

# Promotional Mechanisms on the Elderly's Employment of Informal Workers in Kho Wang District, Yasothon

Wijittra Srisorn<sup>a</sup>, Sunthan Chayanon<sup>b</sup>, Suriya Prapysatok<sup>c</sup>, Tikhamporn Punluekdej<sup>d</sup>, <sup>a,b,c</sup>College of Innovation and Management, Suan Sunandha Rajabhat University, Bangkok, Thailand, <sup>d</sup>Graduate School, Southeast Asia University, Bangkok, Thailand, Email: <sup>a</sup>[wijittra.sr@ssru.ac.th](mailto:wijittra.sr@ssru.ac.th), <sup>b</sup>[sunthan.ch@ssru.ac.th](mailto:sunthan.ch@ssru.ac.th), <sup>c</sup>[suriya.pr@ssru.ac.th](mailto:suriya.pr@ssru.ac.th), <sup>d</sup>[tikhamporn.pu@gmail.com](mailto:tikhamporn.pu@gmail.com)

The purpose associated with this article is to examine the impact of promotional mechanisms along with elderly funds and employment on the informal workers' benefit in the Kho Wang district, Yasothon. The aim also includes the inspection of the moderating role of organizational culture among the links of promotional mechanisms, elderly funds, employment and informal workers' benefit. The data has been obtained by using the questionnaires method, while analysis has been made by using Smart-PLS. The results revealed that positive linkage among the promotional mechanisms, elderly funds, employment and informal workers' benefit. The findings also show that organizational culture positively moderates among the links of promotional mechanisms and informal workers' benefit but negatively and insignificantly moderated among the links of elderly funds, employment and informal workers' benefit. These findings provide the guidelines to the regulation-making authorities that they should focus on the promotional mechanisms along with elderly funds and employment that enhance the informal workers' benefit along with the performance of the organization.

**Key words:** *Promotional mechanisms, Elderly funds, Employment, Informal workers' benefit, Organizational culture.*

## Introduction

Global impacts on employees compared the situation of adding with various organizations, and many countries have adopted the system of ageing from the past few decades. Organizations enhanced various grounds provided to the employment elderly's of the informal worker through mechanisms of promotions. Many companies contain employees that assert little work while having no security of their jobs, so the global world has changed some scenarios where informal employees facilitated in various countries with promotions. The system of education usually took employees to the post where the informal systems of economies can adjust the lower standards, and no significant proportion for employees are maintained (Prgomet et al., 2017). Jobs gave following the qualifications in most of the developed countries, but of having no experiences, some adjusted on the lower standards with lack of job securities. Informal workers usually linked with informal economies, and the instability usually brought the workers to the stage of little works (Barasa, Mwaura, Rogo, & Andrawes, 2017). Many examples elaborated with the dumped situation for informal workers; however, older workers are the same elements who receive a lack of benefits from organizations. The link of informal workers usually joints to daily wagers to some extent; therefore, a variation of the situation differs for informal workers who perform their job daily whether work prevails or not.

Employees are considered as the blood of the organization. The performance of the employees either increase or decrease but definitely has a strong impact on the performance of the firm. The organization use multiple ways to get their employees to be connected with the organization. The factors which attract the employees to be connected with the organization are like incentives whether financial or moral, employee motivation, employee's loyalty and the other policies related to the employees like promotion policy etc. (Ahmed, Sarker, Sultana, Chakrovorty, Hasan, et al., 2018). These policies are documented and maintained by the organization human resource section. In the present investigation, we will have a discussion about the organization promotion policy. All the organizations have some rules and regulations regarding these policies usually called mechanism. These mechanisms are developed according to the need of the organization and many of the times these vary according to the employee's categories like a permanent employee, contractual employees, daily wages employees and formal or non-formal employees (Melguizo, Bosch, & Pages, 2017).

Despite informal workers, the daily wagers are linked with working conditions and placed on calls if the work in organizations robustly prevails on bulk (Dello Russo, Miraglia, & Borgogni, 2017). The rising world has inserted eminent impact over the living of workers where the robust impact inserted on informal workers due to high necessities of life. The older employees that are in jobs dominantly receive lower incomes with lower benefits

despite job security. However, variation between informal workers and old workers are dominant the element of certain uncertainty elements dominate the significance of benefits for all categories (Falvo et al., 2017). Organizations are establishing various mechanisms for informal workers due to changing markets. However, competition placed a dominant impact over the significance of informal workers the effective implication of promotion mechanism somehow countered the element of importance for informal workers. Changing environments and bulk of work dominate the importance of informal workers, but the organizations that have provided the promotion schemes to informal workers have eliminated the circumstances of dominance (Ahmed, Sarker, Sultana, Chakrovorty, Hasan, et al., 2018). The rise in population has endorsed a devastating impact on the employment rate globally; therefore, workers usually finding paths to contribute efficiencies rather waste themselves. Promotion mechanisms endorsed significant impact through various ways that enhanced the satisfaction level of informal workers toward their jobs (Kluve et al., 2017).

The ageing situation of Thai citizens in Thailand unveiled that Thailand entered the ageing society since 2005 and will become a complete ageing society which has more than 20 percent of the unqualified elderly in 2021. Thailand predicted to enter the super-ageing society with more than 28 percent of the total elderly in 2031. The entering to ageing society caused the success in family planning during 1972 - 1995 in Thailand with the decline in birth rate and becoming 0.5 percent per year at present. Also, the occurring of the Universal Health Care Coverage in 2001 contributed to the significant increase in the life expectancy of Thai people. The life expectancy at birth of Thai people increased in the years 2000 – 2005 with the 68.15 years average age of men at birth and 72.39 years the average age of women at birth. The millions of birth generations (populations who were born between 1963 - 1983, more than 1 million people each year) were moving into the elderly population.

Although companies induce variant strategies to retain their employees, the effectiveness of promotion schemes put an immense impact on informal workers by providing job securities, though. The element of employment is significant nowadays due to higher rates of unemployment all over the world; therefore, informal elderly workers usually adopts the sense of coherence with retaining of getting employments (Muellmann et al., 2017). The expectance of life tends with uncertainty; therefore, elderly's workers are highly admired by the elements of employment and promotion schemes after getting employment. Diversified benefit schemes toward informal workers usually contribute to the level of job satisfaction through promotion mechanism, while the satisfaction of informal workers usually prevails upon the job security (Melguizo et al., 2017). Organizations that retain informal workers provide various benefits through variant ways, where the issuance of funds to informal workers countered as eminent element toward informal worker benefits.

## Literature Review

Information rendered by various studies highlighted the element of readiness that prevails in the ageing of a society striving for jobs. Informal workers usually strive for jobs following their education levels, but the uncertain conditions in the market push them unable to achieve the same. Societies usually impact on the levels of an informal worker (Telwatte, Anglim, Wynton, & Moulding, 2017). Still, efficient mechanisms toward the informal worker benefit contribute significant measures for the betterment of informal workers through the elderly's employment. Despite the organizations to adopt the levels for contributing eminent measures for the betterment of informal workers, societies are striving by rendering various schemes to eliminate the factor of a high population that impacts on elderly's employment (Böcker, Horn, & Schweppe, 2017).

Benefits are the key player's form organization in order to keep their employees connected with the organization. The other aspect of the benefit is that it makes the employees loyal to the organization. Employee loyalty rated very high in the organization. Literature about employee's loyalty witnessed that the organizations seek the loyal employee in order to be connected with the organization, in the long run, to get maximum benefits from the employee skills. The organization put extra investments in the benefits employee section in order to retain their employees (Muellmann et al., 2017). The skilled workforce retention is the prime aim of any organization. Literature reported that one the one hand there is high competition between the firms to get the competitive advantage while on the other hand there is also a tough competition between the firms in order to retain their or to attract the other firm's skilled employees.

The element of employment continuously enumerated by literature with vast dimensions that have dominant importance over the informal workers. Societies where contributing eminent measures to the informal worker benefits, the organizations are well acquainted with the same strategy to accommodate employees, whether informal or of old ones (Liljas et al., 2019). The role of organizations is important in the literature that impacts the informal worker benefits invariant steps, endorses positive or negative influences. The higher population where inserted devastating influence over the employment also influenced the various dimensions of promotional mechanisms that inducted for the elderly's employment of informal worker benefits (Michael, O'Callaghan, & Sayers, 2017).

The organization with skilful workers performs better in comparison with the organization with non-skilled workers. Employees in different aspects impact the organization in multiple ways. In this modern era, the organization pays special attention to facilitate and keep their employees with them in order to enhance their performance (Rodrigues & Bialoborska, 2017). All around the globe the organizations have different forms of employees like some

organizations called it formal or non-formal workers while the other term as permanent or contractual works. These categories of the works also affect the performance of the workers. A non-formal or contractual worker performance may differ from a formal or permanent worker (Nawaz & Hassan, 2016). One of the reason stands behind is the job security attached to the employment category. Literature witnessed that the employment category impacts organizational performance (Böcker et al., 2017). A contractual employees efforts in a more manner as compare to the permanent employee as the permanent employee is satisfied with his job security whereas the contractual employees have a lack of job security.

The working status of the elderly and population structural change caused changes in Thai society; one of the obvious changes represented the overall economy of the country. The increasing number of the elderly population reflected that the working-age population who was significant as economic driven and became to remain the elderly (Hussain, Musa, & Omran, 2018). It rightly perceived that the elderly contained many limitations in their lives both of health and physical deterioration. When the next generation began to enter the working age, they were still young and not appropriated for works that caused the labor shortage. If considering two restrictions found that two restrictions caused a gap in the population of the labor age, which were the major force driving on the production, and generating income for the social supporting with a significant impact on the economy. The economic conditions resulted in stepping change into the ageing society, and the stakeholders recognized and prioritized these conditions that influenced management, establishing mechanisms and economic policies driving. These concepts were to be significantly accepted and considered in term of maintaining the elderly in the labor market for the longest.

Scholars supported the information about the concept of readiness in entering the ageing society, such as stated that dealing with the completed aged society in Thailand. Shortly challenged stakeholders in all areas of Thai society that prioritized and cooperated to drive all together in policies making and operations, including the individual and system preparation to supporting ageing society. The administrative policy aspects were different with a study of purposed ageing society preparation on four aspects such as the economic, health, accommodation and society. The economic aspect required money allocation for living in an ageing society in terms of saving, investment, planning in cash flow, liability and followed up with investment and economic. The healthy aspect required the annual physical examination, the nutritional food and good sleeping. The elderly required the medical treatment and supervision, Dharma and meditation training for keeping calm and donation. The accommodation aspect required the planning for housing belonging or housing loans.

Literature enumerated benefits to the workers in a wide area through variant measures, although informal workers could benefit through employment the eminent way discussed is employment (Lopez-Ruiz, Benavides, Vives, & Artazcoz, 2017). Due to the crisis over the

world and a reason of high population, organizations are usually providing various promotional schemes through which informal workers benefits highlighted (De Menezes & Kelliher, 2017). Employment to the workers due to various crisis countered as an eminent element that considered as informal worker benefits. Organizations by employing different aspects are benefiting employees that prevail under the term of an informal worker; therefore, employment mechanism prevail under the benefits of informal workers (Rodrigues & Bialoborska, 2017). The rise in population has increased the competition and lower the jobs. Various other benefits provided to the informal workers counted as eminent ways to ensure job security, which is eminent for the perception of informal workers. Where studies enumerated significant element of employment influencing various intentions of population, variety of variables stated by literature enumerates the significance over the organizations and employees (Ruiz, Vives, Martínez-Solanas, Julià, & Benach, 2017). The competition is the global world has risen with the pace of higher unemployment ratios; therefore, employment in a current scenario considered as a benefit to the informal workers.

**H1:** Employment significantly influences the informal worker benefits.

From the studies, informal worker benefits are influences through different aspects; therefore, organizations are using the ways of providing a promotional mechanism in a variety of beneficial programs (van Gerven & Nygård, 2017). Literature enumerates a variety of promotional mechanisms that include a vast area of components through which employees usually get satisfaction. The level of job security satisfaction is the eminent mean where informal workers can get most considerable perspectives (Bose & De Roy, 2019). Therefore, the use of promotion to informal workers in different ways convinces the beneficial means of perceptions that usually prevail in the minds of informal workers. Promotion not only involves enhancing the payments made to informal workers but also inclusive of some divine older benefits (van Gerven & Nygård, 2017). Organizations are usually following the directions from governments to adopt strategies that are beneficial for the informal workers; therefore, use of promotional schemes to informal workers countered as an eminent step in the rehabilitation of informal workers (Fu, Noguchi, Kawamura, Takahashi, & Tamiya, 2017). Differentiation in the mechanism was enhanced the broader view of benefiting informal workers also enhanced the positive perception that widely enumerated by literature for the sake of informal worker benefits. Promotional mechanism enumerated significant element that inserts a variety of influences over the perception of employees working in organizations.

**H2:** Promotional mechanisms positively influences the informal worker benefits.

Older employees treated like the same treatment of informal workers in different aspects; therefore, some eminent steps endorsed by organizations influence the levels of perceptions.

The need for employees enhanced due to variation in the income globally and the rise of expenses put robust impact over the livings of informal workers (Yamuna & Babu, 2019). Various mechanisms like elderly fund countered as an eminent factor that significant enumerates positive perceptions toward informal workers. Although many benefits that prevail in organizational behavior delivered to employees, informal workers differentiated due to the little work and lack of job security (Mbabu, Masiga, & Okong'o, 2017). Therefore, elderly fund widely used in literature put immense influence over the employees as well as informal workers. The complex thing in the structure of organizations tends as retaining employees, whether it comes under the category of formal or informal workers (Ahmed, Sarker, Sultana, Chakrovorty, Ahmed, et al., 2018). Elderly funds vastly described by literature with a variety of benefiting aspects countered as an eminent mean of obliging employees. The implementation of elderly fund significantly influences the perception of informal worker benefits that are ignored by organizations due to job security, which not usually provided in most countries (LaFave, 2017).

**H3:** Elderly funds significantly impacts informal worker benefits.

The prevalence of organizational culture eminently discussed over the literature with a wide variety of usage influences the organizations and employees. Most of the mediating and moderating roles eminently mentioned in wide literature that was duly influencing the behavior of employees (Park & Kim, 2017). Although the organization provide plenty of benefits to the employees, the hinder aspect of organization culture usually inserts the role of mediator and moderator among organization and employees (Chitsazan, Bagheri, & Yusefi, 2017). Role of organizational culture significantly endorsed the moderating effect over the perception of employees and organizations (Keino, Gachunga, & Ogollah, 2017). The aspect of influencing both sides could assert negative and positive aspects; therefore, some significant roles of organizational culture as a moderator widely enumerated with a different aspect of influences (Pheko, Monteiro, & Segopolo, 2017). Informal worker benefits prevail under an important path for the organization, where the importance not yet enhanced due to lack of work and due to job insecurity. The moderating role of organizational culture inserts devastates impact on the employees and organizations by the adaptation of culture globally (Eissa, Lester, & Gupta, 2019). Management and organizational culture differentiated in different aspects through the implication of global adaptation of strategies (Brown, Kim, & Faerman, 2020). The significant aspect of organizational culture provided by variant studies; therefore, organizational culture inserts moderating influence over the relationship between elderly funds, promotional mechanism, employment and informal worker benefits.

**H4:** Organization culture significantly and positively inserts a moderating effect on the relationship between employment and informal worker benefits.

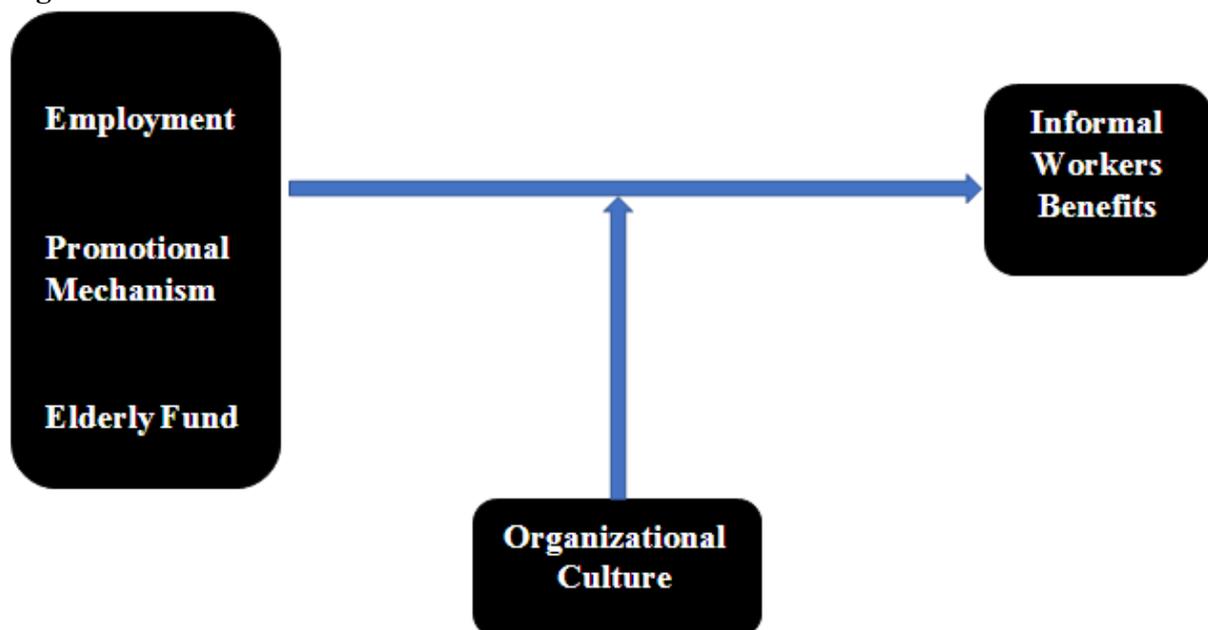
**H5:** Organization culture significantly and positively inserts a moderating effect over the relationship between promotional mechanism and informal worker benefits.

**H6:** Organization culture significantly and positively inserts moderating effect over the relationship between the elderly fund, and informal worker benefits.

## Methodology

The aim linked with the current study is to investigate the impact of promotional mechanisms along with elderly funds and employment on the informal workers' benefit. The aim also includes the inspection of the moderating role of organizational culture among the links of promotional mechanisms, elderly funds, employment and informal workers' benefit. The data has been obtained by using the questionnaires method and distributed 540 questionnaires among respondents by personal visit, but of them, only 430 were returned that associated response rate approximately 79.63 per cent. In addition, the analysis has been made by using Smart-PLS because the study has adopted the complex model, and PLS-SEM is the provided best estimation in this case. The variables that are used by the present study consist of three independent variables such as employment (EM) that has five items, promotional mechanism (PM) that has six items and elderly funds (EF) that has seven items. Moreover, moderator such as organizational culture (OC) also has seven items, and dependent variable such as informal workers benefit (IWF) has five items. These variables, along with links, are mentioned in Figure 1.

**Figure 1.** Theoretical Framework



## Findings

The results show the convergent validity that explains the links among the items. The statistics exposed that the standard criteria such as Alpha and CR are larger than 0.70 while the loadings and AVE are larger than 0.40. These figures show that high association among items and proved convergent validity as valid. These values are highlighted in Table 1.

**Table 1:** Convergent Validity

Constructs	Items	Loadings	Alpha	CR	AVE
Elderly Fund	EF1	0.832	0.931	0.944	0.707
	EF2	0.863			
	EF3	0.845			
	EF4	0.811			
	EF5	0.876			
	EF6	0.861			
	EF7	0.794			
Employment	EM2	0.695	0.835	0.890	0.671
	EM3	0.897			
	EM4	0.769			
	EM5	0.898			
Informal Workers Benefit	IWB1	0.823	0.852	0.900	0.693
	IWB3	0.831			
	IWB4	0.854			
	IWB5	0.821			
Organizational Culture	OC1	0.556	0.895	0.909	0.600
	OC2	0.897			
	OC3	0.925			
	OC4	0.558			
	OC5	0.865			
	OC6	0.924			
	OC7	0.563			
Promotional Mechanism	PM1	0.938	0.944	0.958	0.820
	PM2	0.855			
	PM3	0.937			
	PM4	0.854			
	PM6	0.939			

The results also show the discriminant validity that explains the links among the variables. Firstly, the current study adopted the Fornell Larcker along with cross-loading to test the

discriminant validity. The statistics exposed that the standard criteria such as the values that show the links with variable itself are higher than the values that show the links with other variables. These figures show that no high association among variables and proved discriminant validity as valid. These values are highlighted in Table 2 and Table 3.

**Table 2:** Fornell Larcker

	<b>EF</b>	<b>EM</b>	<b>IWB</b>	<b>OC</b>	<b>PM</b>
EF	0.841				
EM	0.365	0.819			
IWB	0.421	0.721	0.832		
OC	0.558	0.432	0.436	0.775	
PM	0.404	0.414	0.510	0.492	0.905

**Table 3:** Cross-loadings

	<b>EF</b>	<b>EM</b>	<b>IWB</b>	<b>OC</b>	<b>PM</b>
EF1	<b>0.832</b>	0.308	0.330	0.451	0.298
EF2	<b>0.863</b>	0.286	0.353	0.482	0.346
EF3	<b>0.845</b>	0.279	0.321	0.444	0.311
EF4	<b>0.811</b>	0.238	0.302	0.492	0.359
EF5	<b>0.876</b>	0.323	0.389	0.486	0.364
EF6	<b>0.861</b>	0.378	0.417	0.476	0.376
EF7	<b>0.794</b>	0.314	0.342	0.451	0.312
EM2	0.207	<b>0.695</b>	0.423	0.329	0.284
EM3	0.369	<b>0.897</b>	0.723	0.351	0.408
EM4	0.245	<b>0.769</b>	0.501	0.334	0.247
EM5	0.340	<b>0.898</b>	0.655	0.410	0.387
IWB1	0.324	0.598	<b>0.823</b>	0.291	0.381
IWB3	0.346	0.625	<b>0.831</b>	0.387	0.494
IWB4	0.365	0.606	<b>0.854</b>	0.430	0.450
IWB5	0.366	0.569	<b>0.821</b>	0.338	0.364
OC1	0.671	0.145	0.162	<b>0.556</b>	0.191
OC2	0.419	0.408	0.417	<b>0.897</b>	0.465
OC3	0.375	0.443	0.421	<b>0.925</b>	0.473
OC4	0.670	0.152	0.177	<b>0.558</b>	0.190
OC5	0.399	0.381	0.407	<b>0.865</b>	0.470
OC6	0.375	0.443	0.419	<b>0.924</b>	0.470
OC7	0.671	0.151	0.178	<b>0.563</b>	0.201
PM1	0.344	0.365	0.465	0.449	<b>0.938</b>
PM2	0.395	0.398	0.459	0.440	<b>0.855</b>

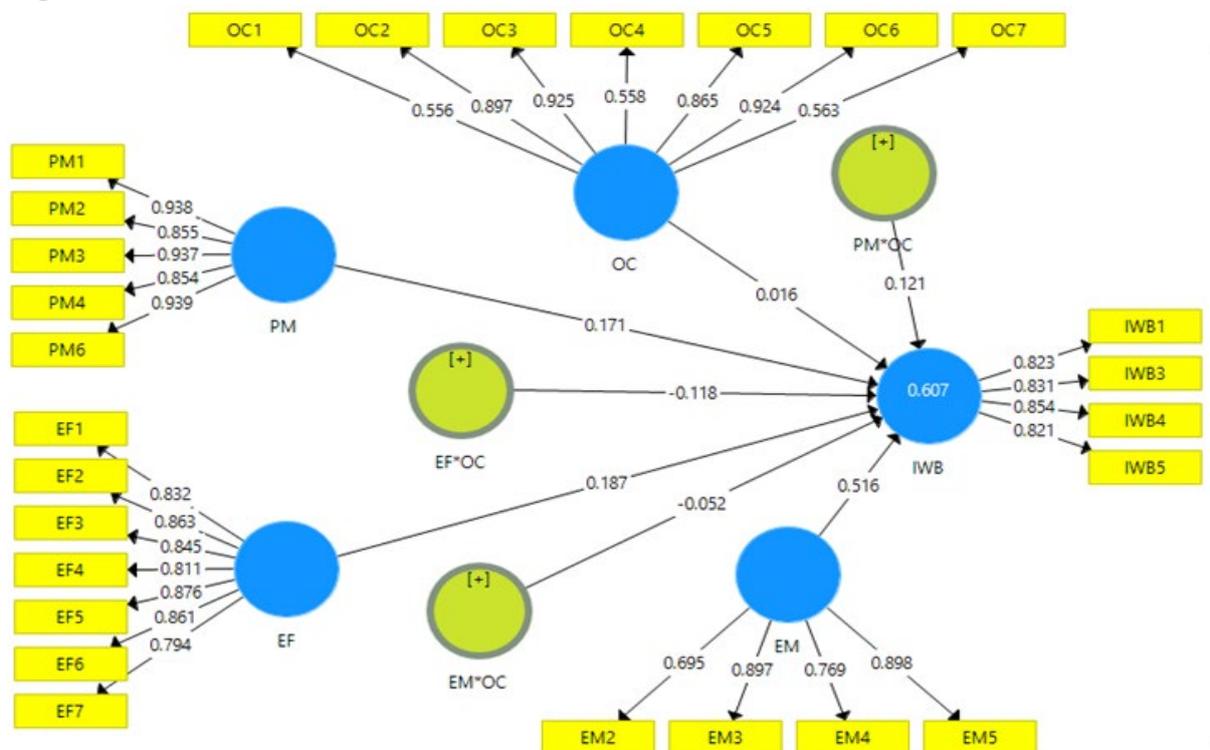
PM3	0.345	0.363	0.468	0.450	<b>0.937</b>
PM4	0.399	0.394	0.453	0.442	<b>0.854</b>
PM6	0.344	0.352	0.463	0.444	<b>0.939</b>

Secondly, the current study adopted the Heterotrait Monotrait (HTMT) ratio to test the discriminant validity. The statistics exposed that the standard criteria such as the values of HTMT ratio are lower than 0.90. These figures show that no high association among variables and proved discriminant validity as valid. These values are highlighted in Table 4.

**Table 4:** Heterotrait Monotrait Ratio

	EF	EM	IWB	OC	PM
EF					
EM	0.398				
IWB	0.468	0.833			
OC	0.717	0.447	0.454		
PM	0.429	0.457	0.566	0.488	

**Figure 2.** Measurement Model Assessment



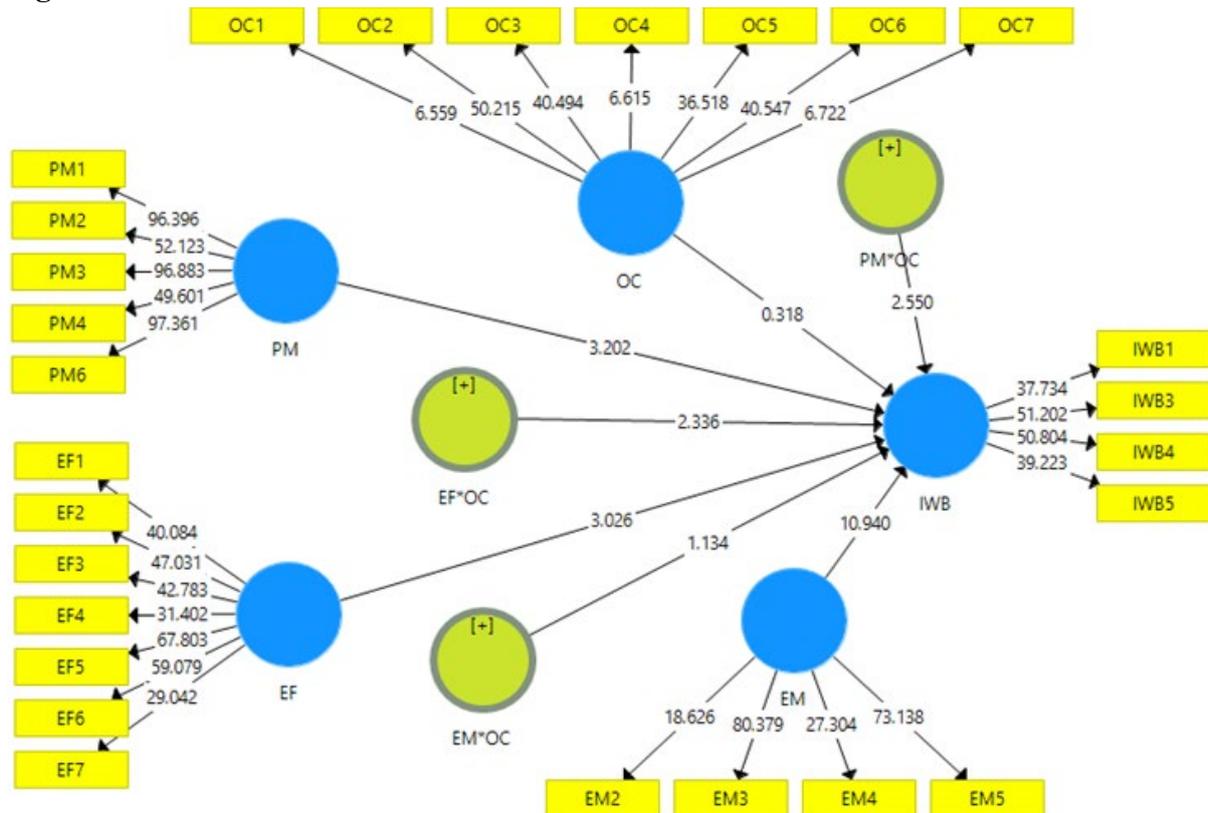
The path analysis has been exposed that positive linkage among the promotional mechanisms, elderly funds, employment and informal workers' benefit and accept H1, H2 and H3 because the beta has a positive sign and t-statistics are higher than 1.64 while

probability values are lower than 0.05. In addition, organizational culture has positively moderated among the links of promotional mechanisms and informal workers' benefit and accept H5. However, organizational culture has negatively and insignificantly moderated among the links of elderly funds, employment and informal workers' benefit and reject H4 and H6. These links are mentioned in Table 5.

**Table 5:** Path Analysis

Relationships	Beta	S.D.	t-statistics	p-values	L.L.	U.L.
EF -> IWB	0.187	0.062	3.026	0.003	0.065	0.308
EF*OC -> IWB	-0.118	0.051	2.336	0.020	-0.220	-0.026
EM -> IWB	0.516	0.047	10.940	0.000	0.426	0.601
EM*OC -> IWB	-0.052	0.046	1.134	0.257	-0.144	0.041
PM -> IWB	0.171	0.054	3.202	0.001	0.064	0.278
PM*OC -> IWB	0.121	0.048	2.550	0.011	0.020	0.214

**Figure 3.** Structural Model Assessment





## **Discussions and Conclusion**

The results revealed that positive linkage among the promotional mechanisms, elderly funds, employment and informal workers' benefit. These findings are matched with the output of Martine and Jaussaud (2018), who also investigated that elderly funds have a positive association with informal workers' benefits. In addition, a study by Meagher (2019) who examined that promotional mechanisms has positive linkage with informal workers' benefit and these outputs are similar to the output of the present study. The findings also show that organizational culture positively moderates among the links of promotional mechanisms and informal workers' benefit. These results are same as the results of Naqshbandi and Kamel (2017), who also examined that organizational culture increases the impact of promotions on the benefits of informal workers. These findings provide the guidelines to the regulation-making authorities that they should focus on the promotional mechanisms along with elderly funds and employment that enhance the informal workers' benefit along with performance of the organization.

Thus, the present study concluded that the organizations working in the Kho Wang district, have strong promotion mechanisms along with high employment and maintains of effective elderly funds that enhance the informal workers' benefits in the organization. However, the strong organizational culture also exists in the organizations that also enhance the impact of promotion mechanisms on the informal workers' benefits. In addition, the present study suggested the upcoming studies that they should add mediator in the model that is ignored by the current study. Moreover, the future study should expand their scope by adding more factors that affect informal workers' benefits in their analysis.

## REFERENCES

- Ahmed, S., Sarker, A. R., Sultana, M., Chakrovorty, S., Ahmed, M. W., Dorin, F., Niessen, L. W. (2018). The impact of community-based health insurance on the utilization of medically trained healthcare providers among informal workers in Bangladesh. *PLoS one*, 13(7), 54-65.
- Ahmed, S., Sarker, A. R., Sultana, M., Chakrovorty, S., Hasan, M., Mirelman, A. J., & Khan, J. A. (2018). Adverse selection in community based health insurance among informal workers in Bangladesh: an EQ-5D Assessment. *International journal of environmental research and public health*, 15(2), 242-249.
- Barasa, E. W., Mwaura, N., Rogo, K., & Andrawes, L. (2017). Extending voluntary health insurance to the informal sector: experiences and expectations of the informal sector in Kenya. *Wellcome open research*, 2, 3-6.
- Böcker, A., Horn, V., & Schweppe, C. (2017). National old-age care regimes and the emergence of transnational long-term care arrangements for the elderly *Transnational Social Policy*, 2, 222-242.
- Bose, M., & De Roy, S. (2019). Conditions of Employment and Livelihood Security of Informal Workers: A Study of Four Villages in Jalpaiguri District, West Bengal. *Agrarian South: Journal of Political Economy*, 8(3), 414-439.
- Brown, H., Kim, J. S., & Faerman, S. R. (2020). The influence of societal and organizational culture on the use of work-life balance programs: A comparative analysis of the United States and the Republic of Korea. *The Social Science Journal*, 57, 1-15.
- Chitsazan, H., Bagheri, A., & Yusefi, A. (2017). Intellectual, psychological, and social capital and business innovation: the moderating effect of organizational culture. *Iranian journal of management studies*, 10(2), 307-333.
- De Menezes, L. M., & Kelliher, C. (2017). Flexible working, individual performance, and employee attitudes: Comparing formal and informal arrangements. *Human Resource Management*, 56(6), 1051-1070.
- Dello Russo, S., Miraglia, M., & Borgogni, L. (2017). Reducing organizational politics in performance appraisal: the role of coaching leaders for age-diverse employees. *Human Resource Management*, 56(5), 769-783.
- Eissa, G., Lester, S. W., & Gupta, R. (2019). Interpersonal deviance and abusive supervision: The mediating role of supervisor negative emotions and the moderating role of subordinate organizational citizenship behavior. *Journal of Business Ethics*, 1-18.



- Falvo, R., Poscia, A., Magnavita, N., La Milia, D. I., Collamati, A., Moscato, U., . . . Costa, A. (2017). Health Promotion for Older People in Portugal. *Public Health Management/Zdrowie Publiczne i Zarzadzanie*, 15(1), 89-96.
- Fu, R., Noguchi, H., Kawamura, A., Takahashi, H., & Tamiya, N. (2017). Spillover effect of Japanese long-term care insurance as an employment promotion policy for family caregivers. *Journal of health economics*, 56, 103-112.
- Hussain, M. S., Musa, M. M. B., & Omran, A. (2018). The Impact of Private Ownership Structure on Risk Taking by Pakistani Banks: An Empirical Study. *Pakistan Journal of Humanities and Social Sciences*, 6(3), 325-337.
- Keino, D. C., Gachunga, H., & Ogollah, K. (2017). Influence of organizational culture on employer branding in the mobile telecommunication sector in Kenya. *Human Resource and Leadership Journal*, 2(1), 13-32.
- Kluge, J., Puerto, S., Robalino, D., Romero, J. M., Rother, F., Stoeterau, J., Witte, M. (2017). Interventions to improve the labour market outcomes of youth: A systematic review of training, entrepreneurship promotion, employment services and subsidized employment interventions. *Campbell Systematic Reviews*, 13(1), 1-2.
- LaFave, D. (2017). Family support and elderly well-being in China: Evidence from the China Health and Retirement Longitudinal Study. *Ageing International*, 42(2), 142-158.
- Liljas, A. E., Walters, K., Jovicic, A., Iliffe, S., Manthorpe, J., Goodman, C., & Kharicha, K. (2019). Engaging 'hard to reach' groups in health promotion: the views of older people and professionals from a qualitative study in England. *BMC Public Health*, 19(1), 1-15.
- Lopez-Ruiz, M., Benavides, F. G., Vives, A., & Artazcoz, L. (2017). Informal employment, unpaid care work, and health status in Spanish-speaking Central American countries: a gender-based approach. *International Journal of Public Health*, 62(2), 209-218.
- Martine, J., & Jaussaud, J. (2018). Prolonging working life in Japan: Issues and practices for elderly employment in an aging society. *Contemporary Japan*, 30(2), 227-242.
- Mbabu, A. K., Masiga, C., & Okong'o, G. (2017). Implications of opct funds on the well-being of the elderly men and women in kibera informal settlements. *Journal of Developing Country Studies*, 2(1), 36-51.
- Meagher, K. (2019). Working in chains: African informal workers and global value chains. *Agrarian South: Journal of Political Economy*, 8(2), 64-92.
- Melguizo, A., Bosch, M., & Pages, C. (2017). Better pensions, better jobs: status and alternatives toward universal pension coverage in Latin America and the Caribbean. *Journal of Pension Economics & Finance*, 16(2), 121-143.

- Michael, N., O’Callaghan, C., & Sayers, E. (2017). Managing ‘shades of grey’: a focus group study exploring community-dwellers’ views on advance care planning in older people. *BMC palliative care*, 16(1), 2-7.
- Muellmann, S., Steenbock, B., De Cocker, K., De Craemer, M., Hayes, C., O’Shea, M. P., Roos, G. (2017). Views of policy makers and health promotion professionals on factors facilitating implementation and maintenance of interventions and policies promoting physical activity and healthy eating: results of the DEDIPAC project. *BMC Public Health*, 17(1), 932-940.
- Naqshbandi, M. M., & Kamel, Y. (2017). Intervening role of realized absorptive capacity in organizational culture–open innovation relationship: Evidence from an emerging market. *Journal of General Management*, 42(3), 5-20.
- Nawaz, M. A., & Hassan, S. (2016). Tourism in South Asia. *International Journal of Economic Perspectives*, 10(4), 591-601.
- Park, J., & Kim, S. (2017). Pay dispersion and organizational performance in Korea: curvilinearity and the moderating role of congruence with organizational culture. *The International Journal of Human Resource Management*, 28(9), 1291-1308.
- Pheko, M. M., Monteiro, N. M., & Segopolo, M. T. (2017). When work hurts: A conceptual framework explaining how organizational culture may perpetuate workplace bullying. *Journal of Human Behavior in the Social Environment*, 27(6), 571-588.
- Prgomet, M., Douglas, H. E., Tariq, A., Georgiou, A., Armour, P., & Westbrook, J. I. (2017). The work of front line community aged care staff and the impact of a changing policy landscape and consumer-directed care. *The British Journal of Social Work*, 47(1), 106-124.
- Rodrigues, C. U., & Bialoborska, M. (2017). Organization and representation of informal workers in São Tomé and Príncipe: state agency and sectoral informal alternatives. *Organization and representation of informal workers in São Tomé and Príncipe: state agency and sectoral informal alternatives*, 54(2), 1-22.
- Ruiz, M. E., Vives, A., Martínez-Solanas, È., Julià, M., & Benach, J. (2017). How does informal employment impact population health? Lessons from the Chilean employment conditions survey. *Safety science*, 100, 57-65.
- Telwatte, A., Anglim, J., Wynton, S. K., & Moulding, R. (2017). Workplace accommodations for employees with disabilities: A multilevel model of employer decision-making. *Rehabilitation psychology*, 62(1), 7-11.



- van Gerven, M., & Nygård, M. (2017). Equal treatment, labor promotion, or social investment? Reconciliation policy in Finnish and Dutch coalition programs 1995–2016. *European policy analysis*, 3(1), 125-145.
- Yamuna, A., & Babu, G. R. (2019). Understanding and Addressing the Inequalities Affecting Workers in Informal Sector in India *Health, Safety and Well-Being of Workers in the Informal Sector in India*, 6, 3-12.