

Management of old workers in Japan and Germany

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The objective of the paper is to examine the emerging patterns on the structure and direction of employment of over 50 years old workers in Japan and in Germany. It assesses the current situation in view of the demographic, economic, societal and institutional changes that occurred in the two countries since the 1980s. It exposes the reasons why the traditional policies and practices that had made them successful in the management of those workers are now socially and economically unsustainable. It shows how companies attempt to re-create a dynamics in the HRM system and assesses the outcome of the initiatives, their merits and limits