



Annet de Lange

17-09-2007

Individual diversity: age diversity and health outcomes?

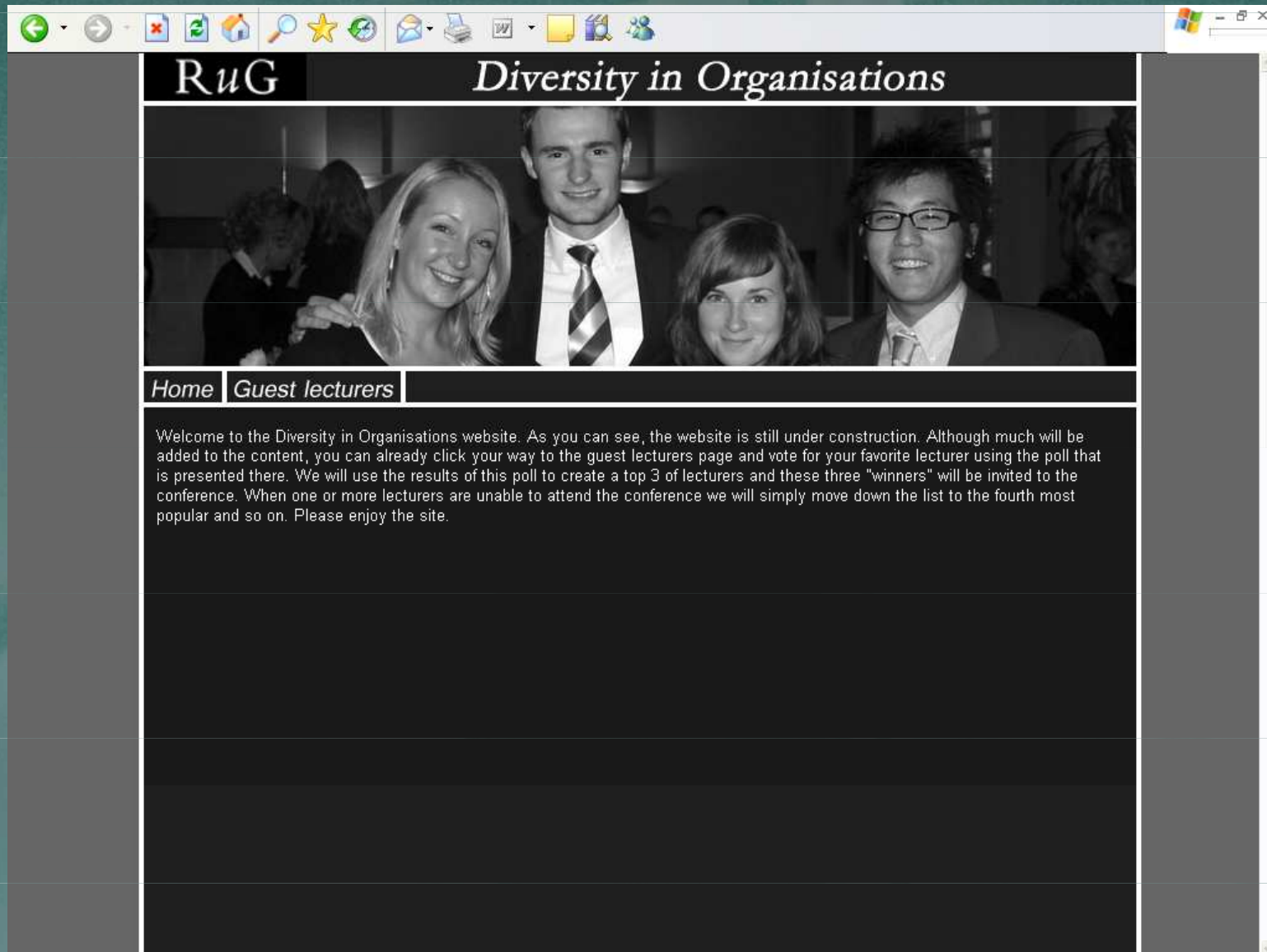
Agenda

1. Health and psychosocial work?
2. Chapter 6: brief summary
3. Aging workforce: numbers and figures
4. What is age?
5. Different operationalisations
6. Recent studies
 - Chapter: De Lange et al. 2006;
 - De Lange et al. (2003-2008); Kooij, De Lange, Jansen & Dijkers, 2007, 2008; Bal, De Lange, Jansen & Van der Velde, 2008; Fresh new results)

Summarizing

1. Diversity (management) and process models
2. Cultural identity, group diversity issues
3. Part 1 Research proposal and teamwork has started
4. today: new introduction and 3 types of methods (results can also be included, but not necessary). Next week update with results and discussion.
5. Guest speaker ideas

Guest speakers: website (<http://diversity.lucarne.nl/>)



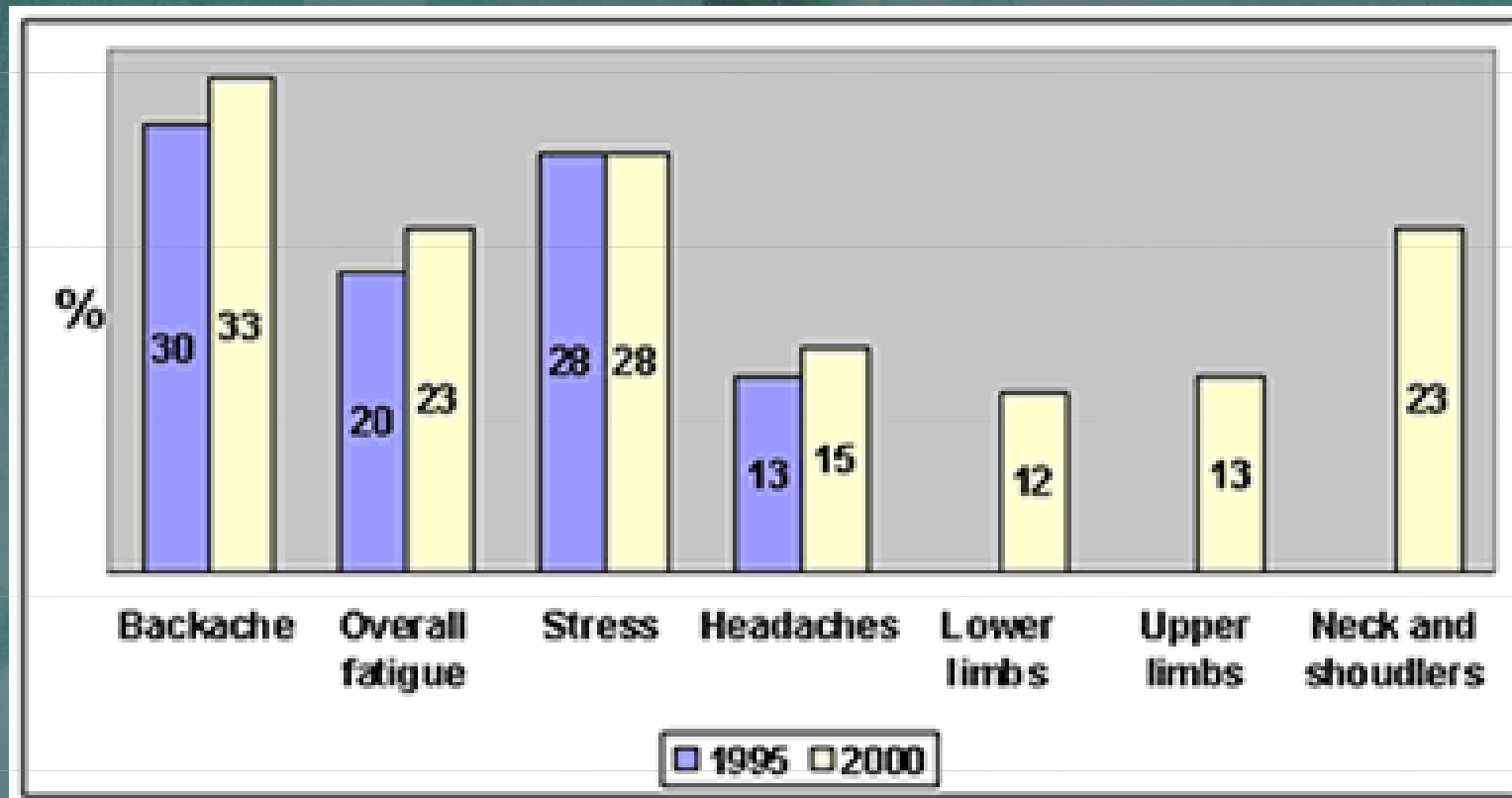
[Home](#)[Guest lecturers](#)**Name:** Can**Surname:** Patricia**Date of birth:** Octobre 7th 1965**Job description:** Senior advisor**Education:**

Patricia Can studied cultural anthropology and non-Western sociology at the University of Amsterdam. Her final research was about risk management. For two years she conducted a field study in Turkey. After she finished her education she completed several trainings and other educational projects concerning financial management and organisational science.

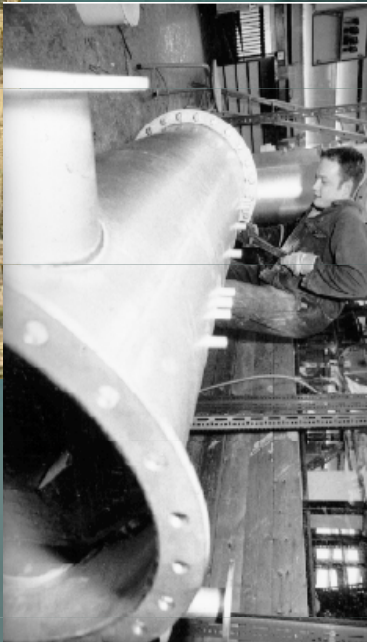
Area of expertise:

- Change management concerning organisational and team development.
- Project- and program management.
- Cultural issues and working with several ethnic groups.
- Interactive policy creation.
- Issues concerning HRM and work conditions, work absence and reintegration.
- Coaching management (management teams and managers individually).

Causes Work disability (Europe)



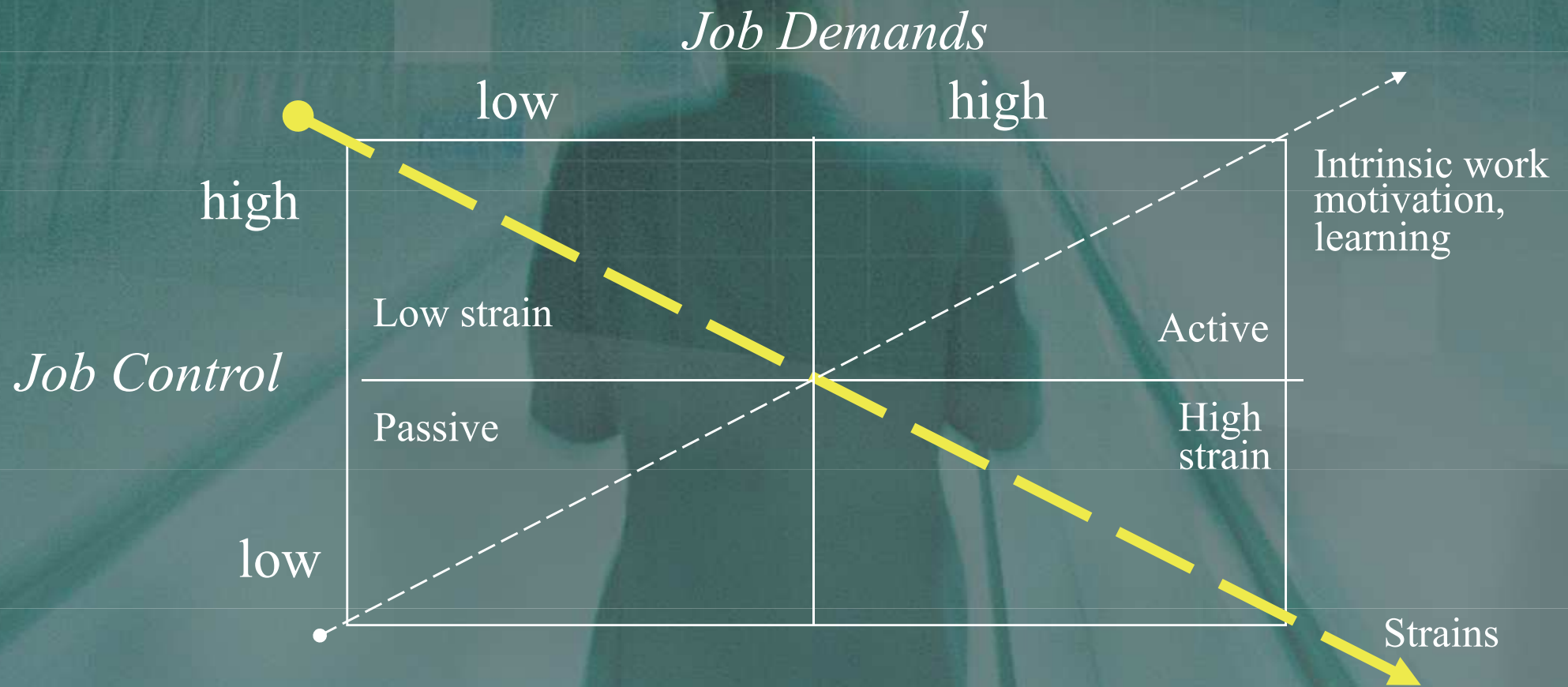
What is the relation between work and mental health?



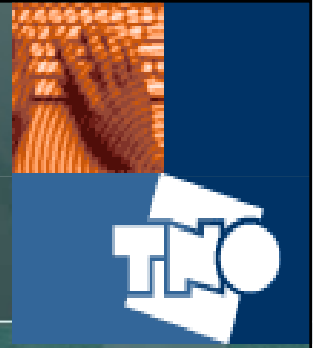
Chapter 6

- 6 psychosocial factors and gender or race diversity:
 1. **Work load** and pace (women and minorities in relatively more high strain or lower status jobs)
 2. **Role stressors** (multiple roles and gender differences)
 3. **Job content** (work schedule; irregular shift work, flextime and telecommunicating)
 4. **Career security** factors (temporary or contract status)
 5. **Interpersonal relations** (e.g. sexual harrassment, racism and discrimination)

The Job Demand-Control Model (Karasek, 1979)



De Lange et al. (2003)



- **Literature research**: 45 studies based on ≥ 2 measures
- Longitudinal survey study (TNO Arbeid):
 - **1789** employees, 34 different companies
 - **4 measures** between 1994-1997 (= longitudinal research)

Measures?



Work characteristics=

Job demands,

Job control,

Social support



Psychological complaints=

Depressive symptoms,

Emotional exhaustion,

Job satisfaction

What are results of earlier studies?

Time 1



Time 2



45 studies: 19 (42%) high quality studies

Editor

Website Psychological & Work

Disclaimer | Contact | Home

Mental Health & Work

Mental health complaints and fatigue at work

Mental health complaints and fatigue at work

- Questions & Answers
- Tools & Checklists
- E-learning
- Projects
- Literature
- Links

Reorganization-induced stress

During reorganizations, mergers and other turn-around processes at companies, the impact on employee health is often ignored, resulting in psychological disorders such as burnout, depression and other reactions to serious stress. [More >>](#)

Mental health complaints and fatigue at work

Occupational health care professionals play a key role in the prevention and treatment of psychological complaints and sickness absence in the working population. In this role, these professionals are confronted with a number of questions such as:

- What are risk factors of fatigue at work?
- Which interventions and treatment are effective?
- Which subgroups of workers are vulnerable?
- How can risk factors at work be analyzed?

Knowledge and tools generated in the scientific Dutch concerted program "Fatigue at work" may answer these questions.

Send any questions you have about the website to the editorial office mentalhealthandwork@amc.nl.

Questions about mental health disorders

Which interventions are effective?
What are work-related risk factors?
[More questions >>](#)

Questions about fatigue at work

How can fatigue at work be quantified?
[More questions >>](#)

Aging?

© Original Artist
Reproduction rights obtainable from
www.CartoonStock.com



"Right, make sure any new companies we acquire have an ageing workforce."



B
A
C
K
G
R
O
U
N
D

The Economist

What Russia's winter reveals
PAGES 14 AND 21-23

Cheney's pot shot
PAGE 24

Europe's buy-out boom
PAGES 12 AND 69

Google's bubble pricked
PAGE 58

FEBRUARY 28th - 24th 2006 www.economist.com

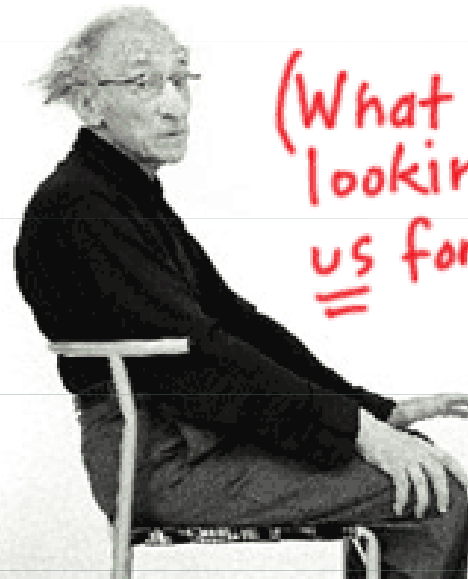
HOW TO MANAGE

AN AGEING
WORKFORCE

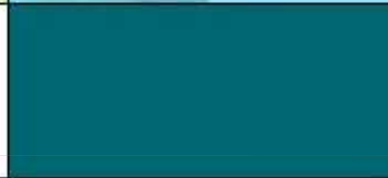
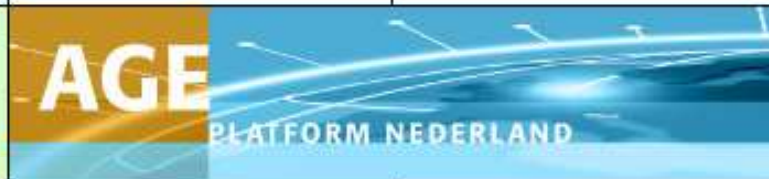
*Definitely
A vision
problem*

*prioritized
by size*

*(What is he
looking at
us for?)*



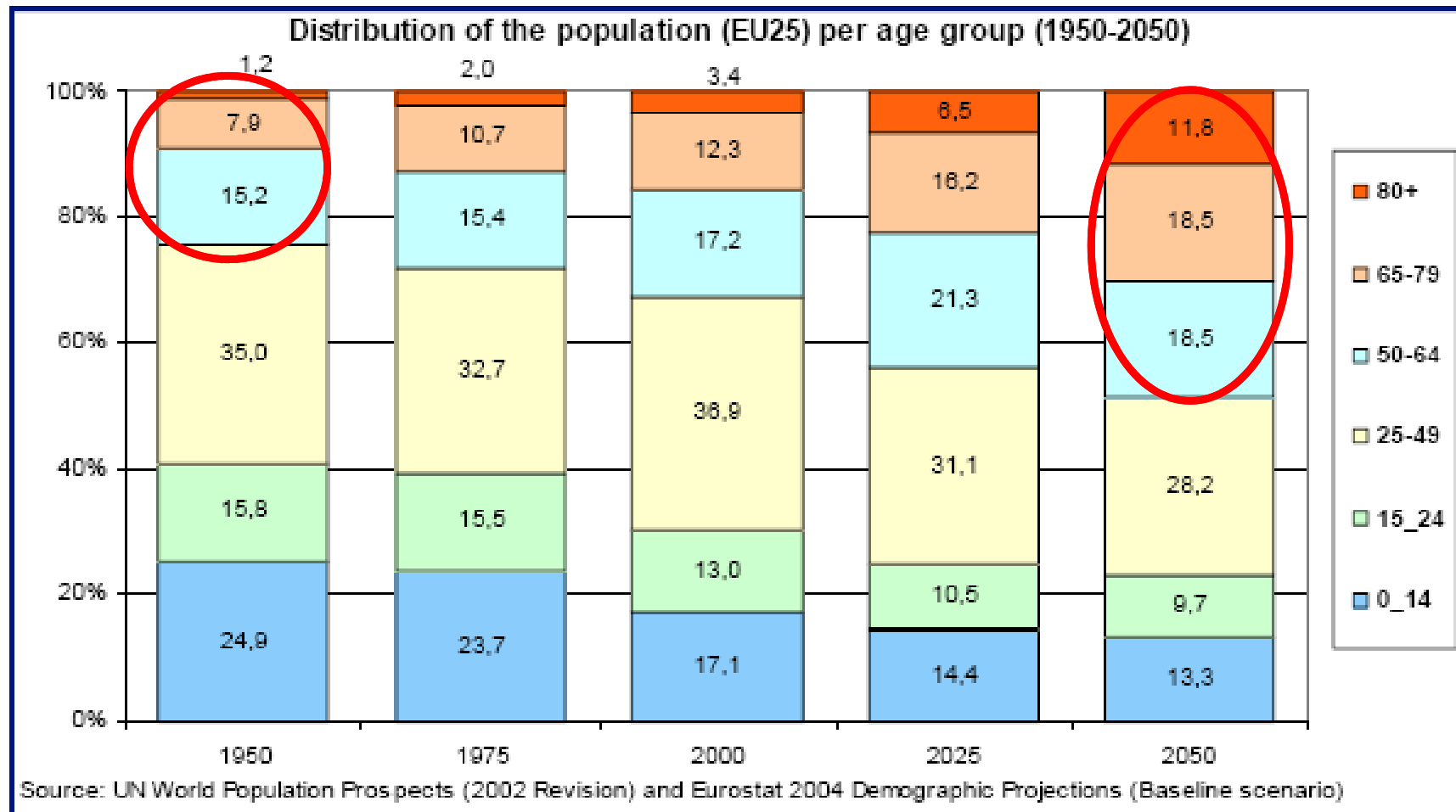
*cut off
at the
knees*



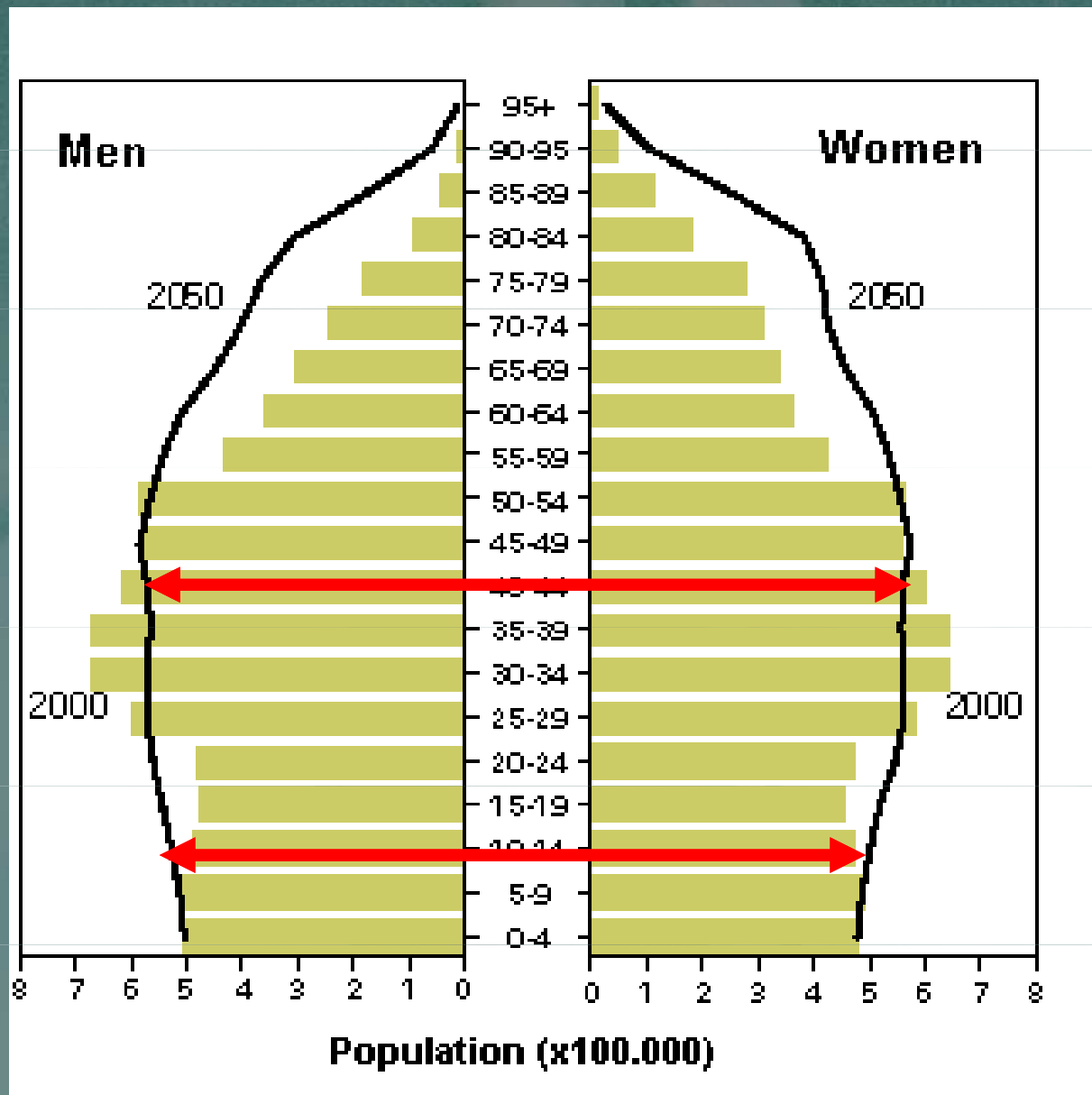
Why focus on age differences?

- Baby boom generation constitutes a large and increasing percentage of the work population
- Traditional safety net of funded (early) retirement is being withdrawn in many countries
- Netherlands: current cabinet proposals make it difficult to retire before 63
- Career development older workers has not been studied extensively

Numbers and figures Europe



Dutch population



US data

Bureau of Labor Statistics showing the size of the workforce over **age 55** (the left scale is in thousands).

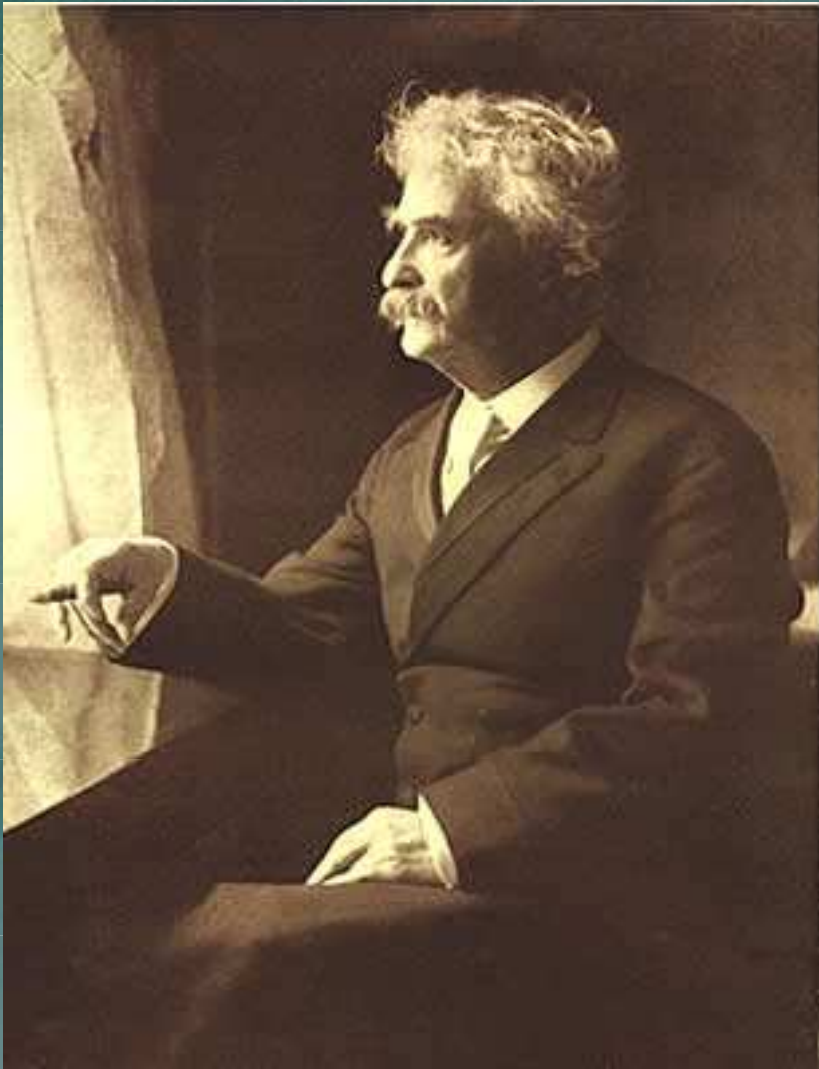


Complex construct

*“Age or aging can better be portrayed as a **multi-dimensional process that is not easy** to capture within one single definition, and refers to many changes in biological, psychological as well as social or even societal functioning across time”*

(Birren & Birren, 1990; Jansen, 1993; Kanfer & Ackerman, 2004; Sterns & Miklos, 1995).

Age



Age is a proxy; not a causal variable

Loss: Health, cognitive abilities

Growth: Knowledge and experience

Age differences?

- Older workers are plagued by negative stereotyping
- **Age and health/well-being**: physical health is declining, but not the mental and psychological health
- **Age and work characteristics**: different age groups value different job aspects; also in expectations (psychological contracts)
- **Few studies** explicitly examine age differences in the relation between work characteristics and well-being; (De Lange et al. 2006,2007) age differences, but not different relations across time

Psychological contracts

Rousseau (1989): “The individual beliefs regarding the terms and conditions of a reciprocal exchange agreement between that focal person and another party.”

- Perceived obligations
- Obligation fulfillment

Meta-analysis: Bal, De Lange et al. (2007)

- K=94 studies
- Psychological contract breach -> outcomes
- Age moderates relationships

Age differences in PC content?

Bal, De Lange et al. (2008)

- Older workers have lower expectations concerning development
- Older workers respond differently to organizational inducements compared to younger workers.



Chapter 1

(De Lange et al., 2006)

Adobe Acrobat Professional - [OHP%202006%201.pdf]

Bestand Bewerken Beeld Document Opties Geavanceerd Venster Help

Openen Opslaan Afdrukken PDF maken Revisie en opmerkingen Beveiligen Ondertekenen Geavanceerd bewerken

Tekst selecteren 86% Procedure

Bladwijzers Handtekeningen Legen Pagina's Opmerkingen

TITLE	Occupational Health Psychology: European Perspectives on Research, Education and Practice Vol. 1: 2006
EDITORS	Scott McIntyre (Unidade de Investigação em Desenvolvimento Humano e Psicologia /ISMAI) Jonathan Houdmont (Univ. Nottingham)
EDITORIAL COMMITTEE	Pedro Almiro Neves (ISMAI) Eduardo Cordeiro Gonçalves (ISMAI)
PUBLISHED	Edições ISMAI Centro de Publicações do Instituto Superior da Maia
GRAPHICS	SerSilito - MAIA
COPIES	500
LEGAL DEPOSIT	249164/06
ISBN	972-9048-20-7 978-972-9048-20-3

146,7 x 215,5 mm

3 van 27

start annet tt - Microsoft ... Microsoft PowerPoint ... Adobe Acrobat Profe...

NL 16:05

AGE AS FACTOR IN THE RELATION BETWEEN WORK AND MENTAL HEALTH: RESULTS OF THE LONGITUDINAL TAS SURVEY

ANNET DE LANGE, TOON TARIS, PAUL JANSEN
PETER SMULDERS, IRENE HOUTMAN, MICHIEL KOMPIER

Abstract

This chapter addresses the impact of the factor age in occupational health research, and examines whether relations between psychosocial work characteristics and indicators of mental health differ as a function of age. To test these relations we used data from a longitudinal study on the Dutch work situation, and included different age-related variables (as indicators of different operationalisations of the factor age). The relation between work and mental health was examined for three different age groups, namely for older workers (> 50 yrs old; N = 154), young workers (< 35 yrs old; N = 99), and middle-aged workers (35-50 yrs old; N = 327). As relevant age-related variables to explain age-related effects in the relation between work and mental health we included company tenure, health status, and home situation. Multiple subgroup regression analyses revealed evidence for longitudinal effects of work characteristics on indicators of mental health (after controlling for the aforementioned age-related variables as potential moderators). We conclude that designing a challenging, but not too demanding, work environments is an important step in maintaining or improving the mental health of all age groups.

*Age does not depend upon years, but upon temperament and health.
Some men are born old, and some never grow so,
Tryon Edwards (American theologian, 1809 - 1894)*

1 Introduction

1.1 Introduction

The baby boom generation (the cohort born in 1946-1964) constitutes a large and increasing percentage of the working population in most Western countries (Collins, 2003). The percentage of older workers in Europe will increase with 25.1% (approximately 13 million people) in the next 25 years, while the number of young workers will decrease with 20.1% (European Commission, 2005). Consequently, companies will have to rely more and more on the work of older people. Although this group of workers has attracted considerable research

Five different approaches

(De Lange et al., 2006; Sterns and Doverspike, 1989)

1. **Chronological approach:** based on the respondent's chronological or calendar age. The term "older worker" may refer to workers from age 40 to 75, depending on the purpose of the organization as well as the needs of the worker (Collins, 2003; Stein & Rocco, 2001).
2. **Performance-based or functional approach:** recognizes individual variation in abilities and functioning at all ages, measurement of aging should be based on **objective functional** measures (such as one's physical health status or cognitive ability). Providing a better explanation for possible intra- and inter-group diversity compared to calendar age

Five different approaches

3. **Psychosocial approach:** based on social or self perceptions of the “older worker”.

Subjective age: (i) how old the person feels, looks and acts, (ii) with which age cohort the person identifies, and (iii) how old the person desires to be (Kaliterna, Larsen, & Brkljacic, 2002, p. 40).

Social perception: relative age, age attitudes, beliefs or norms applied to an individual with respect to an occupation, company or society, and stereotypes about certain age groups.

4. **Organizational approach** assumes that age and tenure are related, and that effects of aging are often confounded by the effects of **tenure**, and vice versa (Sterns & Doverspike, 1989).

Example: (i) how many years of working experience do you have in your current position? (job tenure).

Nonetheless, organizational age may also refer to the career stage of a worker, skill obsolescence and age norms.

Five different approaches

5. **Life span approach:** is based on elements of the aforementioned approaches, but emphasizes more the **complex behavioral changes** at any point in the life cycle.

This complex approach, can be measured by variables like family status or economic constraints, but also by the dynamics between the indicators of all aforementioned approaches to measure aging

Aging:

Biological,
psychological,
fysiological,
societal changes

operationalisations

**Chronological
Age**

**Functional
Age**

**Psychosocial
Age**

**Organisational
Age**

**Life-span
Age**

Indicators

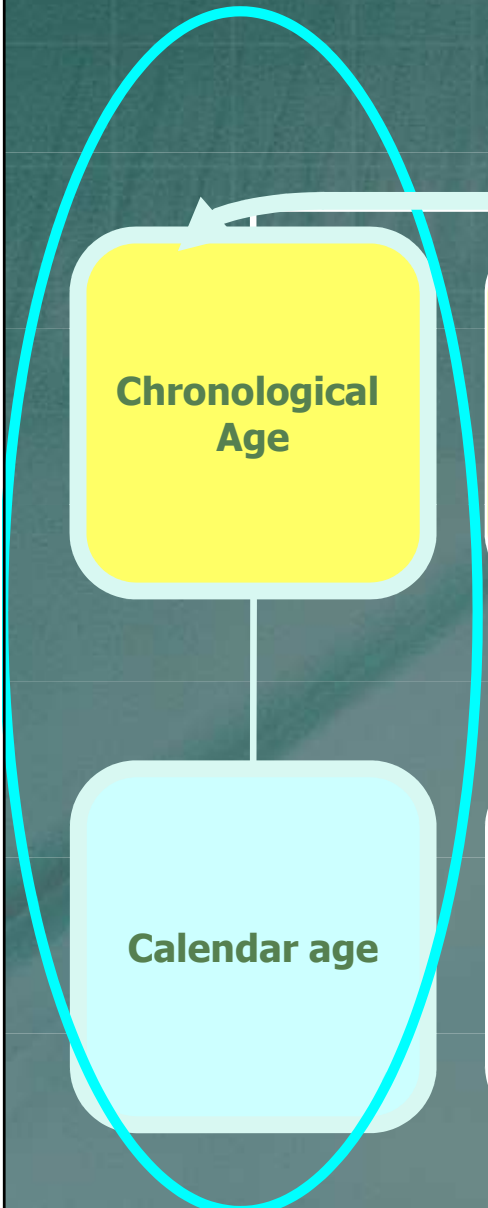
Calendar age

Physical health

**Social
or self perceptions**

Job tenure

Family status



Aging and work motivation?

Review of Kooij, De Lange, Jansen & Dijkers (in press):

Empirical as well as conceptual papers:

- Chronological age: N=5
- Functional age: N=9
- Psychosocial age: N=9
- Organizational age: N=12
- Life span age: N=8

Aging:

Biological,
psychological,
fysiological,
societal changes

**Chronological
Age**

**Functional
Age**

**Psychosocial
Age**

**Organisational
Age**

**Life-span
Age**

Calendar age

**Physical health
Cognitive abilities**

**Social
or self perceptions**

**Company tenure
Career stage
Skill obsolescence**

**Family status
Life stage**

-

+ / -

-

+ / -

-

Motivation to work

Age is proxy measure

- What are relevant process variables?

Examining life span, self-regulation, and P_E fit theories:

- * **Job change hypothesis** (Wright & Hamilton, 1987)
- * **Socio-emotional selectivity theory** (Carstensen, 1995)
- * **Regulatory focus theory** (Higgins, 1997)
- * **Selection Optimization Compensation theory** (Baltes, Staudinger and Lindenberger, 1999)

Job change hypothesis Wright and Hamilton (1978)

- Due to **experience, seniority and skills**, the selective group of active older workers will have obtained a relatively **better person-environment fit**, and higher level occupations with more job control compared to their younger colleagues



Socio-emotional selectivity theory

- individuals will select goals in accordance to their **perceptions of the future** as being limited or open-ended (Lang & Carstensen, 2002).
- **younger generations** perceive time as open ended (holding a "time since birth" perspective) and will be especially motivated by growth or *knowledge-related* goals (new information or social interactions) that can be useful in the more distant future.
- **Older generations** perceive time as more constraint (holding a "time till death" perspective), and will be more motivated by achieving short-term emotion-related goals, such as deepening one's existing relations.
- Because retirement is approaching, work-related future perspectives decrease for older workers (Carstensen et al., 1999), and older workers may therefore look for more **emotional** instead of learning-related aspects in their work environment.

Regulatory focus theory

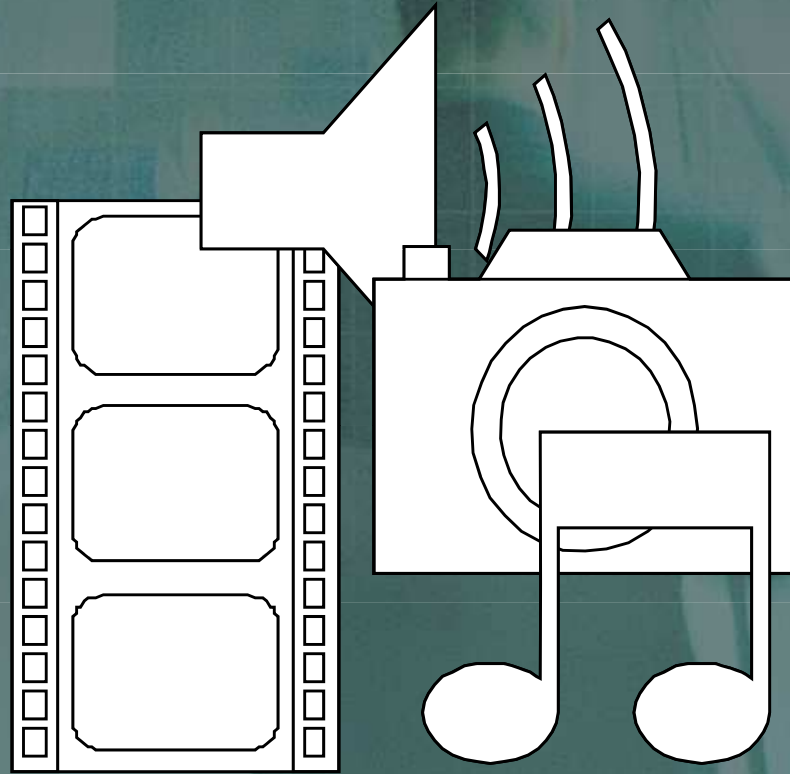
Self-regulation refers to the process in which people seek to align their behaviours with appropriate goals or standards.

According to the regulatory focus theory of Higgins (1997; 1998; 2000) there are two motivational or self-regulatory systems, labelled as **promotion versus prevention**, that focus on different underlying needs (**growth and development versus safety and security**).

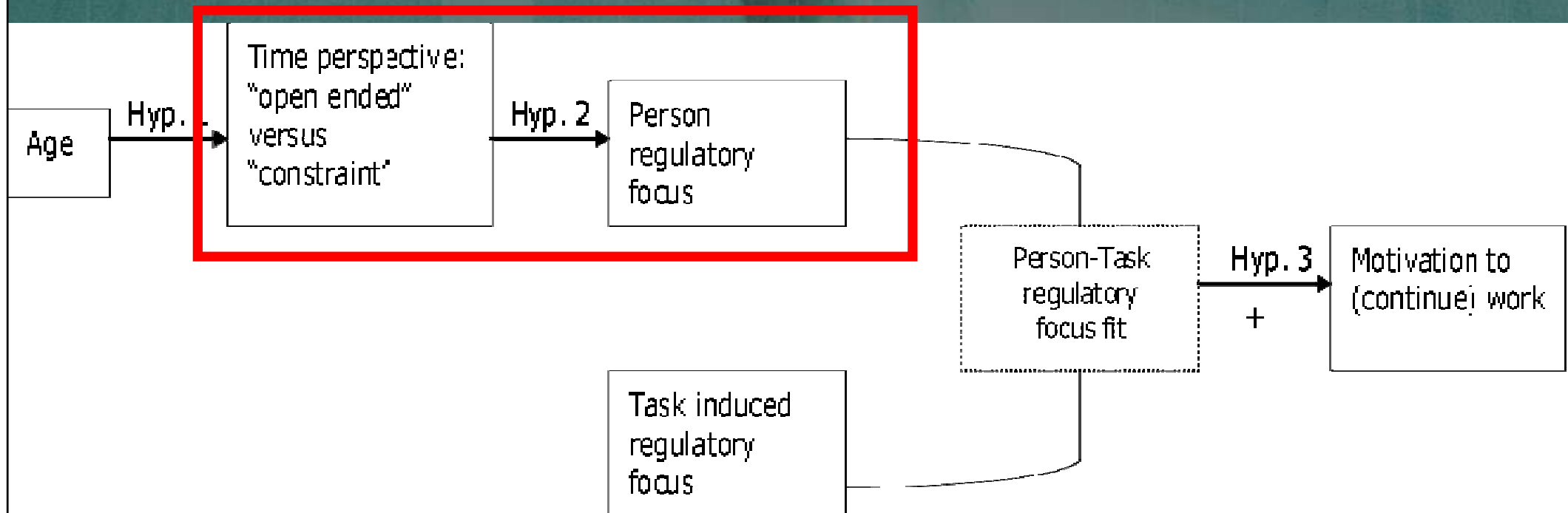
Selection Optimization Compensation

- maximization of gains and minimizations of losses becomes more salient as people age, because of the loss of biological, mental as well as social reserves across the life span (Higgins, 1997, 1998; Bajor & Baltes, 2003)
- According to the SOC model the allocation of resources for so-called “growth or promotion” goals will decrease with age, whereas maintenance and regulation of “loss or prevention” goals will increase with age.

Selection Optimization Compensation

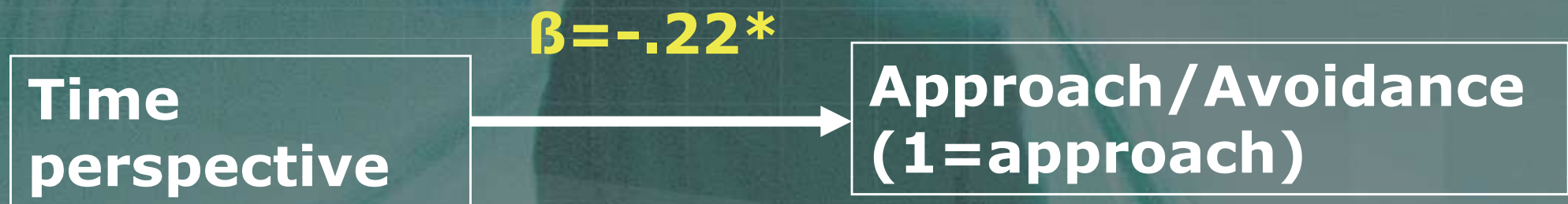


Self-regulatory time based perspective (De Lange, 2007)



63+ workers (De Lange et al., 2008)

N=172 (mean age 68.99; Sd=3.16)



Age-aware practices effective?

Kooij, Jansen, Dijkers & De Lange (2008)

- Effects of five HR-meta practices:
 - staffing
 - performance management
 - development
 - employee influence
 - work systems

Research design: conceptualizations

- HRM outcomes or work-related attitudes:
 - affective commitment
 - continuance commitment
 - satisfaction
 - perceived organizational support
 - intention to stay
- Age:
 - calendar age
 - organizational tenure

Research framework

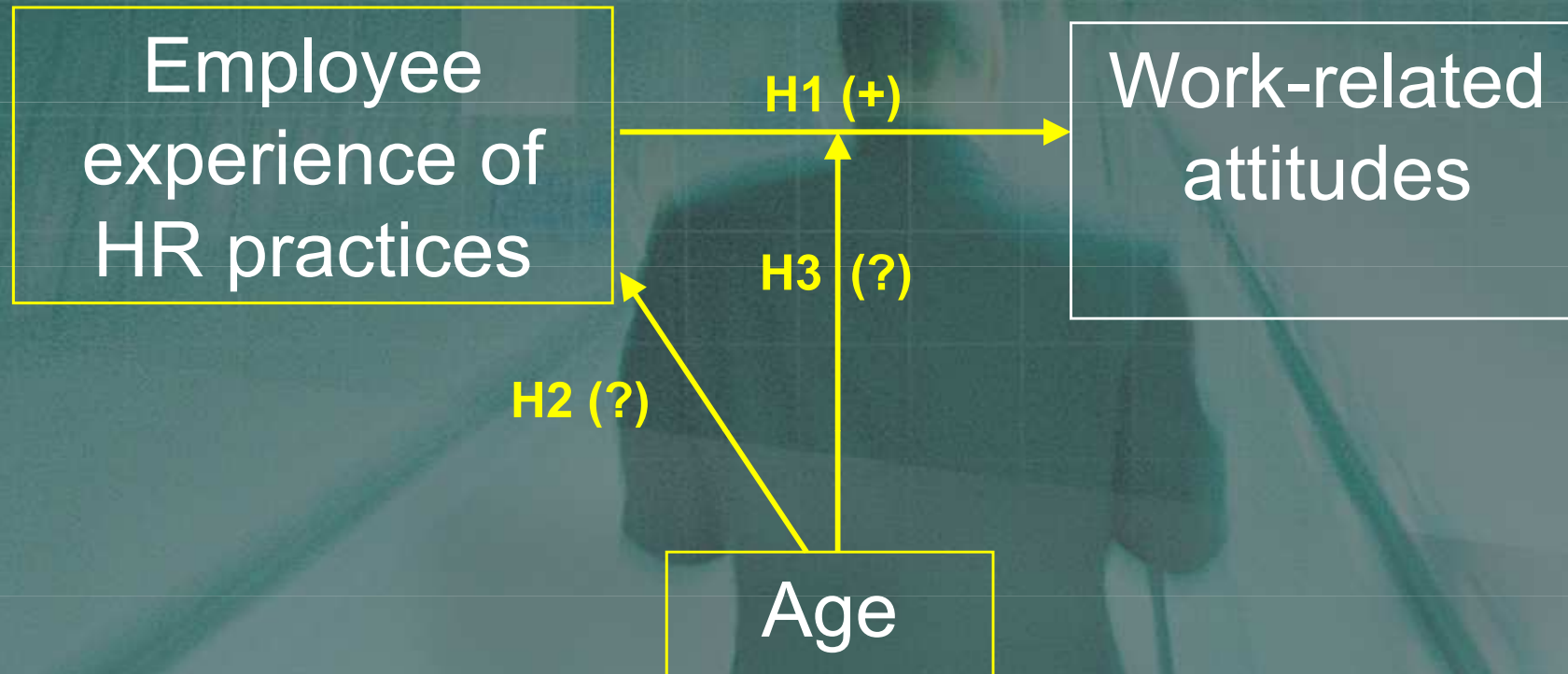


Figure 1 'Research framework'

Method: Meta-analysis

- Search resulted in $k=38$ studies

Results:

1. Positive association between employee experience of HR practices and work-related attitudes
2. Ambiguous association between age and employee experience of HRM
3. Age and tenure significantly influence the relation between employee experience of HR meta-practices and work-related attitudes

Lessons Small Group Expert meeting

January 2007

Schalk, Van Veldhoven, De Lange et al

1. Important to take a life-span perspective
2. Changing context: growing individualization and declining meaning of institutions (boundaryless careers)
3. Aging most be portrayed as a positive development (more idiosyncratic approach and less stereotypical views)
4. Intergenerational issues are important to consider
5. Personnel policies should be aligned to individual age-related needs and affinities
6. Explanatory aging models and interdisciplinary research needed
7. More attention to conceptualization of the aging construct and age-aware HRM policy

More information?

- <http://www.tilburguniversity.nl/faculties/fsw/departments/HRS/SGM/>

Home Contact Sitemap Print Nederlands

TILBURG UNIVERSITY

Information for About Us Faculties Education at Tilburg University Research type your keywords

Home > Faculty of Social and Behavioural Sciences > Department Human Resource Studies > Department Organisation Studies > Small Group Meeting on Aging and Work

Faculty of Social and Behavioural Sciences

- UvT Home
- Faculty of Social and Behavioural Sciences
- Department Human Resource Studies
- Department Organisation Studies
- Welcome
 - + Organisation and location
 - Program PDF
 - Participants and papers
 - Main page
 - Organisation
 - Program PDF
 - Route description Tilburg University
 - Route description IBIS
 - + Route description Tilburg University
 - Route description IBIS
 - + Note on presentations

Welcome

Welcome at the website on the Small Group Meeting on Aging and Work at the University of Tilburg, from the 17th to the 19th of January 2007.

At this website, you can find information on the program, the participants and their papers, route descriptions to Tilburg University and the IBIS hotel and the organising committee.

Please note that the menu link to ['route description Tilburg University'](#) leads you to a very interesting page of the Tilburg University web, with besides route descriptions information on the city and The Netherlands as well.

Small Group Meeting on Aging and Work

Tilburg, 17-19 January 2007

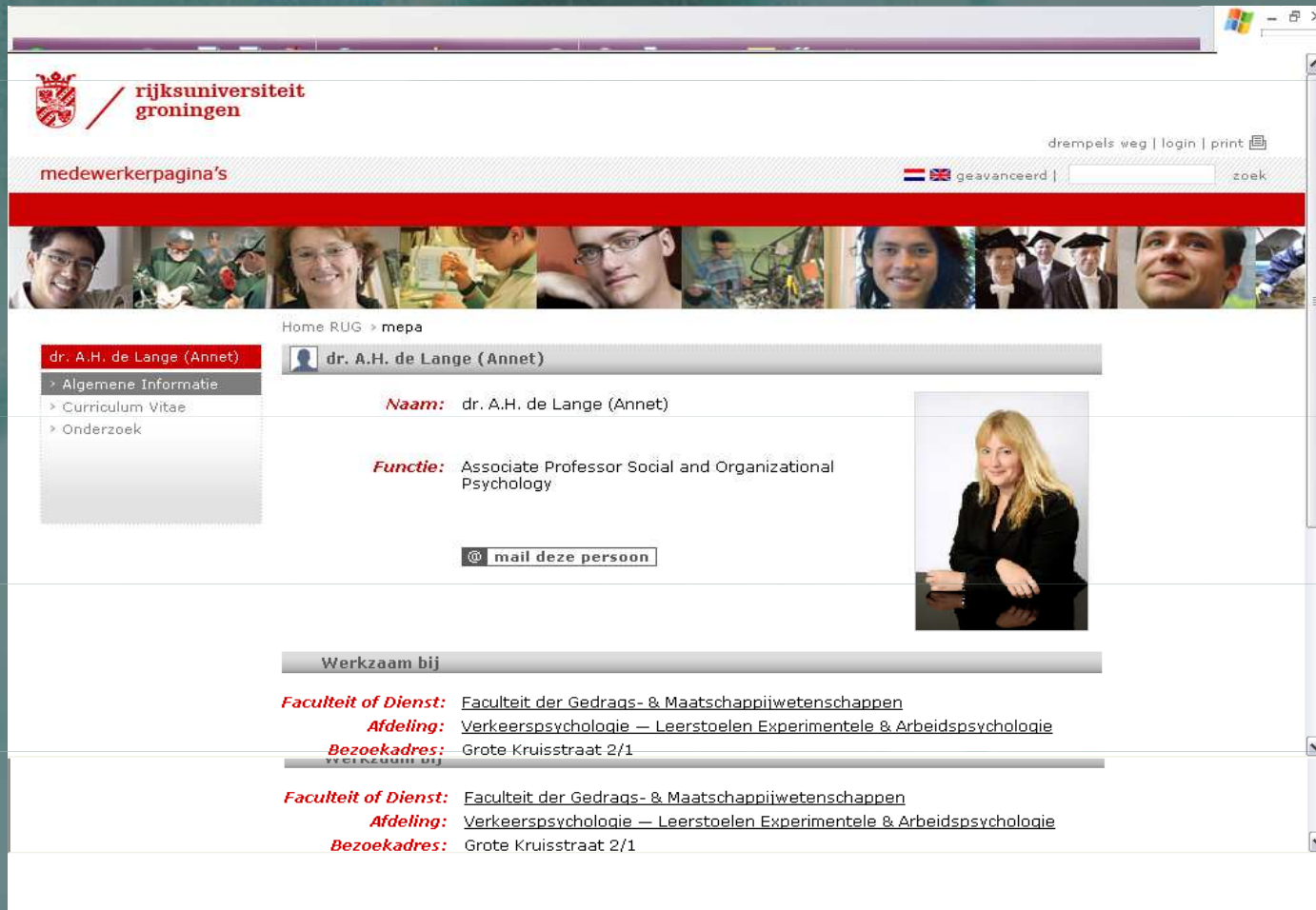
Contact: [Lisette Vonk](#)

WAOP EAWOP European Association of Work and Organizational Psychology

© 2006 Tilburg University - Last changed: Thursday 11 January 2007 Tel +31 (0) 13 466 9111 - E-mail L.S.Vonk@uvt.nl

Want to know more?

- <http://www.rug.nl/gmw/faculteit/medewerkers/objecten/824?lang=en>



The screenshot displays a web browser window with the URL <http://www.rug.nl/gmw/faculteit/medewerkers/objecten/824?lang=en>. The page is the staff profile for dr. A.H. de Lange (Annet) at the University of Groningen. The header includes the university logo and navigation links. The main content area features a navigation menu on the left, a profile summary on the right, and a list of affiliations at the bottom.

rijksuniversiteit groningen

medewerkerpagina's

Home RUG > mepa

dr. A.H. de Lange (Annet)

- > Algemene Informatie
- > Curriculum Vitae
- > Onderzoek

Naam: dr. A.H. de Lange (Annet)

Functie: Associate Professor Social and Organizational Psychology

@ mail deze persoon

Werkzaam bij

Faculteit of Dienst: [Faculteit der Gedrags- & Maatschappijwetenschappen](#)

Afdeling: [Verkeerspsychologie — Leerstoelen Experimentele & Arbeidspsychologie](#)

Bezoekadres: Grote Kruisstraat 2/1

Faculteit of Dienst: [Faculteit der Gedrags- & Maatschappijwetenschappen](#)

Afdeling: [Verkeerspsychologie — Leerstoelen Experimentele & Arbeidspsychologie](#)

Bezoekadres: Grote Kruisstraat 2/1

Thank you for your attention

