Effects of Country & Age on Work Engagement, Job Satisfaction & Organizational Commitment Among Employees in the Netherlands

Findings from the Generations of Talent Study

Authors: Marcie Pitt-Catsouphes, PhD, Natalia Sarkisian, PhD, Jungui Lee, PhD, Rene Carapinha, Rucha Bhide & Chad Minnich
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The principal investigators of the GOT Study are Dr. Marcie Pitt-Catsouphes and Dr. Natalia Sarkisian.

The GOT Study research team included Kathy Lynch, René Carapinha, Jungui Lee, Tay McNamara, Shribha Sahani, and Rucha Bhave.

Our country liaisons are - Brazil: Sharon Lobel; China: Qingwen Xu; India: Madhavi Pundit; Japan: Miwako Kidahashi; Mexico: Celina Pagani Tousignant; the Netherlands: Martijn de Wildt; South Africa: René Carapinha; Spain: Mireia Las Heras & Marc Grau Grau; the United Kingdom: Matt Flynn & Suzan Lewis; the United States: Steve Sweet.

Members of the Sloan Center on Aging & Work’s Communications Team who contributed to the production of this report are: Lindsey Cardoza, Angela Cox, Je’Lesia M. Jones, Chad Minnich, and Gaurie Pandey.

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Key Findings & Employer Considerations

INTRODUCTION

The Generations of Talent Study gathered data from 11,298 individuals working at 24 different worksites in 11 countries. For this report, we used information about employees in all 11 of these countries.

As indicated by the table below, we identify the countries as belonging to one of two groups: those with older populations and developed economies and those with younger populations and developing economies.

<table>
<thead>
<tr>
<th>“Old-Developed Countries”</th>
<th>“Young-Developing Countries”</th>
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<tbody>
<tr>
<td>Japan</td>
<td>Brazil</td>
</tr>
<tr>
<td>The Netherlands</td>
<td>China</td>
</tr>
<tr>
<td>Spain</td>
<td>India</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>Mexico</td>
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<td>United States</td>
<td>South Africa</td>
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<tr>
<td></td>
<td>Botswana</td>
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</table>

AGE FACTORS

Among the respondents to the Generations of Talent Study:

A lower percentage of respondents working at sites in the Netherlands are aged 40-49 (19.1%) and aged 50+ (5.7%), compared to those working at sites in the other “old-developed” countries (33.1% and 25.9%, respectively) (see page 22).

- The profile of respondents in the Netherlands who participated in the Generations of Talent Study is different than the age composition of the overall workforce in the Netherlands. Currently adults aged 40 to 49 constitute the largest percentage of the Netherlands’ labor force—one in four workers (25.5%) is in this age group—with an additional quarter (25.6%) of the labor force being over the age of 50 (see page 16). Given the larger demographic trends of the country, employers with sites in the Netherlands should take steps to ensure that programs and policies reflect the needs and priorities of the employees in these different age groups.

Among those working at sites in the Netherlands, a lower percentage report being late career employees (6.7%), compared to those working at sites in the other “old-developed” countries (19.9%). Respondents from the Netherlands in late career range from 31 to 63 years, while those who consider themselves as early career range from age 23 to 57 years (see page 23).
Employers in the Netherlands who find that they have relatively low percentages of late career employees might want to reassess supports for employees in early and mid-career stages. For example, resources such as training programs can ensure that skills and competencies are developed and professional experiences can be provided to prepare early and mid-career employees for the leadership roles they are likely to assume in the context of the Netherlands’ multi-generational workforce.

A lower percentage of respondents working at sites in the Netherlands report having elder care responsibilities (4.6%), compared to those at sites in the “young-developing” countries (14.9%) (see page 25).

Employees in the Netherlands might derive benefits from having access to some work-life resources, even if they do not have responsibilities for dependent care. For example, a comprehensive set of flexible work options allow employees to manage their work and non-work responsibilities, whether or not they have dependents. Some employees might use flexible work arrangements so that they can attend school, some so that they can reduce the time they spend commuting back and forth to work, and others so that they can participate in community activities.

**WORK ENGAGEMENT**

Among the respondents to the Generations of Talent Study:

The work engagement of respondents at worksites in the Netherlands does not significantly differ from the work engagement of respondents in the other “old-developed” countries or the “young-developing” countries (see page 30).

Nearly three-quarters (70.4%) of respondents working at sites in the Netherlands are very often or always “enthusiastic about their job.” Half (50.5%) report that very often or always they “find that the work that they do full of meaning and purpose.” Approximately two in five (43.7%) respondents at worksites in the Netherlands very often or always feel that they are “immersed in their job” (see page 30).

Among respondents in the Netherlands, work engagement does not significantly differ by age group, career stage, or life stage (see page 31).

Some employers in the Netherlands may find that the drivers of engagement (such as offering employees challenging job assignments) have a positive impact on all employees, regardless of age-related factors. In these situations, the companies might decide to focus on universal strategies (such as wellness programs or the adoption of flexible work options) that are important to employees across age and career stage groups rather than on programs targeted to specific groups of workers (such as younger workers). In addition, employers with sites in the Netherlands might be mindful of what makes a given job meaningful to employees, so that employees feel more engaged in their work tasks.
JOB SATISFACTION

Among the respondents to the Generations of Talent Study:

Job satisfaction among respondents at worksites in the Netherlands does not significantly differ from the job satisfaction of respondents in the other "old-developed" countries or the "young-developing" countries (see page 33).

Among respondents working at sites in the Netherlands, 78.5% are moderately to strongly satisfied with the relationships with their subordinates. Half (48.3%) report being moderately to strongly satisfied with their organizational supervisor. Two in five (41.1%) are moderately to strongly satisfied with benefits that promote health, wellness and psychological wellbeing, while 54.0% are moderately to strongly satisfied with opportunities for training and development (see page 32).

Job satisfaction among respondents at worksites in the Netherlands does not significantly differ by age, career stage, or life stage (see page 33).

- Employers in Netherlands who find that job satisfaction levels are consistent across age, career stage, and life stage groups could focus on strategies, such as wellness benefits, that offer resources valued by all employees. It is in employers’ self-interest to go beyond general job satisfaction scores and find out how satisfied employees are with specific components of their jobs.
Among the respondents to the Generations of Talent Study:

Organizational commitment among respondents at worksites in the Netherlands is significantly lower than the organizational commitment of respondents in the other “old-developed” countries and the “young-developing” countries participating in the GOT study (see page 35).

Altogether, roughly two in five (43.2%) respondents at worksites in the Netherlands moderately to strongly agree that they are “willing to work harder than they have to in order to help their organization succeed.” However, just one in ten (10.9%) respondents moderately to strongly agree that they would “turn down another job for more pay to stay with their organization.” Lastly, only 4.5% moderately to strongly agree that they would “take almost any job to keep working for their organization” (see page 34).

Organizational commitment among respondents at worksites in the Netherlands does not significantly differ by age, career stage, or life stage (see page 36).

- It can be discouraging for employers when employees report comparatively low levels of organizational commitment. The challenge, of course, is to discover ways to stimulate positive employee attitudes. Employers may find that they are able to foster high levels of organizational commitment by identifying ways to strengthen the employer-employee relationship. Programs, such as training and development, which can be customized to meet employees’ needs and priorities, send signals to employees that the company is invested in their future.
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Introduction

Among the many challenges facing global employers, three trends have significant business implications:

1. The effects of the global economic downturn,
2. The globalization of talent (multinational and multicultural workforces), and
3. Dramatic changes in the age composition of the workforce, which vary from country to country.

According to the results from a recent McKinsey Global Survey, more than 50% of corporate executives consider these global trends “very” or “extremely” important in a wide range of areas of their businesses, including talent management strategy as well as new product development and reputation building. To date, however, few employers are taking a proactive approach to managing the effects of these global trends. Why? Possibly, because recognizing these trends is the easy part. Securing the right kind of information needed for sound decision-making might be notably difficult.

To gather business-relevant information about the work experiences of employees of different ages who work in different countries, the Sloan Center on Aging & Work at Boston College conducted the Generations of Talent (GOT) Study. The study focused on two key questions:

- Do employees’ perceptions of their work experiences vary depending on the country where they work?
- Do employees’ perceptions of their work experiences vary depending on their age related factors such as chronological age, career stage, and life stage?

From May 2009 through November 2010, we collaborated with seven multinational employers to design and implement the Generations of Talent survey. In total, 11,298 employees, from 24 worksites in 11 different countries where these enterprises operate, responded to the survey.

Focusing on the Netherlands, this report is one in a series of reports which summarizes selected findings from the GOT Study on a country-by-country basis. This report relies on data from 755 employees employed by two multinational companies in the Netherlands.

The report is organized into four major sections:

Section 1: The Context of the Netherlands: Demographic and Economic Highlights

- In this section, we provide selected background information about the demographic and economic context in the Netherlands.

Section 2: Experiences of Aging

- In this section, we focus on age experiences that are related to chronological age, career stage, and life stage (indicated by dependent care).
Section 3: Work Outcomes

- **Work Engagement among Employees in the Netherlands—A Comparative Perspective:** Work engagement is an indicator of employees’ connection to their work. Highly engaged employees experience a positive, enthusiastic, and affective connection with their work that motivates them to invest in getting the job done well. In this section, we examine how country, age, career stage, and life stage influence work engagement among respondents at the worksites in the Netherlands.

- **Job Satisfaction among Employees in the Netherlands—A Comparative Perspective:** Job satisfaction is an indicator that can be related to a range of important work behaviors and decisions, such as the decision to either leave or remain with an employer. In this section, we examine how country, age, career stage, and life stage influence job satisfaction among respondents at the worksites in the Netherlands.

- **Organizational Commitment among Employees in the Netherlands—A Comparative Perspective:** Organizational commitment can help employers to gain insight about the general morale among employees. In this section, we examine how country, age, career stage, and life stage influence organizational commitment among respondents at the worksites in the Netherlands.

Section 4: Methodological Notes

- In this section, we briefly provide characteristics of the sample and data collection methods.
Section 1: The Context of the Netherlands: Demographic and Economic Highlights

Demographic changes and economic globalization are worldwide phenomena, but not every country is experiencing these trends in the same manner. These global trends have precipitated different opportunities and challenges for people working in different countries.

In this section of the report, we provide a framework and indicators for understanding the current Dutch context compared to the demographic and economic conditions in other countries. Figure 1.0 illustrates a way to consider the interaction between age demographics and key characteristics of the economy across 11 countries where the Generations of Talent (GOT) Study data were collected: Botswana, Brazil, China, India, Japan, Mexico, the Netherlands, South Africa, Spain, the United Kingdom, and the United States.

We have selected six age demographic indicators and three economic indicators to distinguish the Netherlands in the above framework.

1.1 Age Demographics

Various statistics can portray the age of a country’s population, such as the distribution of its population, the average years of life expectancy, or the median age of the population. The following statistics offer insights about the Netherlands’ age demographics.

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i The terms ‘developed economies’ and ‘developing economies’ are often used by academics and organizations to describe the extent of economic development according to selected criteria. Although we have used these terms in this report, we recognize that perspectives about economic development are only relative. Furthermore, given the volatility of economic circumstances in the 21st century, we may be witnessing significant shifts in the economic conditions in some countries.
1.1.1 Distribution of Population

The age distribution in countries with ‘young’ populations tends to resemble the traditional population pyramid, where there are a greater proportion of younger people compared to older people. By contrast, the age distribution in countries with ‘old’ populations tends to resemble a rectangle, indicating that the percentage of older cohorts is similar to younger cohorts.

The current population pyramid for the Netherlands exhibits a narrow peak and a wider base. However the middle portion of the pyramid is significantly broader than the ends, indicating that the proportion of the population aged 35-60 in the Netherlands is larger than the younger and older cohorts (see Figure 1.1.1).

Figure 1.1.1 Population Distribution in the Netherlands, 2010 (by percentage)

Source: U.S. Census Bureau (2010)

1.1.2 Life Expectancy

In 2005-2010, life expectancy at birth in the Netherlands was about 80 years, one of the highest in the 11 countries included in the GOT Study (see Figure 1.1.2). According to Statistics Netherlands (2010), life expectancy at birth in 2009 was 78.6 years for men and 82.5 years for women, and it is expected to reach 83.2 years and 85.5 years respectively by 2050.
Figure 1.1.2 Life Expectancy, 2005-2010

As noted in Figure 1.1.2, the life expectancy of the Netherlands was 80.0 years, second highest in the 11 countries in the GOT Study.

1.1.3 Median Age

As noted in Figure 1.1.3, as of 2010 the median age of the Dutch population was 40.8 years, second highest in the 11 countries in the GOT Study.

Figure 1.1.3 Median Age, 2010

1.1.4 Percentage of Population Aged 65 and Older

As of 2010, the proportion of population aged 65 and older was about 15.5% of the total Dutch population, sizably higher compared to Botswana, South Africa, India, Mexico, Brazil and China, but lower than the U.K., Spain, and most notably Japan. Among the countries participating in the GOT Study, the average percentage of the population aged 65+ was 10.8%. As evident in Figure 1.1.4, in 2010, the percentage of the age 65+ population in the population for Japan, Spain, the U.K., the Netherlands, and the U.S. was higher than 10.8% and the percentage of the age 65+ population in the other countries was lower than 10.8%.

Figure 1.1.4 Percentage of Population Aged 65 and Older, 2010

Source: OECD (2010a)

Note: Data for Botswana are from United Nations (2010). The data show the “predicted” percentage of population aged 65 and older.
1.1.5 Historical Changes in the Age Demographics

As shown in Figure 1.1.5, the percentage of older adults (65+) in the total Dutch population has been consistently rising, but is not as steeply as in Japan. The age demographics of the Dutch population have remained relatively stable so far with working age population (ages 20-64) consistently constituting about 60% of the total population. The proportion of very young and old population has not fluctuated much, either. Going forward, the share of elderly (ages 65+) in the total Dutch population is expected to rise from 15.5% in 2010 to about 23.5% in 2050, whereas the share of working age (20-64) population is expected to fall from 60.9% in 2010 to around 53.9% in 2050.

Figure 1.1.5 Historical Changes in Age Demographics: Older Adult (65+) Population as a Percentage of Total Population, 1950-2050

1.1.6 Age Distribution of the Labor Force

The proportion of the labor force of the Netherlands between the ages of 15 and 64 was almost 98.5% of the total labor force in 2009 (see Figure 1.1.6). The share of older workers (aged 65+) in the labor force was only 1.5%, underlining the overwhelming proportion of younger age-groups engaged in the labor force. Almost half of the labor force (48.5%) in the Netherlands was between the ages of 35 and 54.

Figure 1.1.6 Age Distribution of the Labor Force in the Netherlands, 2009

Source: OECD (2010b)

http://www.bc.edu/agingandwork
1.2 ECONOMIC INDICATORS

A number of economic indicators such as industry sector structure, GNI per capita, or GDP growth rate can help distinguish developed economies from developing economies.

1.2.1 Composition of the Labor Force by Industry Sector

In countries with developed economies, the share of the labor force in the service sector dominates the employment contribution of agriculture as well as industry. On the other hand, a significant portion of the labor force in many developing economies is employed in agriculture and industry. As depicted in Figure 1.2.1, the share of labor force engaged in the services sector clearly dominates the employment in agriculture and industry in the Netherlands. Almost 80% of the total Dutch labor force is engaged in the service sector, the highest share in the GOT countries. The industrial sector accounts for the majority of the residual 20% with agriculture employing just about 2% of the labor force. By contrast, the share of employment attributed to agriculture and industry is more that 60% in China and India.

Figure 1.2.1 Labor Force by Principal Sectors

Source: World Bank (2010a); *CIA (2010)

ii GNI per capita of a country is the gross national income, converted to U.S. dollars using the World Bank Atlas method, divided by the mid year population.

iii Growth rate is calculated as the percentage change in a variable from one year to the next.

iv Agriculture includes forestry, hunting and fishing. Industry includes manufacturing, construction, mining & quarrying, and public utilities (electricity, gas and water). Services include wholesale and retail trade, restaurants and hotels, transport, storage and communications, financing, insurance, real estate, business services as well as community, social and personal services. The CIA definition refers to percentage of the total labor force by occupation.
1.2.2 Gross National Income (GNI) per Capita

Gross National Income (GNI) per capita is one way to compare the economic performance of different countries and can be used to distinguish between a developed economy and a developing economy.

The World Bank classifies countries with GNI per capita of $12,196 or higher as being ‘high’ income. The Netherlands, as well as the U.S., the U.K., Japan, and Spain are in this high income group, with the Netherlands having the highest per capita GNI among all GOT countries. On the other hand, the GNI per capita in Mexico, Brazil, Botswana, South Africa, China, and India is between $996—$12,195, the range for middle income countries as defined by the World Bank (see Figure 1.2.2).

Figure 1.2.2 GNI per Capita, 2009 (Current USD)

Source: World Bank (2010a)

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v According to the World Bank (2010b), economies are divided according to 2009 GNI per capita, calculated using the World Bank Atlas method. The groups are: low income, $995 or less; lower middle income, $996 - $3,945; upper middle income, $3,946 - $12,195; and high income, $12,196 or more.
1.2.3 GDP Growth Rate

Over the last decade, the average annual GDP growth rate in the Netherlands has been about 1.5%, slightly higher than Japan (see Figure 1.2.3), mainly due to the largest contraction experienced by the Dutch economy in 2009. As shown in Figure 1.2.3, the average annual GDP growth in China and India during the last 10 years has clearly dominated the other nine countries. China and India are two of the only three Asian countries\(^{vi}\) that have not experienced contraction during the current global financial crisis.\(^{ix}\) Average annual GDP growth in most of the remaining countries ranged from 0.8%-4.2%.

![Figure 1.2.3 GDP Growth Rate: Average Growth Rate, 2000-2009](chart.png)

Source: World Bank (2010a)\(^{v}\)

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### 1.3 COUNTRY CONTEXT: CONSIDERATIONS FOR EMPLOYERS

The demographic and economic indicators discussed above offer insights about each country's current situation.

For the purpose of this report, we considered two key cut-offs, or indicators, to locate the 11 countries in the GOT Study into the demographic and economic development framework presented in Figure 1.0: 10.8% of population aged 65 and older, and $12,195 GNI per capita (USD). Figure 1.3 illustrates the classification of the Netherlands and the other countries included in the GOT Study in two quadrants of the framework.

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\(^{vi}\) Among the major Asian economies, only those of China, India, and Indonesia did not contract during the global financial crisis.\(^{ix}\)
Based on this framework, five of the countries where data were collected including the Netherlands can be considered ‘Old Population & Developed Economies’ (Japan, Spain, the Netherlands, the U.K., and the U.S.) For example, the Netherlands has a 15.5% share of older population (aged 65+) in total population and a GNI per capita of $48,460. The remaining six countries were considered ‘Young Population & Developing Economies’ (Botswana, Brazil, China, India, Mexico, and South Africa). None of the countries from the GOT Study were located in either the quadrants ‘Old Population & Developing Economies’ or ‘Young Population & Developed Economies.’

The demographic and economic conditions in the Netherlands, compared to other countries in the GOT, present opportunities for innovative employers who are managing multi-generational and multi-national talent to proactively address challenges of age diverse workforces and fluctuating economic shifts. Maintaining an awareness of the economic situation and demographic characteristics in the Netherlands can assist employers in assessing talent management practices within the country in addition to creating action steps to increase engagement, satisfaction and commitment among multiple age groups.
Employees are beginning to express an awareness of shifts in the age demographics of the global workforce. A recent study in the United States found that 40% of the companies in the sample report the aging of the workforce will likely have a “very negative/negative” impact on their organizations in the next three years.1 Employers’ concerns include challenges associated with knowledge transfer and finding the talent they need to address today’s complex business problems.

When considering the implications of demographic changes for their organizations, employers often ask: “Who is a ‘younger/older’ worker?” This is important because the experience of age is complex, particularly in the context of the workplace.

Although we tend to think that “age” refers primarily to chronological age, the experience of aging has numerous dimensions. This section focuses on age experiences that relate to chronological age, career stage, and life stage (as indicated by different types of dependent care).

The data presented in this section and the following sections were generated from information gathered from respondents who participated in the Generations of Talent Study. As noted in Section 4 of this report, the respondents to this survey were employed by companies with worksites in the 11 countries where data were gathered. Although the findings provide important insights about people working in these countries, the descriptive statistics about the age-related characteristics of the respondents may not be representative of the workforces in those countries.

2.1 CHRONOLOGICAL AGE

Chronological age, which refers to the number of years a person has lived, is often used as an indicator for different aspects of the aging experience. It is well recognized, however, that people of the same age can have very different experiences with aging. For example, one employee at 65 can report high energy and no physical/cognitive limitations whereas a colleague of the same age might have a chronic disease.

As discussed below, there is also a wide range of chronological ages when people have other age-related experiences (such as the age range associated with being in ‘mid-career’ or taking care of children younger than 18 years old).

In the worksites in the Netherlands, the age range of the respondents to the Generations of Talent Study is 23 to 72 years. Across the worksites in the four other “old-developed” countries excluding the Netherlands and the six “young-developing” countries, the age ranges are 20 to 82 years and 18 to 91 years, respectively (see Table 2.2).
2.2 CAREER STAGE

The concept of career stage reflects the observation that people tend to gain sets of competencies (skills and knowledge) with the expansion of their occupational roles and responsibilities. Although the progression of mastery varies across occupations, the concept of career stage, also termed “occupational age,” recognizes that most employees move from more basic to more advanced levels as they advance in a career.1

It is possible to define the specific career stages in different ways. It is not uncommon, however, to recognize at least three basic stages: early career, mid-career, and late career.

- Early career is typically characterized by exploration and establishment. Employees in early career are focused on getting to know the job and being integrated into the organization.2 Additionally, employees aim to find a match between themselves, their job, and the organization.3
- Mid-career is typically characterized by career goal reappraisal. Employees in mid-career either reaffirm or modify their career or work needs and expectations. However, it is typical that employees would perceive that their careers are plateauing during mid-career (a sense of limited opportunities for career advancement and/or increase in job responsibility).4

- Late career is typically experienced in late adulthood. Employees in late career are generally focused on remaining productive in work, maintaining their self-esteem, and possibly preparing for effective retirement.4

Figure 2.2 illustrates the percentage of respondents at the worksites in the Netherlands that classified themselves as early career, mid-career, and late career, as compared to those working in the other "old-developed" countries and the "young-developing" countries that participated in the study. In comparison to the respondents from the worksites in the other "old-developed" countries (19.9%), a lower percentage of respondents at the worksites in the Netherlands (6.7%) are in late career (see Table 4.1b).

Figure 2.2  Career Stage Distribution of Respondents at the Worksites in the Netherlands Compared to the Two Country Clusters

Source: Generations of Talent Study

Note: Only statistically significant differences between the Netherlands and the two country clusters are discussed in the text (p<.05).
Interestingly, as suggested by Table 2.2 below, the age ranges associated with each of the career stages are wide. For example, among the respondents at the worksites in the Netherlands, early career ranges from 23 to 57 years and late career ranges from 31 to 63 years. These data illustrate that, although the mean ages for respondents working in the Netherlands increase with career stage, their career stages might not always correspond to their chronological ages.

The mean age for each career stage for the respondents at the worksites in the Netherlands is compared to those respondents working at the sites in the other “old-developed” countries and “young-developing” countries. Note that even if the mean ages might look somewhat different, they cannot be considered significantly different unless it is stated that they are different in Table 2.2.

<table>
<thead>
<tr>
<th>Countries</th>
<th>Mean Age and Age Range for Early Career Employees</th>
<th>Mean Age and Age Range for Mid-Career Employees</th>
<th>Mean Age and Age Range for Late Career Employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands (N=580)</td>
<td>27.3 (23 - 57) years Different from: Other Old-Developed</td>
<td>38.4 (26 - 72) years Different from: Other Old-Developed, Young-Developing</td>
<td>47.9 (31 - 63) years Different from: Other Old-Developed</td>
</tr>
<tr>
<td>Other Old-Developed (N=4327)</td>
<td>31.8 (20 - 82) years Different from: Netherlands, Young-Developing</td>
<td>42.5 (25 - 77) years Different from: Netherlands, Young-Developing</td>
<td>54.6 (27 - 80) years Different from: Netherlands, Young-Developing</td>
</tr>
<tr>
<td>Young-Developing (N=4481)</td>
<td>27.3 (18 - 91) years Different from: Other Old-Developed</td>
<td>36.4 (18 - 91) years Different from: Netherlands, Other Old-Developed</td>
<td>47.5 (18 - 81) years Different from: Other Old-Developed</td>
</tr>
</tbody>
</table>

Note: Statistical significance tests compared means of career stage subgroups across country clusters (p<.05).

2.3 LIFE STAGE: THE ROLE OF DEPENDENT CARE

Over the life course, individuals experience various events and transitional stages, which shape major roles and responsibilities both in work and personal life. Multiple studies have shown that family and personal life can have a significant impact on work, and work experiences can also affect personal and family life. The work-life paradigm recognizes the importance of different life events and the impact that they can have for employees. For example, life events and transitions, such as taking care of children or an older parent, can affect the ways that people fulfill their roles and responsibilities both at work and outside of work.
In this report, we focus on the dependent care responsibilities of employees as an indicator of a life stage that can influence expectations and experiences at work. Dependent care is often life-changing as it typically requires an investment of time, energy, and financial resources. Employees might find that they need to make adjustments at home and possibly at work in order to fulfill dependent care responsibilities. To assess whether life stage as indicated by dependent care impacts employees’ expectations and experiences at work, we compared different types of dependent care: child care (18 years and younger), elder care (parent(s) or parent(s)-in-law), both child and elder care, and neither child nor elder care.

As indicated by Figure 2.3, 50.2% of respondents to the Generations of Talent Study who work in the Netherlands report that they do not have child or elder care responsibilities, while 38.2% have child care responsibilities, 4.6% have elder care responsibilities, and 7.0% provide both child and elder care. In comparison to the respondents at the worksites in “young-developing” countries (14.9%), a lower percentage of respondents at the worksites in the Netherlands (4.6%) have elder care responsibilities (see Table 4.1b).

Figure 2.3 Types of Dependent Care Responsibilities among Respondents at the Worksites in the Netherlands Compared to the Two Country Clusters

Source: Generations of Talent Study

Note: Only statistically significant differences between the Netherlands and the two country clusters are discussed in the text (p<.05).
The age range among respondents with different types of dependent care responsibilities is wide in the Netherlands, as noted in Table 2.3 below. For example, the age of respondents with neither child nor elder care responsibilities ranges from 23 to 63 years, and the age of respondents with child care responsibilities ranges from 26 to 72 years. The age of respondents with elder care responsibilities ranges from 25 to 61 years. Lastly, the age of those with both child and elder care responsibilities ranges from 28 to 59 years.

The mean age for dependent care responsibilities among the respondents in the Netherlands is compared to the respondents working in the other “old-developed” countries and “young-developing” countries. Note that even if the mean ages might look somewhat different, they cannot be considered significantly different unless it is stated that they are different in Table 2.3.

Table 2.3 Age Range of Dependent Care Responsibilities among Respondents at the Worksites in the Netherlands Compared to the Two Country Clusters

<table>
<thead>
<tr>
<th>Countries</th>
<th>Mean Age and Age Range for Those Giving Neither Child nor Elder Care</th>
<th>Mean Age and Age Range for Those Giving Child Care</th>
<th>Mean Age and Age Range for Those Giving Elder Care</th>
<th>Mean Age and Age Range for Those Giving Both Child and Elder Care</th>
</tr>
</thead>
<tbody>
<tr>
<td>Netherlands (N=580)</td>
<td>30.1 (23 - 63) years Different from: Other Old-Developed</td>
<td>37.6 (26 - 72) years Different from: Other Old-Developed</td>
<td>43.2 (25 - 61) years Different from: Young-Developing</td>
<td>42.8 (28 - 59) years Different from: Young-Developing</td>
</tr>
<tr>
<td>Other Old-Developed (N=4327)</td>
<td>42.2 (20 - 82) years Different from: Netherlands, Young-Developing</td>
<td>41.9 (20 - 77) years Different from: Netherlands, Young-Developing</td>
<td>47.8 (20 - 71) years Different from: Young-Developing</td>
<td>44.3 (20 - 75) years Different from: Young-Developing</td>
</tr>
<tr>
<td>Young-Developing (N=4481)</td>
<td>30.2 (18 - 85) years Different from: Other Old-Developed</td>
<td>36.9 (18 - 91) years Different from: Other Old-Developed</td>
<td>29.8 (18 - 76) years Different from: Netherlands, Other Old-Developed</td>
<td>37.2 (18 - 91) years Different from: Netherlands, Other Old-Developed</td>
</tr>
</tbody>
</table>

Note: Statistical significance tests compared means of life stage subgroups across country clusters (p<.05).
2.4 AGING AND WORK IN THE NETHERLANDS: A PROFILE

Employment experiences can be affected by societal expectations about age, as well as opportunities and constraints that may vary for employees of different ages. Examining the employment experiences of employees through the lenses of age, employers can gain insight about the extent to which their human resource programs and management policies reflect the needs of employees of different ages, career stages, and life stages.

In this section of the report, we have discussed the fact that employees’ experiences of aging can vary, depending on the specific dimension of age that is particularly relevant to them. As suggested by the sample age profile in Figure 2.4, an employee who is “old” in terms of chronological age could still be “mid-career” in terms of career stage and might still have child care responsibilities.

Figure 2.4 Sample Age Profile

Given the complexities of age, employers should consider how to customize talent management policies and programs to meet the needs of employees whose employment experiences reflect the nuances of their experiences with aging.
Section 3: Work Outcomes

Top employers seek information on work outcomes in order to manage their global workforces. In this report, we review three important work outcomes: work engagement, job satisfaction, and organizational commitment. For each outcome, we provide a brief introduction outlining the importance and definition of that outcome. Afterwards, we present the results of several analyses that address the following questions:

Impact of Country:

- Is each work outcome among respondents at worksites in the Netherlands different from outcomes among those working in the four other "old-developed" countries and the six "young-developing" countries after controlling for demographic factors, job characteristics, age, career stage, and life stage?

Impact of Age/Career Stage/Life Stage:

- Does each work outcome among respondents at worksites in the Netherlands vary by age group, career stage, and/or life stage once we control for demographic factors and job characteristics?

Using data from the Generations of Talent Study, we will use the framework summarized in Figure 3.0 to answer these questions in order to provide employers with insight into the overall factors that might affect the level of employees' work engagement, job satisfaction, and organizational commitment.

Figure 3.0 The Effect of Age/Career Stage/Life Stage/ and Country on Work Engagement/Job Satisfaction/Organizational Commitment

| Working in "young-developing" countries [Reference = working in the Netherlands] |
| Working in "old-developed" countries [Reference = working in the Netherlands] |
| Age [Reference = under 30 years of age] |
| Career Stage [Reference = early career] |
| Life Stage [Reference = neither child nor elder care] |

Controlling for:
- Gender
- Work hours
- Full-time/part-time status
- Occupation type
- Supervisor status
- Education
- Partnered status

Work Engagement

Job Satisfaction

Organizational Commitment
### 3.1 WORK ENGAGEMENT

Work engagement refers to employees’ positive feelings or emotions toward their work. Engagement is defined as “a positive work-related state of fulfillment that is characterized by vigor, dedication, and absorption.” Work engagement is the opposite of work burnout. Therefore, “contrary to those who suffer from burnout, engaged employees have a sense of energetic and effective connection with their work activities, and they see themselves as able to deal well with the demands of their jobs.” When employees are well engaged in their work, they find their work to be personally meaningful, have positive feelings about their work, consider their workload to be manageable, and are optimistic about the future of their work – that is, they have a positive and fulfilling work-related state of mind.

Particularly during tough economic times, such as during the global financial crises, employers have good reasons to be concerned about their employees’ work engagement. Research has shown that only about one in every five employees reported that they were highly engaged in their work. The Gallup organization estimates that disengaged employees cost U.S. employers a significant amount of money – between $250 and $350 billion a year. Over 600 CEOs from countries around the world reported that they considered work engagement as one of the top five most important challenges facing management.

#### 3.1.1 Work Engagement in the Netherlands

Work engagement was assessed using four items adapted from the Utrecht Work Engagement Scale (UWES). Table 3.1.1 presents the frequencies of responses to these work engagement items based on the data collected from respondents at the worksites in the Netherlands. For example, among the respondents working in the Netherlands, 47.7% and 50.5% report that very often to always they “feel bursting with energy at their work” and that very often to always they “find the work that they do full of meaning and purpose.” In addition, 70.4% of respondents report that very often to always they are “enthusiastic about their job.” Lastly, 43.7% of respondents report that they are “immersed in their job” very often to always.

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vii The UWES is a standardized and globally validated measure to assess employee work engagement. Employees were asked to indicate the frequency of experiencing their work in a particular way. Each item was assessed on a scale ranging from never (1) to always (7).
Table 3.1.1 Work Engagement among Respondents at the Worksites in the Netherlands

<table>
<thead>
<tr>
<th></th>
<th>Percent Never</th>
<th>Percent Almost Never</th>
<th>Percent Rarely</th>
<th>Percent Sometimes</th>
<th>Percent Often</th>
<th>Percent Very Often</th>
<th>Percent Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>At my work, I feel bursting with energy. (N=596)</td>
<td>1.3%</td>
<td>2.7%</td>
<td>4.9%</td>
<td>12.9%</td>
<td>30.5%</td>
<td>43.4%</td>
<td>4.3%</td>
</tr>
<tr>
<td>I find the work that I do full of meaning and purpose. (N=597)</td>
<td>0.7%</td>
<td>3.0%</td>
<td>4.9%</td>
<td>10.4%</td>
<td>30.5%</td>
<td>43.2%</td>
<td>7.3%</td>
</tr>
<tr>
<td>I am enthusiastic about my job. (N=597)</td>
<td>0.7%</td>
<td>2.2%</td>
<td>3.0%</td>
<td>7.6%</td>
<td>16.1%</td>
<td>59.2%</td>
<td>11.2%</td>
</tr>
<tr>
<td>I am immersed in my work. (N=590)</td>
<td>1.6%</td>
<td>4.0%</td>
<td>4.9%</td>
<td>15.9%</td>
<td>29.9%</td>
<td>36.7%</td>
<td>7.0%</td>
</tr>
</tbody>
</table>

We combined the answers to the questions listed in Table 3.1.1 to get an overall score of work engagement. The scores could range from 1 to 7. We considered scores as follows:

- Scores ranging from 1 to 2.99 = low work engagement
- Scores ranging from 3 to 4.99 = moderate work engagement
- Scores ranging from 5 to 7 = high work engagement

The average (mean) score of work engagement among respondents at the worksites in the Netherlands is 5.3.

3.1.2 Impact of Country on Work Engagement

Is work engagement among respondents at the worksites in the Netherlands different from work engagement among those working in the four other “old-developed” countries and the six “young-developing” countries after controlling for demographic factors, job characteristics, age, career stage, and life stage?

No, work engagement among respondents at the worksites in the Netherlands is not significantly different from that of the respondents in the two country clusters after controlling for demographic factors, job characteristics, and age-related factors (that is, the differences in the work engagement scores between the respondents in the Netherlands and the two country clusters are not statistically significant) (see Table 4.2a).
3.1.3 Impact of Age, Career Stage, and/or Life Stage on Work Engagement

Does work engagement among respondents at the worksites in the Netherlands vary by age group, career stage, and/or life stage once we control for demographic factors and job characteristics?

⇒ No, work engagement among respondents at the worksites in the Netherlands does not vary by age, career stage, or life stage (that is, the differences in the predicted mean scores are not statistically significant after controlling for demographic factors and job characteristics) (see Tables 4.2b, 4.2c, and 4.2d).

3.2 JOB SATISFACTION

Job satisfaction refers to a pleasurable emotional state resulting from the appraisal of one’s job. Job satisfaction is a widely examined construct in academic and business research in a variety of organizational settings.

Employers have good reasons to be concerned with their employees’ job satisfaction because job satisfaction can be an important indicator of employees’ current and future work behaviors including work performance, absenteeism, and turnover. Additionally, some research suggests that employees’ job satisfaction is significantly correlated with their life satisfaction overall.

3.2.1 Job Satisfaction in the Netherlands

The Generations of Talent questionnaire includes 13 items that assess satisfaction with important aspects of work. Table 3.2.1 presents the frequencies of responses to job satisfaction items among respondents at worksites in the Netherlands. Across all respondents at the worksites in the Netherlands, 78.5% and 71.7% are moderately to strongly satisfied with their working relationships with subordinates and their job security, respectively. Also, 70.2% of respondents are moderately to strongly satisfied with their relations with their co-workers or peers. In addition, 62.0% and 65.9% of respondents are moderately to strongly satisfied with the sense of accomplishment they get from work and the extent to which they use their skills and abilities on their job, respectively.

viii The index of job satisfaction comprised of 13 items from multiple sources including standardized scales and original items developed by the Sloan Center on Aging & Work. Employees were asked to indicate the degree of satisfaction with their job. Each item was assessed on a scale ranging from strongly dissatisfied (1) to strongly satisfied (6).
Table 3.2.1 Job Satisfaction among Respondents at the Worksites in the Netherlands

<table>
<thead>
<tr>
<th>Item</th>
<th>Percent Strongly Dissatisfied</th>
<th>Percent Moderately Dissatisfied</th>
<th>Percent Somewhat Dissatisfied</th>
<th>Percent Somewhat Satisfied</th>
<th>Percent Moderately Satisfied</th>
<th>Percent Strongly Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>*Your job security. (N=566)</td>
<td>0.9%</td>
<td>2.7%</td>
<td>6.2%</td>
<td>18.5%</td>
<td>55.7%</td>
<td>16.0%</td>
</tr>
<tr>
<td><strong>Resources and opportunities for training and development to improve your skills or learn new skills that your employer provides. (N=564)</strong></td>
<td>1.5%</td>
<td>3.9%</td>
<td>11.6%</td>
<td>29.1%</td>
<td>44.8%</td>
<td>9.2%</td>
</tr>
<tr>
<td><strong>Benefits that have monetary value such as profit sharing schemes; retirement benefits; paid time off; paid sick days or medical leave; subsidies for child care, dependent care, education, or housing; health insurance; or long-term care insurance. (N=563)</strong></td>
<td>1.9%</td>
<td>5.7%</td>
<td>12.6%</td>
<td>30.5%</td>
<td>46.9%</td>
<td>2.4%</td>
</tr>
<tr>
<td><strong>Benefits that promote health, wellness, and psychological well-being, such as nutrition programs; fitness facilities; or programs that provide information, counseling, or referrals. (N=560)</strong></td>
<td>1.3%</td>
<td>6.5%</td>
<td>10.4%</td>
<td>40.7%</td>
<td>37.8%</td>
<td>3.3%</td>
</tr>
<tr>
<td>*The sense of accomplishment you get from work. (N=565)</td>
<td>0.6%</td>
<td>3.4%</td>
<td>8.1%</td>
<td>26.0%</td>
<td>55.0%</td>
<td>7.0%</td>
</tr>
<tr>
<td>*<strong>The extent to which you use your skills and abilities on your job. (N=565)</strong></td>
<td>1.1%</td>
<td>1.8%</td>
<td>10.1%</td>
<td>21.0%</td>
<td>58.9%</td>
<td>7.0%</td>
</tr>
<tr>
<td><strong>The way your job allows you to make a difference in your community or the world. (N=564)</strong></td>
<td>2.8%</td>
<td>18.2%</td>
<td>13.8%</td>
<td>29.6%</td>
<td>33.1%</td>
<td>2.4%</td>
</tr>
<tr>
<td>**<strong>The person who supervises you -- your organizational superior. (N=563)</strong></td>
<td>2.8%</td>
<td>2.3%</td>
<td>9.5%</td>
<td>37.1%</td>
<td>43.0%</td>
<td>5.3%</td>
</tr>
<tr>
<td>**<strong>Your relations with others with whom you work -- your co-workers or peers. (N=564)</strong></td>
<td>0.1%</td>
<td>0.5%</td>
<td>2.7%</td>
<td>26.5%</td>
<td>59.7%</td>
<td>10.5%</td>
</tr>
<tr>
<td>****Your working relationships with subordinates. (N=218)</td>
<td>0.2%</td>
<td>0.2%</td>
<td>0.9%</td>
<td>20.2%</td>
<td>65.1%</td>
<td>13.4%</td>
</tr>
<tr>
<td>**<strong>Opportunities which exist in this organization for advancement or promotions. (N=563)</strong></td>
<td>3.9%</td>
<td>5.1%</td>
<td>13.8%</td>
<td>23.3%</td>
<td>49.6%</td>
<td>4.2%</td>
</tr>
<tr>
<td>*<strong>Your physical work environment. (N=562)</strong></td>
<td>0.5%</td>
<td>4.0%</td>
<td>5.3%</td>
<td>35.6%</td>
<td>48.5%</td>
<td>6.1%</td>
</tr>
<tr>
<td><strong>The inclusiveness of your organizational culture in terms of welcoming diverse employees. (N=562)</strong></td>
<td>0.4%</td>
<td>2.4%</td>
<td>4.6%</td>
<td>49.5%</td>
<td>35.8%</td>
<td>7.2%</td>
</tr>
</tbody>
</table>

* Original item developed based on work of Hackman & Oldham (1976)18
** Original item developed by Sloan Center on Aging & Work
*** Item adapted from Hofstede (2001)16
**** Item from Tsui et al. (1992)17
We combined the answers to the questions listed in Table 3.2.1 to get an overall score of job satisfaction. The scores could range from 1 to 6. We considered scores as follows:

- Scores ranging from 1 to 2.49 = low job satisfaction
- Scores ranging from 2.5 to 4.49 = moderate job satisfaction
- Scores ranging from 4.5 to 6 = high job satisfaction

The average (mean) score of job satisfaction among respondents at the worksites in the Netherlands is 4.4.

### 3.2.2 Impact of Country on Job Satisfaction

Is job satisfaction among respondents at the worksites in the Netherlands different from job satisfaction among those working in the four other “old-developed” countries and the six “young-developing” countries after controlling for demographic factors, job characteristics, age, career stage, and life stage?

孕育 No, job satisfaction among respondents at the worksites in the Netherlands is not significantly different from that of the respondents in the two country clusters after controlling for demographic factors, job characteristics, and age-related factors, (that is the differences in job satisfaction scores between the respondents in the Netherlands and the two country clusters are not statistically significant) (see Table 4.2a).

### 3.2.3 Impact of Age, Career Stage, and/or Life Stage on Job Satisfaction

Does job satisfaction among respondents at the worksites in the Netherlands vary by age group, career stage, and/or life stage once we control for demographic factors and job characteristics?

孕育 No, job satisfaction among respondents at the worksites in the Netherlands does not vary by age, career stage, or life stage (that is, the differences in the predicted mean scores are not statistically significant after controlling for demographic factors and job characteristics) (see Tables 4.2b, 4.2c, and 4.2d).

### 3.3 ORGANIZATIONAL COMMITMENT

Organizational commitment generally refers to the relative strength of an employee’s involvement in a particular organization. This concept might be characterized by at least three related factors:

- A strong psychological attachment and acceptance of the organization’s goals and values;
- A willingness to exert considerable effort on behalf of the organization; and
- A strong desire to remain in the organization.
Organizational commitment is central to the study of organizational behavior. Various studies provide support for the relationships between employees' organizational commitment and employees' attitudes or behaviors. Organizational commitment has been studied in the public, private, and non-profit sector, and internationally. Research shows that employees who are more committed demonstrate higher job performance, less job displeasure, diminished intent to leave, and less stress.

### 3.3.1 Organizational Commitment in the Netherlands

The Generations of Talent questionnaire includes three questions that assess employees’ commitment to the organization adapted from Mowday et al. (1979). Table 3.3.1 presents the frequencies of responses to organizational commitment items for respondents at the worksites in the Netherlands. Across all the respondents at the worksites in the Netherlands, 43.2% moderately to strongly agree that they are “willing to work harder than they have to in order to help this organization succeed.” Also, 10.9% of respondents moderately to strongly agree that they would “turn down another job for more pay in order to stay with this organization.” Lastly, only 4.5% of respondents moderately to strongly agree that they would “take almost any job to keep working for this organization.”

<table>
<thead>
<tr>
<th></th>
<th>Percent Strongly Disagree</th>
<th>Percent Moderately Disagree</th>
<th>Percent Somewhat Disagree</th>
<th>Percent Somewhat Agree</th>
<th>Percent Moderately Agree</th>
<th>Percent Strongly Agree</th>
</tr>
</thead>
<tbody>
<tr>
<td>To help this organization succeed, I am willing to work harder than I have to. (N=608)</td>
<td>0.9%</td>
<td>3.7%</td>
<td>7.7%</td>
<td>44.5%</td>
<td>27.0%</td>
<td>16.2%</td>
</tr>
<tr>
<td>I would take almost any job to keep working for this organization. (N=610)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>32.8%</td>
<td>32.0%</td>
<td>11.3%</td>
<td>19.5%</td>
<td>4.1%</td>
<td>0.4%</td>
</tr>
<tr>
<td>I would turn down another job for more pay in order to stay with this organization. (N=608)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>7.7%</td>
<td>17.2%</td>
<td>21.4%</td>
<td>42.9%</td>
<td>8.9%</td>
<td>2.0%</td>
</tr>
</tbody>
</table>

Note: Items from the General Social Survey (Adapted version of Mowday et al. (1979) scale. We used the U.S. General Social Survey (GSS) adaptation of the original Mowday et al. (1979) organizational commitment scale. Employees were asked to indicate their agreement with statements about their commitment. Each item was assessed on a scale ranging from strongly disagree (1) to strongly agree (6). When creating the scale, we reversed one item so that the higher scores would represent higher organizational commitment.
We combined the answers to the questions listed in Table 3.3.1 to get an overall score of organizational commitment. The scores could range from 1 to 6. We considered scores as follows:

- Scores ranging from 1 to 2.49 = low organizational commitment
- Scores ranging from 2.5 to 4.49 = moderate levels of organizational commitment
- Scores ranging from 4.5 to 6 = high organizational commitment

The average (mean) score of organizational commitment among respondents at the worksites in the Netherlands is 3.4.

3.3.2 Impact of Country on Organizational Commitment

Is organizational commitment among respondents at the worksites in the Netherlands different from organizational commitment among those working in the four other "old-developed" countries and the six "young-developing" countries after controlling for demographic factors, job characteristics, age, career stage, and life stage?

⇒ Yes, organizational commitment among respondents at the worksites in the Netherlands is significantly lower than that of the respondents in the two country clusters (see Table 4.2a).

Figure 3.3.2 illustrates the findings regarding organizational commitment levels of respondents at the worksites in the Netherlands as compared to the two country clusters. This figure presents the predicted mean scores of organizational commitment of respondents at the worksites in the Netherlands compared to the two country clusters. It shows that after controlling for demographic factors, job characteristics, and age-related factors, organizational commitment for respondents at the worksites in the Netherlands (3.33) is lower than that for respondents in the other "old-developed" countries (3.81) as well as for respondents in the "young-developing" countries (4.07).
3.3.3 Impact of Age, Career Stage, and/or Life Stage on Organizational Commitment

Does organizational commitment among respondents at the worksites in the Netherlands vary by age group, career stage, and/or life stage once we control for demographic factors and job characteristics?

→ No, organizational commitment among respondents at the worksites in the Netherlands does not vary by age group, career stage, or life stage (that is, the differences in the predicted mean scores are not statistically significant after controlling for demographic factors and job characteristics) (see Tables 4.2b, 4.2c, and 4.2d).
Section 4: Methodological Notes

4.1 DATA COLLECTION AND SAMPLE

From May 2009 through November 2010, The Sloan Center on Aging & Work collaborated with seven multinational companies. In total, 24 worksites in 11 countries participated in the study, and 11,298 individual employees responded to the survey. Employees were invited to complete one 30 minute online survey during work time which they were able to access on a secure website. The survey was translated to Japanese, Mandarin Chinese, Brazilian Portuguese, and Spanish.

The survey consists of the core questions (questions that were included in the surveys made available to each respondent) and module questions (additional, complementary questions, a subset of which was randomly assigned to the respondents). The survey focused on employees' perceptions of their work experiences, workplace-based resources, demographic information, and their assessments of their health and well-being at work and in their lives in general.

The data collected in the GOT Study allow us to examine a range of experiences at the worksites in the Netherlands in comparison to worksites in other countries. However, readers should keep in mind that the findings may not be representative of all employees at a worksite, in a country, or in a multinational organization as a whole.

As indicated in Table 4.1a, the sample in the Netherlands includes employees working for two multinational organizations that have worksites in the Netherlands. The sample in the other “old-developed” countries includes employees working at six companies that have worksites in some of the four other “old-developed” countries, including the U.S., the U.K., Spain, and Japan. Three companies participated in the study in the United States and the United Kingdom, and two companies participated in the study in Spain and Japan. The sample in the “young-developing” countries includes employees working at five companies that have worksites at some of the six “young-developing” countries, including Botswana, Brazil, China, India, Mexico, and South Africa. Three companies participated in the study in China and Brazil, two companies participated in the study in India and Mexico, and only one company participated in each of the two remaining countries, Botswana and South Africa.
Table 4.1a Number of Worksites within Country Clusters

<table>
<thead>
<tr>
<th>Countries</th>
<th>Number of Worksites</th>
</tr>
</thead>
<tbody>
<tr>
<td>Old-Developed Countries</td>
<td></td>
</tr>
<tr>
<td>Japan</td>
<td>2</td>
</tr>
<tr>
<td>Spain</td>
<td>2</td>
</tr>
<tr>
<td>Netherlands</td>
<td>2</td>
</tr>
<tr>
<td>United Kingdom</td>
<td>3</td>
</tr>
<tr>
<td>United States</td>
<td>3</td>
</tr>
<tr>
<td>Young-Developing Countries</td>
<td></td>
</tr>
<tr>
<td>Botswana</td>
<td>1</td>
</tr>
<tr>
<td>Brazil</td>
<td>3</td>
</tr>
<tr>
<td>China</td>
<td>3</td>
</tr>
<tr>
<td>India</td>
<td>2</td>
</tr>
<tr>
<td>Mexico</td>
<td>2</td>
</tr>
<tr>
<td>South Africa</td>
<td>1</td>
</tr>
</tbody>
</table>

Overall, the multinational organizations that participated were affiliated with a range of industry sectors including information technology; professional, scientific and technical services; finance and insurance; electricity production, distribution and transport; and pharmaceuticals.

Table 4.1b below summarizes the main characteristics of the total sample in the Netherlands compared to the samples in the other “old-developed” countries and “young-developing” countries. The last column of this table indicates significant differences of respondents’ characteristics in the Netherlands from those in the four other “old-developed” countries as well as in the six “young-developing” countries. The sample in the Netherlands has a lower percentage of full-time workers (71.4%) and a higher percentage of part-time workers (28.6%) compared to the other “old-developed” countries (96.8% and 3.2%, respectively) and the “young-developing” countries (96.1% and 3.9%, respectively). The average work hours reported by the respondents at the worksites in the Netherlands are shorter (41.2) than the “young-developing” countries (48.2). The sample in the Netherlands has a lower percentage of respondents aged 40-49 (19.1%) and aged 50 and older (5.7%) compared to the other “old-developed” countries (33.1% and 25.9%, respectively). Similarly, the sample in the Netherlands has a lower percentage of late career respondents (6.7%) compared to the other “old-developed” countries (19.9%). Lastly, there is a lower percentage of respondents at the worksites in the Netherlands with elder care responsibilities (4.6%) compared to the “young-developing” countries (14.9%).
Table 4.1b  Characteristics of the Sample in the Netherlands and the Two Country Clusters

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>The Netherlands</th>
<th>Other Old-Developed</th>
<th>Young-Developing</th>
<th>Significant Differences from the Netherlands</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women (N=8961)</td>
<td>31.6%</td>
<td>33.6%</td>
<td>48.5%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Men (N=8961)</td>
<td>68.4%</td>
<td>66.4%</td>
<td>51.5%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Full-time (N=11040)</td>
<td>71.4%</td>
<td>96.8%</td>
<td>96.1%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Part-time (N=11040)</td>
<td>28.6%</td>
<td>3.2%</td>
<td>3.9%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>Average work hours (N=10147)</td>
<td>41.2</td>
<td>42.7</td>
<td>48.2</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% Under 30 years old (N=9388)</td>
<td>29.4%</td>
<td>9.1%</td>
<td>45.8%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Age 30 - 39 (N=9388)</td>
<td>45.8%</td>
<td>31.9%</td>
<td>35.8%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Age 40 - 49 (N=9388)</td>
<td>19.1%</td>
<td>33.1%</td>
<td>12.7%</td>
<td>Significantly Different from Other Old-Developed</td>
</tr>
<tr>
<td>% 50 years old and above (N=9388)</td>
<td>5.7%</td>
<td>25.9%</td>
<td>5.6%</td>
<td>Significantly Different from Other Old-Developed</td>
</tr>
<tr>
<td>% Early career (N=9223)</td>
<td>41.3%</td>
<td>21.5%</td>
<td>47.8%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Mid-career (N=9223)</td>
<td>52.0%</td>
<td>58.6%</td>
<td>47.1%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Late career (N=9223)</td>
<td>6.7%</td>
<td>19.9%</td>
<td>5.1%</td>
<td>Significantly Different from Other Old-Developed</td>
</tr>
<tr>
<td>% With neither child nor elder care responsibilities (N=8817)</td>
<td>50.2%</td>
<td>45.6%</td>
<td>49.0%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% With child care responsibilities (N=8817)</td>
<td>38.2%</td>
<td>40.4%</td>
<td>28.0%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% With elder care responsibilities (N=8817)</td>
<td>4.6%</td>
<td>7.2%</td>
<td>14.9%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% With both child and elder care responsibilities (N=8817)</td>
<td>7.0%</td>
<td>6.8%</td>
<td>8.2%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% With supervisory responsibilities (N=11123)</td>
<td>42.1%</td>
<td>32.6%</td>
<td>43.0%</td>
<td>No Difference</td>
</tr>
</tbody>
</table>

Note: Only statistically significant differences between the Netherlands and the two country clusters are discussed in the text (p<.05).
4.2  NOTES ON DATA ANALYSIS STRATEGIES

4.2.1  Model-building Strategy

In order to investigate each of the questions posed in Section 3, a series of regression analyses were conducted using Stata 11. Each of the outcome variables (work engagement, job satisfaction, and organizational commitment) were regressed on a set of control variables, including gender, income, work hours, full time/part time status, occupation type, supervisor status, education, lives with spouse, and company, in addition to age-related factors and country indicators.

The effects of country were tested simultaneously with all of the age-related factors. These analyses were conducted on the entire dataset including 11 countries and 24 worksites; random effects models were used to control for unique effects of worksites in these models. Table 4.2a below presents these regression analyses for each of the outcome variables.

The effects of age-related factors—age, career stage, and life stage—were tested separately, specifically for the Netherlands data. Dummy variables representing each of the worksites were used to control for unique effects of worksites in these models. Joint significance tests for groups of dichotomies representing each of the age-related factors were conducted to make decisions regarding statistical significance of a given age-related factor. Tables 4.2b through 4.2d below present these regression analyses for all the outcome variables.

Based on these regression models, we generated predicted values that are used to graphically illustrate the key findings in the main text. Predicted values were calculated at mean values of all other variables included in regression equations.

4.2.2  Missing Data

As with most surveys where responses are voluntary, the GOT dataset contained a significant amount of item non-response. To address concerns about missing data, we performed multiple imputation by chained equations (MICE), as implemented in Stata 11 (the ICE package). This technique involves predicting missing values on the basis of existing data using regression models; such imputation is done more than once, each time including a random component. Coefficient estimates from each of these multiple datasets are then averaged, and standard errors are combined using a special formula that incorporates the uncertainty of imputation into these errors. Given the fairly high proportion of missing data, we generated and used 20 sets of imputed data to ensure high efficiency of estimates.

Thus, regression results presented in this report have been averaged across the 20 complete datasets using Stata’s multiple imputation feature. Fully imputed values of our dependent variables (i.e., the three work outcomes) were deleted after multiple imputation (multiple imputation then deletion procedure, or MID); however, we retained those values of work outcomes where only some but not all of the items used to create the scale were imputed.
4.2.3 Weights

As typically happens in survey research, some employees selected to participate in the GOT study chose not to participate. To minimize biases due to such refusals, all univariate and bivariate analyses presented in this report utilized post-stratification weights that were created using raking algorithm in Stata 11. These weights adjust sample distributions for each worksite to age, gender, and part-time/full-time status composition of that worksite. Compositional data were provided to us by representatives of each multinational organization. As our regression analyses used age, gender, and full-time/part-time status as independent variables, we did not use weights in multivariate analyses.

4.2.4 Additional Tables

Table 4.2a: Random Effects Regression Results for the Effects of Country on Work Outcomes

<table>
<thead>
<tr>
<th>Model Variable</th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>-0.00</td>
<td>0.04*</td>
<td>-0.11***</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>-0.17***</td>
<td>-0.08***</td>
<td>-0.16***</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>-0.20***</td>
<td>-0.14***</td>
<td>-0.28***</td>
</tr>
<tr>
<td>Income</td>
<td>-0.00</td>
<td>0.01</td>
<td>-0.02***</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.05</td>
<td>0.02</td>
<td>0.01</td>
</tr>
<tr>
<td>Work hours</td>
<td>0.01***</td>
<td>-0.00</td>
<td>-0.00</td>
</tr>
<tr>
<td>Part-time status</td>
<td>-0.04</td>
<td>-0.03</td>
<td>0.05</td>
</tr>
<tr>
<td>Professional/technical</td>
<td>-0.20***</td>
<td>-0.11***</td>
<td>-0.15***</td>
</tr>
<tr>
<td>Service/sales</td>
<td>0.05</td>
<td>0.05</td>
<td>0.21***</td>
</tr>
<tr>
<td>Other occupation type</td>
<td>-0.19***</td>
<td>-0.08**</td>
<td>-0.03</td>
</tr>
<tr>
<td>Has supervisory responsibilities</td>
<td>0.14***</td>
<td>0.11***</td>
<td>0.12***</td>
</tr>
<tr>
<td>Age 30-39 years</td>
<td>0.05</td>
<td>-0.05*</td>
<td>-0.01</td>
</tr>
<tr>
<td>Age 40-49 years</td>
<td>0.26***</td>
<td>0.02</td>
<td>0.21***</td>
</tr>
<tr>
<td>Age 50 years +</td>
<td>0.44***</td>
<td>0.15***</td>
<td>0.37***</td>
</tr>
<tr>
<td>Mid-career</td>
<td>-0.10**</td>
<td>-0.08***</td>
<td>-0.08**</td>
</tr>
<tr>
<td>Late career</td>
<td>-0.38***</td>
<td>-0.19***</td>
<td>-0.26***</td>
</tr>
<tr>
<td>Child care responsibilities</td>
<td>0.07*</td>
<td>0.00</td>
<td>0.09***</td>
</tr>
<tr>
<td>Elder care responsibilities</td>
<td>-0.02</td>
<td>-0.08**</td>
<td>0.05</td>
</tr>
<tr>
<td>Both child and elder care respons</td>
<td>0.05</td>
<td>-0.04</td>
<td>0.14**</td>
</tr>
<tr>
<td>Working in “old-developed” countries</td>
<td>0.09</td>
<td>0.00</td>
<td>0.47*</td>
</tr>
<tr>
<td>Working in “young-developing” countries</td>
<td>0.44</td>
<td>0.13</td>
<td>0.74***</td>
</tr>
<tr>
<td>Constant</td>
<td>5.02***</td>
<td>4.49***</td>
<td>3.53***</td>
</tr>
</tbody>
</table>

Statistically significant effects are indicated as follows: ***p<.001, **p<.01, *p<.05

*Reference = less than college; *Reference = managerial occupation; *Reference = under 30 years of age;

*Reference = early career; *Reference = neither child nor elder care responsibilities; *Reference = working in the Netherlands.
Table 4.2b: Ordinary Least Squares Regression Results for the Effects of Age on Work Outcomes in the Netherlands

<table>
<thead>
<tr>
<th></th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>0.02</td>
<td>-0.01</td>
<td>-0.05</td>
</tr>
<tr>
<td>Undergraduate degree a</td>
<td>-0.09</td>
<td>0.10</td>
<td>-0.17</td>
</tr>
<tr>
<td>Graduate degree a</td>
<td>-0.13</td>
<td>-0.10</td>
<td>-0.22**</td>
</tr>
<tr>
<td>Income</td>
<td>-0.01</td>
<td>-0.00</td>
<td>-0.02</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.02</td>
<td>0.04</td>
<td>-0.10</td>
</tr>
<tr>
<td>Work hours</td>
<td>0.02**</td>
<td>-0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Part-time status</td>
<td>-0.04</td>
<td>-0.04</td>
<td>-0.05</td>
</tr>
<tr>
<td>Professional/technical b</td>
<td>-0.27*</td>
<td>-0.14</td>
<td>-0.15</td>
</tr>
<tr>
<td>Service/sales b</td>
<td>-0.09</td>
<td>-0.17</td>
<td>-0.01</td>
</tr>
<tr>
<td>Other occupation type b</td>
<td>-0.14</td>
<td>-0.20</td>
<td>-0.14</td>
</tr>
<tr>
<td>Have supervisory responsibilites</td>
<td>0.14</td>
<td>-0.01</td>
<td>0.11</td>
</tr>
<tr>
<td>Age 30-39 years c</td>
<td>0.03</td>
<td>0.02</td>
<td>0.01</td>
</tr>
<tr>
<td>Age 40-49 years c</td>
<td>0.02</td>
<td>0.03</td>
<td>0.03</td>
</tr>
<tr>
<td>Age 50 years and above c</td>
<td>0.01</td>
<td>0.05</td>
<td>0.22</td>
</tr>
<tr>
<td>Worksite 2 d</td>
<td>0.08</td>
<td>-0.23**</td>
<td>-0.10</td>
</tr>
<tr>
<td>Constant</td>
<td>4.32***</td>
<td>4.60***</td>
<td>3.56***</td>
</tr>
</tbody>
</table>

Statistically significant effects are indicated as follows: ***p<.001, **p<.01, *p<.05

a Reference = less than college; b Reference = managerial occupation; c Reference = under 30 years of age;
d Reference = worksite 1.
### Ordinary Least Squares Regression Results for the Effects of Career Stage on Work Outcomes in the Netherlands

<table>
<thead>
<tr>
<th></th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>0.01</td>
<td>-0.02</td>
<td>-0.07</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>-0.09</td>
<td>0.09</td>
<td>-0.17</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>-0.14</td>
<td>-0.12</td>
<td>-0.24**</td>
</tr>
<tr>
<td>Income</td>
<td>-0.00</td>
<td>0.00</td>
<td>-0.01</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.02</td>
<td>0.05</td>
<td>-0.10</td>
</tr>
<tr>
<td>Work hours</td>
<td>0.02**</td>
<td>-0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Part-time status</td>
<td>-0.03</td>
<td>-0.03</td>
<td>-0.06</td>
</tr>
<tr>
<td>Professional/technical</td>
<td>-0.28*</td>
<td>-0.14</td>
<td>-0.15</td>
</tr>
<tr>
<td>Service/sales</td>
<td>-0.10</td>
<td>-0.17</td>
<td>-0.01</td>
</tr>
<tr>
<td>Other occupation type</td>
<td>-0.14</td>
<td>-0.20</td>
<td>-0.14</td>
</tr>
<tr>
<td>Has supervisory responsibilies</td>
<td>0.14</td>
<td>-0.00</td>
<td>0.13</td>
</tr>
<tr>
<td>Mid-career</td>
<td>-0.00</td>
<td>-0.03</td>
<td>0.02</td>
</tr>
<tr>
<td>Late career</td>
<td>-0.15</td>
<td>-0.09</td>
<td>-0.08</td>
</tr>
<tr>
<td>Worksite 2</td>
<td>0.08</td>
<td>-0.22**</td>
<td>-0.11</td>
</tr>
<tr>
<td>Constant</td>
<td>4.35***</td>
<td>4.65***</td>
<td>3.60***</td>
</tr>
</tbody>
</table>

Statistically significant effects are indicated as follows: ***p<.001, **p<.01, *p<.05

*Reference = less than college; **Reference = managerial occupation; ***Reference = early career;

Reference = worksite 1.
Table 4.2d: Ordinary Least Squares Regression Results for the Effects of Life Stage on Work Outcomes in the Netherlands

<table>
<thead>
<tr>
<th></th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>0.03</td>
<td>-0.02</td>
<td>-0.05</td>
</tr>
<tr>
<td>Undergraduate degree *</td>
<td>-0.09</td>
<td>0.09</td>
<td>-0.17</td>
</tr>
<tr>
<td>Graduate degree *</td>
<td>-0.14</td>
<td>-0.11</td>
<td>-0.24**</td>
</tr>
<tr>
<td>Income</td>
<td>-0.01</td>
<td>0.00</td>
<td>-0.02</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>-0.01</td>
<td>0.05</td>
<td>-0.13</td>
</tr>
<tr>
<td>Work hours</td>
<td>0.02**</td>
<td>-0.00</td>
<td>0.00</td>
</tr>
<tr>
<td>Part-time status</td>
<td>-0.06</td>
<td>-0.03</td>
<td>-0.09</td>
</tr>
<tr>
<td>Professional/technical b</td>
<td>-0.27*</td>
<td>-0.14</td>
<td>-0.14</td>
</tr>
<tr>
<td>Service/sales b</td>
<td>-0.08</td>
<td>-0.17</td>
<td>0.01</td>
</tr>
<tr>
<td>Other occupation type b</td>
<td>-0.14</td>
<td>-0.21</td>
<td>-0.13</td>
</tr>
<tr>
<td>Has supervisory responsibilities</td>
<td>0.13</td>
<td>-0.00</td>
<td>0.12</td>
</tr>
<tr>
<td>Child care responsibilities c</td>
<td>0.12</td>
<td>-0.01</td>
<td>0.11</td>
</tr>
<tr>
<td>Elder care responsibilities c</td>
<td>0.04</td>
<td>-0.17</td>
<td>0.26</td>
</tr>
<tr>
<td>Both child and elder care responsibilities c</td>
<td>-0.01</td>
<td>-0.12</td>
<td>0.13</td>
</tr>
<tr>
<td>Worksite 2 d</td>
<td>0.08</td>
<td>-0.22**</td>
<td>-0.10</td>
</tr>
<tr>
<td>Constant</td>
<td>4.30***</td>
<td>4.64***</td>
<td>3.55***</td>
</tr>
</tbody>
</table>

Statistically significant effects are indicated as follows: ***p<.001, **p<.01, *p<.05

* Reference = less than college; b Reference = managerial occupation; c Reference = neither child nor elder care responsibilities; d Reference = worksite 1.
References

-INTRODUCTION-


-SECTION 1-


-SECTION 2-


The Sloan Center on Aging & Work


-SECTION 3-


SECTION 4


ABOUT THE SLOAN CENTER ON AGING & WORK

Established in 2005, The Sloan Center on Aging & Work at Boston College promotes quality of employment as an imperative for the 21st century multi-generational workforce. We integrate evidence from research with insights from workplace experiences to inform innovative organizational decision-making. Collaborating with business leaders and scholars in a multi-disciplinary dialogue, the Center develops the next generation of knowledge and talent management.

Since our founding, we have conducted more than 20 studies in collaboration with employers, including the Age & Generations Study, the Talent Management Study, and the Generations of Talent Study. Current projects include the Assessing the Impact of Time and Place Management Study and the Engaged as We Age Study. The Sloan Center on Aging & Work is grateful for the continued support of the Alfred P. Sloan Foundation.

For more information about The Sloan Center on Aging & Work at Boston College, please visit: http://agingandwork.bc.edu

Contact us:
The Sloan Center on Aging & Work
140 Commonwealth Avenue
3 Lake Street Building
Chestnut Hill, MA 02467
Phone: 617.552.9195 • Fax: 617.552.9202
agework@bc.edu
Other Reports from the Generations of Talent Study Currently Available


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