



**THE IMPACT OF DELAYED RETIREMENT ON JOB
PROMOTION AND ORGANIZATIONAL PERFORMANCE: A
QUANTITATIVE ANALYSIS OF AGING WORKFORCE
DYNAMICS OF CHINESE HIGHER EDUCATIONAL
INSTITUTIONS**



HAOREN LUO

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE DEGREE OF
DOCTOR OF PHILOSOPHY IN MANAGEMENT SCIENCE
INSTITUTE OF SCIENCE INNOVATION AND CULTURE
RAJAMANGALA UNIVERSITY OF TECHNOLOGY KRUNGTHEP
ACADEMIC YEAR 2025
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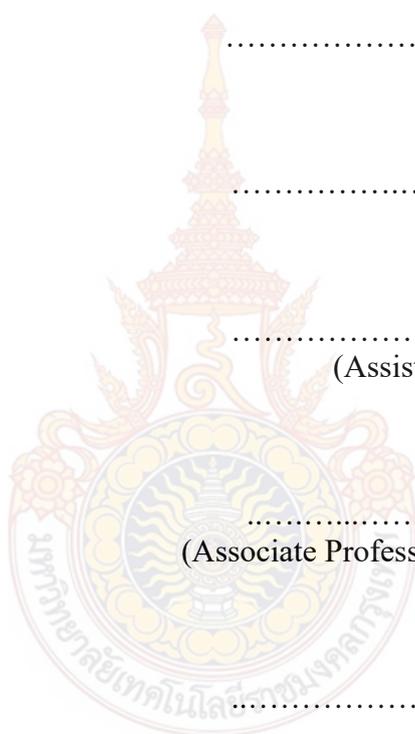
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in Partial Fulfillment of the Requirements for the
Degree of Doctor of Philosophy in Management Science

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ABSTRACT

As Chinese higher education institutions have rapidly developed, the organizational performance of Chinese universities has been widely discussed in recent decades. Researchers from diverse academic backgrounds with distinct narrative perspectives try to establish the linkage in different ways. This paper uses a management perspective to examine the effects of employee incentives on the organizational performance of Chinese higher education institutions in the Southwest region of mainland China. This paper uses primary data collected via Smart PLS4 to test the expected results. It mainly focuses on three factors: delayed retirement, aging faculty and job promotion to determine if there is an impact of those three factors on organizational performance in higher academic institutions. In addition, it uses management policy and work satisfaction as mediators to enrich the test results.

Keywords: Delay Retirement, Job Promotion, Management Policy, Smart PLS4, Organizational Performance

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All the past is the prologue. Writing this means my postgraduate studies have come to an end. As far as the eye can see, there are memories.

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Thank myself for never giving up, for keeping moving forward, and for never stopping! Bless my teacher, good health! Best wishes to my friend for a bright future! Bless our school, cultivate talents! Thank you for all the encounters, gathering and scattering, eventually sometimes; the future can be a period, a landscape, a journey, three lives, lucky.

Everything will come to an end, but the promising future is yet to come. It has been a great honor for me to spend this time with all of you in my life.

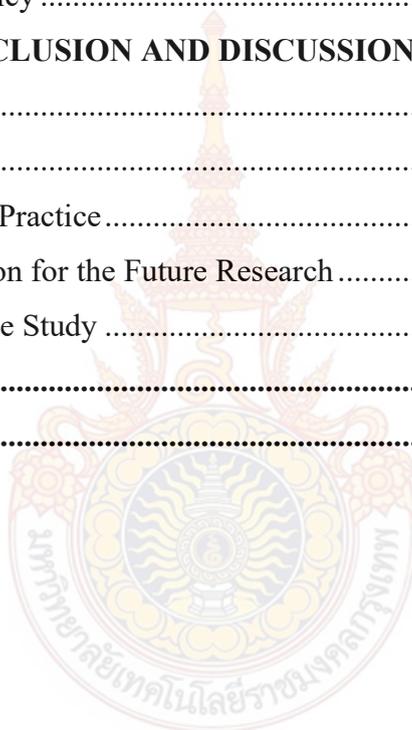
Haoren LUO

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CHAPTER I

INTRODUCTION

1.1 Research Background and Statement of the Problem

The continuous growth of the global population presents a critical challenge: population aging, which affects various industries. As the number of older individuals increases, younger workers face heightened competition for employment. Organizations worldwide face the dilemma of choosing between experienced employees and younger, less experienced workers. This decision is difficult for managers, as they must weigh the cost savings of hiring experienced staff against the potential expenses of training younger employees.

This paper specifically examines conflicts between younger and senior employees in the higher education sector in mainland China, focusing on the relationships and efficiency between these two groups.

According to the Chinese Management 40-Year Project Research Group (2023), academic management in China can be divided into two distinct stages. The first stage, from 1978 to 1991, marked a transition from traditional management practices to economic management. During this period, China drew heavily from the management theories of the Soviet Union and Western capitalist countries. The Chinese government supported the establishment of numerous research groups, academic councils, and journals. Notably, prominent figures such as Philip Kotler and Henry Mintzberg were invited to introduce Western management concepts to mainland China.

The second stage, from 1992 to 2012, saw rapid advancement in Chinese management studies. The government introduced the GB/T 13745—92 standard, which helped formalize management as a systematic field of study.

According to the World Population Outlook (2019), the global population reached approximately 7.7 billion in 2019 and is projected to increase to 9.7 billion by 2050. Both developed and developing countries are grappling with the challenges of an aging population and negative economic growth. This demographic shift raises concerns about labor-market choices across sectors, particularly in education.

Research by Pan et al. (2018) indicates that many countries are

experiencing delayed retirement ages and increased life expectancies. Statistics reveal that 167 of 228 countries have established a retirement age, with an average of 73.25%. Specifically, 102 countries have set the male retirement age below 60 (averaging 61.08%), while 65 countries have set it above 60 (averaging 38.92%). For women, the distribution of retirement ages is 22.75% above 60 and 77.25% below 60.

The continuous growth of the global population presents a critical challenge: population aging, which affects various industries. As the number of older individuals increases, younger workers face heightened competition for employment. Organizations worldwide face the dilemma of choosing between experienced employees and younger, less experienced workers. This decision is difficult for managers, as they must weigh the cost savings of hiring experienced staff against the potential expenses of training younger employees.

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In the Southwest region of China, particularly in Sichuan and Yunnan, management conflicts arise from a combination of cultural, economic, and environmental factors. A significant aspect of these conflicts is the differing expectations and strategies for conflict management within multinational corporations (MNCs). Research shows that Chinese employees working for a U.S.-based MNC in Chengdu often exhibit contradictory attitudes toward the company's norm of

constructive confrontation. This approach contrasts sharply with traditional Chinese conflict management styles, which typically favor avoidance or indirect methods. Such cultural dissonance can lead to misunderstandings and tensions in the workplace, underscoring the need for conflict-resolution strategies that respect local customs while aligning with corporate objectives (Hennekam et al., 2014).

Additionally, the socio-economic landscape of Southwest China contributes to management conflicts, especially in rural areas where urbanization and social mobility are reshaping traditional family and property relations. As individuals become more aware of their rights and assertive in property disputes, conflicts often arise among family members over land division and inheritance. This is particularly evident as younger generations migrate to urban centres in search of better opportunities (Wu, 2019). These shifts not only impact familial relationships but also pose challenges for local governance and community cohesion, as differing expectations regarding property rights can lead to disputes that require mediation and conflict resolution.

Environmental factors further complicate management conflicts in Southwest China. The region features fragile ecosystems, particularly in Yunnan's karst landscapes, where agricultural practices often clash with conservation efforts. Unsustainable farming methods have led to ecosystem degradation, resulting in tensions between local farmers and environmental authorities, both of whom seek to balance economic needs with ecological preservation (Zou et al., 2019). Moreover, the increasing frequency of droughts exacerbates these conflicts, as water scarcity reduces agricultural productivity and intensifies competition for resources (Sun, 2024; Tang et al., 2021). Therefore, effective management strategies must integrate environmental sustainability with economic development to mitigate these conflicts.

The management of conflicts at Southwest University in China highlights broader challenges faced by educational institutions in the region, particularly in the relationships among teaching and research, cultural influences, and students and administration. A significant source of conflict stems from traditional educational resource allocation and evaluation systems that prioritize research over teaching. This imbalance creates tensions among faculty members who are expected to excel in both areas but lack adequate support in their teaching roles. The institutional transitions in Chinese higher education have not kept pace with societal demands, resulting in

conflicts rooted in outdated frameworks that fail to meet the needs of local universities (Li & Ye, 2017).

This situation is further complicated by socio-economic challenges that limit educational resources, intensifying competition among graduates for employment opportunities (Xia, 2023). Additionally, the cultural context plays a crucial role in these conflicts. Chinese conflict management styles, which often emphasize compromise and avoidance, can hinder effective dispute resolution (Meng et al., 2018). This cultural preference for harmony may prevent open discussions about grievances, leading to unresolved tensions that manifest as protests or dissatisfaction among students and faculty (Omodan, 2022).

The hierarchical structure of Chinese educational institutions often leads to decisions made without sufficient input from lower-level stakeholders, resulting in feelings of disenfranchisement and conflict (Zhang et al., 2017). Middle management plays a critical role in navigating these conflicts. As highlighted in the literature, middle managers in Chinese universities are essential for implementing organizational strategies, yet they face competing demands from both upper management and faculty (Wang et al., 2017). This dual pressure can create conflicts of interest, as middle managers struggle to balance their superiors' expectations with their colleagues' needs, furthering discord.

Moreover, the lack of effective communication channels between students and management exacerbates conflicts. Research indicates that structural gaps and poor communication often lead to misunderstandings and disputes, particularly when students feel their concerns are not adequately addressed by the administration (Akpapere et al., 2019). Enhancing dialogue and involving students in decision-making processes are essential steps toward mitigating these conflicts and fostering a more collaborative environment.

Table 1.1 World Gender and Aging Population Distribution

Countries or Region	Male	Female	<60	>60
228	102	N/A	61.08%	38.92%
228	N/A	129	77.25%	22.75%

Data source: United Nations

Table 1.2 World -Retirement Age Proportion Trends Prediction

Year	(World Union)		Year	(University Of Washington)	
	(Expected Average Life)	(Total Both Rate)		(Expected Average Life)	(Total Both Rate)
2015—2020	72.28	2.47	2020	73.52	2.34
2020—2025	73.16	2.42	2025	74.37	2.26
2025—2030	73.99	2.38	2030	75.15	2.16
2030—2035	74.79	2.33	2035	75.91	2.07
2035—2040	75.49	2.29	2040	76.64	1.99
2040—2045	76.15	2.24	2045	77.28	1.92
2045—2050	76.77	2.21	2050	77.84	1.87
2050—2055	77.35	2.18	2055	78.33	1.82
2055—2060	77.9	2.14	2060	78.78	1.78
2060—2065	78.41	2.11	2065	79.18	1.75
2065—2070	78.91	2.08	2070	79.52	1.72
2070—2075	79.39	2.05	2075	79.83	1.69
2075—2080	79.85	2.03	2080	80.08	1.68
2080—2085	80.31	2	2085	80.33	1.67
2085—2090	80.78	1.98	2090	80.55	1.66
2090—2095	81.24	1.96	2095	80.73	1.66
2095—2100	81.7	1.94	2100	80.91	1.66

Data source: University of Washington

Based on the previous studies discussed, the following research gaps can be identified:

1. Integration of Delayed Retirement and Job Promotion: While existing research highlights the implications of delayed retirement on organizational performance, there is a lack of focused studies examining how these policies specifically affect job promotion opportunities for younger employees. The research can fill this gap by exploring the dynamics between delayed retirement and promotion pathways within academic institutions.

2. Role of Job Satisfaction as a Mediator: Although job satisfaction has been identified as a crucial factor influencing organizational performance and employee commitment, its specific role as a mediator in the relationship between delayed retirement and job promotion has not been thoroughly investigated. This study could provide insights into how job satisfaction impacts younger employees' perceptions of promotion equity in the context of an aging workforce.

3. Impact of Management Policies: While various studies discuss the influence of management policies on organizational outcomes, there is limited research

on how these policies can be adapted to support younger faculty amid delayed retirement practices. This study can explore effective management strategies that enhance job satisfaction and promote equitable advancement opportunities.

4. Interplay of Organizational Culture and Leadership: The literature indicates that organizational culture and leadership styles significantly influence employee performance and satisfaction. However, there is insufficient exploration of how these factors interact with delayed retirement policies and impact younger faculty members' career development. This study could investigate how leadership practices and organizational culture can be aligned to support younger employees in a context of delayed retirement.

5. Economic and Social Implications: While some studies address the economic ramifications of delayed retirement, there is a need for a more comprehensive understanding of how these policies influence social dynamics within academic institutions, particularly regarding intergenerational relations and collaboration. The research could examine these social implications and their effects on organizational performance.

By addressing these gaps, this study can contribute valuable insights to the literature on delayed retirement, job promotion, and organizational performance, particularly in higher education.

1.2 Research Questions

1. How does Delayed Retirement affect Organizational Performance?
2. How does Job Promotion affect Organizational Performance?
3. How does Delayed Retirement affect Management Policy?
4. How does Job Promotion affect Management Policy?
5. How does Management Policy affect Organizational Performance?
6. How does Management Policy mediate the effect of Delayed Retirement on Organizational Performance?
7. How does Management Policy mediate the effect of Job Promotion on Organizational Performance?

1.3. Research Hypotheses

H₁: Delayed Retirement (X1) has a positive effect on Organizational Performance (Y)

H₂: Job Promotion (X2) has a positive effect on Organizational Performance (Y).

H₃: Delayed Retirement (X1) has a positive effect on Management Policy (Z).

H₄: Job Promotion (X2) has a positive effect on Management Policy (Z).

H₅: Management Policy (Z) has a positive effect on Organizational Performance (Y).

H₆: Management Policy (Z) mediates the effect of Delayed Retirement (X1) on Organizational Performance (Y).

H₇: Management Policy (Z) mediates the effect of Job Promotion (X2) on Organizational Performance (Y).

1.4. Research Objectives

1. To analyse the effect of delayed retirement on organizational performance

2. To analyse the effect of job promotion on organizational performance

3. To analyse the effect of delayed retirement on management policy

4. To analyse the effect of job promotion on management policy

5. To analyse the effect of management policy on organizational performance

6. To analyse the effect of delayed retirement on organizational performance through management policy

7. To analyse the effect of job promotion on organizational performance through management policy

1.5 Scope of the Research Study

This paper investigates the impact of delayed retirement on job promotion channels for younger employees in organizations facing an aging workforce. The

research addressed the challenges posed by an increasing number of older employees in the workplace and how this demographic shift affects the career advancement opportunities for younger labor.

The study employed a quantitative research methodology. Specifically, the research utilized **Quantitative Methods:** A survey was distributed to 751 employees within educational institutions. This survey focused on understanding how delayed retirement affects the job promotion landscape for younger employees. Statistical analysis was conducted to quantify the effects of aging on promotion opportunities and to identify patterns within the data.

The research framework adopted an objectivist perspective, guiding the analysis of quantitative data through rigorous measurement and statistical evaluation. The findings were synthesized to draw broader conclusions regarding the influence of delayed retirement on organizational performance and the promotion prospects for younger employees.

By addressing these complex interactions, this paper aims to contribute valuable insights into workforce dynamics and propose actionable recommendations for managing the implications of an aging population on organizational performance and youth labor advancement.

1.6 Research Framework

This paper developed a hypothesis using the ageing experimental teacher as the dependent variable and compared it with Youth Labour job promotion opportunities.

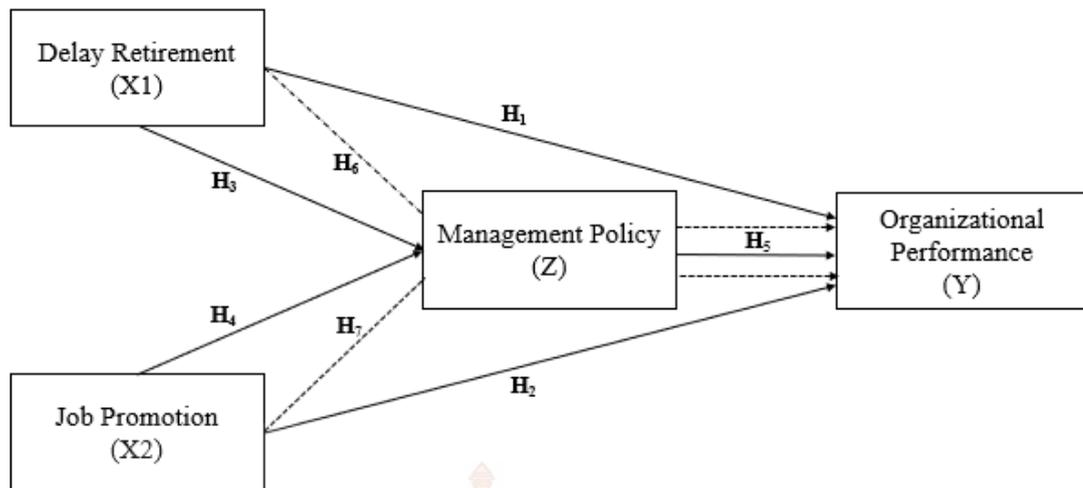


Figure 1.1 Research Framework

1.7 Definition of Key Terms

1.7.1. Definition of Job Promotion

Job promotion is the process of elevating an employee from their current position to a higher rank or role within an organization, typically accompanied by a salary increase. This advancement aims to enhance employees' status, expand their professional networks, and improve their job competencies (Saiari et al., 2020). Job promotion is a significant factor in motivating employees, including older workers, to continue working beyond retirement age (Lichtenthaler & Fischbach, 2016). It plays a crucial role in shaping work requirements, potentially leading to more reasonable job demands and contributing to reducing work-related illnesses, diseases, and injuries (Tengland, 2011). Employers have a responsibility not only to provide a safe workplace but also to create a healthy work environment that fosters employee well-being. Promoting a healthy work environment can positively impact absenteeism, productivity, and work ability (Tarro et al., 2020).

Furthermore, job promotion is linked to enhancing job satisfaction among employees, as it provides recognition in their field of work, opportunities for career advancement, and the achievement of personal goals (Belay, 2016). Additionally, job satisfaction resulting from promotions can contribute to a sense of meaning in life, leading to improved psychological well-being both at work and outside of work

(Simard et al., 2022). Leadership styles, such as transformational leadership, can also influence job engagement and promote organizational sustainability by helping employees find meaning and significance in their work, feel supported by the organization, and strengthen their sense of competence (Vila - Vázquez et al., 2018). Moreover, job crafting, which involves employees proactively shaping their roles and tasks, can enhance job resources, increase employees' work meaning, and ultimately improve their performance (Silva et al., 2022). In conclusion, job promotion is a multifaceted process that goes beyond salary increases and higher ranks. It is intricately linked to employee motivation, job satisfaction, well-being, and performance. By understanding the significance of job promotion and its impact on employees, organizations can create a conducive environment that promotes growth, engagement, and overall success.

1.7.2 Definition of Delay Retirement

Delayed retirement is the practice of individuals continuing to work beyond the traditional retirement age. This concept has gained significant attention due to its implications across various areas, including pension systems, social security, and workforce dynamics. Research indicates that delayed retirement policies are increasingly favored over traditional retirement, with voluntary delayed retirement preferred over passive delayed retirement (Wu et al., 2022). Such policies have been recognized for their social value and economic significance in addressing the challenges posed by population aging (Ren, 2023). In the context of encouraging delayed retirement, several policy measures have been proposed, including increasing the Social Security full retirement age, abolishing the earnings test after full retirement age, enhancing Social Security's delayed retirement credit, eliminating mandatory retirement, and ensuring fairness in defined benefit pension plans post-normal retirement (Gustman & Tabatabai, 2018). These initiatives aim to incentivize individuals to prolong their working lives, thereby reducing the financial burden on pension systems and promoting economic sustainability. Factors influencing the intention to delay retirement include job characteristics, personality traits, and social interactions. Studies have shown that job satisfaction, personality traits such as neuroticism and Type A personality, and the social environment play roles in individuals' decisions to delay retirement (Kong et al., 2022; Li & Feng, 2022; Wargo-

Sugleris et al., 2017).

Additionally, the availability of retiree health insurance and the eligibility age for Social Security benefits have been identified as significant determinants of retirement timing (Nyce et al., 2011; Makarski & Tyrowicz, 2019). Moreover, the impact of delayed retirement extends beyond individual preferences to broader societal implications. For instance, delaying retirement can lead to shorter pension benefits for individuals but may contribute to the overall sustainability of pension systems (Chen, 2018). Furthermore, the success of policies aimed at promoting delayed retirement is contingent on factors such as workers' willingness and ability to extend their careers, as well as the effectiveness of incentive mechanisms (Kubicek et al., 2010).

1.7.3 Definition of Management Policy

Management policy comprises guidelines, principles, and procedures established by an organization to direct and control managerial decisions and actions (Zu et al., 2008). These policies are crucial for shaping managers' and employees' behavior within an organization, guiding them on how to handle various situations and make decisions aligned with the organization's objectives and values. Management policies are essential for ensuring consistency, efficiency, and compliance with legal and ethical standards in organizational operations (Singh & Sushil, 2017). Effective management policies are not only limited to internal organizational matters but also extend to broader contexts such as public management. In the public sector, management policies are instrumental in governing public affairs and ensuring the efficient delivery of services to citizens (Sun et al., 2022). They play a vital role in shaping government performance, programmatic content, and outcomes, highlighting the interconnectedness between management practices and policy implementation (Coggburn & Schneider, 2003). Moreover, the development and implementation of management policies are critical in various specialized fields such as waste management, water resources management, and information security. For instance, in waste management, policies and regulations are essential to ensure proper disposal practices and mitigate public health risks associated with medical and municipal waste (Awodele et al., 2016; Trinh et al., 2021; Singh & Sushil, 2017). Similarly, in water resources management, policy frameworks organize management practices and guide actors in sustainable resource utilization (Metz & Glaus, 2019). In information security,

role-based security policies are crucial for governing access and protecting sensitive data within organizations (Fuchs et al., 2011).

1.7.4. Organizational Performance

Organizational performance is a multifaceted construct influenced by various internal and external factors, including organizational culture, climate, and employee commitment. A significant body of research highlights the interplay between these elements and their collective impact on performance outcomes. Firstly, organizational culture has been identified as a critical determinant of organizational performance. Studies indicate that a positive organizational culture fosters higher employee performance, which in turn enhances overall organizational effectiveness. For instance, Acar & Acar (2014) emphasize that organizational culture is directly linked to organizational performance, providing empirical evidence from the healthcare sector in Turkey. Similarly, Bashayreh (2014) supports this notion by establishing a positive correlation between the dimensions of organizational culture and performance, corroborated by earlier work such as that of Kotter and Heskett. Furthermore, Wahyudi et al. (2022) demonstrate that a robust organizational culture significantly improves the performance of village government officials, reinforcing the idea that cultural factors are pivotal in shaping performance outcomes.

In addition to culture, organizational climate plays a crucial role in influencing performance. Supriyati et al. (2019) argue that a conducive organizational climate, characterized by positive leadership and employee support, enhances employee performance, which, in turn, boosts organizational performance. This assertion is echoed by Nybakk et al. (2011), who note that a supportive climate for innovation can drive performance, particularly in industries reliant on creative strategies. The relationship between climate and performance is further supported by Giauque et al. (2013), who discuss how intrinsic motivators and human resource management practices can enhance performance in public sector organizations.

Moreover, employee commitment is another vital factor that mediates the relationship between organizational culture and performance. Nikpour (2017) highlights that organizational commitment significantly impacts performance, with committed employees being more likely to contribute positively to organizational goals. This is consistent with the findings of Riswanto et al. (2019), who assert that

organizational citizenship behavior, often a reflection of employee commitment, can enhance overall performance. Furthermore, Berberoğlu (2015) reinforces this connection by demonstrating that perceived organizational performance is influenced by employee commitment, particularly in healthcare settings.

The integration of these factors—organizational culture, climate, and employee commitment—illustrates a comprehensive framework for understanding organizational performance. For instance, the study by Pham et al. (2019) suggests that dynamic capabilities, often cultivated within supportive cultures and climates, are essential for achieving superior performance. This aligns with Santoso's (2019) findings, which note that organizational culture and strategic leadership can significantly enhance performance outcomes.

In conclusion, the literature consistently underscores the importance of organizational culture, climate, and employee commitment as interrelated factors that collectively influence organizational performance. Organizations aiming to improve their performance should focus on cultivating a positive culture and climate while fostering employee commitment to achieve sustainable success.

1.8 Benefit of the Study

This paper examined the relationship between higher education institutions in southwest China and their performance.

This paper testified that job promotion and delayed retirement would have a positive effect on university institutional performance.

This paper also found that universities' management policies in southwest China serve as a mediating factor in assessing their overall organizational performance.

CHAPTER II

LITERATURE REVIEW

2.1 Related Theories

2.1.1 Grand Theory and Middle Range Theories

Grand Theory

Human Capital Theory

- **Overview:** Human Capital Theory posits that individuals possess certain skills, knowledge, and experiences that contribute to their productivity and economic value. Investments in education, training, and professional development enhance an individual's capabilities, benefiting both the individual and the organization (Marginson, 2019).

- **Relevance to Research:** This theory provides a foundational understanding of how the skills and experience of older employees (often accumulated over decades) can influence organizational dynamics. It explores how delayed retirement affects job promotion channels for younger employees, suggesting that while older employees enhance organizational human capital, their extended tenure may also limit advancement opportunities for younger workers.

Middle-Range Theories

1. Social Exchange Theory

- **Overview:** This theory focuses on the idea that social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs. In organizational contexts, it emphasizes the importance of reciprocity and fair treatment in employee interactions (Cropanzano, 2005).

- **Relevance to Research:** It helps explain how perceptions of fairness in job promotions and the treatment of younger employees can be affected by the presence of older employees. This theory is particularly relevant to understanding how job promotions and job satisfaction interact to influence overall organizational performance.

2. Role Theory

- **Overview:** Role Theory examines how individuals behave based on the roles they occupy within a social structure. It addresses how these roles come with

expectations that can influence behavior and interactions among individuals (Turner, 2001).

- **Relevance to Research:** This theory can elucidate how older employees' roles may affect promotion processes, potentially creating barriers for younger employees. It supports the hypothesis that the aging workforce may shape organizational norms around promotions.

3. Organizational Justice Theory

- **Overview:** This theory deals with perceptions of fairness within organizations, focusing on distributive justice (fairness of outcomes) and procedural justice (fairness of processes). It highlights how perceptions of equity can affect employee attitudes and behaviors (Greenberg & Colquitt, 2013).

- **Relevance to Research:** Organizational Justice Theory is key in analyzing how employees perceive management policies regarding promotions. It supports the idea that perceptions of fairness in promotion practices are crucial for understanding the relationships between delayed retirement, job promotion, and organizational performance.

The proposed hypotheses in this study are intricately connected to established theories that provide a comprehensive framework for understanding the dynamics of delayed retirement, job promotion, and organizational performance.

Human Capital Theory serves as a foundational concept, positing that employees' skills, knowledge, and experience are critical assets that contribute to an organization's productivity and effectiveness. This theory suggests that older employees, who may have accumulated significant expertise over their careers, can enhance an organization's overall human capital. However, their prolonged presence due to delayed retirement can also create competition for promotion opportunities among younger employees. This notion aligns with **Hypothesis 1**, which examines how delayed retirement influences organizational structure, and with **Hypothesis 3**, which explores the impact of aging faculty on organizational performance. Both hypotheses emphasize the dual role of older employees as valuable assets and potential barriers to advancement for younger labor.

In tandem with Human Capital Theory, **Social Exchange Theory** offers insights into the relational dynamics within organizations. This theory posits that the

principles of reciprocity and perceived fairness govern workplace interactions. Employees assess their relationships based on the benefits they receive relative to their contributions. This perspective is particularly relevant to **Hypothesis 2**, which examines how job promotion influences organizational performance, and **Hypotheses 4, 5, and 6**, which focus on working satisfaction as a moderating factor. The theory suggests that younger employees may feel disenfranchised or demotivated if they perceive that older employees are favored in promotion decisions, thereby affecting their job satisfaction and overall performance.

Role Theory further complements this analysis by highlighting the significance of defined roles within organizational structures. Older employees, often occupying senior roles, may inadvertently shape the promotion landscape, influencing expectations and opportunities for younger workers. This theory supports the exploration of how aging faculty roles may create barriers to advancement, thereby reinforcing Hypothesis 4, which investigates the moderating effect of work satisfaction on the relationship between delayed retirement and organizational performance.

Moreover, **Organizational Justice Theory** provides a lens for examining the fairness of promotion processes. This theory emphasizes the importance of perceived equity and procedural justice in the workplace. It is particularly relevant to **Hypotheses 7, 8, and 9**, which focus on the mediating role of management policy in the relationship between delayed retirement, aging faculty, and job promotion. By understanding how perceptions of fairness influence these dynamics, the study can reveal critical insights into how organizations can navigate the complexities of an aging workforce while fostering an equitable environment for all employees.

In summary, these theories collectively form a robust backdrop for exploring the multifaceted interactions outlined in the hypotheses. They provide a structured approach to understanding how delayed retirement and an aging workforce affect job promotion pathways and organizational performance, ultimately enhancing our understanding of workforce dynamics in the context of an aging population. This theoretical framework not only informs the research design but also guides the interpretation of findings, offering valuable insights for organizational policy and practice.

2.2 Related Studies

2.2.1 Research on Job Promotion and Management Performance

Job promotion is a multifaceted concept that encompasses various dimensions of employee advancement within an organization. It is primarily understood as the elevation of an employee's position, often accompanied by increased responsibilities, enhanced status, and, typically, a higher salary. The implications of job promotion extend beyond mere title changes; they significantly impact employee motivation, job satisfaction, and organizational commitment. Research indicates that job promotions are closely linked to employee satisfaction and organizational commitment. For instance, Benatallah and Rosman highlight that job titles and promotions serve as critical incentives that enhance employee satisfaction and commitment, particularly in hierarchical structures where status plays a significant role in identity and pride (Benatallah & Rosman, 2022). This aligns with findings from Lichtenthaler and Fischbach, who assert that leadership styles that promote employee engagement in job crafting can lead to better health and performance outcomes, suggesting that promotions can be a catalyst for proactive job redesign and personal growth (Lichtenthaler & Fischbach, 2018). Moreover, the relationship between job promotion and job satisfaction is further supported by studies that emphasize the role of compensation and recognition. Saputra et al. found that promotions, alongside adequate compensation, significantly influence employee happiness and job satisfaction (Saputra et al., 2018). This is echoed by Haryanto, who posits that promotions, when coupled with education and training, can enhance employee performance, mediated by job satisfaction (Haryanto, 2023). The notion that promotions can serve as a motivational tool is also reflected in the work of Francesconi, who discusses how promotions can signal an employee's capabilities to the external labor market, thereby enhancing their perceived value and job satisfaction (Francesconi, 2001).

Furthermore, the organizational climate plays a crucial role in the promotion process. Nwabueze-Kelvin emphasizes that a supportive organizational environment can foster employee commitment and enhance the effectiveness of promotions (Nwabueze-Kelvin, 2023). This is particularly relevant in contexts where job autonomy and leadership styles foster employee morale and productivity. The

interplay between job promotion and organizational behavior is crucial, as it can influence employee retention and overall organizational performance.

Job Promotion refers to an employee's advancement within an organization to a position of greater responsibility, authority, or status. It often comes with increased duties, improved compensation, and greater recognition within the organization (Noe, 2017). Job promotions are typically based on a combination of merit, seniority, and organizational needs, and they serve as a motivational tool for employees to perform at their best. Promoting employees to higher roles can enhance job satisfaction, increase organizational loyalty, and improve overall performance.

According to Noe (2017), the indicators used to measure Job Promotion can include:

1. Performance Excellence

The extent to which an employee's past performance meets or exceeds the organization's expectations is often a key criterion in determining eligibility for promotion. Employees who demonstrate consistent high performance are more likely to be considered for promotions.

2. Competency Development

The employee's ability to acquire and apply new skills and knowledge that are relevant to the new position. Employees who actively engage in learning and professional development are typically considered strong candidates for promotion.

3. Leadership Potential

The potential of an employee to take on leadership or management responsibilities. This includes the ability to lead teams, make decisions, and manage resources effectively. Organizations often promote individuals who exhibit strong leadership potential.

4. Organizational Loyalty

An employee's commitment and loyalty to the organization are reflected in their tenure, dedication, and alignment with the organization's values. Employees who demonstrate long-term loyalty and dedication are often seen as more promotable because of their commitment to the company's success.

The relationship between job promotion and employee performance is a multifaceted topic that has garnered considerable attention in organizational behavior

research. Numerous studies have demonstrated a positive correlation between promotions and job performance, suggesting that promotions serve not only as a reward for past performance but also as a catalyst for enhanced future performance. For instance, Sahibzada and Pandya (2022) highlight that promotions significantly impact job performance, with promoted employees often outperforming their less-promoted counterparts. This finding is echoed by Ratemo et al., who assert that promotions positively affect staff performance and can enhance employee motivation and morale (Ratemo et al., 2021). Furthermore, Haryono et al. emphasize that job promotions have a stronger direct effect on improving employee performance than training, indicating that the act of promotion itself is a powerful motivator of enhanced job performance (Haryono et al., 2020). The psychological implications of promotions also play a crucial role in influencing employee performance. Employees who receive promotions often feel valued and recognized for their contributions, which can lead to increased job satisfaction and motivation.

Rostina notes that promotions create a sense of appreciation among employees, encouraging them to perform better and contribute more effectively to organizational goals (Rostina, 2023). Similarly, Darmawan and Tanuwijaya found that job satisfaction significantly impacts job performance, suggesting that satisfied employees—often a result of promotions—tend to perform better than their dissatisfied peers (Darmawan & Tanuwijaya, 2023). This relationship is further supported by Wang et al., who argue that promotion justice, or the perceived fairness of promotion processes, directly affects job performance and organizational citizenship behavior, with trust acting as a mediating factor (Wang et al., 2019). Moreover, the effects of promotions on performance can be influenced by various contextual factors, including organizational culture and leadership styles. For instance, leadership that fosters an environment conducive to promotion-focused job crafting can enhance employees' adaptive performance (Lichtenthaler & Fischbach, 2018). This indicates that the way promotions are integrated into the organizational framework can significantly affect their impact on employee performance.

Additionally, Maulana's studies have shown that job promotion is a dominant factor influencing employee performance, underscoring the importance of promotion practices in human resource management (Maulana, 2019). However, it is

essential to consider that the benefits of promotions may not be uniformly experienced across all employees. For example, Konradt et al. discuss the "honeymoon-hangover effect," in which initial satisfaction with a new job or promotion may fade over time, potentially leading to a decline in performance if not managed properly (Konradt et al., 2016). This suggests that while promotions can enhance performance, organizations must also implement strategies to sustain motivation and engagement over the long term. Furthermore, the relationship between job promotion and performance is also mediated by factors such as work discipline and job satisfaction. Nurlaili's research indicates that work discipline and job promotion significantly affect employee performance, with job satisfaction serving as an intermediary variable (Nurlaili, 2023). This highlights the interconnectedness of various factors that influence performance outcomes, suggesting that organizations should adopt a holistic approach to employee management. In addition to the direct effects of promotions, how employees perceive them can also influence their performance. Procedural justice in promotion decisions, as discussed by Hooi et al., plays a critical role in shaping employees' commitment and satisfaction, which in turn affects their performance (Hooi et al., 2012). This underscores the importance of transparent, fair promotion processes in fostering a motivated, high-performing workforce. Moreover, the implications of promotions extend beyond individual performance to encompass broader organizational outcomes. For instance, effective promotion practices can enhance organizational commitment and reduce turnover intentions, as highlighted by Al-Ali et al. (2019). This suggests that organizations that prioritize fair and motivating promotion practices may benefit from improved overall performance and reduced employee turnover.

2.2.2 Research on Age and Other Reasons Leads to the Poor Performance of the School

Sharma et al. (2017) have demonstrated a significant link between resource availability and academic performance, revealing that 89% of school-related factors positively influenced students' outcomes, with gender and education playing crucial roles in this relationship. Their findings indicate that while family factors accounted for only 5% of academic performance, the majority of influences stemmed from institutional resources and teacher-related factors. This underscores the importance of organizational context in shaping performance outcomes. Similarly, this study aims to

explore how organizational factors, such as delayed retirement and job promotion policies, affect the performance of younger employees. Just as the availability of educational resources can enhance student outcomes, the presence of equitable promotion practices and effective management policies can significantly impact organizational performance, particularly in environments with an aging workforce. By examining these dynamics, this research seeks to uncover how demographic factors, including age and education, influence job promotion opportunities and overall organizational effectiveness.

2.2.3 Research on Management Policy

Management Policy refers to a set of principles, rules, and guidelines established by management to regulate and direct the organization's operational and strategic activities. Management policies serve as a reference for decision-making and ensure that all actions and processes within the organization align with the company's vision, mission, and long-term goals (Armstrong, 2020). These policies also help create effective, transparent governance while providing employees with guidance on how to act in specific situations. According to Armstrong (2020), the indicators used to measure Management Policy include:

1. Policy Consistency

This measures the extent to which policies are applied consistently across all levels of the organization. Consistent policies ensure that all divisions and employees follow the same procedures to achieve desired outcomes

2. Policy Flexibility

The ability of a policy to adapt to changes in internal and external environments. Flexible policies allow an organization to respond to market, technological, or regulatory changes without sacrificing internal stability

3. Policy Transparency

This refers to the extent to which all relevant parties clearly understand policies. Transparent policies help to prevent confusion, clarify responsibilities, and increase trust among employees.

4. Policy Compliance

The degree to which employees and management adhere to established policies. Compliance indicates how well policies have been internalized and

implemented in the organization's daily activities.

One critical aspect of management policy is its role in shaping organizational culture and behavior. Johnson et al. highlight that policies, particularly those addressing workplace bullying, must be actively communicated and reinforced by upper management to become part of the organizational discourse. Without this reinforcement, such policies may be undermined or resisted by employees, leading to a toxic work environment. This underscores the importance of management's active involvement in policy implementation to foster a supportive organizational culture (Johnson et al., 2015). Furthermore, management policies can significantly influence diversity within organizations. Groeneveld and Verbeek emphasize that organizations aiming to enhance the representation of ethnic minorities should invest in policies that create a sense of belonging for all employees. They differentiate between "hard" policies, which may provoke resistance, and "soft" policies that focus on inclusivity and belonging, which are more effective in retaining diverse talent. This distinction illustrates how management policies must be thoughtfully designed to address the complexities of workforce diversity (Groeneveld & Verbeek, 2011). In the context of safety management, Singh et al. provide insights into fall-prevention and management policies in Canadian spinal cord injury rehabilitation settings. Their study categorizes these policies into pre-fall and post-fall procedures, highlighting the importance of comprehensive safety management frameworks in healthcare environments. Such policies are essential not only for regulatory compliance but also for ensuring the well-being of both patients and staff (Singh et al., 2020). Moreover, environmental policies are increasingly recognized as vital components of management strategy. Penela and Castromán-Diz argue that managerial attitudes towards sustainability influence the adoption of proactive environmental strategies in the service sector. They suggest that training and policy frameworks can shape these attitudes, leading to more effective environmental management practices. This indicates that management policies must also encompass sustainability considerations to align with broader societal expectations and regulatory requirements (Penela & Castromán-Diz, 2014).

Organizational performance is significantly influenced by various policy dimensions, particularly policy consistency, flexibility, transparency, and compliance. Each of these dimensions plays a crucial role in shaping how organizations operate and

achieve their goals. Policy Consistency is essential for organizational performance as it fosters a stable environment where stakeholders can predict outcomes and align their actions accordingly. Consistent policies reduce uncertainty and enhance trust among employees and external stakeholders, which is vital for effective collaboration and performance. Research indicates that organizations with consistent policy frameworks are better positioned to achieve strategic objectives, as they provide clear guidelines that facilitate decision-making processes (Paunov et al., 2018).

Furthermore, consistent policy implementation ensures that all members of the organization are held to the same standards, thereby enhancing overall accountability and performance (Li & Feiock, 2019). Policy Flexibility allows organizations to adapt to changing circumstances and respond to new challenges effectively. This adaptability is crucial in dynamic environments where rigid policies may hinder responsiveness and innovation. Studies have shown that organizations that embrace flexible policies can better navigate uncertainties and capitalize on emerging opportunities, leading to improved performance outcomes ("The Relationship among Policy Burden, Transparency of Accounting Information and Enterprise Value of State-owned Enterprises", 2023; Fu et al., 2021). For instance, during crises, such as the COVID-19 pandemic, organizations that demonstrated flexibility in their policies were able to implement timely responses that mitigated risks and maintained operational continuity (Fu et al., 2021). Therefore, a balance between consistency and flexibility is necessary for optimal organizational performance. Policy Transparency is another critical factor that influences organizational performance. Transparency in policy-making processes enhances trust and engagement among stakeholders, leading to higher compliance rates and better overall outcomes. Research has demonstrated that when organizations are transparent about their policies, stakeholders are more likely to understand and support them, thereby increasing compliance (Porumbescu et al., 2017; Abdou, 2021).

Additionally, transparency can facilitate better communication and collaboration within the organization by encouraging open dialogue and feedback (Grimmelikhuijsen & Welch, 2012). However, it is important to note that mere availability of information does not guarantee strong policy adherence; rather, it must be coupled with efforts to enhance public understanding and engagement (Chriqui &

Chaloupka, 2011). Policy Compliance is critical for ensuring that organizational policies are effectively implemented and adhered to by all members. High levels of compliance are associated with better organizational performance, as they ensure that policies are not only established but also followed in practice. Factors such as employee awareness, understanding of policies, and organizational culture significantly influence compliance rates (Somestad et al., 2014; Kim & Oh, 2014). For instance, organizations that invest in training and communication to enhance employees' understanding of policies tend to experience higher compliance levels, which, in turn, contribute to improved performance (Li & Hoffman, 2018; Safa et al., 2016). Moreover, compliance is often linked to the perceived fairness and clarity of policies, which can affect employees' willingness to adhere to them (Kim & Oh, 2014; Bulğurcu et al., 2010).

2.2.4 Research on the Effects on Organizational Performance

Delay retirement refers to individuals' decision to postpone their exit from the workforce beyond the traditional retirement age. This phenomenon has gained significant attention in recent years due to various socio-economic factors influencing the labor market and individual circumstances. The concept of delayed retirement is closely linked to the broader framework of active aging, which promotes maintaining engagement in paid employment to enhance the quality of life and economic stability for older adults (Merom et al., 2019; Ananta et al., 2021).

From an economic perspective, delaying retirement can significantly impact pension systems and labor markets. As highlighted by Wu et al., the implementation of a delayed retirement policy in China is seen as a necessary response to the challenges posed by an aging workforce and the sustainability of pension funds (Wu et al., 2022). This aligns with findings from Hu and Yang, who argue that delayed retirement can enhance the welfare of the working population rather than crowding it out, suggesting that such policies can be beneficial for both individuals and the economy (Hu & Yang, 2021). Furthermore, Johnson emphasizes that delaying retirement allows individuals to accumulate more savings and benefits, ultimately leading to increased financial security in later years (Johnson, 2011). Socially, the decision to delay retirement is influenced by factors such as personal health, job satisfaction, and societal norms. Cheng et al. examine how health levels among Chinese

women affect their ability to work beyond the traditional retirement age, indicating that health is a critical determinant of the feasibility of delaying retirement (Cheng et al., 2023). Similarly, Wargo-Sugleris et al. investigate the factors motivating older nurses to remain in the workforce, emphasizing the importance of job satisfaction and work environment in the decision to delay retirement (Wargo-Sugleris et al., 2017). This suggests that policies aimed at improving workplace conditions could facilitate delayed retirement among older workers. Moreover, the psychological aspects of delaying retirement cannot be overlooked. Research by Litwin et al. indicates that older workers often prioritize personal benefits over broader economic considerations when contemplating retirement decisions (Litwin et al., 2009). This reflects a broader trend in which individuals weigh their immediate needs against long-term implications, a concept supported by the theory of quasi-hyperbolic discounting, as discussed by Feigenbaum and Findley (2015), who posit that individuals may struggle with time-inconsistent preferences regarding retirement timing. The implications of delayed retirement extend to health outcomes as well. Zulka et al. suggest that retiring from cognitively demanding jobs later in life may be associated with cognitive decline, suggesting that the timing of retirement could have significant health ramifications (Zulka et al., 2019). This is further supported by Merom et al., who advocate for workplace interventions that promote physical activity among older employees, thereby enhancing their overall health and potentially enabling them to work longer (Merom et al., 2019). In terms of policy, flexible retirement systems have been proposed to encourage delayed retirement. Komp et al. highlight that the timing of retirement decisions is often coordinated within couples, suggesting that policies should consider the dynamics of household decision-making (Komp et al., 2010).

Additionally, Johnson's research on phased retirement underscores the importance of workplace flexibility in accommodating older workers who wish to delay retirement while gradually transitioning into it (Johnson, 2011). The global context of delayed retirement policies varies significantly. In Sweden, for instance, societal narratives about aging workers reflect a dual perspective, in which older employees are seen both as a solution to labor shortages and as potential barriers to hiring younger workers (Arman et al., 2021). This complexity necessitates a nuanced approach to

policy formulation that balances the needs of older workers with the demands of the labor market.

Ren et al. (2019) highlight that delayed retirement has emerged as a widely discussed policy. However, its formal implementation faces significant obstacles, as supported by Hu's research team and Shen & Yang (2021). This underscores the importance of exploring the mechanisms and social impacts that delayed-retirement policies have on individuals' life cycles and broader social development processes. In higher education, research indicates that delayed retirement can profoundly affect organizational performance. For instance, Yunxia & Zheng (2023) note that delayed retirement may reduce pension benefits for existing employees while increasing the pension burden on younger generations. This finding directly relates to the current study, which investigates how such policies influence job promotion opportunities for younger employees and overall organizational effectiveness.

Furthermore, Hennekam & Herrbach (2013) identify that effective human resource management (HRM) practices, influenced by delayed retirement, play a critical role in enhancing job performance and fostering organizational commitment. This connection highlights the need to examine how delayed retirement affects HRM practices in universities, particularly regarding younger faculty members' promotion prospects. The research by Yunxia & Zheng (2023) also emphasizes gender-specific effects of delayed retirement, suggesting a need for flexible retirement policies that could mitigate potential inequalities in job advancement opportunities.

Additionally, studies by Xu & Ma (2023) and Elsayed et al. (2018) suggest that gradual retirement solutions could effectively address labor supply issues and individual resistance, particularly in the context of an aging workforce. By understanding the broader implications of delayed retirement on organizational dynamics, this research aims to uncover how these policies influence not only the career trajectories of younger employees but also the overall health of organizational performance. The findings from Coe and Zamarro (2008) regarding cognitive abilities further illustrate that retirement impacts extend beyond economic factors, potentially affecting the knowledge transfer and mentoring roles of older employees, thereby shaping the performance landscape within academic institutions.

According to Ang et al. (2017), delayed retirement refers to a policy or decision by an individual or an organization to extend an individual's working tenure beyond the usual retirement age. This practice is often driven by factors such as the organization's need to retain experienced workers and the individual's desire to remain productive and secure additional financial benefits. In some cases, delaying retirement can help address shortages of skilled professionals in certain fields. The indicators used to measure Delay Retirement include:

1. Employee Health

Physical and mental health are key factors that enable individuals to continue working into older age. This health condition affects their ability to remain productive in the workplace.

2. Financial Incentives

Many employees opt to delay retirement when offered attractive financial incentives, such as additional bonuses, higher pensions, or other benefits that enhance their financial security.

3. Organizational Needs

Companies often require specific expertise and experience that only senior employees possess. By delaying retirement, organizations can retain essential skills that support performance and business continuity.

4. Personal Preference

Many individuals choose to keep working because they enjoy their job or feel they still have contributions to make. Working after retirement age can also provide personal and social satisfaction.

2.2.5 Research on the Influence of Delayed Retirement on Organizational Performance

Delaying retirement can significantly influence organizational performance, with job satisfaction emerging as a critical moderator in this relationship. Research by Kong et al. (2022) indicates that job satisfaction is a significant predictor of employees' intentions to delay retirement, suggesting that when employees are satisfied with their roles, they are more likely to remain in the workforce longer. This finding is particularly relevant to the current study, which investigates how delayed retirement affects job promotion opportunities for younger employees and overall

organizational effectiveness. The factors identified by Kong et al. (2022), including job satisfaction, family caregiving responsibilities, and personality traits such as neuroticism, highlight the complex interplay between personal and organizational factors influencing retirement decisions.

Furthermore, studies have shown that job satisfaction mediates the relationship between leadership styles, organizational justice, and early retirement intentions (Koponen et al., 2016). This underscores the importance of effective leadership and fair organizational practices in fostering an environment that supports job satisfaction, which, in turn, may encourage employees to postpone retirement. Similarly, the work of Lewis & Pitts (2016) demonstrates that satisfaction with leadership and job roles can motivate employees to extend their careers, aligning with the objectives of this research to explore how such dynamics impact promotion prospects for younger faculty.

While delayed retirement can enhance workforce welfare (Hu & Yang, 2021), it may also introduce challenges, such as negative effects on team dynamics stemming from a wider age range and varied experience levels within the workforce (Kadefors et al., 2020). Additionally, as noted by Jia (2023), the economic implications of increased labor supply can exacerbate supply-demand imbalances, complicating the promotion landscape for younger employees. Therefore, this study aims to highlight the crucial role of job satisfaction in moderating the effects of delayed retirement on organizational performance, encouraging organizations to consider how enhancing job satisfaction can positively influence workforce dynamics and promote a more equitable environment for career advancement.

2.2.6. Research on Management Policy Mediates the Influence of Delayed Retirement on Organizational Performance

Delaying retirement can significantly impact organizational performance, with management policies playing a pivotal role in mediating this relationship. Research by Phillipson and Smith (2006) highlights interventions that encourage older workers to extend their careers, such as enhancing retirement options, promoting lifelong learning, and improving working conditions (Anxo et al., 2019). This is particularly relevant to the current study, which investigates how such management

policies can influence job promotion opportunities for younger employees within the context of an aging workforce.

Flynn (2010) discusses the typologies of older workers and the incentives that may motivate them to delay retirement. This insight aligns with the findings of Wu et al. (2022), which explore the economic implications of delayed retirement policies on labor supply and fund sustainability. Understanding these dynamics is essential for assessing how older employees' retention affects the promotion prospects of younger faculty members, thereby influencing overall organizational performance.

Moreover, Ren (2023) emphasizes that increased longevity and labor productivity can enhance the effectiveness of delayed retirement policies. This suggests that organizations must not only consider the immediate effects of delayed retirement on individual employees but also how these policies can contribute to a more productive workforce. Hu & Yang (2021) further argue that delayed retirement can improve workforce welfare, indicating potential benefits for both employees and organizations. This perspective is critical to the research, as it underscores the need to promote job satisfaction and equitable promotion opportunities in light of these policies.

In the context of China, studies by Zhi (2018) and Wang et al. (2019) examine the intricate relationship between delayed retirement, labor supply, and pension sustainability, emphasizing the need for comprehensive policy measures. These findings suggest that organizations should adopt strategies to address delayed retirement and consider broader economic and social factors, reinforcing the relevance of management policies in shaping workplace dynamics.

Chen et al. (2020) highlight the multifaceted economic implications of delayed retirement, emphasizing the importance of well-designed management policies that account for the effects on human capital accumulation and labor supply. This complexity underscores the relationship between delayed retirement and organizational dynamics, a central focus of the current research. Additionally, Zheng & Yang (2021) suggest that such policies could enhance social welfare through mechanisms such as improved pension replacement rates, further underscoring the broader societal impacts of retirement strategies.

Ultimately, the synthesis of these findings illustrates the intricate interplay between delayed retirement, management policies, and organizational performance. By

understanding the economic implications and workforce welfare considerations, organizations can develop effective strategies to navigate the challenges associated with delaying retirement and enhance job promotion opportunities for younger employees, thereby optimizing overall organizational outcomes.

2.2.7 Research on Management Policy Mediates the Influence of Job Promotion on Organizational Performance

Management policy is a set of guiding principles and frameworks that govern decision-making processes and operational practices within an organization. It encompasses the strategies, rules, and procedures that managers implement to achieve organizational goals and ensure regulatory compliance. Management policies serve as a roadmap for managers, outlining expectations for behavior, resource allocation, and performance standards across the organization. The concept of management policy is closely tied to the governance and administration of organizations, as Morgan highlights the relationship between economic development policies and their implementation through governance structures (Morgan, 2010). This relationship underscores the importance of management policies in facilitating effective governance and policy innovation, which are critical for local economic development.

Furthermore, Perry and Bauer discuss the role of policies and rules in service-level agreements, indicating that management policies often manifest as specific rules that guide organizational behavior and decision-making (Perry & Bauer, 2004). Moreover, the implementation of management policies is influenced by factors such as organizational culture, accountability, and resource allocation. For instance, Brunetto and Farr-Wharton argue that the successful implementation of policies requires alignment between senior management's goals and lower-level managers' practices (Brunetto & Farr-Wharton, 2005). This alignment is crucial for ensuring that management policies are effectively translated into practice, thereby enhancing organizational performance. In addition, the dynamic nature of management policies necessitates adaptability to changing circumstances. Flegkas et al. highlight the importance of policy-based management systems that can evolve in response to new requirements, indicating that management policies must be flexible and extensible to remain effective in a rapidly changing environment (Flegkas et al., 2001). This

adaptability is essential for organizations to navigate the complexities of modern governance and maintain operational efficiency.

Alignment with Company Goals: An employee's understanding and commitment to the organization's mission, vision, and objectives, ensuring their work contributes to the company's overall success.

Initiative and Leadership: The ability to proactively take on additional responsibilities, lead projects, and inspire others, showcasing potential for higher-level roles and demonstrating readiness for advancement.

Performance Metrics: Quantifiable measures used to evaluate an employee's job performance, often based on specific goals or targets that demonstrate their effectiveness and contribution to the organization.

Management policy plays a crucial role in mediating the influence of job promotion on organizational performance, especially in the context of delayed retirement. Several studies have highlighted the intricate relationships between various organizational factors and their impact on performance outcomes. For instance, Beauregard & Henry (2009) emphasize that work-life balance practices can enhance job-related attitudes and commitment, which is particularly relevant when considering how to support younger employees in an environment where older faculty may remain longer due to delayed retirement policies. This alignment underscores the importance of implementing supportive policies that foster a conducive work environment, ultimately driving higher performance.

Furthermore, Purwaningsih et al. (2022) demonstrate the interconnectedness of social strategy, public policy, and strategic change management in shaping organizational performance. This perspective is essential for examining how management policies on delayed retirement can influence job promotion opportunities for younger faculty, thereby affecting overall institutional effectiveness. Nugraha et al. (2022) also highlight the mediating role of strategic change management in enhancing performance, suggesting that effective management practices can facilitate smoother transitions and promote career development for younger employees amidst an aging workforce.

Nahrudien et al. (2022) demonstrate that strong corporate governance positively affects organizational performance, underscoring the need for robust

governance structures to address the challenges posed by delayed retirement. As older faculty members remain in positions longer, it becomes critical for organizations to maintain governance practices that support equitable promotion paths for younger faculty. Additionally, Miao et al. (2022) reveal that organizational identity and work values significantly influence employee performance, indicating that fostering a strong organizational culture can enhance job satisfaction and commitment, which are vital for younger employees navigating potential promotion barriers.

The role of leadership also cannot be understated; authentic leadership and strategic management skills are essential for driving performance outcomes. By promoting a culture of transparency and support, organizations can mitigate the challenges of delayed retirement and encourage job satisfaction among younger faculty, aligning with Pombo & Gomes (2019), who found that HR practices such as fair rewards and involvement in decision-making enhance organizational commitment.

In conclusion, the synthesis of these studies illustrates the intricate interplay between management policies, job promotion, and organizational performance. Effective management policies, including work-life balance initiatives, strategic planning, and supportive governance structures, are critical for mitigating the impact of delayed retirement on job promotion opportunities. By fostering a supportive environment and implementing strategic policies, organizations can enhance performance outcomes and navigate the complexities of an aging workforce, ultimately driving sustainable success.

2.2.8 Research on Other Factors Influencing the Delay of Retirement and Job Promotion

Job satisfaction is not only a critical factor impacting individual performance but also serves as a mediator for various organizational dynamics, including culture, leadership style, and employee interactions on social networking sites. For instance, Pawirosumarto et al. (2017) found that job satisfaction mediates the relationship between organizational culture and employee performance, highlighting its pivotal role in fostering a productive work environment. This is particularly relevant to the current study, which examines how job satisfaction influences the promotion opportunities for younger employees in the context of delayed retirement. As younger employees navigate a workforce potentially dominated by older colleagues, their job

satisfaction becomes essential for maintaining motivation and commitment, thereby affecting overall organizational performance.

Moqbel et al. (2013) further illustrated that job satisfaction mediates the effect of social networking site use on job performance, indicating that how employees engage socially within the workplace can influence their job satisfaction and subsequent performance. This aligns with the research focus on how organizational practices related to delayed retirement may impact younger employees' job satisfaction and their perceptions of promotion equity. Additionally, Lambert & Hogan (2008) demonstrated that job satisfaction significantly impacts turnover intentions through organizational commitment, suggesting that fostering job satisfaction could reduce turnover and enhance retention among younger faculty, which is vital in an aging workforce.

Moreover, as highlighted by Hanafi (2021) and others, job satisfaction positively influences organizational performance by enhancing productivity and work quality. In the context of the research, understanding how job satisfaction can mediate the effects of organizational culture and management practices on job promotion is crucial. Silva et al. (2019) and Maswani et al. (2019) further emphasize the interconnectedness of job satisfaction, organizational culture, and commitment, suggesting that organizations must cultivate a positive culture to enhance job satisfaction and, consequently, overall performance.

By acknowledging the role of job satisfaction in these dynamics, this study aims to explore how enhancing job satisfaction among younger employees can improve their promotion prospects while positively impacting organizational performance, especially in light of the challenges posed by delayed retirement policies.

2.2.9 Research on Delayed Retirement Mediates the Influence on Organizational Performance

The relationship between delayed retirement and organizational performance is a multifaceted topic that warrants a comprehensive exploration of various mediating factors, particularly organizational commitment and culture. Delayed retirement can be influenced by numerous factors, including job satisfaction, organizational culture, and perceived support from human resource management (HRM) practices. Understanding these dynamics is essential for organizations aiming to enhance their performance through effective workforce management. Research

indicates that organizational culture significantly impacts organizational performance, with employee commitment acting as a crucial mediator in this relationship. For instance, Nikpour (2017) highlights that employee commitment is a strong predictor of organizational performance, suggesting that a positive organizational culture fosters higher levels of employee commitment, which in turn enhances performance. This finding is supported by Suryaningtyas et al. (2019), who emphasize that organizational resilience, influenced by culture, serves as a mediating factor in performance outcomes. However, the direct relationship between organizational resilience and performance was not significant. Thus, organizations that cultivate a supportive and engaging culture can expect improved performance through heightened employee commitment. Moreover, HRM practices cannot be overlooked in this context. Hennekam and Herrbach (2013) found that specific HRM practices, particularly those related to job design and recognition, positively influence older employees' affective organizational commitment. This suggests that when organizations implement supportive HRM practices, they not only enhance employee satisfaction but also encourage delayed retirement, thereby retaining experienced workers who contribute to organizational performance. The interplay between HRM practices and organizational culture further underscores the importance of a holistic approach to managing human resources. Job satisfaction is another critical factor influencing delayed retirement intentions. Wargo-Sugleris et al. (2017) found that job satisfaction did not correlate with delaying retirement among acute care nurses, suggesting that other factors, such as organizational support and work environment, may play a more significant role. This aligns with the findings of Cui et al. (2020), who argue that work passion mediates the relationship between work goals and retirement intentions. Passionate employees are less likely to consider early retirement, thereby contributing to sustained organizational performance. The concept of organizational commitment as a mediator is further reinforced by studies examining the relationship between transformational leadership and employee performance. For instance, research by Sholihin et al. (2024) indicates that organizational commitment mediates the effects of transformational leadership and organizational culture on employee performance. This suggests that leaders who foster strong employee commitment can effectively enhance performance outcomes, particularly in the context of delayed retirement, when experienced employees are

retained longer. Additionally, the relationship between organizational climate and performance is critical. Supriyati et al. (2019) argue that a positive organizational climate, characterized by supportive leadership and employee engagement, directly influences performance. Employees who feel valued and supported are more likely to commit to their organization, thereby delaying retirement and enhancing overall performance. This is echoed by Shangze's (2024) findings, which highlight the intrinsic mechanisms by which organizational commitment affects performance, further emphasizing the need for organizations to cultivate a positive climate. Furthermore, the psychological aspects of retirement intentions are crucial in understanding the dynamics of delayed retirement. Li and Feng (2022) explore how psychological factors, such as personality traits, influence older workers' retirement intentions. Their findings suggest that understanding these psychological dimensions can help organizations tailor their approaches to retain older employees, thereby enhancing performance. This aligns with the work of Jolles et al. (2022), who discuss how organizational commitment influences anticipated identity changes in retirement, indicating that committed employees may perceive retirement as a loss of identity, further motivating them to delay retirement.

2.2.10 Research on Organizational Performance

Organizational Performance refers to the extent to which an organization achieves its goals and objectives. It encompasses the organization's overall efficiency, productivity, and success in fulfilling its mission, satisfying its stakeholders, and maintaining financial health (Tidd & Bessant, 2020). Organizational performance is often evaluated through multiple dimensions, including financial outcomes, operational efficiency, customer satisfaction, and innovation. High performance indicates an organization's ability to implement strategies effectively, adapt to market changes, and maintain a competitive advantage. According to Richard et al. (2009), the indicators used to measure Organizational Performance may include:

1. Operational Efficiency

This refers to how well an organization uses its resources to produce goods or services. It measures the ratio of inputs (time, labor, and capital) to outputs (products or services) and seeks to minimize waste while maximizing output.

2. Financial Performance

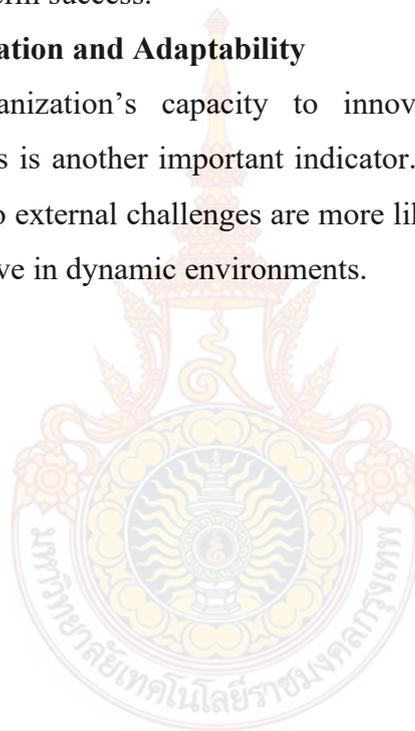
Financial indicators, such as profit margins, return on assets, and revenue growth, are crucial measures of an organization's financial health. These metrics reflect the organization's ability to generate profits and sustain long-term financial growth.

3. Employee Satisfaction

A key indicator of organizational performance is how well the organization meets the needs and expectations of its employees. High levels of employee satisfaction often translate into employee loyalty and repeat business, which directly impact the organization's long-term success.

4. Innovation and Adaptability

The organization's capacity to innovate and adapt to market or technological changes is another important indicator. Organizations that successfully innovate and adjust to external challenges are more likely to sustain high performance and remain competitive in dynamic environments.



CHAPTER III

RESEARCH METHODOLOGY

3.1 Research Design

To design an effective questionnaire, it is essential to consider various aspects such as usability, content validity, and psychometric properties. Minto et al. (2017) emphasize the importance of electronic questionnaire design and implementation, advocating the use of search terms such as "Electronic Questionnaire Design" and "Online Survey." This focus is particularly relevant in an era where electronic surveys are widely adopted. Furthermore, Hooson et al. (2017) discuss the development of online platforms for questionnaire creation, highlighting the need for validated dietary assessment tools and a structured approach to questionnaire development. This underscores the significance of utilizing validated instruments and systematic methods in questionnaire design.

Additionally, Boynton (20164) stresses the importance of carefully selecting, designing, and developing questionnaires to ensure the reliability and validity of the instrument. In light of these principles, this study's questionnaire used a linkage method alongside a general information survey, taking sampling considerations and ethical guidelines into account during the design process.

The questionnaire was structured into two parts:

This study employed three primary research methods: literature review, questionnaire survey, and data analysis. The objective was to explore how population aging impacts organizational management structures in the education industry in Southwestern China.

1. Research Methodologies

a) Questionnaire Design

i. **For Organizational Influence:** The questionnaire gathered general information about respondents, including age, gender, job title, salary, job satisfaction, and promotion prospects.

ii. **For Delayed Retirement Effects:** This questionnaire focused on management policies, including retirement age and reemployment policies for seniors

(e.g., lecturers, administrators, security personnel).

iii. **For Job Promotion Policy:** Questions addressed HR policies regarding promotion opportunities for both young and senior employees, pension plans, and promotion chances.

b) Sampling Method:

Random sampling was employed to select participants from universities in Southwestern China.

c) Data Analysis:

Data were analyzed using statistical software. For the organizational influence and job promotion policy studies, Smart PLS4 was used, while SPSS was employed to analyze the delayed retirement effects.

2. Investigating Mediation and Moderation:

a) The research also explored whether management policy mediates the influence of delayed retirement, aging faculty, and job promotions on organizational performance.

b) Furthermore, it assessed whether job satisfaction moderates the relationships among job promotion, delayed retirement, and aging faculty and organizational performance.

3.2 Samples and Sample Size

This dissertation utilized a primary data survey to address the research questions. According to Guest, Bunce, and Johnson (2006), qualitative researchers must have effective tools for evaluating their sample during the planning phase. Furthermore, it emphasized the importance of assessing sample size throughout the research process, while Sadelowski (1995) notes that a thorough analysis of sample size should be conducted before final publication. However, Adam (2020) highlights that difficulties in accurately estimating population variance, combined with insufficient knowledge of sampling theory, can hinder researchers' ability to obtain an optimal sample in survey research.

To determine the appropriate sample size for quantitative research, researchers can use various methods such as power analysis, the resource equation

method, and sample size calculators (Charan & Biswas, 2013). While the principles for determining sample size vary between qualitative and quantitative research, a sample of 100 is often considered sufficient for quantitative studies (Alabi et al., 2019). Furthermore, researchers must ensure that their methods are robust and defensible, striving for intersubjectivity in decisions related to design, sampling, and analysis (Malterud et al., 2016). Different study designs require different approaches to sample size estimation, and it is crucial to use the appropriate formulas for accurate calculations (Wang & Ji, 2020).

Sample size calculation is a critical initial step in conducting epidemiological, clinical, or laboratory studies (Faber & Fonseca, 2014). Detailed steps for sampling are outlined for qualitative, quantitative, and mixed-method research designs, emphasizing the importance of validity in research conclusions ("Research Methodological Choice: Explaining Research Designs; Qualitative and Quantitative Sample Size Determination, Sampling, Data Collection, and Analysis Techniques," 2022). Quantitative sampling aims to draw a representative sample from the population, enabling generalization of results (Sudershan et al., 2021). Proper sample selection enhances the likelihood of detecting differences or associations, and researchers are increasingly expected to provide sample size information in their protocols and manuscripts (VanVoorhis & Morgan, 2007).

3.2.1 Population

The sample population was defined based on the current qualifications in the Chinese higher education sector. In Southwest China, the typical requirement for administrative roles in universities is a bachelor's degree, while lecturers are generally expected to hold a master's degree or higher. Therefore, the target population consisted of qualified employees in the higher education industry, aged 26 to 65, encompassing both genders.

Table 3.1 Population

	Item	Full-Time Teacher	Professor	Associated Professor	Lecturer	Assistant Lecturer	Undefined Title
Male	Per ppl	48481	7,320	13,969	17,174	7,302	3,900
Female	Per ppl	56,420	3,225	12,580	21,370	12,399	5,662
Total	Per ppl	104,901	10,545	26,549	38,544	19,701	9,562

Data source: Department of Education (Sichuan, year 2022)

3.2.2 Samples

According to data from the Sichuan provincial government (2020), there are approximately 118.1 million employees in the education sector, of whom approximately 95.8 million are professional teachers. Within the higher education sector, the estimated number of employees is about 104,901. Based on the Krejcie and Morgan (1976) table for determining sample sizes, with a population size of 1 million, the recommended sample size for this study is 384, as detailed in Appendix 3. Regarding the credibility and validity concerns, the sample size is set at 751.

3.2.3 Sampling Methods

This study employed a questionnaire method to investigate latent variables that cannot be directly observed. Questionnaires are commonly used in psychological research to measure concepts or dimensions that are difficult to quantify directly. The variables of interest in this research include psychological perceptions and willingness tendencies, making the questionnaire approach suitable for measurement.

The validity, reliability, variance, correlation, and tests were analyzed using statistical software to interpret the survey results. According to the Krejcie and Morgan table referenced in Uma Sekaran's book (p. 266), the research sample size is 388, based on the population of university employees in Southwest China, as outlined in Appendix 3.

Table 3.2 of Krejcie Morgan (1976)

N	S	N	S	N	S
10	10	220	140	1200	291
15	14	230	144	1300	297
20	19	240	148	1400	302
25	24	250	152	1500	306
30	24	260	155	1600	310
35	28	270	159	1700	313
40	32	280	162	1800	317
45	36	290	165	1900	320
50	44	300	169	2000	322
55	48	320	175	2200	327
60	52	340	180	2400	331
65	56	360	186	2600	335
70	59	380	191	2800	338
75	63	400	196	3000	341
80	66	420	201	3500	346

N	S	N	S	N	S
85	70	440	205	4000	351
90	73	460	210	4500	354
95	76	480	214	5000	357
100	80	500	217	6000	361
110	86	550	226	7000	364
120	92	600	234	8000	367
130	97	650	242	9000	368
140	103	700	248	10000	370
150	108	750	254	15000	375
160	113	800	260	20000	377
170	118	850	265	30000	379
180	123	900	269	40000	380
190	127	950	274	50000	381
200	132	1000	278	75000	382
210	136	1000	285	1000000	384

3.2.4 Linkage Questionnaire Method

The data sampling method would be the linkage questionnaire method to assess validity, and response feedback to measure the degree of the tester's interest.

3.3 Data Collection

The data collection process gathered general information based on feedback from the questionnaire. This used a quantitative approach, combining online surveys and face-to-face interviews. The combination of these methods aimed to enhance response rates and gather diverse perspectives.

The conclusions and recommendations derived from the study summarized the main findings and provided specific suggestions for improving the management and services of concert halls. These recommendations focused on enhancing service efficiency and increasing public satisfaction.

3.4 Research Instrument

The primary research instrument for this dissertation is the Smart PLS software, which was used for data analysis. Smart PLS 4 can be accessed and downloaded from the Smart PLS website. Additionally, peer-reviewed journal articles were referenced to inform the methodology and findings. The Statistical Package for

the Social Sciences (SPSS) is also employed to evaluate data skewness and kurtosis.

3.5 Content Validity and Reliability

This research primarily utilized questionnaire data specifically designed to address the research questions. The target population consisted of 751 participants, all of whom hold at least a bachelor's degree, while lecturers are expected to hold at least a master's degree. This educational background ensures that participants have a solid understanding of the questions and can respond accurately.

The questionnaire's validity is of utmost importance; however, it is essential to recognize that the targeted respondents may have limited availability due to their teaching and administrative responsibilities. Ensuring their full commitment to completing the survey was crucial for obtaining reliable data. As such, the design's reliability may be affected by these constraints.

3.6 Data Analysis

The data analysis was based on the mining data from the questionnaire survey. After mining the data, it was Smart pls 4 to run through the full test on the data.

3.6.1 Descriptive Statistics

The descriptive data would be general information about the testers who participated in this questionnaire in the study: they were university employees in southwest China, mainly in Chengdu, Sichuan. The study comprised 75% of the sample, with approximately 15% junior lecturers and 10% junior lecturers with working titles. Most respondents were senior lecturers and employees at Southwest University, which had an average of Master's degrees. The gender distribution is 46.21% male and 53.79% female.

3.6.2 Inferential Statistics

It has been noted that inferential statistics allows researchers to test hypotheses about relationships, differences, or variances and to draw conclusions from data. The Smart PLS provided Correlation Coefficients, standard deviations, and influence factors to assess the relevance and the degree to which the data fit the research hypothesis.

CHAPTER IV

ANALYSIS RESULT

Smart PLS, a software for Structural Equation Modeling (SEM), offers several advantages and disadvantages in research applications. One significant advantage of Smart PLS is its capability to analyze even small sample sizes effectively (Haq et al., 2022). This feature is particularly beneficial in situations where obtaining large sample sizes is challenging or costly, allowing researchers to conduct robust analyses with limited data (Al-shammari et al., 2022). Additionally, Smart PLS is known for its ability to model non-normally distributed data, offering flexibility in handling diverse data distributions (Pashaie et al., 2022). This flexibility is crucial in research fields where data may not adhere to normal distribution assumptions. Moreover, Smart PLS facilitates the assessment of convergent and discriminant validity, essential components for evaluating measurement model validity in SEM (Shehzad et al., 2022). By ensuring the validity of measurement models, researchers can have confidence in the accuracy and reliability of their results.

Furthermore, Smart PLS does not require data to follow normal distribution assumptions, making it a versatile tool for researchers working with diverse datasets (Khan, 2023). On the other hand, despite its advantages, Smart PLS also has some limitations. One notable drawback is that it does not account for normal data distributions (Hair et al., 2019). While this can be an advantage for handling non-normally distributed data, it may limit Smart PLS's applicability in certain research contexts where normality assumptions are crucial. Additionally, some researchers have highlighted the need for goodness-of-fit testing when using Smart PLS, emphasizing the importance of assessing model fit to ensure the validity of the SEM results.

In summary, Smart PLS offers researchers a user-friendly and flexible tool for conducting SEM analyses, particularly in situations with small sample sizes or non-normally distributed data. Its ability to assess convergent and discriminant validity enhances its appeal to researchers seeking to validate their measurement models effectively. However, researchers using Smart PLS should be mindful of its limitations, such as the lack of consideration for normal data distributions, and the importance of

conducting goodness-of-fit testing to ensure the robustness of their SEM results. Smart PLS is a statistical tool commonly used in research that provides a robust framework for analyzing various data sets. While it has been widely utilized in fields such as business, psychology, and engineering, it is important to note that Smart PLS is specifically designed for processing structural equation modeling (SEM) data with small sample sizes. This specialization makes it less suitable for studies that require analysis with large sample sizes (Syahputra et al., 2022). Although Smart PLS is recognized for its user-friendliness and competitiveness, it may not be the most suitable option for dealing with complex frameworks or large sample sizes (Abu-Rumman et al., 2023). In situations where Partial Least Squares (PLS) techniques are ineffective, such as in challenging wireless communication environments, Reflecting Intelligent Surfaces (RIS) have been proposed as a promising solution to enhance performance (Almohamad et al., 2020). Despite the benefits of Smart PLS in providing estimations for complex frameworks, its limitations in handling large sample sizes can impact its effectiveness in certain research contexts. Researchers should carefully consider these limitations when selecting the appropriate statistical tool for their studies to ensure accurate and reliable results.

4.1 Research Finding

4.1.1 Evaluation of Measurement Model (Outer Model)

According to Ghozali (2015: 39), evaluating the outer model involves assessing validity through convergent and discriminant validity, as well as the model's reliability, which is evaluated using composite reliability and Cronbach's alpha for the indicator block.

1. Convergent Validity

Convergent validity is tested for each construct indicator. According to Chin (2015), an indicator is valid if its value is greater than 0.70, while a loading factor of 0.50-0.60 is considered sufficient. Based on these criteria, if the loading factor is below 0.50, it was dropped from the model.

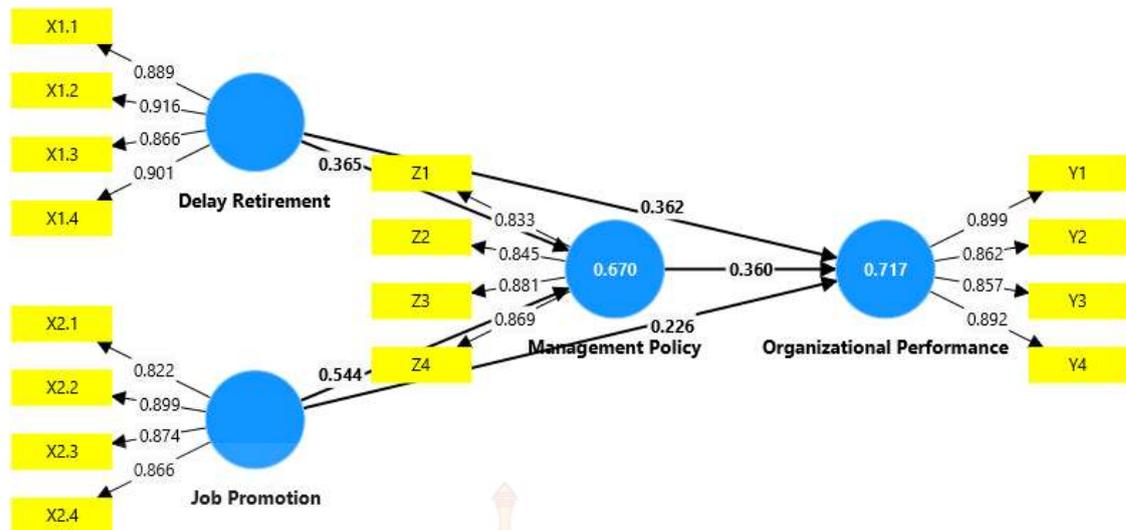


Figure 4.1 SmartPLS 4.0 Algorithm Results

Sources: Processing Output with smartPLS 4.0

Table 4.1 Convergent Validity Testing Results

	Delay Retirement	Job Promotion	Organizational Performance	Management Policy
X1.1	0.889			
X1.2	0.916			
X1.3	0.866			
X1.4	0.901			
X2.1		0.822		
X2.2		0.899		
X2.3		0.874		
X2.4		0.866		
Y1			0.899	
Y2			0.862	
Y3			0.857	
Y4			0.892	
Z1				0.833
Z2				0.845
Z3				0.881
Z4				0.869

Sources: Processing Output with smartPLS 4.0

The table above shows that all indicators for this research variable are deemed valid because the Outer loading value for each indicator is greater than 0.7. Thus, the statement items can accurately measure the variables used.

2. Discriminant Validity

Discriminant validity is a form of validity used to ensure that each construct or concept in the latent model has a clear difference between one variable and another. According to Hair et al. (2014), discriminant validity is achieved when a construct is not highly correlated with other constructs, indicating that the measured concept is genuinely distinct. This is important to ensure that each variable in the model has a specific role and does not overlap with the others in measurement. Discriminant validity can be tested using several methods, such as the Fornell-Larcker criterion, cross-loadings, and the HTMT ratio.

The next check compares the correlation between variables with the root AVE ($\sqrt{\text{AVE}}$). The measurement model has good discriminant validity if the square root of each variable's AVE is greater than the correlation between that variable and the others. The $\sqrt{\text{AVE}}$ value can be seen from the Fornell-Larcker Criterion Smart-PLS 3.0 Output presented in Table 4.5.

Table 4.2 Discriminant Validity Test Results (Fornell-Larcker Criteria)

	Delay Retirement	Job Promotion	Management Policy	Organizational Performance
Delay Retirement	0.893			
Job Promotion	0.605	0.866		
Management Policy	0.694	0.765	0.857	
Organizational Performance	0.749	0.721	0.784	0.878

Sources: Processing Output with smartPLS 4.0

Table 4.2 above shows that the square root of the Average Variance Extracted for each construct is greater than the correlation between any two constructs in the model. The value based on the above statement is that the constructs in the estimated model meet the discriminant validity criteria. The following are the results of Cross Loading:

Table 4.3 Cross-Loading Result

	Delay Retirement	Job Promotion	Organizational Performance	Management Policy
X1.1	0.889	0.565	0.665	0.588
X1.2	0.916	0.554	0.709	0.654

	Delay Retirement	Job Promotion	Organizational Performance	Management Policy
X1.3	0.866	0.511	0.634	0.572
X1.4	0.901	0.533	0.666	0.660
X2.1	0.538	0.822	0.652	0.680
X2.2	0.484	0.899	0.595	0.653
X2.3	0.572	0.874	0.636	0.640
X2.4	0.498	0.866	0.608	0.672
Y1	0.690	0.619	0.899	0.723
Y2	0.669	0.623	0.862	0.676
Y3	0.616	0.599	0.857	0.644
Y4	0.652	0.688	0.892	0.708
Z1	0.553	0.624	0.641	0.833
Z2	0.619	0.678	0.762	0.845
Z3	0.625	0.653	0.647	0.881
Z4	0.577	0.663	0.628	0.869

Sources: Processing Output with smartPLS 4.0

Based on the cross-loadings, each indicator's loading on its construct is higher than its loadings on other constructs. For example, indicator X1.1 has the highest loading on the 'Service Quality' construct (0.726), followed by 'Communication' (0.351) and 'Patient Satisfaction' (0.525). This shows that the indicators in each construct correlate more with the measured construct than with other constructs, providing evidence of discriminant validity. Thus, each construct in this model shows significant differences from the others and is reliable in measuring the concept it represents.

3. HTMT

Table 4.4 HTMT Result

	Delay Retirement	Job Promotion	Management Policy	Organizational Performance
Delay Retirement				
Job Promotion	0,671			
Management Policy	0,770	0,863		
Organizational Performance	0,824	0,804	0,877	

Sources: Processing Output with smartPLS 4.0

Based on Table 4.4, the Heterotrait-Monotrait Ratio (HTMT) results indicate that all HTMT values are below the 0.90 threshold, as recommended by Hair et al. (2017). These values indicate that discriminant validity has been achieved, as each

construct shows a reasonably low correlation with the others, suggesting that the constructs measure different concepts.

4. Average Variance Extracted (AVE)

The last step in evaluating the outer model is to test its reliability to ensure that there are no measurement-related problems. The reliability test used the Composite Reliability and Cronbach's Alpha indicators. Composite Reliability and Cronbach's Alpha testing aim to test the reliability of instruments in a research model. Suppose all latent variable values have a Composite Reliability or Cronbach's Alpha value ≥ 0.70 . In that case, it means the construct has good reliability, or that the questionnaire used in this study is consistent.

The AVE value aims to measure the level of variation within a construct component, as reflected in its indicators, by adjusting for error. Testing with the AVE value is more critical than composite reliability. The recommended minimum AVE value is 0.50. The AVE output obtained from Smart PLS 3.0 is presented in Table 4.8.

Table 4.5 Average Variance Extracted (AVE) Test Result

	Average Variance Extracted (AVE)
Delay Retirement	0.798
Job Promotion	0.749
Management Policy	0.735
Organizational Performance	0.770

Sources: Processing Output with SmartPLS 4.0

Table 4.5 shows that the AVE (Average Variance Extracted) exceeds 0.50, indicating that each indicator meets the established validity criteria. This indicates that the measuring instrument used is consistent across a series of measurements and has sufficient reliability for further testing. Thus, each construct can adequately explain the variance in its indicators, ensuring reliable measurement.

5. Composite Reliability and Cronbach's Alpha

Table 4.6 Composite Reliability and Cronbach's Alpha Test Result

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Delay Retirement	0.915	0.918	0.940
Job Promotion	0.888	0.888	0.923
Management Policy	0.880	0.881	0.917

	Cronbach's Alpha	Composite Reliability (rho_a)	Composite Reliability (rho_c)
Organizational Performance	0.901	0.902	0.931

Sources: Processing Output with smartPLS 4.0

Based on Table 4.6 above, the results of Composite Reliability and Cronbach's Alpha testing show satisfactory values. All latent variables are reliable because their values have Composite Reliability and Cronbach's Alpha ≥ 0.70 . So, it can be concluded that the questionnaire used as a research tool is reliable or consistent.

4.1.2 Evaluation of Measurement Model (Outer Model)

After the estimated model meets the Outer Model criteria, the next step is to test the structural model (Inner Model). Inner model testing involves developing a concept-based model from theory to analyze the effect of exogenous and endogenous variables described in the conceptual framework. The stages of testing the structural model (inner model) are carried out with the following steps:

4.1.2.1 Model Test

Table 4.7 Model Goodness of Fit Test

	Saturated Model	Estimated Model
SRMR	0.053	0.053
d_ ULS	0.383	0.383
d_ G	0.290	0.290
Chi-square	647.231	647.231
NFI	0.876	0.876

Sources: Processing Output with smartPLS 4.0

The NFI (Normed et al.) value ranges from 0 to 1 and is obtained by comparing the hypothesized and independent models. Based on the table above, the NFI value of 0.876 indicates a good fit for the model (Ghozali, 2014). This indicates that the prediction data is generated from the observation data with a tolerable error rate, so that the resulting model can adequately represent the relationship between the variables.

4.1.2.2 R Square

Table 4.8 R-Square (R²) Test Result

	R-square	Adjust R ²
Management Policy	0.670	0.668
Organizational Performance	0.717	0.714

Sources: Processing Output with smartPLS 4.0

a. The R-Square value of 0.670 and adjusted R-Square of 0.668 indicate that the exogenous variables (Delay et al.) can explain 67% of the variation in the Management Policy variable. This shows that the model is sufficient to explain the effects of the two exogenous variables on management policy, with the remaining 33% of the variation explained by other factors not included in the model.

b. The R-Square value of 0.717 and the adjusted R-Square of 0.714 indicate that the model can explain 71.7% of the variation in the Organizational Performance variable. This indicates that the exogenous variables (Delay et al. Policy) have excellent predictive ability in explaining organizational performance, with only 28.3% of the variation accounted for by other factors outside the model.

4.1.2.3 f² Effect Size

The f-square (f²) value shows the magnitude of the partial effect of each predictor variable on endogenous variables. The following is the interpretation of the f-square value (Ghozali, 2014):

a. If the f-Square value is ≥ 0.35 , it can be interpreted that the latent variable predictor has a strong influence.

b. If the f-Square value is $0.15 \leq f \leq 0.35$, it has a medium influence.

c. If the f-Square value is $0.02 \leq f \leq 0.15$, it has a weak influence.

The following are the results of the f² value of each exogenous variable on the endogenous variable:

Table 4.9 f² Effect Size Test Result

	Management Policy	Organizational Performance
Delay Retirement	0,255	0,234
Job Promotion	0,568	0,073
Management Policy		0,151

Sources: Processing Output with smartPLS 4.0

a. Effect of Delayed Retirement on Management Policy

The f^2 value of 0.255 indicates that the effect of delayed retirement on Management Policy is in the medium category ($0.15 \leq f \leq 0.35$). This means that delayed retirement has a moderate influence on management policy.

b. The Effect of Delayed Retirement on Organizational Performance

The f^2 value of 0.234 is also in the medium category. This shows that Delay Retirement has a moderate influence on Organizational Performance. In other words, delayed retirement contributes moderately to improving organizational performance.

c. The Effect of Job Promotion on Management Policy

The f^2 value 0.568 indicates a strong influence ($f^2 \geq 0.35$). This indicates that job promotion significantly influences management policy.

d. Effect of Job Promotion on Organizational Performance

The f^2 value of 0.073 is included in the weak category ($0.02 \leq f \leq 0.15$). This means that job promotion has little effect on Organizational Performance.

e. Effect of Management Policy on Organizational Performance

The f^2 value of 0.151 is right on the border of the medium category, indicating that Management Policy has a moderate influence on Organizational Performance.

4.1.2.4. Q-Square (Goodness of Fit Model)

Testing the Goodness of Fit of the structural model on the inner model using the predictive relevance value (Q²). A Q-Square value greater than 0 (zero) indicates the model has a predictive relevance value. The R-Square value of each endogenous variable in this study can be seen in the following calculations:

Table 4.10 Q-Square Test Result

	SSO	SSE	Q ² (=1-SSE/SSO)
Management Policy	1552,000	802,816	0,483
Organizational Performance	1552,000	703,073	0,547

Sources: Processing Output with smartPLS 4.0

a. Q-Square for Management Policy

The SSO (Sum of Squares Observed) value is 1552,000, and the SSE (Sum of Squares Error) is 802,816. The Q² value is 0.483. Because the Q² value is > 0, this

model has excellent predictive relevance for the Management Policy variable. The value of 0.483 indicates that the model can explain about 48.3% of the variation in Management Policy.

b. Q-Square for Organisational Performance

The SSO value of 1552,000 and SSE of 703,073 gives a Q^2 value of 0.547. A Q^2 value greater than 0 and equal to 0.547 indicates that this model also has good predictive relevance for the Organizational Performance variable. That is, the model can explain about 54.7% of the variation in organizational performance.

4.2 Hypothesis Testing Result

The estimated path effect in the structural model must be significant. The bootstrapping procedure can obtain this significant value. The significance of the hypothesis can be seen by examining the parameter coefficient value and the t-statistic's p-value in the bootstrapping algorithm report. The t-table is used at $\alpha = 0.05$ (5%) to determine whether the difference is significant. Then, the t-table is compared with the t-count (t-statistic).

Table 4.11 Hypothesis Test Result

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P values
Delay Retirement -> Management Policy	0,365	0,364	0,056	6,543	0,000
Delay Retirement -> Organizational Performance	0,362	0,360	0,086	4,201	0,000
Job Promotion -> Management Policy	0,544	0,545	0,051	10,678	0,000
Job Promotion -> Organizational Performance	0,226	0,225	0,070	3,242	0,001
Management Policy -> Organizational Performance	0,360	0,364	0,076	4,733	0,000

Sources: Processing Output with smartPLS 4.0

The following are the results of hypothesis testing on the structural model:

4.2.1 Effect of Delay Retirement on Management Policy (H_1)

The original coefficient value (O) is 0.365 with a t-statistic of 6.543 and a p-value of 0.000. The effect of delayed retirement on Management Policy is significant

because the t-statistic is > 1.96 and the p-value is < 0.05 . This shows that the delayed retirement policy positively and significantly influences management policy.

4.2.2 Effect of Delay Retirement on Organizational Performance (H₆)

The original coefficient value (O) is 0.362 with a t-statistic of 4.201 and a p-value of 0.000. With a t-statistic > 1.96 and p-value < 0.05 , the hypothesis that delayed retirement significantly affects Organizational Performance is accepted. This indicates a positive relationship between delayed retirement and organizational performance.

4.2.3 The Effect of Job Promotion on Management Policy (H₂)

The original coefficient value (O) is 0.544 with a t-statistic of 10.678 and a p-value of 0.000. Because the t-statistic is far above 1.96 and the p-value < 0.05 , the effect of Job Promotion on Management Policy is significantly positive. This shows that job promotion strongly influences management policy.

4.2.4 Effect of Job Promotion on Organizational Performance (H₇)

The original coefficient value (O) is 0.226, with a t-statistic of 3.242 and a p-value of 0.001. Because the t-statistic is > 1.96 and the p-value is < 0.05 , the promotion significantly affects organizational performance. Job promotion contributes positively to improving organizational performance.

4.2.5 Effect of Management Policy on Organizational Performance (H₅)

The original coefficient value (O) is 0.360, with a t-statistic of 4.733 and a p-value of 0.000. With a t-statistic > 1.96 and p-value < 0.05 , management policy significantly affects organizational performance. This indicates that good management policies will positively impact organizational performance.

The following are the results of the hypothesis testing of the indirect effect of X on Y through Z:

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Delay Retirement -> Management Policy -> Organizational Performance	0,131	0,134	0,040	3,297	0,001
Job Promotion -> Management Policy -> Organizational	0,196	0,197	0,039	4,970	0,000

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T statistics (O/STDEV)	P Values
Performance					

Sources: Processing Output with SmartPLS 4.0

The following are the results of hypothesis testing on the structural model:

4.2.6. Indirect Effect of Delayed Retirement on Organizational Performance through Management Policy

The indirect effect coefficient value is 0.131 with a t-statistic of 3.297 and a p-value of 0.001. Because the t-statistic > 1.96 and the p-value < 0.05 , the indirect effect of delayed retirement on Organizational Performance through Management Policy is significant. This suggests that management policy positively mediates the relationship between delayed retirement and organizational performance.

4.2.7 Indirect Effect of Job Promotion on Organizational Performance through Management Policy

The indirect effect coefficient value is 0.196 with a t-statistic of 4.970 and a p-value of 0.000. With a t-statistic > 1.96 and p-value < 0.05 , the indirect effect of Job Promotion on Organizational Performance through Management Policy is significant. This indicates that management policy strengthens the effect of job promotion on organizational performance.

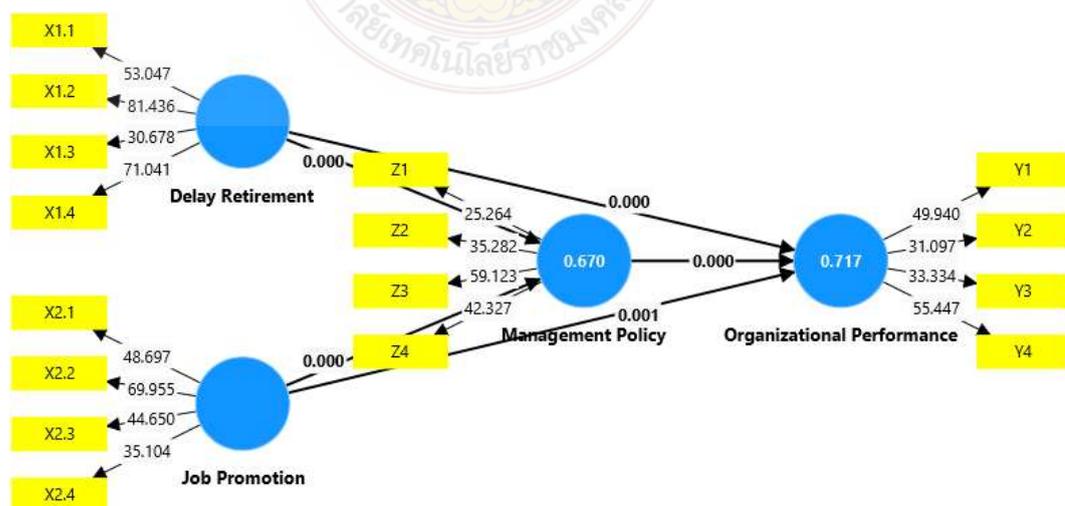


Figure 4.2 Bootstrapping Test Result

Sources: Processing Output with SmartPLS 4.0

CHAPTER V

CONCLUSION AND DISCUSSION

5.1 Conclusion

The evaluation of the measurement model (outer model) indicates that the constructs used in this study meet the established criteria for reliability and validity. The convergent validity results demonstrate that all indicators have factor loadings greater than 0.70, signifying solid correlations with their respective constructs and confirming their appropriateness for measuring the underlying concepts. Discriminant validity was also confirmed using the Fornell-Larcker criterion, cross-loadings, and HTMT results, indicating that each construct is distinct from the others and achieves clear differentiation in measurement.

The reliability of the constructs was evaluated using Composite Reliability and Cronbach's Alpha, with all constructs exceeding 0.70. This confirms that the measurement items are consistent and reliable for capturing the intended variables. The Average Variance Extracted (AVE) values were also above the 0.50 threshold, further supporting construct validity.

The structural (inner model) evaluation shows that the research model is a good fit. The SRMR, d_{ULS} , d_G , Chi-square, and NFI values confirm that the model adequately represents the relationships among the constructs, with the NFI of 0.876 indicating a good fit between the predicted and observed data.

The R-square values for Management Policy (0.670) and Organizational Performance (0.717) demonstrate that the respective exogenous variables explain significant variance. The model's predictive power was further supported by the Q-square values for both Management Policy (0.483) and Organizational Performance (0.547), indicating good predictive relevance.

The f-square analysis indicates that Job Promotion strongly influences Management Policy, while Delay Retirement has a moderate influence on both Management Policy and Organizational Performance. The effects of Job Promotion on Organizational Performance could have been stronger, indicating that this aspect requires further improvement or additional factors to achieve a more substantial impact.

1. The hypothesis testing results confirm that:

a. Delay Retirement positively and significantly influences Management Policy and Organizational Performance, demonstrating that retirement-related policies can contribute to organizational management and performance improvement.

b. Job Promotion significantly affects both Management Policy and Organizational Performance, highlighting the importance of internal career advancement opportunities in influencing managerial strategies and the organization's overall performance.

c. Management Policy significantly influences Organizational Performance, indicating that effective management practices contribute directly to improving organizational outcomes.

2. The mediation analysis shows that:

a. Management Policy mediates the relationship between delayed retirement and Organizational Performance, suggesting that well-formulated management policies enhance the impact of retirement planning on performance.

b. Management Policy also mediates the effect of Job Promotion on Organizational Performance, highlighting that clear and strategic management approaches amplify the positive effects of promotions on performance.

The findings underline the importance of strategic management policies and job promotion practices in influencing organizational performance. Effective implementation of delayed retirement policies and job promotion strategies has positively impacted management practices and performance outcomes. The significant role of management policies in mediating these relationships emphasizes the need for robust, adaptable management frameworks to maximize organizational success.

The research contributes to understanding how different human resource management strategies affect organizational outcomes, offering actionable insights to improve policy implementation and employee engagement strategies to enhance organizational performance.

5.2 Discussion

The results of this study provide a comprehensive understanding of the interplay between key human resource practices—delayed Retirement and job Promotion—and their impact on Management Policy and Organizational Performance. Evaluating measurement and structural models highlights critical aspects of reliability, validity, and construct relationships. The findings from this study have important theoretical and practical implications, which are discussed in detail below.

1. Validity and Reliability of the Measurement Model

The initial step involved evaluating the measurement model's validity and reliability, focusing on convergent validity, discriminant validity, and internal consistency reliability. All constructs demonstrated excellent convergent validity, with loadings exceeding the recommended threshold of 0.70, reflecting that the indicators appropriately represent their respective latent variables. This finding is consistent with Chin (2015), indicating that the selected indicators robustly capture the intended constructs.

Discriminant validity was verified using the Fornell-Larcker criterion, cross-loadings, and HTMT. The results revealed that each construct was distinguishable from the others, confirming that the constructs capture unique facets of the model. This distinctiveness is crucial for establishing a model that accurately measures different variables without overlap. The Cronbach's Alpha and Composite Reliability values greater than 0.70 further confirmed the high reliability of the constructs. This consistency across the indicators ensures that the data collection tool (questionnaire) is reliable for repeated measures.

Using Average Variance Extracted (AVE) values above 0.50 confirmed that each latent construct captures sufficient variance from its indicators. Such high reliability and validity across the measurement model reflect a solid foundation for interpreting subsequent structural relationships.

2. Structural Model Evaluation

The evaluation of the structural model (inner model) revealed valuable insights into the impact of delayed retirement and Job Promotion on Management Policy and Organizational Performance. The model fit indices, such as the SRMR, d_{ULS} , d_G , Chi-square, and NFI, indicated that the model fits the observed data well,

allowing the model's predictive capabilities to be effectively assessed.

a. Delay Retirement and Job Promotion on Management Policy and Organizational Performance

The analysis revealed that Delayed Retirement positively and significantly affects Management Policy and Organizational Performance, with coefficients of 0.365 and 0.362, respectively. This finding suggests that policies that allow delayed retirement contribute to the development of effective management practices, which, in turn, enhance organizational outcomes. This relationship aligns with previous research highlighting the value of experienced employees in stabilizing management practices and fostering continuity in decision-making processes.

The influence of Job Promotion on Management Policy was highly significant, with a coefficient of 0.544, indicating a strong impact. This highlights that promotion opportunities within the organization play a substantial role in shaping management approaches, likely due to the improved motivation and engagement of promoted individuals, who in turn contribute to the development of effective policies. Job promotions also positively affected organizational performance (coefficient of 0.226), but this effect was weaker than that of management policies. The results suggest that while promotions motivate individual performance, translating this impact into organizational-wide performance may require additional supporting mechanisms, such as training and leadership development.

b. Role of Management Policy in Enhancing Organizational Performance

The study found that Management Policy significantly impacts Organizational Performance (coefficient of 0.360). This result underscores the critical role that effective management practices play in achieving superior organizational outcomes. It aligns with the view that well-structured management policies can foster a work environment conducive to higher productivity and employee satisfaction, ultimately improving organizational performance. The emphasis on tailored management approaches to meet employee needs, particularly concerning delayed retirement and promotions, appears crucial to achieving optimal outcomes.

c. Mediation Effects of Management Policy

The mediation analysis provided additional insights into the pathways through which Delay Retirement and Job Promotion impact Organizational

Performance. Specifically:

- Management Policy mediates the relationship between Delay Retirement and Organizational performance with a coefficient of 0.131. This finding indicates that effective management policies enhance the impact of delaying retirement, suggesting that organizations can benefit from retaining experienced workers when a solid management policy integrates their continued presence into organizational strategies.

- Similarly, Management Policy mediates the relationship between Job Promotion and Organizational Performance, with a mediation effect coefficient of 0.196. This suggests that the positive effects of promotions on organizational outcomes are amplified when integrated into well-crafted management policies. This finding underscores the importance of combining career development opportunities with strategic management support to leverage promotions effectively and improve overall performance.

These mediation effects highlight that management policies serve as a bridge, amplifying the positive effects of HR practices on organizational performance. Organizations must develop policies that capitalize on delayed retirements and promotions to harness their full potential benefits.

Delayed retirement significantly influences employees' job crafting and facilitates redefining their roles in the workplace to adapt tasks, engage in mentorship, seek autonomy, and foster reciprocity regarding their professionalism. This result also supports preliminary studies that found that organizations that support job crafting for senior employees can harness their experience, enhance workplace culture, and sustain the organization (Paraskevopoulou et al., 2024). It also demonstrates that delayed retirement is becoming increasingly common across industries, particularly in academic and professional settings, where experienced employees are opting to extend their careers. This decision can significantly influence job crafting by encouraging employees to shape their roles proactively. The concepts of delayed retirement and job crafting highlight the dynamic nature of work, allowing employees to meet their evolving needs and abilities (Singh and Singh, 2018). The employees' delay in retirement may involve engaging in job crafting to maintain productivity and accommodate physical and cognitive changes. However, senior employees who delay

retirement often adjust job tasks to their evolving capabilities, delegate physically demanding tasks, and focus on strategic planning or advisory roles that align with their expertise and interests. This approach enables employees to continue contributing effectively while minimizing burnout. Senior employees who delay retirement often take on mentorship roles, guiding younger colleagues and passing down institutional knowledge (Sullivan and Ariss, 2021). It proves that employees' job crafting success actively shapes their professional interactions, fostering collaborative work environments that benefit both employees and the organization. The delayed retirement also plays an important role in enhancing universities' management policies. It has become a tool for knowledge transfer, helping bridge generational gaps and improve overall organizational effectiveness. With years of experience, employees who extend their careers often seek greater autonomy over their work. Employee engagement in cognitive crafting shifts focus towards fulfillment, such as research, consulting, or teaching specialized courses. This self-directed approach allows employees to remain engaged while tailoring their roles to match organizational performance and their personal preferences (Dai et al., 2022). As employees delay retirement, senior employees also strengthen workplace relationships, creating a sense of belonging. Particularly in academic institutions, where senior professors establish meaningful connections with students, faculty, and administrators, this also enhances job satisfaction and contributes to a positive organizational culture and better work-life balance. Hence, universities must recognize the importance of job crafting among employees to delay retirement and implement policies that support flexible roles and mentorship opportunities in China and globally (Wu et al., 2022). The university can also maximize the contributions of senior employees experienced in maintaining a motivated workforce. This suggests that university policies play a crucial role in shaping employees' decisions to continue working beyond retirement age, including employment benefits, flexible work arrangements, and retirement incentives. The statistical findings confirm that job crafting significantly influences management policies. It indicates a strong and meaningful relationship. Management rules must change to reflect the evolving nature of work as employees construct their jobs, encouraging a flexible, creative, and employee-focused workplace. It implies that management rules will likely adapt to accommodate employees' job crafting, leading to

a more dynamic and employee-centered workplace that responds in kind. Job crafting directly influences the rules governing organizational structures and procedures, in addition to being advantageous for workers' individual job satisfaction and performance, according to this relationship. Organizations that support job crafting may also need to update or refine their rules to foster a more adaptable, employee-driven workplace (Güçlü-Nergiz and Unsal-Akbiyik, 2024). Personalized work schedules, flexible job roles, and remote work options help better match employees' interests and strengths. Employee engagement and productivity increase when workers take responsibility for their work and reinterpret their jobs to fit their skills and interests. Policies may shift toward empowering employees, promoting mentorship programs, and encouraging collaborative decision-making (Wu et al., 2022). It tailors employees' roles through job crafting and aligns them with management policies to adapt and offer personalized career progression paths. Organizations may introduce individualized training programs, mentorship opportunities, and specialized job roles to accommodate employees' evolving career goals. Job crafting often involves employees adjusting their roles to better align with their personal strengths and work preferences. Hence, management policies develop strategies that prioritize inclusivity, workplace well-being, and support systems for diverse employees, ultimately fostering a more positive and accommodating work culture. The management policies have also become a valuable tool for influencing university performance. University management policies that provide financial security, professional development, and an inclusive work environment contribute to employees' decisions to extend their careers. This means that universities should offer part-time positions, reduced workloads, or phased retirement programs to enable employees to transition gradually into retirement. The findings confirm that management policies significantly influence organizational performance, reduce burnout, and make it easier for older employees to balance work and personal commitments. These results support preliminary studies that found that organizational policies reduce burnout and facilitate better work-life balance for older employees (Guthrie et al., 2024). A well-structured pension system and financial benefits encourage employees to extend their careers. Universities that offer continued health insurance, retirement bonuses, or salary increases for late-career professionals create a more attractive work environment for senior staff. When universities invest

in professional development and recognize the contributions of older faculty and staff, employees feel valued and are more likely to delay retirement. Opportunities for mentorship, leadership roles, and research funding also play a crucial role in retaining senior employees. A positive work environment that promotes inclusivity and respect for aging employees can significantly influence their decision to remain in the workforce. Support systems such as ergonomic workplace adjustments, wellness programs, and peer networks further encourage delayed retirement. As mediators, variables and management policies also play an important role in mediating the relationship between predictor variables (e.g., delay in retirement and job crafting) and university performance. Hence, universities and other institutions must prioritize effective policy-making to drive long-term growth and success. This suggests that well-structured management policies can lead to better institutional outcomes, improved employee engagement, and overall operational efficiency. Effective management policies also create a structured work environment, clarify roles and responsibilities, and ensure consistency in decision-making, all of which contribute to better institutional functioning. This confirms prior studies that show clear, well-implemented management policies help streamline operations by establishing standardized procedures for decision-making, resource allocation, and workflow management (Handoyo et al., 2023). This reduces inefficiencies, minimizes confusion, and ensures that employees can focus on their tasks with clarity and direction. Policies that prioritize employee well-being, professional development, and work-life balance contribute to a more engaged workforce. Employees who feel supported by organizational policies are more motivated, productive, and committed to achieving institutional goals. Strong management policies ensure that the organization adheres to legal regulations, industry standards, and ethical guidelines. Compliance with these standards reduces the risk of financial penalties, legal disputes, and reputational damage, all of which can negatively impact organizational performance. Management policies that encourage creativity, continuous learning, and adaptability enable organizations to respond effectively to changing industry trends and competitive pressures (Nguyen et al., 2023). Policies that support research, technological advancements, and strategic planning help institutions maintain a competitive edge. Well-defined policies provide leaders with a framework for making informed decisions

that align with the organization's vision and objectives. Policies related to leadership development, accountability, and communication help build a strong governance structure, thereby improving organizational performance. A positive work culture, driven by fair and transparent policies, fosters employee loyalty and reduces turnover rates. Organizations that invest in policies promoting diversity, equity, and inclusion create a workplace where employees feel valued, leading to higher morale and performance.

5.3 Implication for Practice

The growing trend of delayed retirement has significant real-world implications for businesses, particularly in how they manage work responsibilities and regulations related to an aging workforce. One important aspect is the need for flexible work schedules that enable senior staff members to participate effectively in job crafting. Employers could offer senior staff options such as part-time work, reduced workloads, or phased retirement plans to facilitate a smooth transition while allowing them to continue making valuable contributions. Providing options such as remote work or modified job duties enables staff members to tailor their roles to their preferences and strengths. This adaptability enhances institutional knowledge sharing and continuity, while also retaining experienced workers. Organizational leaders should receive training on the importance of job design and be motivated to encourage staff to modify their roles to maximize engagement. Offering mentorship positions, professional development opportunities, and cross-functional partnerships that leverage senior employees' experience are effective strategies. Therefore, organizations should not only focus on traditional productivity metrics but also adjust performance evaluation criteria to reflect the evolving contributions of senior employees, recognizing the value of knowledge transfer, strategic insight, and mentorship. Employees who postpone retirement must be supported regarding workplace well-being initiatives. Teamwork and information sharing among employees and lecturers can be improved by cultivating an age-inclusive culture that encourages intergenerational collaboration. This policy has the potential to transform postponed retirement into an opportunity for greater productivity, innovation, and long-term

workforce sustainability. To understand faculty and staff preferences regarding retirement planning and to make necessary policy adjustments, organizations and universities should regularly conduct assessments. The adoption of age-friendly management practices could help colleges maintain high academic and research standards, retain experienced staff, and enhance institutional knowledge. Universities can enhance overall organizational performance and employee well-being by incorporating job crafting into strategic planning. Maintaining strong academic standards, encouraging excellence in research, and improving student outcomes all depend on this. To adapt to changing administrative and academic demands, universities should continuously review and improve their policies.

From a managerial perspective, the findings underscore the critical importance of crafting management policies that align with and actively enhance the outcomes of human resource practices such as delayed retirement and job promotion. Effective management policies should be dynamic and inclusive, leveraging the contributions of experienced employees to foster both individual and collective organizational growth. This means going beyond merely allowing experienced employees to stay longer; it requires structured strategies that effectively integrate their deep expertise into crucial decision-making processes, mentoring roles, and knowledge-sharing initiatives that benefit younger employees.

For organizations to capitalize on delayed retirement, management should create an environment where experienced staff can contribute meaningfully, positioning them as strategic assets who mentor newer employees, lead significant projects, or even shape policy decisions with the wisdom they have accrued. With their institutional knowledge, these employees can serve as a foundation for stability during transitions, bridging knowledge gaps and ensuring that the organizational culture and values are maintained. Creating specific roles or adapting existing ones that utilize their experience will retain talent and motivate these seasoned employees to continue contributing at high levels.

Equally important is fostering a culture that acknowledges and rewards career progression. A well-crafted management policy should emphasize transparent promotion pathways, recognize employees' achievements, and provide clear, attainable career growth steps. This approach motivates employees and enhances their

commitment to the organization. When employees perceive a fair and well-defined opportunity for advancement, it encourages loyalty and fosters an internal culture of excellence. Moreover, promotions should be linked with a robust framework that includes continuous performance feedback, enabling employees to understand how their work impacts broader organizational goals and where improvements can be made.

The study also indicates that while job promotions are a significant motivational factor, their impact on overall organizational performance is amplified when combined with leadership training and development programs. Promotion alone does not automatically result in enhanced performance; instead, transitioning into new roles, especially leadership roles, requires support in the form of skill development to ensure promoted individuals are prepared to meet the demands of their new responsibilities. Organizations must adopt a holistic view of career development—one that pairs promotions with structured leadership training, including soft skills such as team management, strategic thinking, and effective communication, alongside technical skills pertinent to their new roles.

Organizations must therefore integrate job promotion practices with tailored development plans that empower newly promoted employees. This means investing in programs that address their immediate competencies and foster a growth mindset, enabling them to anticipate and tackle complex challenges as they arise. Such development initiatives can be implemented through formal education, mentorship programs involving senior leaders, and experiential learning opportunities that expose employees to diverse organizational issues. By doing so, management ensures that promotions are not superficial rewards but translate into genuine capability enhancement that drives the organization forward.

Furthermore, the strategic alignment of delayed retirement and promotion policies can create synergistic effects within an organization. Senior employees who continue contributing while simultaneously mentoring newly promoted staff create a dynamic learning environment. This kind of synergy helps build a resilient, adaptive workforce in which the experiences of the past and the ambitions of the future come together in complementary ways. Managers must therefore create policies that facilitate mentorship relationships, encourage cross-generational collaboration, and cultivate knowledge transfer, making the most of each individual's career stage and expertise.

For organizations to achieve high performance and maintain a competitive edge, integrating experienced workforce retention with proactive career advancement must be accompanied by supportive management policies. This integration demands an understanding of the specific contributions of experienced employees and the potential of those being promoted, alongside a commitment to building an infrastructure that supports growth for all. By balancing both aspects—retaining invaluable experience and motivating the newer workforce—organizations can create an optimal workforce composition that is well-rounded in terms of experience and enthusiasm, continuously evolving and learning, and aligned with strategic goals.

The implication for managers is clear: strategic human capital management should not be passive or reactive but should actively design and execute policies that bring out the best in their workforce. Leveraging delayed retirement and job promotion as deliberate, synergistic strategies, supported by comprehensive policies and development initiatives, enables an organization to harness its people's collective skills, knowledge, and energy, leading to sustainable, long-term organizational performance.

5.4 Recommendation for Future Research

The findings of this study present several opportunities for future research to deepen the understanding of how human resource practices, management policies, and organizational performance interrelate. Below are some recommendations that can guide future research in this area:

1. **Exploration of Other Human Resource Practices:** This study focused on delayed retirement and Job Promotion as critical human resource practices influencing Management Policy and Organizational Performance. Future research could expand by examining other HR practices, such as employee engagement, performance appraisal systems, flexible work arrangements, and training and development programs, to understand their individual and combined impact on organizational outcomes.

2. **Longitudinal Study Design:** This study's limitation is that it provides a cross-sectional snapshot of the relationships between variables. Future research could

use a longitudinal approach to track changes over time, particularly to examine the long-term effects of delayed retirement and job promotions on organizational performance. Such a design would provide insights into the dynamic nature of these relationships and help understand causality more effectively.

3. Cultural and Industry Contexts: This study's scope was limited to a specific organizational context, which may affect the generalizability of the findings. Future research should explore these relationships across industries, such as healthcare, technology, and education, and in diverse cultural settings. Different industries and cultures may have unique dynamics that affect the outcomes of HR practices, offering a broader understanding of how these factors play out across varied environments.

4. Inclusion of Moderating Variables: Future research could explore the impact of moderating variables, such as organizational culture, leadership style, or employee demographics (e.g., age, gender, tenure), on the relationships between HR practices, management policy, and organizational performance. These moderators could yield more nuanced insights into when and under what conditions HR practices such as delayed retirement or job promotion are most effective in improving performance.

5. Role of Employee Perceptions and Satisfaction: Employee attitudes and perceptions are crucial in how HR practices impact performance. Future research could incorporate employee perceptions of fairness, job satisfaction, and psychological contract fulfillment as mediators or moderators to further explore the pathways linking HR practices to organizational performance. This would help in understanding the psychological mechanisms that drive these relationships.

6. Investigating Organizational Performance Metrics: The current study assessed organizational performance as a generalized construct. Future research should break organizational performance into more specific dimensions, such as financial performance, operational efficiency, employee productivity, and customer satisfaction. This approach would allow a more detailed examination of how different HR practices contribute to various performance aspects.

7. Impact of Technology and Digital Transformation: Given the rapid advancement of technology, future research could explore how digital tools and automation influence the effectiveness of HR practices such as delayed retirement and

job promotion. Digital transformation, including HR analytics and AI-driven talent management systems, could significantly alter how HR practices are implemented and their subsequent impact on organizational performance.

8. **Comparative Analysis of Generational Differences:** With a workforce composed of different generational cohorts, future research could investigate how the impact of delayed retirement and job promotion differs among Baby Boomers, Generation X, Millennials, and Generation Z. Understanding these generational differences would help organizations tailor HR strategies to accommodate diverse expectations and career aspirations, thereby optimizing management policies for better organizational performance.

9. **The Mediating Role of Knowledge Management:** Knowledge management could be a critical mediator in the relationship between delayed retirement and organizational performance. Future research should examine how knowledge management practices, such as mentoring, knowledge sharing, and tacit knowledge retention, can strengthen the positive impact of retaining experienced employees and enhance management policies.

10. **Exploring Leadership Development as a Strategic Element:** The study found that leadership development programs amplify the benefits of job promotion. Future research could investigate the specific components of leadership training—such as coaching, experiential learning, and formal education—that are most effective in enhancing the performance of newly promoted individuals. Furthermore, research could explore how leadership development initiatives should be aligned with promotions to create a comprehensive talent management strategy.

11. **Multi-Group Analysis:** Conducting multi-group analysis to compare how different sectors or countries approach delayed retirement and job promotion could provide valuable insights into contextual differences. Such comparative research would help identify best practices and offer guidelines for adapting HR policies to legal, social, and economic contexts.

12. **Interplay Between Retirement Policies and Organizational Agility:** Future research could investigate how delayed retirement policies interact with organizational agility. Given the dynamic nature of the current business environment, understanding whether retaining experienced employees enhances or hinders

organizational agility could yield valuable strategic insights for designing HR policies that balance experience with adaptability.

These recommendations highlight areas that, if explored, could significantly extend the understanding of how HR practices influence management policies and organizational outcomes. By addressing these gaps, future research could offer richer theoretical insights and practical strategies for organizations striving for high performance through optimized human resource management.

5.5 Limitations of the Study

Despite the valuable insights generated by this study, several limitations should be acknowledged, which may impact the generalizability and interpretation of the findings:

1. **Cross-Sectional Design:** This study utilized a cross-sectional research design, which limits the ability to establish causal relationships between variables. The data were collected at a single point in time, providing only a snapshot of the relationships among delayed retirement, job promotion, management policy, and organizational performance. Future research using a longitudinal design could help capture changes over time, allowing for better insights into causality and the evolution of these relationships.

2. **Single-Source Data Collection:** The reliance on data from a single source within organizations poses the risk of standard method bias. This bias occurs when data on independent and dependent variables are collected from the same respondent, potentially leading to inflated correlations. Although statistical techniques were employed to mitigate this issue, incorporating data from multiple sources, such as different employee levels and management, would provide a more balanced perspective and reduce the risk of biased results.

3. **Limited Generalizability:** This study's findings are context-specific and limited to a particular industry and geographical location. Therefore, caution must be exercised when generalizing these results to other sectors or regions with different organizational cultures, economic conditions, or HR practices. Future studies should include a broader, more diverse sample across different industries and cultural contexts

to improve the generalizability and applicability of the findings.

4. Simplified Measurement of Organizational Performance: Organizational performance was treated as a broad construct without distinguishing among its components, such as financial outcomes, operational efficiency, employee productivity, or customer satisfaction. This simplification may overlook specific aspects of performance that are differently influenced by HR practices, like delayed retirement or job promotion. Future research could disaggregate performance into these distinct components to provide deeper insights into how various HR practices uniquely affect each performance dimension.

5. Omitted Moderating and Mediating Factors: This study primarily focused on direct relationships between the variables and explored only the mediating role of management policy. Other potentially influential moderators were not included, such as organizational culture, leadership styles, and employee demographics. These factors could significantly alter the strength or direction of the relationships being studied. Future research should consider these moderating and mediating variables to provide a more nuanced understanding of the dynamics between HR practices, management policies, and organizational performance.

These five limitations highlight areas for improvement that future research could address to provide a more comprehensive understanding of the interplay between human resource practices and organizational outcomes, potentially leading to more robust and actionable findings.

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APPENDIX

QUESTIONNAIRE

Dear Respondent,

Thank you for taking the time to participate in this research. The study is titled “The Impact of Delayed Retirement on Job Promotion and Organizational Performance: A Quantitative Analysis of Aging Workforce Dynamics of Chinese Higher Educational Institutions.” This research aims to explore how delayed retirement affects job promotion and organizational performance in higher education institutions in China.

This questionnaire is designed to gather your valuable insights and experiences on this topic. Your responses are crucial to helping us obtain accurate, in-depth perspectives on the dynamics of an aging workforce, particularly in the higher education sector where you work. The questionnaire consists of several questions covering employee health, financial incentives, organizational needs, and personal preferences regarding delayed retirement. Additionally, we will explore how job promotion, leadership potential, and organizational loyalty interact with these dynamics and how they impact overall organizational performance. Please be assured that all the information you provide will remain confidential and will be used solely for academic purposes. Your participation is completely voluntary, and you are free to withdraw from completing the questionnaire at any time without any consequences.

Thank you very much for your attention and participation in this research. Your contribution will greatly help improve workforce management strategies in higher education institutions, particularly in managing an aging workforce.

Sincerely,

Haoren Luo

Rajamangala University of Technology Krungthep

Questionnaire	1	2	3	4	5
Delay Retirement					
I feel that my physical and mental health allow me to continue working beyond the typical retirement age.					
I am more likely to delay my retirement if the institution offers additional financial incentives such as bonuses or higher pensions.					
My institution needs my skills and experience to support its performance and business continuity.					
I choose to continue working beyond retirement age because I enjoy my job and feel that I can still make meaningful contributions.					
Job Promotion					
My consistent past performance impacts my eligibility for promotion within this institution.					
I believe that my ability to develop new skills contributes to my potential for promotion.					
My leadership potential and decision-making skills have strengthened my chances for promotion.					
My long-term commitment to this institution influences my chances of being promoted to a higher position.					
Organizational Performance					
Delayed retirement among employees in this institution has a positive impact on overall operational efficiency.					
I believe that delayed retirement positively impacts the financial health and sustainability of this institution.					
The presence of older employees in this institution contributes to student satisfaction.					
This institution manages to innovate and adapt to technological changes despite the age differences among its employees.					
Management Policy					
The policies in this institution are applied consistently across all departments and levels of the organization.					
The policies in this institution are flexible enough to adapt to internal and external changes, such as market, technological, or regulatory shifts.					
The policies in this institution are clearly communicated and understood by all employees, helping prevent confusion and clarify responsibilities.					
Employees and management at this institution strictly adhere to established policies, which are effectively implemented in daily operations.					