

incentives, and their influence on maintaining workers well-being and facilitating their development of new future personal and career-related goals. Another aim is to investigate how management strategies affect the workers attitudes toward their organization during the closure process.

Design/Methodology

To test these hypotheses, questionnaires from 131 employees working for a Swedish plant that is closing down were collected.

Results

Data was analysed by means of moderated hierarchical regression analysis with well-being, coping goal-construct, felt obligations, and withdrawals cognitions as the outcome variables. In a stepwise procedure, the impact of personal employment history, optimism, perceived employability and management strategies was analyzed. As assumed, associations between the outcome variables and management strategies (information, incentives) as well as personal factors (optimism) were found. Partly, employability acted as a moderator.

Limitations

Cross-sectional data was used and only one plant was examined.

Research/Practical Implications

Both information and action package could be positively influenced by management.

Originality/Value

This is one of the few studies with the opportunity to study blue-collar workers during plant closure in order to identify important factors preparing successful job transitions.

Individual predictors of the intention to enroll in education and training activities in a sample of senior unemployed adults

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Purpose

Many senior unemployed show special vulnerabilities in the current labor market, and often this is related to educational deficits and skills obsolescence requiring retraining. A better knowledge of psychological variables predicting their intention to (re)train appears to be relevant for the promotion of employability among senior unemployed individuals. Building on the expectancy-value theory and the literature on learning motivation, this study hypothesizes that age, education, length of unemployment, proactivity, learning orientation, employment commitment, learning self-efficacy, expected benefits from learning, perceived age discrimination and obsolescence, financial strain and perceived health associate with senior unemployed adults' intentions to attend training in the near future.

Design/Methodology

This cross-sectional study compared a sample comprising 178 Portuguese unemployed senior adults not enrolled in training to a sample of 116 senior unemployed engaged in training.

Results

Data is analysed during fall 2012, but preliminary results show that age, learning orientation, expected benefits from training and learning self-efficacy explain variance in the intention to attend a training course.

Limitations

The cross-sectional design restricts firm conclusions about the predictive value of the studied variables in relation to the actual attendance of a training course.

Research/Practical Implications

These results may be useful for practitioners in the design of interventions aiming to promote senior unemployed individuals' motivation to engage in (re)training.

Originality/Value

To our knowledge, few studies have specifically investigated the motivation to attend a training course among senior unemployed individuals, who often are more reluctant to participate in education and training activities

Position Papers

Age Differences in Motivation at Work: More Than Just Different Values

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State of the Art

An aging workforce and an increasing lack of qualified workers in many branches foster the need for a thorough understanding of age differences at work, providing reliable guidelines for age-differentiated job design and human resource management. In contrast to age differences in work-related skills and capabilities (e.g., Salthouse, 2012), age differences in work motivation are still rather neglected. However, maintaining high work motivation of all age groups, and in particular of older workers, is quite important both for the success of organizations and for the well-being of individual workers. For instance, high work motivation determines whether age-related deficits in capabilities are compensated by additional effort, in particular, when average as compared to maximum performance is considered.

New Perspective/Contribution

We provide a synthesis based on five new empirical studies (overall $N = 2.083$), demonstrating age differences in work motivation at different levels of the motivational process. While recent research has already revealed systematic age differences in work values (e.g., Kooij, de Lange, Jansen, Kanfer, Dijkers,

2011) and overall ratings of work motivation (e.g., Ng & Feldman, 2010), we argue that chronological age may have additional and more complex effects on work motivation also at less conscious levels of motivational processes (e.g., implicit motives). Based on an integrative framework that connects established motivation theories with life-span approaches, we postulate and empirically substantiate systematic age differences in work motivation both as main effects and as moderating conditions. The general idea applies Socio-emotional Selectivity Theory (Carstensen, 2006) to the work context, assuming that emotional well-being and meaningfulness at work become more important when workers grow older, and future time perspective at work decreases.

This basic assumption is illustrated in our empirical studies at various levels of motivational processes: First, after developing a new measure of work values that includes also values that might be of particular high importance for older workers (e.g., generativity), we showed that older workers indeed prioritize work values directed towards emotional well-being and the experience of meaningfulness at work (autonomy and generativity) in the “here and now.” Younger workers, on the other hand, emphasize work values directed towards learning and future development. Second, in addition to different work values, older workers emphasize goal orientation toward compensation and prevention of losses, trying to maintain the current status quo. Younger workers, in contrast, focus more strongly on striving for maximization and optimization, at least when they have sufficient work experiences. These results correspond to the model of selection, optimization and compensation of successful development over the lifespan (Baltes & Baltes, 1990). However, in case of generativity values, older workers reported even higher optimization orientations than younger workers, illustrating that the link