

## AGE & GENERATIONS:

### *Understanding Experiences at the Workplace*

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#### INTRODUCTION

In response to recent shifts in the age composition of the workforce, employers have started to raise questions about whether age is related to employees' experiences at work. Employers can use their understanding about age and generational differences to enhance the effectiveness of their talent management policies and practices for today's multi-generational workforce. Although a new understanding about generational issues has started to emerge, a considerable amount of misinformation has also proliferated. W. Stanton Smith gets to the heart of the matter with the title of his 2008 book, *Decoding Generation Differences: Fact, Fiction ... or Should We Just Get Back to Work?*<sup>1</sup>

The Age & Generations Study conducted by the Sloan Center on Aging & Work at Boston College was designed and implemented in collaboration with forward-thinking employers to gather information about contemporary multi-generational work teams. This Research Highlight presents selected findings of this study that have relevance for strategic human resource decision making. We address the following questions:

- , Do the perceptions maintained by workers of different ages/generations about the quality of their jobs and employment situations vary?
- , Do these perceptions vary depending on whether employees are in the early, middle, or late part of their careers?
- , Are the perceptions of employees with different life course experiences (that is, those with and without dependent care responsibilities) similar or different?
- , How do employees with different amounts of tenure with their current employers assess the quality of their employment experiences?

This report is organized into three sections. First, we present some information about three different ways in which to group employees: age/generation, career-stage, and life course. Because tenure is often related to age, we also discuss groups according to tenure. Next, we provide an overview of some of the ways that we measure the quality of employment. Finally, we discuss the similarities and differences in the employment experiences of the members of these different groups.

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### *Acknowledgements:*

The Sloan Center on Aging & Work is grateful for the generous support of the Alfred P. Sloan Foundation for the Age & Generations Study, as well as other Center projects. We also want to express our appreciation for the patient assistance offered by the 12 worksites that collaborated with us to make this study a success. The research team for the Age & Generations Study included (in alphabetical order): Elyssa Besen, Javier Boyas, Jackie James, Kathy Lynch, Christina Matz-Costa, Marcie Pitt-Catsoupes (Co-Principal Investigator), Michael Smyer (Co-Principal Investigator), Jennifer Swanberg, and Monique Valcour.

## *Selected Findings*

Among the employees who participated in this study, we discovered that:

- Millennials/Generation Y'ers (ages 26 or younger) had significantly lower work overload (were less overloaded by their work) scores than Generation X'ers (ages 27 to 42) and Baby Boomers (ages 43 to 61).
- Millennials/Generation Y'ers (ages 26 or younger) and the Younger Generation X'ers (ages 27 to 35) were less likely to say that their work is full of meaning and purpose than the Baby Boomers (ages 43 to 61) and the Traditionalists/Silent Generation (ages 62 or older).
- Older Baby Boomers (ages 53 to 61) perceived lower supervisor support compared to Generation X'ers (ages 27 to 42) and the Younger Baby Boomers (ages 43 to 52).
- Millennials/Generation Y'ers (ages 26 or younger) reported greater opportunities for learning and development compared to Older Generation X'ers (ages 36 to 42).
- The mid-career group felt that they had greater access to the flexible work options needed to fulfill their work and personal needs compared to the early- and late-career groups.
- Employees providing eldercare reported less access to the flexible work options needed to fulfill their work and personal needs compared to those employees providing childcare or those with no dependent care at all.
- Employees with 0-3 years of tenure had more access to flexible work options than did those with 3.01-10.0 years of tenure; however, those with 3.01 to 10 years used a greater percentage of the options available to them than did those with 0-3 years of tenure.

*Technical Note:* The findings presented throughout this report were weighted so that each organization in the sample was equally represented in the dataset.

## **AGE/GENERATIONS, CAREER-STAGE, LIFE COURSE AND TENURE: MAYBE MORE THAN MEETS THE EYE**

When considering age and work, it can be a bit difficult to untangle what is related to what because age is often connected to many aspects of our lives. For example, there is often a correlation between age, career-stage, life course, and tenure; however, it is important to keep the distinctions clear.

**Chronological age** is often used as proxy measure for age-related individual human development (physical, social, emotional, and cognitive). In recent years, it has become common for practitioners at the workplace to use the language of generations when discussing age groups. This is in part because it can be easier to keep the idea of a generation group in our minds than, for instance, a 10-year age range, such as employees between the ages of 25 and 34.

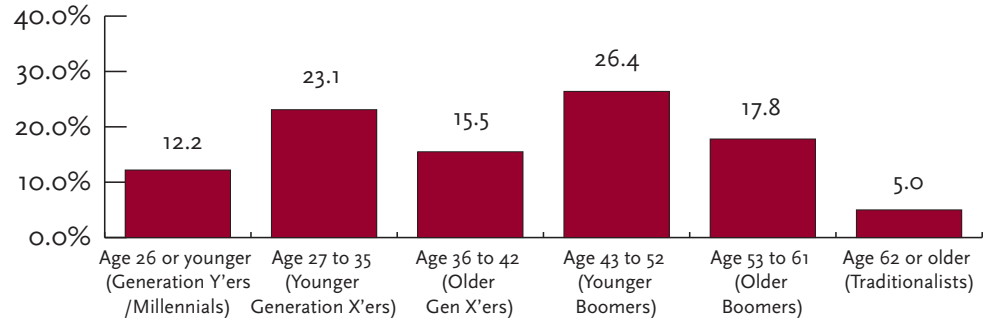
The term **generation** refers to a group of people who are approximately the same age. Key societal experiences (such as economic circumstances, historical events, and dominant cultural values) have the potential to affect the many ways that a majority of the members of these groups view the world and find meaning in their experiences. Generations are typically defined by birth cohorts, thus making the connection to age obvious.<sup>2</sup> One straightforward way to make the distinction between age groups and generations is to consider whether people from different generations have similar or different experiences when they were all the same age (such as Baby Boomers at age 25 in comparison to Generation X'ers at age 25).

For the purposes of this report, we formed six age groups and then attached generation labels to make it easier to understand how people involved in the study would be divided. We also created these six age groups in order to recognize that there is often as much or more diversity within generation groups as there is between these groups. For example, key societal events may have had a different impact on the average younger Baby Boomer than on the average older Baby Boomer.

- Generation Y/Millennials: born after 1980 (age 26 or under in 2007)
- Younger Generation X'ers: born 1972 to 1980 (age 27-35 in 2007)
- Older Generation X'ers: born 1965 to 1971 (age 36-42 in 2007)
- Younger Boomers: born 1955 to 1964 (age 43-52 in 2007)
- Older Boomers: born 1946 to 1954 (age 53 to 61 in 2007)
- Traditionalists: born before 1946 (62 or older in 2007)

In our study, nearly one-fifth (17.5 percent) of the respondents was age 55 or older. This is higher than the national statistic, which reports that 15.7 percent of the U.S. labor force was age 55 or older in 2008.<sup>3</sup>

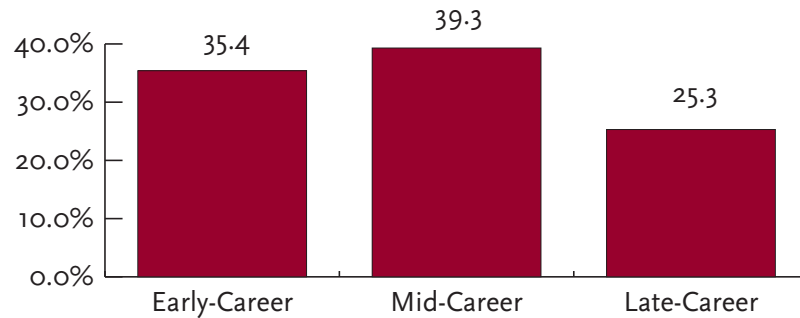
Figure 1. Age Group of Respondents  
Percentage of Respondents  
N=1,843



The **career-stage** designation is a way of thinking about experiences that mark the accumulation of knowledge, competencies, skills, and social capital related to a particular type of career or line of work. While career progression might seem more or less clear for some occupations and professions, it is not for others. Furthermore, if employees have made career changes or have taken some time out from the workforce, they might feel that they are actually in an earlier career-stage than they had been in the past.

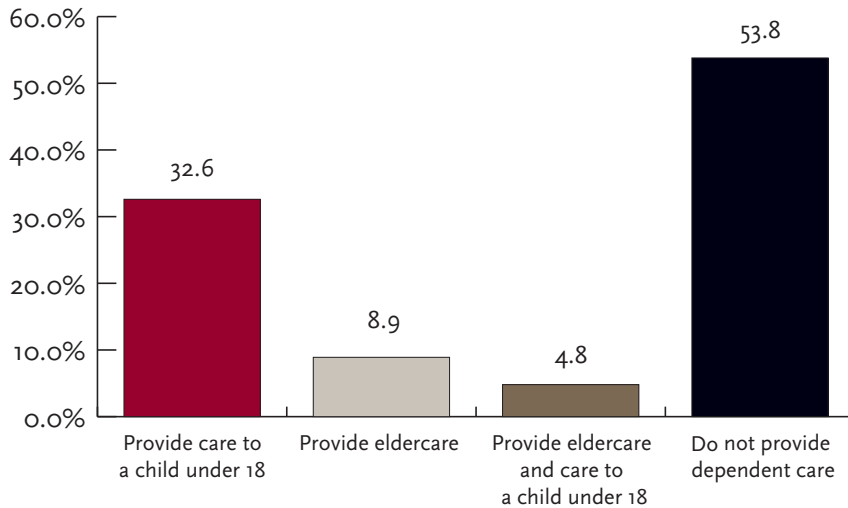
Early-career, mid-career, and late-career employees were well represented in our study. According to respondents' self-reports of career-stage, the percentages of early-career and mid-career employees were a bit higher than the percentage of late-career employees.

Figure 2. Perceived Career-Stage  
Percentage of Respondents  
N=2,180



**Life course** refers to important transitional experiences that shape major life roles. There are many different ways to depict life course events. For the Age & Generations Study, we asked the respondents whether they have any dependent care responsibilities as one way to document life course events. In our sample, 32.6 percent indicated they had responsibilities for children under the age of 18, 8.9 percent had eldercare responsibilities, 4.8 percent had responsibilities for the care of children and elders, and 53.8 percent had

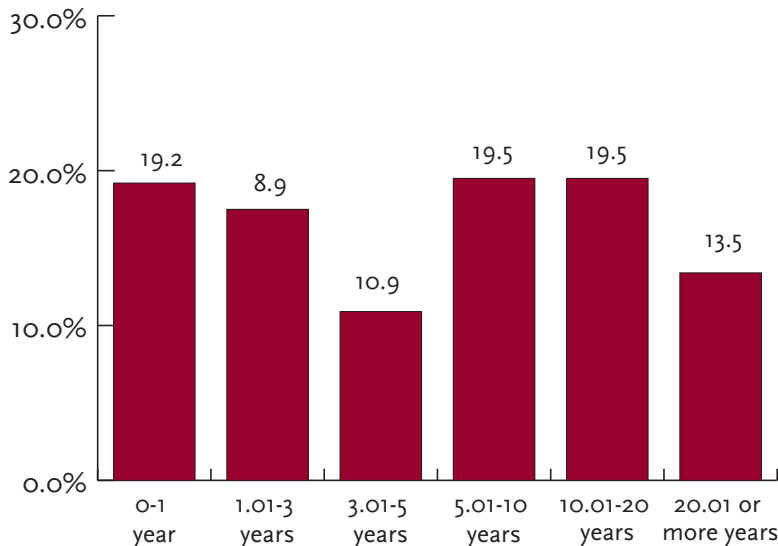
Figure 3. Dependent Care Responsibilities  
Percentage of Respondents  
N=1,886



none of these responsibilities.

**Tenure** refers to the number of years that an employee has been with a particular employer (or, in some cases, the number of years the person has been in a particular job). Tenure is, of course, often related to career-stage and age. In contrast to the age-related factors discussed above (which are descriptors of the individual employee), tenure

Figure 4. Tenure with Current Employer<sup>4</sup>  
Percentage of Respondents  
N = 2,186



is a measure of the relationship between the individual and the organization. The average tenure among the employees who participated in this study was 9.1 years. We used these different age-related groups (age/generations, career-stage, life course, and tenure) to examine whether employees in these different groups have similar or different employment experiences; that is, we explored whether some groups of employees seem to have a better quality of employment than others.

**Differences within and between Groups: Keeping Perspective**

It can be difficult to have conversations about the similarities and differences between groups of people. Within our diverse global community, there has been a long-standing debate about the advantages and disadvantages that result from focusing on “differences.” Indeed, research often suggests that there are more important differences *within* any particular group of people, such as among women and among men, than there are differences *between* those groups.<sup>5</sup>

In this research highlight, we use age and age-related factors to compare and contrast the responses of different groups of employees who participated in the Age & Generations study. Our analyses found that there are a number of similarities in their employment experiences, suggesting that many aspects of their work experiences might be “age-neutral.” However, our data suggest age-related factors may affect other specific aspects of their experiences at the workplace.

While we feel it is important to pay attention to these differences, readers should understand that our discussion of these differences should not overshadow the commonalities.

## QUALITY OF EMPLOYMENT: OVERVIEW

Employers understand that they must offer quality jobs to their employees if they want talented people to work for them rather than for a competitor.<sup>6</sup> Organizations that want to become and remain employers-of-choice ask themselves: What will motivate employees or prospective employees to come to work for our organization, work hard for our organization when they are here, and want to stay working for our organization (rather than going to work for a competitor)?

The Age & Generations Study included two questions that indicate the extent to which employees feel that their organizations are employers-of-choice:

- 39.9 percent of the respondents “strongly agreed” that their organizations are great places to work (compared to other organizations they know).
- 39.3 percent “strongly agreed” that they would recommend their organizations to friends seeking employment.

What are the characteristics of workplaces that are viewed by workers as employers-of-choice? The Sloan Center on Aging & Work’s Quality of Employment Framework focuses on eight specific dimensions consistent with components of the employer-of-choice concept.<sup>7</sup> We use this framework to structure our discussions about the perceptions that today’s multi-generational workforce has about employment experiences.

Figure 5. Quality of Employment Conceptual Framework



While the Center’s Quality of Employment Framework provides a useful structure for our discussions related to the topic of the multi-generational workforce, readers should keep in mind that this is a framework rather than a full description of every aspect of employment experiences and workplace environments.

The interpretation of each of these dimensions of quality employment varies, of course, from workplace to workplace. Recognizing this variability, we provide some general descriptions of each aspect of the quality of employment in the second column of Table 1.

Although the survey instrument used for the Age & Generations Study included at least some measures for each of the eight dimensions, the Age & Generations Study was designed to address a number of research questions and did not fully examine all aspects of each of the eight dimensions. The third column of Table 1 highlights measures of employees' perceptions of the quality of their employment included in the Age & Generations Study. The measures in the bold font are those used for this Research Highlight. We discuss these measures in the following section.

Table 1: Dimensions of the Quality of Employment Framework

Quality of Employment Component	Key Descriptors and Core Elements	Measures in the Age & Generation Study
Wellness, Health & Safety Protections	Well-being is promoted through workplace policies and social protections are offered in case of illness.	<p><b>Work overload</b></p> <p>Health Outcomes Associated with Wellness, Health &amp; Safety Protections Quality of Employment: Assessments of own mental and physical health<sup>8</sup></p>
Opportunities for Meaningful Work	Opportunities for meaningful and fulfilling work are available.	<p><b>Work with meaning &amp; purpose</b></p> <p><b>Job significance/importance</b></p> <p><b>Career salience</b></p>
Provisions for Employment Security & Predictabilities	Terms of employment are communicated clearly, with an emphasis on smooth transitions through jobs and careers.	<p><b>Job security</b></p>
Workplace Flexibility	Options, choice, and control over work conditions and hours are available.	<p><b>Access to a range of flexible work options</b></p> <p><b>Utilization of available workplace flexibility</b></p> <p><b>Access to flexible work options that help employees meet work and family needs</b></p>
Culture of Respect, Inclusion & Equality	Diversity, inclusion, and employee personal growth are valued.	<p><b>Work team inclusion</b></p> <p><b>Positive attitudes toward early-, mid-, and late-career workers</b></p> <p><b>Supervisor equity</b></p>
Promotion of Constructive Relationships at the Workplace	Interactions with supervisors and coworkers are professional and respectful.	<p><b>Supervisor support</b></p> <p><b>Supervisor effectiveness</b></p> <p>Social networks at the workplace</p> <p>Opportunities to interact with people and develop friendships</p>



Fair, Attractive, and Competitive Compensation & Benefits	Compensation and benefits are distributed in a fair and equitable manner, meeting most of employees' basic economic needs.	<p><b>Satisfaction with benefits</b></p> <p><b>Satisfaction with progress toward financial goals</b></p>
Opportunities for Development, Learning & Advancement	Opportunities for the development of expanded skills and responsibilities are available.	<p><b>Access to learning and development opportunities</b></p> <p><b>Satisfaction with progress towards advancement</b></p> <p><b>Satisfaction with progress towards development of new skills</b></p>

**Wellness, Health & Safety Protections:** Employers-of-choice strive to maximize employee health and resilience and to minimize or eliminate negative health outcomes associated with specific work conditions. There is evidence that negative health outcomes can result from excessive demands, such as long work hours or a pace of work that is unusually fast.<sup>9</sup> We used a measure of work overload as one indicator of employees' perceptions of workplace health.

Work overload was measured using a composite five-item scale adapted from Wallace (1997)<sup>10</sup> that asked respondents the extent to which they agree or disagree with statements such as, "I do not have enough time to do my work to the best of my ability."<sup>10</sup> Scores range from a low of 1 to a high of 6, with higher scores indicating greater perceptions of work overload. We considered scores from 1 to 2.66 to be in the "low" range, scores from 2.67 to 4.33 to be in the "moderate" range, and scores from 4.34 to 6 to be in the "high" range.

- Approximately half (52.9 percent) of the respondents in the study reported "moderate" overload, with 30.0 percent in the low range and 17.1 percent in the high range (mean score = 3.31).

**Opportunities for Meaningful Work:** People seek paid employment for many different reasons. Although earning an income is, perhaps, the most obvious motivator to work, the incentives for labor force participation go beyond financial factors.<sup>11</sup> Quality jobs can promote intellectual stimulation and can offer employees opportunities for accomplishment and creativity, which, in turn, can have positive consequences for self-esteem.

- A majority of the respondents reported that they find the work that they do to be "full of meaning and purpose," with 22.0 percent saying this is true "always/every day" and another 35.2 percent reporting this is true "very often/a few times a week".<sup>12</sup>
- Approximately one-third (39.1 percent) of the respondents to the Age & Generations survey felt "to a great extent" that their jobs give them the feeling that "...the job itself is very significant or important in the broader scheme of things."<sup>13</sup>

The Age & Generations Study used four items developed by Carson & Bedeian (1994)<sup>14</sup> as an indicator of the meaningfulness of employees' work. The items asked respondents the extent to which they agree or disagree with statements such as, "This line of work/career field has a great deal of personal meaning to me" (scores range from a low of 1 to a high of 6, with higher scores indicating greater career salience). We considered scores from 1 to 2.66 to be in the "low" range, scores from 2.67 to 4.33 to be in the "moderate" range, and scores from 4.34 to 6 to be in the "high" range.

- Slightly more than half (56.9 percent) of the respondents were in the "high" range for career salience (4.8 percent in the low range and 38.3 percent in the moderate range), with the mean score being 4.52.

**Provisions for Employment Security & Predictabilities:** Toward the end of the 20th century, expectations about employment security and predictability shifted. The "old" psychological and social contract had suggested that employees working for profitable, mid-size to large organizations would, under "normal" circumstances, have opportunities to remain with the firm virtually for their entire careers and would have access to internal career ladders. The "new" social contract implies that employees can expect to have opportunities to gain marketable experiences and competencies, but they should not necessarily expect long-term or continuous employment.<sup>15</sup>

Unemployment rates can vary by age group;<sup>16</sup> therefore, it was important for the Age & Generations Study to consider employees' perceptions of employment security and predictability.

Our survey included two questions related to perceptions of job security adapted from Oldham, Kulik, Stepina, & Ambrose (1986).<sup>17</sup> Respondents were asked the extent to which they agreed or disagreed with statements such as, "I feel secure in my job." The scores on these two items were averaged for an overall score that ranges from a low of 1 to a high of 6, with higher scores indicating greater perceptions of job security. We considered scores from 1 to 2.66 to be in the "low" range, scores from 2.67 to 4.33 to be in the "moderate" range, and scores from 4.34 to 6 to be in the "high" range.

- As of the fall/winter of 2007/2008 (when data were collected), nearly three-fourths (73.6 percent) of the respondents indicated that they felt they were in the "high" range for job security.

**Workplace Flexibility:** For many years, there has been a sustained interest in flexible workplaces, in part because flexible work options have the potential to contribute to workplace effectiveness and can offer benefits to employees, as well as to the organizations where they work.<sup>18</sup>

A majority of the organizations participating in this study have implemented strong workplace flexibility initiatives. We asked employees whether or not they have access to each of 19 different types of flexible work options.<sup>19</sup> Participants' "yes" responses were added up for an overall access score that indicates the number of flexible work options to which an employee feels that they have access (scores range from a low of 0 to a high of 19). The average employee had access to 7.6 different types of flexible work options.

- The highest percentage of employees reported that they have access to: the ability to request occasional changes in one's starting & quitting times (74.1 percent), the ability to control the timing of one's breaks (72.6 percent), the

ability to take paid/unpaid time for education or training to improve job skills (67.5 percent), the ability to have input into the amount of overtime one works (63.0 percent), and the ability to make choices about which shift one works (59.1 percent).

- Approximately three-fourths (74.3 percent) of the respondents reported having access to six or more of the flexible work options.

If an employee reported that they did have access to a particular flexible work option, we asked them if they used that option. Using these two responses, we calculated the proportion of flexible work options to which employees have access, that they actually use (number used divided by number have access to). This proportion could range from zero percent, meaning that employees do not use any of the options available to them, to 100 percent, meaning that employees use all of the options available to them.

- The average respondent reported using approximately half (49.6 percent) of the options available to them.
- When an option was available, the top five most used options were: the ability to control the timing of one's breaks (91.8 percent), the ability to have input into the amount of overtime one works (84.1 percent), the ability to make choices about which shift one works (69.8 percent), the ability to work from an off-site location (such as home) for part (or all) of the regular work week (67.5 percent), and the ability to request changes in starting and quitting times (66.9 percent).

And finally, we asked the extent to which there was a "fit" between the flexible work options offered by their employer and their needs for flexibility.

- Nearly one-quarter (24.3 percent) of the respondents agreed "to a great extent" that they have access to the flexible work options they need to fulfill their personal and work needs (9.4 percent said "not at all", 32.0 percent said "to a limited extent," 34.4 percent said "to a moderate extent").

**Culture of Respect, Inclusion & Equality:** Inclusion and exclusion at the workplace can have profound effects on employees' experiences.<sup>20</sup>

The Age & Generations survey included eleven items assessing perceived work team inclusion.<sup>21</sup> The items asked respondents the extent to which they agreed/disagreed with statements such as, "I am usually invited to important meetings in my organization." Participants' responses to the items were averaged to obtain an overall score that ranged from a low of 1 to a high of 6, with higher scores indicating greater perceptions of team inclusion. We considered scores from 1 to 2.66 to be in the "low" range, scores from 2.67 to 4.33 to be in the "moderate" range, and scores from 4.34 to 6 to be in the "high" range.

- A majority (59.0 percent) of the respondents were in the high range for work team inclusion (3.3 percent in the low range and 37.7 percent in the moderate range), with a mean score of 4.42.

In one section of the Age & Generations survey, we asked respondents about their perceptions of the characteristics of employees at different career stages. We asked them the extent to which the following attributes seem true for early-, mid-, and late-career workers: early-/mid-/late-career workers are productive; early-/mid-/late-career workers take initiative; early-/mid-/late-career workers add creativity to team projects; early-/mid-/late-career workers have high levels of skills compared to what is needed for their jobs; and early-/mid-/late-career workers are often our best employees.<sup>22</sup> Participants' responses to these five items were averaged to create three overall scores: one for attitudes toward early-career employees, one for attitudes toward mid-career employees, and one for attitudes toward late-career employees. Each of these ranged from a low of 1 to a high of 4, with higher scores indicating more positive attitudes. Scores from 1 to 2 were considered in the "low" range, scores from 2.01 to 3 were considered in the "moderate" range, and scores from 3.01 to 4 were considered in the "high" range.

- 36.2 percent of the respondents were in the high range for positive attitudes toward early-career employees (5.8 percent in the low range and 58.0 percent in the moderate range)
- 62.7 percent of the respondents were in the high range for positive attitudes toward mid-career employees (1.7 percent in the low range and 35.5 percent in the moderate range)
- 52.2 percent of the respondents were in the high range for positive attitudes toward late-career employees (3.4 percent in the low range and 44.4 percent in the moderate range).

The survey also collected information about the employees' perspectives of their supervisors' equitable treatment of employees across all age groups and career-stages, using a four-item scale developed by the Sloan Center on Aging & Work. The items asked the employees the extent to which they agree or disagree with statements such as, "My supervisor/team leader makes job assignments fairly based on competencies, regardless of an employee's age." We combined the four items into a Supervisor/Team Leader Equity Index that ranges from a low of 1 to a high of 6, with higher scores indicating greater perceptions of supervisor/team leader equity. Scores from 1 to 2.66 were considered in the "low" range, scores from 2.67 to 4.33 were considered in the "moderate" range, and scores from 4.34 to 6 were considered in the "high" range.

- 65.3 percent of the scores were in the high range, 31.7 percent were in the moderate range and 3.0 percent were in the low range (with the mean score being 4.71).

**Promotion of Constructive Relationships at the Workplace:** Most paid work is conducted in a social context; we often interact with people as we get ready to do our work, while the work is being completed, when we deliver products or services, and during activities that follow the completion of specific tasks. Studies often find that most people value opportunities to build positive relationships at the workplace.<sup>23</sup>

- Approximately two-thirds (65.5 percent) of the respondents reported that their jobs give them opportunities to deal with other people "to a great extent."
- Over one-third (36.4 percent) reported that their jobs give them the opportunity to develop close friendships "to a great extent."<sup>24</sup>

It is widely recognized that supervisors/team leaders can have a direct impact on the work experiences of team members.<sup>25</sup> The skills and competencies of a supervisor/team leader can also affect team productivity. The Age & Generations Study used eight items adapted from a scale developed by Greenhaus, Parasuraman & Wormley (1990) to create a composite scale that assesses perceived supervisor support.<sup>26</sup> The employees were asked the extent to which they agree or disagree with statements such as, “My team leader/supervisor supports my attempts to acquire additional training or education to further my career.”<sup>25</sup> Scores could potentially range from a low of 1 to a high of 6, with higher scores indicating greater perceptions of supervisor support. Scores from 1 to 2.66 were considered in the “low” range, scores from 2.67 to 4.33 were considered in the “moderate” range, and scores from 4.34 to 6 were considered in the “high” range.

- 61.7 percent of the respondents assessed their supervisors as being in the high range for supervisor support (6.0 percent in the low range and 32.3 percent in the moderate range).

The Age & Generations survey also included one question about employees’ perceptions of the effectiveness of their supervisor. We asked, “Overall, how would you assess the effectiveness of your team leader/supervisor?”

- 22.2% rated their supervisors as excellent and 36.9% rated the effectiveness of their team leaders/supervisors as very good.

**Fair, Attractive, and Competitive Compensation & Benefits:** Competitive compensation and benefits are often identified as being important to different aspects of talent management, from recruitment through retention.<sup>27</sup> As the workforce ages, employers are seeing an increased focus on financial planning and retirement benefits.<sup>28</sup>

A majority of the respondents (67.1 percent) indicated that benefits affect their decision to remain with their employer to a moderate/great extent.

- 48.3 percent of the respondents reported that they are “very satisfied” with the benefits currently offered by their employers.
- 9.3 percent of the respondents indicated that they “strongly agreed” that they are satisfied with the progress they have made towards meeting their financial goals.

**Opportunities for Development, Learning & Advancement:** Continuous learning can be an effective way for employees to maintain a readiness to contribute to nimble organizations that can respond to changing demands in today’s hyper-turbulent environment.<sup>29</sup>

The Age & Generations survey asked three questions related to opportunities for learning and development (two of which were adapted from Vandenberg, Richardson & Eastman, 1999).<sup>30</sup> The survey asked the employees the extent to which they agree or disagree with statements such as, “My company promotes the continuous learning and development of all employees.” Responses were averaged for an overall score that ranges from a low of 1 to a high of 6, with higher scores indicating greater opportunities for learning and development. Scores from 1 to 2.66 were considered in the “low” range, scores from 2.67 to 4.33 were considered in the “moderate” range, and scores from 4.34 to 6 were considered in the “high” range.

- A majority (56.3 percent) of the scores were in the high range for perceptions of access to learning and development (4.3 percent in the low range and 39.4 percent in the moderate range), with the mean score being 4.57.

We were also interested in the satisfaction that employees expressed with their careers.

- 45.9 percent of the employees agreed/strongly agreed that they were satisfied with the progress they had made toward advancement (42.1 percent somewhat disagreed/somewhat agreed and 12.0 percent strongly disagreed/disagreed).
- Similar percentages (45.1 percent) agreed/strongly agreed that they were satisfied with the progress they had made toward meeting goals for the development of new skills (46.1 percent somewhat disagreed/somewhat agreed and 8.7 percent strongly disagreed/disagreed).<sup>31</sup>

### *Workplace Perspective on Quality of Employment and Today's Multi-Generational Workforce:*

#### *The MITRE Example*

MITRE's overall value proposition focuses on what the company calls "Quality of Work/Life." This focus is clearly demonstrated through a menu of programs and approaches ranging from Diversity & Inclusion and Employee Engagement to Work/Life Balance and Health & Productivity. Each of these programs is run through the Quality of Work/Life Division within MITRE's Human Resources department. MITRE is a mature organization with an average employee age of 47, which creates a need to ensure that the company's younger populations, while relatively small, are fully integrated and engaged in the workplace culture.

MITRE also prides itself on the culture of flexibility that has evolved within the company. The company found that the desire for flexibility spanned across generations and decided to actively educate its employees about the opportunities for flexibility and how it should be used. MITRE intends to build upon their culture of flexibility with the launch of initiatives such as "Embrace your Health." This initiative began in 2005 and has grown into a corporate initiative focused on helping employees and their families live healthy lifestyles and help manage healthcare costs.

A collaborative environment is essential to the success of MITRE. Throughout the years, MITRE has worked diligently to build a culture where knowledge sharing is both encouraged and expected. The hybrid-matrix organizational structure of MITRE, including the existence of skill centers in key technical areas, facilitates "bringing to bear" the best minds and skills to help MITRE best serve its customers. The structure, along with a highly effective internal information infrastructure, and a variety of forums for the staff to exchange information (including technical exchange meetings, symposia, etc.) has created a collaborative culture that helps the company manage its intellectual capital.

Moving forward, MITRE plans to continue emphasizing a multi-generational approach and to work to engage both its mature workforce and the next generation of talent entering the company.

## QUALITY OF EMPLOYMENT: COMPARING EMPLOYEES OF DIFFERENT AGES/GENERATIONS

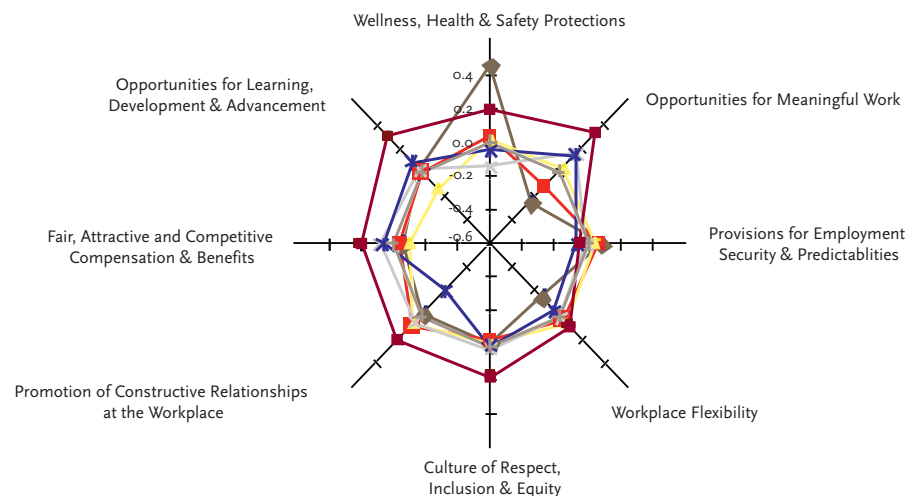
Figure 6 below provides a graphical/numerical summary of the survey items used to measure selected aspects of the eight Quality of Employment dimensions by the different age/generation groups and compares these scores to the average score for employees in the total sample.

Our findings include:

- The average work overload scores (a measure of Wellness, Health & Safety Protections) of the youngest group of employees (the Generation Y'ers/Millennials, age 26 or under) were more positive when compared to those in Generation X (ages 27-42) and the Baby Boomers (ages 43-61).
- The average scores of the oldest group of employees (the Traditionalists, age 62 or older) were higher on the following three measures:
  1. Career salience (a measure of Opportunities for Meaningful Work), when compared to Generation Y'ers/Millennials, (age 26 or under) and Younger Generation X'ers (ages 27-35).
  2. Satisfaction with progress toward financial goals (a measure of Fair, Attractive, and Competitive Compensation and Benefits) when compared to Generation Y'ers/Millennials (age 26 or under) and Generation X'ers (ages 27-42).
  3. Satisfaction with progress toward advancement and the development of new skills (two of the measures of Opportunities for Development, Learning & Advancement), when compared to Generation Y'ers/Millennials (age 26 or under) and Older Generation X'ers (ages 36-42).
- Older Baby Boomers' (age 53-61) average scores for supervisor support and supervisor effectiveness (both measures of Promotion of Constructive Relationships at the Workplace) were lower when compared to those in the Younger Generation X group (ages 27 to 35).

Figure 6. Measures of Quality of Employment by Age/Generation Groups

- ◆— Age 26 or younger (Gen Y'ers Millennials)
- Age 27 to 35 (Younger Gen X'ers)
- ▲— Age 36 to 42 (Older Gen X'ers)
- ✦— Age 43 to 52 (Younger Boomers)
- ✱— Age 53 to 61 (Older Boomers)
- Age 62 or older (Traditionalists)
- ◆— Total Sample



Please see Appendix A-1 for the table that includes all the scores for the Quality of Employment Dimensions by the age/generational groups.

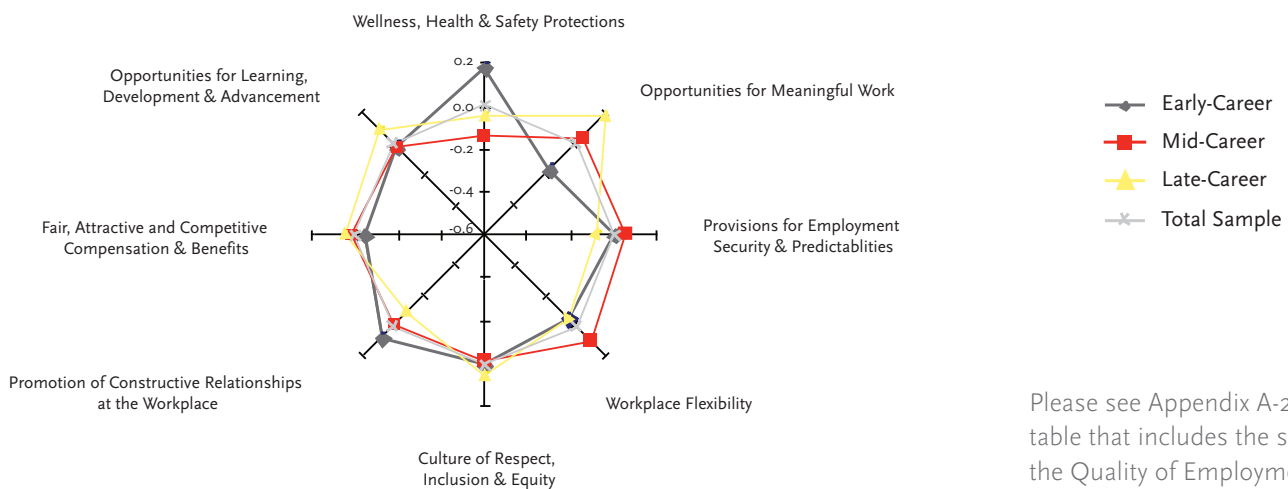
## QUALITY OF EMPLOYMENT: COMPARING EMPLOYEES IN DIFFERENT CAREER-STAGES

Figure 7 below provides a graphical/numerical summary of the survey items used to measure selected aspects of the eight Quality of Employment components by the career-stage groups and compares these scores to the average score for employees in the total sample.

Our findings include:

- Early-career employees' average scores for work overload (a measure in the Wellness, Health & Safety Protections component) were more positive compared to the other two career-stage groups.
- Early-career employees' average scores for career salience (a measure of Opportunities for Meaningful Work) were lower compared to the other two career-stage groups.
- Mid-career employees had the highest average scores with regard to having access to flexible work options when compared to the other two career-stage groups. The mid-career employees' average scores for access to options needed to manage work and family were also the highest when compared to the early-career group (These are both measures of Workplace Flexibility).
- Early-career employees had the highest average scores for supervisor support when compared to the other two career-stage groups and for supervisor effectiveness when compared to the late-career employees (both measures for Promotion of Constructive Relationships at the Workplace).
- Late-career employees had the highest average scores on progress toward advancement compared to the other two career-stage groups (measures of Opportunities for Development, Learning & Advancement).

Figure 7. Measures of Quality of Employment by Career-Stages



Please see Appendix A-2 for the table that includes the scores for the Quality of Employment dimensions by the career-stage groups.



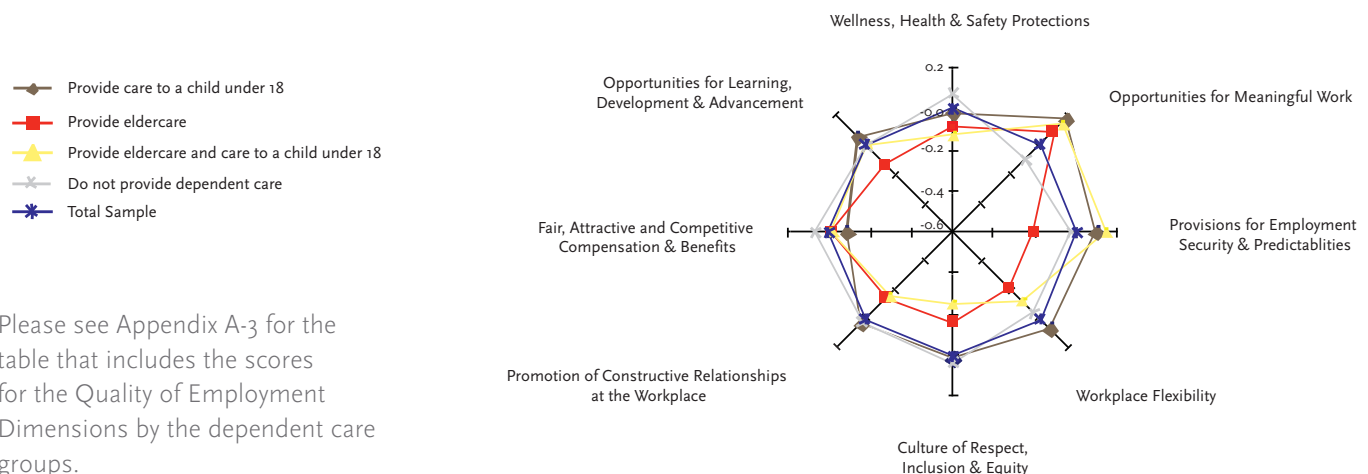
## QUALITY OF EMPLOYMENT: COMPARING EMPLOYEES IN DIFFERENT DEPENDENT CARE GROUPS

Figure 8 provides a graphical/numerical summary of the survey items used to measure selected aspects of the eight Quality of Employment components by the groups that depict employees' responsibilities for dependent care and compares these scores to the average score for employees in the total sample.

Our findings include:

- Those with children under 18 (but no eldercare) had higher average scores for career salience (a measure of Opportunities for Meaningful Work) when compared to those without any dependent care responsibilities.
- Employees with eldercare responsibilities (but no children under the age of 18) had lower average scores for perceptions of job security (a measure of Provisions for Employment Security and Predictabilities) when compared to those with children under the age of 18 (but no eldercare responsibilities).
- Employees with eldercare responsibilities (but not children under the age of 18) had the lowest average scores for access to flexible work options as well as the extent to which they have access to the flexible work options they need to fulfill their work and family responsibilities (two of our measures of Workplace Flexibility) compared to those with children under the age of 18 (but no eldercare) and those not providing any dependent care.
- Employees in the “sandwich generation” (those providing care to their children as well as to elders) had the lowest average scores for team inclusion (one measure of Culture of Respect, Inclusion & Equality) compared to those with children under the age 18 (but no eldercare responsibilities) and those with no dependent care.
- Employees with no dependent care responsibilities had higher average scores for satisfaction with benefits (measure of Fair, Attractive and Competitive Compensation & Benefits) compared to those with children under the age of 18 (but no eldercare responsibilities).

Figure 8. Measures of Quality of Employment by Dependent Care Groups



Please see Appendix A-3 for the table that includes the scores for the Quality of Employment Dimensions by the dependent care groups.

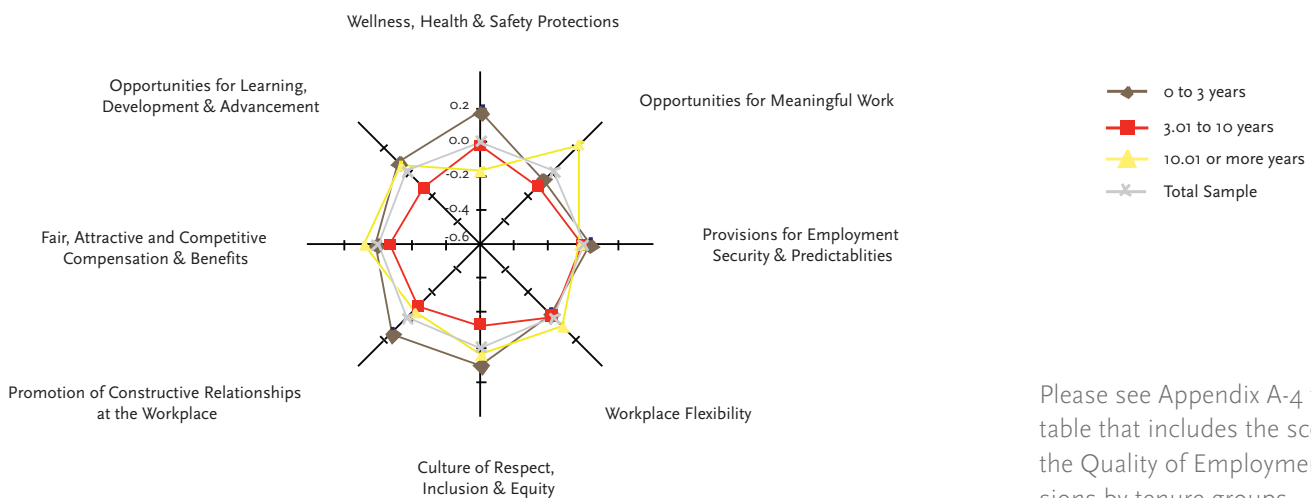
## QUALITY OF EMPLOYMENT: COMPARING EMPLOYEES WITH DIFFERENT YEARS OF TENURE

Figure 9 provides a graphical/numerical summary of the survey items used to measure selected aspects of the eight Quality of Employment components by tenure groups, and compares these scores to the average score for employees in the total sample.

Our findings include:

- Employees with the least amount of tenure (0-3 years) had more positive average scores of work overload (measure of Wellness, Health & Safety Protections) compared to the other two tenure groups.
- Those with the most tenure (10.01 years and higher) had higher scores for career salience (measure of Opportunities for Meaningful Work) compared to the other two tenure groups.
- Those with 3.01-10 years of tenure had the lower scores for team inclusion and supervisory equity (measures of Culture of Respect, Inclusion and Equity) compared to the other two tenure groups.
- Those with the least amount of tenure (0-3 years) had higher average scores for supervisor support and supervisor effectiveness (measures of Promotion of Constructive Relationships at the Workplace) compared to the other two tenure groups.
- Those with the least amount of tenure (0-3 years) had higher average scores for access to learning and development opportunities (measure of Opportunities for Development, Learning & Advancement) compared to the other two tenure groups.

Figure 9. Measures of Quality of Employment by Tenure Groups



Please see Appendix A-4 for the table that includes the scores for the Quality of Employment Dimensions by tenure groups.

## CONCLUSION

The findings of the Age & Generation Study have important implications for employers.

First, although most workplace-based resources – such as flexible work options – are available to all employees (regardless of age), employees of different ages might access or experience those resources in different ways. Therefore, employers might find it helpful to examine the extent to which their policies and programs are, in reality, age-neutral.

Secondly, it is important to keep in mind that employees of all ages might: be early-, mid-, or late-career workers; have tenure that ranges significantly; and have responsibilities for dependent care. As discussed in this report, we found that employees' assessments of their employment experiences are different when you examine them by career-stage, dependent care responsibilities, and tenure. Therefore, employers will find it useful to consider age-related factors (such as career-stage, tenure, and life course experiences) as well as chronological age (or generations that mark age groups) when they gather information about their employees' experiences at the workplace.

## *The Age & Generations Study at a Glance*

The Age & Generations Study was conducted by the Sloan Center on Aging & Work at Boston College between November 2007 and September 2008. The Center collaborated with nine U.S. workplaces (12 worksites) on this study.

We gathered three types of data: 1) information about the individual organizations as a whole (from a key respondent—typically someone from HR), 2) information about a selected department(s) within each organization (from a key respondent—typically the department manager), and 3) information about employees within each department (from the employees themselves).

Data was collected using surveys, most of which were completed online, though some employees used written questionnaires. The employee survey asked a series of questions about the following topics: employees' perceptions of their work, organization/department as a whole, work group, supervisor/team leader, work style, and outlook on life.

In total, 2,210 employees from 12 departments participated in this study.<sup>32</sup> Although the data we have collected are very rich and allow us to examine a range of experiences at the workplace, readers should keep in mind that the findings may not be representative of all employees, departments, or organizations in the United States, nor are the respondent employees from each organization necessarily representative of the overall organizations where they work. Therefore, in the section below, characteristics of the organizations who participated in the study are described, followed by characteristics of the employees who completed the survey. Readers should keep these characteristics in mind as they read this report and know that specific findings might not apply to other groups of employees.

### **Organizational Characteristics:**

- The participating organizations are affiliated with a range of industry sectors:
  - 2 of the organizations are in the educational services industry;
  - 2 are in health care and social assistance;
  - 1 is in retail trade;
  - 2 are in finance and insurance;
  - 1 is in professional, scientific and technical services; and
  - 1 is in the pharmaceutical industry
- Five of the participating organizations have a worksite located outside of the U.S. and four do not.
- All of the organizations in our sample were considered large businesses, each having over 1,000 employees:
  - 4 of the organizations had between 1,000 and 10,000 employees;
  - 4 had between 10,000 and 50,000 employees, and
  - 1 had over 50,000 employees.
- While four of the participating organizations were for-profit, five were non-profit.

**Employee Characteristics:**

	<b>% of Respondents</b>		<b>% of Respondents</b>
% women	62%	% never married	25%
% men	38%	% married	64%
Average age of employees	42 years	% separated, widowed, divorced, or other	11%
% Gen Y'ers/Millennials (born after 1980)	12%	% no children under the age of 18	57%
% Younger Gen X'ers (born between 1972 and 1980)	23%	% 1-2 children under the age of 18	35%
% Older Gen X'ers (born between 1965 and 1971)	16%	% 3 or more children under the age of 18	8%
% Younger Boomers (born between 1955 and 1964)	26%	% full-time	89%
% Older Boomers (born between 1946 and 1954)	18%	% part-time	11%
% Traditionalists (born before 1946)	5%	% hourly employees	47%
% White	85%	% salaried employees	52%
% Black	6%	Median wage for hourly employees	\$20/hour
% Hispanic/Asian/Other	9%	Median salary for salaried employees	\$71,000/year
% high school education or less	21%	% with supervisory responsibilities	35%
% 2 year degree or bachelor's degree	47%	% reporting that they have an additional job with a second employer	7%
% graduate degree	33%	% temporary employees	5%
		% consultants	7%
		% reporting that they had officially retired from a previous job	4%

## APPENDIX A-1: QUALITY OF EMPLOYMENT DIMENSIONS BY AGES/GENERATIONS

As indicated by the table below, we found that employees in different age/generation groups who participated in this study have different experiences with regard to some of the components of the Quality of Employment framework.

Quality of Employment	Variation by Age/Generation
Wellness, Health & Safety Protections	<p><b>Work Overload</b></p> <p>Perceptions of work overload were lower for those who were 26 or younger compared to those 27-61 years of age.</p> <p>Workers in the Millennials/Generation Y group (ages 26 or younger, mean=2.85) had significantly lower work overload scores than the Younger Generation X group (ages 27 to 35, mean=3.29), the Older Generation X group (ages 36 to 42, mean=3.31), the Younger Baby Boomer group (ages 43 to 52, mean=3.47), and the Older Baby Boomer group (ages 53 to 61, mean=3.36). The Traditionalist/Silent Generation group (ages 62 or older, mean=3.12) did not differ significantly from the other groups.</p>
Opportunities for Meaningful Work	<p><b>Work with Meaning and Purpose</b></p> <p>Employees who were 43 and older had higher average scores for work as being full of meaning and purpose compared to those age 35 and under.</p> <p>Workers in the Millennials/Generation Y group (ages 26 or younger, mean=5.02) and the Younger Generation X group (ages 27 to 35, mean=5.14) were less likely to say that their work is full of meaning and purpose than those in the Younger Baby Boomer group (ages 43 to 52, mean=5.52), the Older Baby Boomer group (ages 53 to 61, mean=5.58), and the Traditionalist/Silent Generation group (ages 62 or older, mean=5.89). The Older Generation X group (ages 36 to 42, mean=5.30) did not differ significantly from the other groups.</p> <p><b>Job Significance/Importance</b></p> <p>Workers who were 26 and younger were less likely to say that their job is very significant or important in the broader scheme of things compared to those 53 to 61.</p> <p>Workers in the Millennials/Generation Y group (ages 26 or younger, mean=3.09) were less likely to say that their job is very significant or important in the broader scheme of things than those in the Older Baby Boomer group (ages 53 to 61, mean=3.21). Those in the Younger Generation X group (ages 27 to 35, mean=3.14), Older Generation X group (ages 36 to 42, mean=3.23), Younger Baby Boomer group (ages 43 to 52, mean=3.30), and the Traditionalist/Silent Generation group (ages 62 or older, mean=3.32) did not differ significantly from the other groups.</p>

	<p><b><i>Career Salience</i></b> Employees age 35 and under had lower average career salience scores than those 43 years and older.</p> <p>Workers in the Millennials/Generation Y group (ages 26 or younger, mean=4.19) had significantly lower career salience than the Older Generation X group (ages 36 to 42, mean=4.54), the Younger Baby Boomer group (ages 43 to 52, mean=4.63), the Older Baby Boomer group (ages 53 to 61, mean=4.67), and the Traditionalist/Silent Generation group (ages 62 or older, mean=4.87). The Younger Generation X group (ages 27 to 35, mean=4.38) had significantly lower career salience than both Baby Boomer groups and the Traditionalist/Silent Generation.</p>
Provisions for Employment Security & Predictabilities	<p><b><i>Job Security</i></b> Perceptions of job security did <i>not</i> vary significantly across age/generation groups.</p>
Workplace Flexibility	<p><b><i>Access to a Range of Flexible Work Options</i></b> Perceptions of access to flexible work options did <i>not</i> vary significantly by age/generation groups.</p> <p><b><i>Utilization of Available Flexible Work Options</i></b> The index assessing utilization of flexible work options did <i>not</i> vary significantly by age/generation groups.</p> <p><b><i>Access to Flexible Work Options that Help Employees Meet Work and Family Needs</i></b> The extent to which employees' have access to the flexible work options they need to fulfill their work and personal needs did <i>not</i> vary across age/generation groups.</p>
Culture of Respect, Inclusion & Equality	<p><b><i>Work Team Inclusion</i></b> Perceptions of work team inclusion did not vary significantly by age/generation groups.</p> <p><b><i>Positive Attitudes toward Early-, Mid-, and Late-Career Workers</i></b> 1. Employees 26 or younger had higher positive attitudes towards early-career team members compared to those 43 to 61.</p> <p>Employees in the Millennials/Generation Y group (ages 26 or younger, mean=2.88) had significantly higher positive attitudes towards early-career team members when compared to the Younger Baby Boomer group (ages 43 to 52, mean=2.60) and the Older Baby Boomer group (ages 53 to 61, mean=2.65). Employees in the Younger Generation X group (ages 27 to 35, mean=2.74), the Older Generation X group (ages 36 to 42, mean=2.71), and the Traditionalist/Silent Generation (ages 62 or older, mean=2.74) did not differ significantly from the other groups.</p>

	<p>2. Positive attitudes towards mid-career team members did <i>not</i> vary significantly by age/generation groups.</p> <p>3. Those age 53 and older had higher scores for positive attitudes towards late-career team members compared to those age 42 and under.</p> <p>The Older Baby Boomer group (ages 53 to 61, mean=3.01) and the Traditionalist/Silent Generation (ages 62 or older, mean=3.07) had significantly higher positive attitudes towards late-career team members when compared to the Millennials/Generation Y group (ages 26 or younger, mean=2.84), the Younger Generation X group (ages 27 to 35, mean=2.79), and the Older Generation X group (ages 36 to 42, mean=2.83). Employees in the Younger Baby Boomer group (ages 43 to 52, mean=2.91) did not differ significantly from the other groups.</p> <p><b>Supervisor Equity</b> Assessments of supervisor equity did <i>not</i> vary significantly by age/generation groups.</p>
<p>Promotion of Constructive Relationships at the Workplace</p>	<p><b>Supervisor Support</b> Perceptions of supervisor support were lower for those 53-61 compared to those 27-52.</p> <p>The Older Baby Boomer group (ages 53 to 61, mean=4.27) perceived lower supervisor support compared to the Younger Generation X group (ages 27 to 35, mean=4.52), the Older Generation X group (ages 36 to 42, mean=4.54), and the Younger Baby Boomer group (ages 43 to 52, mean=4.52). The Millennials/Generation Y group (ages 26 or younger, mean=4.44) and the Traditionalist/Silent Generation group (ages 62 or older, mean=4.54) did not differ significantly from the other groups.</p> <p><b>Supervisor Effectiveness</b> Employees 27-35 had higher average scores for supervisor effectiveness compared to those 53-61.</p> <p>Overall ratings of supervisor effectiveness were greater in the Younger Generation X group (ages 27 to 35, mean=3.77) than in the Older Baby Boomer group (ages 53 to 61, mean=3.48). Employees in the Millennials/Generation Y group (ages 26 or younger, mean=3.67), the Older Generation X group (ages 36 to 42, mean=3.72), the Younger Baby Boomer group (ages 43 to 52, mean=3.71), and the Traditionalist/Silent Generation group (ages 62 or older, mean=4.01) did not differ significantly from the other groups.</p>



<p>Fair, Attractive, and Competitive Compensation &amp; Benefits</p>	<p><b>Satisfaction with Benefits</b> Satisfaction with benefits did <i>not</i> significantly vary across age/generation groups.</p> <p><b>Satisfaction with Progress toward Financial Goals</b> Compared to those age 42 and under, those age 62 or older felt they had more progress toward their financial goals.</p> <p>The Traditionalist/Silent Generation (ages 62 or older, mean=4.35) felt they had made more progress towards their financial goals compared to the Millennials/Generation Y group (ages 26 or younger, mean=3.79), the Younger Generation X group (ages 27 to 35, mean=3.76), and the Older Generation X group (ages 36 to 42, mean=3.76). The Younger Baby Boomer group (ages 43 to 52, mean=3.88) and the Older Baby Boomer group (ages 53 to 61, mean=3.99) did not differ significantly from the other groups.</p>
<p>Opportunities for Development, Learning &amp; Advancement</p>	<p><b>Opportunities for Learning and Development</b> Those 26 or younger reported more opportunities for learning and development compared to those ages 36 to 42.</p> <p>The Millennials/Generation Y group (ages 26 or younger, mean=4.79) reported greater opportunities for learning and development compared to the Older Generation X group (ages 36 to 42, mean=4.45). The Younger Generation X group (ages 27 to 35, mean=4.64), the Younger Baby Boomer group (ages 43 to 52, mean=4.56), the Late Baby Boomer group (ages 53 to 61, mean=4.53), and the Traditionalist/Silent Generation (ages 62 or older, mean=4.60) did not differ significantly from the other groups.</p> <p><b>Satisfaction with Progress Toward Advancement</b> Those 62 years and older reported more satisfaction with progress toward advancement compared to those 26 and younger and those 36-42.</p> <p>The Traditionalist/Silent Generation (ages 62 or older, mean=4.55) felt they had made significantly more progress towards their goals for advancement compared to the Millennials/Generation Y group (ages 26 or younger, mean=4.04), and the Older Generation X group (ages 36 to 42, mean=4.05). The Younger Generation X group (ages 27 to 35, mean=4.15), the Younger Baby Boomer group (ages 43 to 52, mean=4.21), and the Older Baby Boomer group (ages 53 to 61, mean=4.33) did not differ significantly from the other groups.</p>

*Satisfaction with Progress toward the Development of New Skills*

Those 62 and older had higher average scores for satisfaction with progress toward the development of new skills compared to those 52 and younger.

The Traditionalist/Silent Generation (ages 62 or older, mean=4.72) felt they had made significantly more progress towards their goals for developing new skills compared to the Millennials/Generation Y group (ages 26 or younger, mean=4.20), the Younger Generation X group (ages 27 to 35, mean=4.20), the Older Generation X group (ages 36 to 42, mean=4.09), and the Younger Baby Boomer group (ages 43 to 52, mean=4.25). The Older Baby Boomer group (ages 53 to 61, mean=4.38) did not differ significantly from the other groups.

## APPENDIX A-2: QUALITY OF EMPLOYMENT DIMENSIONS BY CAREER-STAGE

As indicated by the table below, we found that employees in different career-stage groups who participated in this study have different experiences with regard to some of the components of the Quality of Employment framework.

Quality of Employment	Variation by Career-Stages
Wellness, Health & Safety Protections	<p><b>Work Overload</b> Reported levels of work overload were lowest among those in the early-career group.</p> <p>The early-career group (mean=3.12) had significantly lower work overload than the mid-career (mean=3.46) and the late-career groups (mean=3.36).</p>
Opportunities for Meaningful Work	<p><b>Work with Meaning and Purpose</b> Perceptions that work is full of meaning and purpose were lowest in the early-career group compared to the late-career group.</p> <p>The early-career group (mean=5.16) was less likely to say that their work is full of meaning and purpose than the late-career group (mean=5.70). The mid-career (mean=5.33) did not differ significantly from the other groups.</p> <p><b>Job Significant/Importance</b> Perceptions that one's job is very significant or important in the broader scheme of things was lowest among the early-career group employees.</p> <p>The early-career group (mean=3.11) was less likely to say that their job is very significant or important in the broader scheme of things than the mid-career (mean=3.21) and the late-career groups (mean=3.26).</p> <p><b>Career Salience</b> Career salience was lowest among those in the early-career group.</p> <p>The early-career group (mean=4.34) had significantly lower career salience than the mid-career (mean=4.58) and the late-career groups (mean=4.71).</p>
Provisions for Employment Security & Predictabilities	<p><b>Job Security</b> Perceptions of job security did <i>not</i> vary significantly across career-stage groups.</p>

<p>Workplace Flexibility</p>	<p><b><i>Access to a Range of Flexible Work Options</i></b>  Mid-career employees reported having higher access to flexible work options than early- or late-career employees.</p> <p>The mid-career group (mean=7.46) had more access to flexible work options than did the early-career (mean=7.00) or late-career groups (mean=6.83).</p> <p><b><i>Utilization of Available Flexible Work Options</i></b>  Utilization of flexible work options did <i>not</i> vary significantly across career-stage groups.</p> <p><b><i>Access to Flexible Work Options that Help Employees Meet Work and Family Needs</i></b>  The extent to which employees have access to the flexible work options they need to fulfill their work and personal needs was lower for the early-career group compared to the mid-career group.</p> <p>The mid-career group (mean=2.80) felt that they had significantly greater access to the flexible work options needed to fulfill their work and personal needs compared to the early-career group (mean=2.67). The late-career group (mean=2.74) did not differ significantly from the other groups.</p>
<p>Culture of Respect, Inclusion &amp; Equality</p>	<p><b><i>Work Team Inclusion</i></b>  Perceptions of work team inclusion did <i>not</i> vary significantly by career stage groups.</p> <p><b><i>Positive Attitudes toward Early-, Mid-, and Late-Career Workers</i></b>  1. Positive attitudes towards early-career team members were higher among those in the early-career group compared to those in the mid-career or late-career groups.</p> <p>The early-career group (mean=2.83) had higher positive attitudes towards early-career team members compared to the mid-career (mean=2.61) and late-career (mean=2.65) groups.</p> <p>2. Positive attitudes towards mid-career team members did not vary significantly across career-stage groups</p> <p>3. Late-career employees expressed more positive attitudes toward late-career team members compared to those in the other two career groups.</p> <p>The late-career group (mean=3.06) had higher positive attitudes towards late-career team members compared to the early-career (mean=2.82) and mid-career groups (mean=2.84).</p> <p><b><i>Supervisor Equity</i></b>  Employees' perceptions of supervisor/team leader equity did <i>not</i> vary significantly across career-stage groups.</p>

<p>Promotion of Constructive Relationships at the Workplace</p>	<p><b>Supervisor Support</b> Early-career employees reported higher levels of supervisor support compared to the other two career groups.</p> <p>The early-career group (mean=4.50) was found to perceive significantly higher levels of supervisor support compared to the mid-career (mean=4.47) and late-career (mean=4.36) groups.</p> <p><b>Supervisor Effectiveness</b> The average scores in response to the question, “Overall, how would you assess the effectiveness of your supervisor?” were lower among late-career employees compared to early-career employees.</p> <p>The late-career group (mean=3.62) rated their supervisors as significantly less effective compared to the early-career group (mean=3.77). The mid-career group (mean=3.66) did not differ significantly from the other groups.</p>
<p>Fair, Attractive, and Competitive Compensation &amp; Benefits</p>	<p><b>Satisfaction with Benefits</b> Satisfaction with benefits did <i>not</i> significantly vary across career-stage groups.</p> <p><b>Satisfaction with Progress Toward Financial Goals</b> Late-career employees were more satisfied with the progress they had made toward their financial goals than the other career-stage groups.</p> <p>The late-career group (mean=4.08) felt they had made more progress towards their financial goals compared to the mid-career (mean=3.88) and the early-career groups (mean=3.69). The mid-career group also felt they made significantly more progress towards their financial goals compared to the early-career group.</p>

<p>Opportunities for Development, Learning &amp; Advancement</p>	<p><b><i>Opportunities for Learning and Development</i></b></p> <p>Early-career employees reported more access to learning and development opportunities when compared to the other career-stage groups.</p> <p>The scores for the early-career employees (mean=4.68) indicated having more access to learning and development than mid-career (mean=4.52) and late-career employees (mean=4.52).</p> <p><b><i>Satisfaction with Progress Toward Advancement</i></b></p> <p>Satisfaction with progress toward advancement was higher among late-career employees compared to the other two career groups.</p> <p>The scores for late-career employees (mean=4.40) were higher when compared to those in the early-career (mean=4.04) or mid-career groups (mean=4.18).</p> <p><b><i>Satisfaction with Progress toward Development of New Skills</i></b></p> <p>Satisfaction with progress toward the development of new skills was lower among early-career employees compared to the other two groups.</p> <p>The scores for early-career employees (mean=4.15) were lower than those in the mid-career (mean=4.21) or late-career groups (mean=4.44).</p>
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## APPENDIX A-3: QUALITY OF EMPLOYMENT DIMENSIONS BY DEPENDENT CARE GROUPS

As indicated by the table below, we found that employees in different dependent care groups who participated in this study have different experiences with regard to some of the components of the Quality of Employment framework.

Quality of Employment	Variation by Career-Stages
Wellness, Health & Safety Protections	<p><b>Work Overload</b></p> <p>Employees' perceptions of work overload did <i>not</i> vary significantly across dependent care groups.</p>
Opportunities for Meaningful Work	<p><b>Work with Meaning and Purpose</b></p> <p>Perceptions that work is full of meaning and purpose was higher for those who provide care for a child under the age of 18 (but not eldercare) than for those who do not provide dependent care at all.</p> <p>Those who provide care to a child under age 18 (mean=5.53) were more likely to say that their work is full of meaning and purpose than those employees not providing dependent care (mean=5.22). Employees providing eldercare (only) (mean=5.50) or both eldercare and childcare (mean=5.64) did <i>not</i> differ significantly from the other groups.</p> <p><b>Job Significant/Importance</b></p> <p>Perceptions that one's job is very significant or important in the broader scheme of things was higher for those who provide care for a child under the age of 18 (but not eldercare) than for those who do not provide dependent care at all.</p> <p>Those who provide care to a child under age 18 (but no eldercare) (mean=3.31) were more likely to say that their job is very significant or important in the broader scheme of things than those employees not providing dependent care (mean=3.13). Employees providing eldercare only (mean=3.29) or both eldercare and childcare (mean=3.25) did not differ significantly from the other groups.</p> <p><b>Career Salience</b></p> <p>Career salience was higher for those employees who provide dependent care to a child under age 18 (but not eldercare) than for those who do not provide dependent care at all.</p> <p>The scores for career salience were significantly higher for employees providing care to a child under age 18 (but not eldercare) (mean=4.68) than for employees not providing dependent care (mean=4.42). Employees providing eldercare only (mean=4.52) or both eldercare and childcare (mean=4.59) did not differ significantly from the other groups.</p>

<p>Provisions for Employment Security &amp; Predictabilities</p>	<p><b><i>Job Security</i></b></p> <p>Perceptions of job security were lower for employees providing eldercare compared to those who have children under 18 years old (but no eldercare).</p> <p>Employees providing eldercare only (mean=4.46) perceived significantly lower job security compared to employees providing care to a child under age 18 (but not eldercare) (mean=4.79). Employees providing both eldercare and childcare (mean=4.84) and employees not providing dependent care (mean=4.66) did not differ significantly from the other groups.</p>
<p>Workplace Flexibility</p>	<p><b><i>Access to a Range of Flexible Work Options</i></b></p> <p>Perceptions of access to flexibility was lower for employees providing eldercare only when compared to those who have children under 18 years old (but not eldercare) and those without dependent care responsibilities.</p> <p>Employees providing eldercare only (mean=6.45) had significantly less access to flexible work options compared to employees provided care to a child under age 18 (but no eldercare) (mean=7.65) and employees not providing dependent care (mean=7.42). Employees providing both eldercare and childcare (mean=6.70) did not differ significantly from the other groups.</p> <p><b><i>Utilization of Flexible Work Options</i></b></p> <p>Utilization of flexible work options did <i>not</i> vary significantly across dependent care groups.</p> <p><b><i>Access to Flexible Work Options that Help Employees Meet Work and Family Needs</i></b></p> <p>The extent to which employees' have access to the flexible work options they need to fulfill their work and personal needs was lower for the employees providing eldercare (but not childcare) compared to those with children under the age of 18 (only) and those with no dependent care.</p> <p>Employees providing eldercare only (mean=2.51) felt that they had significantly less access to the flexible work options needed to fulfill their work and personal needs compared to the employees providing childcare (but not eldercare) (mean=2.79) or no dependent care (mean=2.72). The employees providing both eldercare and childcare (mean=2.58) did not differ significantly from the other groups.</p>



<p>Culture of Respect, Inclusion &amp; Equality</p>	<p><b>Work Team Inclusion</b> Perceptions of work team inclusion were lower for employees providing both types of dependent care compared to those providing childcare only or those without any type of dependent care.</p> <p>Employees providing both eldercare and care for a child under age 18 (mean=4.18) perceived significantly lower work team inclusion compared to the employees just providing childcare (mean=4.45) and employees not providing dependent care (mean=4.43) at all. Employees providing eldercare only (mean=4.34) did not differ significantly from the other groups.</p> <p><b>Positive Attitudes toward Early-, Mid-, and Late-Career Workers</b></p> <p>1. Perceptions of early-career team members were lower for the employees providing eldercare compared to those without any dependent care.</p> <p>Employees not providing dependent care (mean=2.74) had more positive perceptions of early-career team members compared to the employees providing eldercare only (mean=2.55). The employees providing childcare only (but not eldercare) (mean=2.69) or both childcare and eldercare (mean=2.60) did not differ significantly from the other groups.</p> <p>2. Perceptions of mid-career team members did <i>not</i> differ significantly across dependent care groups.</p> <p>3. Perceptions of late-career team members did <i>not</i> differ significantly across dependent care groups.</p> <p><b>Supervisor Equity</b> Perceptions of supervisor equity did <i>not</i> differ significantly across dependent care groups.</p>
<p>Promotion of Constructive Relationships at the Workplace</p>	<p><b>Supervisor Support</b> Perceptions of supervisor support did <i>not</i> differ significantly across dependent care groups.</p> <p><b>Supervisor Effectiveness</b> Assessments of supervisor effectiveness also did <i>not</i> differ significantly across dependent care groups.</p>

<p>Fair, Attractive, and Competitive Compensation &amp; Benefits</p>	<p><b><i>Satisfaction with Benefits</i></b>  Satisfaction with benefits was higher for the employees not providing any type of dependent care compared to those with children under the age of 18 (but without eldercare).</p> <p>Employees not providing dependent care (mean=4.32) were significantly more satisfied with their benefits compared to the employees providing childcare (but not eldercare) (mean=4.11). The employees providing eldercare only (mean=4.25) or both eldercare and childcare (mean=4.26) did not differ significantly from the other groups.</p> <p><b><i>Satisfaction with Progress toward Financial Goals</i></b>  Satisfaction with the progress made towards financial goals did <i>not</i> differ significantly across dependent care groups.</p>
<p>Opportunities for Development, Learning &amp; Advancement</p>	<p><b><i>Opportunities for Learning and Development</i></b>  Access to opportunities for learning and development did <i>not</i> differ significantly across dependent care groups.</p> <p><b><i>Satisfaction with Progress toward Advancement</i></b>  Satisfaction with progress toward advancement did <i>not</i> differ significantly across dependent care groups.</p> <p><b><i>Satisfaction with Progress toward Development of New Skills</i></b>  Satisfaction with progress toward the development of new skills did <i>not</i> differ significantly across dependent care groups.</p>

## APPENDIX A-4: QUALITY OF EMPLOYMENT DIMENSIONS BY TENURE GROUPS

As indicated by the table below, we found that employees in different tenure groups who participated in this study have different experiences with regard to some of the components of the Quality of Employment framework.

Quality of Employment	Variation by Tenure
Wellness, Health & Safety Protections	<p><b>Work Overload</b> Reported levels of work overload increased with tenure.</p> <p>Those in the 10.01 and higher years of tenure group (mean=3.49) had significantly higher work overload than the 3.01-10 years group (mean=3.34), which had significantly higher work overload than those in the 0-3 years group (mean=3.14).</p>
Opportunities for Meaningful Work	<p><b>Work with Meaning and Purpose</b> Perceptions that work is full of meaning and purpose were higher for employees with more than 10 years of tenure than for employees with 10 years or less of tenure.</p> <p>Employees with more than 10 years of tenure (mean=5.64) were more likely to say that their work is full of meaning and purpose than employees in the 0 to 3 years of tenure group (mean=5.22) and the 3.01 to 10 years of tenure group (mean=5.24). The 0 to 3 years group and the 3.01 to 10 years group did not differ significantly from each other.</p> <p><b>Job Significant/Importance</b> Perceptions that one's job is very significant or important in the broader scheme of things were higher for employees with more than 10 years of tenure than for employees with 10 years or less of tenure.</p> <p>Employees with more than 10 years of tenure (mean=3.28) were more likely to say that their job is very significant or important in the broader scheme of things than employees in the 0 to 3 years of tenure group (mean=3.18) and the 3.01 to 10 years of tenure group (mean=3.11).</p> <p><b>Career Salience</b> Career salience was highest among those in the group with the most tenure (10.01 years).</p> <p>Those who had more than 10.01 years of tenure (mean=4.76) had significantly higher career salience than the 0-3 years (mean=4.39) or the 3.01-10 years groups (mean=4.43).</p>

Provisions for Employment Security & Predictabilities	<p><b><i>Job Security</i></b></p> <p>Perceptions of job security did <i>not</i> vary significantly across tenure groups.</p>
Workplace Flexibility	<p><b><i>Access to a Range of Flexible Work Options</i></b></p> <p>Employees with the least tenure (0-3 years) reported having more access to workplace flexibility than those with 3.01-10.0 years of tenure.</p> <p>Those in the 0-3 years of tenure groups (mean=7.70) had more access to flexible work options than those in the 3.01-10.0 years of tenure (mean=7.15). Employees in the 10.01 years of tenure group (mean=7.52) did not differ significantly from the other two groups.</p> <p><b><i>Utilization of Flexible Work Options</i></b></p> <p>Utilization of flexible work options was higher among employees with 3.01 or more years of tenure than for employees with less than 3 years of tenure.</p> <p>Utilization of available flexibility was significantly higher in the 3.01-10.0 (mean=52.6 percent) year group compared to the 0-3 year group (mean=45.6 percent) or 10.01 or more years (mean=51.4 percent).</p> <p><b><i>Access to Flexible Work Options that Help Employees Meet Work and Family Needs</i></b></p> <p>The extent to which employees have access to the flexible work options they need to fulfill their work and personal needs did <i>not</i> vary across tenure groups.</p>
Culture of Respect, Inclusion & Equality	<p><b><i>Work Team Inclusion</i></b></p> <p>Employees with 3.01-10 years of tenure had lower perceptions of work team inclusion compared to those with less tenure or those with more tenure.</p> <p>Employees with 3.01-10 years of tenure (mean=4.36) had significantly lower work team inclusion than those with 0-3 years of tenure (mean=4.44) and those with more than 10.01 years of tenure (mean= 4.48).</p> <p><b><i>Positive Attitudes toward Early-, Mid-, and Late-Career Workers</i></b></p> <p>1. Positive attitudes toward early-career team members decreased across tenure groups.</p> <p>Employees in the 0-3 years of tenure group (mean=2.80) had more positive attitudes towards early-career team members compared to those in the 3.01-10 years of tenure group (mean=2.65) and the 10.01 years or more group (mean=2.63).</p>

	<p>2. Positive attitudes toward mid-career employees were lower in the 3.01-10 year tenure group than those with more tenure.</p> <p>Employees in the 3.01 to 10 years of tenure group (mean=2.92) had lower scores with regard to positive attitudes towards mid-career team members compared to those in the 10.01 years of tenure or more group (mean=3.01). The 0-3 years of tenure group (mean=2.99) did not differ significantly from the other groups.</p> <p>3. Employees in the 3.01-10 years tenure group expressed the least positive attitudes toward late-career team members.</p> <p>The 3.01-10 years of tenure group (mean=2.79) had significantly lower scores with regard to positive attitudes towards late-career team members compared to the 0-3 years of tenure group (mean=2.90) and the 10.01 years or higher tenure group (mean=2.96).</p> <p><b>Supervisor Equity</b> Employees with the least amount of tenure (0-3 years) were more likely to express positive assessments of their supervisors' equity compared to those with 3.01-10 years of tenure.</p> <p>The 0-3 years of tenure group (mean=4.79) rated their supervisor/team's leader equity higher than those in the 3.01 to 10 years of tenure group (mean=4.61). The 10.01 years or higher tenure group (mean=4.72) did <i>not</i> differ significantly from the other two tenure groups.</p>
<p>Promotion of Constructive Relationships at the Workplace</p>	<p><b>Supervisor Support</b> Perceived supervisor support was significantly higher in the 0-3 years of tenure group than in the other two groups.</p> <p>Perceived supervisor support was lowest for the 3.01-10 years group (mean=4.37). Supervisor support was slightly higher for the 10.01 years and higher group (mean=4.41) and was the highest for the 0 to 3 years group (mean=4.56).</p> <p><b>Supervisor Effectiveness</b> Responses to the question, "Overall, how would you assess the effectiveness of your supervisor?" were higher among those with the least tenure.</p> <p>The 0 to 3 years of tenure (mean=3.81) rated their supervisors as significantly more effective compared to the 3.01-10 years of tenure group (mean=3.60) and 10.01 years of tenure or higher group (mean=3.64).</p>
<p>Fair, Attractive, and Competitive</p>	<p><b>Satisfaction with Benefits</b> Satisfaction with benefits did <i>not</i> significantly vary across tenure groups.</p>

<p>Compensation &amp; Benefits</p>	<p><b><i>Satisfaction with Progress toward Financial Goals</i></b></p> <p>Satisfaction with the progress toward financial goals was higher for those in the group with the most tenure (10.01 years) compared to the other two groups with less tenure.</p> <p>Those in the 10.01 years or more of tenure groups (mean=4.03) felt they had made more progress towards their financial goals compared those with 3.01-10.0 (mean=3.76) and those with 0-3 years tenure (mean=3.81).</p>
<p>Opportunities for Development, Learning &amp; Advancement</p>	<p><b><i>Access to Learning and Development Opportunities</i></b></p> <p>Employees in the group with the least tenure (0-3 years) reported more access to learning and development compared to those in the other two groups with more tenure.</p> <p>The scores for those with 0-3 years tenure (mean=4.81) indicated more access to learning and development than those with 3.01-10.0 years (mean=4.37) and those with 10.01 + years (4.51).</p> <p><b><i>Satisfaction with Progress towards Advancement</i></b></p> <p>Satisfaction with progress towards advancement was highest among employees with the most tenure compared to the other two groups with less tenure.</p> <p>The scores for employees with 10.01 years or more of tenure (mean=4.38) was higher when compared to those with 3.01 – 10.0 years of tenure (mean=4.08) or those with 0-3 years of tenure (mean=4.10).</p> <p><b><i>Satisfaction with Progress toward the Development of New Skills</i></b></p> <p>Satisfaction with progress toward the development of new skills was highest among employees with the most tenure compared to the other two groups with less tenure.</p> <p>The scores for employees with 10.01 + years of tenure (4.39) were higher than those with either 0-3 years of tenure (mean=4.20) or those with 3.01-10.0 years of tenure (mean=4.15).</p>

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## The Sloan Center on Aging & Work at Boston College

The Sloan Center on Aging & Work at Boston College was founded in 2005. Working in partnership with workplace decision-makers, the Center promotes the quality of employment for the 21st century multi-generational workforce. The Center strives to put evidence into practice to improve employment experiences for both employers and employees. We place a particular emphasis on workplace flexibility that supports 21st century ways of getting work done and enhances employees' work experiences. Our multi-tiered strategy includes combining employer engaged research and academic rigor with innovative communications. We engage multi-disciplinary teams of researchers from around the world to forward three research streams – the US National Initiatives, the State Initiatives, and the Global Initiatives.

The Sloan Center's US National Initiatives partners with scholars and employers across the United States, placing a particular emphasis on workplace flexibility. Together we explore the intersection of employee preferences with employer practices, and chronicle emerging strategies as they evolve. Current projects include analyses of the Health and Retirement Study, Eldercare, Workplace Flexibility and Multi-Generational Talent, and the *Age & Generations Study*.

The 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: [agingandwork.bc.edu](http://agingandwork.bc.edu).

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Issue Briefs

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- Issue Brief 1: Older Workers: What Keeps Them Working?
- Issue Brief 2: Businesses: How Are They Preparing For the Aging Workforce?
- Issue Brief 3: Getting the Right Fit: Flexible Work Options and Older Workers
- Issue Brief 4: How Old Are Today's Older Workers?
- Issue Brief 5: One Size Doesn't Fit All: Workplace Flexibility
- Issue Brief 6: Down Shifting: The Role Of Bridge Jobs After Career Employment
- Issue Brief 7: Civic Engagement: Volunteering Dynamics and Flexible Work Options
- Issue Brief 8: Does Health Insurance Affect The Employment of Older Workers?
- Issue Brief 9: The 21st Century Multi-Generational Workplace
- Issue Brief 10: Today's Multi-Generational Workforce: A Proposition of Value
- Issue Brief 11: Responsive Workplaces for Older Workers: Job Quality, Flexibility and Employee Engagement
- Issue Brief 12: Generational Differences in Perceptions of Older Workers' Capabilities
- Issue Brief 13: Quality of Employment and Life Satisfaction: A Relationship that Matters for Older Workers
- Issue Brief 14: The Interlocking Careers of Older Workers and Their Adult Children
- Issue Brief 15: Self Employment As A Step in The Retirement Process
- Issue Brief 16: Older And Out Of Work: Trend in Older Worker Displacement
- Issue Brief 17: Older And Out Of Work: Employer, Government and Nonprofit Assistance
- Issue Brief 18: Time Use Across the Lifespan
- Issue Brief 19: Workplace flexibility: Findings from the Age & Generations Study
- Issue Brief 20: Engaging the 21st Century Multi-Generational Workforce

Research Highlights

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- Research Highlight 1: Context Matters: Insights About Older Workers From the National Study of the Changing Workforce
- Research Highlight 2: The Diverse Employment Experiences of Older Men and Women in the Workforce
- Research Highlight 3: The Benchmark Study, Phase I of The National Study of Business Strategy and Workforce Development
- Research Highlight 4: The National Study, Phase II of The National Study of Business Strategy and Workforce Development
- Research Highlight 5: The Citi Sales Study of Older Workers