

Managing the Ageing Workforce in the East and the West

THE CHANGING CONTEXT OF MANAGING PEOPLE

Edited by Professor Emma Parry, Cranfield School of Management, Swindon, UK

The past two decades have represented a time of unprecedented social, technological, and economic change that has required a transformation in human resource management (HRM). Shifts in demographics, continued increases of women in the workforce, and greater mobility across national borders have led to higher diversity in the workplace. Advances in technology, including social media, have enabled new ways of doing business through faster communications and vast amounts of data made available to all. Mobile technology with its ubiquitous connectivity has led to renewed concerns over work-life balance and extreme jobs. These and many other changes have seen evolving attitudes towards work and careers, leading to different expectations of the workplace and mean that existing ways of managing people may no longer be effective. This series examines in depth the changing context to identify its impact on the HRM and the workforce.

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INVESTOR IN PEOPLE

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Foreword

The ageing workforce is without a doubt one of the most significant issues facing society today. By 2050, all major areas of the world except Africa will have nearly a quarter or more of their populations aged 60 or over. This places pressure on governments, employers and individuals to find a way to support the older end of the population, extend working life and to manage increasing age diversity while maintaining organisational competitiveness and personal well being.

Despite the increasing academic interest that has focused on the management of the ageing workforce, most of the commentary to date has failed to recognise the importance of context in developing policy at both the organisational and societal level, preferring instead to take a universal approach. This means that the majority of the research that has been undertaken in this field is limited by its focus on a single geographical location and therefore is bound by its institutional and cultural environment.

It is because of the need for a more rigorous examination of managing an ageing workforce across different national contexts that I am delighted to include this book *Managing the Ageing Workforce in the East and the West* in this book series. This book provides a rare consideration of the differences between countries within Europe and Asia in relation to age and thus provides us with a more detailed understanding of how societies might manage the issues related to the ageing workforce and the role of context in driving these approaches. I am convinced that this book will provide a useful resource for both academics and practitioners working in this area.

Emma Parry
Series Editor