



Age-related Differences in Contents and Development of Work Motivation and Satisfaction

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Goals of the DFG-Project:

1. Research into age-related changes in the *contents* of work-related motives, interests, and needs.
2. Study of age-related changes in the *development* of work satisfaction.
3. Development of an *integrative life-span model* of work motivation.
4. Generation of *recommendations* for age-differentiated motivators (e.g. incentive schemes, leadership strategies, training concepts).
5. Initiation of a *longitudinal panel*.

Basic assumptions on age-related differences

1. **Increase** of professional expertise and knowledge, **late decline** of fluid intelligence.
2. **Habituation** to rewards, rising aspiration levels („hedonic treadmill“).
3. Development of **routines** during work life.
4. **Social comparison** with (younger) colleagues.
5. Social pressure from **stereotypes** about elder employees.
6. Changes in professional **self-efficacy**.

Research methods

1. **Qualitative** (interviews) and **quantitative** (questionnaire) surveys (off-line and on-line), complemented by low-invasive measures (e.g., conjoint analyses). Assessment of cohort effects through instructions to recollect earlier work motives ("mental time journey").
2. Comparison of **judgement-based** and **experience-based** measures of work satisfaction (a.o. "day recognition method") and correlation with organisational criteria (performance, commitment, OCB etc.)

Implementation

- Suggestions for age-differentiated work design and human resource development though the analysis of older employees' motives, interests, and needs.
- Differentiated measures of work satisfaction as criteria for the evaluation age-differentiated work design.
- Basis for optimising intergenerational team building.

Co-operation partners

- Prof. Dr. Fritz Strack & Prof. Dr. Gerhild Nieding (University of Wuerzburg)
- Prof. Dr. Daniel Kahneman (Princeton University)
- Prof. Dr. Norbert Schwarz (University of Michigan)
- Prof. Dr. Jürgen Deller (University of Lueneburg)
- Prof. Dr. Bernad Batinic (University of Linz)
- Prof. Dr. Christian Stamov-Rossnagel (International University Bremen)
- DB Netz AG
- Universitätsklinikum Wuerzburg
- Bayerische Hypo- und Vereinsbank AG