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

Findings from the Generations of Talent Study

Authors: Marcie Pitt-Catsouphes, PhD, Natalia Sarkisian, PhD, Rucha Bhide, Jungui Lee, PhD, Rene Carapinha & Chad Minnich
Acknowledgements

The Sloan Center on Aging & Work is grateful for the generous support of the Alfred P. Sloan Foundation for the Generations of Talent (GOT) Study. We also want to express our appreciation for the patient support of the many people at each of the worksites who collaborated with us to make this study a success.

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 Bhate.

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.

December, 2011
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>
</tr>
</thead>
<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>
</tr>
<tr>
<td>United States</td>
<td>South Africa</td>
</tr>
<tr>
<td></td>
<td>Botswana</td>
</tr>
</tbody>
</table>

AGE FACTORS

Among the respondents to the Generations of Talent Study:

A higher percentage of respondents working at sites in Spain are aged 40-49 (27.2%) and aged 50+ (36.8%), compared to those working at sites in the “young-developing” countries (12.7% and 5.6%, respectively). In addition, sites in Spain report a lower percentage of respondents between the ages of 30-39 (25.0%) compared to the other “old-developed” countries and the “young-developing” countries (33.5% and 35.8%, respectively) (see page 22).

- The profile of respondents in Spain who participated in the Generations of Talent Study is different than the age composition of the overall Spanish workforce. Currently, adults aged 30 to 39 constitute the largest percentage of the Spanish labor force—nearly one in three (30.3%) Spanish workers is in this age group (see page 16). Given these larger demographic trends of the country, employers with sites in Spain may need to focus their attention on providing more leadership and advancement opportunities for employees in this age group.

Among those working at the sites in Spain, a higher percentage report being in mid-career (54.3%) and late career (22.5%), compared to those working at sites in the “young-developing” countries (47.1% and 5.1%, respectively). Respondents in Spain in early career range from age 27 to 75 years, while those who consider themselves as late career range from 31 to 65 years (see page 23).
Employers in Spain who find that they have relatively large percentages of mid- to late career employees might want to re-assess the attractiveness and effectiveness of employee benefits. However, given the broad age range of employees who report themselves being in early career (from 27 to 75 years), employers might consider the benefits of tailoring employee supports or programs to the needs of particular age cohorts. For example, employers might want to assess programs that could support older, early career employees to ensure that these programs align with the needs of this group.

A greater percentage of those working at the sites in Spain report that they have child care responsibilities (34.4%), compared to those working at sites in the “young-developing” countries (28.0%). In addition, a higher percentage of respondents in Spain indicate having elder care responsibilities (12.0%) compared to respondents in other “old-developed” countries (6.4%) (see page 25).

Employers in Spain who find that higher percentages of their employees have child care or elder care demands might want to consider how such demands affect their work and the work of their teams. In addition, employers should assess how their benefits and policies (such as options for schedule flexibility or reduced work hours) can either reduce work-family conflict or promote positive spillover from work to home.

**WORK ENGAGEMENT**

Among the respondents to the Generations of Talent Study:

The work engagement of respondents working in Spain is significantly higher than the work engagement of employees in the other “old-developed” countries (see page 31).

Nine in ten respondents working at the sites in Spain report that they feel “time flies while they are working” (89.0%) very often or always. In addition, 85.8% of respondents in Spain feel “proud of the work they do” very often or always. Three-quarters (78.0%) of respondents in Spain feel that they are “immersed in their job” very often or always. Slightly over half (52.7%) are very often or always “enthusiastic about their job” (see page 30).

Among respondents in Spain, work engagement is not significantly different by age group, career stage, or life stage (see page 32).
Some employers in Spain 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 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 Spain should be mindful of the types of work experiences that encourage employees to feel immersed in their jobs.

**JOB SATISFACTION**

Among the respondents to the Generations of Talent Study:

Job satisfaction among respondents in Spain does not significantly differ from the job satisfaction of respondents in the other “old-developed” and “young-developing” countries participating in the GOT study (see page 34).

Among respondents working at the sites in Spain, more than three-quarters (79.9% and 77.3%) are moderately to strongly satisfied with the relationships with their subordinates and co-workers/peers, respectively. Half (55.3%) report being moderately to strongly satisfied with their organizational supervisor. However, less than one-quarter (23.0%) are moderately to strongly satisfied with opportunities that exist within their organizations for advancement and promotions (see page 33).

Job satisfaction among respondents in Spain in early career is significantly higher than job satisfaction among respondents in late career (see page 35).

Employers with sites in Spain who find that levels of job satisfaction vary by career stages might want to consider whether different aspects of particular jobs matter more or less to employees in different career stage groups. For instance, health and wellness programs might be more important to some employees whereas opportunities for advancement and promotion could be more important to others. Insight about what is important to employees of different ages could help employers consider ways to have open dialogue about the factors that can lead to higher job satisfaction. 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 in Spain does not significantly differ from the organizational commitment of respondents in the other “old-developed” countries or the “young-developing” countries participating in the GOT study (see page 38).

Three-quarters (74.8%) of respondents in Spain indicate that they moderately to strongly agree that they feel “proud to be working for their organization.” Similarly, 72.0% of respondents moderately to strongly agree that they would be “willing to work harder than they have to in order to help their organization succeed.” However, only one third (32.7%) moderately to strongly agree that they would “take almost any job to keep working for their organization” (see page 37).

Organizational commitment among respondents at sites in Spain does not significantly differ for respondents of different ages, career stages, or life stages (see page 38).

- It can be heartening for employers when employees report high levels of organizational commitment. The challenge, of course, is to discover ways to maintain positive employee attitudes. Regardless of an employee’s age, employers may find that they are able to foster high levels of organizational commitment by reflecting on the relationships employees have both with the organization (overall) and with their jobs. Employers may find that they are able to stimulate and sustain increased levels of organizational commitment if they engage in discussions with all of their employees (early, mid-, and later career workers) about career development opportunities at the company, which indicate that the organization is interested in their future.
# Table of Contents

Acknowledgements 2  
Key Findings & Employer Considerations 3  
Introduction 9  

Section 1: The Context of Spain: Demographic and Economic Highlights 11  
1.1 Age Demographics 11  
1.1.1 Distribution of Population 12  
1.1.2 Life Expectancy 12  
1.1.3 Median Age 13  
1.1.4 Percentage of Population Aged 65 and Older 14  
1.1.5 Historical Changes in the Age Demographics 15  
1.1.6 Age Distribution of the Labor Force 16  
1.2 Economic Indicators 17  
1.2.1 Composition of the Labor Force by Industry Sector 17  
1.2.2 Gross National Income (GNI) per Capita 18  
1.2.3 GDP Growth Rate 19  
1.3 Country Context: Considerations for Employers 19  

Section 2: Experiences of Aging and Work in Spain 21  
2.1 Chronological Age 21  
2.2 Career Stage 22  
2.3 Life Stage: The Role of Dependent Care 24  
2.4 Aging and Work in Spain: A Profile 27  

Section 3: Work Outcomes 28  
3.1 Work Engagement 29  
3.1.1 Work Engagement in Spain 29  
3.1.2 Impact of Country on Work Engagement 31  
3.1.3 Impact of Age, Career Stage, and/or Life Stage on Work Engagement 32  
3.2 Job Satisfaction 32  
3.2.1 Job Satisfaction in Spain 32  
3.2.2 Impact of Country on Job Satisfaction 34  
3.2.3 Impact of Age, Career Stage, and/or Life Stage on Job Satisfaction 35  
3.3 Organizational Commitment 36  
3.3.1 Organizational Commitment in Spain 36  
3.3.2 Impact of Country on Organizational Commitment 38  
3.3.3 Impact of Age, Career Stage, and/or Life Stage on Organizational Commitment 38

The Sloan Center on Aging & Work 7
Section 4: Methodological Notes

4.1 Data Collection and Sample 39

4.2 Notes on Data Analysis Strategies 42
   4.2.1 Model-building Strategy 42
   4.2.2 Missing Data 42
   4.2.3 Weights 43
   4.2.4 Additional Tables 43

References 47
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 GOT survey. In total, 11,298 employees, from 24 worksites in 11 different countries where these enterprises operate, responded to the survey.

Focusing on Spain, this report is one in a series of reports that summarizes selected findings from the GOT Study on a country-by-country basis. This report relies on data from 725 employees employed by two multinational companies in Spain.

The report is organized into four major sections:

Section 1: The Context of Spain: Demographic and Economic Highlights

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

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 the Employees in Spain—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 Spain.

- **Job Satisfaction among the Employees in Spain—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 Spain.

- **Organizational Commitment among the Employees in Spain—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 Spain.

Section 4: Methodological Notes

- In this section, we briefly provide characteristics of the sample and data collection methods.
Section 1: The Context of Spain: 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 context in Spain 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 Spain 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 Spain’s age demographics.

---

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 is 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.

Population distribution of Spain in 1950 closely resembled a classic pyramid shape with a wide base and narrow peak. However, by 2000, owing to falling fertility rates coupled with rising life expectancy, the population pyramid witnessed a transformation to represent a pillar shape with almost equal distribution of population amongst various age-cohorts and a slight bulge in the middle age-groups. The current population pyramid in Spain does not conform to the traditional triangular shape nor the rectangular shape. The pyramid has a relatively narrow peak with a wider band in the middle indicative of a large share of the population in the middle (30-50 years) (see Figure 1.1.1).

Figure 1.1.1 Population Distribution in Spain, 2010 (by percentage)

Source: U.S. Census Bureau (2010)

1.1.2 Life Expectancy

In 2005-2010, Spain had an average life expectancy of 80.9 years, the second highest average life expectancy among the 11 countries in the GOT Study, placing it just after Japan (see Figure 1.1.2). Life expectancy at birth for women and men in Spain has been steadily rising since the 1950s, with the life expectancy of women consistently higher than that of men. In particular, life expectancy at birth in 1950 was 61.6 years for men and 66.3 years for women in Spain. After five decades (in 2000), it had increased to 75.4 years for men and 82.3 years for women.
As noted in Figure 1.1.3, the median age in Spain as of 2010 was 40.2 years, third highest amongst the 11 countries included in our sample.\textsuperscript{4}

Source: United Nations (2010)\textsuperscript{4}
1.1.4 Percentage of Population Aged 65 and Older

As evident in Figure 1.1.4, the proportion of population aged 65 and older in Spain was about 17.4% as of 2010, the second largest in our 11 country sample. Among the countries participating in the GOT Study, the average percentage of the population aged 65+ was 10.8%. Figure 1.1.4 shows the percentage of the age 65+ population in the population for Japan, Spain, the U.K., the U.S., the Netherlands is 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 Spanish population has been consistently rising since the 1950s and is projected to cross the 35% mark by 2050. Anticipated low birth rates coupled with a steadily rising life expectancy are expected to transform Spain into a considerably older society with average age increasing by eight years from 40 in 2010 to 48 by 2030. By this time, a major proportion of the Spanish population is bound to be economically inactive thereby escalating the total dependency rate to 38% and old age dependency rate to 86%.

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

As noted in Figure 1.1.6, the proportion of the labor force between ages 15 and 64 constituted almost the entire labor force in Spain in 2009. During the period of 1970-2000, Spain experienced a rise in the rate of economic growth due to sharp falls in the dependency rates and a significant increase in the economically active population. The Baby Boomers entering the Spanish workforce coupled with increased participation of women in the workforce contributed to the high labor supply growth in Spain in the past half-century. With the Baby Boom generation transitioning into retirement over the next few decades, the labor force in Spain is expected to grow at a much slower rate with annual labor supply growth estimated to be around -1.5% in the 2020’s and 30's.5

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

Source: OECD (2010b)
1.2 Economic Indicators

A number of economic indicators such as industry sector structure, GNI per capita\textsuperscript{ii}, or GDP growth rate\textsuperscript{iii} 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.\textsuperscript{iv} 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, around 72% of the Spanish labor force belongs to the service sector, followed by industry (24%) and agriculture (4%). This is in line with the general pattern observed in other developed countries included in our study. By contrast, the share of employment attributed to agriculture and industry is more that 60% in China and India.\textsuperscript{v,vi}

Figure 1.2.1 Labor Force by Principal Sectors

```
<table>
<thead>
<tr>
<th>Country</th>
<th>Agriculture</th>
<th>Industry</th>
<th>Services</th>
</tr>
</thead>
<tbody>
<tr>
<td>India, 2009</td>
<td>34.0</td>
<td>14.0</td>
<td>52.0</td>
</tr>
<tr>
<td>China, 2008</td>
<td>33.2</td>
<td>27.2</td>
<td>39.5</td>
</tr>
<tr>
<td>Botswana, 2005</td>
<td>15.2</td>
<td>29.9</td>
<td>59.9</td>
</tr>
<tr>
<td>Brazil, 2006</td>
<td>59.1</td>
<td>21.4</td>
<td>19.3</td>
</tr>
<tr>
<td>Mexico, 2007</td>
<td>59.9</td>
<td>25.9</td>
<td>13.5</td>
</tr>
<tr>
<td>South Africa, 2007</td>
<td>64.9</td>
<td>26.0</td>
<td>8.8</td>
</tr>
<tr>
<td>Japan, 2009</td>
<td>68.0</td>
<td>28.0</td>
<td>4.0</td>
</tr>
<tr>
<td>Spain, 2009</td>
<td>71.7</td>
<td>24.9</td>
<td>4.2</td>
</tr>
<tr>
<td>Netherlands, 2005</td>
<td>80.0</td>
<td>18.0</td>
<td>2.0</td>
</tr>
<tr>
<td>U.K., 2008</td>
<td>76.9</td>
<td>21.4</td>
<td>1.4</td>
</tr>
<tr>
<td>U.S., 2009</td>
<td>78.9</td>
<td>20.3</td>
<td>10.7</td>
</tr>
</tbody>
</table>
```


\textsuperscript{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.

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

\textsuperscript{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. Spain, as well as the Netherlands, the U.S., the U.K., and Japan are in this high income group. As of 2009, Spain found itself in the middle of our 11 country sample with a per capita GNI of $32,120, lowest amongst the five high income countries included in our study. On the other hand, the GNI per capita in Mexico, Brazil, Botswana, South Africa, China, and India was 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)
1.2.3 GDP Growth Rate

Spain’s average GDP growth was 2.6% during the last 10 years, placing it in the middle of our 11 country sample (see Figure 1.2.3). However, the current financial crisis has adversely affected the economic health of Spain, with the unemployment rate shooting up to an unprecedented 20% and the IMF forecasting that Spain’s GDP is not likely to depict positive growth until 2011. By contrast, Figure 1.2.3 indicates 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 that have not experienced contraction during the current global financial crisis. 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

Source: World Bank (2010a)

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 Spain and the other countries included in the GOT Study in two quadrants of the framework.

vi Among the major Asian economies, only those of China, India, and Indonesia did not contract during the global financial crisis.
Based on this framework, five of the countries where data were collected, including Spain can be considered ‘Old Population & Developed Economies’ (Japan, Spain, the Netherlands, the U.K., and the U.S.). For example, Spain has a 17.4% share of older population (aged 65+) in the total population and a GNI per capita of $32,120. 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 Spain, compared to other countries in the GOT Study, 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 economic situation and demographic characteristics in Spain 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.
Employers 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 reported that the aging of the workforce will likely have a “very negative/negative” impact on their organizations in the next three years. 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).

Across the worksites in Spain, the chronological age range of the respondents to the Generations of Talent Study is 25 to 75 years. Across the worksites in the four other “old-developed” countries excluding Spain and the six “young-developing” countries in our sample, the age ranges are 20 to 82 years and 18 to 91 years, respectively (see Table 2.2).

Table 2.2 presents the chronological age distribution by age group for respondents from worksites in Spain compared to those working in the other “old-developed”
countries and the “young-developing” countries that participated in the study. As this figure shows, the percentage of respondents under the age of 30 is significantly lower in the worksites in Spain (10.9%) compared to those respondents working in the “young-developing” countries (45.8%). There is a lower percentage of respondents in the age group 30-39 years (25.0%) in the worksites in Spain as compared to the worksites in the other “old-developed” countries (33.5%) as well as the “young-developing” countries (35.8%). Conversely, the worksites in Spain have a significantly higher percentage of respondents aged 40-49 years (27.2%) and aged 50 and older (36.8%) compared to the worksites in the “young-developing” countries (12.7% and 5.6%, respectively) (see Table 4.1b).

Figure 2.1 The Age Distribution of Respondents at the Worksites in Spain Compared to the Two Country Clusters, N=9388

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Spain</th>
<th>Other Old-Developed</th>
<th>Young-Developing</th>
</tr>
</thead>
<tbody>
<tr>
<td>Under 30</td>
<td>10.9</td>
<td>10.0</td>
<td>40.8</td>
</tr>
<tr>
<td>Age 30-39</td>
<td>25.0</td>
<td>33.5</td>
<td>35.8</td>
</tr>
<tr>
<td>Age 40-49</td>
<td>27.2</td>
<td>32.9</td>
<td>12.7</td>
</tr>
<tr>
<td>50 and Older</td>
<td>36.8</td>
<td>5.6</td>
<td></td>
</tr>
</tbody>
</table>

Source: Generations of Talent Study

Note: Only statistically significant differences between Spain and the two country clusters are discussed in the text (p<.05).

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.2,3

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. Additionally, employees aim to find a match between themselves, their job, and the organization.

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 may perceive that their careers are plateauing during mid-career (a sense of limited opportunities for career advancement and/or increase in job responsibility).

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.

Figure 2.2 illustrates the percentage of respondents at the worksites in Spain that classify 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. As this figure shows, the worksites in Spain have a higher percentage of mid- and late career respondents (54.3% and 22.5%, respectively) as compared to the worksites in the “young-developing” countries (47.1% and 5.1%, respectively). Conversely, the percentage of early career respondents at the worksites in Spain (23.2%) is significantly lower compared to the worksites in the “young-developing” countries (47.8%) (see Table 4.1b).

Figure 2.2  Career Stage Distribution of Respondents at the Worksites in Spain
Compared to the Two Country Clusters, N=9223

Source: Generations of Talent Study
Note: Only statistically significant differences between Spain 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 those working at the worksites in Spain, early career ranges from 25 to 75 years and late career ranges from 31 to 65 years. These data illustrate that, although the mean ages for respondents working in Spain 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 from the worksites in Spain is compared to those respondents working at the sites in the other “old-developed” countries and the “young-developing” countries. Note that even if the mean ages might look somewhat different, they can not be considered significantly different unless it is stated that they are different in Table 2.2.

### Table 2.2  Mean Age and Age Range of Career Stages among Respondents at the Worksites in Spain Compared to the Two Country Clusters

<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>Spain (N=659)</td>
<td>32.1 (25 - 75) years Different from: Young-Developing</td>
<td>45.5 (25 - 65) years Different from: Other Old-Developed, Young-Developing</td>
<td>55.7 (31 - 65) years Different from: Other Old-Developed, Young-Developing</td>
</tr>
<tr>
<td>Other Old-Developed (N=4248)</td>
<td>31.3 (20 - 82) years Different from: Young-Developing</td>
<td>42.0 (25 - 77) years Different from: Spain, Young-Developing</td>
<td>54.4 (27 - 80) years Different from: Young-Developing</td>
</tr>
<tr>
<td>Young-Developing (N=4481)</td>
<td>27.3 (18 - 91) years Different from: Spain, Other Old-Developed</td>
<td>36.4 (18 - 91) years Different from: Spain, Other Old-Developed</td>
<td>47.5 (18 - 81) years Different from: Spain, 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 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, 44.4% of respondents to the Generations of Talent Study who work in Spain report that they do not have child or elder care responsibilities, while 34.4% have child care responsibilities, 12.0% have elder care responsibilities, and 9.2% provide both child and elder care. Across the worksites in Spain, the percentage of respondents with child care responsibilities (34.4%) is higher than that among the respondents working in the “young-developing” countries (28.0%). In addition, the percentage of respondents with elder care responsibilities at the worksites in Spain (12.0%) is higher than the respondents working in the other “old-developed” countries (6.4%). There are no statistically significant differences in the percentage of respondents with neither child nor elder care responsibilities as well as those with both child and elder care responsibilities between the worksites in Spain and the worksites in the two country clusters (see Table 4.1b).

Figure 2.3  Types of Dependent Care Responsibilities among Respondents at the Worksites in Spain Compared to the Two Country Clusters, N=8817

Source: Generations of Talent Study

Note: Only statistically significant differences between Spain 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 Spain, as noted in Table 2.3 below. For example, the age of respondents with neither child nor elder care responsibilities ranges from 25 to 65 years, and the age of respondents with child care responsibilities ranges from 25 to 62 years. The age of respondents with elder care responsibilities ranges from 25 to 59 years. Lastly, the age of those with both child and elder care responsibilities ranges from 25 to 75 years.

The mean age for dependent care responsibilities among respondents in Spain 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 the Table 2.3.

Table 2.3 Age Range of Dependent Care Responsibilities among Respondents at the Worksites in Spain 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>
</table>
| Spain (N=659)           | 44.8 (25 - 65) years
Different from: Other Old-Developed, Young-Developing | 42.9 (25 - 62) years
Different from: Young-Developing                  | 45.3 (25 - 59) years
Different from: Young-Developing                    | 50.1 (25 - 75) years
Different from: Other Old-Developed, Young-Developing |
| Other Old-Developed (N=4248) | 41.1 (20 - 82) years
Different from: Spain, Young-Developing                  | 41.6 (20 - 77) years
Different from: Young-Developing                     | 48.0 (20 - 71) years
Different from: Young-Developing                      | 44.2 (20 - 71) years
Different from: Spain, Young-Developing               |
| Young-Developing (N=4481) | 30.2 (18 - 85) years
Different from: Spain, Other Old-Developed             | 36.9 (18 - 91) years
Different from: Spain, Other Old-Developed             | 29.8 (18 - 76) years
Different from: Spain, Other Old-Developed             | 37.2 (18 - 91) years
Different from: Spain, Other Old-Developed             |

Note: Statistical significance tests compared means of life stage subgroups across country clusters (p<.05).
2.4 AGING AND WORK IN SPAIN: 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, it is important for employers to consider whether talent management policies and programs can be customized 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 the worksites in Spain 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 the worksites in Spain 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 Spain]
- Working in “old-developed” countries [Reference = working in Spain]
- 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

http://www.bc.edu/agingandwork
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 Spain

Work engagement was assessed using 11 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 employees at the worksites in Spain. For example, among the respondents working in Spain, 89.0% report that they very often or always feel that “time flies when they are working.” Also, 85.8% of respondents report that they very often or always are “proud of the work they do.” Moreover, 78.4% and 78.0% of respondents report that they very often or always “feel strong and vigorous at their job” and that they are “immersed in their job,” respectively. Lastly, about half of the respondents (52.7%) report that they are “enthusiastic about their job” very often or always.

---

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 Spain

<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=670)</td>
<td>1.3%</td>
<td>2.2%</td>
<td>2.5%</td>
<td>10.2%</td>
<td>16.0%</td>
<td>39.7%</td>
<td>28.2%</td>
</tr>
<tr>
<td>I find the work that I do full of meaning and purpose. (N=671)</td>
<td>1.6%</td>
<td>2.5%</td>
<td>1.8%</td>
<td>8.3%</td>
<td>13.2%</td>
<td>30.2%</td>
<td>42.4%</td>
</tr>
<tr>
<td>I am enthusiastic about my job. (N=671)</td>
<td>4.1%</td>
<td>4.2%</td>
<td>5.1%</td>
<td>16.8%</td>
<td>17.1%</td>
<td>31.2%</td>
<td>21.5%</td>
</tr>
<tr>
<td>I am immersed in my work. (N=670)</td>
<td>1.3%</td>
<td>2.0%</td>
<td>2.2%</td>
<td>5.3%</td>
<td>11.2%</td>
<td>31.4%</td>
<td>46.6%</td>
</tr>
<tr>
<td>Time flies when I’m working. (N=111)</td>
<td>0.8%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>2.4%</td>
<td>7.8%</td>
<td>30.9%</td>
<td>58.1%</td>
</tr>
<tr>
<td>When I get up in the morning, I feel like going to work. (N=111)</td>
<td>0.0%</td>
<td>0.8%</td>
<td>2.5%</td>
<td>7.3%</td>
<td>20.4%</td>
<td>26.3%</td>
<td>42.5%</td>
</tr>
<tr>
<td>At my job, I feel strong and vigorous. (N=111)</td>
<td>0.0%</td>
<td>0.8%</td>
<td>0.7%</td>
<td>6.5%</td>
<td>13.6%</td>
<td>41.9%</td>
<td>36.5%</td>
</tr>
<tr>
<td>I am proud of the work that I do. (N=111)</td>
<td>0.0%</td>
<td>1.6%</td>
<td>0.0%</td>
<td>2.6%</td>
<td>9.9%</td>
<td>35.2%</td>
<td>50.6%</td>
</tr>
<tr>
<td>I feel happy when I am working intensely. (N=111)</td>
<td>5.9%</td>
<td>0.9%</td>
<td>1.3%</td>
<td>9.8%</td>
<td>15.8%</td>
<td>27.7%</td>
<td>38.6%</td>
</tr>
<tr>
<td>My job inspires me. (N=111)</td>
<td>0.0%</td>
<td>2.4%</td>
<td>0.0%</td>
<td>11.8%</td>
<td>15.7%</td>
<td>36.7%</td>
<td>33.4%</td>
</tr>
<tr>
<td>I get carried away when I am working. (N=111)</td>
<td>0.5%</td>
<td>1.6%</td>
<td>4.5%</td>
<td>6.7%</td>
<td>16.8%</td>
<td>35.1%</td>
<td>34.8%</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 Spain is 5.7.
3.1.2 Impact of Country on Work Engagement

Is work engagement among respondents at the worksites in Spain 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?

Yes, work engagement among respondents at the worksites in Spain is significantly higher than that of the respondents in the other “old-developed” countries. However, it is not significantly different from that of the respondents in the “young-developing” countries after taking into account demographic, job, and age-related factors (see Table 4.2a).

Figure 3.1.2 illustrates the findings regarding work engagement levels of respondents at the worksites in Spain as compared to the two country clusters based on the model depicted in Figure 3.0. This figure presents the predicted mean scores of work engagement of respondents at the worksites in Spain compared to the two country clusters. After controlling for demographic factors, job characteristics, and age-related factors, work engagement for respondents at the worksites in Spain is higher (5.71) than that for respondents in the other “old-developed” countries (5.17). However, the difference in the work engagement scores between the respondents in Spain and the “young-developing” countries is not statistically significant.

Figure 3.1.2 Work Engagement at the Worksites in Spain and the Two Country Clusters, N=9545

Source: Generations of Talent Study
3.1.3 Impact of Age, Career Stage, and/or Life Stage on Work Engagement

- Does work engagement among respondents at the worksites in Spain 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 Spain 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.6-7,8 Job satisfaction is a widely examined construct in academic and business research in a variety of organizational settings.9,10

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.11,12,13 Additionally, some research suggests that employees' job satisfaction is significantly correlated with their life satisfaction overall.14,15

3.2.1 Job Satisfaction in Spain

The Generations of Talent questionnaire included 13 items that assess satisfaction with important aspects of work.8 Table 3.2.1 presents the frequencies of responses to job satisfaction items among respondents at the worksites in Spain. Across all the respondents at the worksites in Spain, 86.0% are moderately to strongly satisfied with their job security. In addition, 79.9% and 77.3% of respondents are moderately to strongly satisfied with the relationships with their subordinates and co-workers/peers respectively. Also, 55.3% of respondents are moderately to strongly satisfied with their organizational supervisor. However, only 23.0% of respondents at the worksites in Spain are moderately to strongly satisfied with the opportunities that exist in their organization for advancement or promotions.

---

viii The index of job satisfaction comprised of 13 items from multiple sources including standardized scales15-17 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 Spain

<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=651)</td>
<td>0.7%</td>
<td>1.8%</td>
<td>2.2%</td>
<td>9.2%</td>
<td>57.6%</td>
<td>28.4%</td>
</tr>
<tr>
<td>**Resources and opportunities for training and development to improve your skills or learn new skills that your employer provides. (N=651)</td>
<td>4.3%</td>
<td>6.5%</td>
<td>11.7%</td>
<td>31.8%</td>
<td>38.5%</td>
<td>7.3%</td>
</tr>
<tr>
<td>**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=650)</td>
<td>0.8%</td>
<td>3.8%</td>
<td>7.9%</td>
<td>27.1%</td>
<td>46.9%</td>
<td>13.4%</td>
</tr>
<tr>
<td>**Benefits that promote health, wellness, and psychological well-being, such as nutrition programs; fitness facilities; or programs that provide information, counseling, or referrals. (N=643)</td>
<td>2.6%</td>
<td>8.1%</td>
<td>15.9%</td>
<td>34.5%</td>
<td>29.2%</td>
<td>9.7%</td>
</tr>
<tr>
<td>*The sense of accomplishment you get from work. (N=648)</td>
<td>4.3%</td>
<td>6.9%</td>
<td>8.4%</td>
<td>30.1%</td>
<td>43.6%</td>
<td>6.7%</td>
</tr>
<tr>
<td>***The extent to which you use your skills and abilities on your job. (N=651)</td>
<td>3.0%</td>
<td>8.5%</td>
<td>6.4%</td>
<td>23.6%</td>
<td>49.7%</td>
<td>8.8%</td>
</tr>
<tr>
<td>**The way your job allows you to make a difference in your community or the world. (N=649)</td>
<td>3.0%</td>
<td>8.2%</td>
<td>11.4%</td>
<td>36.1%</td>
<td>36.5%</td>
<td>4.7%</td>
</tr>
<tr>
<td>****The person who supervises you -- your organizational superior. (N=649)</td>
<td>2.8%</td>
<td>4.7%</td>
<td>11.0%</td>
<td>26.2%</td>
<td>42.2%</td>
<td>13.1%</td>
</tr>
<tr>
<td>****Your relations with others with whom you work -- your co-workers or peers. (N=647)</td>
<td>1.4%</td>
<td>0.1%</td>
<td>4.6%</td>
<td>16.6%</td>
<td>59.7%</td>
<td>17.6%</td>
</tr>
<tr>
<td>***Your working relationships with subordinates. (N=160)</td>
<td>0.0%</td>
<td>1.4%</td>
<td>3.2%</td>
<td>15.4%</td>
<td>65.6%</td>
<td>14.3%</td>
</tr>
<tr>
<td>****Opportunities which exist in this organization for advancement or promotions. (N=646)</td>
<td>13.7%</td>
<td>9.9%</td>
<td>17.7%</td>
<td>35.7%</td>
<td>21.2%</td>
<td>1.8%</td>
</tr>
<tr>
<td>***Your physical work environment. (N=646)</td>
<td>2.0%</td>
<td>4.6%</td>
<td>9.2%</td>
<td>25.5%</td>
<td>52.0%</td>
<td>6.6%</td>
</tr>
<tr>
<td>**The inclusiveness of your organizational culture in terms of welcoming diverse employees. (N=642)</td>
<td>0.7%</td>
<td>1.4%</td>
<td>4.2%</td>
<td>27.4%</td>
<td>52.5%</td>
<td>13.9%</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 Spain is 4.4.

### 3.2.2 Impact of Country on Job Satisfaction

Is job satisfaction among respondents at the worksites in Spain 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?

No, job satisfaction among respondents at the worksites in Spain 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 job satisfaction scores between the respondents in Spain 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 Spain vary by age group, career stage, and/or life stage once we control for demographic factors and job characteristics?

  ⇒ Yes, job satisfaction among respondents at the worksites in Spain varies by career stage (see Table 4.2c).
  ⇒ No, job satisfaction among respondents at the worksites in Spain does not vary by age 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 Table 4.2b and Table 4.2d).

Figure 3.2.3 illustrates the relationship between career stage and job satisfaction among respondents at the worksites in Spain. Specifically, this figure presents the predicted mean scores of job satisfaction by career stage among respondents at the worksites in Spain. After controlling for demographic factors and job characteristics, the level of job satisfaction for respondents who consider themselves to be in their early career (4.59) is significantly higher than that for the late career respondents (4.33). The difference between early and mid-career respondents as well as between mid- and late career respondents is not statistically significant, however.

Figure 3.2.3  Job Satisfaction by Career Stage among Respondents at the Worksites in Spain, N=2217

Source: Generations of Talent Study
Organizational commitment generally refers to the relative strength of an employee's involvement in a particular organization.\textsuperscript{19,20} 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.\textsuperscript{20,21,22,23,24}

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.\textsuperscript{19-25,26} Organizational commitment has been studied in the public, private, and non-profit sector, and internationally.\textsuperscript{27,28} Research shows that employees who are more committed demonstrate higher job performance, less job displeasure, diminished intent to leave, and less stress.\textsuperscript{29,30}

### 3.3.1 Organizational Commitment in Spain

The Generations of Talent questionnaire includes nine questions that assess employees' commitment to the organization adapted from Mowday et al. (1979).\textsuperscript{i}

Table 3.3.1 presents the frequencies of responses to organizational commitment items for respondents at the worksites in Spain. Across all the respondents at the worksites in Spain, 74.8\% moderately to strongly agree that they are "proud to be working for their organization." In addition, 72.0\% of respondents moderately to strongly agree that they would be "willing to work harder than they have to in order to help their organization succeed." Half of the respondents (50.4\%) moderately to strongly agree that "their organization really inspires the very best in them in the way of job performance." Lastly, 30.8\% of respondents moderately to strongly agree that they would "turn down another job for more pay in order to stay with their organization."

\textsuperscript{i} We used the U.S. General Social Survey (GSS) adaptation of the original Mowday et al. (1979)\textsuperscript{20} 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.
Table 3.3.1 Organizational Commitment among Respondents at the Worksites in Spain

<table>
<thead>
<tr>
<th>Item</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=685)</td>
<td>1.2%</td>
<td>1.4%</td>
<td>8.0%</td>
<td>17.4%</td>
<td>44.6%</td>
<td>27.4%</td>
</tr>
<tr>
<td>*I would take almost any job to keep working for this organization. (N=686)</td>
<td>10.0%</td>
<td>8.1%</td>
<td>21.2%</td>
<td>27.9%</td>
<td>24.3%</td>
<td>8.4%</td>
</tr>
<tr>
<td>*I would turn down another job for more pay in order to stay with this organization. (N=686)</td>
<td>8.5%</td>
<td>9.3%</td>
<td>22.6%</td>
<td>28.8%</td>
<td>22.1%</td>
<td>8.7%</td>
</tr>
<tr>
<td>*I feel very little loyalty to this organization. (N=115)</td>
<td>36.3%</td>
<td>33.0%</td>
<td>14.3%</td>
<td>10.8%</td>
<td>4.9%</td>
<td>0.7%</td>
</tr>
<tr>
<td>*I find that my values and the organization’s are very similar. (N=115)</td>
<td>0.0%</td>
<td>1.6%</td>
<td>8.9%</td>
<td>21.6%</td>
<td>37.6%</td>
<td>30.3%</td>
</tr>
<tr>
<td>*I am proud to be working for this organization. (N=115)</td>
<td>0.9%</td>
<td>0.7%</td>
<td>4.5%</td>
<td>19.2%</td>
<td>44.5%</td>
<td>30.3%</td>
</tr>
<tr>
<td>**I talk up this organization to my friends as a great organization to work for. (N=115)</td>
<td>0.9%</td>
<td>0.9%</td>
<td>7.5%</td>
<td>31.6%</td>
<td>37.4%</td>
<td>21.8%</td>
</tr>
<tr>
<td>**This organization really inspires the very best in me in the way of job performance. (N=115)</td>
<td>1.7%</td>
<td>0.8%</td>
<td>17.8%</td>
<td>29.2%</td>
<td>38.9%</td>
<td>11.5%</td>
</tr>
<tr>
<td>**I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. (N=115)</td>
<td>1.7%</td>
<td>1.4%</td>
<td>6.9%</td>
<td>38.4%</td>
<td>38.4%</td>
<td>13.3%</td>
</tr>
</tbody>
</table>

* Items from the General Social Survey (Adapted version of Mowday et al. (1979) scale)\textsuperscript{19}

** Items from Mowday et al. (1979)\textsuperscript{20}

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 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 Spain is 4.6.
3.3.2 Impact of Country on Organizational Commitment

Is organizational commitment among respondents at the worksites in Spain 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?

⇒ No, organizational commitment among respondents at the worksites in Spain 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 organizational commitment scores between the respondents in Spain and the two country clusters are not statistically significant (see Table 4.2a).

3.3.3 Impact of Age, Career Stage, and/or Life Stage on Organizational Commitment

Does organizational commitment among respondents at the worksites in Spain 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 Spain 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 worksites in Spain 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, Spain includes employees working for two multinational organizations that have worksites in Spain. 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., Japan, and the Netherlands. Three companies participated in the study in the United States and the United Kingdom, and two companies participated in the study in Japan and the Netherlands. 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 Spain compared to the samples in the other “old-developed” countries and “young-developing” countries. The last column of this table indicates significant differences of employees’ characteristics in Spain from those in the four other “old-developed” countries as well as in the six “young-developing” countries. The sample in Spain has a lower percentage of women (21.5%) and a higher percentage of men (78.5%) compared to the other “old-developed” countries (35.0% and 65.0%, respectively) and the “young-developing” countries (48.5% and 51.5%, respectively). The average work hours reported by the respondents at the worksites in Spain are shorter (41.5 hours) than the other “old-developed” countries (42.7 hours) as well as the “young-developing” countries (48.2 hours). The sample in Spain has a lower percentage of respondents under 30 years of age (10.9%) compared to the “young-developing” countries (45.8%). Also, the sample in Spain has a lower percentage of respondents aged 30-39 (25.0%) compared to the other “old-developed” countries (33.5%) and the “young-developing” countries (35.8%). Conversely, the sample in Spain has a higher percentage (27.2%) of respondents aged 40-49 compared to the “young-developing” countries (12.7%), and a higher percentage of respondents aged 50 years and older (36.8%) compared to the other “old-developed” countries (23.5%) and the “young-developing” countries (5.6%). The percentages of respondents in their mid- and late career in the sample in Spain are higher (54.3% and 22.5%, respectively) than the “young-developing” countries (47.1% and 5.1%, respectively) that have a higher percentage of early career respondents (47.8%) compared to the sample in Spain (23.2%). In addition, a higher percentage of respondents in the sample in Spain have child care responsibilities (34.4%) compared to the “young-developing” countries (28.0%). Moreover, a higher percentage of respondents in the sample in Spain have elder care responsibilities (12.0%) compared to the other “old-developed” countries (6.4%).
Table 4.1b Characteristics of the Sample in Spain and the Two Country Clusters

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Spain</th>
<th>Other Old-Developed</th>
<th>Young-Developing</th>
<th>Significant Differences from Spain</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Women (N=8961)</td>
<td>21.5%</td>
<td>35.0%</td>
<td>48.5%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Men (N=8961)</td>
<td>78.5%</td>
<td>65.0%</td>
<td>51.5%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Full-time (N=11040)</td>
<td>97.3%</td>
<td>95.0%</td>
<td>96.1%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% Part-time (N=11040)</td>
<td>2.7%</td>
<td>5.0%</td>
<td>3.9%</td>
<td>No Difference</td>
</tr>
<tr>
<td>Average work hours (N=10147)</td>
<td>41.5</td>
<td>42.7</td>
<td>48.2</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Under 30 years old (N=9388)</td>
<td>10.9%</td>
<td>10.0%</td>
<td>45.8%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% Age 30-39 (N=9388)</td>
<td>25.0%</td>
<td>33.5%</td>
<td>35.8%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Age 40-49 (N=9388)</td>
<td>27.2%</td>
<td>33.0%</td>
<td>12.7%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% 50 years old and above (N=9388)</td>
<td>36.8%</td>
<td>23.5%</td>
<td>5.6%</td>
<td>Significantly Different from Other Old-Developed and Young-Developing</td>
</tr>
<tr>
<td>% Early career (N=9223)</td>
<td>23.2%</td>
<td>22.4%</td>
<td>47.8%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% Mid-career (N=9223)</td>
<td>54.3%</td>
<td>58.8%</td>
<td>47.1%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% Late career (N=9223)</td>
<td>22.5%</td>
<td>18.8%</td>
<td>5.1%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% With neither child nor elder care responsibilities (N=8817)</td>
<td>44.4%</td>
<td>46.0%</td>
<td>49.0%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% With child care responsibilities (N=8817)</td>
<td>34.4%</td>
<td>41.1%</td>
<td>28.0%</td>
<td>Significantly Different from Young-Developing</td>
</tr>
<tr>
<td>% With elder care responsibilities (N=8817)</td>
<td>12.0%</td>
<td>6.4%</td>
<td>14.9%</td>
<td>Significantly Different from Other Old-Developed</td>
</tr>
<tr>
<td>% With both child and elder care responsibilities (N=8817)</td>
<td>9.2%</td>
<td>6.5%</td>
<td>8.2%</td>
<td>No Difference</td>
</tr>
<tr>
<td>% With supervisory responsibilities (N=11123)</td>
<td>38.5%</td>
<td>32.6%</td>
<td>43.0%</td>
<td>No Difference</td>
</tr>
</tbody>
</table>

Note: Only statistically significant differences between Spain 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 data from Spain. 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></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>0.04*</td>
<td>-0.02</td>
</tr>
<tr>
<td>Undergraduate degree a</td>
<td>-0.22***</td>
<td>-0.08***</td>
<td>-0.17***</td>
</tr>
<tr>
<td>Graduate degree a</td>
<td>-0.28***</td>
<td>-0.14***</td>
<td>-0.24***</td>
</tr>
<tr>
<td>Income</td>
<td>-0.01</td>
<td>0.01</td>
<td>-0.01*</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.07*</td>
<td>0.02</td>
<td>0.03</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>0.16</td>
<td>-0.03</td>
<td>0.18</td>
</tr>
<tr>
<td>Professional/technical b</td>
<td>-0.23***</td>
<td>-0.11***</td>
<td>-0.14***</td>
</tr>
<tr>
<td>Service/sales b</td>
<td>0.03</td>
<td>0.05</td>
<td>0.08</td>
</tr>
<tr>
<td>Other occupation type b</td>
<td>-0.19***</td>
<td>-0.08**</td>
<td>-0.04</td>
</tr>
<tr>
<td>Has supervisory responsiblies</td>
<td>0.17***</td>
<td>0.11***</td>
<td>0.11***</td>
</tr>
<tr>
<td>Age 30-39 years c</td>
<td>0.09</td>
<td>-0.05*</td>
<td>-0.06</td>
</tr>
<tr>
<td>Age 40-49 years c</td>
<td>0.33***</td>
<td>0.02</td>
<td>0.13**</td>
</tr>
<tr>
<td>Age 50 years + c</td>
<td>0.52***</td>
<td>0.15***</td>
<td>0.23***</td>
</tr>
<tr>
<td>Mid-career d</td>
<td>-0.08*</td>
<td>-0.08***</td>
<td>-0.06</td>
</tr>
<tr>
<td>Late career d</td>
<td>-0.35***</td>
<td>-0.19***</td>
<td>-0.16**</td>
</tr>
<tr>
<td>Child care responsibilities e</td>
<td>0.04</td>
<td>0.00</td>
<td>0.07*</td>
</tr>
<tr>
<td>Elder care responsibilities e</td>
<td>-0.01</td>
<td>-0.08**</td>
<td>0.00</td>
</tr>
<tr>
<td>Both child and elder care responsibilities e</td>
<td>0.04</td>
<td>-0.04</td>
<td>0.10</td>
</tr>
<tr>
<td>Working in “old-developed” countries f</td>
<td>-0.54*</td>
<td>-0.09</td>
<td>-0.31</td>
</tr>
<tr>
<td>Working in “young-developing” countries f</td>
<td>0.07</td>
<td>0.05</td>
<td>0.12</td>
</tr>
<tr>
<td>Constant</td>
<td>5.53***</td>
<td>4.57***</td>
<td>4.66***</td>
</tr>
</tbody>
</table>

Statistically significant effects are indicated as follows: ***p<.001, **p<.01, *p<.05
aReference = less than college; hReference = managerial occupation; cReference = under 30 years of age;
bReference = professional/technical occupation; dReference = early career; eReference = neither child nor elder care responsibilities; fReference = working in Spain.
Table 4.2b: Ordinary Least Squares Regression Results for the Effects of Age on Work Outcomes in Spain

<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>-0.10</td>
<td>-0.03</td>
<td>-0.04</td>
</tr>
<tr>
<td>Undergraduate degree</td>
<td>-0.33**</td>
<td>-0.08</td>
<td>-0.13</td>
</tr>
<tr>
<td>Graduate degree</td>
<td>-0.29*</td>
<td>-0.17*</td>
<td>-0.11</td>
</tr>
<tr>
<td>Income</td>
<td>-0.03</td>
<td>-0.01</td>
<td>-0.03</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.15</td>
<td>0.09</td>
<td>0.12</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>-0.41</td>
<td>-0.49*</td>
<td>-0.21</td>
</tr>
<tr>
<td>Professional/technical</td>
<td>0.02</td>
<td>0.13</td>
<td>0.09</td>
</tr>
<tr>
<td>Service/sales</td>
<td>0.31*</td>
<td>0.25***</td>
<td>0.30*</td>
</tr>
<tr>
<td>Other occupation type</td>
<td>-0.19</td>
<td>0.17</td>
<td>-0.01</td>
</tr>
<tr>
<td>Have supervisory responsibles</td>
<td>0.30*</td>
<td>0.20**</td>
<td>0.21*</td>
</tr>
<tr>
<td>Age 30-39 years</td>
<td>0.33</td>
<td>-0.09</td>
<td>-0.08</td>
</tr>
<tr>
<td>Age 40-49 years</td>
<td>0.52*</td>
<td>-0.10</td>
<td>0.08</td>
</tr>
<tr>
<td>Age 50 years and above</td>
<td>0.40</td>
<td>-0.08</td>
<td>0.02</td>
</tr>
<tr>
<td>Worksite 2</td>
<td>0.23</td>
<td>0.25***</td>
<td>-0.23</td>
</tr>
<tr>
<td>Constant</td>
<td>5.01***</td>
<td>4.28***</td>
<td>4.55***</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 = worksite 1.

Note: The effects of age were graphically illustrated in the text only if the three age group dummies were jointly significant.
Table 4.2c: Ordinary Least Squares Regression Results for the Effects of Career Stage on Work Outcomes in Spain

<table>
<thead>
<tr>
<th>Variable</th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>-0.11</td>
<td>-0.03</td>
<td>-0.05</td>
</tr>
<tr>
<td>Undergraduate degree *</td>
<td>-0.36**</td>
<td>-0.10</td>
<td>-0.17</td>
</tr>
<tr>
<td>Graduate degree *</td>
<td>-0.34**</td>
<td>-0.21**</td>
<td>-0.16</td>
</tr>
<tr>
<td>Income</td>
<td>-0.02</td>
<td>-0.00</td>
<td>-0.02</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.16</td>
<td>0.09</td>
<td>0.11</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>-0.45</td>
<td>-0.48</td>
<td>-0.21</td>
</tr>
<tr>
<td>Professional/technical b</td>
<td>0.02</td>
<td>0.12</td>
<td>0.09</td>
</tr>
<tr>
<td>Service/sales b</td>
<td>0.34*</td>
<td>0.24*</td>
<td>0.31*</td>
</tr>
<tr>
<td>Other occupation type b</td>
<td>-0.17</td>
<td>0.19</td>
<td>0.01</td>
</tr>
<tr>
<td>Have supervisory responsibites</td>
<td>0.33*</td>
<td>0.22**</td>
<td>0.24*</td>
</tr>
<tr>
<td>Mid-career c</td>
<td>0.07</td>
<td>-0.11</td>
<td>0.02</td>
</tr>
<tr>
<td>Late career c</td>
<td>-0.23</td>
<td>-0.26**</td>
<td>-0.21</td>
</tr>
<tr>
<td>Worksite 2 d</td>
<td>0.27</td>
<td>0.24**</td>
<td>-0.23</td>
</tr>
<tr>
<td>Constant</td>
<td>5.34***</td>
<td>4.31***</td>
<td>4.58***</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.

Note: The effects of career stage were graphically illustrated in the text only if the two career dummies were jointly significant.
Table 4.2d: Ordinary Least Squares Regression Results for the Effects of Life Stage on Work Outcomes in Spain

<table>
<thead>
<tr>
<th>Variable</th>
<th>Work Engagement</th>
<th>Job Satisfaction</th>
<th>Organizational Commitment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>-0.12</td>
<td>-0.03</td>
<td>-0.05</td>
</tr>
<tr>
<td>Undergraduate degree *</td>
<td>-0.34**</td>
<td>-0.08</td>
<td>-0.15</td>
</tr>
<tr>
<td>Graduate degree *</td>
<td>-0.32**</td>
<td>-0.17*</td>
<td>-0.15</td>
</tr>
<tr>
<td>Income</td>
<td>-0.02</td>
<td>-0.01</td>
<td>-0.02</td>
</tr>
<tr>
<td>Lives with spouse/partner</td>
<td>0.15</td>
<td>0.09</td>
<td>0.07</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>-0.37</td>
<td>-0.49*</td>
<td>-0.15</td>
</tr>
<tr>
<td>Professional/technical (^b)</td>
<td>0.01</td>
<td>0.13</td>
<td>0.09</td>
</tr>
<tr>
<td>Service/sales (^b)</td>
<td>0.33*</td>
<td>0.25**</td>
<td>0.30*</td>
</tr>
<tr>
<td>Other occupation type (^b)</td>
<td>-0.18</td>
<td>0.17</td>
<td>0.01</td>
</tr>
<tr>
<td>Have supervisory responsibilities</td>
<td>0.30*</td>
<td>0.20**</td>
<td>0.22*</td>
</tr>
<tr>
<td>Child care responsibilities (^c)</td>
<td>0.05</td>
<td>-0.04</td>
<td>0.12</td>
</tr>
<tr>
<td>Elder care responsibilities (^c)</td>
<td>-0.12</td>
<td>-0.12</td>
<td>-0.10</td>
</tr>
<tr>
<td>Both child and elder care responsibilities (^c)</td>
<td>-0.09</td>
<td>-0.01</td>
<td>0.12</td>
</tr>
<tr>
<td>Worksite 2 (^d)</td>
<td>0.27</td>
<td>0.24**</td>
<td>-0.24</td>
</tr>
<tr>
<td>Constant</td>
<td>5.36***</td>
<td>4.24***</td>
<td>4.55**</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 = neither child nor elder care responsibilities; \(^d\) Reference = worksite 1.
References

-INTRODUCTION-


-SECTION 1-


-SECTION 2-


-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


For all of the Center’s publications, visit our website at www.bc.edu/agingandwork