and turnover intention. In addition, in this chapter, different antecedent variables at individual, team and organizational level will be explained in more detail with our hypotheses. On the basis of the quantitative information gathered, we will propose methodological decisions in the third chapter. The fourth chapter will describe the findings of our research, examine the hypotheses, and either fully or partially confirm or reject them. The pertinent hypotheses will be offered in the second chapter and will be discussed in the fifth chapter. By responding to our study questions, chapter six will give a conclusion to our results.

This chapter will also highlight some of the study's shortcomings and the areas that still need more research.

### 1.3 Motivation for the study

It is a well-known fact that there will be a lack of workforce in the future in Norway and that this is a problem that we need to find solutions for. Therefore, it is important to look more into depth on the factors that influence a person to consider preferred retirement age and turnover decisions. Because, if we understand these relationships better, it can be easier to see where we can find solutions for the future. Together with relevant literature and the dataset from the National Survey of Working life, we aim to find a deeper understanding of the factors that are impacting the decisions of preferred retirement age and turnover intentions for the individuals.

Preferred retirement age and turnover intentions are critical topics in the current job market and understanding the factors that influence employees' decisions to retire or quit early is crucial for both individuals and organizations. Further, as the workforce ages and the retirement age increase in many countries, understanding the factors that influence preferred retirement age and turnover intentions among older workers is becoming increasingly important.

Our thesis aims to explore the complex interplay of individual, team, and organizational factors that influence employees' decisions regarding retirement and turnover intentions. By delving into these factors, this thesis seeks to provide valuable insights into how organizations can better support employees in their career transitions, and how individuals can make informed decisions about their future careers. This research topic is particularly relevant in the current era of an aging workforce, where understanding the factors that influence retirement and turnover intentions can help organizations create policies and practices that promote employee retention, engagement, and well-being.

### 1.4 Research Questions

To understand and search the relationships among organizational, team, and individual levels of preferred retirement age and turnover intention, we have established various research questions to learn more about the variables covered in our study and connect them to pertinent theories. The following are our research questions:

Q1. To what extent are turnover intentions affected by variables at different levels of individual, team, and organizational?

- How are turnover intentions affected by leadership, autonomy, and job demands at the organizational level?
- How are turnover intentions affected by social support and age discrimination at the team level?
- How are turnover intentions affected by negative acts, burnout, work ability, health, working hours per week, gender, and age at the individual level?

Q2. To what extent is preferred retirement age affected by variables at different levels of individual, team, and organizational?

- How is preferred retirement age affected by leadership, autonomy, and job demands at the organizational level?
- How is preferred retirement age affected by social support, and age discrimination at the team level?
- How is preferred retirement age affected by negative acts, burnout, work ability, health, working hours per week, gender and, age at the individual level?

Q3. To what extent are the factors predicting turnover intentions the same as those predicting preferred retirement age?

Figure 1. First concept- Turnover intention at all levels

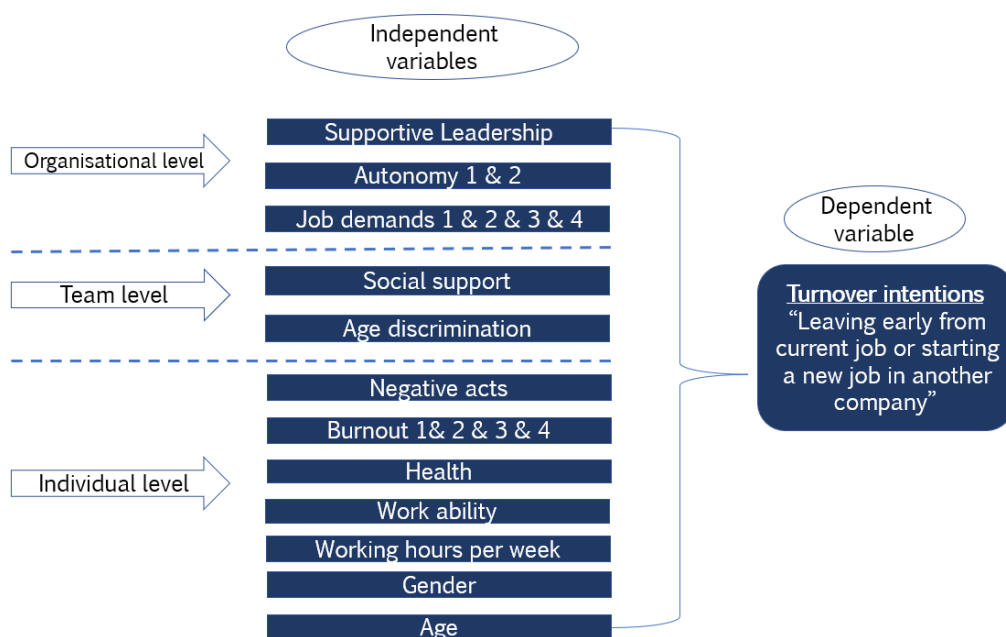
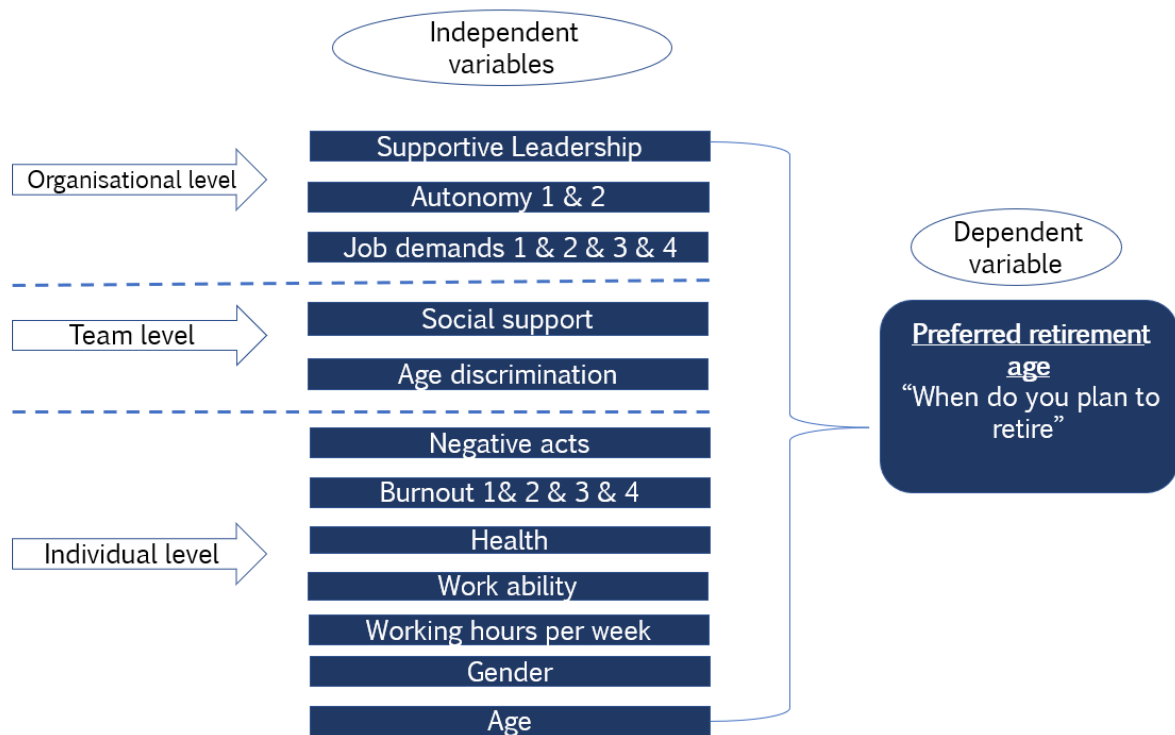


Figure 2. Second concept- Preferred retirement age at all levels



## 2.0 Theory

To further investigate these important topics of preferred retirement age and turnover intentions we use the factors in the two different figures above (1 and 2) as our theoretical basis, to see what role the organizational, team, and individual variables have as antecedents to the dependent variables of preferred retirement age and turnover intentions.

### 2.1 Turnover Intentions

Turnover intentions can be described as *to what extent do the employee plans to leave the organization*. This captures the individual's perception and evaluation of job alternatives and is related to the length of time people are staying in their current job (Monged et al., 2019). Turnover intentions are often due to different motivational factors. However, there is empirical evidence that demographic variables such as age, gender, level of education and income can be significant predictors of both turnover intentions and job satisfaction according to Monged et al. 2019. Turnover intentions are also related to both push and pull factors. A pull factor can be a better opportunity for a higher-paid position, more flexible working time or something that pulls the individuals voluntarily into a new job (Solem & Øverbye, 2017). A push factor is often internal factor that can push the employer to quit their job.

For organizations, turnover of employees equals to significant costs that are related to requirements and above all, the organization have a loss of knowledge when trained and skilled workers are leaving and therefore, they lose important human capital that can have negative impacts on effectiveness, efficacy, and the overall performance (AK, 2018).

However, when it comes to the older ages of the workplace, there are studies pointing out that when a worker has reached a higher age, it is less likely that they are planning to leave.

A Nigerian study with 465 participants who were employees at universities showed that when a worker was below 40 years of age, they were more likely to quit their current job (Monged et al., 2019). The older the worker was, the more likely it was that the person was staying in their position until retirement. There is also a study from the luxury hotel sector in Istanbul with 297 hotel managers showing the same trend, that older people have lower turnover intentions (Emiroğlu et al., 2015). This study also pointed out that even though turnover intentions were different between the younger and older employees, there were no significant differences within the groups of people in the same age range.

There are several theories and reasons for this situation that have been discussed by different researchers. For example, generational factors. A Dutch study within the hospitality industry with 358 respondents showed that younger people in generation Y (people born after 1980) have different ways of working when it comes to autonomy, work-life-balance than the generation X and the “baby boomer” generation (Lub et al., 2012). The study showed that generation Y had a lower commitment to their job and a higher turnover rate than the older generations. This is evidence that many researchers claim the same, the younger the age is on the application, the higher is the rate of turnover. An older employee is not necessarily a more qualified employee, but the relationship holds value because this person can often be more invested in the company and tends to stay longer (Martin & Roodt, 2008). In addition, older workers can be less attractive on the labor market and will thus have difficulties in finding new jobs, which leads them to have longer unemployment durations than younger workers (Neumark et al., 2019).

## 2.2 Preferred retirement age

Preferred retirement age intention refers to an individual's desire or plan to retire from their employment earlier than the traditional retirement age. This decision is typically driven by various reasons including the desire for more leisure time, pursuing personal interests, or

avoiding the stress and demands of traditional employment. In addition, team dynamics and relationships can impact an individual's job satisfaction and motivation, which may affect their decision to retire early. A negative team environment or poor relationships with colleagues may make an individual more likely to retire early. In contrast, a positive team environment and supportive colleagues may encourage an individual to continue working. Factors such as workload, work-life balance, and career advancement opportunities can also play a role in preferred retirement age intentions.

The redefinition of the traditional retirement model that employees choose to work longer or shift to part-time or freelance work rather than fully retiring is searched and the study found that some employees are seeking personal fulfillment, financial stability, and continued engagement in the workforce (Kojola & Moen, 2016). Kojola and Moen argue that this shift in attitudes toward work and retirement has implications for individuals, organizations, and society as a whole. They call for policies and practices that support older workers in the workforce, including flexible work arrangements, retirement benefits, and opportunities for continued learning and career development.

Gillberg & Wikström, (2021) studied the phenomenon of "fading away" among employees in a multinational organization which was analyzed in another article. Fading away refers to a situation where an employee disengages from their work and becomes less productive, leading to a gradual decline in their performance. The authors argue that talent management practices can contribute to this phenomenon by creating unrealistic expectations, limiting opportunities for career development, and failing to recognize and reward employee contributions that provide a basis for preferred retirement age among employees.

(Dalen et al., 2010) investigated the attitudes of European employers toward extending the retirement age. The authors used data from the European Social Survey to examine the factors that influenced employer support for raising the retirement age in 19 European countries. They found that employer support for later retirement was influenced by factors such as the perception of older workers, the availability of pension schemes, and the flexibility of working arrangements. They also found that employer support for later retirement is generally lower in countries with more generous social welfare systems, which may be due to the perceived financial burden of supporting older workers.

Workers' preferred retirement age were examined using a growth curve analysis to see the factors that influence older workers' intentions to retire (Cregan et al., 2023). The study utilized a longitudinal data set of 1,110 Australian workers aged 45-74 years over a period of 6 years. The results of the study revealed that older workers' preferred retirement age tend to be stable over time, although a small proportion of participants did change their intentions. Additionally, the study found that the most important predictors of preferred retirement age were financial security, job satisfaction, and health status. Specifically, older workers who felt financially secure and satisfied with their jobs were less likely to intend to retire, while those in poor health were more likely to intend to retire.

In Norway, the retirement age is currently 70/72 for both women and men. This was increased from 65 in 2011 as part of a government effort to address the country's aging population and ensure the sustainability of the pension system. Across Europe, retirement age ranges from as low as 62 in France, to as high as 70/ 72 in countries such as Norway, and Germany. On the other hand, the UK, Denmark, US, and Australia have no longer an upper age limit and retirement age. However, many countries are gradually increasing their retirement age in response to demographic changes and the need to ensure the long-term sustainability of pension systems. In some countries, such as Sweden and Italy, Norway and Finland the retirement age is linked to life expectancy and may be adjusted periodically based on changes in mortality rates. Additionally, many European countries offer preferred retirement age options, although these often come with reduced benefits. In Norway, it was increased from 70 to 72 for the private sector only, but some companies were allowed to apply the former limit of 70 years. In the public sector, it is still 70 years, as the attempts to lift this limit did not get enough support. Further, police, fire-fighters, and the army and navy have lower retirement ages.

Overall, the retirement age in Europe is influenced by a variety of factors, including demographic changes, economic conditions, and political considerations. As populations continue to age and life expectancy increases, it is likely that retirement age will continue to be a topic of discussion and debate across the continent.

We also would like to mention preferred retirement age and retirement behaviour shown in Norwegian research by explaining important findings in “Bransjespesifikk seniorpolitikk” report (Midtsundstad et al., 2022). The report discusses the challenges and opportunities of implementing senior policies that are specific to different industries. The authors use data from the Senior Policy Barometer, which has been collected annually in Norway since 2003, to



highlight trends and important findings about preferred retirement age and retirement behaviour in Norway. The report emphasizes the importance of developing senior policies that are effective, sustainable, and equitable, and that can help promote active aging and ensure that older workers can continue to contribute to the labour market. Based on the Senior Policy Barometer data analysed in the report, some important findings include:

- Preferred retirement age and retirement behaviour vary across industries and vary significantly across different industries in Norway. For example, older workers in the health and care sector tend to work longer than those in other industries, while workers in the construction and transportation sectors tend to retire earlier.
- The importance of job satisfaction and work environment were also discussed, and the report suggests that job satisfaction and work environment are important factors in influencing preferred retirement age and retirement behaviour. Older workers who report high levels of job satisfaction and a positive work environment are more likely to continue working than those who do not.
- The report also highlights the role of financial incentives, such as pension benefits and retirement packages, in retirement decisions. However, the authors caution that financial incentives alone are not sufficient to promote extended working lives.
- The report emphasizes the need for industry-specific senior policies that consider the unique challenges and opportunities of different sectors. For example, the authors suggest that policies that support training and development opportunities for older workers may be particularly important in sectors where technology and job requirements are rapidly changing.
- Lastly, the report remarks the importance of collaboration between employers, employees, and policymakers in developing effective senior policies. The authors suggest that a participatory approach, where all stakeholders are involved in policy development and implementation, can help to ensure that policies are relevant, effective, and sustainable.

### 2.3 Antecedents of Retirement and Turnover on Organisational Level

This chapter on the organizational level will hold the focus on the variables related to leadership style, different locations for work and working styles, and the job demands the workplace requires. Therefore, the variables listed below are Supportive Leadership, Autonomy and Job Demands.

### *2.3.1 Supportive Leadership*

To lead people is to guide, influence, and inspire others (Alwahaibi, 2019). It is crucial to have good leaders in an organisation that will act in a good manner towards the employees or subordinates. In general, any leadership style, good or bad, will impact on the development and climate in an organisation since the leader contributes to several aspects of the organisation. Here we will focus on the supportive leadership style and emphasize the importance of it.

By assisting subordinates to perform their tasks effectively and learn from their responsibilities, supportive leadership can be described as assisting in the achievement of common goals (Banai & Reisel, 2007). A supportive attitude from a leader is connected to self-confidence and positive actions and follower attitudes (Banai & Reisel, 2007). The effects of a supportive leadership style are positively connected to the performance on all aspects. In Norway, the Working Environment Act says that the employers have a duty to facilitate that the workers integrity and dignity in their working situation is taken care for. This means that the employers have a duty to make sure that the late career and transitions between work and retirement happens in a dignified way with support from their organization (Bakke & Solheim, 2021).

In South Korea there was conducted a study with data from 536 employees in 69 teams in a large engineering company to measure the effect from supportive leadership, with focus on the individual outcomes of team cooperation, commitment, and job satisfaction (Shin et al., 2016). The outcomes from this study showed a positive connection between individuals' views of supportive leadership and their future task performance, with team commitment serving as the mediating factor in this relationship. Job satisfaction and team commitment served as mediators in the association between organizational and individual-level evaluations of supportive leadership. These findings offered understandings of multilevel mediation procedures incorporating various degrees of encouraging leadership attitudes. A supportive leadership style affects the work environment in a positive way, and this influence the work characteristics of the job which is related to turnover decisions (Münderlein et al., 2013). A Norwegian study with 837 respondents in the maritime industry investigated on how leadership style influence job satisfaction and turnover intentions. They used two mediators (positive and negative emotions). The study showed that turnover intentions were fully mediated by the positive emotional experiences of the employees. These positive experiences were based on supportive leaders and organizations which practised employee-centred leadership which strengthen the individual's sense of being competent and valuable at work (Glasø et al., 2011).

Based on these arguments, we have chosen the following hypothesis:

*Hypothesis 1A: Supportive leadership will be negatively related to turnover intentions*

Therefore, it is reasonable to also anticipate a negative relationship between supportive leadership and preferred retirement age because thriving at work is a significant incentive to stay longer before retirement (Da Silva Oliveira, 2021). Preferred retirement age is not related to work characteristics in the same ways as turnover intention, but instead it is more related to personal characteristics (Münderlein et al., 2013). This can be individual motivational factors, which can be learning, status, income, and social support. A Norwegian study showed that the leadership style in the organization and the relationships the individuals had with their colleagues was an important factor for their motivation to stay in their job (Herlofson et al., 2023). The feeling that their senior competence still was relevant was also an important factor for their motivation. We assume that with a supportive leadership style, the worker has a stronger fit with their individual demands, which again contribute to staying longer in the work force before retirement (Münderlein et al., 2013). So, we state the following hypothesis:

*Hypothesis 1B: Supportive leadership will be positively related to preferred retirement age*

### *2.3.2 Autonomy*

Heckman and Oldman (1976) identified through their model of job characteristics that the more autonomy a job have, the more freedom the workers experience on how, when, and where to work. Work autonomy can be defined as the amount of control or direction a worker can influence for their own working environment with respect to scheduling and feeling that they can control their working time and activities and how they can influence their own work methods and criteria for their job (Kwok, 2020).

A study based on the European Working Condition Surveys (with 30,843 questioners) identify that when a worker is highly qualified and have specific skills, this facilitates a higher level of work autonomy when it comes to decision making regarding work tasks (Esser & Olsen, 2012). On the other hand, a lower skilled worker, tends to have less autonomy in their work decisions. Esser and Olsen (2012) also identified other components that were related to lower work autonomy, these were gender (women tend to have lower work autonomy), lower ages, education level and part-time work.

Since a high perception of work autonomy are related to positive effects for the workers, and it is connected to bargain power for the worker to get benefits in their job (Kwok, 2020), this can contribute to a person's intention to stay in their job for longer time. Furthermore, job autonomy has been found to be associated with knowledge sharing among individuals, and the level of responsibility that individuals feel towards their work is also related to knowledge sharing (Cabrera et al., 2006). Research also shows, that when employees feel cared for by their company, they often react by displaying a variety of positive outcomes, such as decreased intention to leave their company and actual turnover (Dysvik & Kuvaas, 2013). Another positive outcome we can relate to autonomy, is goal achievement, because people find work more meaningful if they are set to reach cherished goals. Thus, it is easier to reach these goals if the individuals can have autonomy in choosing their path to goal accomplishment (Humphrey et al., 2007).

Dysvik and Kuvaas (2013) also found in their study that job autonomy and turnover was negatively related when they introduced perceived supervisor support as a moderating factor. With these findings in mind, we state the following hypothesis:

*Hypothesis 2A: Higher levels of job autonomy will be negatively related to turnover intentions*

Workers with high work autonomy can often be skilled workers with a specific knowledge in their industry. As a result, older workers are more likely to receive benefits and express intentions to remain in their jobs until a higher retirement age. On the other hand, a study also shows that people with jobs that are physical and repetitive and that have a low job autonomy were more likely to retire early (Blekesaune & Solem, 2005).

In Norway, researchers from NOVA, Oslo Met, have researched recently on behalf of the Norwegian Centre of Senior Policy on when people are planning to retire, and then they have followed up the individuals after three years to see if things were going according to what they have planned for their retirement. The study showed that over half of the respondents were still working past the age they thought that they would retire. One of the main reasons for this where that their employer let the transition window be bigger for the senior workers, letting them step down and transition to retirement over longer time with increased flexibility on working time and methods (Solli, 2023). These efforts put in by the employers for a positive and flexible transition to retirement for the worker, will in many cases make the worker stay for longer until retirement (Herlofson et al., 2023).

With these findings in mind, we put forward this following hypothesis:

*Hypothesis 2B: Higher levels of job autonomy will be positively related to preferred retirement age.*

### *2.3.3 Job Demands*

Job demands are characterised as aspects of the work which will require physical and/or psychological investments for the worker which again is related to a certain degree of physical and/or psychological consequences for the employee (Brauchli et al., 2013).

Job demands are highly related to a worker's psychological well-being since they influence the individuals both positively and negatively. Job demands can be divided into different dimensions, one for example is cognitive demands. Cognitive demands can be described as the mental effort and burden a decision making and learning process can be at the workplace (Meyer and Hünefeld, 2018). Another relevant job demand is learning demands, which refers to generating new knowledge and skills (Meyer and Hünefeld, 2018), and quantitative demands which refers to workload. Lastly, one important job demand is the emotional demands an individual are having in the work situation. Emotional demands are related to job stress and can predict emotional exhaustion and lead to burnout over time (de Jonge et al., 2008).

Both too excessive job demands, and the lack of challenging job demands is believed to be related to an increase in turnover intentions. Because too much job demands can lead to a stressful work situation, in contrast, the lack of challenges can influence the motivation of the worker (Esteves & Lopes, 2017). Therefore, job demands can be both push and pull factors that influence the turnover intentions of the individuals. Factors that push can be a mismatch between the job requirements and the persons work ability (Blekesaune & Solem, 2005). A pull factor can in example be the possibility to get the possibility to work with something that is a good fit with the interest and skills of the individual worker.

Based on the literature above, we state the following hypothesis

*Hypothesis 3A: Job demands are positively related to turnover intentions.*

Both job demands and job characteristics are according to Blekesaune & Solem, (2005) connected with retirement behaviour. In their study of Norwegian employees within the age

range of 60 and 67, they identified that both physical demanding jobs and perceived job stress is related to preferred retirement age. This study also validates claims made by Krause et al. (1997); Leineweber et al. (2019) that people with more psychical jobs tend to retire earlier. However, we must acknowledge that there will always be push and pull factors such as pension plans and job characteristics that influence an individual's decision to retire early or stay in the working life for longer (Blekesaune & Solem, 2005).

Based on the literature above, we decide on this following hypothesis:

*Hypothesis 3B: Job demands are negatively related to preferred retirement age*

#### 2.4 Antecedents of Retirement and Turnover on Team Level

In this chapter, the variables we will look at are social support and age discrimination. These two different factors are aspects that can have a significant influence the working climate and the well-being of the individual. Which again can relate to turnover intentions and preferred retirement age.

##### 2.4.1 Social Support

Social support can be described as the emotional, informational, and appraisal support that people gain by interacting with others (Nohe & Sonntag, 2014) In a working situation, it is important with social support, because it helps the individuals with coping with stress, job demands and other positive and negative challenges affecting a person in the working life (Giauque et al., 2019; Johnsen et al., 2018). In a workplace there are social networks, and these networks can give good opportunities for social support, both when it comes to help with tasks and emotional support. The amount of social support given from the work environment to the individual is an important factor for the well-being of the worker. When it comes to social support, there can be individually differences between the support given to someone and their perception of the potentially available support in the organization (Sarason et al., 1990b).

Fisher et al., (1997) distinguished two different directions of social support: directive and non-directive social support. The Non-directive support is about cooperating with others, without feeling the responsibility for the other person's performance and to accept and be open for the other individual's choices and emotions. Furthermore, directive support was identified as a process where you guide the other person's feelings and take more responsibility for their

performance and actions. A Norwegian study with 957 employees from 114 privately owned kindergartens identified that these workers overall reported that they were receiving more nondirective than directive support from their colleagues, and this showed a high score on job satisfaction and a moderate score on job demands (Johnsen et al., 2018). Here, the nondirective support correlated more to the positive aspects for all the outcome, on the other hand, the directive social support was more related to negative perceptions such as turnover intentions.

It is obvious that social support is crucial in determining whether an employee will stay or go. For instance, Humphrey, Nahrgang, and Morgeson (2007) discovered in their meta-analysis that social support was a major predictor of turnover intention.

Based on the findings in the literature above, we state the following hypothesis

*Hypothesis 4A: A high level of social support is negatively related to turnover intentions*

Over time, the feeling of social support is a large contributor to self-esteem and personal growth and to get acceptance and supportive feedbacks from your peers is important for us humans (Sarason et al., 1990a). An Australian study with data from pre- and post- retirement showed that the group of people who felt a low degree of social support had a drop in their mental well-being the last year before their retirement, and that their well-being improved after retirement (Kettlewell & Lam, 2022). In contrast, the group who reported that they had a higher level social support had a high well-being both before and after their retirement. A Norwegian study on late career decisions identified that in the cases where the individuals perceived low social support and where they also had low quality relationships with their closest supervisors, this was something that became a recurring obstacle to stay in work for a longer time (Furunes et al., 2015). The findings from this study suggest that retirement and late career decisions is something that mature over time and is connected to the social support in the work environment. It is also mentioned in the latest NOVA report that even though a worker is experiencing negative factors such as health and financial issues, this can be compensated with factors such as high autonomy, positive feedbacks, and social support, which again can contribute to the motivation to stay in work for a longer time (Herlofson et al., 2023).

*Hypothesis 4B: A high level of social support is positively related to planning to retire early*

#### *2.4.2 Age Discrimination*

In Norway it was recently created controversy when a large construction company went out publicly and said that they will not hire people above 40 years of age (Skarsaune, 2023). This created a significant amount of discussion and several leaders of requirement companies stood forward and said that this is unheard of, and that age discrimination is just as illegal as discriminating someone because of race and gender by the Norwegian Equality and Anti-Discrimination Act. In contrast, there is this important focus on the increase in life expectancy in Norway and the debate on the “Elderly wave” that is coming with lack of work force and what we should do to prepare for this, with Erna Solberg, the former prime minister and leader of the Conservative Party being one of the politicians speaking loudest about it (Gjerstad, 2023).

When we study age discrimination, the term ageism is relevant. Ageism is the way people think and feel about age groups different than their own, and age discrimination is the acts, behaviours and rules towards the age groups that are mistreated. According to Nelson's (2002) theory, age discrimination develops because of people's unfavourable opinions of older people. Age discrimination is a form of discrimination, and the concept can go up and down in age, but most studies focus on age discrimination against the older workers. Age discrimination can be compared to age and gender discrimination, but there is one important difference. Just a very few can become another gender, and it is impossible to change race, but – everybody will become old if they did not die early. That makes age discrimination unique, one discriminates a group that one will end up in oneself, later in life.

Age Discrimination towards older people is associated with deterioration and that the life span of the person is already or heading towards being “elderly” (Iversen et al. 2009). This can have negative and harmful effects on the psychological well-being of the individuals. However, it is hard to establish how common age discrimination are, and how present age discrimination is in promotion, recruitment processes and training procedures (Solem, 2009). Thus, a Norwegian study with a random sample of 1284 employers, found that most employers (61%) would rather hire a younger person under 25, than a person over 60 years of age (Solem, 2009).

An Australian qualitative study with 18 in-depth interviews with participants between 65 and 89 years of age, with a diversity of social position and experiences, showed that most of them had never heard about the term ageism, but they understood they in many cases were treated as



an older person, but they had no word for it in their vocabulary (Minichiello et al., 2000). This study emphasises also that many elderly people probably does not want to talk about being older and does not want to stand in the front line calling out age discrimination. The findings of this small study concluded that it is important for reaches to understand how the real experiences from older people are, to understand ageism and age discrimination properly.

Chang et al., (2020) introduced two different terms of ageism in their systematic review, Individual and Structural Ageism. The Individual type of ageism is the impact ageism have on that person when it comes to culture-based negative stereotypes and how the individual's self-perception is when it comes to their age. The structural agism, is about policies (for example for recruitment), practises or procedures that can discriminate older workers. In the review they looked at both structural and individual level of studies from all over the world, in total they investigated 422 studies and in 74% of the globally diverse studies, there was significantly worse health outcomes that could be related to agism.

Positive psychological well-being is closely related to thriving at work, and research conducted by Da Silva Oliveira (2021) has shown a positive correlation between thriving at work and lower turnover intentions.

However, for the younger workers learning opportunities where significant for them to stay in a job and thriving, but for the older workers, this was not found to be offered at the same level. Even considering that they have overall lower turnover intentions, age discrimination can contribute to a higher level of turnover intentions because it is related to a poorer mental health for the individual with the feeling of being devaluated and disrespected. In general, Lub et al. (2012) suggest that older workers tend to have lower turnover intentions, which is supported by research conducted by Monged et al. (2019) and Emiroğlu et al. (2015), who found that as workers age, they are more likely to remain in their jobs until retirement. Furthermore, research has shown that age discrimination is more prevalent towards certain groups of job seekers, particularly part-time workers, unemployed individuals, and seasonal workers, as opposed to those who are already employed (Stypinska and Turek, 2017). Overall, it is harder for a worker over a certain age to compete in the job market because age discrimination is a significant issue (Neumark et al., 2019). Therefore, we state the following hypothesis:

*Hypothesis 5A: Age Discrimination is positively related to turnover intensions.*

Norway did in 2015 increased the mandatory retirement age (MRA) from 70 to 72 years as part of a global trend to extend working life. Older workers in Norway and the EU have during the past two decades increased their intention to stay longer in work life before retirement (Solem et al. 2020). In contrast, the employers seem less eager to adjust their policies for late exit. Managers holds complex views about the older workers, which can be both positive and negative. They can see older workers as a loyal resource for the company, but also see them as people who are having less adaptive capabilities and mental capacity (Solem, 2020).

To take the opportunity to preferred retirement age, if financially possible, can feel as a better option for the individual, then to look for a new job late in the career, where there is often age discrimination happening in the job seeking process. Age Discrimination is a concept that directly affects the well-being and motivational factors for continuing work. Here, we state the following hypothesis:

*Hypothesis 5B: Age Discrimination is negatively related to preferred retirement age*

## 2.5 Antecedents of Retirement and Turnover on Individual Level

There are several factors that are significant to consider when examining turnover intentions and preferred retirement age on an individual level. Included here, are negative acts, burnout, workability, working hours per week, gender, and age.

### 2.5.1 Negative acts

Negative acts and bullying in the workplace are a prevalent problem which affects both employees and organizations worldwide (Glambek et al. 2023). In Norway there is an own research group related to the University of Bergen named Bergen Bullying Research Group. Where they have researched on negative acts and bullying. This group has also developed The Negative Acts Questionnaire (NAQ)(Einarsen et al. 2009). Individuals who suffer from workplace bullying often tend to suffer from psychical and mental health problems (Zahlquist et al. 2023). Negative behaviours harm firms on many levels, including monetarily and in HR policies that are expressly intended to enhance employee engagement, motivation, and well-being and are typically linked to favourable employee outcomes (Baillien et al. 2022).

When the relationship between negative acts and turnover intentions is investigated, results show that when employees experience negative behaviour or mistreatment in the workplace, they are more likely to consider leaving their job (Zahlquist et al. 2023). This relationship can

be explained by the idea that negative acts create a sense of dissatisfaction and distress among employees, which can lead them to disengage from their work and become more open to the idea of leaving. A study from Saudi Arabia with 2170 nurses, confirmed that there was a relationship between bullying and turnover intentions. In this industry, workplace bullying is often seen and is a serious problem which affects the profession worldwide (Al Muharraq et al. 2022).

The relationship between negative acts in the workplace and work-related violence and threats from clients toward employees is also examined in one of the studies (Andersen et al. 2023). The study was conducted on 419 employees working in the Danish social and healthcare sectors, and data was collected through self-assessment questionnaires and interviews. The results of the study show that negative acts in the workplace increase the risk of work-related violence and threats from clients toward employees. The study found that employees who reported experiencing negative acts, such as bullying, harassment, and incivility, were more likely to report experiencing violence and threats from clients. The study also found that the effect of negative acts on work-related violence and threats was stronger for employees who had lower levels of job satisfaction. The study concludes that negative acts in the workplace are a risk factor for work-related violence and threats from clients toward employees, and organizations should address negative acts to prevent such incidents.

The impact of negative ties on employees' turnover intention was examined (Haq et al., 2017). The study was conducted on 348 employees from various organizations in Pakistan, and data was collected through self-assessment questionnaires. A study investigated the impact of negative relationships, referred to as negative ties, with co-workers on employees' intention to leave their job. The study found that employees who reported having negative ties with their co-workers were more likely to have the intention to quit their job. Furthermore, the study revealed that the effect of negative ties on turnover intention was stronger for employees who were more dissatisfied with their job. The study also highlights that negative ties in the workplace have a significant impact on employees' intention to leave their job. Therefore, organizations should focus on addressing negative ties to retain their employees, especially those who are more dissatisfied with their job.

Moreover, another study used a cross-sectional survey design, with data collected from 396 nurses working in various hospitals in Turkey (Cakal et al., 2021). The results showed that workplace violence was positively related to turnover intentions among nurses. However, the

relationship was weakened when nurses felt a sense of invulnerability, meaning that they felt that they were not vulnerable to workplace violence. The study also found that organizational support played a moderating role in the relationship between workplace violence and turnover intentions. Specifically, nurses who perceived high levels of organizational support had lower turnover intentions, even when they experienced workplace violence.

(Namin et al., 2021) conducted a meta-analytic review of 46 studies, which included 50,446 participants from a variety of organizations and industries. The results showed a strong and significant relationship between workplace incivility and turnover intention, indicating that employees who experienced more incivility were more likely to consider leaving their jobs. The study also found that the strength of the relationship varied depending on the type of incivility experienced. Specifically, interpersonal incivility, which involves rude and disrespectful behaviour towards individuals, had a stronger relationship with turnover intention than work-related incivility, which involves behaviour that hinders job performance. The study further revealed that the relationship between workplace incivility and turnover intention was moderated by various factors, including individual characteristics, organizational factors, and cultural factors. For instance, employees who had a high level of emotional intelligence or social support were less likely to consider leaving their jobs due to incivility.

Turnover intentions are according to the study from Zahlquist et al. (2023) related to negative acts and based on the evidence from the literature above, we state the following hypothesis:

*Hypothesis 6A: Negative acts are positively related to turnover intentions.*

When employees experience negative behaviour or mistreatment in the workplace, they may be more likely to retire earlier than planned. Negative acts such as harassment, bullying, discrimination, or a toxic work environment can create a sense of stress and burnout among employees, leading them to become disengaged and unproductive. This can cause a decline in their job performance and job satisfaction, ultimately making them more likely to consider retiring earlier than expected. Moreover, negative acts can create a hostile work environment that negatively affects the physical and mental health of employees, leading to chronic health problems that can make it challenging for them to continue working.

According to a recent study that was conducted on 682 employees from 10 Italian organizations, the data was collected through self-assessment questionnaires and clinical evaluations (Castellini et al., 2023). Employees who experienced conflicts and negative acts at

work reported higher levels of depression, anxiety, and stress. Therefore, we can conclude that negative acts have a significant impact on an employee's well-being which could lead to preferred retirement age.

Another study examines the antecedent and subsequent correlates of preferred retirement age (Topa et al., 2018). The study is a meta-analysis of 173 studies from various countries, including Europe, North America, and Asia. The results of the study show that several factors are associated with preferred retirement age. The study found that poor health, job dissatisfaction, low job involvement, and high job demands are significant antecedents of preferred retirement age. Since job dissatisfaction is directly related to negative acts and has been discussed in many studies, the following hypothesis has been put forward:

*Hypothesis 6B: Negative acts are negatively related to the preferred retirement age*

#### *2.5.2 Burnout*

Burnout is defined as a state of emotional exhaustion, depersonalization, and reduced personal accomplishment that results from chronic work-related stress. (Bouskill, et al., 2022).

Employees who experience burnout may become disengaged and dissatisfied with their work, leading them to consider leaving their job or organization. Moreover, burnout can negatively affect employees' health and well-being, making it difficult for them to continue working.

In Norway, there was conducted a study among Child Welfare Workers with 678 respondents. The occupations related to child welfare are especially demanding fields to work in, and the risks of burnout here are high. Especially, when it comes to emotional dissonance. To keep the risk of burnout low in this field of employment, social and organizational support were identified as the most important factors to prevent burnout (Nielsen et al. 2023). Another Norwegian study on burnout with a representative sample of assistant nurses, found a relationship between bullying and burnout, and concluded with the high level of physical and emotional demands, together with negative acts from both patients and colleagues in this occupation was related to a higher risk of burnout (Einarsen et al. 1998). Therefore, we must assume that the risk of burnout and turnover intentions in these types of jobs related to healthcare and social services can be estimated to be higher than in other occupations. This claim is also validated by Blytt et al. (2022) and her colleagues who studied turnover intentions with a sample of 2965 Norwegian nurses that worked shift work, where they found a positive relationship between shift work, burnout, and higher turnover intentions.

According to a study in Turkey that involved surveying employees from various industries to gather data on burnout, subjective vitality, supervisor support, and turnover intention (Elçi et al., 2018). The results of the study indicate that burnout has a significant positive effect on turnover intention, meaning that employees who experience burnout are more likely to want to leave their job. The study also found that subjective vitality and supervisor support can act as protective factors against burnout and turnover intention. Specifically, employees who reported higher levels of subjective vitality were less likely to experience burnout and, in turn, less likely to have turnover intention. Similarly, employees who received more support from their supervisor were less likely to experience burnout and less likely to have turnover intention.

Another study examines the relationship between work stress, job burnout, and turnover intentions among hotel employees in Egypt (Salama et al., 2022). In this study, a survey was conducted among 245 hotel employees, using standardized questionnaires to measure work stress, job burnout, and turnover intentions. The results of the study show that work stress and job burnout have a significant positive correlation with turnover intentions among hotel employees. In other words, the more work stress and job burnout experienced by hotel employees, the more likely they are to consider leaving their job. The study also found that emotional exhaustion, a dimension of job burnout, has the strongest impact on turnover intentions. This suggests that hotel employees who feel emotionally exhausted from their work are more likely to consider leaving their job than those who do not experience this type of burnout.

The article "Effects of Workload on Burnout and Turnover Intention of Medical Staff: A Study" examines the impact of workload on burnout and turnover intention among medical staff (Xiaoming et al., 2014). Authors found that a high workload has a significant and positive relationship with burnout and turnover intention, which means that the higher the workload, the higher the level of burnout and the greater the likelihood of turnover intention. Furthermore, the study suggests that burnout serves as a mediator between workload and turnover intention, indicating that burnout plays an important role in the relationship between workload and turnover intention.

Burnout at work has a big financial impact on people, businesses, and society (Nielsen et al. 2023). Therefore, understanding risk and preventive variables is crucial. In Bergen, there is developed a well-known scale to measure burnout called The Bergen Burnout Inventory (BBI) (Feldt et al. 2014). This scale measures emotional distance, exhaustion, cynicism towards work

and other important burnout factors which can be used for researchers to understand the phenomenon of burnout better. However, the dataset we are using in this thesis have a background in the Burnout Assessment Tool (BAT)(Schaufeli et al. 2020).

Based on articles above, we have hypothesized the following:

*Hypothesis 7A: Burnout is positively related to turnover intentions.*

Employees who experience burnout may become disengaged and dissatisfied with their work, leading them to consider retiring early as a means of escape. Further, a burnout can erode an employee's sense of purpose and motivation, reducing their commitment to the organization and making them more likely to consider leaving. Furthermore, burnout can result in decreased job performance, lower productivity, and reduced job satisfaction, making retirement a more appealing option. Therefore, employees exposed to burnout are more likely to retire early as a way to escape the negative effects of burnout and improve their overall well-being (Demerouti, 2021).

The article "Burnout and older workers' intentions to retire" examines the relationship between burnout and the intentions of older workers to retire and highlights the importance of considering the role of burnout in shaping preferred retirement age among older workers (Henkens, & Leenders, 2010). The authors use data from a large survey of Dutch workers aged 55-64 to explore how burnout affects retirement plans. The study finds that burnout is a significant predictor of preferred retirement age among older workers. Specifically, workers who report high levels of burnout are more likely to intend to retire earlier than those who report low levels of burnout. This relationship is particularly strong for workers who have low job control or who work in physically demanding jobs. Moreover, they argue that interventions aimed at reducing burnout among older workers may help to delay retirement and keep experienced workers in the labor force for longer.

A study searched in Canada aims to estimate the cost of burnout among practicing physicians in terms of preferred retirement age and reduction in clinical hours (Dewa et al., 2014). This study conducted a systematic review of the literature and estimated the cost of burnout using data on the prevalence of burnout among Canadian physicians and the associated costs of preferred retirement age and reduction in clinical hours. The results of the study indicate that burnout is a significant problem among practicing physicians in Canada, with an estimated

prevalence of 30-50%. Additionally, authors estimate that the cost of burnout in terms of preferred retirement age and reduction in clinical hours ranges from \$171 million to \$454 million per year.

The relationship between psychosocial work characteristics, burnout, psychological morbidity symptoms, and preferred retirement age intentions among National Health Service (NHS) consultants in the UK was examined (Khan et al., 2018). The authors conducted a cross-sectional study in which they surveyed 2,000 NHS consultants, collecting data on their psychosocial work characteristics, burnout, psychological morbidity symptoms, and preferred retirement age intentions. The results of the study indicate that high levels of job demands, low levels of job control, and low levels of social support at work are associated with increased levels of burnout, psychological morbidity symptoms, and preferred retirement age intentions among NHS consultants. The authors also found that burnout and psychological morbidity symptoms mediate the relationship between psychosocial work characteristics and preferred retirement age intentions. The findings of the most recent studies have led us to the following hypothesis:

*Hypothesis 7B: Burnout is negatively related to preferred retirement age*

### *2.5.3 Health*

The relationship between health and turnover intentions can be complex and multifaceted (Ki et al., 2020). On the one hand, poor health can increase the likelihood of employees experiencing job dissatisfaction and burnout, which can in turn lead to higher turnover intentions. Employees who are physically or mentally unwell may find it difficult to perform their job tasks, meet deadlines, or maintain good relationships with their co-workers, which can further exacerbate their job dissatisfaction and desire to leave their job.

On the other hand, turnover intentions can also have negative effects on health. Employees who are considering leaving their job may experience stress and anxiety related to uncertainty about their future employment, financial stability, and career prospects. This can lead to physical and mental health problems, such as insomnia, depression, and high blood pressure.

Research has shown that interventions to improve employee health, such as wellness programs, can have a positive impact on reducing turnover intentions (Ki et al., 2020). By promoting healthy behaviours and addressing issues related to work-life balance, these programs can help



employees feel more satisfied and engaged in their work, which can reduce their likelihood of wanting to leave their job.

Another study involved 441 healthcare professionals from different hospitals in Turkey who completed a questionnaire to assess their perceptions of workplace health and safety, job stress, interpersonal conflict, and turnover intention (Palanci et al., 2021). The results showed that workplace health and safety, job stress, and interpersonal conflict were all significantly related to turnover intention, with higher levels of these factors being associated with higher levels of turnover intention. Furthermore, the study found that workplace health and safety had a direct effect on job stress and interpersonal conflict, with higher levels of workplace health and safety being associated with lower levels of job stress and interpersonal conflict. In turn, lower levels of job stress and interpersonal conflict were associated with lower levels of turnover intention. Based on the research above, we have hypothesized the following:

*Hypothesis 8A: Health is positively related to turnover intentions*

The relationship between health and preferred retirement age is well established, with poor health being a significant predictor of preferred retirement age. Individuals who experience chronic health conditions or disabilities may find it difficult or impossible to continue working until retirement age, and may be forced to leave the workforce early. Furthermore, research has shown that the preferred retirement age itself can have negative effects on health. Individuals who retire early may experience social isolation, loss of identity, and reduced physical and mental activity, which can contribute to a decline in overall health and well-being. Conversely, good health has been linked to longer work life and delayed retirement. Individuals who maintain good physical and mental health are more likely to be able to continue working until retirement age, and may be able to enjoy a longer period of retirement with good health and well-being (Geyer, 2022).

Sausa-Ribeiro and others involved 1,636 individuals aged 45-64 who were employed at baseline and participated in a Swedish longitudinal survey (Sausa-Ribeiro et al., 2023). Participants were asked about their preferred retirement age, health status, work ability, and perceived effort-reward imbalance at work at baseline and then again six years later. The results showed that individuals who reported a preference for an earlier retirement age at baseline had worse health, lower work ability, and higher effort-reward imbalance at work compared to those who preferred a later retirement age. Furthermore, over the six-year period, individuals who had a declining preference for an earlier retirement age had better health and work ability, and lower effort-reward imbalance compared to those who had a stable preference for an earlier

retirement age. The study suggests that preferences for retirement age may be a useful indicator of future health, work ability, and effort-reward imbalance at work. Employers and policymakers may be able to use this information to identify individuals who are at risk of poor health outcomes and to develop interventions to support them in maintaining good health and continuing to work for longer.

A study involved 1,408 Finnish municipal employees aged 44-58 who participated in a longitudinal survey (Karpansalo et al., 2004). Participants were asked about their perceived health and work status at baseline and then again five years later. The results showed that individuals who reported poorer perceived health at baseline were more likely to retire early during the five-year follow-up period compared to those who reported better-perceived health. Furthermore, the association between perceived health and preferred retirement age was independent of other factors such as age, gender, education, and work-related factors.

Oksanen and Virtanen point out that poor health is a well-established predictor of preferred retirement age, and that preferred retirement age itself can have negative effects on health (2012). However, the relationship between health and retirement is not a simple one-way street, and there are many factors that can influence this relationship. For example, the authors note that retirement can provide individuals with opportunities for rest and recovery, which can improve health outcomes. Additionally, retirement can allow individuals to engage in activities that promote physical and mental health, such as exercise, hobbies, and social interaction. The authors also point out that the relationship between health and retirement is influenced by a range of social and economic factors, such as employment policies, retirement benefits, and the availability of healthcare. These factors can either facilitate or hinder the ability of individuals to maintain good health and continue working until retirement age.

We have made the following hypotheses in light of the studies mentioned above:

*Hypothesis 8B: Health is positively related to preferred retirement age*

#### *2.5.4 Work ability*

Work ability and turnover intentions are two important factors that are often studied in relation to employee retention and job satisfaction (Ilmarinen, 2009). Work ability refers to an individual's physical and mental capacity to perform their job, while turnover intentions refer to an employee's intention to leave their current job and seek employment elsewhere. Moreover, a work ability defined as "the balance between an individual's resources and the

demands of work." Work ability is influenced by various factors such as individual factors (e.g. age, health, skills, motivation), work-related factors (e.g. physical and mental demands, work environment), and the interaction between these factors.

The relationship between perceived work ability and turnover intentions among healthcare workers in Belgium was examined (Derycke, 2012). The author conducted a prospective study over a two-year period, following a sample of 947 healthcare workers. The study found that healthcare workers who reported lower levels of perceived work ability were more likely to have turnover intentions two years later. This relationship was stronger among older workers and those with chronic health problems. Research has also shown that there is a negative relationship between work ability and turnover intentions. In other words, employees with higher work ability are less likely to have intentions to leave their current job than those with lower work ability. One possible explanation for this relationship is that employees with higher work ability may find their job more fulfilling and rewarding, and may be better able to cope with job-related stressors. As a result, they may be less likely to experience job dissatisfaction or burnout, and therefore less likely to consider leaving their current job. In contrast, employees with lower work ability may find their job more challenging, and may struggle to meet the physical and mental demands of their job. This can lead to increased stress, job dissatisfaction, and ultimately, a higher likelihood of turnover intentions. By highlighting the negative relationship between them, we addressed the following hypothesis:

*Hypothesis 9A: Work ability is negatively related to turnover intentions*

Work ability refers to an employee's physical and mental capabilities to perform their job. Generally, the higher an individual's work ability, the better they are able to perform their job and the longer they are able to continue working without experiencing work-related health issues.

On the other hand, preferred retirement age refers to the decision to retire before reaching the average retirement age. Research suggests that individuals with higher work ability tend to retire later than those with lower work ability. This is because they are able to continue working without experiencing significant health issues or job dissatisfaction. In contrast, individuals with lower work ability may be more likely to retire early due to health issues or inability to perform their job duties. Therefore, there is typically a negative relationship between work ability and preferred retirement age (Woźniak et al., 2022). We addressed the following

hypothesis by providing information that highlights the negative relationship between these two variables based on current research:

*Hypothesis 9B: Work ability is negatively related to turnover intentions*

#### *2.5.5 Working hours per week*

The relationship between working hours per week and turnover intentions can vary depending on a number of factors, including an employee's individual preferences, work-life balance, and job satisfaction (Hsu et al., 2019).

Authors found that there is a positive relationship between working hours per week and turnover intentions, meaning that as employees work more hours per week, they are more likely to have intentions to leave their current job. This relationship may be due to several reasons such as work-life balance, job demands and compensation. However, it is important to note that the relationship between working hours per week and turnover intentions is not always straightforward. Some employees may prefer to work longer hours if it means having a more flexible schedule or higher pay. Additionally, job satisfaction and organizational support can mitigate the negative effects of long working hours on turnover intentions. Therefore, we have hypothesis the following:

*Hypothesis 10A: Working hours per week is positively related to turnover intentions*

Awad shows that working hours per week and preferred retirement age are negatively related to each other (2019). One reason for this is that people who work longer hours tend to have higher incomes and greater job security, which may make them less likely to retire early. Additionally, working longer hours may provide a sense of purpose and fulfillment that can make retirement less appealing. However, it's important to note that the relationship between working hours per week and preferred retirement age is not always straightforward. Some employees may prefer to work longer hours if it means having a more flexible schedule or higher pay, and this may delay their retirement. Moreover, retirement benefits such as pensions or health insurance coverage can influence the decision to retire early. If an employee has access to generous retirement benefits, they may be more likely to retire early regardless of their working hours.

Another research examined the mediating role of the meaning of work, the researchers aim to understand how work conditions indirectly influence turnover intentions through the lens of

personal meaning. They propose that when employees perceive their work conditions positively, it enhances their sense of meaning in their work, leading to higher job satisfaction and reduced turnover intentions. Also, it is worth noting that excessive working hours can have a negative impact on employee well-being and job satisfaction. Long hours without adequate rest and work-life balance may lead to increased stress, burnout, and ultimately, higher turnover intentions. Conversely, if individuals find meaning and purpose in their work, they may be more willing to invest time and effort, including working longer hours (Arnoux-Nicolas et al., 2016). Therefore, we would like to have a hypothesis below:

*Hypothesis 10B: Working hours per week is negatively related to preferred retirement age*

#### *2.5.6 Gender*

The relationship between gender and turnover intentions, is complex and may depend on various factors (Weisberg & Kirschenbaum, 1993). Research has found mixed results regarding the relationship between gender and turnover intentions. Some studies have found that women are more likely to express turnover intentions compared to men, while others have found no significant gender differences.

One potential explanation for the difference in findings is that the relationship between gender and turnover intentions may be moderated by factors such as job satisfaction, organizational commitment, and job embeddedness. For example, women may be more likely to express turnover intentions when they experience lower job satisfaction or lower organizational commitment, but this may not be the case when they feel more embedded in their job or organization.

It's also important to consider that gender itself is a complex construct that intersects with other factors such as race, ethnicity, and sexual orientation (Öylü et al., nd). The role of social inequalities, such as gender, class, and ethnicity, shapes the experiences of older workers in the labor market. For example, women and workers with lower levels of education are more likely to experience forced or gradual exit, and therefore more likely to be at risk of exclusion.

The explanations given above are what led us to choose the following hypothesis:

*Hypothesis 11A: Women are more likely to express turnover intentions compared to men*

There is no straightforward explanation that shows the relationship between gender and preferred retirement age. However, this can vary based on various factors such as culture, socioeconomic status, and individual circumstances.

On one hand, "Norsk seniorpolitisk barometer 2022" report shows women are more likely to retire earlier than men, primarily due to caregiving responsibilities, lower wages, and fewer opportunities for career advancement. Women are also more likely to work part-time, which may result in lower pension benefits and a need for preferred retirement age. Moreover, women may have shorter careers due to taking time off work to care for family members, and they may also face age discrimination in the workplace, which could lead to preferred retirement age (2022).

On the other hand, men are more likely to retire later than women, in part because they tend to have higher-paying jobs, which can result in larger pension benefits. Men may also have stronger social and cultural expectations to continue working (Dahl et al., 2022).

Another study also found that the relationship between work-related factors and preferred retirement age intention was moderated by age and gender (Sejbaek et al., 2013). Specifically, older employees and female employees were more likely to consider preferred retirement age if they experienced high job demands and low job control.

While women are more likely to retire early, this is often due to a range of systemic factors that limit their opportunities for career advancement and financial security, rather than a choice based solely on personal preferences. For this reason, we have hypothesis the following:

*Hypothesis 11B: Women have a lower preferred retirement age than men*

#### 2.5.7 Age

The relationship between age and turnover intentions can vary depending on several factors, such as job satisfaction, job tenure, and the labour market conditions (Lazzari et al., 2022). Several studies have shown that the relationship between age and turnover intentions is generally negative, which means that as employees get older, they tend to have lower intentions to leave their job voluntarily. This is often because older employees may have higher levels of job satisfaction, a stronger commitment to their organization, and greater job security due to their tenure and experience. Additionally, older employees may have fewer employment opportunities in the labour market, which can decrease their likelihood of leaving their current job.

However, the relationship between age and turnover intentions can also be positive in some cases (Henry et al., 2015). For instance, older employees may experience age discrimination in the workplace, leading to a sense of dissatisfaction and a desire to leave. Moreover, older employees may experience health problems or caregiving responsibilities, which can make it more challenging to continue working.

It is important to note that while the relationship between age and turnover intentions is generally negative, it is not necessarily a linear relationship (Hunt & Saul, 1975). For instance, there may be a U-shaped relationship, where younger and older employees are more likely to have higher turnover intentions than middle-aged employees. This may be since younger employees are still exploring career options and have lower job tenure, while older employees may be facing retirement and are more likely to leave the workforce voluntarily. Regarding the explanation above, we propose the following hypothesis:

*Hypothesis 12A: Older employees generally have lower intentions to leave their job*

Depending on various factors such as individual circumstances, financial situation, and cultural norms, there might be a positive or negative relationship between age and preferred retirement age. Older workers may be more likely to retire early due to factors such as health problems, disability, or a desire to spend more time with family. In this case, there may be a positive relationship between age and preferred retirement age, as older workers may have reached a stage in their lives where they value leisure time more than work (Nagy et al., 2022).

On the other hand, there is maybe negative relationship between them if older workers are forced to retire early due to factors such as job loss, age discrimination, or inadequate retirement savings. In this case, preferred retirement age may be a result of economic hardship rather than personal choice, and may have negative consequences for older workers' financial well-being and retirement security.

It is also worth noting that the relationship between age and preferred retirement age may vary depending on cultural norms and social policies (Duval, 2003). In some countries, there may be a cultural expectation that older workers should retire early, while in others, there may be policies in place to encourage older workers to stay in the workforce for longer.

There are several reviews existing of literature on the effects of increasing the retirement age on the health, well-being, and labor force participation of older workers (Pilipiec et al., 2021). The review found that increasing the retirement age had mixed effects on the health and well-being of older workers. Some studies suggested that working longer had a positive effect on

health and well-being, while others found negative effects, such as increased stress and physical strain. The review also found that the impact of increasing the retirement age on labor force participation varied depending on factors such as gender, education level, and job characteristics.

The "Norsk seniorpolitisk barometer 2022" report focuses on the attitudes and experiences of the Norwegian working population towards senior employment policies. The report is based on a survey of approximately 2,000 individuals aged 45 and over who are currently employed or actively seeking employment. The report found that the majority of respondents feel positive about the idea of working past the age of 62, with many expressing a desire to continue working in some capacity even after reaching retirement age. However, the report also highlights several barriers to senior employment, including age discrimination, lack of suitable job opportunities, and physical health issues. In terms of policies to support senior employment, respondents expressed support for measures such as flexible work arrangements, training and development opportunities, and financial incentives for employers who hire older workers. However, the report also highlights the need for greater awareness and education around these policies, as many respondents were not aware of the existing support measures available to them (2022).

The hypothesis regarding our explanation above that we put forward is as follows:

*Hypothesis 12B: There is a positive relationship between workers' ages and their retirement intentions*

### 3.0 Research Method

The approach presented in this chapter is thorough and logical, and it will result in an empirical answer to the research questions. We will start with defining the research method we will use in this thesis and why we have chosen that direction. Moreover, we will describe the dependent and independent variables and the sample that are going to be used in the statistical analysis. We will also draw focus to some ethical considerations we must have in mind when analysing data.

#### 3.1 Quantitative Research Method

There are two main research methods that are commonly used, these are qualitative and quantitative approaches. A quantitative dataset is data which can be recorded as numbers and



analysed quantitatively, a qualitative dataset is non-numerical data or data that have not been quantified. Example of qualitative data is typical spoken, typed, and printed words (Saunders & Lewis, 2019, p. 564). When it comes to quantitative data, these data can be everything from simple counts of one variable to large and complex data sets which needs advanced software to analyse. In research, a quantitative dataset can give important statistical results to describe a phenomenon or frequencies. To answer research questions, most business and management studies are likely to include numerical data or contain data that can be quantified. To research numerical dataset, is often connected to having a deductive approach to the research process (Saunders & Lewis, 2019, p. 51). Thus, a quantitative research method can also be used with an inductive approach, this a data driven research method, where the aim often is to use the data collection to make a clear theoretical position and developing a theory. For this thesis, we will use a quantitative and deductive approach. Were we are analysing and testing hypothesis with the collected data we have available.

### 3.1.2 Advantages and Disadvantages of a Quantitative Research Method with Surveys

There are several different quantitative research methods which can be used in a study to collect data points, it can be surveys, tracking, experiments, correlation studies, and multivariate analyses. The benefits of using a quantitative research method are many, in example one can collect a significant amount of data. Further, the data collected is easier to use for comparison, than qualitative data. The data in quantitative research can also represent a larger sample of the population and be analysed in statistical programs. However, a quantitative research method can also have some drawbacks compared to qualitative research. Firstly, a qualitative research method can give a more in-depth understanding about problems and other phenomena. Moreover, in a qualitative study, there is less likely that questions will be misinterpreted and misunderstood (especially in an interview setting), because the interviewer can take time to make sure that the respondent understand it completely. Therefore, in a quantitative research setting, there is a higher probability for misunderstandings, and that the questions answered are more on the superficial side.

For this study, we have used data collected from a survey and will therefore focus on the advantages and disadvantages on using surveys in quantitative research methods. The survey strategy is often related to a deductive research method, and it is mostly used to answer questions related to “where”, “what”, “how many”, and “how much”(Saunders & Lewis, 2019, p. 193). One important advantage with surveys, is that a survey can reach a significant number

of people in a short amount of time and provide the data collectors with objective data. This data can be used to come up with possible reasons for relationship between variables and new models can be made from these relationships. A survey is also often quite easy to understand, and it will not take the respondents that long time to answer them.

However, the disadvantages can be that many people do not take surveys that seriously, and therefore there is not easy to check for the validity. Further, it is important that the sample is representative and that the survey has a good response rate (Saunders & Lewis, 2019, p.194).

The use of survey is one of the most popular quantitative techniques, because it enables the gathering of data on a particular topic by asking questions that capture the attitudes, perceptions, and actions of a group of people (Queirós et al., 2017). The survey which was used by Norstat have questions that is based on relevant studies that can be used as comparison.

### 3.2 Sample and Data

The data was collected in September 2021, by Norstat Norway ([www.norstat.no](http://www.norstat.no)).

Norstat is a provider of data collections to public and private sectors. From their panel with over 85 000 active participants, they received 1531 respondents to their survey. The sample was representative of the working population in Norway, in comparison to the socio-demographic composition of the working population as defined by Statistics Norway.

Before doing the survey, all responders were informed about the purpose of the study and their right to withdraw at any time. They were also informed that they were allowed to ask questions about the study to the project leader. The respondents were also ensured that the study was for research purpose only and that they were granted full anonymity. Only Norstat had their identity for future follow-up studies. Norstats operates and follows Norwegian laws for data protection and the Directive 95/46/EC General Data Protection Regulation. They also follow the standards for ICC/ESOMAR and the Quality Management System ISO9001:2015. After Norstat had collected the data from the respondents, they made an anonymized data file which they shared with the research group.

### 3.3 Measurements

#### *Reliability and Validity*

Both reliability and validity are important to look at when doing judgements of the research quality of a study. When it comes to reliability, it refers to replication and consistency. This

means that a study will be reliable if a researcher can achieve almost the same findings with replicating a previous research design.

When using surveys to collect data, the reliability is connected to the surveys design and the respondents' correctness in providing their answers. This have a significant impact on how reliable the data from the survey are (Queirós et al., 2017). One of the most frequent ways to test for reliability is by calculating internal consistency by using Cronbach's alpha. The Cronbach's alpha is usually used for measuring the consistency of responses to a sub-set of questions (Saunders & Lewis, 2019, p. 518). It consists of an alpha coefficient with values ranging from 0 to 1. Values from 0.7 and up, measures that the questions in the scale are internally consistent.

The quality of a study does not only depend on its reliability but also the validity of the study in an important aspect to look at. To judge the validity of a study, the essence here is to look at the accuracy of the analyses of the results, and to see if the findings are generalisable through probability sampling, and to ensure that the appropriate measures have been used.

One of the most important forms validities are according to Saunders & Lewis (2019) internal validity, where you must study the questions and the scale to see if the data is measuring what they are supposed to do compared to your insight of the focused phenomenon. Second, there is external validity, and this form of validity refers to if the results of a study can be generalizable to other relevant contexts. Lastly, the scales used here are tested and found valid and reliable in previous research, and that is one of the best measures of both validity and reliability.

### 3.3.1 Statistical Analyses

For the purposes of this thesis, various statistical analyses were used. First, we investigated the descriptive data and frequencies of all the dependent and independent variables. This gave us an overview over the variables with important factors such as mean, standard deviation, variances, Cronbach's alpha and skewness. To test the reliability, we used the Cronbach's alpha and studied if it could be improved if we deleted some variables. Since we got acceptable Cronbach's alpha coefficients, this indicates that the factors had reliability and could be used for further analyses. Additionally, to check for both validity and reliability, we conducted a factor analysis to examine the scale's internal consistency. All the variables within each scale loaded on one factor, with the exception of the autonomy scale, the job demands scale and the burnout scale, where several factors were expected according to the theory. After, a Kaiser-

Meyer-Olkin (KMO) and Bartlett's was conducted, and all the values for the dependent and independent variables were within the acceptable range.

Furthermore, we made bivariate correlations with all variables combined to study the relationship between all the variables. Finally, we made two multiple hierarchical regressions with the variables. The regressions were done in three steps, one for each of the Organizational, team and individual levels.

### 3.3.2 Dependent Variable Scales

A dependent variable is a variable that changes in response to changes in other variables (Saunders & Lewis, 2019, p. 801). In this thesis, our dependent variables consist of turnover intentions and preferred retirement age.

#### *Turnover Intentions*

There were two items regarding turnover intentions in the survey, and one of the questions were “I often think about quitting the job I have now”. The scale here went from 1 to 5, ranging from completely disagree to totally agree. The turnover items were made into a sum score, and our findings when analysing the data show that the mean sum score was 2.25 and the standard deviation was 1.24. The Cronbach´s alpha was .78, which is above the acceptable level of 0.70 which indicates that the scales are internally consistent and therefore reliable.

#### *Preferred Retirement Age*

The retirement variable is based on the question in the survey which goes as following “at which age would you like to retire completely from the working life, if you could have chosen completely freely yourself”. The participants were asked to fill in the age. The mean here was 62.9 years. This variable does not have Cronbach´s alpha, as it only has one item and no scale.

The background for this question being in the survey is based on the Norwegian Senior Policy barometer, which measures perceptions and attitudes toward senior policy concerns in the workplace. They conduct a survey where they consult working people and management every two years. The Senior Policy barometer is made by the Norwegian centre for senior policy, which is a competence centre that works with stimulating a good senior policy in the Norwegian working life ([www.seniorpolitikk.no](http://www.seniorpolitikk.no)).

### 3.3.3 Independent Variable Scales

An independent variable is described as a variable that causes change to a dependent variable (Saunders & Lewis, 2019, p. 805). In this thesis, the independent variables are Supportive Leadership, Autonomy, Job Demands, Social Support, Age Discrimination, Negative Acts, Burnout, Health, Workability, Weekly Working Hours, Age and Gender.

#### *Supportive Leadership*

The first independent variable we looked at was Supportive Leadership. The source for these questions is based QPS-Nordic-ADW and the scale have been published to Norwegian, Finnish, English and Swedish (Pahkin et al., 2008) The scale consists of 5 items, and the questions go from 1 to 5. One of the questions is “Does your closest leader encourage you to participate in important decisions?”. The mean for this variable was calculated to be 3.45 with a standard deviation of .94. The Cronbach’s alpha was estimated to be .88, which makes the scale reliable. Moreover, we conducted a factor analysis and found that one factor explains 67.95% of the variance. We conclude that the scale of Supportive Leadership has sufficient validity and good reliability.

#### *Autonomy*

The two autonomy variables were measured with a scale that consists of 4 items each with response alternatives each, from 1 to 5. The scale used as basis for these questions was from QPS-Nordic-ADW and the scale have been published in Norwegian, Finnish, English and Swedish (Pahkin et al., 2008). We have chosen to divide autonomy into two different categories with sum scores, as indicated by a factor analysis of the whole scale. One of the autonomy categories is related to flexible working time and the other is related to working methods. The explained variance in the whole scale was 35.74%.

#### *Autonomy – Flexible Working Time*

One of the questions included in this scale were “Can you choose your own working time?”. The mean here was 3.26, and the standard deviation was 1.18. The Cronbach’s alpha was estimated to be .88 and is therefore considered reliable. The explained variance here was 35.74%.

### Autonomy – Working Methods

This sum scores are related to working methods, and one of the following questions here was “If there are several different ways to do your work, can you choose yourself what approach you should use? – What and how much can you decide yourself in your work?”.

Here, the mean sum score was 3.02 and the standard deviation was .85. The Cronbach’s alpha was .76 and is above the limit of .7, therefore we consider it to be reliable. Explained variance was estimated to be 29.99%.

### Job Demands

There are four different job demands categories in the survey, these are Emotional demands, Quantitative demands, Learning Demands and Cognitive Demands. Three of the job demands scales are from the QPS-Nordic-ADW and the scale have been published in Norwegian, Finnish, English and Swedish (Pahkin et al., 2008). The exception here is the scales of emotional demands, the source of the questions is the scale developed by Notelaers et al., (2007) to monitor psychosocial hazards. Overall, when studying the explained variance of the rotated matrix, 19.58% of the variance were related to the first factor of Emotional Demands. The second factor of Quantitative Demands explained 17.70% of the variance. The third variable called Learning Demands explained 14.48%. Lastly, the Cognitive Demands variable is estimated to explain 14.37% of the variance in the rotated matrix. The total variance in the scale with all four factors is 66.13%.

### Emotional demands

The first variable related to job demands was the emotional demands. Here, one of the questions was “Is your work stressful, from a emotional point of view?”. The scale had 3 items and the questions ranges from 1 to 5. The mean here was 2.40 with a standard deviation of .97. This variable had a strong Cronbach’s alpha at .88.

### Quantitative demands (Overload)

“Is it necessary to work at a higher tempo? “, was one of the questions in this variable. It consisted of 3 items and gave us a mean sum score of 3.19. The standard deviation was measured to be .77. The Cronbach’s alpha was a sufficient .76.

### Learning Demands

This scale consists of 3 items, with questions from 1 to 5. One of the questions here was “Are your work tasks too difficult for you?”. The mean value here were 2.58 and it had a standard

deviation of .68. The Cronbach's alpha here was below the minimum limit for reliability at .65. We tried to see if it could be improved if we deleted one of the items, but none of the items gave a better result if they were deleted.

#### *Cognitive Demands*

The scale here has 4 items and the answer ranged from 1 to 5. One of the questions were "Does your work require quick decisions?". The mean value in total was 3.66 and the Cronbach's alpha was a marginal .67. We investigated if the Cronbach's alpha could be improved if we deleted one of the items, but there was not any of the questions that gave a stronger Cronbach's alpha if they were deleted. When looking at the research from Pahkin and her colleagues from 2008, they found that the internal consistency of their scale gave a Cronbach's alpha of .61.

#### **Social Support**

The items here are from the QPS-Nordic-ADW and the scale have been published in Norwegian, Finnish, English and Swedish (Pahkin et al., 2008). The scale consists of 6 items, with questions ranging from 1- 5. The mean here was 3.95 and the Cronbach's alpha is estimated to be .88. Therefore, we concluded that the scale is reliable.

#### *Age Discrimination*

The age discrimination variable has 6 items and is based on The Nordic Age Discrimination scale (NADS) which is included in the QPS-Nordic-ADW. Another source of these questions is an article about validation of the Nordic Age Discrimination Scale by Furunes and Mykletun (2009). The mean of this scale was 2.50 with a standard deviation of .85. Cronbach's alpha was calculated to be .81. Therefore, we conclude that the scale is reliable.

#### *Negative Acts*

This scale has a total of 11 items and one of the questions is about if the participants have been ignored or shut out of the social community at work. The source of these questions is from Negative Acts Questionnaire-Revised (NAQ-R) (Einarsen et al., 2009).

All the answer alternatives go from 1 to 5. Here, the mean was 1.27 and the Cronbach's alpha was a solid .92

### *Burnout*

The burnout variables are divided into four different scales as supported by the theory and the factor analysis. The scales are named Exhaustion, Mental Distance, Emotional Impairment and Cognitive Impairment. This scale is developed and published by Schaufeli et al. (2020) and is called the Manual Burnout Assessment Tool (BAT). The explained variance in this scale was 73.28%.

### *Exhaustion*

For the variable of exhaustion, this one consists of 3 items. One of the questions was “At work I feel mentally exhausted”, and the respondents had to answer between 1 to 5 on how strongly they agreed with this saying. The mean was close to the mid-point of the scale with 2.41 and the standard deviation was .90. The Cronbach’s alpha was .86. The explained variance here were 22.36%.

### *Mental Distance*

The variable of mental distance had 3 items. One of the sayings where the respondents had to answer between 1 and 5 was “I care little about what my work means for others”. The mean here was 2.25 with a standard deviation of .77, and it had a marginal Cronbach’s alpha at .67. We investigated if the Cronbach’s alpha could be stronger, if we deleted one item, but this was not possible in this case. However, the variable’s Cronbach’s alpha is still very close to .7, so we concluded that we would keep this variable as it is. The explained variance for this variable was 13.34%

### *Emotional Impairment*

“At work I don’t feel capable to control my feelings” was one of the questions in this variable. The Emotional Impairment variable consists of 3 items, and the answer range was between 1 and 5. Here, the mean was 1.57 and the standard deviation was estimated to be .67. The variable had a valid Cronbach’s alpha of .81. The explained variance for this variable was 18.67%.

### *Cognitive Impairment*

The last burnout variable was cognitive impairment. This one also had 3 items and a scale from 1 to 5 on how strong the respondents agreed on the saying. One of the questions was “At work I am having a struggle to stay focused”. The mean was calculated to be 1.99 with a standard deviation of .75. This item also had a sufficient Cronbach’s alpha at .84. Explained variance was estimated to be 18.39%.



### *Health*

The health questions in the survey were from the QPS-Nordic-ADW (Pahkin et al., 2008). It is also based on the Norwegian *Levekårsundersøkelsen om arbeidsmiljø* from 2019.

We have used a scale with two items as the health variable. One of the questions asked, "How is your health compared to others your age?" required the respondents to rate their response on a scale of 1 to 5, with 1 denoting significantly worse and 5 denoting much better than others their age. The mean value was 3.47 with a standard deviation of .79. The Cronbach's alpha was .81 which indicated that the scale had reliability.

### *Workability*

This scale here has a background from the QPS-Nordic-ADW (Pahkin et al., 2008). The scale has 2 items, and the questions are about how strong the participants consider their own physical and mental workability. The answers here were also between 1 and 5, where 1 represents poor workability and 5 represents excellent workability. The mean value here was .65 and the standard deviation was .79. Despite the marginal alpha coefficient, we, therefore, decided to include it in the study.

### *Working hours per week, age, and gender*

For these last three independent variables there was no preexisting scale since they all only consisted of 1 item. For weekly working hours, the participants were asked to write down the number of hours they approximately were working on average for one week. The mean here was 37.87 hours which is close to the average Norwegian working week of 37.5 hours. The standard deviation for weekly working hours was 10.58. When it comes to gender, the distribution of gender were 54.5 % males and 45.5% females. Lastly, there was no scale to measure age, and the participants had to write down their age. So, this variable also consists of one item. The mean age for the respondents was 45.66 years with a standard deviation of 13.84.

## 3.4 Ethical Considerations

The data used in this study have been anonymized, and the researchers didn't have access to any information that could have revealed the respondents' identities. The data used in this thesis have been collected in that manner, that the identity to the responders remained anonymous when the data file was released to the research team. Only Norstat had the respondents' identities for future follow-up research. Norstat complies with the General Data Directive

95/46/EC (which is a European Union directive that regulates processing of personal data) and follows the Norwegian legislation for data protection.

## 4.0 Results

In this following chapter, we will present the different statistical analyses and results from the dataset which was introduced in the previous chapter. We present a frequency table summarising means, standard deviations, minimum and maximum score values, skewness, and alpha coefficients for the variables where this is relevant. We also created a correlation matrix and two multiple regressions with the different dependent variables of Turnover Intentions and Early Retirement. The analyses have been made by using the IBM, Statistical Package of the Social Sciences (SPSS) program.

In *table 1*, we see that the means are high for many of the independent variables. In example, many of the respondents experience a high level of autonomy in both working methods and in working hours. The mean values in both supportive leadership and social support is also above the mid-point of the scale, this implies that most of the people answering the questionnaire had a feeling of a supportive work environment. When it comes to negative acts and bullying, the mean level is very low and the skewness is high, this indicates the fact that most of the respondents did not report that there was a significant problem with negative acts and bullying in their work situation. One interesting finding is that the mean of age discrimination is close to the middle of the scale at 2.51, this indicates that a significant amount of the respondents has experienced age discrimination. Close to the middle of the scale is also the variable of exhaustion, which indicated that this is a problem in the workplace for many of the respondents. Overall, we can also see from the table that most of the respondents reported to have high levels of workability and are in a good health.

Table 1. Statistics for Frequency Table (n=21)

Variables	M	SD	Min	Max	Skewness	Cronbach's Alpha
1. Turnover	2.25	1,24	1	5	.72	.78
2. Preferred retirement age	62.92	8.04	30	99	-.91	NA
3. Supportive Leadership	3,45	.94	1	5	-.42	.88
4. Autonomy Working time	3.26	1.18	1	5	-.25	.87
5. Autonomy Methods	3.02	.85	1	5	-.12	.76
6. Emotional Demands	2.40	.97	1	5	.36	.88
7. Quantitative Demands	3.19	.77	1	5	-.0.6	.76
8. Learning Demands	2.58	.68	1	5	.01	.65
9. Cognitive Demands	3.66	.66	1.25	5	-.50	.66
10. Social Support	3.95	.80	1	4	-.60	.88
11. Age Discrimination	2.51	.85	1	5	.14	.84
12. Negative Acts	1.23	.47	1	4.27	3.01	.92
13. Exhaustion	2.41	.90	1	5	.49	.86
14. Mental Distance	2.25	.77	1	5	.64	.67
15. Emotional impairment	1.57	.67	1	5	1.41	.81
16. Cognitive impairment	1.99	.75	1	5	.68	.84
17. Health	3.47	.79	1	5	-.35	.81
18. Workability	4.02	.78	1	5	-.87	.65
19. Working hours weekly	37.88	10.58	0	99	.63	NA
20. Gender	1.46	.50	1	2	.18	NA
21. Age	45.66	13.84	20	74	.04	NA

#### 4.1 Correlation Analysis

A correlation analysis is used to see how strong a relationship is between the pairs of variables.

A correlation coefficient measures the strength between numerical variables and the coefficients can be between 1 and -1, when a value is 1 this is a perfect positive correlation and this means that these values are precisely and positively correlated (Saunders & Lewis, 2019). On the other hand, a value of -1 is a negative correlation. The negative correlation has still variables that are connected to each other, when the one variable increase, the other will decrease. A value close to 0, implicates that the variables are independent of each other.

In *table 2*, the correlation matrix is presented for the dataset. First, we will look at how the two dependent variable's *turnover intention* and *preferred retirement age* correlate. The

correlation here is  $-.26$  which implicates that there is a moderate negative correlation between the two variables. In example, if you are considering preferred retirement age, you are most likely not considering switching to another job.

If we look at the dependent variable *preferred retirement age* together with the other variables, we find several positive and significant correlations. The positive correlations indicates that these variables contribute to planning a later retirement. First, we see that *supportive leadership* and the *autonomy* variables of *working methods* and *intensity* are significantly positively correlated to the dependent variable. The same we see with *cognitive demands* and *social support*. Lastly, a good *health* and *workability* is significantly positively correlated with planning a later retirement. The same goes for *age*, the older you are, the more likely you will stay longer and postpone your retirement. The correlation between age and preferred retirement age was the strongest and most significant one at  $.36$ .

There were also some significant negative correlations with *preferred retirement age*. The *job demands* variables of *quantitative demands*, *learning demands* and *emotional demands* were all negative correlated with retirement. This implies that the higher the job demands are, the more likely there is that a person will have an intention to plan an earlier retirement. The variables of *Negative acts*, *exhaustion*, *mental distance*, *emotional impairment*, and *cognitive impairment* were all negatively correlated with preferred retirement age, with mental distance at  $-.30$  and exhaustion at  $-.28$  showed the strongest negative correlations with preferred retirement age. This means that the retirement decision can be made earlier for a person who experience these problems. One interesting finding is that age discrimination was unrelated to retirement intentions.

When we investigate the correlations with the dependent variable of *turnover intentions*, we found significant positive correlations for all the *job demands*, except for *cognitive demands*. The significant positive correlations indicates that when these demands increase, the turnover intensions will also increase.

We also find strong positive correlations for *Negative Acts* and the burnout variables of *Exhaustion*, *Mental Distance*, *Cognitive and Emotional impairment* with the strongest one being exhaustion at  $.48$ .

When it comes to the negative correlation, we found that *supportive leadership* and both of the *autonomy* variables are negatively correlated with turnover intensions. This implies that when you experience autonomy and a supportive leadership style, you don't consider changing your job. We also see from the correlation, that *social support* is strongly negatively related to

turnover intentions at  $-.36$ , and the same goes for Age Discrimination at  $-.20$ . The variables for *Health* and *workability* also shows a significant negative correlation with turnover. The same goes for *Age*, this is also one variable which is negatively correlated to turnover intentions, this implies that the higher the age is, the less likely it is that you have turnover intentions.

When we look at the independent variables without taking the dependent one in mind, we find the highest correlation is between *social support* and *supportive leadership* at  $.73$ .

Later, in the multiple regression we will exclude the variable of social support, since it is so strongly correlated to supportive leadership and therefore, most likely will introduce spurious effects in the multiple regression output. Other highly correlated variables with a positive correlation, which increase at the same level is the two *autonomy variables of intensity and working methods* at  $.60$  and *health and workability* at  $.62$ .

Table 2. Correlation matrix

	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
2 Turnover	-,26**																			
3 Sup lead	,13**	-,35**																		
4 Aut intens	,16**	-,15**	,27**																	
5 Aut met	,15**	-,23**	,42**	,60**																
6 Em dem	-,11**	,24**	-,20**	-,34**	-,19**															
7 Quant dem	-,09**	,24**	-,11**	-,08**	-,03	,36**														
8 Learn dem	-,10**	,17**	,03	-,01	,03	,33**	,43**													
9 Cogn dem	,07**	-,03	,04	-,09**	,09**	,40**	,43**	,37**												
10 Soc sup	,11**	-,36**	,73**	,21**	,35**	-,21**	-,19**	-,08**	,01											
11 NAD	,01	,20**	-,29**	-,06*	-,12**	,10**	,13**	,09**	,02	-,31**										
12 NA	-,19**	,38**	-,37**	-,19**	-,18**	,32**	,21**	,19**	,07**	-,44**	,27**									
13 Exhaust	-,28**	,49**	-,31**	-,31**	-,31**	,41**	,38**	,27**	,11**	-,34**	,19**	,42**								
14 Ment dist	-,30**	,47**	-,33**	-,16**	-,25**	,10**	,06*	,08**	-,18**	-,36**	,21**	,36**	,51**							
15 Em imp	-,17**	,30**	-,21**	-,14**	-,15**	,31**	,18**	,19**	,02	-,27**	,23**	,43**	,46**	,41**						
16 Cogn imp	-,20**	,31**	-,14**	,01	-,11**	,17**	,19**	,28**	-,04	-,23**	,18**	,30**	,50**	,49**	,55**					
17 Health	,14**	-,09**	,12**	,13**	,20**	-,10**	-,03	-,03	,05*	,13**	-,02	-,11**	-,33**	-,18**	-,19**	-,25**				
18 Workab	,13**	-,16**	,21**	,18**	,26**	-,17**	-,05	-,08**	,08**	,25**	-,12**	-,24**	-,42**	-,26**	-,31**	-,34**	,62**			
19 Hrs / W	-,02	,06*	,08**	,13**	,17**	,03	,28**	,13**	,18**	,01	-,05	,05*	-,02	-,03	,01	,01	,24**	,23**		
20 Gender	,02	,05	-,05	-,25**	-,25**	,21**	,04	,02	-,02	,01	,00	-,02	,19**	-,00	,12**	,07**	-,14**	-,15**	-,21**	
21 Age	,36**	-,24**	-,05	,20**	,08**	-,13**	-,10**	-,24**	,08**	-,06*	,09**	-,15**	-,24**	-,19**	-,16**	-,21**	,05*	-,03	-,12**	-,10**

1=preferred retirement date

#### 4.2 Multiple Regression

Table 3 and 4 presented below depict the impact of antecedent variables on the two dependent variables, namely preferred retirement age and turnover intentions, through two regression analyses. In Table 5, we presented the effects of the antecedent variables in multiple hierarchical regression.

Multiple regression analysis is a useful tool to comprehend how independent variables can predict the dependent variables, and it isolates the unique effect of each independent variable on the dependent variable as it controls for the interactions between the other variables in the same step of the analysis and the dependent variable. These analyses were performed by means of stepwise hierarchical analysis. The steps included variables representing phenomena presumed to be on individual, team, and organizational levels, for both preferred retirement age and turnover intention. The aim of conducting the regression analyses with three levels was to explore how the different variables interacted with each other. By segregating the levels and gradually introducing them, a clearer picture of the relationship between the independent variables emerged. This approach also enabled us to observe how the effect size of an independent variable changed when a new group of variables was included.

In the analysis of preferred retirement age, we followed two steps; the organizational level and the individual level, respectively. The reason we did not use team level in this analysis is that the variables of team level, age discrimination, were not statistically significant, and the other variable, social support, was so strongly correlated with the leader support variable that could spoil our regression analysis.

Table 3 and 4 below provide information on several statistical measures of goodness of fit: R, R Square, Adjusted R Square, and Std. Error of the Estimate. R Square represents the proportion of the variance in the dependent variable that is explained by the independent variables included in the model. Adjusted R Square adjusts for the number of predictors in the model. The Std. Error of the Estimate is a measure of how well the model fits the data. Tables also provide information on the change in R Square when additional predictors are added to the model (R Square Change), as well as the F statistic and associated p-value for the change in model fit when additional predictors are added (F Change, df1, df2, and Sig. F Change).

Table 3. Regression Model regarding Preferred Retirement Age

Model for preferred retirement age	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Step 1	,262a	,068	,064	7,778	,068	15,695	7	1495	<,001
Step 2	,453b	,206	,198	7,202	,137	32,104	8	1487	<,001

a. Predictors: (Constant), Cognitive demands, Supportive leadership, Autonomy intensity, Learning demands, Quantitative demands, Emotional demands, Autonomy working methods

b. Predictors: (Constant), Cognitive demands, Supportive leadership, Autonomy intensity, Learning demands, Quantitative demands, Emotional demands, Autonomy working methods, Health, Age, Emotional impairment, Mental distance, Negative acts, Cognitive impairment, Work ability mental and physical, Exhaustion

The table 3 above shows our regression analysis results on preferred retirement age. Step 1 interprets regression results regarding preferred retirement age including the following predictor variables: Supportive leadership, Autonomy intensity, Autonomy working methods, and Learning demands, Cognitive demands, Quantitative demands, Emotional demands.

In Step 1, the predictors have positive coefficients, which suggests that higher levels of these variables are associated with a higher desired retirement age as can be seen in table 5. Emotional, quantitative, and learning demands have negative beta coefficients, while others have a positive beta coefficient.

Step 1 shows an R-squared value of 0.068, which means that the predictors explain only 6.8% of the variance in the outcome variable. The F-test shows that the model is significant, with a p-value of <0.001.

Step 2 included the same predictor variables as Step 1, plus additional variables: Negative acts, Emotional impairment, Cognitive impairment, Mental distance, Exhaustion, Health, Work ability mental and physical, and Age.

In step 2, the predictors with significant coefficients are Mental distance, Exhaustion, and Age. Mental distance and Exhaustion have negative coefficients, which suggests that higher levels of these variables are associated with a lower desired retirement age. Autonomy intensity, Autonomy working methods, Emotional demands, Quantitative demands, Learning demands, Cognitive demands, Negative acts, Emotional impairment, Cognitive impairment, Health, and Work ability (mental and physical) have non-significant coefficients.



Step 2 shows an R-squared value of 0.206 and alone, this step explained only 13.7 percent of the variance, and Steps 1 and 2 combined explained 20.6 percent of the total variance in the retirement intentions variable. The F-test shows that the model is significant, with a p-value of  $<0.001$ .

We have not used age discrimination, working hours per week, and gender from step 2 as they were not significantly correlated to the dependent variable preferred retirement age. We also have not used social support from step 2 since it is highly correlated with supportive leadership and can damage the regression result when we used both supportive leadership and social support which are statistically significant.

In both steps, the constant is included as a predictor. Adjusted R-squared values are also reported, which take into account the number of predictors in the model. The standard error of the estimate provides an estimate of the variability of the residuals. The constant in each model represents the expected value of the outcome variable when all predictors are equal to zero. The t-values indicate the degree of confidence we have that the coefficient is not equal to zero. The significance levels provide the probability of obtaining the observed t-value or a more extreme t-value, assuming the null hypothesis that the coefficient is zero.

Overall, step 2 is a better fit for the data than step 1, as it has a higher R-squared value and includes additional predictors. However, the amount of variance explained by the predictors is still relatively low, suggesting that other factors may also be important in predicting the outcome variable.

Table 4. Regression Model regarding Turnover Intentions

Model Summary									
Models for Turnover Intentions	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
Step 1	,434 <sup>a</sup>	,188	,185	1,11902	,188	57,715	6	1496	<,001
Step 2	,439 <sup>b</sup>	,193	,189	1,11585	,005	9,510	1	1495	,002
Step 3	,611 <sup>c</sup>	,374	,367	,98604	,181	47,618	9	1486	<,001

a. Predictors: (Constant), Supportive leadership, Learning demands, Autonomy intensity, Quantitative demands, Emotional demands, Autonomy working methods

b. Predictors: (Constant), Supportive leadership, Learning demands, Autonomy intensity, Quantitative demands, Emotional demands, Autonomy working methods, Age Discrimination

c. Predictors: (Constant), Supportive leadership, Learning demands, Autonomy intensity, Quantitative demands, Emotional demands, Autonomy working methods, Age Discrimination, Health, Age, Working hours per week, Emotional impairment, Mental distance, Negative acts 11, Cognitive impairment, Work ability mental and physical, Exhaustion

The table 4 above shows our regression analysis results on turnover intentions. In the first step, the following independent variables were mentioned: Supportive leadership, Learning demands, Autonomy intensity, Quantitative demands, Emotional demands, and Autonomy working methods, respectively. In the second step, the only variable included in addition to the current variables is "age discrimination". In the third step, the following independent variables were included additionally: Health, Age, Working hours per week, Emotional impairment, Mental distance, Negative acts, Cognitive impairment, Workability mental and physical, and Exhaustion, respectively.

Step 1 included six predictors: Supportive leadership, Learning demands, Autonomy intensity, Quantitative demands, Emotional demands, Autonomy working methods. The predictors, Emotional demands, Quantitative demands, Learning demands, and Supportive leadership had positive coefficients, indicating that higher scores on these variables were associated with higher scores on the dependent variable. Autonomy working methods had a negative coefficient, indicating that higher scores on this variable were associated with lower scores on the dependent variable. Autonomy intensity did not have a significant effect on the dependent variable.

Step 2 added one predictor as Age discrimination. Among the predictors, Emotional demands, Quantitative demands, and Learning demands had positive coefficients, while Autonomy working methods and Supportive leadership had negative coefficients, as in Step 1. Age discrimination had a positive coefficient, indicating that higher scores on this variable were associated with higher scores on the dependent variable. Autonomy intensity did not have a significant effect on the dependent variable.

Step 3 added ten more predictors to the six predictors in step 1: Age Discrimination, Health, Age, Working hours per week, Emotional impairment, Mental distance, Negative acts 11, Cognitive impairment, Work ability mental and physical, Exhaustion. Among the predictors, Emotional demands, Quantitative demands, Negative acts, Exhaustion, Mental distance, and Health had positive coefficients, while Autonomy working hours had a negative coefficient. The coefficients for Supportive leadership, Age discrimination, Learning demands, Emotional impairment, Cognitive impairment, and Work ability mental and physical were not significant. Step 3 has the highest R and R square values, indicating that it explains the most variation in the outcome variable, while step 1 has the lowest R and R square values. The standard error of the estimate is also the lowest in step 3, indicating that the predicted values are closer to the actual values. Finally, the F-change statistic and associated p-value suggest that all three models are statistically significant, but step 3 has a much higher F-value than the other two, indicating that it is a much better fit. Overall, step 3 seems to be the best step out of the three.

Table 5. Effects of the antecedent variables on preferred retirement age and turnover intentions in a multiple hierarchical regression

Variables	Preferred retirement age		Turnover Intentions		
	Step 1	Step 2	Step 1	Step 2	Step 3
	$\beta$	$\beta$	$\beta$	$\beta$	$\beta$
Supportive leadership	.07*	.03	-.28***	-.26***	-.15***
Autonomy intensity	.11***	.02	.03	.03	.09**
Autonomy working methods	.03	.02	-.11**	-.11**	-.07*
Emotional demands	-.06***	-.00	.10***	.10***	.05
Quantitative demands	-.07*	-.02	.13***	.12***	.07**
Learning demands	-.12***	.00	.09***	.09**	.00
Cognitive demands	.17***	.03			
Age Discrimination				.08**	.04
Negative acts		-.03			.10***
Exhaustion		-.08*			.23***
Mental distance		-.17***			.26***
Emotional impairment		.01			-.02
Cognitive impairment		.02			-.01
Health		.04			.06*
Work ability mental and physical		.03			.02
Age		.31***			-.14***
Working hours per week					.02
R square	.068	.206	.188	.193	.374
R square change	.068	0.14	0.19	0.19	.367
Sig. F change	<.001	<.001	<.001	.002	<.001

Significance level:  $p < .05$  \*  $p < .01$  \*\*  $p < .001$  \*\*\*

The table 5 presents the results of a multiple regression analysis examining the relationship between various variables and two outcomes: preferred retirement age and turnover intentions. The table shows the beta coefficients for each variable in each step of the analysis, as well as various model fit statistics.

In conclusion, our analysis of the relationships between predictors and preferred retirement age yields significant findings. The inclusion of additional predictors in Step 2 results in a noteworthy increase in the R-squared value, from 0.068 in Step 1 to 0.206 in Step 2. This increase indicates a significant contribution of the added predictors in Step 2 towards explaining a larger proportion of the variance in retirement age. The coefficients that are statistically significant in both steps indicate positive relationships between supportive leadership, autonomy intensity, emotional demands, quantitative demands, cognitive demands, and preferred retirement age. Additionally, exhaustion, mental distance, and health also display positive relationships with retirement age.

It is important to note, however, that based on the provided coefficients, negative acts, autonomy working methods, learning demands, emotional impairment, cognitive impairment, and work ability mental and physical do not exhibit statistically significant relationships with retirement age. The substantial increase in the R-squared value and the significance of the F change statistic ( $<0.001$ ) underscore the significant contribution of the predictors added in Step 2 in explaining the variance in preferred retirement age beyond what was already explained in Step 1.

On the other hand, our analysis of the relationship between predictors and turnover intentions reveals a slight improvement in the R-squared value, which increases from 0.188 in Step 1 to 0.193 in Step 2. This indicates that the additional predictors in Step 2 contribute modestly to explaining the variations in turnover intentions.

The statistically significant coefficients in both steps highlight the relationships between supportive leadership, emotional demands, quantitative demands, learning demands, age discrimination, negative acts, exhaustion, mental distance, and health with turnover intentions. Specifically, supportive leadership, emotional demands, quantitative demands, learning demands, and mental distance demonstrate positive associations with turnover intentions, while age discrimination, negative acts, exhaustion, and health show negative associations.

However, it is important to emphasize that autonomy intensity, autonomy working methods, emotional impairment, cognitive impairment, and work ability mental and physical do not exhibit statistically significant relationships with turnover intentions based on the provided coefficients.

The noteworthy increase in the R-squared value and the significance of the F change statistic ( $<0.001$ ) indicate that the predictors added in Step 2 significantly contribute to explaining the variations in turnover intentions beyond what was already explained in Step 1.

Table 6 provides a comprehensive overview of the various hypotheses and their corresponding statuses:

*Table 6. Hypothesis Overview*

<b>Hypothesis</b>	<b>Result</b>
1A:Supportive leadership will be negatively related to turnover intentions	Confirmed
1B:Supportive leadership will be positively related to preferred retirement age	Partially confirmed
2A:Higher levels of job autonomy will be negatively related to turnover intentions	Partially confirmed
2B:Higher levels of job autonomy will be positively related to preferred retirement age	Partially confirmed
3A:Job demands are positively related to turnover intentions	Partially confirmed
3B:Job demands are negatively related to preferred retirement age	Partially confirmed
4A:A high level of social support is negatively related to turnover intentions	Confirmed
4B:A high level of social support is positively related to planning to retire early	Confirmed
5A:Age Discrimination is positively related to turnover intentions	Partially confirmed
5B:Age Discrimination is negatively related to preferred retirement age	Rejected
6A:Negative acts are positively related to turnover intentions	Confirmed
6B:Negative acts are negatively related to the preferred retirement age	Partially confirmed
7A:Burnout is positively related to turnover intentions	Partially confirmed
7B:Burnout is negatively related to preferred retirement age	Partially confirmed
8A:Health is positively related to turnover intentions	Confirmed
8B:Health is positively related to preferred retirement age	Partially confirmed
9A:Work ability is negatively related to turnover intentions	Partially confirmed
9B:Work ability is positively related to preferred retirement age	Partially confirmed
10A:Working hours per week is positively related to turnover intentions	Partially confirmed
10B:Working hours per week is negatively related to preferred retirement age	Rejected
11A:Women are more likely to express turnover intentions compared to men	Rejected
11B:Women have a lower preferred retirement age than men	Rejected
12A:Older employees generally have lower intentions to leave their job	Confirmed
12B:There is a positive relationship between workers' ages and their retirement intentions	Confirmed

## 5.0 Discussion

This research contributes to the existing body of knowledge on preferred retirement age and turnover intentions theories. Specifically, our study aims to examine the relationship between preferred retirement age and turnover intentions, and to explore the influence of individual, team, and organizational dimensions as antecedents (as depicted in Figure 1 & 2). We adopted a quantitative research design and surveyed a sample of 1531 participants from diverse industries in the Norwegian workforce in September 2021. The ensuing chapter discusses the

implications of our findings, while also drawing comparisons to relevant theories that were applied in this study. Additionally, this thesis offers novel insights into Norwegian working life, utilizing scales that have not been previously employed in Norwegian studies. Our research addresses the research questions outlined in the introduction, as outlined below:

1. To what extent are turnover intentions affected by variables (Supportive Leadership, Autonomy, Job Demands, Social support, Age discrimination, Negative acts, Burnout, Health, Work ability, Working hours per week, Gender, Age) at different levels of individual, team, and organizational?
2. To what extent is preferred retirement age affected by variables (Supportive Leadership, Autonomy, Job Demands, Social support, Age discrimination, Negative acts, Burnout, Health, Work ability, Working hours per week, Gender, Age) at different levels of individual, team, and organizational?
3. To what extent are the factors predicting turnover intentions the same as those predicting preferred retirement age?

### 5.1 Turnover Intentions

The literature explains turnover intentions as an employee's intentions to change or leave their job in the near future and this captures the individual's perception and evaluation of job alternatives and is related to the length of time people are staying in their current job (Monged et al., 2019). When analysing the dataset, we found that the mean value was close to the midpoint of the scale, and that indicates that turnover intentions are quite common in the Norwegian working life. This scale had a significant Cronbach's alpha at .78, and it is considered to have both validity and reliability. Our findings also found a significant negative correlation between preferred retirement age and turnover intentions, which will be explained further in the next section.

### 5.2 Preferred Retirement Age

The concept of preferred retirement age has become a subject of significant debate and discussion in recent years. Traditionally, retirement age was determined by government policies and pension eligibility criteria. However, with changing economic, social, and personal circumstances, individuals are increasingly questioning the notion of a fixed retirement age. Some argue that the preferred retirement age should be a matter of personal choice and flexibility, allowing individuals to retire when they feel ready and financially secure. They believe that people should have the freedom to pursue their passions, spend time with family,

or engage in meaningful activities without being bound by an arbitrary age. On the other hand, opponents of a flexible retirement age argue that it can have adverse consequences on the workforce and the economy as a whole. They suggest that a fixed retirement age ensures a smooth transition of jobs, creates opportunities for younger generations, and helps sustain social security systems (Pilipiec et al., 2022).

Several research and literature on the preferred retirement age show that financial considerations, health status, job satisfaction, and personal preferences as significant determinants of the preferred retirement age. For example, individuals with higher levels of financial preparedness and retirement savings tend to have greater flexibility in choosing their retirement age (Vermeer et al., 2019).

In Norway, a recent article from the Centre of Senior Policy claimed that they identified three factors which influenced an individual's retirement age decision. The first one was related to the rules of the society regarding retirement, the second was related to individual preferences. The last one was related to the working environment, and the article emphasize that it is important for both the employer and the worker to have conversations about the present and future working situation and discuss how they can adapt, so the worker can stay longer until retirement (Solli, 2023). The recent NOVA report highlights the importance of flexible working situation and communication between the worker and the leader, which can contribute to a longer working life for the worker (Herlofson et al., 2023).

As a result of our analysis, we see that there is a negative correlation between turnover intentions and preferred retirement age. The negative correlation between turnover intentions and preferred retirement age can be attributed to several factors. Individuals with a higher preferred retirement age tend to have a longer time horizon for their career, leading to increased commitment and reduced turnover intentions. They may also have established strong relationships, achieved career milestones, and developed a sense of loyalty to their current job or organization. Additionally, the perception of financial security and the prioritization of work-life balance can further decrease turnover intentions among those with a higher preferred retirement age. While individual circumstances may vary, these factors generally contribute to the observed negative correlation between turnover intentions and preferred retirement age (Nicolaisen, Eriksen et al., 2012).



### 5.3 General Discussion

In this study, some hypotheses showing a clear relationship between the predictors and outcome variables were fully supported by comparing the correlation table and regression analysis. Others have been partially supported, suggesting that a relationship exists but may not be as strong as initially assumed. However, some hypotheses were not supported, indicating that there is no significant relationship between predictors and outcome variables. These findings shed light on the complex relationships between various predictors and employee preferred retirement age and turnover intentions.

In our analysis of the relationships between predictors and preferred retirement age, we found significant findings that shed light on employees' retirement intentions.

In our study, it was found that supportive leadership exhibited a negative correlation with turnover intentions, indicating that when employees perceive their leaders as supportive, they demonstrate a reduced propensity to depart from their employment. Furthermore, supportive leadership also displayed a positive association with the preferred retirement age.

Job autonomy encompasses autonomy intensity and autonomy working methods, each having distinct effects on the dependent variables. Higher levels of these factors were linked to a decrease in turnover, albeit not as pronounced as initially anticipated. Similarly, elevated levels of job autonomy were found to have a positive relationship with the preferred retirement age, although the relationship was not as robust as initially hypothesized.

Our analysis revealed that job demands, including emotional demands, quantitative demands, learning demands, and cognitive demands, were positively correlated with turnover intentions, except in the case of cognitive demands. Conversely, job demands displayed a negative correlation with the preferred retirement age, except once again for cognitive demands.

The presence of social support was discovered to exhibit a negative correlation with turnover intentions, implying that when employees experienced a high level of social support, their inclination to express intentions of leaving their job was diminished. It is important to note that due to the strong correlation between the social support variable and the supportive leadership variable, social support was not included in the regression analyses, and the results presented here are based on bivariate correlations. Furthermore, a high level of social support displayed a positive relationship with the preferred retirement age, indicating that individuals perceiving greater social support tend to desire a later retirement age.

Age discrimination exhibited a positive correlation with turnover intentions, as evidenced by positive bivariate correlations; however, it should be noted that this relationship did not hold

significance in the multiple regression analysis. Moreover, no significant relationship between age discrimination and preferred retirement age was found.

Negative acts in the workplace displayed a positive correlation with turnover intentions, indicating that when employees experienced negative acts, they were more likely to express intentions of leaving their job. Similarly, a negative relationship was observed between negative acts and the preferred retirement age.

Burnout, assessed through four dimensions, namely exhaustion, mental distance, emotional impairment, and cognitive impairment, demonstrated a positive correlation with turnover intentions, suggesting that employees experiencing burnout were more inclined to express intentions of leaving their job. The relationship between burnout and the preferred retirement age also displayed a negative correlation.

Employees' health exhibited a positive correlation with turnover intentions, implying that poorer health was associated with a greater likelihood of expressing intentions to leave their job. However, the relationship between health and the preferred retirement age was not as strong as initially hypothesized.

Work ability demonstrated a negative correlation with turnover intentions, indicating that higher work ability was associated with a lower likelihood of intending to leave the job, albeit not as strongly as expected. Similarly, work ability displayed a positive relationship with the preferred retirement age, although the relationship was not as robust as initially hypothesized.

Working hours per week exhibited a positive correlation with turnover intentions, although not as pronounced as initially hypothesized. However, no significant relationship between working hours per week and the preferred retirement age was found.

While no significant difference in turnover intentions between women and men was observed, our analysis indicated that older employees expressed lower intentions of leaving their job compared to younger employees. Additionally, a positive correlation was observed between workers' ages and their retirement intentions, suggesting that as employees advance in age, their inclination toward retirement tends to increase.

#### 5.4 Independent Variables

To understand our research better it is necessary to study the relationship between the dependent and independent variables we are using. Here, we have studied relevant literature, tested the variables, and lastly made correlation matrix and multiple regressions. When we will look at the different hypothesis, all these aspects will be considered.

#### 5.4.1 Supportive Leadership

According to Alwahaibi (2019) to lead people is to guide, influence, and inspire others and this is what supportive leadership is about. To make the employees feel supported in their working life can be essential for the individuals feeling of being competent and valuable at work (Glasø et al. 2011) and have lower turnover intentions. Therefore, our first hypothesis here was related to relationship between supportive leadership and turnover intentions. Our correlation analysis and regression found that these relationships are significant and positive. This means that Hypothesis 1A: *Supportive leadership will be negatively related to turnover intentions* is confirmed.

The second hypothesis claims that supportive leadership will be positively related to preferred retirement age. This is based on the same literature as above, but also on reports from NOVA on senior policy (Herlofson et al. 2023), which is telling us the fact that when the transition window to retirement is longer, and the individuals have a supportive employer, they are most likely to stay longer until retirement. This hypothesis was partially confirmed, this was because it had a strong and significant negative correlation, but the multiple regression did partly identify a significant relationship between the two variables.

#### 5.4.2 Autonomy

The literature described autonomy as the freedom the workers experience on how, when, and where to work (Hackman and Oldham, 1976).

To have high levels of work autonomy, means that the individual can influence and control their own working environment (Kwok, 2020). The literature suggested that higher levels of autonomy on both working methods and working time were negatively related to turnover intentions. This was our basis from our Hypothesis 2A: *Higher levels of job autonomy will be negatively related to turnover intentions.* Surprisingly, this hypothesis was only partially confirmed by our analysis. The correlation identified a significant negative relationship on both two autonomy variables Autonomy Intensity and Autonomy Working Methods. However, the multiple regression only confirmed the Autonomy in Working methods to be significant in all three steps, and Autonomy Intensity was only significant in step 3.

Regarding hypothesis 2B: *Higher levels of job autonomy will be positively related to preferred retirement age*, we also focused on the positive aspects the literature claims that autonomy have for a worker. Especially the recent research from NOVA, Oslo Met, where they have followed up on people after three years to see if they were still working. Those who still

worked also referred to one of the main reasons was that the transition window was flexible on both working hours and methods (Herlofson et al., 2023; Solli, 2023). Our hypothesis here for autonomy being an important part on preferred retirement age was only partially confirmed. The correlation found a strong relationship between preferred retirement age and both Autonomy Intensity and Autonomy Working Methods. On the other hand, in the multiple regression Autonomy Intensity was the only variable that was significant, and it were only significant in step 1.

#### 5.4.3 Job Demands

The Job Demands listed in this dataset were separated into four different categories, Emotional Demands, Cognitive Demands, Quantitative Demands and Learning Demands.

Overall, job demands are something that can be both motivating and demanding for the worker and contribute to push and pull factors to stay in a work situation (Blekesaune & Solem, 2005). The first hypothesis here is 3A: “*Job demands are positively related to turnover intentions*”.

The correlation identified a significant and positive relationship with turnover intentions and job demands on all the different factors except cognitive demands. Moving forward, all variables here showed significance in the multiple regression, except for emotional and cognitive demands who loses their significance in step 3. With these findings, we conclude that the hypothesis is only partially confirmed.

The next hypothesis is related to job demands and how it influences decisions about preferred retirement age. We made a hypothesis that job three of the demands negatively related to preferred retirement age. Here, the correlation gave us significant evidence that job demands are negatively correlated with preferred retirement age in the dataset, with the exception of cognitive job demands. Lastly, in the multiple regression all the four factors were significant in step 1. but in step 2 they lose their significance. Therefore, we state that this hypothesis is partially confirmed.

#### 5.4.4 Social Support

Social support can be described as the emotional, informational, and appraisal support that people gain by interacting with others (Nohe & Sonntag, 2014). In a working situation, it is important with social support, because it helps the individuals with coping with stress, job

demands and other positive and negative challenges affecting a person in the working life (Giauque et al., 2019; Johnsen et al., 2018).

In the literature we have studied, social support is mentioned as a significant predictor for turnover intentions according to Nahrgang, and Morgeson (2007). The hypothesis we wanted to confirm here were 4A: *A high level of social support is negatively related to turnover intentions*. The correlation matrix here showed a significant negative correlation with turnover intention and social support. This indicates that the hypothesis is confirmed. However, social support was so strongly correlated with supportive leadership in the matrix at .73, that this would have given us challenging results in the multiple regression. Therefore, we have not used this variable in the regression. Thus, we believe that the hypothesis is confirmed based on previous research mentioned earlier and the strong correlation we found.

Next, we have studied the variable of social support together with the dependent variable preferred retirement age. According to research by Furunes et al. (2015) the perception of low social support in the workplace is an obstacle to stay in work for longer time. These findings are also supported by the NOVA report, which says that workers reported that they could stay for longer if they had a higher level of social support (Herlofson et al., 2023). The correlation here was a significant positive .11 and we consider the hypothesis 4B: *“A high level of social support is positively related to planning to retire early”* as confirmed. However, we have not as mentioned, used this variable in the regression because of the strong correlation to the variable Supportive Leadership.

#### 5.4.5 Age Discrimination

Age Discrimination is a common and well-known problem in the working life, but it is hard to measure how common it is in promotions, recruitment processes and training procedures (Solem, 2009). However, thriving at work is important factor, and therefore we developed the hypothesis 5A: *“age discrimination is positively related to turnover intentions.”* The correlation identified a strong and significant relationship between age discrimination and turnover intentions. However, the multiple regression only found this relationship significant at step 2. Therefore, we will conclude that this hypothesis is only partially confirmed. One reason for this, can be that the other variables had stronger interplay with the dependent variable, causing this relationship to be less significant.

The second hypothesis here were 5B: “*Age Discrimination is negatively related to preferred retirement age*”. The background from this hypothesis was from findings in the literature that claimed that older worker often tends to be discriminated in the job market. Since age discrimination is a concept that directly affects the well-being and motivational factors to continuing working, we assumed our hypothesis to be confirmed. However, the correlation between age discrimination were not significant, and the same goes for the multiple regression. Therefore, we reject this hypothesis and conclude that we cannot find any evidence in our research that validated that age discrimination has any relationship with preferred retirement age. Some of the articles and arguments we based our hypothesis on were not from Norway, so the international context compared with a Norwegian data set, can affect how relevant the hypothesis was to a Norwegian working life setting. Since age discrimination is claimed to be a problem in Norway today, this topic should be further researched on.

#### 5.4.6 Negative Acts

Negative acts are actions that directly affect the individual in a negative way, and it is a important problem which affect both the individuals and the organizations (Glambek et al. 2023). In the literature, negative acts were solid reasons for turnover intentions and research shows that when employees experience negative behaviour or mistreatment in the workplace, they are more likely to consider leaving their job (Zahlquist et al., 2023). The following hypothesis we made here, was 6A: “*Negative acts are positively related with turnover intentions.*” The correlation confirmed that there was a significant correlation between turnover intentions and this hypothesis were also confirmed in the multiple regression. Here, our research validates claims from previous studies and confirms that this hypothesis is true and that turnover intentions are highly influenced by negative acts in the workplace.

Next, we studied negative acts together with the dependent variable of preferred retirement age. The literature review indicates that negative acts are related to prefer an earlier retirement, because workers who experience emotional stress in a negative working environment are more likely to retire early (Topa et al., 2018). The hypothesis we stated predicted that preferred retirement age was negatively related to negative acts. The correlation gave us a significant negative correlation between these two variables, which is a good indicator that the hypothesis is true. However, the multiple regression did not give us any significant results. The reason for this, can be that the other variables played a stronger role in the regression. Moreover, both

literature and the correlation gave us evidence that there is a relationship between negative acts and preferred retirement age, so we conclude that the hypothesis is partially confirmed.

#### 5.4.7 Burnout

Burnout is a state of chronic physical and emotional exhaustion, often accompanied by cynicism, detachment, and reduced effectiveness at work (Nápoles, 2022). In our study, burnout is classified into four distinct dimensions: Exhaustion, Mental Distance, Emotional Impairment, and Cognitive Impairment.

We found that all dimensions of burnout exhibited a negative correlation with preferred retirement age. This suggests that as individuals experience higher levels of burnout, they tend to express a preference for an earlier retirement age. The negative correlation implies that burnout may contribute to individuals' desire to retire earlier in order to alleviate the negative effects of burnout and seek relief from work-related stressors. The dimensions of burnout, including exhaustion, mental distance, emotional impairment, and cognitive impairment, collectively contribute to this association.

In contrast, all dimensions of burnout demonstrated a positive correlation with retirement intentions. This implies that as individuals experience higher levels of burnout, they express greater intentions to leave their current job. The positive correlation suggests that burnout negatively affects individuals' commitment and engagement with their work, leading them to consider leaving their job as a means of coping with burnout-related symptoms and seeking a healthier work environment.

Our regression analysis revealed interesting patterns when examining the relationship between burnout dimensions, preferred retirement age, and turnover intentions. Specifically, we observed statistically positive regression results between emotional impairment and cognitive impairment with preferred retirement age, indicating that higher levels of these burnout dimensions were associated with a preference for an earlier retirement age. However, we observed negative regression results with exhaustion and mental distance, suggesting that higher levels of these burnout dimensions were associated with a preference for a later retirement age.

When considering turnover intentions, the regression results were opposite to those observed with preferred retirement age. We found positive regression results between exhaustion and mental distance with turnover intentions, indicating that higher levels of these burnout dimensions were associated with a greater intention to leave the job. Conversely, we observed

negative regression results between emotional impairment and cognitive impairment with turnover intentions, suggesting that higher levels of these burnout dimensions were associated with a lower intention to leave the job.

Overall, our findings partially confirm the hypotheses regarding the relationship between burnout, preferred retirement age, and turnover intentions. These findings emphasize the importance of addressing burnout in the workplace to mitigate its negative effects on both individual well-being and organizational outcomes. Strategies aimed at preventing and managing burnout can contribute to fostering a healthier work environment and enhancing employees' overall job satisfaction and retention.

#### 5.4.8 Health

Individuals' capacity to continue working or pursue retirement is strongly influenced by their physical or mental well-being and health-related concerns can have a substantial impact on decisions regarding early retirement or higher turnover intentions (Dave et al.,2006). Firstly, we found a positive correlation between health and preferred retirement age, indicating that individuals in better health tend to express a preference for a later retirement age. Health, in the context of our study, refers to an individual's overall well-being, encompassing physical, mental, and emotional aspects. A person with good health may experience fewer physical ailments, possess higher energy levels, and exhibit greater psychological resilience. Consequently, they may perceive themselves as capable of continuing their employment for a longer period before retiring.

On the other hand, we observed a negative correlation between health and retirement intentions, suggesting that individuals with poorer health are more likely to express intentions of leaving their job. This negative association can be attributed to various factors related to health limitations. Poor health may lead to decreased physical stamina, increased discomfort, or reduced mental and emotional well-being, which can impact an individual's job performance and job satisfaction. Consequently, individuals with compromised health may develop a stronger inclination to retire earlier in order to prioritize their well-being and address their health concerns.

To further explore the relationship between health, preferred retirement age, and retirement intentions, we conducted regression analyses. The results yielded a statistically significant positive relationship between preferred retirement age and turnover intentions. This indicates that individuals with a higher preference for a later retirement age are also more likely to express intentions of leaving their job. This finding suggests that while some individuals may



desire to work longer, various factors such as health issues can still contribute to their intention to retire early.

Moreover, our hypothesis was confirmed with regards to turnover intentions, as the statistical analysis provided support for a positive relationship between preferred retirement age and intentions to leave one's job. However, the relationship between health and preferred retirement age, although positive, was only partially confirmed by the regression results. This implies that while health influences preferred retirement age, there are likely other factors at play in individuals' decisions regarding their desired retirement age.

In conclusion, the positive correlation between health and preferred retirement age suggests that individuals in better health are more inclined to extend their working years. However, the negative correlation between health and retirement intentions indicates that poor health is associated with a greater likelihood of expressing intentions to retire earlier. These findings underscore the significance of considering health-related factors when examining retirement decisions and planning interventions to support employees' well-being and career transitions.

#### 5.4.9 Work ability

The findings of our study shed light on the relationship between work ability, preferred retirement age, and retirement intentions. Work ability refers to an individual's perceived capacity to effectively perform the demands of their job, considering their health, skills, and overall resources. It encompasses the physical, cognitive, and psychosocial aspects necessary for successful job performance and career sustainability (Rashid et al., 2021).

Our study revealed a positive correlation between work ability and the preferred retirement age, indicating that individuals with higher work ability tend to express a preference for a later retirement age. In this context, higher work ability implies that individuals perceive themselves as being capable of effectively meeting the demands of their job, possessing the necessary skills and resources to sustain their employment. They may exhibit a greater sense of job satisfaction, engagement, and motivation, which contributes to their desire to continue working beyond the typical retirement age.

Conversely, we found a negative correlation between work ability and retirement intentions, suggesting that individuals with higher work ability are less likely to express intentions of leaving their job. This negative association can be attributed to the notion that individuals with greater work ability may experience higher job satisfaction, a sense of purpose, and fulfillment in their work, which may reduce their inclination to retire early. These individuals perceive their work as meaningful and enjoyable, leading them to postpone their retirement plans.

To further examine the relationship between work ability, preferred retirement age, and retirement intentions, we conducted regression analyses. The results provided statistical evidence of a positive relationship between preferred retirement age and turnover intentions. This implies that individuals who desire a later retirement age are also more likely to express intentions of leaving their job. This finding suggests that factors other than work ability, such as personal life circumstances or external pressures, may influence individuals' decisions regarding retirement intentions.

Furthermore, our hypothesis was partially confirmed for both turnover intentions and preferred retirement age. The statistical analysis supported the positive relationship between preferred retirement age and turnover intentions, aligning with our hypothesis. However, the relationship between work ability and preferred retirement age, although positive, was only partially confirmed. This indicates that while work ability influences individuals' preferred retirement age, there may be other significant factors contributing to their retirement decisions.

As a result, the positive correlation between work ability and the preferred retirement age suggests that individuals with higher work ability are more inclined to extend their working years. Meanwhile, the negative correlation between work ability and retirement intentions indicates that individuals with greater work ability express lower intentions to retire early. These findings underscore the importance of considering work ability as a significant factor when investigating retirement decisions and designing interventions to support employees in optimizing their work ability and making informed retirement choices.

#### 5.4.10 Working hours per week

Our study provides insights into the relationship between working hours per week, preferred retirement age, and retirement intentions. Working hours per week refers to the number of hours an individual devotes to their job on a weekly basis. It serves as an indicator of the time and effort invested in work-related activities (Bannai & Tamakoshi, 2014).

We found a negative correlation between working hours per week and the preferred retirement age, suggesting that individuals who work fewer hours per week tend to express a preference for an earlier retirement age. This negative association can be explained by the notion that individuals who work longer hours may experience higher job demands, increased fatigue, and reduced work-life balance, which could lead to a desire to retire earlier in order to alleviate these pressures. Conversely, those who work fewer hours may perceive their work as less burdensome and may have greater flexibility to retire later.

In contrast, we observed a positive correlation between working hours per week and retirement intentions. This indicates that individuals who work longer hours per week are more likely to express intentions of leaving their job. This positive relationship can be attributed to factors such as work-related stress, burnout, and reduced job satisfaction associated with longer working hours. Individuals who experience higher workloads and longer hours may feel overwhelmed, leading to a stronger desire to retire and seek a better work-life balance or relief from work-related pressures.

In our regression analysis, we rejected our hypothesis for the preferred retirement age, as the relationship between working hours per week and preferred retirement age was deemed insignificant based on the correlation results. This implies that other factors, such as personal preferences, financial considerations, or health-related concerns, may play a more substantial role in individuals' decisions regarding their preferred retirement age.

However, we partially confirmed our hypothesis for retirement intentions, as the positive correlation between working hours per week and retirement intentions suggests that longer working hours are associated with a higher likelihood of expressing intentions to leave one's job. This finding indicates that the burden of long working hours can contribute to individuals' motivations to retire and seek a change in their work situation.

In summary, the negative correlation between working hours per week and the preferred retirement age suggests that individuals who work fewer hours per week tend to express a desire for an earlier retirement age. Conversely, the positive correlation between working hours per week and retirement intentions suggests that longer working hours are associated with a higher likelihood of expressing intentions to retire. Although the relationship between working hours per week and preferred retirement age was found to be insignificant in our regression analysis, the impact of working hours on retirement intentions should not be overlooked. These findings emphasize the importance of considering working hours as a significant factor in understanding retirement decisions and designing policies that promote work-life balance and employee well-being.

#### 5.4.11 Gender

Our study examined the relationship between gender, preferred retirement age, and retirement intentions. Gender refers to the social and cultural distinctions between males and females, encompassing various societal norms, roles, and expectations associated with each gender (Vo et al., 2015).

We found a positive correlation between gender and both preferred retirement age and retirement intentions. This suggests that there may be gender-related differences in individuals' preferences for retirement age and their intentions to retire. However, when conducting our regression analysis, we did not include gender as a predictor for either preferred retirement age or retirement intentions. The correlation results indicated that gender had an insignificant relationship with these variables.

As a result, we rejected our hypothesis that gender would significantly influence preferred retirement age and retirement intentions. This indicates that other factors, such as personal circumstances, financial considerations, or health-related factors, may have a more significant impact on individuals' retirement decisions and intentions, regardless of their gender.

While the positive correlation between gender and preferred retirement age suggests a potential association between gender and retirement preferences, it is important to note that this relationship did not hold up in our regression analysis. Therefore, the influence of gender on preferred retirement age remains inconclusive in our study.

Similarly, the positive correlation between gender and retirement intentions suggests that gender may play a role in individuals' intentions to retire. However, when examining the regression results, we found no significant effect of gender on retirement intentions. This indicates that gender alone may not be a strong predictor of individuals' decisions to leave their job and retire.

In conclusion, our study found a positive correlation between gender and both preferred retirement age and retirement intentions. However, we did not include gender in our regression analysis for either preferred retirement age or retirement intentions, as gender was deemed insignificant based on the correlation results. Therefore, we rejected our hypothesis that gender would have a significant impact on preferred retirement age and retirement intentions. Further research is needed to explore the complex interplay between gender, retirement decisions, and individual factors that may influence retirement preferences and intentions.

#### 5.4.12 Age

Our study explored the associations between age, preferred retirement age, and turnover intentions. Age refers to the chronological time an individual has lived since birth and serves as a crucial demographic variable in understanding various aspects of work and retirement (De Meulenaere et al., 2022).

We found a positive and moderate correlation between age and preferred retirement age. This finding indicates that as individuals grow older, they tend to express a preference for a higher

retirement age. The positive correlation suggests that age plays a role in shaping individuals' retirement aspirations. Several factors contribute to this association, including financial considerations, increased job experience, and the desire to maintain social connections or a sense of purpose through continued employment. Older individuals may perceive retirement as an opportunity for personal growth and fulfillment, leading to a preference for a higher retirement age.

Conversely, we observed a negative and moderate correlation between age and retirement intentions. This implies that as individuals advance in age, they express lower intentions to leave their current job. The negative correlation suggests that older employees are more likely to exhibit higher job tenure and reduced motivation to seek alternative employment opportunities. Factors such as job stability, financial security, and established relationships within the organization contribute to their decreased inclination to leave the current job.

Our research findings confirm our hypothesis, as both turnover intentions and preferred retirement age demonstrated significant relationships with age. The positive correlation between age and preferred retirement age aligns with our expectations and emphasizes the influence of age on individuals' retirement preferences. Similarly, the negative correlation between age and retirement intentions confirms the notion that older employees tend to express lower intentions to leave their job, reflecting their higher job commitment and reduced propensity for turnover.

These findings contribute to our understanding of the complex dynamics between age, retirement preferences, and turnover intentions. Organizations can utilize this knowledge to develop age-sensitive policies and practices that cater to the needs and aspirations of employees at different stages of their careers. Individuals can also benefit from recognizing the impact of age on their retirement plans, enabling them to make informed decisions regarding their work trajectory and retirement timing. Further research can delve deeper into the underlying mechanisms and contextual factors that influence the relationships between age, retirement preferences, and turnover intentions, providing a more comprehensive understanding of the complexities surrounding aging and work-related decisions.

## 6.0 Conclusion

The purpose of this thesis was to get a broader understanding of the relationship between turnover intentions and preferred retirement age, and how other variables and factors in the working life predict the two dependent variables on organizational, team and individual level.

The objective of this study was to answer the research questions with conducting a literature review and testing our hypothesis with the dataset we had available for this study.

From the literature review, we developed some hypotheses on how we thought that the variables would influence each other. For example, we did expect that supportive leadership, job autonomy, social support, health, workability and age had a positive relationship with preferred retirement age. On the other hand, we expected that job demands, age discrimination, negative acts, burnout, working hours and gender had a negative relationship with preferred retirement age. The results indicated that most of the hypothesis were partially confirmed. For turnover intentions, we assumed based on the literature review that there was a negative relationship between this variable and supportive leadership, autonomy, social support, work ability and age. These hypotheses were mostly confirmed. We also assumed that turnover intentions would be positively related to the independent variable of job demands, age discrimination, negative acts, burnout, health and working hours per week. Here, the results indicated that most of the hypothesis were partially confirmed.

The findings of this research offered valuable and nuanced insights into the significant influence of various factors on employees' decisions concerning their work tenure. The study emphasized the crucial importance of considering a comprehensive range of individual, team, and organizational factors when investigating turnover intentions and preferred retirement age. These insights held particular significance for organizations striving to gain a deeper understanding of these complex issues and develop effective strategies to address them proactively. By taking into account the multifaceted nature of these factors, organizations could foster a more supportive and conducive work environment that promoted employee satisfaction and long-term commitment, ultimately benefiting both individuals and the organization as a whole.

### 6.1 Limitations of the study

The limited resources and time we had to write our thesis are two obvious limitations.

If we have had more time and resources to do more research, we could have done a more extensive study and surveyed a larger population. Especially, since some of our hypotheses were rejected, it would be interesting to understand more about why the hypotheses were rejected. Another limitation is that the data we have used is collected in Norway and therefore it is most likely that it is not that relevant in a global context. Since the Norwegian working life

and working environment will probably differ very much from other countries, this data set cannot be used to explain turnover intentions and preferred retirement age in a global scale.

Doing research with quantitative datasets is also a factor that can have limitations, because questions can be misunderstood by the participants and the answers can be misinterpreted by the researchers. Finally, there can be a limitation that the study has been collected on an individual level, and selected variables are assigned to belong to organizational and team level. An alternative design could be a multi-level study, but that can be done only within single organisations and would consequently not yield data that were representative for the Norwegian working life.

## 6.2 Implications for Further Research

It is important to note that ongoing research continues to shed light on the preferred retirement age and turnover intentions, particularly as societal and economic conditions evolve. Recent studies might explore emerging trends such as phased retirement, flexible work arrangements for older adults, or the impact of technological advancements on retirement age preferences.

Understanding the implications of turnover intentions and preferred retirement age for further research holds significant potential for advancing knowledge in the field. Future research could delve deeper into the underlying mechanisms and factors that contribute to the observed negative correlation between turnover intentions and preferred retirement age. Exploring the role of job satisfaction, organizational commitment, financial preparedness, and work-life balance considerations could provide valuable insights. Additionally, investigating the impact of contextual factors, such as industry-specific dynamics or cultural influences, on turnover intentions and preferred retirement age would contribute to a more comprehensive understanding. Furthermore, research could examine the potential moderating or mediating effects of variables such as health status, job characteristics, or social support systems. Such research endeavours would shed light on the dynamics of workforce transitions, retirement planning, and the implications for individuals, organizations, and society as a whole.

## 6.3 Practical Implications for Norwegian Working Life

It is interesting to look more into depth on how the finding from our results can affect our understanding of the Norwegian working life. The dataset used is reliable, and therefore it can be used to understand practical implications regarding turnover intentions and preferred retirement age. Right now, there are demographic changes happening in Norway, where there will be in the future more elderly than younger people in the country. Therefore, to understand

how we can adapt our working environment to these changes is a very relevant topic in Norway. Especially because of the estimated lack of work force in the future, it is important to understand how to keep employees both regarding postponing retirement decisions and turnover intentions.

Our findings related to preferred retirement age found some relevant practical implications we can relate to the Norwegian working life. Our study found that preferred retirement age often increases when there is a feeling of strong social support in the working environment. Also, the results indicated that the variables of supportive leadership, autonomy, health, and workability were also factors which positively related to an increase in the individuals preferred retirement age. Regarding job demands, there was one variable that influenced preferred retirement age positively, and that variable was cognitive demands. This can be translated to that it is for many individuals important to get cognitive demands, to thrive in the work situation and that this can predict a later retirement. These results which shows a positive relationship between the variables opens for a better understanding on how the aging population can be longer in the workforce in a way that is beneficial for the workers and the Norwegian society. On the other hand, the results which impacted the preferred retirement age negatively were all the burnout variables, the job demands of learning, quantitative and emotional demands, and negative acts. In the regression analysis, exhaustion and mental distance were both seen as significant predictors for lowering the preferred retirement age. Therefore, we identify that these variables can be significant predictors to having a desire to retire early.

It is important for the employers in Norway to understand the importance of social support, a supportive leadership style and work autonomy and take active responsibility to adapt the working environment for their employees that are getting older. Also, to have conversations with their older workers on how they can adapt to an increase in the workers preferred retirement age.

Our other dependent variable, turnover intentions also gave us some relevant practical implications we can relate to the Norwegian working life. Here we saw some of the same results as with preferred retirement age, that both the individual's perception of social support and supportive leadership can be seen as significant contributors to having lower turnover intentions. We also identified that the workers' feeling of autonomy in both working methods and working time are also important to ensure lower turnover intentions.



The variables that stood out to be contributors to an increase in turnover intentions were quantitative demands, negative acts, exhaustion, mental distance and health. We have learned from doing this thesis, that thriving at work is an important factor for an individual to have lower turnover intentions. Therefore, the workplace should focus on making the working environment positive and supportive and give flexibility and autonomy where it is applicable.

One variable we found important was social support, since it both influence preferred retirement and turnover intentions in a way that gives positive implications for both the employee and the organization. We did not include this variable in the multiple regression, as mentioned previously because of the strong correlation with the variable of supportive leadership. However, both the literature and the correlation matrix indicate that this is an important factor to study further to understand more about what causes people to retire early or change their job in the Norwegian working life. Moreover, two other important variables that contributed positively to both preferred retirement age and turnover intentions were the ones related to autonomy.

In the end, to ensure a higher preferred retirement age and to keep lower turnover intentions in the Norwegian working life, it is important that the employers know the importance of social support and a supportive leadership style and ensure to keep a certain level of autonomy when it is possible. Also, it is important to identify negative acts and discrimination early and make sure that these behaviors do not occur in the workplace.

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## Appendix

### Reliability Statistics

#### **Turnover sum score 2**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,776	,776	2

#### **Health**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,813	,813	2

#### **Supportive leadership**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,882	,882	5

#### **Social support**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,884	,884	6

#### **Age discrimination (NAD)**

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,836	,839	6

## Negative acts (Bullying) 11 items

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,918	,921	11

## Burnout 1: Exhaustion

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,859	,860	3

## Burnout 2: Mental distance

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,672	,672	3

## Burnout 3: Emotional impairment

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,806	,806	3

## Burnout 4: Cognitive impairment

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,841	,839	3

## Workability mental and physical

Reliability Statistics	
Cronbach's Alpha	N of Items
,840	13

## Emotional demands

Reliability Statistics	
Cronbach's Alpha	N of Items
,879	3

## Quantitative demands (Overload)

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,765	,767	3

## Learning demands

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,647	,649	3

## Cognitive demands

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,666	,667	4

## Autonomy 1: Flexible working time

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,867	,871	4

## Autonomy 2: Working methods

<b>Reliability Statistics</b>		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
,760	,762	4

## Factor Analysis

### Supportive leadership

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,824
Bartlett's Test of Sphericity	Approx. Chi-Square	4159,781
	df	10
	Sig.	,000

#### Component Matrix

	Component 1
Oppmuntrer din nærmeste leder deg til å si fra når du har en annen mening? - Her ber vi deg svare på spørsmål om forholdet mellom deg selv og din leder.	,855
Hjelper din nærmeste leder deg med å utvikle dine ferdigheter? - Her ber vi deg svare på spørsmål om forholdet mellom deg selv og din leder.	,833
Oppmuntrer din nærmeste leder deg til å delta i viktige avgjørelser? - Her ber vi deg svare på spørsmål om forholdet mellom deg selv og din leder.	,816
Behandler din nærmeste leder de ansatte rettferdig og upartisk? - Her ber vi deg svare på spørsmål om forholdet mellom deg selv og din leder.	,815
Fordeler din nærmeste leder arbeidsoppgaver rettferdig og upartisk? - Her ber vi deg svare på spørsmål om forholdet mellom deg selv og din leder.	,801

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Social support

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,811
Bartlett's Test of Sphericity	Approx. Chi-Square	5364,901
	df	15
	Sig.	,000

### Component Matrix

	Component 1
Om du trenger det, kan du få støtte og hjelp i ditt arbeid fra din nærmeste leder? - Hvordan fungerer samarbeid i ditt team?	,856
Om du trenger det, er din nærmeste leder villig til å lytte til deg når du har problemer i arbeidet? - Hvordan fungerer samarbeid i ditt team?	,850
Blir dine arbeidsresultater verdsatt av din nærmeste leder? - Hvordan fungerer samarbeid i ditt team?	,813
Om du trenger det, er dine arbeidskolleger villige til å lytte til deg når du har problemer i arbeidet? - Hvordan fungerer samarbeid i ditt team?	,778
Blir dine arbeidsresultater verdsatt av dine arbeidskolleger? - Hvordan fungerer samarbeid i ditt team?	,759
Om du trenger det, kan du få støtte og hjelp i ditt arbeid fra dine arbeidskolleger? - Hvordan fungerer samarbeid i ditt team?	,717

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Age discrimination (NAD)

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,859
Bartlett's Test of Sphericity	Approx. Chi-Square	3289,202
	df	15
	Sig.	,000

### Component Matrix

	Component 1
Eldre får sjeldnere enn sine yngre medarbeidere være med på samtaler om videreutvikling / egen karriere / kurs med leder - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,852
Eldre får sjeldnere være med på kurs og opplæring i arbeidstida - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,818
Yngre arbeidstakere blir foretrukket når ny teknologi (nye maskiner), aktiviteter eller arbeidsmåter skal innføres - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,737
Eldre forbigås ved forfremmelse og intern rekruttering - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,735
Det forventes ikke at eldre medarbeidere skal være med på omstilling, endringer og nye arbeidsmåter i samme grad som de yngre - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,678
Eldre stopper mer opp i lønnsøkning enn hva yngre medarbeidere gjør - Hvor enig eller uenig er du i følgende påstander om hvordan eldre og yngre blir behandlet på i ditt team?	,642

Extraction Method: Principal Component Analysis.

a. 1 components extracted.

## Negative acts (Bullying) 11 items

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,935
Bartlett's Test of Sphericity	Approx. Chi-Square	9244,972
	df	55
	Sig.	,000

### Component Matrix

	Component 1
Vedvarende kritikk av din jobb eller arbeidsinnsats	,805
Neglisjering av dine meninger og vurderinger	,783
Upassende morsomheter på din bekostning fra personer som du kommer dårlig overens med	,780
Fiendtlighet eller taushet som svar på spørsmål eller forsøk på samtale	,779
At man har kritisert deg som person (for eksempel dine vaner eller bakgrunn), dine holdninger eller ditt privatliv	,774
Gjentatte påminnelser om tabber eller feil du har gjort	,767
At det er blitt spredt sladder eller rykter om deg	,751
Tilbakeholdelse av nødvendig informasjon slik at jobben ble vanskeliggjort	,716
Blitt utsatt for overdreven erting og fleiping	,706
Blitt utskjelt eller utsatt for spontane raseriutbrudd	,684
Blitt oversett eller utestengt fra det sosiale fellesskap	,665

Extraction Method: Principal Component Analysis.

a. 1 components extracted.



## Burnout

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,884
Bartlett's Test of Sphericity	Approx. Chi-Square	8509,003
	df	66
	Sig.	,000

### Component Matrix

	Component			
	1	2	3	4
Etter en dag på jobben synes jeg det er vanskelig å få tilbake energien - Hvordan reagerer du på jobben din?	,839	,216	,146	,081
På jobb føler jeg meg mentalt utmattet - Hvordan reagerer du på jobben din?	,824	,210	,225	,093
På jobb føler jeg meg fysisk utmattet - Hvordan reagerer du på jobben din?	,809	,103	,222	,155
Jeg sliter med å finne entusiasme for arbeidet mitt - Hvordan reagerer du på jobben din?	,562	,343	,070	,475
Når jeg jobber, har jeg problemer med å konsentrere meg - Hvordan reagerer du på jobben din?	,266	,856	,182	,122
På jobb har jeg problemer med å holde meg fokusert - Hvordan reagerer du på jobben din?	,259	,845	,208	,140
Jeg gjør feil i arbeidet mitt fordi jeg tenker på andre ting - Hvordan reagerer du på jobben din?	,093	,666	,361	,161
På jobb føler jeg meg ikke i stand til å kontrollere følelsene mine - Hvordan reagerer du på jobben din?	,175	,180	,804	,093
På jobben kan jeg over reagere utilsiktet - Hvordan reagerer du på jobben din?	,146	,239	,784	,097
Jeg kjenner meg ikke igjen i måten jeg reagerer følelsesmessig på jobben - Hvordan reagerer du på jobben din?	,234	,196	,781	,163
Jeg bryr meg lite om hva arbeidet mitt betyr for andre - Hvordan reagerer du på jobben din?	,001	,171	,161	,810
På jobben tenker jeg ikke så mye på hva jeg holder på med og fungerer på autopilot - Hvordan reagerer du på jobben din?	,278	,075	,105	,758

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 6 iterations.

## Workability mental and physical

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,837
Bartlett's Test of Sphericity	Approx. Chi-Square	6976,969
	df	78
	Sig.	,000

### Rotated Component Matrix

	Component			
	1	2	3	4
Fører arbeidet ditt til følelsesladde situasjoner?	,880			
Stilles du i arbeidet ditt overfor hendelser som påvirker deg personlig? -	,864			
Er arbeidet ditt belastende ut fra et følelsesmessig synspunkt?	,837			
Har du for mye å gjøre? -		,819		
Er det nødvendig å arbeide i et høyt tempo? -		,796		
Er arbeidsbelastningen din ujevn slik at arbeidet hopper seg opp?		,691	,325	
Utfører du arbeidsoppgaver som du trenger mer opplæring for å gjøre?			,788	
Er arbeidsoppgavene dine for vanskelige for deg? -		,315	,681	
Krever jobben din at du lærer deg nye kunnskaper og nye ferdigheter? -			,631	,444
Er dine spesialkunnskaper og ferdigheter nyttige i arbeidet ditt?				,761
Krever arbeidet ditt maksimal oppmerksomhet?				,638
Krever ditt arbeid kompliserte avgjørelser? -			,380	,603
Krever arbeidet ditt raske avgjørelser?		,475		,488

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. a. Rotation converged in 6 iterations.

## Autonomy

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,871
Bartlett's Test of Sphericity	Approx. Chi-Square	5472,157
	df	28
	Sig.	,000

### Rotated Component Matrix

	Component	
	1	2
Kan du selv bestemme når du skal ta pauser? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,890	,196
Kan du selv bestemme lengden på pausene dine? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,882	,243
Kan du selv bestemme arbeidstiden din (for eksempel fleksitid)? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,742	,316
Kan du selv bestemme ditt arbeidstempo? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,695	,330
Kan du påvirke beslutninger som er viktige for ditt arbeid? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,149	,806
Kan du påvirke avgjørelser om hvilke personer du skal samarbeide med? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,250	,742
Kan du påvirke mengden av arbeid som blir tildelt deg? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,282	,689
Hvis det finnes flere forskjellige måter å utføre arbeidet ditt på, kan du selv velge hvilken framgangsmåte du skal bruke? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	,301	,647

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 3 iterations.

## Job Demands

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,839
Bartlett's Test of Sphericity	Approx. Chi-Square	7229,024
	df	91
	Sig.	,000

### Rotated Component Matrix

	Component			
	1	2	3	4
Fører arbeidet ditt til følelsesladde situasjoner? - Hvilke krav stiller jobben din til deg?	,866	,079	,134	,151
Stilles du i arbeidet ditt overfor hendelser som påvirker deg personlig? - Hvilke krav stiller jobben din til deg?	,846	,119	,174	,123
Er arbeidet ditt belastende ut fra et følelsesmessig synspunkt? - Hvilke krav stiller jobben din til deg?	,819	,166	,215	,099
Er det nødvendig å arbeide i et høyt tempo? - Hvilke krav stiller jobben din til deg?	,158	,804	,119	,157
Har du for mye å gjøre? - Hvilke krav stiller jobben din til deg?	,101	,753	,338	,084
Er arbeidsbelastningen din ujevn slik at arbeidet hopper seg opp? - Hvilke krav stiller jobben din til deg?	-,003	,568	,460	,101
Krever arbeidet ditt raske avgjørelser? - Hvilke krav stiller jobben din til deg?	,295	,522	- ,003	,447
Kan du selv bestemme ditt arbeidstempo? - Hva og hvor mye kan du selv bestemme i arbeidet ditt?	-,437	-,450	,140	,218
Utfører du arbeidsoppgaver som du trenger mer opplæring for å gjøre? - Hvilke krav stiller jobben din til deg?	,156	,085	,751	,020
Er arbeidsoppgavene dine for vanskelige for deg? - Hvilke krav stiller jobben din til deg?	,209	,260	,698	,001
Krever jobben din at du lærer deg nye kunnskaper og nye ferdigheter? - Hvilke krav stiller jobben din til deg?	,061	,046	,559	,475
Er dine spesialkunnskaper og ferdigheter nyttige i arbeidet ditt? - Hvilke krav stiller jobben din til deg?	-,010	-,029	,044	,784
Krever ditt arbeid kompliserte avgjørelser? - Hvilke krav stiller jobben din til deg?	,159	,241	,355	,637
Krever arbeidet ditt maksimal oppmerksomhet? - Hvilke krav stiller jobben din til deg?	,318	,325	- ,258	,546

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

a. Rotation converged in 7 iterations.