

Age & Generations Study

University of Kentucky
Executive Summary – Time One Findings

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March 17, 2009

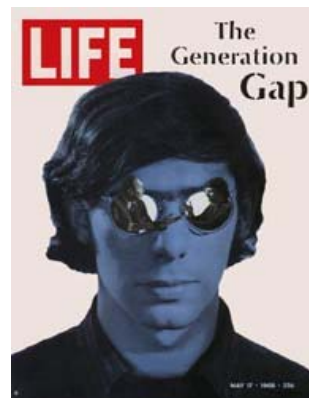
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Does “Age” Matter?

An “age-old” problem.

Is it generational or developmental?

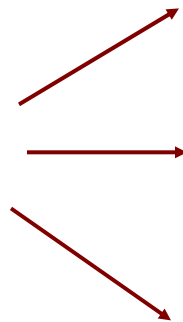
Or a combination of both?



Age and Generations Study

- Contemporary multi-generational work teams
- The extent to which age diversity influences work experience
- Work experience:
 - How diverse is the organization/department?
 - How effective/adaptable are teams?
 - How do employees perceive quality employment?

Age



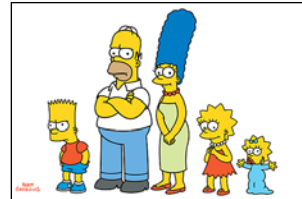
- Chronological
- Generation
- Life Stage
- Career Stage
- Tenure

Age and Generations Study

- **Nine organizations (twelve departments)**
- **Three types of data:**
 - Information about organization as a whole
 - Information about selected department
 - Information about employees
- **Six Industries**
- **Each organization large (over 1,000 employees)**
- **Total sample of 2,210 employees participated.**

Age & Generations Study – University of Kentucky

- **College of Arts & Sciences (CA&S)**
- **731 employees were invited**
- **208 completed the employee survey**
- **Participation rate of 28.45 %**

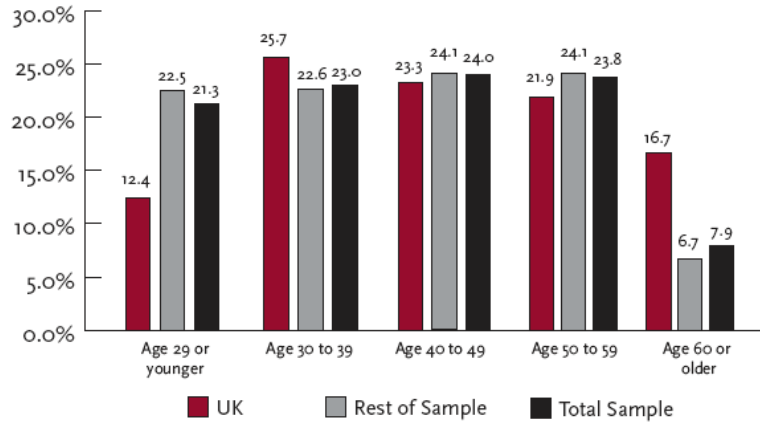


So Does Age Matter?

Age

On average, UK CA&S respondents were older, later in their life- and career- stage, and had more tenure compared to the rest of the sample

Figure 1: Age Group of Respondents: UK CA&S, Rest of Study Sample, and Total Sample²
 % of respondents
 N=1,842



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Figure 6: Age by Perceived Career-Stage: UK CA&S and Rest of Study Sample
 N = 1,819

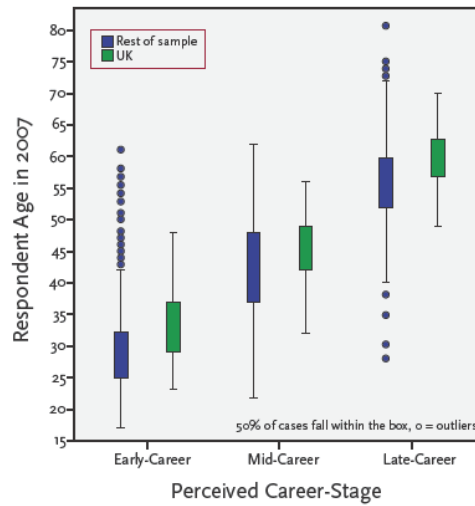
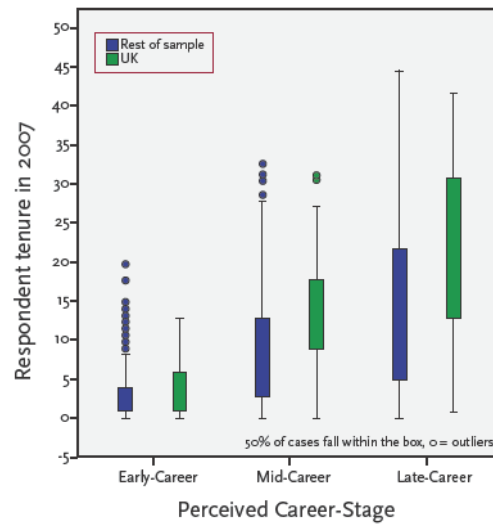


Figure 10: Tenure by Career-Stage: UK CA&S and Rest of Study Sample
N=1,865



Age: Implications

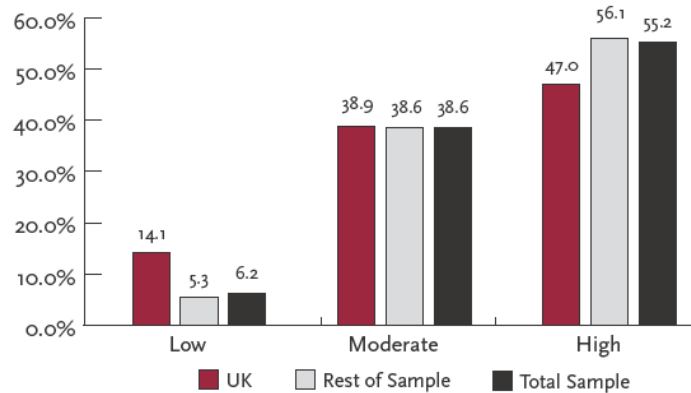
An awareness of the variations in how employees define their life stage and career stage may help UK CA&S' leaders and administrators to better tailor specific programs and strategies

Multi-Generational Work Teams

UK CA&S work teams were moderately effective and adaptable

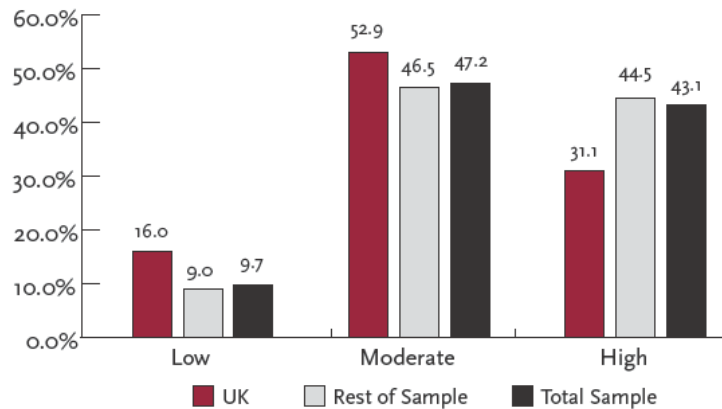
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Figure 12: Perceptions of Team Effectiveness: UK CA&S, Rest of Sample, and Total Sample*
N=1,861



* Items developed by Sloan Center on Aging & Work, 2008

Figure 13: Perceptions of Team Adaptability: UK CA&S, Rest of Study Sample, and Total Sample*
N=1,997



*All items adapted from London (2003)

Multi-Generational Work Teams: Implications

- Notable that “job completion and productivity” was cited as the most important responsibility of team members
 - Supervisors might want to take note of this in connection with the high work overload perceptions
- UK CA&S leadership could explore the reasons for the relatively low score on team adaptability

Quality of Employment

The quality of employment conceptual framework focuses on eight specific dimensions consistent with employer-of-choice concept



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Quality of Employment

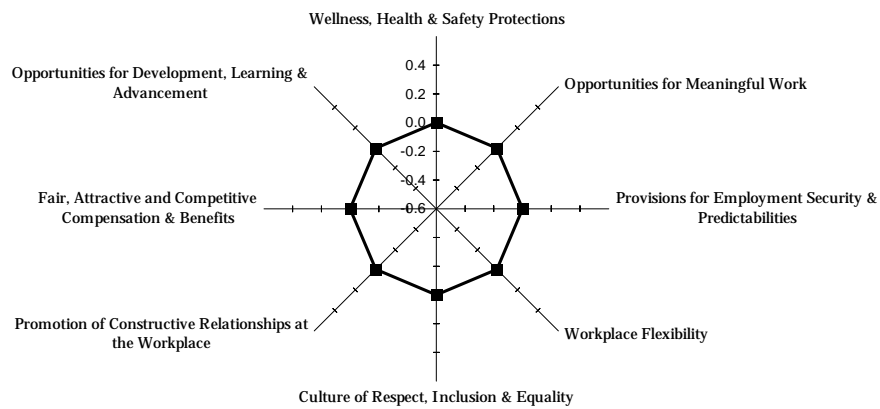
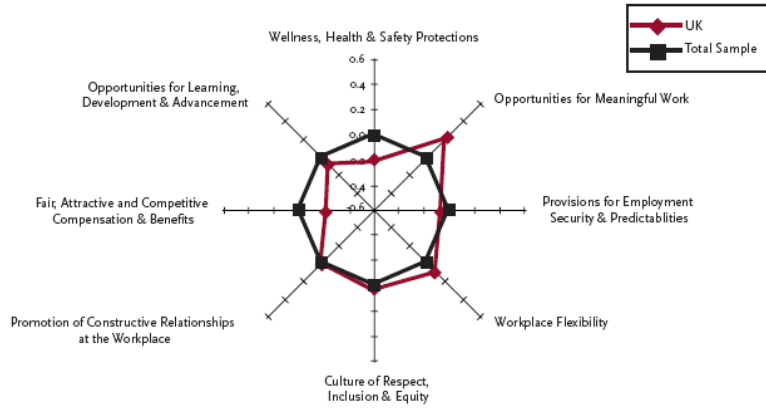


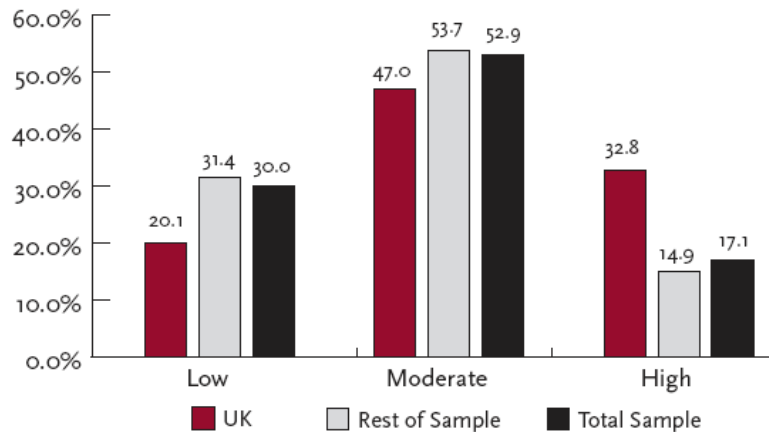
Figure 53: Measures of Quality of Employment: UK College of Arts & Sciences and Total Sample



Wellness, Health, & Safety Protections

Almost one in two respondents agreed/strongly agreed that they do not have enough time to get their work done

Figure 15: Perceptions of Work Overload: UK CA&S, Rest of Sample, and Total Sample*
N=2,184



* Items adapted from Wallace, 1997

Work Overload: Implications

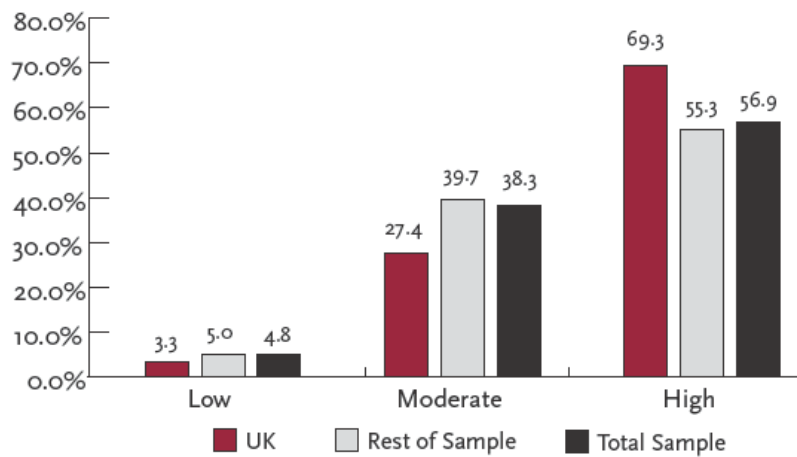
- Leadership may want to look into the causes for high work overload and explore areas of non-essential work
- May be a link to high scores on career salience and the fact that 40% of CA&S employees reported that they are expected to work more than 50 hours a week to get ahead
- Cause of work overload: is it the amount of hours worked or is it something inherent in the line of work that is carried out?

Opportunities for Meaningful Work

UK CA&S respondents strongly identify with their work, and find their jobs to be full of meaning or purpose

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Figure 20: Career Saliency: UK CA&S, Rest of Sample, and Total Sample*
N=1,890



* Items adapted from Carson & Bedeian, 1994

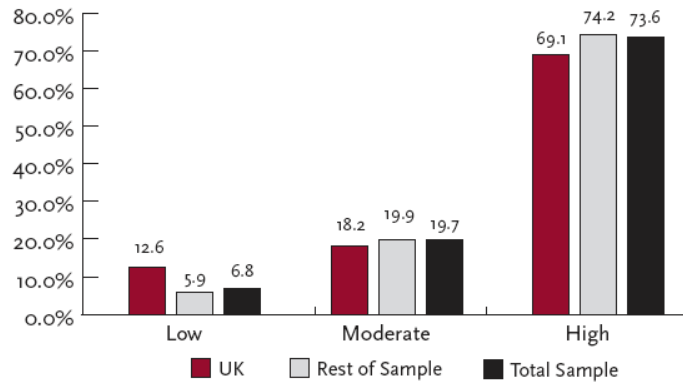
Opportunities for Meaningful Work: Implications

- UK CA&S respondents appeared to find great meaning in their work, despite the high work overload
- Leadership could leverage the strong career salience as it explores ways to continue to retain and engage its multigenerational work force

Provisions for Employment Security & Predictabilities

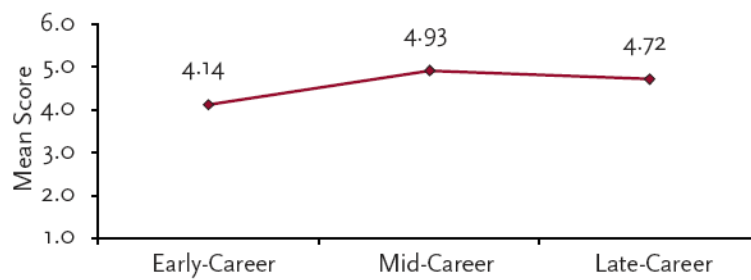
**The majority of UK CA&S respondents feel
secure in their jobs**

Figure 26: Perceptions of Job Security: UK CA&S, Rest of Sample, and Total Sample*
N=2,188



* Items adapted from Oldham, Kulik, Stepina, & Ambrose (1986).

Figure 27: Perceptions of Job Security by Career-Stages: UK CA&S Sample



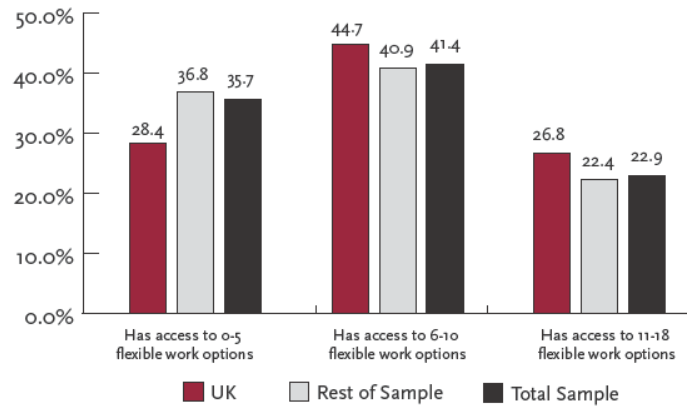
Provisions for Employment Security & Predictabilities- Implications

- UK leadership may want to explore why respondents newer to the organization and/or earlier in their career felt less secure

Workplace Flexibility

UK CA&S employees use flexibility as a tool to achieve work/family balance

Figure 29: Extent of Access to Flexible Work Options: UK CA&S, Rest of Sample, and Total Sample*
N = 2,110



* Items adapted from Bond, Thompson, Galinsky, & Prttas, 2002

Figure 34: Access to Flexible Work Options by Tenure Groups: UK CA&S Sample

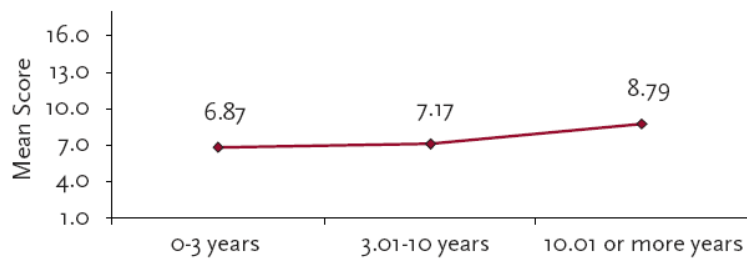
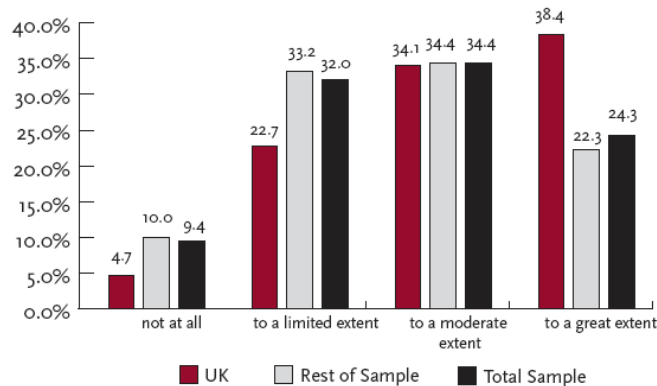


Figure 35: Access to the Flexible Work Options Needed to Fulfill Work and Personal Needs:
UK CA&S, Rest of Sample, and Total Sample
% of respondents
N = 2,122



* Item developed by Sloan Center on Aging & Work, 2008.

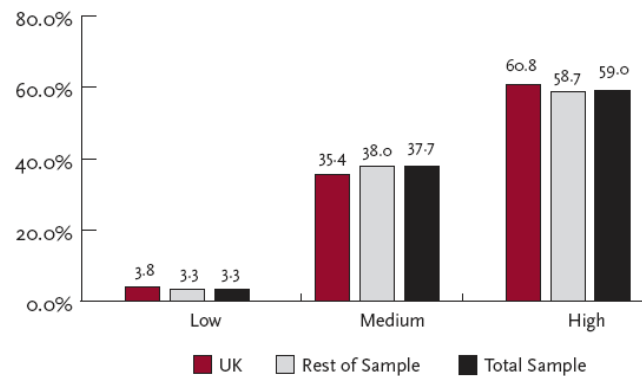
Workplace Flexibility: Implications

- Flexibility is important for UK CA&S respondents; for some employees it is the reason they work there
- UK CA&S may consider additional supervisor training to support the effective communication and implementation of flexible work arrangements
- Worth exploring whether there are attitudes against the use of flexible work arrangements within the organization, and/or obstacles for younger workers, those in early career and those of less tenure to gain access to the flexibility they need

Culture of Respect, Inclusion & Equity

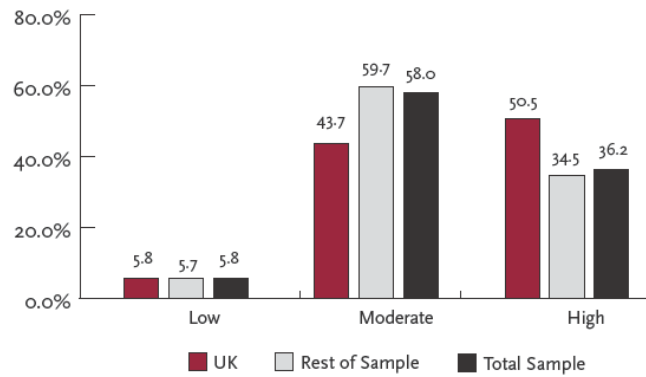
UK CA&S respondents reported high levels of team inclusion, but UK CA&S may want to pay attention to possible age bias.

Figure 36: Perceptions of Work Team Inclusion: UK CA&S, Rest of Sample, and Total Sample*
N=2,027

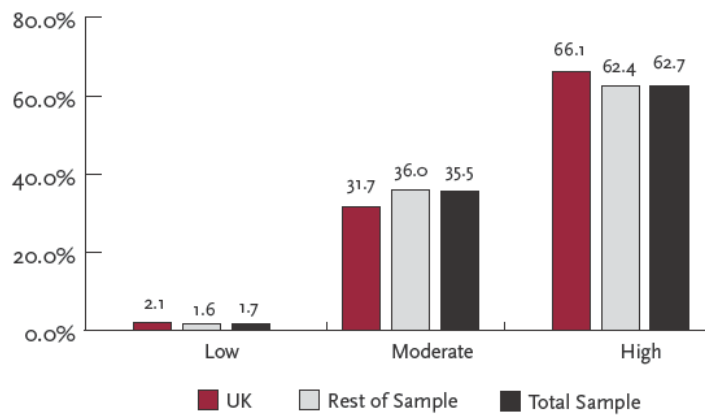


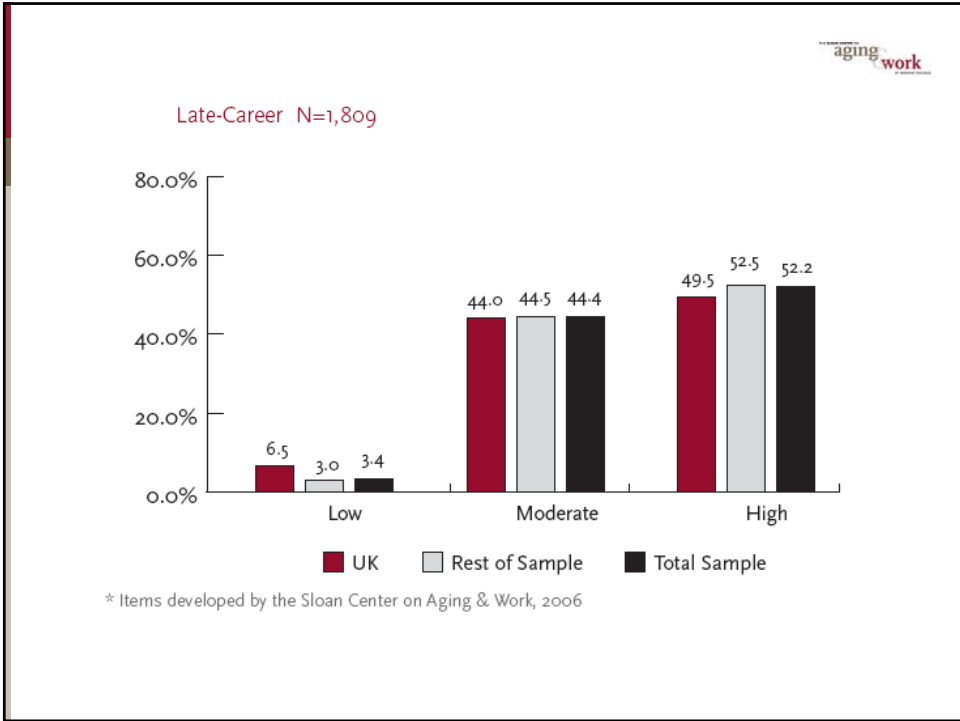
* Items adapted from Mor Barak & Cherin, 1998

Figure 38: Positive Attitudes towards Team Members of Different Career-Stages: UK CA&S, Rest of Sample, and Total Sample*
 Early-Career N=1,809



Mid-Career N=1,831



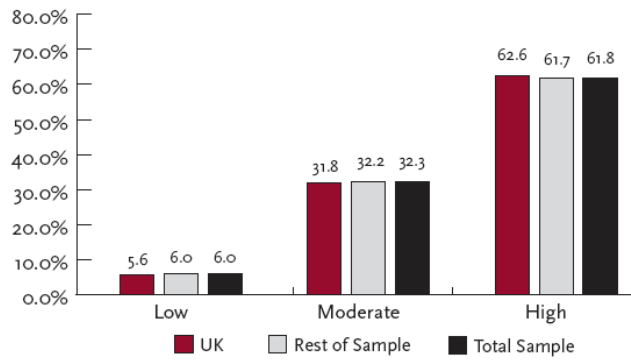


Promotion of Constructive Relationships at the Workplace

Social Connection is an integral part of the work experience at UK CA&S

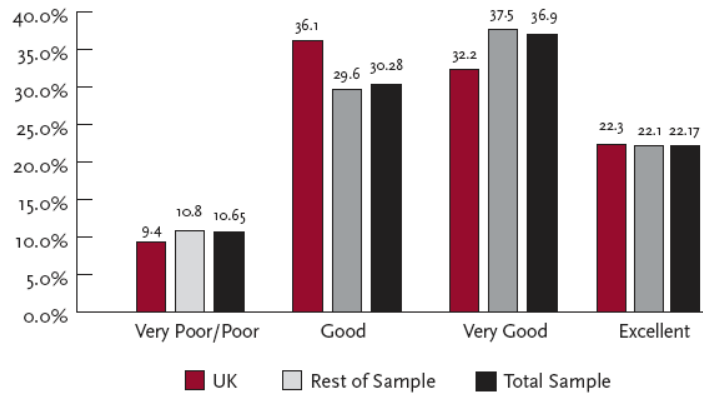
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Figure 41: Perceptions of Supervisor Support: UK CA&S, Rest of Sample, and Total Sample*
N=1,962



*All items adapted from Greenhaus, Parasuraman, & Wormley (1990)

Figure 42: Perceptions of Supervisor Effectiveness: UK CA&S, Rest of Sample, and Total Sample*
N=1,963



* Items developed by the Sloan Center on Aging & Work, 2008

Promotion of Constructive Relationships at the Workplace: Implications

- It may be interesting to explore why UK CA&S employees perceived high levels of support, but less effectiveness on part of their supervisors
- Overall, UK CA&S leadership could leverage the strong personal connections within the UK CA&S work teams to explore opportunities to improve supervisor effectiveness

Fair, Attractive and Competitive Compensation & Benefits

Across all age categories UK CA&S respondents are mostly satisfied with their benefits, but less happy with their progress toward financial goals

Figure 45: Satisfaction with Benefits: UK CA&S, Rest of Sample, and Total Sample*
N=2,179

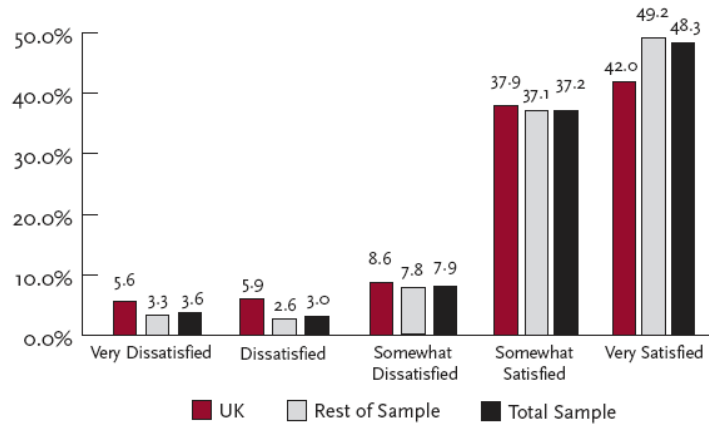
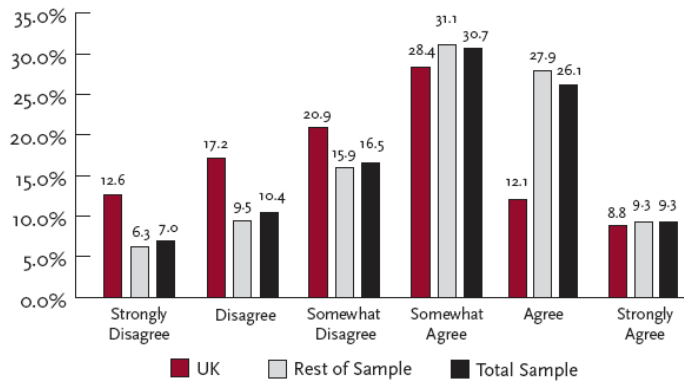


Figure 46: Satisfaction with Progress toward Financial Goals: UK CA&S, Rest of Sample, and Total Sample*
N=1,888



Fair, Attractive and Competitive Compensation & Benefits: Implications



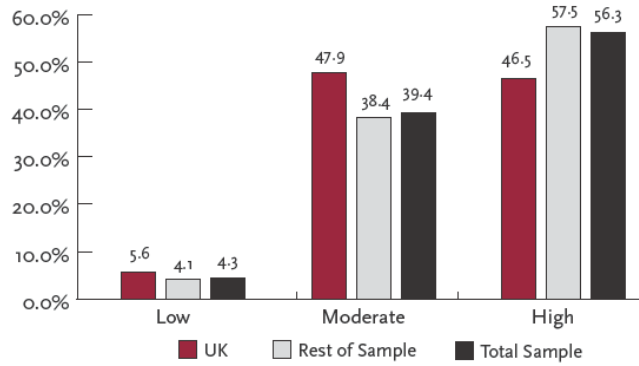
- There may be an opportunity for UK CA&S to probe deeper into the issue of compensation and benefits within the organization
- There may be ways to improve the benefits offered and notably, ways to offer support to employees in terms of fulfilling their financial objectives (trainings on financial planning, for example)

Opportunities for Development, Learning and Advancement



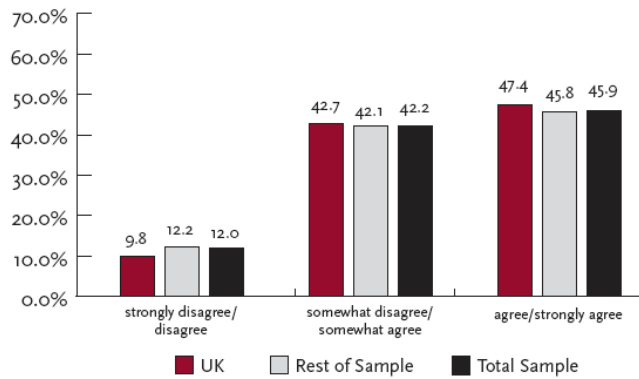
UK CA&S respondents reported fewer opportunities for learning and development compared to the rest of the sample.

Figure 48: Perceived Opportunities for Learning & Development Index: UK CA&S, Rest of Sample, and Total Sample*
N=1,938



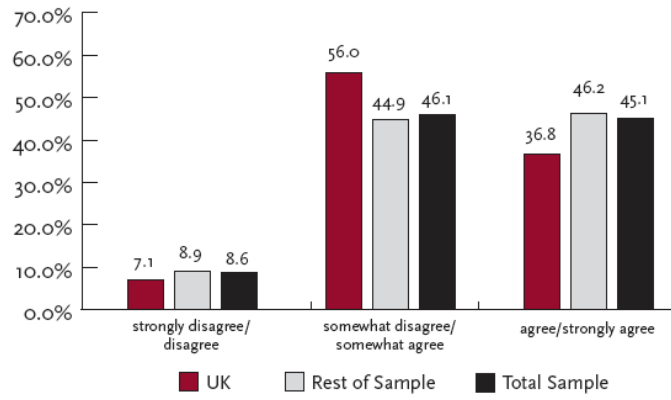
*Selected items adapted from Vandenberg, Richardson, & Eastman (1999)

Figure 49: Measures of Satisfaction with Career: UK CA&S, Rest of Sample, and Total Sample*
% respondents satisfied with the progress they've made toward meeting goals for advancement
N = 1,876



% respondents satisfied with the progress they've made toward meeting goals for the development of new skills

N=1,877



*items adapted from Greenhaus, Parasuraman, & Wormley, 1990

Summary

Figure 53: Measures of Quality of Employment: UK College of Arts & Sciences and Total Sample



Age Matters

	Wellness, Health & Safety	Meaningful Work (Career Salience)	Job Security	Flexibility (Access)	Inclusion, Respect, & Equity (Late career)	Constructive Relationships (Effectiveness)	Comp & Benefits (Financial Goals)	L & D (Progress toward advancement)
Age	x	x		x				
Career Stage	x	x	x	x	x		x	
Tenure		x	x	x				x
Generations	x	x		x				x
Life Stage	x	x						

Overall Implications & Observations

- **UK CA&S particularly strong in following areas:**
 - Career salience; UK CA&S employees feel strong sense of connection with their work
 - Job security
 - Flexibility, with many employees using this benefit to balance work and family demands
- **Opportunities for improvement include:**
 - An awareness of variations in employee definition of life- and career stage may help leadership better tailor programs and strategies
 - An investigation into the causes of work overload is encouraged, including the possible connection with team effectiveness
 - A closer look at the possibility of age bias may be warranted: there appears to be some reluctance on part of teams to hire older workers

Acknowledgements

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The research team for the Age & Generations Study included (in alphabetical order): Elyssa Besen, Javier Boyas, Jackie James, Kathy Lynch, Christina Matz-Costa, Marcie Pitt-Catsouphes (Co-Principal Investigator), Michael Smyer (Co-Principal Investigator), Jennifer Swanberg, and Monique Valcour.

Thank you!

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