

Activities in Retirement:
The Role of Motivational and Situational
Characteristics

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Abstract

Against the backdrop of aging populations, labor shortages, and a longer healthy life expectancy, there has recently been considerable discussion of the great potential that post-retirement activities hold for individuals, organizations, and society alike. This dissertation consists of three empirical papers investigating the life reality of active retirees in Germany. In addition, framework conditions and motivational structures that need to be considered in creating jobs for this group of workers are examined.

The first paper identifies the prerequisites for productivity after retirement age and describes the changed nature of modern-day retirement. Current levels of post-retirement work are quantified by reference to German Microcensus data. The data show that adults continue to engage in paid employment beyond the applicable retirement age, with self-employment and unpaid work in family businesses making up the greatest share of post-retirement activities. Qualitative data collected from 146 active retirees (mean age = 67 years, standard deviation = 4) showed that the changes entailed in retirement include more flexible structures in everyday life. Content analysis revealed that reasons for taking up post-retirement activities were the desire to help, pass on knowledge, or remain active; personal development and contact with others; and a desire for appreciation and recognition. In addition, flexible working hours and the freedom to make decisions are evidently important aspects that need to be taken into account in creating employment activities for silver workers.

The second paper extends the findings of the first paper by investigating the differences that respondents experienced between their former career job and their post-retirement activities, drawing on an additional quantitative sample of active retirees ($N = 618$, mean age = 69 years, standard deviation = 4). Factor analysis revealed differences in four areas: First, differences were identified in person-related variables, such as work ability. Second, differences were perceived in the scope of the job itself with regard to workers' tasks, skills, or job function. Third, the perceived freedom of time allocation and flexibility in job practice distinguished between the silver job and the former career job. Fourth, differences were noted in perceived responsibility and in the significance of the activity.

The third paper further examined how relevant personal motivational goals (achievement, appreciation, autonomy, contact, and generativity) as well as corresponding occupational characteristics of the silver job were related to life and work satisfaction in the quantitative sample ($N = 661$, mean age = 69 years, standard deviation = 4). Hierarchical regression analyses showed that the motivational goals of achievement, appreciation, autonomy, contact, and generativity significantly predicted life satisfaction, whereas only generativity predicted work satisfaction. With respect to the occupational characteristics, none of the situational predictors influenced life satisfaction, but opportunities to fulfill one's achievement goals, to pass on knowledge, and to experience appreciation and autonomy predicted work satisfaction. The results suggest that post-retirement workers seem to differentiate between perceived life satisfaction and work satisfaction as two independent constructs.

In conclusion, key motives for taking up post-retirement activities were generativity (the wish to help and pass on knowledge), but also personal development, appreciation, autonomy, and contact. The findings indicate that organizations should introduce flexible working hours, and offer silver workers advisory and freelance work. Providing freedom to make decisions and ensuring due appreciation of the contribution made by silver workers will lead to a fruitful interplay of silver workers and organizations. Future research should build on these findings by applying longitudinal designs and drawing on samples of retirees with more diverse educational and financial backgrounds. The papers of this dissertation echo the call for a new, more positive way of looking at the capacities of active retirees.

Zusammenfassung

Vor dem Hintergrund steigender gesunder Lebenserwartung und des erwarteten Fachkräftemangels werden Aktivitäten im Ruhestand als großes Potenzial sowohl für Organisationen und Gesellschaft als auch für die betroffenen Personen selbst diskutiert. Diese Dissertation besteht aus drei empirischen Arbeiten (Artikeln), die die Lebensrealität aktiver Rentner, so genannter Silver Worker, in Deutschland erforschen. Genauer werden Rahmenbedingungen und Motivstrukturen untersucht, die bei der Gestaltung von Arbeit für diese Personengruppe berücksichtigt werden sollten.

Der erste Artikel benennt die grundsätzlichen Voraussetzungen für Produktivität im Rentenalter und beschreibt die veränderte Bedeutung des Ruhestands. Das aktuelle Ausmaß an Erwerbstätigkeit im Rentenalter wird anhand von Mikrozensusdaten quantifiziert. Ergebnisse zeigen, dass auch jenseits des geltenden Renteneintrittsalters noch Erwerbsarbeit besteht, überwiegend von Selbstständigen und mithelfenden Familienangehörigen. Die inhaltsanalytische Auswertung einer qualitativen Studie ($N = 146$, \bar{X} -Alter = 67 Jahre) weist darauf hin, dass sich mit dem Eintritt in den Ruhestand der Alltag in Richtung flexiblerer Strukturen verändert. Entscheidende Beweggründe bei der Aufnahme einer Tätigkeit im Ruhestand sind helfen, Wissen weitergeben, aktiv bleiben wollen, Weiterentwicklung, Kontakt sowie der Wunsch nach Wertschätzung und Anerkennung. Flexible Arbeitszeitgestaltung und Entscheidungsfreiheit stellen wesentliche Elemente bei der Gestaltung von nachberuflichen Tätigkeiten dar.

Der zweite Artikel erweitert die qualitativen Ergebnisse aus dem ersten Artikel, indem die erlebten Unterschiede der beruflichen Tätigkeit vor dem Eintritt in den Ruhestand und den Tätigkeitsmerkmalen der Aktivität im Ruhestand in einer zusätzlichen, quantitativen Stichprobe ($N = 618$, \bar{X} -Alter = 69) untersucht werden. Die faktorenanalytische Auswertung ergab vier Faktoren, die Unterschiede zwischen der früheren beruflichen Tätigkeit und der aktuellen Aktivität im Ruhestand beschreiben: Erstens in personenbezogenen Variablen wie Arbeits- und Leistungsfähigkeit, zweitens in der Art der Tätigkeit, drittens in den erlebten Freiheitsgraden und viertens im wahrgenommenen Ausmaß der Verantwortung.

Der dritte Artikel untersucht die Zusammenhänge von motivationalen Zielen (Anerkennung, Autonomie, Kontakt, Leistung und Weitergabe) und den thematisch korrespondierenden Tätigkeitsmerkmalen mit Lebens- und Arbeitszufriedenheit in der quantitativen Stichprobe ($N = 661$, \bar{X} -Alter 69). Hierarchische Regressionsanalysen zeigen, dass alle motivationalen Ziele signifikante Prädiktoren für Lebenszufriedenheit darstellen, aber nur Weitergabe einen signifikanten Zusammenhang mit Arbeitszufriedenheit aufzeigt. In Bezug auf die Tätigkeitsmerkmale erweist sich keines als Prädiktor für Lebenszufriedenheit, wobei die Möglichkeiten Wissen weiterzugeben, Erfolg zu sehen, sowie Wertschätzung und Autonomie zu erfahren einen signifikanten Zusammenhang mit Arbeitszufriedenheit aufweisen. Die Ergebnisse lassen vermuten, dass Silver Worker zwischen der erlebten Lebens- und Arbeitszufriedenheit als unterschiedliche Konstrukte unterscheiden.

Zusammenfassend lässt sich aus den Ergebnissen der Artikel ableiten, dass Organisationen flexible Arbeitszeitmodelle einführen bzw. ausbauen und Silver Workern beratende und freiberufliche Tätigkeiten anbieten sollten. Dabei sind Entscheidungsfreiheit und Wertschätzung des Beitrags der Silver Worker wesentlich. Weitere Forschung sollte auf diesen Ergebnissen aufbauend längsschnittliche Untersuchungen anschließen und aktive Rentner mit unterschiedlichen Bildungshintergründen und finanzieller Ausstattung mit einbeziehen. Die Artikel dieser Dissertation unterstreichen die Forderung eines neuen, positiveren Blicks auf die Potenziale aktiver Rentner. Die Dissertation ist in englischer Sprache verfasst.

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1 Introduction

In both research and practice, there has recently been considerable discussion of the vast potential that post-retirement activities hold for individuals, organizations, and society (e.g., Deller & Maxin, 2008; Wang & Shultz, 2010). Against the backdrop of aging populations in many countries (Organization for Economic Cooperation and Development, 2006), increasing labor shortages (Gramke, Fischer, Schlesinger, & Schüssler, 2009), and a longer healthy life expectancy after retirement (Deutsche Rentenversicherung, 2010), there has been a shift toward more positive approaches to aging, with focus on the specific skills, competencies, and experiences of older workers and active retirees (e.g., Lehr, 2007). For organizations to respond effectively to demographic change, knowledge about the motivation and preferred job design of post-retirement workers is essential. Active retirees could represent a valuable personnel resource for organizations confronted with labor shortages and wanting to profit from experience. For individuals of retirement age, post-retirement activities can represent an additional source of personal well-being. Indeed, older adults in paid or unpaid work report higher life satisfaction, health, and general well-being (e.g., Aquino, Russell, Cutrona, & Altmaier, 1996; Kim & Feldman, 2000; Warr, Butcher, Robertson, & Callinan, 2004).

As Everard (1999) has pointed out, however, “engaging in more activities does not necessarily enhance well-being, and [...] the reasons for engaging in activities are important for older adult well-being” (p. 325). The aim of this dissertation is therefore to shed light on the reasons for and motivational framework of post-retirement activities in Germany. The primary objective is to provide a first detailed account of the life reality of active retirees in Germany. More specifically, this dissertation seeks to define the framework conditions and motivational structures that need to be considered in creating jobs for this group of workers in order to make best use of their specific experiences and skills. To address these goals, this dissertation combines qualitative and quantitative measures, as described in three papers.

1.1 Outline of the Dissertation

This dissertation consists of three empirical papers focusing on the target group of active retirees. These papers are presented in the following three chapters (Chapters 2 to 4). The chapters contain separate theoretical introductions and discussion sections and can therefore be read independently.

The first paper (Chapter 2) gives a broad overview of the activities that older adults engage in after retirement, including two studies on the prevalence and individual experience of post-retirement activities in Germany. The goal of this chapter is to provide a differentiated account of the life reality of this specific group of individuals. Current levels of post-retirement work are quantified by reference to German Microcensus data. Qualitative interviews were conducted with 146 individuals to capture a broad range of activities.

The second paper (Chapter 3) extends the findings of paper 1 by taking a qualitative–quantitative approach to investigate the differences that retirees experience between their former occupation and their post-retirement activities. The qualitative analyses conducted in the first part of this paper are based on a subset of the sample included in Paper 1¹. Moreover, a quantitative data collection of more than 100 items of 661 retirees was conducted. Ten items of this data collection were used for the second part of this paper (n = 618), and were not reported or analyzed elsewhere².

The third paper (Chapter 4) takes a deeper look at how personal motivational goals and task-related characteristics of post-retirement activities relate to life satisfaction and work satisfaction. This paper is based on the quantitative data collected only.

In Chapter 5, the key results and implications of the three empirical studies are summarized, integrated, and discussed.

Before presenting these three studies, I will introduce the research history on post-retirement activities in Germany, and I will give a brief definition of paid and unpaid post-retirement work and of the terms ‘bridge employment’ and ‘silver work’ (1.2). I will then highlight the importance of voluntary activities in work and organizational research and introduce the Senior Experts Service (SES), which was the main cooperation partner during data collection. Finally, referring to reasons, motives, and motivation as major concepts explored in the empirical studies, I will define these terms as used in the context of this dissertation (1.3).

1.2 Paid and Unpaid Work in Retirement

Research by Deller and colleagues on post-retirement activities in Germany began in 2005 in cooperation with the Geneva Association, leading to the co-founding of the Silver Workers Institute in Geneva in 2007. At that time, the first empirical study on post-retirement

¹ Only 133 out of 146 individuals responded to the items relevant for the analyses conducted in this paper.

² Differing sample sizes in the reported subsamples are due to different answer behaviors regarding respective scales, i.e. only completely scales were analyzed.

activities in Germany was accomplished (Deller, Huch, Kern, & Maxin, 2007). This broad and explorative study contributed to the empirical groundwork of this dissertation's first paper (Maxin & Deller, 2010). Silver workers are experienced individuals who continue to engage in employment or volunteer activities beyond the age of 60 without any age limits. They often work on a part-time basis. Silver work embraces all kinds of economic activities as well as non-remunerated voluntary activities (e.g., in the family or community). The changing nature of retirement (for an overview, see Shultz & Wang, 2011) has led to a blurring of the traditional boundaries between learning, work, and leisure. Indeed, these three components often now run in parallel through individual life courses instead of representing three sequential stages (Reday-Mulvey, 2005). Given the increasing years of healthy life expectancy after retirement, many retirees are taking up post-retirement activities, such as voluntary work (Deutsches Zentrum für Altersfragen [DZA], 2002a; Bundesministerium für Familie, Senioren, Frauen und Jugend [BMFSFJ], 2006), but also increasingly professional employment (DZA, 2002b; Griffin & Hesketh, 2008; Ulrich & Brott, 2005).

Whereas research on silver work has only recently been initiated in Germany (Deller & Maxin, 2008, 2009), bridge employment has been a well-established area of research in North America for more than two decades now (Wang, Zhan, Liu, & Shultz, 2008). There, research has shown that about half of all workers take up transitional bridge jobs, often part time, on their way out of the labor force (Maestas, 2010). Discussion of the period between full work and full retirement emerged during the 1980s, when organizations began to push older workers into early retirement, often due to internal restructuring and staff cuts in the wake of mergers and company takeovers (Feldman, 1994). Recent research on the retirement process has revealed that engagement in bridge employment is anticipated prior to retirement and is therefore part of a complex retirement process (Maestas, 2010). Individuals who work after retirement are likely to be men with good jobs, a good income, and good health – or those in economic need (Pleau, 2010). These biographical aspects to some extent characterize the participants in the studies presented in this dissertation. Research has also shown bridge employment to be positively related to retirees' retirement satisfaction and life satisfaction (Kim & Feldman, 2000; Wang & Shultz, 2010).

Although the phenomenon of bridge employment first emerged in North America, it can now also be observed in other parts of the world with dissimilar welfare systems. Institutional differences in national welfare systems explain many cross-national differences in work and retirement – for example, they determine the distribution and the age pattern of labor force participation and retirement (Börsch-Supan, Brugiavini, & Croda, 2009). By the

same token, differences in national policies on pensions, tax, and disability benefits lead to differences in early retirement behavior, which in turn result in national differences in the incentive to continue work (Rohwedder & Willis, 2010). The social systems in Germany and North America – and therefore the reasons for engaging in post-retirement work – differ in various respects. These differences are evident in the fact that in Germany only 3% of adults aged 65 and older work, compared with 15% in the United States (Maestas, Zissimopoulos, Rohwedder, & Martin, 2010). The German concept of silver work embraces all kinds of post-retirement activities, both paid and unpaid, with a strong focus on the potentials and competencies of active retirees (Deller & Maxin, 2008). Bridge employment, on the other hand, means work after retirement from career jobs (Feldman, 1994) – on either a salaried or a self-employed basis – and is often linked to lower skill level jobs (Doeringer, 1990). In recent international research going beyond the scope of North America, however, the definition of bridge employment has been extended to encompass unpaid, volunteer work (Griffin & Hesketh, 2008). Given this emerging definition, bridge employment and silver work clearly overlap (see Chapter 4).

The target group of the first paper in this dissertation comprises not only officially retired employees who are still working on a paid basis, but also those deploying their specific competencies by volunteering extensively. As Künemund (2006) has pointed out, the distinction between voluntary and paid work is not always easy to define; for example, the small amount of expenses that some silver workers receive in exchange for their labor might not be regarded as an actual payment. As in studies of bridge employment, careful consideration was also given to the economic context and its consequences (e.g., Feldman, 1994). A lack of financial resources has considerable potential to explain extrinsic post-retirement work motivation. However, in the current cohort of highly skilled retirees, financial reasons are not a major motive for engaging in post-retirement activities (Deller, Liedtke, & Maxin, 2009). Indeed, the situation of retirees in Germany is currently one of the most financially secure in the industrialized world (Central Statistics Office, Government of Ireland, 2009). Due to the foreseeable financial difficulties of pension systems, this may well change in the future. However, participants in the second and third papers of this dissertation were retirees who chose to engage in unpaid, but career-related post-retirement activities. In view of the fact that age and job experience positively influence performance in highly complex jobs (Avolio, Waldman, & McDaniel, 1990), highly skilled retirees who opt to engage in career-related post-retirement activities seemed an appropriate target group. The German Senior Expert Service (SES, www.ses-bonn.de/en) was therefore chosen as a

cooperation partner for data collection for Study 2 in the second and third paper of this dissertation. SES is a nonprofit organization that offers highly skilled retirees the opportunity to work in career-related project jobs, both abroad and within Germany. The samples in this dissertation therefore consist of silver workers engaging in paid and unpaid – but always work-related – activities after their official retirement.

1.3 Reasons, Motives, and Motivation

Researchers in the field of motivation psychology develop theories to explain the reasons for, and direction of, human behavior (Heckhausen & Heckhausen, 2008; Kuhl, 2001). Motivation arises from the interaction of a person's individual motives and the situational characteristics that activate those personal motives (Rheinberg, 2004). A single motive can trigger various behavioral goals; for example, the achievement motive pushes people to seek success and accomplish challenges (McClelland, 1965). Theories of work motivation can be classified as content-related (e.g., Hackman & Oldham, 1975; Maslow, 1943; McClelland, 1965) or process-related (e.g., Vroom, 1964). Whereas process-related theories concentrate on the development of motivation and its transformation into concrete action, content-related theories focus on personal needs and interests together with situational characteristics as explanations for different actions (Hertel & Wittchen, 2008). In this dissertation, the focus is on content-related motivation to engage in post-retirement activities.

North American research into motivation (Kanfer, 2009) distinguishes between two forms of work motivation: the motivation to work in general terms (motivation for work) and the motivation to engage in a concrete activity (motivation at work). Kanfer stresses that there is a shortage of empirical evidence showing that theories of work motivation are also applicable at higher ages. The motivation to carry out an activity in retirement may arise from a match of the activity with the individual's motivation for precisely that activity – but also from attaching high personal relevance to work in general. The target groups of all studies in this dissertation are people of retirement age who have opted to continue in work-related activities after retirement. In the qualitative study presented in the first paper (Chapter 2), participants were asked to state their reasons for engaging in these activities. The extent of the responses to the open-ended questions was left largely to the participants themselves. These self-reported reasons can therefore be seen as an expression of their general motivational direction. Of course, these responses only represent self-reported, explicit reasons for continued activities in retirement. Tapping the underlying implicit motivational goals would have required projective measures of personal motivational dispositions, such as the

“Thematic Apperception Test” initially developed by Murray (1943). As such, the cross-sectional survey of a rather homogeneous group presented in the first paper (Chapter 2) can provide only an initial impression of motives for engaging in post-retirement activities.

Motivation is a function of personal motivational goals and corresponding motivating potentials (Heckhausen & Heckhausen, 2008; Pifczyk & Kleinbeck, 2000), but research on work motivation often mixes personal and situational motivators in explaining behavior or outcomes (Kanfer & Ackerman, 2004; Stamov-Roßnagel & Hertel, 2010). Against this backdrop, the third paper in my dissertation aims to separate personal and situational motivators and to examine their relationship to satisfaction as a typical motivation-related outcome (Hertel & Wittchen, 2008). Future research on the motivational characteristics of post-retirement activities should also seek to assess implicit motives.

No previous empirical research has assessed the motivational characteristics of active retirees in Germany. This dissertation addresses this issue by investigating the motivational and task-related characteristics of post-retirement activities, distinguishing between personal and situational variables. However, the primary objective of this dissertation is to provide a first differentiated account of the life reality of active retirees in Germany.

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2 Activities in Retirement: Individual Experience of Silver Work³

Abstract. One consequence of demographic change is a longer average remaining lifetime after retirement. Many people, however, remain able and willing to continue work after reaching the statutory retirement age. Given the predicted shortage of skilled workers in the future, post-retirement activities have the potential to contribute to both organizations and society. This article elaborates the prerequisites for productivity in retirement age and the changed nature of retirement at present. It also quantifies the extent to which activities are continued at retirement age. Paid employment still occurs beyond the applicable retirement age, whereby with increasing age, self-employed persons and assistant family members make up the lion's share of the statistics. An empirical study shows the concrete situation of active retirees and the prerequisites for post-retirement activities. At the explorative level, individual experiences of the transition into retirement, the reasons for and the framework of post-retirement activities, motivational factors in job design, and physical and intellectual demands before and after retirement are characterized. The qualitative data indicate that retirement entails changes towards more flexible structures in everyday life. Decisive reasons for taking up post-retirement activities are the desire to help, pass on knowledge or remain active; personal development and contact with others; and gaining appreciation and recognition. Flexible job design and freedom to make decisions constitute major elements in shaping post-retirement working activities. Offering autonomy, skill variety, and task significance is important for the design of post-retirement activities. The paper closes with identifying relevant research fields and the concrete need to take action at individual, organizational, and societal levels. All in all, the transition from working life to retirement should be made flexible enough to do greater justice to the realities of life.

Keywords: age, aging, bridge employment, future of work, job design, microcensus, older workers, retirement, silver work, work motivation

³ The English text presented in this chapter was translated from the original text by the Federal Institute for Population Research and proofread by Rona Unrau.

2.1 Point of Departure

Current debate on the gradual increase in the retirement age to 67 in Germany, which was decided on in 2007 and has been the subject of controversy since then (El-Sharif, 2010), as well as the discussion on the growing labor force participation rate of 55- to 64-year-olds in recent years (Brussig, 2009), shows that society and the labor market have become aware of demographic change. From its current level of roughly 16 million, the number of over 65-year-olds in the German population will increase to over 22 million as early as 2030; approx. 23 million, that is, one inhabitant in three, will be 65 or older in 2050 (Bundesinstitut für Bevölkerungsforschung [BiB], 2008). At the same time, life expectancy is increasing, leading to a further rise in the remaining lifetime after retirement. According to the German statutory pension insurance scheme, men draw a pension for an average of 15.8 years and women for 20.6 years. In 2001, these figures were only 13.8 and 18.9 years, respectively (Deutsche Rentenversicherung, 2010). The old age dependency ratio will double in the next 40 years. While there are currently 33 retirees for every 100 persons of working age, there will be more than 60 per 100 in 2050 (BiB, 2008). This can be expected to present considerable challenges to the German social welfare system and the existing pay-as-you-go system (Moog & Raffelhüschen, 2010). According to analyses by Prognos AG, the existing shortage of skilled workers will also continue to grow in all sectors in the coming years. If the present framework persists, there will already be a shortfall of nearly three million more workers in 2015 (Gramke, Fischer, Schlesinger, & Schüssler, 2009). At the same time, however, many people remain able to contribute to the economy beyond the statutory retirement age (Lehr & Kruse, 2006) and willing to continue to make use of their productivity: The Federal Institute for Population Research surveyed a representative group of 55- to 64-year-olds in dependent employment, 47.3 % of whom wished to remain in employment after their retirement (Büsch, Dorbritz, Micheel, & Heien, 2010). In a survey of partially retired employees at one company, two thirds of them could have imagined working for longer (Aleksandrowicz, Fasang, Schömann, & Staudinger, 2009).

However, in view of different professional groups with different workload demands, it is necessary to distinguish between the nature and magnitude of continued employment. One indication of these disparities is that the average age of retirement is 60.6, much earlier than the statutory retirement age (Deutsche Rentenversicherung, 2010). Moreover, individual differences in work ability become evident even prior to retirement age (Ilmarinen, 2006). These differences are what continue to make the group with high ability willing and able to

contribute. It is hence a matter of making it “not only desirable, but also possible in objective terms” to continue to work (Naegele & Sporket, 2009, p. 279).

Post-retirement activities possess a vast potential and might help solve the societal problems outlined above: Organizations can remain competitive by countering the shortage of specialists and managers at the same time that the burden on social security systems is reduced. Individuals can also tap a major source of personal well-being and health by remaining in employment and earning a little extra income. However, since not all people possess the requisite physical and intellectual fitness, only a specific group of individuals remain active and productive at retirement age. Nonetheless, a considerable degree of “silver work” can be observed (Deller & Maxin, 2009).

This paper starts by studying the necessary prerequisites for productivity in advanced age and investigating the current situation that is characterized by changes in the nature of retirement. In order to describe the field of tension between employment and retirement, this paper further quantifies the extent of continued employment following retirement in Germany. It then goes on to describe the concrete situation in which active retirees find themselves, as well as the prerequisites for post-retirement activities, on the basis of an exploratory study. It concludes by identifying relevant fields of research and indicating where action needs to be taken.

2.1.1 Productivity in Retirement Age

People continue to be productive up to an advanced age (Börsch-Supan, Düzgün, & Weiss, 2009; Giniger, Dispenzieri, & Eisenberg, 1983). In some cases it is even possible to observe a larger contribution on the part of elderly workers in comparison to their younger colleagues (Ilmarinen, 2006). In addition, older workers often have more professional experience. Many studies identified a positive connection between professional experience and professional performance (Avolio, Waldman, & McDaniel, 1990; McEnrue, 1988; Quiñones, Ford, & Teachout, 1995). “Deficit models” of ageing, by contrast, which presume that intellectual performance generally declines in old age, are considered to have been disproven (Lehr & Kruse, 2006). There is no doubt that sensory, cognitive, and motor processes change as people grow older (Yordanova, Kolev, Hohnsbein, & Falkenstein, 2004). However, crystallized intelligence (the ability to use skills, knowledge, and experience) and fluid intelligence (quickly and flexibly dealing with sensory impressions), for instance, develop differently over the lifespan: The degree of crystallized intelligence can increase once more in old age if the person’s life provides favorable conditions and there is no specific brain

pathology (Baltes, 1993). Laboratory studies, by contrast, show that with increasing age, performance and neurophysiological parameters appear to decline in terms of fluid intelligence, e.g. with reaction tasks (Kolev, Beste, Falkenstein, & Yordanova, 2009). When it comes to making a contribution, however, compensating for failing skills with other skills that do not decrease or even increase plays a decisive role (Baltes & Carstensen, 1996; Lehr, 2007; Salthouse, 1984; Wild-Wall, Gajewski, & Falkenstein, 2009). Additionally, environment and individual lifestyle exert an influence on the development of cognitive performance, so that increasing inter-individual differences are seen in advanced age (Hertzog, Kramer, Wilson, & Lindenberger, 2008). These influencing factors hence also affect the development of individual work ability in advanced age (Ilmarinen, 2006).

Yet productivity in retirement age is influenced not only by the ability to contribute, but also by the willingness to contribute and the personal life situation of the individual. The importance attached to central aspects of life such as work, family, and health changes in the course of a lifetime (Lehr, 2007). Younger people (25-34) primarily invest in work, followed by friends, family, and independence. The so-called life investment among the elderly (55-84), by contrast, is primarily carried out in families, followed by health and friends (Staudinger, 1996). Retention of intellectual skills for the life phase of this group of individuals, who in some cases are far above the standard working age, gains importance (Staudinger & Baltes, 1996). Work-related motives of younger and older workers aged up to 65 also undergo age-dependent changes (Grube & Hertel, 2008; StamoV-Roßnagel & Hertel, 2010). In surveys among workers aged 18 to 64, whereas a linear increase between age and the significance of the motive was shown for the aspects autonomy, significance, creating something lasting, helping, and appreciation, a linear reduction was shown for the aspects influence, career, leisure, and fun and enjoyment (Grube, 2009). These findings provide information on age-related changes among older workers, but not on the motives of working retirees. For the group of 18- to 64-year-olds, the socioemotional selectivity theory of Carstensen (2006) can also take on particular significance. It states that, as people grow older and have a subjectively perceived shorter remaining lifetime, motives shift towards emotionally significant activities and goals: "... [When] people perceive time as finite, they attach greater importance to finding emotional meaning and satisfaction from life and invest fewer resources into gathering information and expanding horizons" (Carstensen, 2006, p. 1915). In the light of a lifetime that is increasingly perceived as being finite, the focus becomes placed on positive emotions, also, for instance, through positively valued experiences at work. Motivations change when new priorities are set.

North American research on motivation (Kanfer, 2009) distinguishes between two forms of work motivation, namely the status of work in general terms (motivation for work) and the motivation for a concrete activity (motivation at work). Kanfer stresses that there is a shortage of empirical evidence that theories of work motivation transfer to a higher age (Kanfer, 2009). The methods applied show that the “motivation for work” when people are in middle age and older is more closely linked to the working conditions experienced (Kanfer, 2009). The motivation to carry out an activity in retirement can hence arise out of matching the activity with an individual motivation for precisely this concrete activity, but also from a high personal status attached to work in general. Studies on the intention to engage in continued employment in retirement additionally show that post-retirement work appears more likely if work takes on a central status in life (Lim & Ng, 1997). Age-related changes in work motivation can also emanate from personal attitude changes in self-concept or values (Kanfer & Ackerman, 2004). This can lead to a change in the acceptance of working conditions (Kanfer, 2009). A change in the values attached to the dimensions of motivational job design (motivation at work) is hence also to be expected for active retirees. Factors that exert an influence on the intrinsic motivation for a concrete task have already been defined in the Job Characteristics Model (Hackman & Oldham, 1975), based on this, Morgeson and Humphrey (2006) provide an enlarged, comprehensive concept for the motivational work characteristics.

Individual performance hence depends heavily on the job design (see also Schooler, 1999). An appropriate job design can enhance the productivity of older workers (Skirbekk, 2008). As long-term studies have found out, complex tasks are particularly favorable to retaining intellectual abilities in advanced age (Schooler, Mulatu, & Oates, 1999). This also applies to leisure activities with a high degree of complexity (Schooler & Mulatu, 2001). In a survey of 55- to 64-year-old workers, Büsch, Dittrich and Lieberum (2010) found that more than one quarter of respondents evaluated their subjectively estimated *ability* to work as high or medium, but their own *willingness* to work as low. Even in the case of perceived performance ability just before retirement age, demotivating factors in job design may hence contribute to existing performance potential remaining unused in old age. Organizational frameworks may partly lead to these changes in motivation. For both workers and retirees, there appear to be motivators for various tasks, not only for professional ones. Many retirees are in a situation in which they can choose their preferences. We presume that existing performance potential can be accessed by reducing or excluding demotivating factors, as well as by establishing and expanding conditions that enhance motivation in a work environment.

2.1.2 To a New Form of Retirement

The nature of retirement has undergone considerable change over time (for an overview see Shultz & Wang, 2011). A new relationship between work, learning, and leisure can be increasingly observed in which these elements are more closely interlinked and exist regardless of age (Reday-Mulvey, 2005). The term ‘retirement’ used to signify the conclusion of an active working life, and implied that workers withdrew from the labor market altogether. Given the increasing remaining lifetime in retirement, however, many people turn to alternative employment, such as voluntary work, after completing their regular working lives (Deutsches Zentrum für Altersfragen [DZA], 2002a; Bundesministerium für Familie, Senioren, Frauen und Jugend [BMFSFJ], 2006), but also to continued professional employment (DZA, 2002b; Griffin & Hesketh, 2008; Ulrich & Brott, 2005).

Continued professional employment in retirement has been the subject of research in North America for more than two decades (Doeringer, 1990; Wang, Zhan, Liu, & Shultz, 2008). Since then, bridge employment has been registered and analyzed as a social phenomenon likely caused to a considerable degree by the needs of the labor market. Whereas elderly workers in the USA and Canada in the 1950s were still able to presume that they would have lasting, long-term employment relationships (Calo, 2005), companies began to push elderly workers into early retirement in the 1980s. The reasons included increasing competition among organizations, also leading to mergers and take-overs, internal restructuring, and job cuts (Doeringer, 1990; Feldman, 1994). Since then, a significant number of affected workers consequently participate in different forms of bridge employment (Feldman, 1994). Bridge employment refers to tasks that generally entail a combination of reduced working hours, less responsibility, greater flexibility, and less physical strain (Feldman, 1994). These conditions offer elderly workers the option to gradually withdraw from the labor market (Shultz, 2001; Weckerle & Shultz, 1999). At the same time, they give elderly workers the opportunity to remain on the labor market beyond retirement without having to forego gains in terms of leisure time and self-determination in everyday life. In this context, bridge employment may be taken literally since it offers the individual a bridge between the obligations of full-time employment and complete withdrawal from the labor market into retirement (Beehr & Bennett, 2007). Bridge employment activities do not necessarily constitute less demanding or challenging work (Adams & Rau, 2004). Managers may, for instance, be available to their former employer in an advisory capacity beyond retirement age or return to the company for individual projects.

The possibilities of employment in the context of bridge employment are manifold. The literature often distinguishes between *career bridge employment* and *bridge employment in a different field*, also referred to as *non-career bridge employment* (Feldman, 1994; Gobeski & Beehr, 2009; Wang et al. 2008). In the context of career bridge employment, towards the end of their professional careers workers can continue in their original field of work with their previous employer, with another company or on a self-employed basis (Gobeski & Beehr, 2009). Alternatively, in the context of non-career bridge employment, it is conceivable to choose employment that is unrelated to the job or sector (Shultz, 2001). One example of work within *career bridge employment* is when retired teachers continue their teaching activity in adult education for a charitable organization. An example of *non-career bridge employment*, by contrast, is when a postal company employee transports patients as an unskilled worker after reaching the statutory retirement age. Because of the low level of skills required, *non-career bridge employment* is often poorly paid, which may also entail a loss of status (Feldman, 1994; Gobeski & Beehr, 2009). Tasks in the context of bridge employment encompass paid employment or unpaid voluntary work (Griffin & Hesketh, 2008). The paid activities can be carried out on the basis of employment or self-employment (Doeringer, 1990). Other alternatives are full-time and part-time work, as well as project and casual work (Gobeski & Beehr, 2009).

Retirement constitutes a radical change in life that is felt to differing degrees by different individuals (Calo, 2005; Mayring, 2000). There are empirical indications of the change being perceived as less significant in comparison to other life events, but there are major inter-individual differences in this perception (Matthews & Brown, 1987). The less rigid structure of daily routine or of relationships with others after retirement can in some cases be regained through activities (Atchley, 1989). After a working life entailing a high workload, post-retirement activities can ease the transition into retirement (Atchley, 1989; Feldman & Kim, 2000).

Motives for engaging in bridge employment can be distinguished into personal reasons, a desire for contact, or financial and generative reasons (Dendinger, Adams, & Jacobson, 2005; Mor-Barak, 1995). Personal reasons lead to acts that increase one's own well-being. The need to remain intellectually and physically active is essential in this respect to activity in retirement (Brown, 2003). Perceived appreciation and recognition of the contribution made, as well as enjoyment of and interest in the activity appear to play a vital role in taking up a paid or unpaid activity after professional employment (American Association of Retired Persons [AARP], 2002). Adapting to retirement can be facilitated by

maintaining external structures and previous contacts (Atchley, 1989). A desire for contact can also be a major reason for activities in retirement (Aquino, Russell, Cutrona, & Altmaier, 1996). The desire to pass on knowledge and experience to the next generation was identified as a central influencing factor for continued employment in retirement in North America (Calo, 2005; Dendinger et al., 2005; Saba & Guerin, 2005). These generative reasons encompass passing on experience or the desire to help others (McAdams & de St. Aubin, 1992). Another major requirement for taking up an activity is flexibility (Brown, 2003). This includes, for instance, the possibility to take time to care for family members and to be able to determine one's working time oneself.

The transition into retirement is a process that is influenced by personal and environmental factors (Beehr, 1986; Feldman, 1994; Ulrich & Brott, 2005; Wang & Shultz, 2010). A large number of empirical studies have identified individual preconditions, as well as work- and organization-related, family-related, and socio-economic factors, as major factors influencing the process of retirement (Wang & Shultz, 2010). The various manifestations of the individual transition show either a quantitative and/or a qualitative deviation from the previous employment, which is expressed in changes in working hours, a new employer, or another type of employment (Pleau, 2010). Feldman (1994) identifies as a motivation for retirement the need for a less stringent psychological connection with the world of work. The transition into retirement hence must not necessarily result in complete withdrawal from the labor market and in exclusively drawing pensions. In the sense of bridge employment, retirement can instead be perceived as a further stage in the individual career development (Calo, 2005; Wang & Shultz, 2010) in which persons continue to work on the labor market in a reduced form.

2.2 Post-Retirement Activities in Germany

In Germany, initial practical models have been developed relating to the use of the professional skills that have been acquired by skilled retirees. These methods are currently exclusively concerned with the imparting of expert knowledge and skills. Organizations complying with the concept of the Senior Expert Service (SES), Bosch Management Support GmbH (BMS), or Erfahrung Deutschland GmbH (ED) place retirees in voluntary (SES) or paid work either within a company (BMS) or without taking former company affiliations into consideration (ED). The existence of these organizations demonstrates that, when suitable frameworks and appropriate skills are available, employment in retirement can be interesting for persons and companies. Because pensions drawn are likely to be lower in the foreseeable

future, other forms of employment in retirement may also take on primary significance. For the less highly skilled it will then presumably be more a matter of managing financially than of imparting knowledge.

Since the population of traditional working age is shrinking, attractive framework conditions may be helpful for recruiting workers of all ages (Taylor, Shultz, & Doverspike, 2005). Here, work should be offered in an attractive and suitable form for all population groups. The current paper attempts to take an initial empirical step towards addressing the phenomenon of silver work. We have therefore chosen an exploratory approach here to cover as broad a range of subjective estimates as possible. Connected to the research on bridge employment, this approach generates initial findings on the design of silver work in the socio-economical and political environment in Germany, which differs from that in North America. The goal is to arrive at a differentiated depiction of the life reality of this specific group of individuals. This first step will lay a necessary foundation for dealing with this new applied field of research and testing hypotheses in further steps. The approach hence answers Kanfer's (2009) call for targeted research into basic phenomena in "specific samples" if there are only few indications of the empirical validity of established theories in these fields. In order to illustrate the phenomenon of silver work, we first quantify the extent of officially recorded post-retirement work in Germany. We then present the explorative results of a first empirical study, indicating the concrete situation and prerequisites for post-retirement activities in Germany.

2.2.1 Study 1: Extent of Post-Retirement Activities

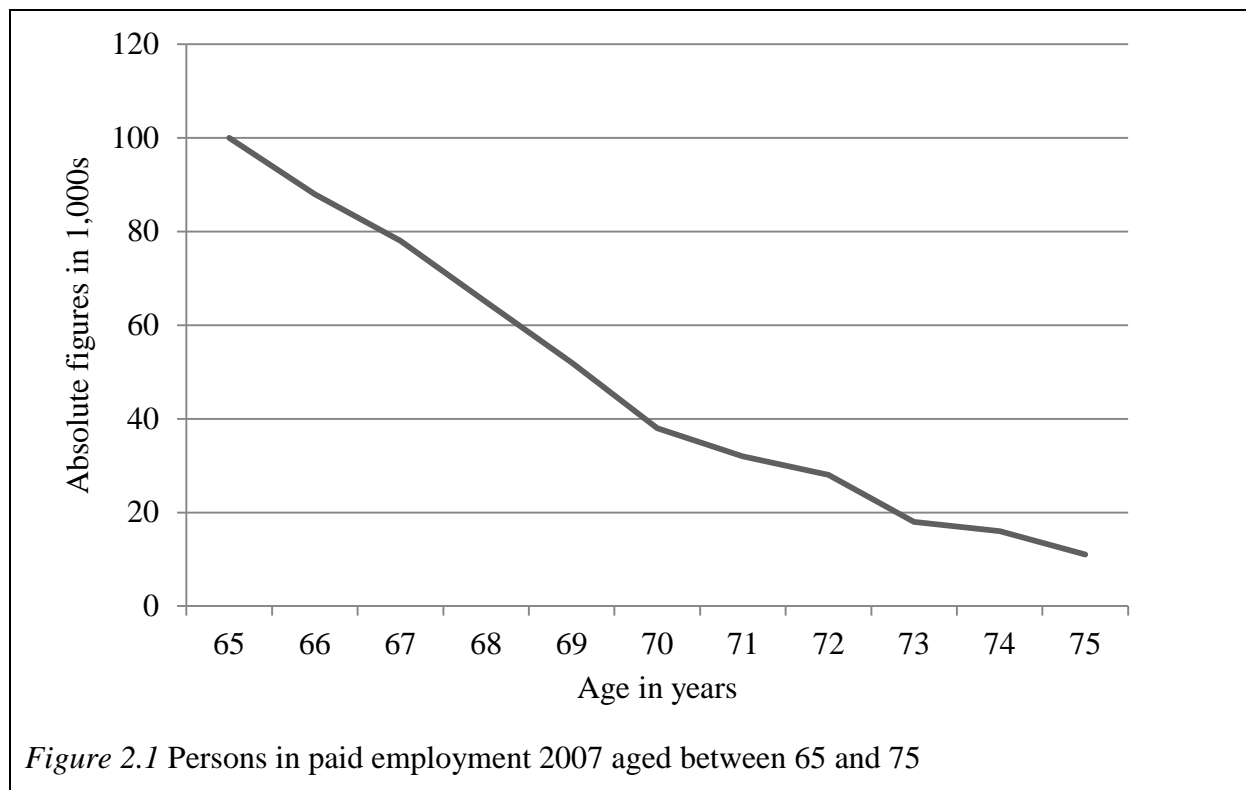
Although bridge employment is a widespread phenomenon in North America (Dendinger et al., 2005; Doeringer, 1990; Shultz, 2001; Wang et al., 2008), no figures were available until recently on active retirees' labor market participation in Germany.

2.2.1.1 Method

To determine the extent of post-retirement work in Germany, we looked at numbers of persons in paid employment, which are regularly published in the microcensus by the Federal Statistical Office. Although the Federal Statistical Office collects this information on a yearly basis, data for the group aged 65 years and older were reported for the first time for 2007 (Deller & Maxin, 2009; Statistisches Bundesamt, 2009a).

2.2.1.2 Results

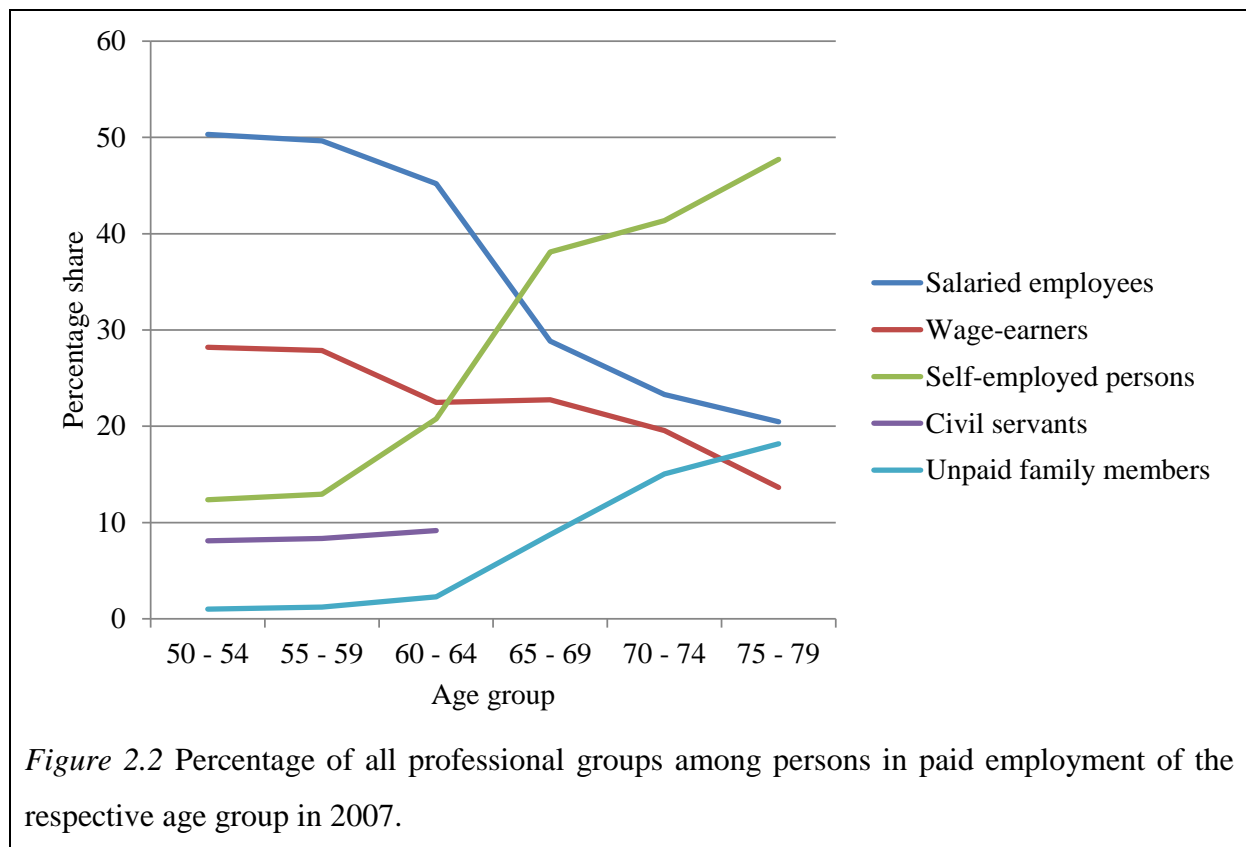
Figure 2.1 shows the number of persons remaining in paid employment at retirement age for 2007. As anticipated, an ongoing reduction in the number of persons in paid employment can be observed. Whereas at the age of 65, 100,000 persons in paid employment are reported nationally, 11,000 persons are still in paid employment at the age of 75. Furthermore, paid employment is still found in the even older cohorts on a case-by-case basis. Here, however, more precise observations can likely be made only after a new census has been carried out, given that in the microcensus the number of cases in the 75-plus age groups has shrunk to a size for extrapolation is no longer possible (Statistisches Bundesamt, 2009b).



One group of particular interest are the self-employed. They form the largest professional group among those in retirement age, their share clearly growing with increasing age (cf. Fig. 2). Roughly 55,000 self-employed persons are still in paid employment in the age group of 70 to 74 alone. At the same time, professional activity on the part of civil servants in the same age group can no longer be observed. This suggests that pensioners from this group who are interested in continued activities beyond retirement age seek other forms of employment because of the existing restrictions on post-retirement work, possibly in self-employment.

Looking at the percentage of self-employed and of assistant family members among persons in paid employment (see Figure 2.2), one can clearly observe for both groups a relative increase with rising age. The self-employed account for only 12.4 % of persons in paid employment aged 50 to 54, but for almost half of those aged 75 to 79 (47.7 %). If one adds to these numbers the assistant family members helping the self-employed, this group accounts for 65.9 % of all persons in paid employment in the highest age class.

As has been shown, paid employment also exists beyond the applicable retirement age. The number of those currently of retirement age who remain in paid employment per age group sinks with advancing age. However, not all professional groups participate in continued paid employment to the same degree: Whereas former civil servant pensioners aged over 65 do not appear in the statistics as being in paid employment, the dominance of the group of the self-employed increases with advancing age. Other forms of employment in retirement, such as voluntary and family commitment, also play a major role in this age group. Over 60-year-olds currently constitute the largest growth group of voluntary commitment (BMFSFJ, 2006). In the coming sections we will present the results of a comprehensive study on the life realities of currently paid and unpaid working retirees.



2.2.2 Study 2: *Characteristics of Post-Retirement Activities*

In this section, we present the results of a first empirical study on the formation and manifestation of silver work in Germany. Taking the point of departure outlined in the first section, this exploratory study aimed to obtain a picture of the individual situation of active retirees in Germany. To this end, we primarily developed open-ended questions, the answers to which were largely left to the respondents themselves in terms of their length and content. We explored some selected aspects on the basis of existing theories with the aid of quantitatively anchored scales. Our sample consisted of silver workers, officially retired persons who continue to engage in one or several paid or unpaid activities (Deller & Maxin, 2008). The reasons for and framework of these activities formed the focus of the explorative and applied survey. Open-ended questions on the transition into retirement and on the design of everyday routines, together with a quantitative comparative survey of the former and current work situations, supplement the semi-structured questionnaire of the survey. In the following, questionnaire and sample are described.

2.2.2.1 *Method*

We collected the data with a semi-structured interview guide in the context of telephone interviews lasting an average of 60 minutes. The practical relevance of the questionnaire was ensured in close cooperation with personnel officers from DAX companies and from a consulting firm specialized in evaluating jobs. It was possible to categorize the professional activity of the interview participant prior to retirement using questions on the nature of the job (complexity and responsibility) and the size of the company, using a version of the Hay Group job evaluation system.

The topic of transition into retirement was explored by combining four open-ended and four closed questions: a) What were your feelings on approaching retirement? b) In overall retrospect: Have you achieved your professional goals (0-150; anchor: 0-no goal achieved, 50-partly, 100-completely achieved, 150-over exceeded)? c) For what reasons did you retire (at this time)? d) Looking back, would you make the same decision again (Yes/No)? e) How did you find your present activity? f) All in all, have you personally gained more freedom? How important is this to you? (0-100; anchor: 0-not important at all, 50-important but not sufficiently, 100-in- dispensable/highly decisive)? g) To what degree are the skills you use today identical to those of your former work (in %)? h) Please describe the ratio between your work and leisure times: To what degree are these interrelated?

A total of five open-ended questions were asked on the topic of reasons for and framework of post-retirement activities: a) What reasons do you have for working in retirement? b) What is particularly important to you in your work? c) What would be the ideal conditions for work in retirement? d) What should a specific personnel policy for elderly workers look like? e) Where do you see the greatest need for action for firms with regard to the employment of elderly people?

For the depiction of *factors of work motivation*, we applied a section from the *Job Diagnostic Survey* of Hackman and Oldham (1975), which describes motivational work characteristics. We selected this method for two reasons: Firstly, we wished, in addition to the open-ended questions, to obtain initial impressions of the distribution of the fundamental factors of work motivation in post-retirement work settings. We therefore asked for an assessment of these motivational work characteristics on a scale from 0 to 100. For this first empirical step, we chose these five basic job dimensions. Only after data collection had started was a comprehensive questionnaire for motivational work characteristics published that also included other dimensions (Morgeson & Humphrey, 2006). Secondly, the many open-ended questions left little time for detailed quantitative surveys without going beyond the scope of the telephone interview. The study used a selection of the job dimensions *skill variety*, *autonomy*, *task significance*, *task identity*, and task-related *feedback* that contribute to work motivation (Hackman & Oldham, 1975; Morgeson & Humphrey 2006; Oldham & Hackman, 2010). Skill variety is understood here as the degree to which work requires many varied skills. Autonomy signifies the degree of self-determination with which the work is carried out. Task significance is expressed in how important or significant individuals personally consider their work to be. Task identity describes the degree to which the work facilitates the creation of a completed piece of work or project. Task-related feedback signifies the degree to which someone can directly ascertain from the job how well they have worked (Hackman & Oldham, 1975; Landy & Conte, 2010; Morgeson & Humphrey, 2006). The extent of the existence of these dimensions was assessed on a scale of 0 to 100 at three different points in time (before and after retirement, as well as in an ideal situation).

Physical and intellectual demands were rated on a scale from 0 to 100 with the anchor values 0-no demands, 50-medium demands, and 100-very high demands. Once again, respondents were asked for an assessment of the current employment situation, a retrospective evaluation of the former work situation, and their ideal of employment in retirement. Additionally, respondents were asked to state up to which age they wished to continue to work (maximum age). With this approach, we would like to gain an approximation of the

actual ability of respondents to contribute at three points in their lives. The specific make-up of the sample in this survey (see section 2.2.4) is contingent on motivation, since only retirees who were working beyond the statutory retirement age on their own initiative and of their own accord were surveyed.

Data analysis. Quantitative data were analyzed using the SPSS 17.0 and Microsoft Excel software programs. The open-ended questions were analyzed using content analysis (Mayring, 2008; Neuendorf, 2002). To this end, the unstructured statements were recorded on tape, transcribed, paraphrased, coded, and quantified in a following stage by inductive category formation (Mayring, 2008). Wherever the complexity of the dataset allowed, interrater reliabilities according to Krippendorff were determined for the categories of the content analysis (Craggs & Krippendorff, 2004; see also Krippendorff, 2004). Two independent judgments by trained raters were consulted to calculate the coefficient. Semantic validity and construct validity were ensured through multipersonal codebook development in a team of two to six developers, and in some cases through triangulation (Flick, 2008; Mayring, 2008).

Sample Characteristics. Organizations such as trade unions, charities, or companies were identified that had contact with their former members in retirement, and contacted via e-mail. The goal was to recruit study participants from the white collar field, in which more than 40 % of all those in paid employment in Germany were employed at the time of data collection (Bundesanstalt für Arbeitsschutz und Arbeitsmedizin [BAuA], 2008). However, it was not possible to obtain a sufficiently large sample on the basis of this systematic approach because of a lack of cooperation on the part of the organizations approached. As an alternative, personal contacts of the research team and recommendations of interview partners were used for recruiting. A cumulative sample was created that does not claim to be representative of the population.

From September to December 2005, as well as from April to July 2006, a total of 146 retirees in paid or voluntary work aged 60 to 85 ($M=67$, $SD=4.2$) were surveyed in telephone interviews lasting an average of 60 minutes. The standard deviation (SD) provides information about the amount of difference in the sample. A high value depicts a large degree of differentiation, and a low value shows a lower degree of differentiation between the individuals surveyed. 31 % of the sample were women and 69 % men. Almost 60 % of the interviewees held a university degree. The sample hence has an above-average level of education.

Information on the interviewees' work prior to retirement made it possible to distinguish between management and non-management functions. Functions lying between these levels cannot be unambiguously determined. Table 2.1 shows the composition of the sample with respect to the professional position prior to retirement, while Table 2.2 reveals the field of post-retirement activities. The categorization of the former professional position (Table 2.1) is based on the information about the interviewees' last full-time employment prior to retirement. 34.4 % of the respondents were employed in management; 43.9 % were not. 21.6 % of the sample worked in the area that was not unambiguously determinable.

The categorization of the clients of work after retirement (Table 2.2) arose through a content-analytical evaluation of the responses to the open-ended question "Please describe your work (e.g. voluntary, paid employment, social support of family or friends, other). Describe the main activity to which you wish to refer." Because of the qualitative nature of the data material, it was not possible to make an unambiguous distinction between paid and unpaid work. Künemund (2006) also refers to the methodological problem in the delimitation between paid and unpaid work (see also Rosenblatt, 2001).

The respondents worked an average of 52.3 hours per week in their former professional positions ($SD=12.8$). These numbers refer to the actual working hours, and ranged from 10 to 85 hours per week. Four out of five respondents (80.3 %) had worked more than 40 hours per week. For post-retirement activities, the working hours ranged between one and 60 hours per week, averaging out at 18.3 hours ($SD=12.3$), which corresponds to roughly one third of the former hours per week. One third of respondents (30.5 %) worked for more than 20 hours per week in retirement.

The sample's high level of education corresponds to the complexity of the previous work. The activity currently carried out was established largely as a result of contacts from previous working life, through both external enquiries and following own initiative and active searches. One fifth of the respondents worked for commercial enterprises, but also for charitable, art and cultural institutions, as well as various associations. In our study, more than half of the retirees could benefit from skills acquired in their previous working lives. The sample is characterized by previous work that was intellectually demanding, a level that post-retirement activities cannot entirely sustain.

The results in the question areas described, namely transition into retirement, reasons and framework for post-retirement work, factors of work motivation, and physical and intellectual demands prior to and after retirement are presented in the following five sections.

Table 2.1

Activities prior to retirement

Level of complexity by Hay Group ¹	Spread in the sample (%)	Example positions
1	0.7	
2	1.4	State secretary, managing director, board member
3	0.7	
4	7.9	
5	10.8	
6	12.9	Chemist, lead of division, general in the federal armed services, manager, professor, chairman of the board, of a savings bank, deputy head teacher
7	21.6	Manager, design engineer
8	13.7	
9	18.0	Master baker, banker, driver, teacher, pastor, office worker, tax official, technical worker, cleaner
10	10.1	
11	0.7	
12	1.4	

Note. $N = 139$. ¹Classification of the last full-time position prior to retirement was carried out by the Hay Group. Levels of complexity 1-6 correspond to management functions, levels 8-12 correspond to non-management functions; level 7 cannot be clearly attributed

These results provide an overview of the relevant areas for an initial understanding of the life world of active retirees in Germany.

2.2.2.2 Results

Transition into retirement. Three quarters of the respondents (77.1 %) stated in retrospect that they have fully achieved their professional goals. The average degree of achieving goals is 108.4 ($SD = 27.4$; scale: 0-150). All in all, the work goals were fully achieved and were exceeded in some cases. More than half of the respondents (52.2 %) had entered retirement with positive feelings. Only 11.8 % spoke of negative feelings in the transition into retirement. In an open-ended question about the reasons for retirement, four out of ten (38.0 %) respondents stated that it had been stipulated by company regulations. More than one quarter of the respondents (26.8 %) cited internal company reasons such as job cuts or even insolvency of the company as the reason for retirement. Only 12.7 % mentioned health-related reasons leading to the termination of regular work. Looking back, the great

Table 2.2

Employers after retirement

Employers	Spread in the sample (%)
Private industry	22.1
Charities	12.1
Art and cultural institutions	10.0
Political institutions	9.3
Educational institutions	8.6
Rotary Club/Lions Club	5.7
Church institutions	5.7
Economic associations, clubs and foundations	5.0
Sports clubs	3.6
Other	17.9

Note. $N = 140$. Categorizing responses to the open-ended question 'Please describe your work (e.g. voluntary, paid employment, social support of family or friends, other)'. Describe the main activity to which you wish to refer'.

Table 2.3

Development of post-retirement activities

Category	Occurrences (%)
From previous work, contact from job	24.1
External enquiry (passive)	23.6
Own initiative, active search	19.7
Continuation, intensification of work or hobbies	15.8
Contacts, network (not from old work)	7.4
Same old work, different scale	2.5
Follow-on work was already decided on during working life	2.5
Other	4.4

Note. Open-ended question: 'How did you find your present work?' Multiple responses were possible. Content-analytical categorized fields. Krippendorff's $\alpha = 0.69$. $N = 142$. 203 occurrences. Occurrences stated as percentages.

majority of the respondents (93.2 %) would once again decide for the selected time of transition into retirement. Not all respondents retired of their own accord, but largely after a fulfilled working life and with positive feelings. Table 2.3 provides an overview of the development of post- retirement activities.

One quarter of the unsupported statements (24.1 %) affirmed that post-retirement activity had been established on the basis of the previous work or contacts from working life. Nearly just as frequently (23.6 %), an external enquiry was named as leading to post-retirement activities. However, own initiative and active searching also accounts for one fifth (19.7 %) of the occurrences. Continuation and intensification of ancillary work or hobbies already pursued during working life determined one sixth (15.8 %) of the statements. The use of the individual's existing network, regardless of the former work, played a somewhat subordinate role (7.4 %), as did follow-on activities already pursued during working life (2.5 %) and the same activity on a different dimension (2.5 %). It should be taken into account here that multiple attributions were possible and that an individual's attributions could occur in various categories. When asked whether they had gained greater freedom in retirement, respondents reported considerably more freedom in retrospect: 79.7 % responded positively to the question. Almost two thirds of them referred to gaining greater freedom as being indispensable (61.8 %). More than half of the skills (56.5 %) used in post-retirement work were identical to those used in their former work. The largest share of the respondents reported a flowing transition between leisure and work (45.5 %). One third (33.6 %) rigorously distinguished between the two areas. By contrast, one fifth did not distinguish between work and leisure at all (21.0 %).

Reasons and framework. Major aspects of taking up post-retirement activities are shown to be the areas of helping, the desire to pass on knowledge, wishing to remain active, own development, and contact with others. Table 2.4 provides an overview of the reasons, each of which were quantified in a content analysis and identified across different question areas. In two open-ended questions, a main general question was first asked about the reasons for post-retirement activities, and later in the course of the interview about aspects of post-retirement work that are particularly important to the respondent. Results of the two questions suggest that the category of wishing to help others and pass on knowledge is central. In the unstructured statements on the reasons for continuing in activities, it accounts for one eighth (12.3 %) of the occurrences, and for almost one third in the answers on importance (30.5 %). It is salient across both question areas in the category, indicating that it is a major element in the motivation for continuing to work. Another such element is contact with others, which is

linked with post-retirement activities, with one sixth (16.7 %) of occurrences regarding importance. A further fundamental component of the motivation for continuing activities is personal development and the desire to remain active, with more than one third (36.0 %) of occurrences regarding the reasons. Recognition and appreciation experienced through post-retirement activities are similarly frequent in both areas (reasons: 9.3 %, importance: 9.9 %), indicating that they are a further essential component of the motivation to engage in activities in retirement. Financial matters also appear within both the reasons for employment (6.4 %) and the important aspects of activity in retirement (2.5 %), albeit with a comparatively small number of occurrences. The topic of remuneration was named in the responses to both open-ended questions. Enjoyment and interest in the work were mentioned comparatively often among the reasons for post-retirement activities (18.6 %), but do not appear at all among important aspects of post-retirement work.

Table 2.4

Reasons for post-retirement activities

Reasons and importance	Reasons ¹ in percent	Importance ² in percent
Helping, wanting to pass on knowledge	12.3	30.5
Contact with others	7.6	16.7
Wanting to remain active, personal development	36.0	10.3
Own demand, performance	--	10.3
Recognition, appreciation	9.3	9.8
Fulfillment, well-being	--	8.9
Financial reasons	6.4	2.5
Enjoyment, interest	18.6	--
Other	6.8	5.4
Other contexts	3.0	5.4

Note. Content-analytical categorised fields. Information as a percentage of the occurrences. Open-ended questions: ¹‘What reasons do you have for working in retirement?’ ($N = 139$; 236 occurrences; Krippendorff’s $\alpha = 0.78$) ²‘What is particularly important to you in your work?’ ($N = 141$; 203 occurrences; Krippendorff’s $\alpha = 0.87$).

Table 2.5 sums up the results of the three open-ended questions on the ideal framework of post-retirement activities obtained by content analysis, the design of a specific personnel policy for older people, and in general on the areas with the greatest need for action for firms with regard to the employment of elderly people. In the overview of these open-ended questions, age-tailored working conditions and the consideration of specific needs, as well as recognition and appreciation, are shown to be promoted with different intensities. The salience of these categories is a clear indication that they are major structural elements in job design after retirement. These aspects are fundamental components of the design of post-retirement activities. The following are decisive across all three question areas: flexible working hour arrangements, age-tailored working conditions and the consideration of needs, and the use of experience-based knowledge in intergenerational exchange. The demand for flexible working hours is very dominant in the first two question areas on the ideal framework and specific personnel policy, with almost one third (29.1 %) and one eighth (12.8 %) of the occurrences, respectively, but is not regarded as constituting the greatest need for action on the part of organizations. Instead, a change in state regulations is called for in the clustered responses to this question. Even though this category, identified by content analysis, is only slightly represented in the overview (3.3 % of occurrences of the question area), it nonetheless provides an indication of structural changes that employees would like to see for exercising their work when in retirement.

A large share of the occurrences in Table 2.5 stresses intergenerational exchange and passing on of knowledge as a major component, although the only statements quantified here were answers to questions on specific contents of a personnel policy for elderly employees and on locating the greatest need for action for organizations. Here, silver workers gave their personal retrospective accounts of the work situation prior to retirement. For post-retirement activities, it becomes clear that advisory, self-employed work is the goal, in which self-determination and freedom to take decisions are fundamental (altogether, 21.6 % of the occurrences regarding the ideal framework of post-retirement activities). Aspects that were named across several question areas assume particular prevalence in the perception of the respondents. Financial remuneration of the contributions made by silver workers is named for both the desired framework (4.9 %) and the identified need for action (2.0 %). Even when, overall, a relatively small number of occurrences focus on this aspect, it is nonetheless worth noting that it turns up unprompted and independently in two question areas. The financial resources available to respondents appear to be an influencing element here. Moreover, a need for action on the part of the employing organization in providing financial recognition was

Table 2.5

Framework for post-retirement activities

Organizational framework	Ideal in retirement ¹	Personnel policy for the elderly ²	Need for firms to take action ³
Flexible working hours	29.1	12.8	--
Advisory, freelance work	11.8	--	--
Self-determination, freedom to make decisions	9.8	--	--
Working conditions tailored to age, consideration of needs	7.2	18.3	11.9
Providing a structure	5.6	--	--
Providing a meaning and a goal	5.2	--	--
Financial recognition, special remuneration arrangements	4.9	--	2.0
Offering self-realization	4.6	--	--
Facilitating social contact	4.2	--	--
No permanent job or employment	4.2	--	--
Remaining active	3.6	--	--
Recognition and appreciation	2.3	8.5	23.8
Full-time, permanent post	2.0	--	--
Using experience and know-how, exchange between young and old	--	15.2	29.1
Active involvement in the company	--	15.9	18.5

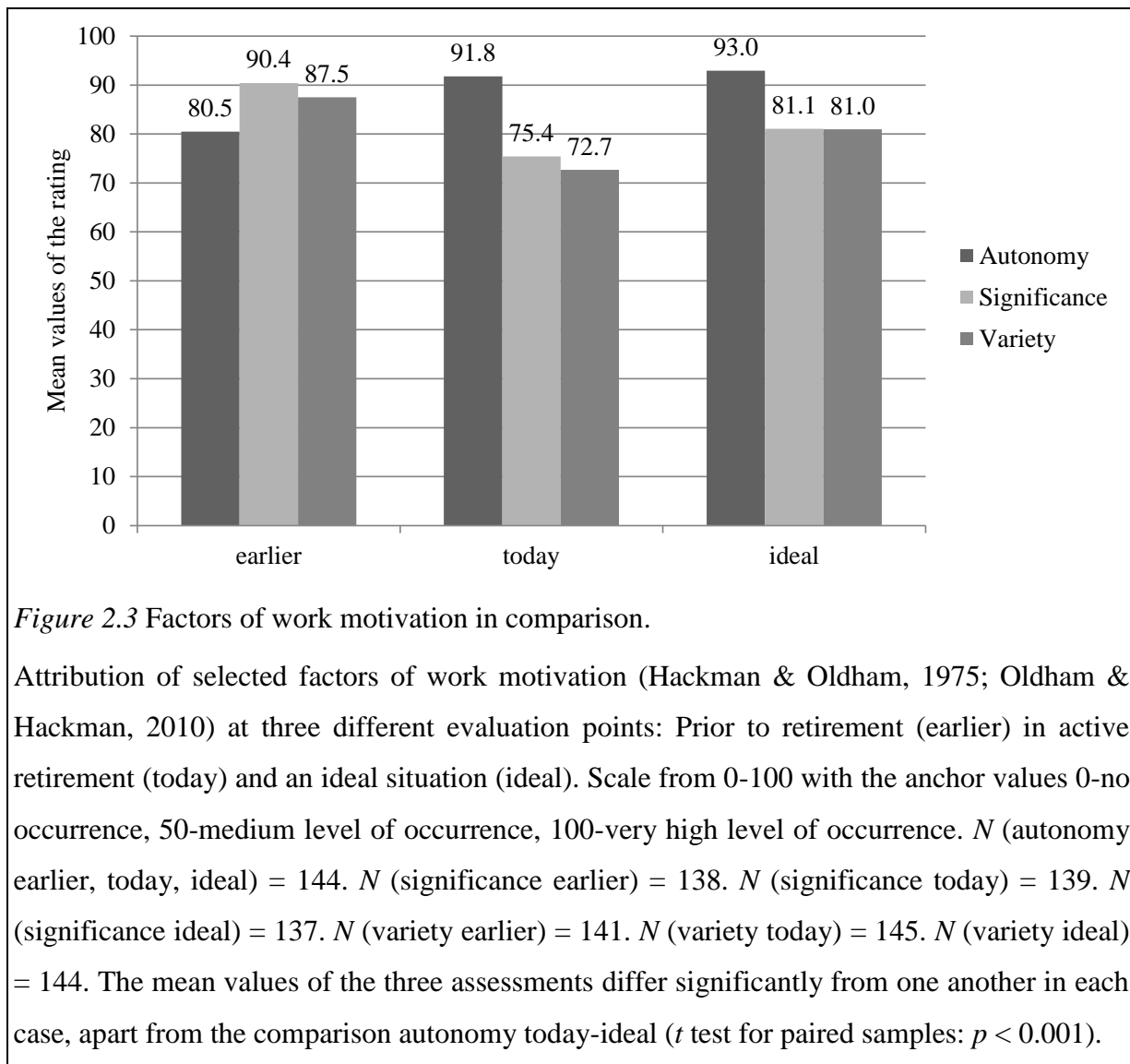
(Table 2.5 continued)

Organizational framework	Ideal in retirement ¹	Personnel policy for the elderly ²	Need for firms to take action ³
Involvement in further and advanced training	--	5.5	5.3
Specific services for elderly workers	--	10.4	--
Offering possibilities for flexible retirement	--	7.9	--
No special treatment	--	4.2	2.0
Changing state regulations	--	--	3.3
Other	5.6	1.2	4.0

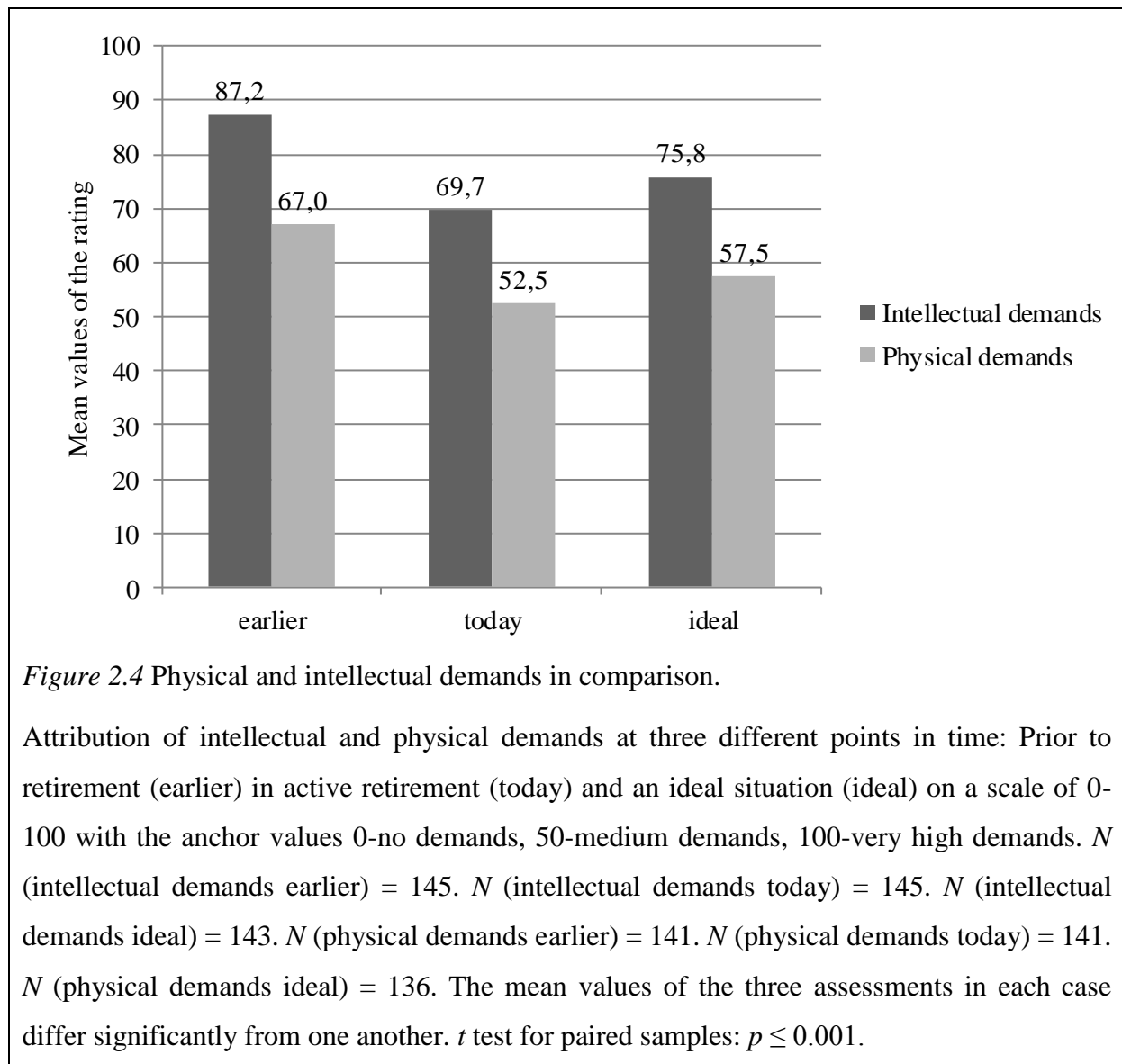
Note. Content-analytical categorized fields. Information as a percentage of the occurrences. Open-ended questions: ¹‘What should be the ideal conditions for work in retirement?’ ($N = 141$; 306 occurrences; Despite a reduction in the complexity of the data it was not possible to calculate Krippendorff’s α without combining the categories further, with the loss of content which this would have entailed.) ²‘What should a specific personnel policy for elderly workers be like?’ ($N = 111$; 164 occurrences; Krippendorff’s $\alpha = .67$) ³‘Where do you consider there to be the greatest need to act for firms with regard to the employment of elderly people?’ ($N = 120$; 151 occurrences; Krippendorff’s $\alpha = .71$)

identified. Furthermore, remuneration is frequently regarded as constituting recognition of the contribution that has been made. From silver workers' perspective, the responsibility is definitely on companies at this juncture: The financial recognition of work in retirement does not always appear to be managed satisfactorily. Working retirees would also like organizations to involve them more in basic and further training and quite clearly consider the companies to be responsible for this: One out of 20 occurrences in the question areas on specific personnel policy for the elderly (5.5 %) and on greater need to act on the part of firms (5.3 %), respectively, call for including the elderly in further and advanced training. Some respondents called for equal treatment of all age groups in two question areas in unprompted statements (personnel policy: 4.3 %; need to act: 2.0 %). The two latter aspects, each occurring across different question areas, correspond with one another in terms of content: Treating elderly workers *normally*, that is, equally vis-à-vis workers of all age groups also encompasses inclusion in further and advanced training.

Factors of work motivation. Skill variety, autonomy, and task significance as the selected factors of work motivation were assessed with regard to three different evaluation points. On a scale of 0 to 100, the respondents categorized the current employment situation in retirement, a retrospective of the former work situation, and the ideal of post-retirement activities. Figure 3 shows the results for the dimensions with significant average value differences (*t* test for dependent samples; Bortz, 1999) between the three evaluation points earlier, current, and ideal. Differences in the points are shown for the motivation factors skill variety, autonomy, and (task) significance. Two different courses are portrayed. For the dimensions task significance and skill variety, v-shaped curves are shown with the highest peak for each in the previous work situation (significance: 90.4; *SD* = 13.0; significance earlier-today $t = 6.789$, $df = 135$, $p < 0.001$; variety: 87.5; *SD* = 14.5; variety earlier-today $t = 7.471$, $df = 140$, $p < 0.001$). The tasks in current employment in retirement show a slighter degree of significance ($M = 75.4$; *SD* = 24.3; today-ideal $t = -4.499$, $df = 135$, $p < 0.001$) and variety ($M = 72.7$; *SD* = 22.5; today-ideal $t = -5.816$, $df = 143$, $p < 0.001$), but have a much broader spread in comparison to variety. In an ideal situation, the respondents would however once more like to see a stronger manifestation of these two dimensions (significance: 81.1; *SD* = 22.4; significance earlier-ideal $t = 4.418$, $df = 133$, $p < 0.001$; variety: 81.0; *SD* = 20.7; variety earlier-ideal $t = 3.653$, $df = 139$, $p < 0.001$). For the job dimension autonomy, by contrast, a different course is revealed: Whilst for the work situation prior to retirement, with a broad spread overall, a much lower degree of autonomy is reported ($M = 80.5$; *SD* = 22.0), the respondents state a significant gain in autonomy for post-retirement activities ($M = 91.8$;



$SD = 13.7$; earlier- current $t = -5.626$, $df = 143$, $p < 0.001$), with a lowest rating of 40. The degree of desired autonomy in an ideal situation achieves, with a very low spread, the highest value of all motivation factors ($M = 93.0$; $SD = 12.0$; earlier-ideal $t = -6.468$, $df = 143$, $p < 0.001$) and does not significantly differ from the current situation. Here, 50 was named by the respondents as the lowest proficiency of the specified scale (0-100). For the job dimensions task identity and feedback, not portrayed in Figure 2.3, no significant average value differences are seen between the three evaluation points. The respectively highest value is shown for both motivation factors in analogy to autonomy in the ideal situation (task identity: $M = 85.6$; $SD = 26.1$; feedback: $M = 86.7$; $SD = 19.3$). The values for the earlier and current employment situations are, however, below the mean values of the ideal situation (task identity earlier: $M = 73.5$; $SD = 32.3$; task identity current: $M = 76.3$; $SD = 33.5$; feedback earlier: $M = 80.8$; $SD = 18.9$; feedback current: $M = 79.9$; $SD = 23.5$).



Physical and intellectual demands. In order to be able to assess the subjectively perceived demands of post-retirement activities in comparison to those of the earlier work situation and in an ideal situation (desired ideal), the respondents were asked to assess these on a scale of 0 to 100. Physical and intellectual demands were surveyed in an assessment of the current employment situation, of a retrospective of the earlier work situation, as well as of the ideal of post-retirement activity. Figure 4 shows the mean values of the rating of physical and intellectual demands for the three evaluation points. In each case they were assessed on a scale of 0 (no demands) to 100 (very high demands). Intellectual demands are highest in the earlier work situation, with a mean value of 87.2 ($SD = 15.7$), the lower bound is, remarkably, 40. Upon retirement, the respondents left behind an intellectually demanding activity. The lowest mean value ($M = 69.7$) and the highest standard deviation ($SD = 23.9$), with full use of the scale of intellectual demands, are shown for the employment situation in retirement, with

the mean assessment still being high. The high level of variance provides an indication of the variety of design of the activities and inter-individual differences in retirement. In an ideal situation, taken as a mean value, the respondents would again like somewhat higher intellectual demands ($M = 75.8$; $SD = 21.7$), but here too there are relatively significant differences between the respondents.

A similar distribution is shown in the assessment of the physical demands. In the earlier work situation these were comparatively highest, with a considerable spread ($M = 67.0$; $SD = 31.8$), but lower than the lowest rating value of current intellectual demands. Physical demands in the post-retirement work situation were perceived as being lowest ($M = 52.5$; $SD = 26.0$). And in an ideal situation, the respondents would wish for greater physical demands to be made on them ($M = 57.5$; $SD = 24.0$). This median value lies between the earlier and current assessment. In the ratings of the physical demands, the scale from 0 to 100 was fully exhausted for each case. Stronger for intellectual demands, but also for physical ones, a V-shaped curve across the three evaluation points can be observed: The demands are lower in retirement in comparison to what they were earlier; in an ideal situation they would however be higher than they are currently. In each case, the mean values of the three evaluation points for intellectual and physical demands differ significantly from one another (t test for dependent samples: intellectual demands earlier-current $t = 4.786$, $df = 140$, $p < 0.001$; intellectual demands current-ideal $t = -3.358$, $df = 135$, $p = 0.001$; intellectual demands earlier-ideal $t = 3.44$, $df = 134$, $p = 0.001$; physical demands earlier-current $t = 7.651$, $df = 144$, $p < 0.001$; physical demands current-ideal $t = -3.895$, $df = 134$, $p < 0.001$; physical demands earlier-ideal $t = 5.632$, $df = 142$, $p < 0.001$). The interviewees desired a higher level of both intellectual and physical demands in retirement, albeit a lower level of physical than of intellectual demands.

The respondents stated on average that they wanted to keep on working up to the age of 73 ($M = 72.98$, $SD = 6.32$; $Md = 70.0$; $N = 42$). The majority of silver workers (30.2 %) wanted to continue work until the age of 70, while one seventh (14.0 %) wished to remain active until the age of 75. One sixth of respondents (16.3 %) went so far as to express a desire to remain active until the age of 80.

2.3 General Discussion

The figures of the Federal Statistical Office demonstrate that paid employment clearly exists beyond the applicable retirement age. In view of the predictable demographic influences, this is already significant for the economic development of Germany today. In the

future, the group of retirees will continue to grow in quantitative terms due to the baby boomer cohorts approaching retirement age. Given this, the number of working retirees can be expected to rise. However, against the background of the results that have been put forward, realizing the further potential of paid employment is contingent on relevant frameworks of work continuing to develop. As people grow older, the group of the self-employed and assistant family members will become more significant in relative terms while the total number of persons in paid employment at retirement age falls.

The motivations that have been identified through open-ended questions for post-retirement activities correspond in their content to the reasons for continuing to work in North America (AARP, 2002; Atchley, 1989; Dendinger et al., 2005; Mor-Barak, 1995), although here an exemplary sample is used. Current research into work motivation advocates venturing to conduct “targeted research” in the field (Kanfer, 2009, p. 89), that is, to conduct research into new phenomena in highly specific samples as well. Nonetheless, the initial empirical approach to the environment and working conditions of active retirees in Germany presented here has shortcomings. For one, the group surveyed here constitutes a fairly specific group of individuals who are far above the national average when it comes to educational status and financial situation. The addition of a control group, that is, of a survey of comparable retirees with differences in level of education, professional status, age, socio-economic status, and the like would have been desirable. Even so, this first empirical survey provides indications that the areas of work and leisure can no longer be kept strictly apart after retirement. Across different question areas, it becomes clear that the structure of silver workers’ everyday life has changed after retirement. Whereas work activity, largely defined the day in regular working life, much more flexible structures are manifest in active retirement. This finding matches the assumptions of Kanfer that a much more flexible job design will be needed in the future in order to retain the elderly on the labor market and in companies (Kanfer, 2009). The frequently diverse activities of retirees are integrated in a variable, individual manner into leisure activities and family employment. This qualitative, overarching finding demonstrates the wide scope of action that silver workers make use of in their flexible framework conditions. At the same time, a connection can be observed here with the perceived finite nature of one’s own life (socioemotional selectivity theory; Carstensen 2006). In the reasons for activity in retirement arising from open-ended questions in this empirical study, one can also observe that active retirees focus on meaningful activities linked with positive emotions, such as helping, wishing to pass on knowledge, and contact with others (see section 2.2.6). This exemplary cross-sectional survey of a fairly homogeneous group cannot of course

provide any information on the change of motives, but can provide an initial impression of relevant motives for work in retirement. The manifestation of motivation, however, also depends on other aspects, such as the design of the work. Flexibility and freedom are key elements here. Just as for elderly workers, the willingness of silver workers to continue activities is accompanied by a desire to considerably reduce their weekly working hours (see also Büsch, Dorbritz, et al., 2010). In this context, it is particularly important to make use of experience-based knowledge, while also taking individual needs into consideration. A lack of motivation to fully contribute in terms of performance at an advanced age (Büsch, Dittrich, et al., 2010) can also be traced back to the working conditions (see section 1.1). The results presented in this paper show that through the design of motivational work characteristic, active retirees can also contribute to the performance of organizations. The experience of autonomy, task identity, and feedback in post-professional job design is important, as is the freedom gained after the conclusion of a person's actual working life. Highly significant tasks and a wide variety of skills are factors that silver workers miss in post-retirement activities in comparison to their previous working lives. This suggests the necessity of attractive job design for retirees whose skills are in demand on the market. Kanfer (2009) also pinpoints the development of motivation structures tailored to target groups of elderly workers whom organizations wish to help maintain a high level of motivation as a central challenge for applied research.

The representative questionnaire of the Federal Institute for Population Research revealed that persons currently in dependent employment wish to be employed for an average of another 4.1 years after the anticipated retirement age (Büsch, Dittrich, et al., 2010). The retirees surveyed in the study presented here would indeed like to continue to work until the age of 73 on average. Under given preconditions, the motivation to continue post-retirement activities hence exists in principle.

Furthermore, it is interesting to see that, despite the different social systems in Germany and North America, the results presented here point to considerable commonalities with the motivations identified in North America and the framework of post-retirement activities there (Brown, 2003; Calo, 2005; Dendinger et al., 2005; Mor-Barak, 1995).

2.3.1 Limitations and Future Research

The field of post-retirement activities in Germany was described for the first time in the exploratory research project presented here. Relevant topical fields were identified. In future research on silver work, this first step, which constitutes a precursor to a hypothesis-

generating research design, must be followed by a hypothesis-testing one that works with control group designs as well. The results reported here suggest that a comprehensive investigation of motivational job design may be worthwhile for the target group of silver workers. The “motivational work characteristics” observed in isolation in this paper (Hackman & Oldham, 1975; Morgeson & Humphrey, 2006) should be complemented by a comprehensive concept in which ‘knowledge characteristics’, ‘social characteristics’, and ‘contextual characteristics’ (Morgeson & Humphrey, 2006) are also considered. The ‘Work Design Questionnaire’ (Morgeson & Humphrey, 2006) offers itself for this purpose. Stegmann and colleagues (2010) provide a validated German translation. To record further interesting variables, validated scales for the relevant fields should be used, or new constructs and their operationalizations should be developed. For instance, it should be considered whether the construct space of “appreciation” can be adequately recorded with scales to measure the “respect” construct. A further interesting question is how the willingness to continue in employment and various forms of post-retirement activities is formed over time. To this end, a longitudinal design measuring motivation, socio-economic parameters, and willingness to contribute suggests itself, starting in the end phase of traditional working life and extending beyond retirement age.

Silver work continues to be a relevant field for work motivation research, largely – albeit not solely – inspired by demographic developments. For instance, future research should consider how age-related changes in the individual motivational preconditions, including physical and intellectual skills, personality characteristics, and demands outside the work situation influence the decision to continue to work (Kanfer, 2009). There is a considerable need for research on the willingness and motivation to continue employment in the production industries, so-called blue collar employment. The working conditions, differing considerably from employment in the white collar area (office jobs), make it likely that some major differences exist.

Self-employed persons and assistant family members are the decisive forms of employment in over-65 age group. Further research in the field of employment at retirement age should fully take into account the motivations of these two groups of individuals. This may lead to derivations being developed for other forms of post-professional employment.

Previous findings on motivation to continue employment are either highly specific and restricted to a company or to a sector (Aleksandrowicz et al., 2009), thereby excluding relevant forms of employment such as self-employed persons (Büsch, Dorbritz, et al., 2010) or are not representative of the population and are hence of only descriptive nature (the study

presented here). To identify possible potentials, research findings the various forms of post-retirement activities must be applied to a larger, more representative population in future research.

2.3.2 Practical Implications at Three Levels

Recommendations for action regarding the design and realization of silver work can be derived at three levels from the presented results.

The *individual level* deals with the physical and intellectual prerequisites of the individual, in this case of silver workers. This is worth examining from two perspectives:

- a) Those interested in silver work create or maintain the individual prerequisites for an extension of their own active lifespan.
- b) Knowledge of the motives and demands of silver workers enables organizations to shape working conditions such that the well-being and job satisfaction of this group of individuals can be achieved. For the individual – regardless of age, given that each person in their mid-thirties today can be a potential silver worker one day – this implies a high degree of initiative, with measures such as further training, life-long learning, and healthcare spanning life phases.

These measures can clearly be supported in an appropriate manner at an *organizational level*, such as via corresponding offers in the framework of personnel development and values that are entrenched in the corporate culture. In concrete terms, the introduction and expansion of flexible working hours, advisory and freelance work, expansion of freedom to take decisions, appreciation of the contribution made by silver workers, benefiting from experience and know-how, adjusted workload and demands, a structured daily routine, active inclusion in events, and financial recognition lead to fruitful interaction between silver workers and organizations (Deller & Maxin, 2010a). Central to this is cultural change in organizations towards a respectful, appreciative environment of younger and older staff members, as well as the use of synergies and acceptance of various careers. Perceptions and stereotypes of age are prevalent in many organizations, which generate antagonism more than collaboration between the generations. The concept of a life-phase-orientated personnel policy (Rump, Eilers, & Grohl, 2008) takes account of the interplay between professional and private phases of life and their specific demands and of fields of action for organizations. In concrete terms, for instance, appreciation for all age groups in the company can be expressed with the aid of internal and external communication. Mentoring programs can encourage networking between elderly and younger workers in order to nurture mutual exchange and

facilitate organizational learning. The introduction of diversity management (Köppel & Spie, 2010) with an organization-specific definition of success benchmarks or key performance indicators after each strategic goal can promote the sustainable development of the measures. The shaping of perceptions of age also plays a role at *societal and political levels*. The existing perception of age is undergoing change and appears to be turning slowly away from a negative picture that is based on the deficit model (BMFSFJ, 2010). Age and productivity are no longer automatically contradictory in the societal discussion of old age, and awareness has arisen of its potentials. A differentiated perception of age can make a major contribution towards cultural change in society. For instance, there has recently been intensified public debate on the fact that if the statutory framework is made appropriately flexible, silver work can lead, firstly, to reducing the burden on the pension system. Secondly, the contributions made increasingly by senior citizens in voluntary work (DZA, 2002a; BMFSFJ, 2006) are becoming relevant to society. Reforms of many options for the transition from working life into retirement appear to be necessary. It is a matter of taking into account the changing prerequisites that increasingly differ from one individual to another. For individuals who work beyond the statutory retirement age and at the same time would like to pay social insurance contributions, a binding and appealing statutory basis for this possibility would be expedient. It should be definitive that employment is to meet the needs of people and should be shaped accordingly – regardless of age (Deller & Maxin, 2010b). Clearly, the world of work can be expected to change. A job design that is adjusted to workers' needs can help today's 35-year-old workers want to become healthy, motivated silver workers.

2.4 References

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3 Comparison of Former Job and Silver Work

Abstract. This paper investigates the differences between one's former professional job and activities in retirement (silver work) in a qualitative-quantitative approach in two samples of German active retirees. Results suggested that individuals experienced differences in four areas: First, differences were identified in person-related variables, such as work ability. Second, differences were perceived in the scope of the job itself with regard to workers' tasks, skills, or job function. Third, the perceived freedom of time allocation and flexibility in job practice distinguished between the silver job and the former career job. Fourth, differences were noted in perceived responsibility and in the significance of the activity. For organizations, knowing the differences in work design of regular professional jobs and post-retirement activities can help in crafting jobs for skilled and capable retirees who intend to continue to contribute. The practical implications of the findings presented underline that organizations should create post-retirement jobs that utilize professional experience, paired with more flexibility, however with less responsibility.

Keywords: age, aging, bridge employment, job design, retirement, silver work

3.1 Point of Departure

Organizational psychologists have recently emphasized the changing nature of retirement, which has become more dynamic and diverse (e.g., Shultz & Henkens, 2010; Shultz & Olson, in press; Shultz & Wang, 2011). Aging populations and increasing healthy life expectancy in many industrialized countries (Organization for Economic Cooperation and Development [OECD], 2006) lead to a further rise in the remaining lifetime after retirement. In addition, the existing shortage of skilled workers will also continue to grow in the coming years. At the same time, however, many people remain able to contribute beyond traditional retirement age (Lehr & Kruse, 2006) and willing to continue to deploy their productivity. Many studies have demonstrated the individual benefits of staying active in retirement, such as older persons in paid or unpaid activities reported higher life satisfaction, health, and well-being (e.g., Aquino, Russell, Cutrona, & Altmaier, 1996; Kim & Feldman, 2000; Warr, Butcher, Robertson, & Callinan, 2004). Most recently, McNamara and colleagues (2011) found that working retirees had even higher work satisfaction compared to older workers. But engaging in any kind of activity which is motivated by social or meaningful reasons enhances

older adult well-being (Everard, 1999). Against this backdrop, post-retirement activities are discussed as having great potential benefits for individuals and organizations, as well as society (e.g., Deller, Liedtke, & Maxin, 2009).

Post-retirement activities as part of the changing nature of retirement (e.g., the US phenomenon of bridge employment), have been a well-established area of research in North America for more than two decades (Wang, Zhan, Liu, & Shultz, 2008). In Germany, empirical research on so-called Silver Work has brought forward the first results over the last few years (Deller, Liedtke, & Maxin, 2009). Silver Work embraces all kinds of post-retirement activities, both paid and unpaid (Deller & Maxin, 2008). Bridge employment means work after full retirement from career jobs (Feldman, 1994). The paid activities can be carried out on an employed basis or in the context of self-employment (Doeringer, 1990). In recent international research going beyond the North American scope, the originally exclusively paid activities broaden in definition, as tasks in the context of bridge employment also encompass unpaid, volunteer work (Griffin & Hesketh, 2008). Given this emerging definition, bridge employment and Silver Work clearly overlap. The sample in this study however consists of silver workers in unpaid work-related activities in retirement.

Many retirees are in good mental and physical health when leaving their professional job (Ilmarinen, 2006), and age is no longer exclusively associated with general decline (e.g., Baltes, 1993; Hertzog, Kramer, Wilson, & Lindenberger, 2008). Also, individual work ability can be high for persons of retirement age (Ilmarinen, 2006). Many retirees still can and want to devote time and energy to post-retirement professional level activities (Büsch, Dorbritz, Micheel, & Heien, 2010; Deller & Maxin, 2009). They benefit from skills which they acquired in their previous working lives (Maxin & Deller, 2010). For these individuals, retirement can be seen as a late career development stage (Shultz & Olson, in press; Shultz & Wang, 2008; Wang, Adams, Beehr, & Shultz, 2009; Wang & Shultz, 2010).

Post-retirement activities can also be observed among persons retired from their career job and now receiving full pension benefits. They engage on a voluntary and unpaid basis for example in non-profit organizations which offer retirees the opportunity to work on project jobs (Maxin, Deller, & Shultz, under review). Both volunteer and paid post-retirement work is strongly related to people's evaluation of their pre-retirement work (Griffin & Hesketh, 2008). Madvig and Shultz (2008), for example, found that perceptions of the organization, perceptions of retirement, and meaning of work factors were functioning to predict post-retirement behaviors directed toward the organization individuals retired from.

This paper aimed at identifying the underlying factors that differentiate individual experience between retired workers' former professional jobs and characteristics of activities chosen in retirement in two German samples. Specifically, the focus of this paper was on experienced differences in an individual's comparative perception and goes beyond solely a description of post-retirement work characteristics. According to Beehr and Nielson (1995), retirees' retrospective reports of job descriptions strongly agree with their prior reports of the same jobs. The target group of our investigation was skilled individuals who were officially retired from their career job and started to engage in post-retirement activities. Individuals approaching retirement age strongly identifying with their professional jobs tend to maintain identification and job-related well-being by keeping active in job-related activities (Atchley, 1989; Floyd et al., 1992; Kim & Feldman, 2000). In times of labor shortage and demographic change, post-retirement work can constitute a valuable source of managers and professionals needed in many industries as well as in charitable organizations.

In addition, older persons' well-being is influenced by role preference, e.g. to be in a job, as well as by perceived environmental characteristics in employment (Warr et al., 2004). For organizations, knowing the differences in work design of former professional jobs and post-retirement activities can help them design jobs for skilled and motivated retirees who still want to contribute. In addition, for the retirees themselves, appropriately designed post-retirement jobs can have both positive psychosocial and physical health related outcomes (Zhan, Wang, Liu, & Shultz, 2009).

3.1.1 From Career Job to Post-Retirement Activities

The process of retirement, including the decision to engage in any kind of post-retirement activity, is complex and influenced by various factors at multiple levels, including individual, job, organizational, and societal level factors (Wang & Shultz, 2010). Beehr (1986) initially distinguished personal factors (e.g., skill obsolescence, health, economic well-being) and environmental forces (e.g., attainment of occupational goals, job characteristics, leisure pursuits) leading to a preference to retire. For example, he hypothesized that individuals in poor health and with greater financial resources are more likely to retire (Beehr, 1986). Since then, many researchers have investigated the relationship between personal characteristics and the decision to retire. For example, Taylor and Shore (1995) defined age and personal, psychological, and organizational factors as significant predictors of planned retirement age.

Other work-related variables also influence retirement decisions. For instance, the planned retirement age of working adults is influenced by career commitment and occupational goal attainment (Adams, 1999). Wang and Shultz (2010) recently summarized that retirement can be conceptualized as decision making (e.g., Feldman, 1994), as an adjustment process (e.g., Wang, 2007), as a career development stage (e.g., Shultz & Wang, 2008), or as a part of human resource management (e.g., Greller & Stroh, 2003). Additionally, one alternative to full retirement is engaging in any kind of post-retirement activities (Deller et al., 2009, Wang & Shultz, 2010). Feldman and Kim (2000) emphasize that bridge employment facilitates adjustment to retirement and increases overall life satisfaction. The possibilities of employment in the context of bridge employment are manifold. It can be distinguished between career bridge employment and bridge employment in a different field, also referred to as non-career bridge employment (see von Bonsdorff et al., 2009; Wang et al., 2008). However, bridge employment activities do not necessarily constitute less demanding or challenging work (Adams & Rau, 2004). Tasks in the context of bridge employment encompass paid employment or unpaid, volunteer work (Griffin & Hesketh, 2008). They can be full-time or part-time work, as well as project and casual work (Gobeski & Beehr, 2009). Warburton, Paynter, and Petriwskyj (2007) underline that senior volunteers exhibit a wide range of skills, interests, and experience which need to be addressed by organizations. The various manifestations of the individual transition show either a quantitative and/or a qualitative deviation from the previous employment which is expressed in changes in working hours, a new employer, or another type of employment (Pleau, 2010). Maxin and Deller (2010) report that the majority of post-retirement activities develop from previous work and contacts from one's former professional job, from external enquiry, and from one's own initiative and active search. In this paper, we focused on the experience factors that differentiate the former, pre-retirement job from the activities engaged in after retirement.

3.1.2 Determinants of Post-Retirement Activities

Several decisive components are identified as being associated with post-retirement activities: Individual, organizational, and societal level factors. Individual attributes which impact the retirement process, including the choice of post-retirement activities include knowledge, skills, and abilities, attitudes toward work and retirement – such as work involvement – as well as health and financial circumstances (Wang & Shultz, 2010). Other

important person-related factors are the willingness to work and the individual capacity to work (Büsch, Dittrich, & Lieberum, 2010).

Organizational policies can also influence the bridge employment decision of older workers. Rau and Adams (2005) showed that scheduling flexibility and a targeted equal employment opportunity statement attracted older workers to an organization. But also the decision of retirees to return to work depends on human resource practices of organizations which should be tailored to the needs and desires of older workers (Armstrong-Stassen, 2008; Armstrong-Stassen & Schlosser, 2011). The positive aspects of the work environment could serve as a retention tool for organizations addressing older workers considering bridge employment (Weckerle & Shultz, 1999). In addition, pre-retirement work schedule inflexibility is a predictor of being completely retired (Pengcharoen & Shultz, 2010). Job characteristics, such as decision making opportunities, discourage senior workers from retiring (Zaniboni, Sarchielli, & Fraccaroli, 2010). Important organizational frameworks for post-retirement activities are flexible working hours, working conditions tailored to age, and consideration of needs (Deller et al., 2009). But also recognition and appreciation, using experience and know-how, exchange between young and old, involvement in further and advanced training, and active involvement in the company are important organizational framework aspects of post-retirement activities (Maxin & Deller, 2010).

There are no empirical findings regarding experienced differences in an individual comparative perception to date. But knowing them would allow organizations to develop adequate transition plans as well as design post-retirement jobs that are both attractive and beneficial to retirees. Therefore, our overall research question was:

What are the experienced differences between one's former professional job and chosen activities among retirees in Germany?

Based on the identified literature we hypothesized that differences can be found in the following areas:

- c) Individual attributes (Büsch, Dittrich, et al., 2010; Wang & Shultz, 2010): Use of knowledge, skills, and abilities, as well as positive attitudes toward work.
- d) Organizational policies (Armstrong-Stassen, 2008; Deller et al., 2009; Rau & Adams, 2005; Weckerle & Shultz, 1999; Zaniboni et al., 2010): More flexibility, framework tailored to the needs and desires of older workers, more decision-making opportunities, as well as more recognition and appreciation.

We focused on experienced differences between one's former job and post-retirement activities in a sample of German active retirees. In Germany, the situation of retirees is one of the most financially secured in the industrialized world (Central Statistics Office, Government of Ireland, 2009). Volunteering retirees who chose to engage in job-related post-retirement activities are therefore an appropriate target group. In order to acquire an unbiased perspective on the perceived differences of one's former professional job and activities in retirement, we used a qualitative-quantitative approach in two samples of German active retirees. As a result, we aimed at uncovering additional job dimensions to those identified in the literature. Furthermore, we intended to learn more about the target group of voluntarily active retirees in Germany.

3.2 Study 1 – Qualitative Approach

3.2.1 Method for Study 1

Sample. Data were collected as part of a larger explorative investigation of active retirees in Germany (see Maxin & Deller, 2010). The sample was cumulative, created from personal contacts of the research team, as well as recommendations of interview partners. Data collection took place between September and December 2005, as well as from April to July 2006. A total of 133 retirees in paid or volunteer work, ages 60 to 85 ($M = 67$, $SD = 4.2$) were surveyed in telephone interviews lasting an average of 60 minutes. The sample consisted of 31% women and 69% men. Almost 60% of the interviewees held a university degree.

Methodology. The purpose of study 1 was to develop an in-depth picture of the individual perceptions of experienced differences of retired German professional workers with regards to their former professional job and their current post-retirement activities. To this end, an open-ended question for a past-present comparison about the differences between retirees' current activities and their former job was used. Extent and content of the answers were largely left to the respondents themselves. We chose this qualitative approach because we were not interested in another description of post-retirement work characteristics, but rather in experienced differences in an individual comparative perception.

Data Analysis. Content analysis (Mayring, 2010; Neuendorf, 2002) was used to evaluate the qualitative categories in study 1. The respondents' statements were recorded on tape, transcribed, paraphrased, coded, and quantified into inductive category formation.

Semantic validity and construct validity were guaranteed through multi-person codebook development in a team of between two and six developers, and in some cases through triangulation (Flick, 2008; Mayring, 2008).

3.2.2 Results for Study 1

Content clustering the qualitative answers from study 1 resulted in five main categories of differences between respondents' former professional job and their post-retirement activities (Table 3.1). The largest category (32.2% of total mentions) constitutes *extent of freedom* with the majority of answers (30.5% of total mentions sorted in this category) reflecting more freedom today than in the former professional job. Another important category was *allocation of time*. It accounted for 23% of the total occurrences. The majority (16.7% of total mentions sorted in this category) suggested having more time and freedom in post-retirement activities. One-fifth (19.5%) of total occurrences referred to the general *comparability* of their former professional job and their activities in retirement. Almost one third of total mentions sorted in this category (7.5%) assert no differences between the activities, almost one third (6.9% of total mentions sorted in this category) see great differences, while almost one third (5.2% of total mentions sorted in this category) observe that the activities are not comparable.

Also *content of task and demands* occurs as an important element in differentiating between post-retirement activities and former professional job, with 16.1% of total mentions. One out of ten statements (9.8% of mentions in this category) reflect different task definitions and different competencies used in post-retirement activities, whereas only 4% of statements name less stress today. Another field for differentiation between the former working life and the current post-retirement activities was the area of *perceived responsibility*, where 9.2% of total entries emerged, with 6.9% representing less responsibility in their current activities compared to their career job responsibilities.

Table 3.1

Differences between activity before and after retirement

Answer Category	Mentions (%)
Extent of freedom	32.2
Today more freedom	30.5
Today less freedom	1.7
Allocation of time	23.0
More time today and free timing	16.7
Today lower working hours	4.6
today longer working hours	1.7
Comparability	19.5
No differences	7.5
Great differences	6.9
Not comparable	5.2
Content of task and demands	16.1
Different task definitions and occupational field	9.8
Less stress today	4.0
Different competencies required	2.3
Perceived responsibility	9.2
Today less responsibility	6.9
Responsibility in general/less significant tasks	2.3

Note. $N = 133$. Open-ended question: ‘If there are differences between your current and your former activity: What are they?’ Multiple answers were allowed. Mentions = 174.

3.3 Study 2 – Quantitative Approach

3.3.1 Method for Study 2

Sample. Participants were 618 skilled German individuals fully retired from their career job who were receiving full pension benefits. They engaged on a voluntary and unpaid basis in a non-profit organization named Senior Experts Service (SES, www.ses-bonn.de/en) which offers retirees the opportunity to work on project jobs, both abroad and within Germany in their former professional career field. The weekly working hours during a project job were on average 37 hours ($M = 37.3$; $SD = 18.2$), with 82.2 % working abroad. The online survey (response rate = 36%) ran from April 1, 2010 to June 1, 2010. The average age

of respondents was 69 years ($SD = 4.1$), and the sample was 91.8% men. Half of the participants (49.3%) had a University degree, while 84.5% of the respondents were married.

Measures. From the results presented in Study 1, we derived ten items which we used within the framework of the quantitative survey methodology in Study 2. Items measuring the comparison between one's former professional job and their post-retirement activity were: "Compared to my previous professional job... a) I have considerably more freedom in my current post-retirement job." b) I have more free timing in my current post-retirement job." c) I have considerably lower working hours in my current post-retirement job." d) there are no differences to my current post-retirement job." e) I have completely different task definitions in my current post-retirement job." f) I am working in a completely different occupational field in my current post-retirement job." g) I have considerably less stress in my current post-retirement job." h) completely other competencies are required in my current post-retirement job." i) I have considerably less responsibility in my current post-retirement job." j) I have considerably less significant tasks in my current post-retirement job."

Our aim was to explore the selectivity of the emerged aspects. Thus, we asked for differences in tasks (e) as well as in occupational field (f) in the *content of tasks and demands* category and for differences in both responsibility (i) and significance (j) in the *perceived responsibility* category. Item statistics are presented in Table 3.2.

Table 3.2

Item statistics comparison former-today

Today compared to the past...	<i>N</i>	<i>M</i>	<i>Mdn</i>	<i>SD</i>	Skew	Kurtosis
More freedom	650	3.49	4	0.93	-0.50	-0.19
Free timing	649	3.37	4	1.02	-0.47	-0.41
Lower working hours	649	2.98	3	1.19	0.11	-0.96
No differences	645	2.82	3	0.98	0.14	-0.76
Different task	652	2.24	2	1.01	0.87	0.29
Different occupational field	653	2.38	2	1.09	0.70	-0.31
Less stress	646	3.44	4	1.00	-0.41	-0.36
Different competencies	643	2.72	3	1.02	0.15	-0.86
Less responsibility	649	2.92	3	1.01	0.02	-0.97
Less significant tasks	643	2.75	3	1.08	0.38	-0.64

Note. All described items were answered on five-point Likert scales ranging from 1 (completely disagree) to 5 (completely agree).

Table 3.3

Item wording and distributions for person-related variables

Variable	Item	<i>N</i>	<i>M</i>	<i>Mdn</i>	<i>SD</i>
Work ability ¹	Current work ability compared to highest work ability ever: Assume that your work ability at its best has a value of 10 points. How many points would you give your current work ability? (0 means that you currently cannot work at all)	648	7.35	7	1.29
Work involvement ²	Most things in my life are more important than my post-retirement job. (r)	651	2.93	3	0.87
Willingness to continue working ³	I want to stay active as long as I can.	650	4.04	4	0.85
Work capacity ⁴					
estimated today	How do you assess your current work capacity?	651	3.87	4	0.68
expected in two years	How do you assess your work capacity in two years?	650	3.55	4	0.68

Note. All described items were answered on five-point Likert scales ranging from 1 (completely disagree/very low) to 5 (completely agree/very high) except for the work ability item. ¹Work Ability Index (Hasselhorn & Freude, 2007; Ilmarinen, 2007). Item selected due to highest correlation with scale. ²In accordance to Moser and Schuler (2004), selected due to highest correlation with scale. ³Deller, Huch, Kern und Maxin (2007) ⁴Developed on the basis of the work ability index and in cooperation with HR responsible of the Senior Experts Service (SES).

Person-related variables. Previous research (e.g., Wang, Zhan, Liu, & Shultz, 2008) identified various person-related variables as important determinants of post-retirement activities; therefore, we used a series of five, one-item measures to measure attitude toward work (i.e., work ability, willingness to continue working, estimated work capacity today and expected in two years - see Table 3.3 for specific wording of items). Our aim was to identify the relationship of these person-related variables to the identified factors which differentiate between former professional life and post-retirement activities.

Data Analysis. Factor analysis was used to determine the underlying structure of both the comparison variables and the person-related variables (Thompson, 2008). We applied principal axis factoring extraction method because we wanted to explain the common variance of the variables through factoring and used varimax rotation with Kaiser normalization. The Kaiser-Meyer-Olkin measure of sampling adequacy showed that the partial correlations among variables ($r = .74$) were large enough to apply factor analysis. Bartlett's test of sphericity was significant ($p < 0.001$) further confirming the appropriateness of applying factor analysis.

3.3.2 Results for Study 2

Table 3.4 presents the correlation results for the 10 before and after retirement activities, as well as the five person-related variables. Results of the correlation analyses suggest that person-related variables could constitute an additional factor in relationship to the items measuring differences between former professional job and post-retirement activities. Table 3.5 shows the results of the exploratory factor analysis with all 10 items measuring differences between one's former professional job and today's post-retirement activity, as well as with the five person-related variables. This analysis resulted in a four-factor model (explaining 49.5% of the common variance) with the person-related variables, except work involvement, constituting the first factor. The strongest item loading on the first factor was "Current work ability compared to highest work ability ever?". We labeled this factor *person-related variables* ($\alpha = .76$).

The second factor constituted differences in the job field itself, concerning the task, one's skills, or job function. The strongest item loading on this factor was "Compared to my previous professional job I have completely different task definitions in my current post-retirement job" (.92). We label this second factor *different function* ($\alpha = .81$). Differences were also found regarding the perceived responsibility and significance in the job activity. The item "Compared to my previous professional job I have considerably less responsibility

Table 3.4

Correlations among study variables

	1.	2.	3.	4.	5.	6.	7.	8.
1. Work ability	--							
2. Work capacity today	.60***	--						
3. Work capacity expected in two years	.60***	.73***	--					
4. Willingness to continue working	.33***	.34***	.42***	--				
5. Work involvement	.14**	.15***	.13**	.12**	--			
6. Different task	.00	.01	.00	-.06	.01	--		
7. Different occupational field	.04	-.03	.01	-.08	.03	.75***	--	
8. Different competencies	-.02	-.05	-.07	-.07	.02	.55***	.49***	--
9. Less responsibility	-.13***	-.09	-.14***	-.13**	-.16***	.10*	.07	.14***
10. Less significant tasks	-.14***	-.10*	-.09*	-.14***	-.13**	.26***	.24***	.24***
11. Lower working hours	-.14***	-.07	-.08	-.13**	-.14***	.25***	.25***	.16***
12. Less stress	-.08*	-.02	-.07	-.06	-.11**	.05	.06	.01
13. Free timing	.03	.07	.02	.05	-.05	.15***	.13***	.13**
14. More freedom	-.05	-.02	-.09*	-.03	-.01	.13***	.13***	.21***
15. No differences	.02	-.02	.01	.08	.05	-.31***	-.23***	-.15***

(To be continued)

(Table 3.4 continued)

	9.	10.	11.	12.	13.	14.	15.
1. Work ability							
2. Work capacity today							
3. Work capacity expected in two years							
4. Willingness to continue working							
5. Work involvement							
6. Different task							
7. Different occupational field							
8. Different competencies							
9. Less responsibility	--						
10. Less significant tasks	.53***	--					
11. Lower working hours	.41***	.39***	--				
12. Less stress	.40***	.38***	.51***	--			
13. Free timing	.09**	.02	.28***	.28***	--		
14. More freedom	.15***	.10*	.30***	.31***	.61***	--	
15. No differences	-.15***	-.20***	-.16***	-.08	-.10**	-.14***	--

Note. Listwise $N = 599$. * $p < 0.05$ ** $p < 0.01$ *** $p < 0.001$.

in my current post-retirement job” showed the highest factor loading (.76). This third factor was named *less responsibility* ($\alpha = .76$).

Finally, the experienced degrees of freedom in time allocation and flexibility in the job practice was another aspect that differentiated between the post-retirement job and former professional activity. The marker item here was “Compared to my previous professional job I have more free timing in my current post-retirement job” with a factor loading of .80. We labeled this fourth factor *more flexibility* ($\alpha = .75$).

Table 3.5

Factor analysis of differences between activity before and after retirement and with person-related variables

Item	Factor			
	1	2	3	4
Work ability	.91	.03	-.15	-.02
Work capacity today	.56	-.01	-.01	.02
Work capacity expected in two years	.58	.00	-.03	-.03
Willingness to continue working	.38	-.07	-.01	.04
Work involvement	.14	.03	-.17	-.02
Different task	.00	.90	-.05	.06
Different occupational field	.02	.86	.05	.07
Different competencies	-.05	.64	.07	.08
Less responsibility	-.11	.10	.75	.02
Less significant tasks	-.10	.29	.72	-.09
Lower working hours	-.11	.25	.68	.34
Less stress	-.02	-.01	.63	.31
Free timing	.07	.11	.09	.82
More freedom	-.04	.12	.15	.68
No differences	.01	-.35	-.14	-.06

Note. N = 599. Numbers in boldface are primary factor loadings and indicate the factor assignment for the item. Explained variance: 49.5%. Proposed factor labels: 1. Person-related variables ($\alpha = .76$) 2. Different function ($\alpha = .81$) 3. Less responsibility ($\alpha = .76$) 4. More flexibility ($\alpha = .75$)

Correlations among factors. Table 3.6 shows the correlations between the three factor scores and person-related factor. Only the “less responsibility” factor correlated significantly ($r = -.19, p < 0.01$) with the person-related factor, whereas the “different function” and “more

flexibility” factors were uncorrelated with the person-related factor. Thus, persons who experience less responsibility in their current post-retirement activity compared to their former professional job have lower work ability, lower work capacity, and a lower willingness to continue working.

Table 3.6

Correlations of person-related variables with job-related factor scores

Factors	α	1.	2.	3.	4.
1. Person-related variables	.76	--			
2. Different function	.81	-.01	--		
3. Less responsibility	.76	-.19***	.04	--	
4. More flexibility	.76	.03	.03	.07	--

Note. Listwise $N = 611$. *** $p < 0.001$.

3.4 General Discussion

The purpose of this study was to identify the underlying factors that differentiate individual experience between retired workers' former professional jobs and characteristics of activities chosen in retirement. Specifically, the focus of this paper was on experienced differences in an individual's comparative perception. Based on the identified literature, we hypothesized that differences can be found in individual attributes (e.g., use of knowledge, skills, and abilities, as well as positive attitudes toward work) and in organizational policies (e.g., more flexibility, framework tailored to the needs and desires of older workers, more decision-making opportunities, as well as more recognition and appreciation). Results of this qualitative-quantitative approach in two samples of German active retirees showed experienced differences in three areas: First, in the job field itself with regard to the task, one's skills, or job function. Second, the experienced degrees of freedom in time allocation and flexibility in the job practice differentiates between the silver job and former professional activity. Third, differences regarding the perceived responsibility and significance in job activity have been found. Identified person-related variables constituted an additional factor, inversely related to the *less responsibility* factor. Thus, our assumptions were mostly confirmed with a strong focus on organizational policies. Three factors referring to

organizational policies (different function, less responsibility, and more flexibility) and one factor referring to individual attributes (person-related variables). The focus is clearly on the organizational, job-centered attributes as all areas of interest gained from the qualitative in-depth Study 1 account for this aspect.

The factor-analytical structure of experienced differences in former professional jobs and post-retirement activities in Study 2 largely confirms the areas found in the content-analytical evaluation of the qualitative Study 1; only the extent of experienced stress and working hours were allocated to different areas. Lower working hours and less stress constitute the *perceived responsibility* factor and only load slightly on the other factors. These results are consistent with a recent large scale investigation containing data from 15 European countries which showed that self-reported stress of older workers was dependent of schedule flexibility (Shultz, Wang, Crimmins, & Fisher, 2010).

The five categories resulting from the content analysis in Study 1 for the most part correspond to factors that were associated with post-retirement work in previous research (e.g., Feldman, 1994). Only the social support factor did not emerge in the open-ended question, whereas it was found in other empirical studies (e.g., Madvig & Shultz, 2008). It may be the case that post-retirement workers already established their personal network (Maxin & Deller, 2010) and don't experience a difference between their former professional working life and their activities in retirement regarding personal contacts.

The factor structure of the quantitative items largely represent the early bridge employment definition of Feldman (1994) as tasks which entail a combination of reduced hours worked, fewer responsibilities, greater flexibility, and less physical strains. Also in a comparison of experienced differences between one's job before entering retirement and chosen activity in retirement, these factors could be identified via the qualitative-quantitative approach used in the present study.

The factor *different function* seems to be closely related to the North-American findings about bridge employment in a same or different field (Gobeski & Beehr, 2009; von Bonsdorff et al., 2009; Wang et al., 2008), whereas the factor *more flexibility* is clearly in line with US and European research results, as noted earlier (Pengcharoen & Shultz, 2010; Zaniboni et al., 2010). Both these factors are also consistent with the work of Zhan et al. (2009) who demonstrated the positive psychosocial and physical health outcomes associated with post-retirement work that matched individuals' expectations and preferences. Thus, the present qualitative-quantitative approach to studying the match between pre and post

retirement work related activities is a major step in better understanding the benefits of such matches to both individuals and organizations.

As Warburton and colleagues (2007) noted, organizations need to provide opportunities for older volunteers with a range of skills, interests, and needs. One way of doing so will be to design post-retirement activities in line with silver workers' needs (Taylor, Shultz, & Doverspike, 2005). The present research contributes to further determining the job characteristics of post-retirement activities for job-related volunteer activities in retirement.

3.4.1 Limitations

The strongest limitation of our study is the cross-sectional design while looking at process variables. Future research should apply longitudinal designs with preretirement-postretirement measures in order to represent the individual career paths, as work by Taylor, Shultz, Morrison, Spiegel, and Green (2007) indicates that individuals' pre-retirement expectations, and the degree to which they are met in post-retirement, have a significant impact on a variety of post-retirement psychosocial outcomes.

In addition, a limitation of both studies is their restricted generalizability. The samples used did not constitute national cross-sections of working retirees, but were a cross-sectional sample based on self-report data of married, male, well-educated active retirees again working unpaid in project jobs in Germany. As a result, the extent to which the results generalize to other groups in other countries (with possibly very different pension and retirement systems) is unknown at this time, and it must be left to future research to determine.

For study 2, the online data collection methodology might be another limitation, because it might have been inadequate for a sample of retirees. Only highly qualified retirees are working with SES, and email is a common communication instrument for them. Another reason was that they work on project jobs around the world and should have had assured access to the survey. Nevertheless, we deal with several potential biases with the data obtained from an online survey: We could not control the situation in which the retiree filled in the questionnaire. Self-selection bias is another limitation of online survey research as some individuals are more likely than others to complete an online survey.

3.4.2 Implications for Future Research

Future investigations on differences of retirees' former professional job and post-retirement activities should use validated scales instead of one-item measures. They should also consider multiple comparative samples (i.e., older employees before entering retirement,

retirees in the transition stage, post-retirement workers) ideally in a longitudinal design with preretirement-postretirement measures and more diversely educated and financially sound working retirees as the financial factor was determined by prior research to differentiate among different groups of older workers and active retirees (Loi & Shultz, 2007). Also, specific health conditions instead of self-reported work ability should be considered in further studies investigating post-retirement activities (see also Shultz & Wang, 2007). Future research should also consider career models and research on adult career stages because this has been identified as important retirement conceptualization in previous research (Wang et al., 2009; Wang & Shultz, 2010). Furthermore, future research should contain a profound exploration of the special competencies of silver workers (Maxin, Obieglo, & Deller, in preparation). That is, silver workers are likely to possess competencies (e.g., interpersonal acumen, negotiation skills, higher level strategic thinking) that younger workers do not yet possess due to their relatively more limited life and work experiences.

Our findings showed that participants experiencing differences between their former career job and post-retirement activities in three areas of interest. Future research should explore individual outcomes, such as different forms of retirement satisfaction (see Potočnik, Tordera, & Peiró, 2011), in relationship to the three areas of experienced differences.

3.4.3 Practical Implications

Knowing the differences in work design of regular professional jobs and post-retirement activities can help when crafting jobs for skilled and capable retirees who intend to continue to contribute to organizations and society. The call in research and practice for a shift from managing threats to creating opportunities requires a new, positive way of looking at the capacities older workers (e.g., Peeters & van Emmerik, 2008). Increasing healthy life expectancy and aging populations prolong individuals' remaining lifetime after retirement. As activities in retirement are beneficial to individual life satisfaction and well-being (e.g., Aquino et al., 1996; Warr et al., 2004), good health status provided (e.g., Ilmarinen, 2006), it seems crucial to meet the individual needs when creating employment opportunities for silver workers (see also Taylor et al., 2005). Thus, due to labor shortages and the lack of specialists in many areas, as well as to dependency on older persons' community presence and involvement, society has an interest in how post-retirement activities can be crafted to attract persons after entry into retirement. In addition, organizations, including charitable as well as for-profit businesses, should provide tasks differing from the former professional job, where individuals feel reduced responsibility, including lower working hours and less significant

tasks, and more flexibility in timing and decision-making. Doing so is most likely to lead to the positive psychosocial and physical health benefits reported by Zhan et al. (2009).

The value of post-retirement workers and the necessity of integrating post-retirement workers in organizations may increase, not only due to labor shortages. The macro-social changes (e.g., demographic changes and pressure to innovate) create challenges for organizations to explore recruiting experienced retirees (Taylor et al., 2005). Other studies already highlighted “the importance of understanding retirement as a new career stage rather than simply as complete labor-force withdrawal” (McNamara et al., 2011, p. 8). Experienced individuals can help to fill new work roles in order to help organizations stay competitive, but also in accordance to individual role preferences (see Warr et al., 2004). For example, retirees can serve as mentors for younger colleagues (e.g., Lindbo & Shultz, 1998; McDonald, Mohan, Jackson, Vickers, & Wilkes, 2010). But also serving as specialist on project jobs following models of Senior Expert Service or Bosch Management Support GmbH can be a valuable new work role. Placing emphasis on social or cultural competencies, skilled and motivated retirees can for example serve as guest advisors on demand for a certain institution where senior expertise is a valued competence. These exemplarily described work roles can be filled with a combination of more flexibility, less responsibility, and occupying a new function. Thus, silver workers can be a valuable resource for organizations and society wanting to benefit from this experienced group of individuals. In addition, engaging in such post-retirement activities also provides positive psychosocial and physical benefits to the silver workers as well (Zhan et al., 2009).

3.5 References

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4 Differential Predictors of Post-Retirement Life and Work Satisfaction

Abstract. The aim of this research was to examine the relationship of personal motivational goals (achievement, appreciation, autonomy, contact, and generativity) as well as corresponding occupational characteristics during work in retirement with life and work satisfaction among German unpaid active retirees. For the purpose of this study, the authors used a survey methodology ($N = 661$). Motivational goals and occupational characteristics during work in retirement were used to predict life and work satisfaction. Results suggested that post-retirement workers seem to differentiate between perceived life and work satisfaction as two independent constructs. The motivational goals of achievement, appreciation, autonomy, contact, and generativity significantly predicted life satisfaction, while only generativity significantly predicted work satisfaction. For the occupational characteristics, none of the situational predictors had an influence on life satisfaction, while opportunities to fulfill one's own achievement goals and to pass on knowledge and perceived appreciation, as well as autonomy predicted work satisfaction. Organizations should enable post-retirement workers to serve as mentors and design occupational characteristics which offer appreciation and autonomy as well as space for self-realization, if they want to profit from experience. The paper presents evidence that different personal motivational goals and occupational characteristics are important in post-retirement activities. The findings imply that work designs created for post-retirement activities should provide a variety of occupational characteristics, especially feedback and appreciation.

Keywords: job satisfaction, life satisfaction, motivation, motivational goals, occupational characteristics, retirement, silver work

4.1 Point of Departure

While populations age in many countries, life expectancy and years of health are increasing, resulting in a prolonged healthy lifetime after entry into retirement (Organization for Economic Cooperation and Development [OECD], 2006). In Germany, for example, the current retirement age is 65, to be raised incrementally to 67 by 2029. Presently, men receive a pension for 15.8 years on average and women for 20.6 years – almost two years longer than a decade ago (Deutsche Rentenversicherung, 2010). At the same time, the elderly population

is growing in both actual and relative numbers. Every third person will be aged 65 years or older in forty years (OECD, 2010). This worldwide demographic development creates challenges due to a declining number of young individuals and a constantly ageing workforce; however it might also offer new opportunities. For instance, today many individuals remain in good mental and physical health at retirement age and can maintain or even increase their level of job-related performance (Ilmarinen, 2006). This has been demonstrated in studies that refute earlier deficiency models of ageing (e.g., Baltes, 1993). Older persons often develop knowledge and manage occupational tasks based on experience (Lehr & Kruse, 2006; Salthouse, 1984). Both environmental influences and individual lifestyle affect the development of cognitive abilities and contribute to a growing variance in cognitive ability over the adult life course, depending on life circumstances (Hertzog, Kramer, Wilson, & Lindenberger, 2008). The development of individual work ability also varies with increasing age, including individuals aged 70 or over with high work ability (Ilmarinen, 2006). The same is true for general work motivation which develops in a multidirectional, multilevel way, but is not generally lower at higher ages (Stamov-Roßnagel & Hertel, 2010). Older persons thus could represent a valuable personnel resource for organizations being confronted with labor shortages and wanting to profit from experience.

In terms of Human Resources Management (HRM) in organizations which take demographic changes into account, knowledge about the motivation of post-retirement workers to continue activities beyond formal retirement is essential. Moreover, individuals have to be motivated to mobilize their capabilities and job experience for a post-retirement job. Lack of financial resources has the potential to easily explain extrinsic post-retirement work motivation. However, in the current cohort of highly skilled retirees, financial reasons are not a major driver to engage in post-retirement activities (Deller, Liedtke, & Maxin, 2009) as resources seem to be largely sufficient. Yet, this might change in the future due to the foreseeable financial difficulties of pension systems. Due to the current and expected labor shortage of highly skilled workers (Gramke et al., 2009) this specific group of active retirees in unpaid work can be of great interest for organizations. Therefore, HRM strategies have to meet the motivations of post-retirement workers besides financial incentives in order to profit from their experience. Both society at large and each individual organization have a stake in understanding the personal motive structures and organizational motivators of post-retirement workers. The ongoing worldwide debate about the lack of specialists and how to attract skilled retirees by emphasizing certain organizational characteristics illustrates this (e.g., Armstrong-Stassen, 2008).

Although research activities on the motivation of older workers and post-retirement activities have increased over the past few years (e.g., Deller & Hertel, 2009; Kooij et al., 2008b; Madvig & Shultz, 2008), detailed knowledge about the motivational structure beyond financial needs as well as relationships between personal motives and occupational characteristics is still lacking (Shultz & Adams, 2007; Wang & Shultz, 2010). The impact of HR strategies on post-retirement work satisfaction is of great interest if we aim at facilitating age diversity in organizations: Creating an environment which enables qualified senior workers to engage in post-retirement activities is one crucial aspect of facing the demographic challenges.

This study aimed at examining the relationship of personal motivational goals as well as corresponding occupational characteristics during work in retirement with life and work satisfaction among active retirees in unpaid, but career-related jobs. Our objective was to find out what makes post-retirement workers satisfied in life and work (i.e., to what extent personal versus situational influences determine post-retirement work satisfaction and life satisfaction in general). For this purpose, we surveyed retired high skilled persons working with the German Senior Expert Service (SES, www.ses-bonn.de/en). SES is a non-profit organization which offers qualified retirees the opportunity to work in career-related project jobs, both abroad and within Germany.

4.1.1 Personal Motives for Post-Retirement Activities

Motives for post-retirement activities can vary and depend on the particular situational circumstances (Rohwedder & Willis, 2010). Motivation for engaging in post-retirement activities, such as bridge employment, or volunteer work (Wang & Shultz, 2010) is well-researched in North America and is mainly determined by social, personal, financial, and generative reasons (Dendinger, Adams, & Jacobson, 2005; Loi & Shultz, 2007; Madvig & Shultz, 2008; Mor-Barak, 1995). Deller and colleagues (2009) have explored comparable reasons for a sample of paid and unpaid post-retirement activities in Germany: Appreciation and recognition, the wish to stay active and to develop personally as well as the desire for further achievement can be linked to personal reasons determined by Mor-Barak (1995) as well as by Dendinger and colleagues (2005). Although Kanfer and Ackerman (2004) state that the strength of achievement motives declines as workers age, in the qualitative study of highly skilled working retirees, this motive seemed to play a role. Also, de Lange, van Yperen, van der Heijden, & Bal (2010) recently emphasize the importance of achievement goals of older workers relative to younger workers. In another contribution, Kanfer (2009) calls for more

“targeted research” (p. 89) in applied studies on work motivation that strengthens the impact of specific samples addressing practical problems.

The socioemotional selectivity theory (SST; Carstensen, 2006) puts emphasis on an increasing importance of the motivational goals referring to appreciation, autonomy, generativity, and social contact in retirement age. These motivational goals become more important at older ages when subjective future time is perceived as limited (Carstensen, 2006). In line with this, contact with others as a reason to engage in post-retirement activities is found in several studies on post-retirement activities (Aquino et al., 1996; Deller et al., 2009; Dendinger et al., 2005) and is in line with continuity theory (Atchley, 1989). Generativity (i.e., to pass on knowledge and skills to others [McAdams & de St. Aubin, 1992]), has been identified as an important driver for post-retirement activities (Calo, 2005; Mor-Barak, 1995). Studies investigating age differences in work motives (for a meta-analytical review: Kooij et al., 2008b) found that autonomy, self-actualization, helping people or contributing to society, and achievement are positively related with age, whereas advancement or promotion, recognition, prestige and status, working with people, and compensation and benefits, are negatively related with age. Zacher and Frese (2009) adapted the concept of future time perspective based on SST (Carstensen, 2006) to the work context and found that older employees in high complex jobs perceive more remaining opportunities. Retirees working with SES have had complex jobs before entering retirement and therefore might see their occupational future as more continuous. This might be reflected in the fact that they decided to engage in voluntary, job-related post-retirement activities.

The financial factor as a reason for engagement in post-retirement activities reported by Dendinger and colleagues (2005) and Mor-Barak (1995) was not found in the qualitative German survey (Deller et al., 2009) with a sample of highly qualified retirees working both in paid and unpaid positions. Other studies confirm that income is less important for older workers compared to younger colleagues (Lacy et al., 1983). For the purpose of this study, financial motives were not taken into account, as we wanted to learn about the motivational goals beyond financial needs among unpaid active retirees.

4.1.2 Occupational Characteristics in Post-Retirement Activities

As motivation is a function of personal motivational goals and corresponding motivating potentials (Heckhausen, 1989; Pifczyk & Kleinbeck, 2000), research on work motivation often mixes personal and situational motivators in explaining behavior or outcomes (Kanfer & Ackerman, 2004; Stamoov-Roßnagel & Hertel, 2010). In this study, we

aimed at separating the personal and situational motivators and their relationship to life and work satisfaction. In previous research on organizational characteristics motivating older workers to continue working, corresponding job characteristics to the above mentioned personal motivational goals were found: Peeters and van Emmerick (2008) summarize occupational growth, focus and achievement of occupational goals; attitude change by the organizations against negative age stereotypes; flexibility in HR policies; positive relationships at work; and knowledge transfer programs. For post-retirement activities, both paid and unpaid, Deller and colleagues (2009) identified corresponding occupational characteristics: Allowing space for self-realization and achievement goals; providing appreciation and recognition; offering self-determination and freedom of decision; presenting contact possibilities; and enabling exchange between young and old. In line with this, HR practices such as flexible working options, training and development, job design, recognition and respect, and performance evaluation all influence retirees' decision to return to work (Armstrong-Stassen, 2008).

Supporting the achievement theme in post-retirement job design (i.e., self-realization and feedback from the job), a recent study from McNamara and colleagues (2011) found that working retirees place particular value on supervisor feedback. A conceptual review of more than 20 empirical studies identified continuous career development as a motivator for older workers to continue to work (Kooij et al., 2008a). More recently, Zaniboni, Sarchielli, and Fraccaroli (2010) showed that job characteristics such as the opportunity for growth and development, as well as decision making opportunities discourage senior workers from retiring. In addition, Pengcharoen and Shultz (2010) identified pre-retirement work schedule inflexibility as a significant predictor of being completely retired. Kooij and colleagues (2008a) found that job redesign in terms of mentoring motivates older worker to continue to work. However, financial aspects tend to be less important for working retirees than for younger workers (Loi & Shultz, 2007). We therefore chose a particular sample in which we could naturally control for financial incentives, as they are all working unpaid.

4.1.3 Life and Work Satisfaction with Regard to Post-Retirement Activities

Many studies have shown that life satisfaction is significantly related to work satisfaction (Rain et al., 1991 & Tait et al., 1989 for a meta-analytic review). Although some investigations indicated that other variables such as core self-evaluations, confound the relationship (Rode, 2004). In general, both work and life satisfaction increases with age (Diener et al., 1999; Ng & Feldman, 2010; Rhodes, 1983). Studies on age and work

satisfaction have shown a linear positive relationship (e.g., Rhodes, 1983). In other words, the older the employee the higher their work satisfaction. Reasons can include selective attrition (i.e., only the satisfied persons stay in the workforce with higher age and others take early retirement options; for an overview see: Schulte, 2005). McNamara and colleagues (2011) most recently reported that working retirees had significantly higher work satisfaction compared to older workers. We therefore can assume that retirees working in unpaid positions will show high levels of both life and work satisfaction.

The relationship between retirement and psychological well-being is complex and influenced by the retirement transition and the adjustment process (Wang, 2007). Retirees' subjective well-being is positively influenced by finances, social relationships, and personal resources (Kim & Moen, 2001). Griffin and Hesketh (2008) showed that retirement satisfaction is more related to volunteer work than to paid work. In addition, the retirement transition is multidimensional and involves adjustment to and satisfaction with retirement (van Solinge & Henkens, 2008; Wang et al., 2011): Whereas the adjustment process involves the loss of the work role and the social ties of work, retirement satisfaction means the satisfaction with being in retirement. Perceived social support was found to be related to certain facets of retirement satisfaction (Taylor et al., 2008). Some studies have shown that persons engaging in post-retirement activities show higher life satisfaction compared with non-employed people (Aquino et al., 1996; Herzog et al., 1991; Kim & Feldman, 2000). Perceived environmental characteristics influence older persons' well-being as well (Wang et al., 2011; Warr et al., 2004). A longitudinal investigation in the U.S. found that individual attributes as well as job-related psychological variables are important antecedents of engaging in post-retirement activities (Wang et al., 2008). To the current authors' knowledge, previous research has not examined the relationship between motivational goals and occupational characteristics with life and work satisfaction in post-retirement activities. The present study investigates retirees who chose to engage in unpaid, but career-related post-retirement activities. The motivators for this continued activity can be sought in either motivational goals or occupational characteristics of the project jobs.

4.2 Method

4.2.1 Sample

Participants included 661 skilled German persons fully retired from their job who were receiving full pension benefits. All of them engaged on a voluntary and unpaid basis in a non-

profit organization known as Senior Experts Service (SES, www.ses-bonn.de/en) which offers retirees the opportunity to work on project jobs, both abroad and within Germany in their former professional career field. The weekly working hours during a project job were on average 37 hours ($M = 37.3$; $SD = 18.2$), with 82.2 % working abroad. The survey ran for two consecutive months, between April 1, 2010 and June 1, 2010. So-called ‘senior experts’ received an email which contained a hyperlink that directed them to the study’s secure online survey with data encryption for added security protection. 661 senior experts completed the 52-item questionnaire (response rate = 36%). The average age was 69 years ($SD = 4.1$), and the sample was 91.8% men. Half of the participants (49.3%) had a university degree, and 84.5% of the respondents were married. Nine out of ten (90.3%) had children.

4.2.2 Measures

For the purpose of our study, we used a survey methodology. Motivational goals and occupational characteristics during work in retirement were used to predict life and work satisfaction. All items were answered on five-point Likert scales ranging from 1 (completely disagree/not important at all) to 5 (completely agree/very important).

Life Satisfaction. The satisfaction with life scale from Diener and colleagues (Diener, et al., 1997) was used to assess general life satisfaction (example item: “In most ways my life is close to my ideal”). The scale consists of five items and the reliability estimate for the scale was good ($\alpha = .80$).

Work Satisfaction was measured with three items from the job satisfaction scale from the Job Diagnostic Survey (JDS; Hackman & Oldham, 1975) and was adapted to the specific work situation (example item: “Generally, I am satisfied with the kind of work I do on my current project job for SES”). Internal consistency was $\alpha = .70$.

Motivational Goals. Personal motives were chosen based on suggestions in the empirical and theoretical literature (e.g., Carstensen, 2006; Deller et al., 2009; Dendinger et al., 2005; Loi & Shultz, 2007). The personal motives can be classified into five types: achievement motive, motive for appreciation, motive for autonomy, contact motive, and generativity motive. We used the achievement confidence subscale of the Achievement Motivation Inventory (AMI; Schuler & Prochaska, 2001) to measure the achievement motive. This facet is theoretically based on the work of McClelland, Atkinson, and Murray (Schuler & Prochaska, 2001). We chose the three items with highest discriminatory power reported in the test manual (example item: “I don’t need to be afraid of new situations because I always get by on my abilities”). Internal consistency was $\alpha = .81$. We measured the motives for

appreciation, autonomy, and contact independent from the work situation with a German motivational goals scale (Grosse Holtforth & Grawe, 2000). Each scale consisted of four items. Participants were asked to indicate the importance of listed general personal goals, e.g., “to have my own freedom“, “to have many friends” or “to be accepted”. Measures showed good internal consistencies from $\alpha = .84$ for autonomy and contact to $\alpha = .92$ for appreciation. The generativity motive was measured with eight items from the Loyola Generativity Scale (LGS; McAdams & de St. Aubin, 1992; Zacher, Rosing, Henning, & Frese, 2011), a 20-item questionnaire designed to measure a general disposition for generativity. We used the full facet “passing on knowledge and skills to the next generation” (example item: “I try to pass along the knowledge I have gained through my experiences”) and two items each from the facets “making significant contributions for the betterment of one’s community” (example item: “I feel as though I have done nothing of worth to contribute to others”, reverse coded) as well as “doing things that will be remembered for a long time, will have a lasting impact, and will leave an enduring legacy” (example item: “Others would say that I have made unique contributions to society”). The generativity concern items showed an adequate reliability estimate of $\alpha = .67$.

Occupational characteristics. The extent of stimulation from the activity itself concerning achievement ambitions, wishes for autonomy, and possibilities for contact on the job were measured with three items for each scale from the Job Diagnostic Survey (JDS; Hackman & Oldham, 1975). The subscale ‘feedback from the job itself’ means “the degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance” (Hackman & Oldham, 1975, p.162) and is an occupational characteristic corresponding to achievement ambitions (see also Pifczyk & Kleinbeck, 2000). Example item is “Just doing the work on the project job for SES provides me with opportunities to figure out how well I am doing”. Internal consistency of this JDS subscale in our sample was adequate ($\alpha = .69$). Measuring autonomy with the respective JDS subscale resulted in one low internal consistency of $\alpha = .53$. This might be due to the specific wording of the standardized questions which were developed for a typical paid work situation by Hackman and Oldham (1975). The situation of active retirees differs. Therefore, especially the reverse coded item could not always be answered adequately (“My job does not allow me an opportunity to use discretion or participate in decision making“). In addition, somewhat low coefficient alphas for the JDS subscales were reported elsewhere (e.g., Beehr & Nielson, 1995). The JDS subscale ‘dealing with others’ measured the degree to which the occupation itself makes the retiree work with

other people. Additionally, we modified one question specifying the senior experts' job environment ("To what extent does your current project require a close collaboration with other persons, e.g., clients?"). Internal consistency was low, but adequate ($\alpha = .63$).

Due to the special job situation of our participants, we measured the degree of appreciation the retiree gets from doing the job in retirement with three questions. We developed the questions in close collaboration with senior experts, pre-testing and modifying the items. They assess to what extent the activity for the SES is considered as prestigious by friends and family (example item "My engagement with SES is highly respected by my friends"). The items showed good internal consistency ($\alpha = .85$). Measuring the extent to which senior experts could pass on their knowledge and experience during the current activity was measured with five items from the Loyola Generativity Scale (LGS, McAdams & de St. Aubin, 1992) and in a German survey on personnel management in times of demographic change (Prezewowsky, 2007). The LGS items were adapted in order to measure the situation side, e.g. from "I try to pass along the knowledge I have gained through my experiences" to "During my current job with Senior Expert Service, I have the opportunity to pass along the knowledge I have gained through my experiences". Internal consistency of these items was moderate ($\alpha = .71$). A summary of measures and reliability estimates is included in Table 4.1.

4.2.3 Analyses

Hierarchical regression analyses (Aiken & West, 1991) were used to determine the relationships of the personal motives and the corresponding occupational characteristics with a) life satisfaction and b) work satisfaction. All variables were mean-centered before entering them into the regression analyses. First, zero-order correlations were calculated to show the relationships between the ten separate predictors and life and work satisfaction. We then ran separate hierarchical regression analyses for life satisfaction and work satisfaction to avoid multicollinearity. In the first step, we controlled for age and gender. For model 1, motivational goals were entered in the second step, while occupational characteristics were entered in the third step. Model 1 was computed for a) life satisfaction and b) work satisfaction. For model 2, occupational goals were entered in the second step and motivational goals in the third step. In doing so, we sought to determine the unique predictive power of personal motives and of occupational characteristics over and above the effects of the other predictors.

4.3 Results

4.3.1 Intercorrelations

Means, standard deviations, and correlations are presented in Table 4.1, together with psychometric properties of the scales used in the study. The correlation between life and work satisfaction was $r = .14$ ($p < 0.01$). Zero-order correlations were obtained between criterion and predictor variables. Given the large sample size, correlations above .09 were significant.

Table 4.1

Means (M), standard deviations (SD), and intercorrelations among study variables

Variable	No. of items	M	SD	Possible range	1.	2.	3.	4.
Criterion variable								
1. Life Satisfaction	5	4.00	.47	1-5	(.80)			
2. Work Satisfaction	5	3.86	.54	1-5	.14**	(.70)		
Motivational Goals								
3. Achievement	3	4.19	.55	1-5	.15**	.26**	(.81)	
4. Appreciation	4	3.79	.76	1-5	.10*	.03	.11**	(.92)
5. Autonomy	4	4.26	.58	1-5	.00	.19**	.20**	.17**
6. Contact	4	3.46	.77	1-5	.06	.18**	.11**	.44**
7. Generativity	8	3.96	.43	1-5	.23**	.24**	.43**	.32**
Occupational characteristics								
8. Achievement	3	3.82	.68	1-5	.32**	.09*	.19**	.11**
9. Appreciation	3	4.01	.64	1-5	.27**	.13**	.13**	.26**
10. Autonomy	3	4.28	.52	1-5	.27**	.12**	.19**	.06
11. Contact	4	4.17	.72	1-5	.19**	.03	.06	.09*
12. Generativity	5	4.03	.56	1-5	.26**	.13**	.18**	.06
Control variables								
13. Age	--	68.73	4.13	--	-.09*	.04	.02	.05
14. Gender	--	1.08	0.28	1-2	.04	-.03	-.03	.11**

(To be continued)

(Table 4.1 continued)

Variable	5.	6.	7.	8.	9.	10.	11.	12.	13.	14.
Criterion variable										
1. Life Satisfaction										
2. Work Satisfaction										
Motivational Goals										
3. Achievement										
4. Appreciation										
5. Autonomy	(.84)									
6. Contact	.10*	(.84)								
7. Generativity	.19**	.21**	(.67)							
Occupational characteristics										
8. Achievement	.07	.08	.29**	(.69)						
9. Appreciation	.07	.19**	.27**	.21**	(.85)					
10. Autonomy	.12**	.02	.16**	.35**	.19**	(.53)				
11. Contact	.07	.12**	.15**	.25**	.14**	.20**	(.63)			
12. Generativity	.12**	.11**	.24**	.29**	.28**	.28**	.29**	(.71)		
Control variables										
13. Age	.01	.07	.06	-.02	.09*	-.03	.00	.04	--	
14. Gender	.09*	.07	-.01	.03	.08*	.00	.10*	.00	.03	--

Note. Listwise $N = 630$. For gender, 1 = male, 2 = female. Reliability estimates (α) are shown in parantheses on the diagonal. * $p < 0.05$ ** $p < 0.01$ *** $p \leq 0.001$.

As for the control variables, only age was weakly correlated with life satisfaction and with appreciation while gender was correlated with the motivational goals of appreciation and autonomy. Nevertheless, in accordance with earlier research evidence age and gender were held constant in subsequent hierarchical multiple regression analyses.

Eight of the study's variables correlated positively with life satisfaction: achievement motive, generativity motive, and all five occupational characteristics. Age correlated slightly and negatively with life satisfaction ($r = -.09$, $p < 0.05$). In addition, eight variables correlated positively with work satisfaction: achievement motive, contact motive, and generativity motive, as well as all occupational characteristics except possibilities to have contact with others during work.

Further, because the interplay between motivational goals and corresponding motivating potentials in influencing work motivation had a complex relationship in past

research on motivation (French, 1958; Heckhausen, 1989; Kleinbeck & Wegge (1996); Litwin, 1970; Pifczyk and Kleinbeck, 2000), and age differences mattered in past person-organization fit research (Piasentin & Chapman, 2006), we also tested the interaction of the motivational goals and corresponding occupational characteristics in each case. None of the interactions were significant, however, and therefore they were not included in subsequent analyses of the data.

4.3.2 Predictors of Post-Retirement Life and Work Situation

Hierarchical multiple regressions were calculated to show the separate effects of motivational goals and occupational characteristics on a) life satisfaction and b) work satisfaction while controlling for age and gender. Four separate multiple regressions were calculated and are presented in Table 4.2 as four models (1a-2b). As can be seen in the table, age and gender did not explain variance in either life or work satisfaction.

The first regression model for life satisfaction (1a) yielded a multiple R of .36 for the motivational goals, accounting for 13% of the variance. When entering the occupational characteristics in the next step, only an additional 1% of the variance of life satisfaction was explained. For work satisfaction, the first regression model (1b) yielded a multiple R of .27 for the motivational goals, however, accounting only for 6% of the variance. An additional 13% of the variance was accounted for in work satisfaction when entering the occupational characteristics (Table 4.2).

For life satisfaction, the second regression analyses (2a) showed that motivational goals accounted for an additional 10% of the variance above and beyond the occupational characteristics (see Table 4.2). All personal motives predicted life satisfaction. As for the occupational characteristics, the betas of all corresponding occupational characteristics were quite low and seem to play a minor role in predicting general life satisfaction among post-retirement workers. The second regression analysis for work satisfaction (2b) revealed that motivational goals accounted for an additional 1% of the variance, whereas the occupational characteristics accounted for 18% of the variance in the step before. As for motivational goals, only generativity ($\beta = .10, p < .05$) and autonomy ($\beta = .08, p < .05$) slightly predicted work satisfaction in model 2b. The significant occupational characteristics predictors were achievement ($\beta \geq 0.19, p < 0.001$), appreciation ($\beta \geq 0.18, p < 0.001$), autonomy ($\beta = 0.12, p < 0.01$), and generativity ($\beta = 0.10, p < 0.01$). In contrast to the predictors of life satisfaction, occupational characteristics seem much more important than general personal motives in predicting post-retirement work satisfaction.

Table 4.2

Summary of hierarchical regression analysis of control variables and predictor variables on life satisfaction and work satisfaction in post-retirement activities

Variable	Life Satisfaction ^a				Work Satisfaction ^b			
	β	<i>R</i>	<i>R</i> ²	ΔR^2	β	<i>R</i>	<i>R</i> ²	ΔR^2
All models								
Step 1		.05	.00	.00		.01	.01	.01
Age	.05				-.08			
Gender	-.03				.03			
Model 1	1a				1b			
Step 2: Motivational Goals		.36***	.13	.13***		.27***	.07	.06***
Achievement	.15***				.07			
Appreciation	-.15**				.03			
Autonomy	.14***				-.06			
Contact	.19***				.00			
Generativity	.15**				.21*			
Step 3: Occupational Characteristics		.38***	.14	.01		.45***	.20	.13***
Achievement	-.01				.17***			
Appreciation	.06				.16***			
Autonomy	.06				.13**			
Contact	-.04				.06			
Generativity	.04				.09*			

(To be continued)

(Table 4.2 continued)

Variable	Life Satisfaction ^a				Work Satisfaction ^b			
	β	R	R^2	ΔR^2	β	R	R^2	ΔR^2
Model 2	2a				2b			
Step 2: Occupational Characteristics		.20***	.04	.04***		.43***	.19	.18***
Achievement	.03				.19***			
Appreciation	.09*				.18***			
Autonomy	.08				.12**			
Contact	-.03				.07			
Generativity	.09*				.10**			
Step 3: Motivational Goals		.38***	.14	.10***		.45***	.20	.01
Achievement	.14**				.02			
Appreciation	-.15**				.01			
Autonomy	.13**				-.08*			
Contact	.18***				-.02			
Generativity	.14**				.10*			

Note. β = regression weight, R = multiple correlations, R^2 = multiple correlation squared/explained variance, ΔR^2 = change in R^2 ;

* $p < 0.05$ ** $p < 0.01$ *** $p \leq 0.001$; ^a $N = 653$ ^b $N = 650$.

The betas in the multiple regressions in Table 4.2 allow comparison across predictors for each criterion, because the betas represent the results for standardized variables. For life satisfaction, an examination of the betas revealed that all personal motives but none of the occupational characteristics were meaningful predictors. Based on the directional signs of the betas, post-retirement workers with a strong motivational appreciation goal are less satisfied with their life in general ($\beta = -0.15, p < 0.05$). In addition, post-retirement workers with strong motivational goal for contact ($\beta \geq 0.19, p < 0.001$), but also for achievement, autonomy, and generativity ($\beta \geq 0.14, p < 0.01$) are more satisfied with their life. The occupational characteristics play a minor role in respect of post-retirement workers' life satisfaction.

For work satisfaction, none of the personal motives except generativity ($\beta = 0.21, p < 0.05$), and the occupational characteristics of achievement ($\beta = 0.17, p < 0.001$), appreciation ($\beta = 0.16, p < 0.001$), and autonomy ($\beta = 0.13, p < 0.01$) were significant predictors. All signs of the betas are positive. In contrast to life satisfaction, it is the occupational characteristics, and not the personal motives, which play a major role in predicting post-retirement work satisfaction.

4.4 Discussion of Results

This study sought to determine whether personal motives and specific job characteristics could explain life and work satisfaction in post-retirement activities. It appears that both motivational goals and occupational characteristics can influence life and work satisfaction to different extents. Results showed that motivational goals explained an additional 10% of variance in life satisfaction and that occupational goals explained an additional 13% of variance in work satisfaction. In other words, the general motivational goals inside the person were more important predictors of general life satisfaction than characteristics directly related to the specific job situation in post-retirement activity. The regression analyses also showed that the characteristics of the current project activity were predictors of work satisfaction in post-retirement activities. This might suggest that post-retirement work satisfaction can be influenced by the design of occupational conditions, whereas individual motivational prerequisites are limited to a strong generativity motive. Personal motivational goals, however, influence general post-retirement life satisfaction independent from the work situation. The hierarchical regression analyses also showed that motivational goals and occupational characteristics do not interact. For post-retirement workers, motivational goals seem to be reflected in life satisfaction and occupational characteristics in work satisfaction domains. Correspondingly, the correlation between life

satisfaction and work satisfaction in our sample of post-retirement workers is lower than the literature generally would suggest (e.g., Rode, 2004). Post-retirement workers in this particular sample seem to clearly differentiate between perceived life and work satisfaction as two independent constructs.

4.4.1 Generativity as Key Motivational Goal in Post-Retirement Activities

Overall, post-retirement workers with a high generativity motive are more satisfied in both life and work. Apparently, a strong wish to pass on knowledge, skills, and experience to others, especially to younger persons, increase the probability of being satisfied in post-retirement life in general for this group of retirees. This is consistent with Carstensen's (2006) SST in that motivational goals, such as generativity and social contact – which in our study was the strongest personal motive predictor for life satisfaction, becomes more important at older ages when subjective future time is perceived as limited. For the post-retirement work context, the generativity motive is a significant predictor of work satisfaction, whereas the contact motive has no influence. The latter might be an indicator for the peculiarity of post-retirement activities in a voluntary unpaid context. Other studies investigating age differences in work motives among workers in general (i.e., before entering retirement), showed that the generativity motive becomes more salient in older ages (e.g., Grube & Hertel, 2008; Mor-Barak, 1995).

Being motivated by achievement, autonomy, and contact predicts life satisfaction, but doesn't predict work satisfaction. Having relationships, a high quality standard with strong self-belief, and the desire for freedom in decision making might be more salient generally in life than for the specific work situation in post-retirement activities. Interestingly, a high personal motive for appreciation predicts life satisfaction negatively. This might be due to unfulfilled expectations. That is, if a person wishes for appreciation and does not receive it, he or she might become disillusioned and be less satisfied in life. The fact that in our sample all investigated motivational goals play a role in predicting general life satisfaction is congruent with reported relationships between motivational goals and general life satisfaction (Grosse Holtforth & Grawe, 2000; de St. Aubin & McAdams, 1995). Also, Okun and Eisenberg (1992) note that motives of older volunteers are multidimensional. As has been discussed in motivation research for many decades, there appears to be a complex relationship between personal motives and the facets offered by a specific situation that can satisfy these motivational goals (e.g., Heckhausen, 1989).

4.4.2 Attractive Post-Retirement Framework of Post-Retirement Activities

For the situational predictors, none of the occupational characteristics predicted life satisfaction, while all measured characteristics experienced by individuals during post-retirement activity predicted work satisfaction. This is largely consistent with the Job Characteristics Model (Hackman & Oldham, 1975) with the important addition that opportunities to pass on knowledge (generativity opportunities) are also important in post-retirement work, which corresponds to findings on work motives at older ages (e.g., Calo, 2005; Grube & Hertel, 2008; Loi & Shultz, 2007). But the main part of the variance in work satisfaction is explained by opportunities to fulfill one's own achievement goals, perceived appreciation, and autonomy. This might suggest that persons who engage in unpaid post-retirement activities live in a different 'work world' than older employees still embedded in traditional work settings. In this study, highly qualified retirees who work on project jobs were surveyed. They work unpaid, which might explain the great influence of the occupational characteristics of autonomy, achievement, and appreciation: They chose by themselves that they want to work again and they do it because they receive recognition by others, because they have freedom in deciding how to do the job and because they can show their expertise.

Conversely, it is interesting that social interactions only played a minor role in post-retirement work satisfaction. Apparently, the possibilities to interact with others during the project work are subordinate compared to other work characteristics post-retirement workers experience during their job. In this study, we did not investigate situational nonwork variables and therefore did not ask for the importance of social interactions in leisure time, which might have had a positive effect on general life satisfaction. Other studies on work and nonwork variables predicting employees' retirement ages showed that both play a role in staying at work or leaving (Beehr et al., 2000).

4.5 General Discussion

4.5.1 Limitations

A limitation of the present study is its restricted generalizability. This was not a national cross section of working retirees, but rather a cross-sectional sample based on self-report data of married, well-educated, male active retirees again working unpaid in project jobs in Germany. The specific sample characteristics given 90% male retirees might imply cohort effects because females traditionally haven't been active in the labor market in this

generation. The extent to which the results generalize to other groups is unknown at this time, and it must be left to future research to determine. However, Kanfer (2009) claims for more “targeted research” (p. 89) in applied studies on work motivation which strengthens the impact of specific samples in practical problems.

Another limitation emerging from our cross-sectional self-report design is the common-method bias. The study’s nonexperimental methods cannot establish causality. Although we desire to know what causes post-retirement life and work satisfaction, we can only find relationships in these data. In addition, there are limitations due to measures we used. First, the personal and situational predictors could not be separated as completely as it was anticipated. Multicollinearity generally limits the interpretation of results. We anticipated measuring explicit motivational goals independent from the work situation, only capturing the personal motive structures. Therefore we chose a validated instrument in a comprehensible German version. Although reliability estimates were good, we dealt with ceiling effects as usual for importance ratings in explicit motive measurement. Even though the JDS measures of job characteristics have a long history of use establishing their reliability and validity, some of its scales’ alpha reliabilities were low in our study. However, similarly low reliability estimates for the JDS measures were reported elsewhere (e.g., Beehr et al., 2000). Another restriction of our study is the online data collection methodology, which might have been inadequate for a sample of retirees. Only highly qualified retirees are working with SES, and email is a common communication instrument for them. Another reason was that they work on project jobs around the world and should have had assured access to the survey. Nevertheless, we deal with several biases with the data obtained from an online survey: We could not control the situation in which the retiree filled in the questionnaire. Self-selection bias is another limitation of online survey research as some individuals are more likely than others to complete an online survey.

There might be limitations in interpreting the results if there were reduced variance on the predictors due to homogeneity of the sample. Looking at the standard deviations and the possible ranges of the variables (Table 4.1), the sample might have the most homogeneity on life satisfaction and on the generativity motive.

4.5.2 Implications for Future Research

Future research should try to replicate the reported relationships in different samples of working retirees. The assessment of personal motives and occupational characteristics should be more exact and independent from each other in future studies. Ideally, motivational

goals are measured with an implicit methodology. Otherwise, a ranking system could be used for measuring personal motives in order to avoid ceiling effects. For the work context, a ranking of occupational motives (Roßnagel & Hertel, 2006) could be an option. Moreover, other criterion variables are reasonable to investigate in post-retirement work, such as working hours or performance measures. Further, Schoklitsch and Baumann (2011) recently developed new scales for the measurement of generativity which could be taken into account.

In addition, future investigations on post-retirement activities should consider multiple comparative samples (i.e., nonworking retirees, older employees before entering retirement) ideally in a longitudinal design with preretirement-postretirement measures and less educated and financially sound working retirees. It is assumed that different motive structures will appear (i.e., financial motive) in predicting work satisfaction. The longitudinal design could also help in understanding cohort effects. Few recent studies have investigated work-related attitudes of different generations (for an exception: Dries, Pepermans, & de Kerpel, 2008; Twenge & Campbell, 2008).

4.5.3 Practical Implications

The simplest advice for organizations wanting to engage post-retirement experts is to provide an environment which gives post-retirement workers opportunities to fulfill their achievement goals, to show appreciation and recognition for the contribution they supply, and to provide decision freedom and flexibility. All in all, employers should respect the changed definition of work that older persons develop after entering retirement (Shultz & Wang, 2011) and realize appropriate conditions of work. Of course, this 'special treatment' is not feasible for every organization and not necessary for jobs which can also be done by regular employees from the existing staff. But in times of labor shortage, the value of post-retirement workers and the necessity of integrating even post-retirement workers in the labor force will increase. A rather effortless way of implementing this study's results is to enable post-retirement workers to serve as mentors and to show appreciation for the persons' experience and knowledge (e.g., McDonald, Mohan, Jackson, Vickers, & Wilkes, 2010). For example, establishing a seniors' personnel pool according to the model of the Bosch Management Support in Germany can help to serve two functions: First, retirees feel appreciated through being affiliated. Second, in case of an exigent project job, organizations will have easy access to qualified (and motivated) experts which they can involve into the work process (Madvig & Shultz, 2008). So-called silver workers can be a valuable resource for organizations who want to benefit from this experienced group of individuals.

4.6 References

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5 Conclusion

In times of demographic change and prolonged healthy life expectancy in retirement, this dissertation provides a first detailed account of the life reality of active retirees in Germany. Microcensus data show that adults continue to engage in paid employment beyond the applicable retirement age, with self-employment and unpaid work in family businesses making up the greatest share of post-retirement activities with increasing age (Maxin & Deller, 2010). The following section (5.1) will summarize the main findings of the dissertation in terms of motivation to engage in post-retirement activities and relevant task-related characteristics. I will then highlight the main contributions of this dissertation to research and practice (5.2) and conclude with a brief summary and outlook (5.3).

5.1 Comprehensive Findings

The first paper of my dissertation constitutes the empirical groundwork for the second and third papers, presenting a first differentiated account of the life reality of active retirees in Germany. In line with international research, the findings of this explorative, qualitative study indicated that the changes entailed in retirement include more flexible structures in everyday life (e.g., Calo, 2005). Key reasons for taking up post-retirement activities were the desire to help, pass on knowledge, or remain active; personal development and contact with others; and a desire for appreciation and recognition. Similar reasons have been identified in international research (e.g., Dendinger, Adams, & Jacobson, 2005; Mor-Barak, 1995). Flexibility and the freedom to make decisions are therefore key elements to be considered in the shaping of post-retirement activities, as has also been shown by previous U.S. and European research (e.g., Pengcharoen & Shultz, 2010; Zaniboni, Sarchielli, & Fraccaroli, 2010).

Investigation of the differences that respondents experienced between their pre-retirement work and their post-retirement activities (second paper) identified four main distinguishing factors: First, corresponding with Feldman's (1994) early definition of bridge employment, respondents noted differences in their tasks, required skills, or job functions. Given that more than half of the retirees surveyed in the explorative study in the first paper of this dissertation were able to draw on skills acquired in their pre-retirement working lives (Maxin & Deller, 2010), this perceived distinction in pre-retirement/post-retirement comparison (second paper) is notable. Second, greater freedom of time allocation and

flexibility in job practice emerged as a differentiating factor. Given that ‘autonomy’ was the only one of the factors of work motivation identified by Hackman and Oldham (1975) that was found to increase in a comparison of respondents’ former, current, and ideal activities (Maxin & Deller, 2010), freedom and flexibility evidently play a key role in distinguishing between respondents’ former jobs and their chosen post-retirement activities (second paper). Third, differences were noted in perceived responsibility and in the significance of the activity; this finding is clearly in line with the North American research (e.g., Shultz, Wang, Crimmins, & Fisher, 2010). Fourth, differences were experienced in person-related variables, such as the ability to work. Back in 1986, Beehr distinguished between personal factors and environmental forces leading to a preference to retire. Further investigating the retirement process, Taylor and Shore (1995) defined age and personal, psychological, and organizational factors as significant predictors of planned retirement age. Therefore, it is logical that post-retirement activities were also perceived to differ from the former career job in terms of person-related factors.

Further investigating the motivational and task-related characteristics of post-retirement activities, the third paper of this dissertation found different content-related motives and job characteristics to predict life satisfaction and work satisfaction, respectively. The motivational goals of achievement, appreciation, autonomy, contact, and generativity were significant predictors of life satisfaction, whereas only generativity was a significant predictor of work satisfaction. With respect to the occupational characteristics, none of the situational predictors influenced life satisfaction, whereas opportunities to fulfill achievement goals and to pass on knowledge predicted work satisfaction, as did perceived appreciation and autonomy. Here again, autonomy was found to be a key element in post-retirement task design (see Chapters 2 and 3). Furthermore, appreciation emerged as a predictor of post-retirement work satisfaction. Thus, the quantitative results of the study presented in the third paper suggested that post-retirement workers seem to differentiate between life satisfaction and work satisfaction as two independent constructs (Maxin, Deller, & Shultz, under review). This finding is clearly in line with the qualitative results of the explorative study presented in the first paper, which indicated that the areas of work and leisure can no longer be strictly separated after retirement (Maxin & Deller, 2010).

In all studies, the content-related motives of appreciation, autonomy or freedom of decision, contact, and generativity emerged to be decisive for engagement in post-retirement activities. This applied to both the qualitative categories (Maxin & Deller, 2010), as well as to the explanation of general life satisfaction after retirement (Maxin et al., under review).

Appreciation and freedom of decision in post-retirement activities represented the most important content-related job characteristics in both samples as well as in explaining work satisfaction – these aspects should therefore be given specific consideration in the design of post-retirement jobs.

5.2 Contribution to Research and Practice

This dissertation contributes to research on post-retirement activities in Germany in at least two ways. First, it provides a detailed empirical account of the situation and motivational structure of active retirees in Germany based on three different data sets. Second, it provides various starting points for the tailored design of post-retirement jobs. Its results can therefore inform the creation of special tasks and jobs for qualified and motivated retirees who are willing to deploy their specific competencies productively after retirement.

Research limitations. Several limitations of the empirical studies compiled in this dissertation warrant consideration. As all three studies used a cross-sectional, self-report design, cohort effects play a major role, and common method bias represents a further limitation. The nonexperimental methods used in the three studies cannot establish causality. Moreover, the generalizability of the studies is limited, as most participants were married, male, well-educated, active retirees. The online data collection method used in the studies presented in the second and third papers is another potential limitation (see 3.4.1 and 4.5.1 for details). Furthermore, there are some limitations due to the measures used. Critics may argue that the explorative methodology used in the first paper and, to some extent, in the second paper was inappropriate given that previous research in North America allowed certain hypotheses to be drawn. Given the lack of empirical data on the specific situation of active retirees in the distinct macro-economic environment of Germany, however, the qualitative approach used in this first explorative step seems appropriate (see 2.1 and 3.1). Indeed, the aims of the interview study by Floyd and colleagues (1992) were rather similar to the overall objective of this dissertation, and a similar explorative approach was used to assess work, adjustment, leisure, and satisfaction in retirement. However, the focus of this study was on well-being and adjustment in retirement as a whole, and – in contrast to the present dissertation – little account was taken of the option of continued career-related activities. Nevertheless, in the subsequent quantitative investigation, personal and situational predictors could not be separated as clearly as had been anticipated. Multicollinearity generally limited the interpretation of the findings of the quantitative studies in this dissertation (see 3.4.1 and 4.5.1).

All analyses in this dissertation were based on self-report measures – for example, of the motivation of active retirees and the task-related characteristics of their post-retirement activities. I believe that listening to what active retirees chose to do in retirement and how they experience their working environment is crucial for the design of future work.

Future research. Several implications for future research on post-retirement activities can therefore be summarized. Overall, future research would benefit from longitudinal designs that implement preretirement–postretirement measures and that draw on samples of retirees with more diverse educational and financial backgrounds. Indeed, previous research has shown the financial factor to differentiate among different groups of older workers and active retirees (Loi & Shultz, 2007). More diverse samples would also help to map out individual career paths: work by Taylor, Shultz, Morrison, Spiegel, and Green (2007) indicates that pre-retirement expectations, and the degree to which they are met in post-retirement, significantly impact a variety of post-retirement psychosocial outcomes. A longitudinal design could also cast light on cohort effects. In addition, there is a considerable need for research on the willingness and motivation to continue in employment in blue collar industries, where working conditions differ considerably from white collar employment. Future studies should also assess specific health conditions rather than self-reported ability to work (Shultz & Wang, 2007). Moreover, future research would benefit from considering established career models and research on adult career stages, which may cast additional light on post-retirement choices and outcomes (Wang, Adams, Beehr, & Shultz, 2009; Wang & Shultz, 2010). Furthermore, future research should examine in depth the specific competencies of silver workers (Maxin, Obieglo, & Deller, in preparation): silver workers are likely to possess skills that younger workers, with their relatively limited experience of life and work, have not yet acquired.

Future investigations of post-retirement activities should test quantitative hypotheses and use validated scales. For instance, it should be considered whether the construct space of ‘appreciation’ can be adequately assessed by scales measuring the ‘respect’ construct (van Quaquebeke, Zenker, & Eckloff, 2009). With respect to motive measurement, future research should ideally use an implicit methodology (e.g., Thematic Apperception Test) to assess motivational goals. Alternatively, a ranking system could be used to assess personal motives, thus avoiding ceiling effects. For the work context, a ranking of occupational motives (Roßnagel & Hertel, 2006) could be an option.

Practical implications. Various implications of the present findings for practice can be identified on the individual, organizational, and societal levels. The call in research and

practice for a shift from managing threats to creating opportunities requires a new, positive way of looking at the capacities of older workers (e.g., Peeters & van Emmerik, 2008). For individuals, maintaining person-related factors, such as the ability to work, is essential for a successful post-retirement career. Individual initiative is also essential for engaging in further training, lifelong learning, and healthcare, such that well-being and satisfaction can be achieved. As post-retirement activities are beneficial to individual life satisfaction and well-being (e.g., Aquino, Russell, Cutrona, & Altmaier, 1996; Warr, Butcher, Robertson, & Callinan, 2004), good health status provided (e.g., Ilmarinen, 2006), it seems crucial to meet individual needs when creating employment opportunities for silver workers (see also Taylor, Shultz, & Doverspike, 2005).

The findings of this dissertation indicate that organizations should introduce flexible working hours, and offer silver workers advisory and freelance work. Providing freedom to make decisions and ensuring due appreciation of the contribution made by silver workers will lead to a fruitful interplay of silver workers and organizations (see also Deller & Maxin, 2010). Organizations wishing to benefit from experience and know-how therefore need to develop a respectful, appreciative environment between younger and older staff members, to exploit synergies, and to promote acceptance of various careers. In concrete terms, retirees can serve as mentors for younger colleagues (e.g., Lindbo & Shultz, 1998; McDonald, Mohan, Jackson, Vickers, & Wilkes, 2010). Serving as specialists on project jobs following the models of the Senior Expert Service or Bosch Management Support GmbH can also be a valuable new role. In fulfilling this role, retirees feel appreciated through being affiliated. Moreover, organizations faced with urgent projects have easy access to qualified (and motivated) experts who can be quickly integrated into the work process (Madvig & Shultz, 2008). With an emphasis on social or cultural competencies, skilled and motivated retirees can, for example, serve as guest advisors on demand for institutions in which senior expertise is a valued competence. These roles can represent a combination of greater flexibility, less responsibility, and occupying a new function (see Chapter 3). Based on the empirical findings of this dissertation's third paper (Chapter 4), the recommendation is to provide an environment that gives post-retirement workers opportunities to fulfill their achievement goals, that shows appreciation and recognition for their contribution, and that offers freedom of decision and flexibility (Maxin et al., under review).

Given the importance of older persons' presence and involvement in the community, society as a whole also has an interest in how post-retirement activities can be crafted to attract silver workers. Perceptions of age are currently undergoing change and appear to be

turning slowly away from a negative picture in line with the deficit model (see Bundesministerium für Familie, Senioren, Frauen und Jugend, 2010) to a more positive approach. Age and productivity are no longer automatically considered mutually exclusive in the public discussion, and note has been taken of the potentials of old age. A differentiated perception of age can make a major contribution to cultural change in society, which will naturally also influence organizations.

5.3 Summary and Outlook

In conclusion, the first paper constituted the empirical groundwork for my dissertation, providing a first differentiated account of the life reality of active retirees in Germany. On this basis, the second paper extended this new applied field of research by investigating the differences experienced between pre-retirement jobs and post-retirement activities, still combining qualitative and quantitative data. In the third paper, I investigated motivational and task-related characteristics of post-retirement activities in greater detail, targeting the relationship to life satisfaction and work satisfaction in a quantitative approach. The value of post-retirement workers and the necessity of their integration into organizations are likely to increase in the near future, not only due to labor shortages. Macro-social changes (e.g., demographic changes and pressure to innovate) create challenges for organizations and society as a whole, as outlined in the previous sections. Thus, with this dissertation, I not only provide a more detailed account of the situation and motivational structure of active retirees in Germany using three different data sets, but I also offer first answers to the question of how organizations can design jobs in a way that all parties involved can draw maximum benefits.

5.4 References

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Appendices

Appendix A: Interview Guideline of the Qualitative Study

Complete Interview Guideline of the Qualitative Study used in Chapter 2 and 3

Appendix B: Questionnaire of the Quantitative Study

Complete Questionnaire of the Quantitative Study used in Chapter 3 and 4

Note. Each chapter of this dissertation deals with own variables. No variable (except demographic information) was multi-used in the papers of this dissertation.

Appendix A: Interview Guideline of the Qualitative Study

Leitfaden für die Durchführung eines Telefoninterviews

Folgende Bereiche planen wir abzudecken:

I. Einleitung

1. Vorstellung
2. Erläuterung Studie
3. Erläuterung des Ablaufs:
 - Stelle früher
 - Tätigkeit heute
 - Ideale Bedingungen
 - Quantitativer Vergleich früher – heute – ideal

Hinweise:

Ihre Angaben werden selbstverständlich anonym behandelt. Sie werden an niemand anderen außerhalb des Auswertungsteams weiter gegeben. Bei der Ergebnisdarstellung werden Rückschlüsse auf einzelne Personen nicht möglich sein. Die Beantwortung der Fragen steht Ihnen frei. Wenn Sie eine Frage nicht beantworten möchten, signalisieren Sie dies bitte und wir gehen zur nächsten Frage über.

Ich möchte um Ihr Einverständnis bitten, das Gespräch aufzeichnen zu dürfen. Dies dient lediglich der Ermöglichung der Auswertung.

Unser Ziel ist es, Fallstudien zu entwickeln, die typische Lebenssituationen beschreiben. Sollte die Auswertung Sie im Besonderen treffen, setzen wir uns zuvor noch einmal mit Ihnen in Verbindung.

II. Angaben zur Person und letzten Vollzeitstelle

II 1.1 Geburtsjahr

II 1.2 Zeitpunkt der vollständigen Freistellung

II 2. Geschlecht *m (1) / w (2)*

II 3. Was ist ihr höchster erreichter Bildungs-, bzw. Berufsabschluss?

(1) Hauptschule oder Vergleichbares

(2) Mittlere Reife oder Vergleichbares

(3) Abitur/Fachhochschulreife

(4) Lehre/Ausbildung

(5) Meisterschule

(6) Universitärer Abschluss (Diplom, Staatsexamen oder Vergleichbares – Dipl., BA, MA)

(7) Promotion

II 4.1 Was war Ihre letzte Arbeitsstelle vor der Pensionierung? *kurz*

II 4.2 Wie lange waren Sie auf dieser Position? *MM/JJ*

II 4.3 Wie viele Mitarbeiter hatte das Unternehmen, in dem Sie zuletzt gearbeitet haben? (*evtl. Name des Unternehmens notieren*)

II 5. Verantwortung/Hierarchie letzte Vollzeitstelle

II 5.1 Bitte beschreiben Sie ihre Rolle innerhalb der Organisation in ihrer letzten Vollzeitstelle? In welcher Funktion waren sie tätig?

(Bsp.: eher administrativ, Service/Unterstützung,

Geschäftsverantwortlich breit/maximal)

Achtung, Filter!

II 5.2 Wenn Geschäftsverantwortung, Management:

Verantwortung für

- Umsatz _____ T€
- Budget _____ T€

Hierarchieebene

Beschreiben Sie in groben Zügen die Hierarchiestruktur ihres Unternehmens!

An welcher Stelle waren Sie?

Wie viele Mitarbeiter verantwortet _____

II 5.3 Wenn Geschäftsverantwortung, Management:

Jahreszieleinkommen

- (1) bis 50.000 €
 - (2) 50.000 bis 100.000 €
 - (3) 100.000 bis 250.000 €
 - (4) 250.000 bis 500.000 €
 - (5) 500.000 bis 750.000 €
 - (6) 750.000 bis 1.000.000 €
 - (7) ab 1.000.000 €
-

II 5.4 Wenn nicht Geschäftsverantwortung, Management:

Monatsgehalt letzte Vollzeitstelle

- (1) bis 1000 €
 - (2) 1000 bis 2500 €
 - (3) 2500 bis 3500 €
 - (4) 3500 bis 5000 €
 - (5) 5000 bis 7500 €
 - (6) 7500 bis 10.000 €
 - (7) ab 10.000 €
-

III. Tätigkeit früher

III 1. Beschreiben Sie Ihre letzte Arbeitstätigkeit! Nennen Sie dazu die 2 oder 3 wichtigsten Tätigkeiten.

III 2. Ort

Wo befand sich ihr Arbeitsplatz?

- (1) Firma
- (2) Zuhause
- (3) Beides
- (4) Sonstiges _____

III 3. Arbeitgeber/Dienstleistungen

III 3.1 Gab es Angebote ihres Arbeitgebers, die besonders von Älteren genutzt wurden, z.B. Gesundheitstrainings oder andere Dienstleistungen? Davon welche speziell für Ältere?

III 3.2 *Wenn es welche gab:* Welche haben sie genutzt?

III 3.3 Aus welchen Gründen haben Sie persönlich andere Angebote nicht genutzt?

III 4. Rückblick

III 4.1 Im Gesamtrückblick: haben Sie Ihre beruflichen Ziele erreicht? (0-150); Anker: 0- kein Ziel erreicht, 50-teils/teils, 100-vollständig erreicht, 150- übertroffen

III 4.2 Wenn Sie geblieben wären, hätte es konkrete Weiterentwicklungsmöglichkeiten gegeben?

III 4.3 Unter welchen Bedingungen/ Umständen wären Sie noch länger in Ihrem Unternehmen geblieben?

III 4.4 Inwieweit fühlten Sie sich eingeeengt in Ihrer Tätigkeit?

IV. Übergang Ruhestand	
IV 1.1 Mit welchen Gefühlen sahen Sie dem Ruhestand entgegen?	
IV 1.2 (3.1) Wurden Ihre Erwartungen an den Ruhestand erfüllt? <i>J (1), N (2)</i>	
IV 2.1 Aus welchen Gründen gingen Sie (zu diesem Zeitpunkt) in den Ruhestand?	
IV 2.2 Würden Sie rückblickend wieder so entscheiden? <i>J (1), N (2)</i>	
IV 3.1 (3.2) Wie sind Sie zu Ihrer heutigen Tätigkeit gekommen?	
V. Tätigkeit heute	
V 1. Beschreibung	
V 1.1 Welche Tätigkeit(en) ist (sind) dies? (z.B. ehrenamtlich, bezahlte Beschäftigung, soziale Unterstützung von Familie oder Freunden, Sonstiges) Bitte beschreiben Sie die Haupttätigkeit auf die Sie sich beziehen wollen.	
V 1.2 Wie kommen Sie an Ihre Projekte/Aufträge?	
V 1.3 Für wie viele Auftraggeber arbeiten Sie?	
V 1.4 Ist darunter Ihr früherer Arbeitgeber? Wenn ja, wie viel % der Arbeit entfallen auf ihn?	
V 1.5 Schildern Sie einen typischen Ablauf Ihrer Woche.	
V 2. Was ist Ihnen an Ihrer Arbeit besonders wichtig?	
V 3. Wie wichtig ist das Image/der Ruf des Auftraggebers? <i>(0-100) Anker: 0-gar nicht wichtig, 50-wichtig, aber nicht hinreichend, 100-unverzichtbar/sehr entscheidend</i>	
V 4.1 Welche Gründe haben Sie für die Tätigkeit im Ruhestand? <i>(zunächst offen gefragt)</i>	

<p>V 4.2 Wie wichtig sind die folgenden Gründe für Sie? <i>(0-100) Anker: 0-gar nicht wichtig, 50-wichtig, aber nicht hinreichend, 100-unverzichtbar/sehr entscheidend</i></p> <p>(1) Keine ausreichenden finanziellen Reserven _____</p> <p>(2) Zusätzliches Einkommen _____</p> <p>(3) Die Arbeit ist interessant _____</p> <p>(4) Ich will aktiv bleiben _____</p> <p>(5) Mein Beitrag wird geschätzt _____</p> <p>(6) Flexibilität wird gewährleistet _____</p> <p>(7) Beziehungen zu anderen _____</p> <p>(8) Persönliche Weiterentwicklung _____</p>	
<p>V 4.3 Wenn Sie an eine bekannte Person in einer ähnlichen Situation denken, was sind deren Gründe?</p>	
<p><i>Filter: Falls Arbeit für Geld:</i></p>	
<p>V 4.4 Würden Sie auch ohne Vergütung arbeiten? J (1), N (2)</p>	
<p>V 5.1 Haben Sie persönlich insgesamt an Freiheit gewonnen?</p>	
<p>V 5.2 Wie wichtig ist Ihnen dies? <i>(0-100) Anker: 0-gar nicht wichtig, 50-wichtig, aber nicht hinreichend, 100-unverzichtbar/sehr entscheidend</i></p>	
<p>V 6. Ort</p>	
<p>Wo befindet sich heute Ihr Arbeitsplatz?</p> <p>(1) Firma</p> <p>(2) Zuhause</p> <p>(3) Beides</p> <p>(4) Sonstiges _____</p>	
<p>V 7. Arbeit vs. Freizeit</p>	
<p>V 7.1 Was verbinden Sie mit</p> <p>Arbeit _____</p> <p>Freizeit _____</p> <p>(Nennen Sie jeweils die ersten 3 Dinge, die Ihnen einfallen!)</p>	

V 7.2 Bitte beschreiben Sie das Verhältnis von Arbeit zu Freizeit (in % bezogen auf eine Woche)? heute	
V 7.3 In wie weit spielt das eine in das andere?	
V 8. Zukunft, Erwartungen	
V 8.1 Haben Sie seit dem Eintritt in den Ruhestand Fortbildungen besucht (sehr breit, z.B. auch VHS-Kurse)?	
V 8.2 Quant. Ergänzung: mehr (1) /weniger (2) /gleich (3) (im Vergleich zu früher)	
V 8.3 Wie lange möchten Sie tätig bleiben (Maximalalter)?	
V 8.4 Wie halten Sie sich fit (körperlich und geistig)?	
VI. Wünsche und ideale Rahmenbedingungen	
VI 1. Beschreibung	
Wie müssten die idealen Rahmenbedingungen einer Tätigkeit im Ruhestand aussehen? <i>Denken Sie an Arbeitszeit (Teilzeit/Vollzeit), Flexibilität, beratende Tätigkeit, feste Stelle, freiberufliche Tätigkeit etc.</i>	
VI 2. Ort	
VI 2.1 Wo müsste sich Ihr Arbeitsplatz befinden? (1) Firma (2) Zuhause (3) Beides (4) Sonstiges _____ (z.B. Büro, Großraumbüro, Telearbeit etc.)	
VI 2.2 Wären Sie bereit Dienstreisen zu machen? Wenn Ja: Auch internationale?	

 VI 3. Entgelt und Nebenleistungen

Wenn Sie heute (im Rentenalter) weiterhin in einem Unternehmen arbeiten würden...

 VI 3.1 Welche Wahlmöglichkeiten der Zusammensetzung von Entgelt und Nebenleistungen (*Weiterbildungskurse, Gesundheitsprogramme, etc.*) wünschen Sie sich?

 VI 3.2 a) Es gibt die 3 Säulen der Altersversorgung, nämlich die gesetzliche, die private und die betriebliche. Wäre für Sie eine vierte Säule namens Weiterbeschäftigung denkbar?

 b) Wie viel Prozent ihrer Altersversorgung dürfte das Einkommen durch Weiterbeschäftigung ausmachen?

 VI 3.3 ...nach welchem Prinzip sollte die Vergütung erfolgen?

 (1) *Leistungsabhängigkeit*

 (2) *Senioritätsprinzip*

 VI 3.4 ...unter welchen Bedingungen wären Sie bereit, auch Abstriche zu machen, z.B. bezogen auf Entgelt und Nebenleistungen?

 VI 4. Verantwortung/Hierarchie

 VI 4.1 Inwieweit möchten Sie in eine Organisation idealerweise eingebunden sein?

 Fachlich eingebunden *J (1), N (2)*

 Disziplinarisch eingebunden *J (1), N (2)*

 Filter: *Wenn J (1)*

 VI 4.2 Wie wichtig ist Ihnen dabei Ihr eigener Status?

 (zunächst offen gefragt)

<p>VI 4.3 Wie wichtig sind die folgenden Statussymbole für Sie? <i>(0-100) Anker: 0-gar nicht wichtig, 50-wichtig, aber nicht hinreichend, 100-unverzichtbar/sehr entscheidend</i></p> <p>Dienstwagen _____</p> <p>Eigenes Büro _____</p> <p>Titel, Bezeichnung _____</p> <p>Eigener Parkplatz _____</p> <p>Namensschild an der Tür _____</p>	
VI 5. Arbeitgeber/Dienstleistungen	
<p>VI 5.1 Sollte es Ihrer Ansicht nach eine besondere Personalpolitik für <u>ältere Beschäftigte im Unternehmen</u> geben? J (1), N (2)</p>	
<p><i>Filter: wenn 5.1 JA:</i></p>	
<p>VI 5.2 Wie sollte die spezifische PP aussehen? <i>(mögliche Punkte: Auswahl, Stellenbesetzung, PE)</i></p>	
<p>VI 5.3 Welche Dienstleistungen für <u>ältere Beschäftigte</u> wären Ihnen besonders wichtig?</p>	
<p>VI 5.4 Von welchen haben Sie sonst noch gehört (<i>in anderen Unternehmen</i>)?</p>	
VI 6. Wo sehen Sie den größten Handlungsbedarf für Firmen hinsichtlich der Beschäftigung von älteren Mitarbeitern?	
VI 7. Zukunft, Erwartungen	
<p>VI 7.1 Welchen Stellenwert haben für Sie Fortbildungsmaßnahmen? <i>(0-100) Anker: 0-gar nicht wichtig, 50-wichtig, aber nicht hinreichend, 100-unverzichtbar/sehr entscheidend</i></p>	
<p>VI 7.2 Würden Sie gern mehr (1) /weniger (2) /gleich viel (3) in Anspruch nehmen? (<i>idealerweise im Vergleich heute</i>)</p>	
VI 8. Bezeichnung	
<p>VI 8.1 Wie würden sie gern bezeichnet werden?</p>	
<p>VI 8.2 Wie finden Sie die Bezeichnung „Silver Worker“? (0-100) <i>Anker: 0-schlecht, 50-in Ordnung, 100-sehr treffend</i></p>	

VII. Quantitative Abfrage: früher – heute – ideal	
VII 1. Nähe zur früheren Arbeit	
VII 1.1 Falls es Unterschiede zu Ihrer früheren Tätigkeit gibt: wo liegen diese?	
VII 1.2 Was vermissen Sie von früher/was war früher besser? <i>Vermissen Sie: Kontakte, Ansehen, Macht</i>	
VII 1.3 Was ist heute besser?	
VII 2. <u>Arbeitsbedingungen</u> früher – heute – ideal Geistige und körperliche Anforderungen (<i>Skala 0-100</i>) <i>Anker: 0-keine ... Anforderungen, 50-mittlere ... Anforderungen, 100-sehr hohe ... Anforderungen</i>	
VII 2.1 Geistige Anforderungen <u>früher</u>	
... <u>Heute</u>	
... <u>Ideal</u>	
VII 2.2 Körperliche Anforderungen <u>früher</u>	
... <u>Heute</u>	
... <u>Ideal</u>	
VII 2.3 Im Vergleich zu früher, wie ist die Intensität ihrer Arbeit heute? Höher/niedriger (<i>früher = 100</i>)	
VII 2.4 Im Vergleich zu früher, wie sollte sie ideal sein? (<i>früher = 100</i>)	
VII 2.5 Inwieweit fühlen Sie sich heute insgesamt den Anforderungen gewachsen? <i>Anker: 0-gar nicht, 50-teilweise, 100-vollständig</i>	

 VII 3. Soziale Umgebung (ABFRAGE PAST&PRESENT)

(z.B. Kollegen, soziale Kontakte, in Team eingebunden etc.)

 VII 3.1 Wie stark war in ihrer früheren Arbeit der Kontakt zu Kollegen ausgeprägt? (0-100) Anker: 0- kein Kontakt, 50-hin und wieder Kontakt, 100- ständiger Kontakt

 Wie stark ist er heute ausgeprägt?

 Wie sollte er ideal sein?

 VII 3.2 In welchem Ausmaß haben Sie sich früher wertgeschätzt gefühlt? (0-100) Anker: 0-gar nicht, 50-teilweise, 100- vollständig - als Fachmann

 - als Ratgeber, z.B. Mentor

 VII 3.3 In welchem Ausmaß fühlen Sie sich heute wertgeschätzt? - als Fachmann

 - als Ratgeber, z.B. Mentor

 VII 4.1 In welchem Ausmaß hatten Sie früher Entscheidungsfreiheit?

 ... heute

 ... hätten Sie gerne ideal

 VII 5. Motivation (0-100) (PAST-PRESENT-FUTURE)

 VII 5.1 In welchem Ausmaß konnten Sie früher selbst bestimmen, wie Sie Ihre Arbeit machen?

 In welchem Ausmaß können Sie heute selbst bestimmen, wie Sie Ihre Arbeit machen?

 In welchem Ausmaß würden Sie gern selbst bestimmen können, wie Sie Ihre Arbeit machen?

VII 5.2 In welchem Ausmaß konnten Sie <u>früher</u> aus Ihrer Arbeit direkt ableiten, wie gut Sie gearbeitet hatten?	
In welchem Ausmaß können Sie <u>heute</u> aus Ihrer Arbeit direkt ableiten, wie gut Sie gearbeitet haben?	
In welchem Ausmaß <u>würden</u> Sie gern direkt aus Ihrer Arbeit ableiten können, wie gut Sie gearbeitet haben?	
VII 5.3 In welchem Ausmaß ermöglichte Ihre Arbeit <u>früher</u> die Erstellung eines abgeschlossenen Werkes/Projektes?	
In welchem Ausmaß ermöglicht Ihre Arbeit <u>heute</u> die Erstellung eines abgeschlossenen Werkes/Projektes?	
In welchem Ausmaß sollte Ihre Arbeit <u>idealerweise</u> die eines abgeschlossenen Werkes ermöglichen?	
VII 5.4 In welchem Ausmaß erforderte Ihre Arbeit <u>früher</u> viele verschiedene Fähigkeiten?	
In welchem Ausmaß erfordert Ihre Arbeit <u>heute</u> viele verschiedene Fähigkeiten?	
In welchem Ausmaß sollte ihre Arbeit <u>idealerweise</u> viele verschiedene Fähigkeiten erfordern?	
VII 5.5 Wie wichtig oder bedeutsam war Ihre Arbeit <u>früher</u> ?	
Wie wichtig oder bedeutsam ist Ihre Arbeit <u>heute</u> ?	
Wie bedeutsam sollte ihre Arbeit <u>idealerweise</u> sein?	
VII 5.6 In welchem Umfang sind die Kompetenzen, die Sie heute einsetzen, deckungsgleich mit denen Ihrer früheren Tätigkeit? (in %)	
VII 6.1 Arbeitszeit früher	
VII 6.1.1 Wie lang war Ihre vertragliche wöchentliche Arbeitszeit?	
VII 6.1.2 Wie lang war die tatsächliche durchschnittliche wöchentliche Arbeitszeit?	
VII 6.1.3 In welchem Ausmaß konnten Sie selbst über die Länge Ihrer Arbeitszeit entscheiden? (<i>jährlich</i>) (in %)	

VII 6.2 Zeit heute	
VII 6.2.1 Wie viele Wochen im Jahr verbringen Sie völlig frei von Ihrer heutigen Tätigkeit?	
VII 6.2.2 Wenn Sie heute arbeiten, wie viele Stunden pro Woche/Monat durchschnittlich?	
VII 6.2.3 In welchem Ausmaß können Sie heute selbst über die Länge ihrer Arbeitszeit entscheiden? (in %)	
VII 6.3 Zeit ideal (absolute Menge und Verteilung)	
VII 6.3.1 Wie viel % ihrer früher vertraglich geregelten Vollzeit würden Sie gerne arbeiten? (<i>allgemein</i>)	
VII 6.3.2 Wie viele Wochen im Jahr würden Sie gern völlig frei von Ihrer Tätigkeit verbringen?	
VII 6.3.3 In welchem Ausmaß würden Sie gern über die Länge ihrer Arbeitszeit entscheiden können? (in %)	
VII 7. Entgelt	
VII 7.1 Im Verhältnis zu Ihrem letzten Vollzeiteinkommen: Wieviel % davon beträgt Ihre regelmäßige Altersversorgung (<u>ohne</u> zusätzliche Arbeit)?	
VII 7.2 Mit der zusätzlichen Arbeit: wie viel % ihres letzten Vollzeiteinkommens haben Sie insgesamt zur Verfügung? (Altersversorgung <u>und</u> Zusatzeinkommen)	
VII 8. Müssen Sie für eine verwandte/bekannte Person sorgen (Eltern, Kinder, Partner)?	
(1) Finanziell	
(2) Zeitlich	
<i>Hinweis auf eventuelle Rückfragen: bitte melden</i>	
<i>Ergebnisse gewünscht? Wenn ja, wohin?</i>	
<i>Frage nach weiteren Silver Workers</i>	

Appendix B: Questionnaire of the Quantitative Study

Fragebogen „Senior Experten“ – überarbeitete Version zur Hauptuntersuchung

Überwiegend einheitliches Antwortformat Zustimmung 1-5, gekennzeichnet mit: [Skala 1 bis 5]

BEGRÜSSUNG – ANONYMITÄTSHINWEIS

Sehr geehrte Senior Expertin, sehr geehrter Senior Experte!

Herzlichen Dank, dass Sie an unserer Befragung teilnehmen.

In den folgenden 30 Minuten möchten wir Sie bitten, verschiedene Fragen zu Ihrer Tätigkeit im Ruhestand zu beantworten. Bevor die Umfrage beginnt, beachten Sie bitte die folgenden zwei Hinweise:

1. Damit die Umfrage ein aussagekräftiges Ergebnis liefert, ist es sehr wichtig, dass Sie alle Fragen nach bestem Wissen beantworten. Versuchen Sie dabei möglichst spontan und offen zu antworten. Sie helfen damit, die Arbeit des SES bedarfsorientierter zu gestalten. Hierfür kooperiert der SES mit dem Institut für Strategisches Personalmanagement an der Leuphana Universität Lüneburg.

2. Alle von Ihnen gemachten Angaben werden streng vertraulich behandelt und bei der Eingabe anonymisiert, so dass keine Angaben mit Ihrer Person in Verbindung gebracht werden können. Eine Auswertung für wissenschaftliche Zwecke erfolgt nur auf Gesamtstichprobenebene. Es erfolgt keine Weitergabe von Daten an Dritte und der SES kann keine Einsicht in von Ihnen gemachte Angaben erlangen.

Mit der Teilnahme an dieser Umfrage stimmen Sie der wissenschaftlichen Auswertung im Rahmen dieser Untersuchung an der Leuphana Universität zu. Beantworten Sie bitte alle Fragen, da nur vollständige Unterlagen ausgewertet werden können. Wir möchten Sie bitten, die Fragen „an einem Stück“ zu beantworten, denn nach zwei Stunden schaltet sich das System ab, und Sie müssten neu beginnen.

Wir wünschen Ihnen nun viel Spaß bei der Umfrage!

Mit freundlichen Grüßen

Ihre Dr. Susanne Nonnen, Ihr Prof. Dr. Jürgen Deller

BIOGRAFISCHE ANGABEN

Wir möchten Sie zunächst um einige kurze Angaben zu Ihrer Person bitten.

1. In welchem Jahr sind Sie geboren?
2. Ihr Geschlecht:
3. Ihr Familienstand:
4. Haben Sie Kinder?
5. Ihr höchster erreichter Bildungsabschluss?
6. Seit wann sind Sie offiziell im Ruhestand? [Monat] [Jahr] *Bitte geben Sie im ersten Kästchen den Monat an (z.B. für Februar 02) und im zweiten Kästchen das Jahr (z.B. für dieses Jahr 2010).*

AKTIVITÄT SES I

7. Wann haben Sie das erste Mal vom SES gehört? [Jahr]
Bitte geben Sie die das Jahr an, in dem Sie zum ersten Mal vom SES gehört haben. Wenn Sie sich nicht mehr genau erinnern, geben Sie bitte eine ungefähre Jahreszahl an.
8. Warum haben Sie sich für Ihr Engagement beim SES entschieden? [offene Frage]
9. Seit wann sind Sie beim SES registriert? [Monat] [Jahr] *Bitte geben Sie im ersten Kästchen den Monat an (z.B. für Februar 02) und im zweiten Kästchen das Jahr (z.B. für dieses Jahr 2010).*
10. Wann haben Sie sich für Ihre Tätigkeit beim Senior Experten Service entschieden? *Bitte geben Sie hier den Zeitpunkt an, an dem für Sie feststand, dass Sie sich im Ruhestand beim SES engagieren wollen. Dieser Zeitpunkt kann durchaus von dem Zeitpunkt Ihrer offiziellen Registrierung abweichen.* [Monat/Jahr] *Bitte geben Sie im ersten Kästchen den Monat an (z.B. für Februar 02) und im zweiten Kästchen das Jahr (z.B. für dieses Jahr 2010).*

11. Sind Sie zurzeit für den SES im Einsatz (einschließlich der Vor- oder Nachbereitung)?
[ja/nein] → Filterfrage

AKTIVITÄT SES I FILTERFRAGEN

12. Filterfrage wenn zurzeit NICHT im Einsatz: Wann waren Sie zuletzt für den SES im Einsatz?
[Monat/Jahr] *Bitte geben Sie im ersten Kästchen den **letzten Monat Ihres letzten Einsatzes** an (z.B. wenn Sie bis Februar 2010 im Einsatz waren: hier 02) und im zweiten Kästchen das Jahr (in unserem Beispiel 2010).*
13. Filterfrage wenn zurzeit NICHT im Einsatz: Wie viele Wochen hat Ihr letzter Einsatz gedauert? [Anzahl Wochen] *Bitte geben Sie die Anzahl von Wochen in das Kästchen ein.*
14. Filterfrage wenn zurzeit IM Einsatz: Wie viele Wochen soll Ihr aktueller Einsatz dauern? [Anzahl Wochen] *Bitte geben Sie die Anzahl von Wochen in das Kästchen ein.*

AKTIVITÄT SES II

15. In welchem Land findet Ihr aktueller/fand Ihr letzter Einsatz statt? [Auswahl aus: in Deutschland/im Ausland, und zwar in ____]
16. Der wievielte Einsatz für den SES ist/war Ihr derzeitiger/letzter Einsatz? [Feld]
Bitte geben Sie an, inwieweit diese Aussage auf Sie persönlich zutrifft:
17. Ich bin mit meiner Einsatzhäufigkeit zufrieden. [Skala von 1 bis 5]
18. Ich wäre gerne häufiger als/seltener als/genau so oft wie in den letzten 12 Monaten im Einsatz. [zum Auswählen]
19. Wie viele Beschäftigte hat Ihr Auftraggeber, bei dem Sie aktuell oder zuletzt im Einsatz sind oder waren? [Auswahl aus: bis unter 10 Beschäftigte/10 bis unter 50 Beschäftigte/50 bis unter 100 Beschäftigte/100 bis unter 250 Beschäftigte/250 bis unter 500 Beschäftigte/500 Beschäftigte und mehr]
20. Zu welchem Bereich gehört Ihr Auftraggeber, bei dem Sie aktuell oder zuletzt im Einsatz sind oder waren? [Auswahl aus: Agrarwesen/Bildungswesen/Dienstleistungen/Handel/Handwerk/Industrie/Infrastruktur]
21. Wie viele Stunden sind Sie durchschnittlich **pro Woche** während Ihres aktuellen oder waren Sie während Ihres letzten Einsatzes tätig? [Feld]

PARTNER/FRÜHER EHRENAMT/BERUFSERFABUNG

22. *Bitte geben Sie an, inwieweit diese Aussage auf Sie persönlich zutrifft:* Meine Partnerin/mein Partner unterstützt mein Engagement für den SES. [Skala von 1 bis 5, zusätzlich: „Ich habe keine Partnerin/keinen Partner.“]
23. Waren Sie im Laufe Ihres Berufslebens ehrenamtlich aktiv (z.B. Sportverein, gesellschaftliches Engagement während Ihrer Berufszeit)? [Ja/Nein]
24. Für wie viele Arbeitgeber waren Sie insgesamt bis zu Ihrem Eintritt in den Ruhestand tätig?
25. In wie vielen verschiedenen Aufgabenbereichen waren Sie bis zu Ihrem Eintritt in den Ruhestand beschäftigt? *Bitte zählen Sie alle sich voneinander unterscheidenden Aufgabenbereiche aller Arbeitgeber, bei denen Sie je beschäftigt waren, zusammen. Wenn Sie sich nicht mehr genau erinnern können, geben Sie bitte eine ungefähre Anzahl an.*

ÜBERGANG RUHESTAND

INSTRUKTION: Sie werden im Laufe dieses Fragebogens öfter gebeten werden, Aussagen entweder zuzustimmen oder sie abzulehnen. Dabei können nicht alle Formulierungen immer zu 100% auf Ihre persönliche Situation zutreffend sein. Wir möchten Sie dennoch bitten, jeweils diejenige Ausprägung anzukreuzen, die Ihrer persönlichen Situation oder Einschätzung am nächsten kommt.

Bitte geben Sie an, inwieweit diese Aussagen auf Sie persönlich zutreffen:

26. Ich bin zu dem Zeitpunkt meines Ausscheidens aus dem Berufsleben sehr gerne in den Ruhestand gegangen. [Skala von 1 bis 5]
27. Meine Erwartungen an den Ruhestand wurden alles in allem erfüllt. [Skala von 1 bis 5]
28. Ich habe mich ausführlich auf den Übergang in den Ruhestand vorbereitet [Skala von 1 bis 5]
29. Wenn ich auf mein vergangenes Berufsleben zurückschaue, bin ich mit dem, was ich erreicht habe, sehr zufrieden. [Skala von 1 bis 5]
-

PERSON I: WICHTIGKEIT PERSÖNLICHE ZIELE

*INSTRUKTION: Im folgenden Abschnitt geht es um Ihre **allgemeine Lebensgestaltung** und **nicht** um Ihre Tätigkeit beim SES. Es folgen nun einige Aussagen, die zur Beschreibung Ihrer Person dienen können. Wir möchten Sie bitten, das für Sie persönlich zutreffende Ausmaß an Zustimmung bzw. Wichtigkeit zu diesen Aussagen anzugeben. Es ist normal, dass Menschen die aufgelisteten Ziele oder Aussagen als unterschiedlich wichtig wahrnehmen. Es ist sehr selten, dass Menschen allen diesen Aussagen in gleichem Maße zustimmen. **Bitte überlegen Sie bei jedem Ziel und jeder Aussage genau, inwieweit Sie diesem oder dieser grundsätzlich zustimmen.***

*Bitte geben Sie an, wie **wichtig** Ihnen diese persönlichen Ziele sind:*

30. einen großen Bekanntenkreis zu haben [Skala 1 bis 5] (internes Label: FAMOS Affiliation 1)
31. viele Freunde zu haben [Skala 1 bis 5] (internes Label: FAMOS Affiliation 2)
32. viele Kontakte zu haben [Skala 1 bis 5] (internes Label: FAMOS Affiliation 3)
33. viel mit anderen zusammen unternehmen [Skala 1 bis 5] (internes Label: FAMOS Affiliation 4)
34. akzeptiert zu werden [Skala 1 bis 5] (internes Label: FAMOS Anerkennung 1)
35. anerkannt zu werden [Skala 1 bis 5] (internes Label: FAMOS Anerkennung 2)
36. geachtet und respektiert zu werden [Skala 1 bis 5] (internes Label: FAMOS Anerkennung 3)
37. wertgeschätzt zu werden [Skala 1 bis 5] (internes Label: FAMOS Anerkennung 4)

PERSON II: WICHTIGKEIT PERSÖNLICHE ZIELE

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Im folgenden Abschnitt geht es immer noch um Ihre **allgemeine Lebensgestaltung** und **nicht** um Ihre Tätigkeit beim SES. Bitte geben Sie das für Sie persönlich zutreffende Ausmaß an Zustimmung bzw. Wichtigkeit zu diesen Aussagen an. **Bitte überlegen Sie bei jedem Ziel und jeder Aussage genau, inwieweit Sie diesem oder dieser grundsätzlich zustimmen.***

38. meinen Freiraum zu haben [Skala 1 bis 5] (internes Label: FAMOS Autonomie 1)
39. unabhängig zu sein [Skala 1 bis 5] (internes Label: FAMOS Autonomie 2)
40. eigenständig zu sein [Skala 1 bis 5] (internes Label: FAMOS Autonomie 3)
41. selber über mich zu bestimmen [Skala 1 bis 5] (internes Label: FAMOS Autonomie 4)

PERSON III: MOTIVLAGE

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Weitere Fragen zu Ihrer **allgemeinen Lebensgestaltung**. Bitte überlegen Sie bei jeder Aussage genau, inwieweit Sie dieser grundsätzlich zustimmen.*

42. Ich brauche mich vor keiner Situation zu fürchten, weil ich mit meinen Fähigkeiten noch überall durchgekommen bin. [Skala 1 bis 5] (internes Label: Leistungsmotiv 1)
43. Auch wenn ich vor schwierigen Aufgaben stehe, bin ich immer guten Mutes. [Skala 1 bis 5] (internes Label: Leistungsmotiv 2)
44. Vor neuen Aufgaben war ich immer zuversichtlich, sie zu schaffen. [Skala 1 bis 5] (internes Label: Leistungsmotiv 3)

PERSON IV: MOTIVLAGE

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Weitere Fragen zu Ihrer **allgemeinen Lebensgestaltung**. Bitte überlegen Sie bei jeder Aussage genau, inwieweit Sie dieser grundsätzlich zustimmen.*

45. Ich versuche das Wissen weiterzugeben, das ich durch meine Erfahrungen gesammelt habe. [Skala 1 bis 5] (internes Label: Weitergabemotiv 1)
46. Ich glaube, dass ich die Tätigkeit eines Lehrers mögen würde/gemocht hätte. [Skala 1 bis 5] (internes Label: Weitergabemotiv 2)
47. Ich habe wichtige Fertigkeiten, die ich versuche, anderen beizubringen. [1 bis 5] (internes Label: Weitergabemotiv 3)
48. Andere Menschen kommen zu mir, um sich Rat zu holen. [Skala 1 bis 5] (internes Label: Weitergabemotiv 4)
49. Ich glaube, dass ich nichts besonders Wertvolles für andere Menschen getan habe [Skala 1 bis 5] (internes Label: Weitergabemotiv 5)

50. Ich fühle mich dafür verantwortlich, das Umfeld, in dem ich lebe, zu verbessern. [Skala 1 bis 5] (internes Label: Weitergabemotiv 6)
51. Andere würden sagen, dass ich einen besonderen Beitrag für die Gesellschaft geleistet habe. [Skala 1 bis 5] (internes Label: Weitergabemotiv 7)
52. Im Allgemeinen haben meine Aktivitäten keine positiven Auswirkungen auf andere. [Skala 1 bis 5] (internes Label: Weitergabemotiv 8)

LEBENSZUFRIEDENHEIT

INSTRUKTION: Diese fünf Fragen beziehen sich auf Ihre persönliche Sicht auf Ihre momentane Lebenssituation.

1. Mein Leben ist in fast jeder Hinsicht nahezu ideal. [Skala 1 bis 5] (internes Label: SLS Diener 1)
2. Die Umstände meines Lebens sind ausgezeichnet. [Skala 1 bis 5] (internes Label: SLS Diener 2)
3. Ich bin mit meinem Leben zufrieden. [Skala 1 bis 5] (internes Label: SLS Diener 3)
4. Bisher habe ich für mich wichtige Dinge im Leben erreicht. [Skala 1 bis 5] (internes Label: SLS Diener 4)
5. Wenn ich mein Leben nochmals leben könnte, würde ich so gut wie nichts ändern. [Skala 1 bis 5] (internes Label: SLS Diener 5)

VGL. FRÜHER/HEUTE

INSTRUKTION: Die folgenden Fragen beziehen sich nun wieder auf Ihre Tätigkeit für den SES. Es geht um einen Vergleich zwischen Ihrer jetzigen Tätigkeit und Ihrer früheren Arbeitssituation.

6. Wie ähnlich ist Ihre Tätigkeit für den SES Ihrer letzten beruflichen Tätigkeit? [Skala: Sehr ähnlich (entspricht 90-100% Übereinstimmung)/Eher ähnlich (entspricht 60-90% Übereinstimmung)/Unentschieden (entspricht 40-60% Übereinstimmung)/Eher unähnlich/(entspricht 10-40% Übereinstimmung)/Gar nicht ähnlich(entspricht 0-10% Übereinstimmung)]

*Bitte geben Sie an, inwieweit diese Aussagen auf Sie persönlich **zutreffen**:*

Im Vergleich zu meiner früheren Arbeitstätigkeit...

7. ... bin ich in meinem Einsatz für den SES in einem anderen beruflichen Feld tätig. [1-5]
8. ... habe ich in meinem Einsatz für den SES völlig andere Aufgaben. [1-5]
9. ... habe ich in meinem Einsatz für den SES eine viel freiere Zeiteinteilung. [1-5]
10. ... habe ich in meinem Einsatz für den SES deutlich mehr Freiheit. [1-5]
11. ... habe ich in meinem Einsatz für den SES deutlich weniger Verantwortung. [1-5]
12. ... habe ich in meinem Einsatz für den SES eine wesentlich geringere Arbeitszeit. [1-5]
13. ... habe ich in meinem Einsatz für den SES wesentlich weniger Stress. [1-5]
14. ... habe ich in meinem Einsatz für den SES deutlich weniger bedeutsame Aufgaben. [1-5]
15. ... werden in meinem Einsatz für den SES ganz andere Fähigkeiten von mir verlangt. [1-5]
16. ... gibt es in meinem Einsatz für den SES keine Unterschiede. [1-5]

SITUATION I – TÄTIGKEITSBESCHREIBUNG ANSCHLUSS

*INSTRUKTION: Bitte beziehen Sie die nun folgenden Aussagen auf Ihren **aktuellen oder letzten Einsatz** für den SES. Veranschaulichen möglichst genau die Umstände und Besonderheiten der Aufgabe. Es geht um Ihre ganz konkrete, persönliche Erfahrung während des Einsatzes.*

17. Meine Tätigkeit für den SES führt auch zu privaten Kontakten in der Freizeit. [Skala 1 bis 5] (internes Label: Anschlusspotenzial 1)
18. Meine Tätigkeit für den SES verlangt ein großes Maß an Zusammenarbeit mit anderen Personen. [Skala 1 bis 5] (internes Label: JDS Soziale Beziehungen 1)
19. Meine Tätigkeit für den SES kann von einem ganz allein gemacht werden ohne Zusammenarbeit mit anderen Personen. [Skala 1 bis 5] (internes Label: JDS Soziale Beziehungen 2)

20. In welchem Ausmaß verlangt Ihre Tätigkeit für den SES eine enge Zusammenarbeit mit anderen Personen (z.B. Mitarbeitern oder Kunden des Auftraggebers)? [Skala 1 bis 5, Verankerung: 1- sehr wenig: es ist bei meiner Tätigkeit überhaupt nicht nötig, mit anderen Personen zusammenzuarbeiten; 3-durchschnittlich: einige Zusammenarbeit mit anderen Personen ist schon notwendig; 5- sehr viel: die Zusammenarbeit mit anderen Personen ist ein absoluter und wesentlicher Bestandteil meiner Tätigkeit] (internes Label: JDS Soziale Beziehungen 3)

SITUATION II – TÄTIGKEITSBESCHREIBUNG WEITERGABE

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Bitte beziehen Sie auch diese Aussagen auf Ihren **aktuellen oder letzten Einsatz** für den SES. Es geht um Ihre ganz konkrete, persönliche Erfahrung während des Einsatzes.*

1. In welchem Ausmaß haben Sie während Ihrer Tätigkeit für den SES die Möglichkeit, Wissen weiterzugeben, das Sie sich durch Erfahrungen angeeignet haben? [Skala 1 bis 5] (internes Label: Weitergabepotenzial 1)
2. In welchem Ausmaß werden Sie während Ihrer Tätigkeit für den SES von anderen um Rat gefragt? [Skala 1 bis 5] (internes Label: Weitergabepotenzial 2)
3. In welchem Ausmaß haben Sie die Möglichkeit, während der Tätigkeit für den SES anderen zu helfen? [Skala 1 bis 5] (internes Label: Weitergabepotenzial 3)
4. Meine Tätigkeit für den SES beinhaltet, dass ich jüngere Menschen unterstütze oder Ihnen helfe. [Skala 1 bis 5] (internes Label: Weitergabepotenzial 4)
5. Im Rahmen meiner Tätigkeit für den SES arbeite ich vorwiegend zu zweit mit einer jungen Mitarbeiter/in des Auftraggebers. [Skala 1 bis 5] (internes Label: Weitergabepotenzial 5)
6. Im Rahmen meiner Tätigkeit für den SES arbeite ich vorwiegend mit jüngeren Mitarbeiterinnen/Mitarbeitern des Auftraggebers. [Skala 1 bis 5] (internes Label: Weitergabepotenzial 6)

SITUATION III – TÄTIGKEITSBESCHREIBUNG LEISTUNG/AUTONOMIE

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Bitte beziehen Sie auch diese Aussagen auf Ihren **aktuellen oder letzten Einsatz** für den SES.*

7. Bei der Ausführung meiner Arbeitstätigkeiten im Rahmen meines Einsatzes für den SES kann ich gut feststellen, wie gut ich arbeite. [Skala 1 bis 5] (internes Label: JDS Rückmeldung 1)
8. Meine Arbeitstätigkeit im Rahmen meines Einsatzes für den SES selbst gibt keine Hinweise darauf, ob man die Arbeit gut oder schlecht macht. [Skala 1 bis 5] (internes Label: JDS Rückmeldung 2)
9. Meine Tätigkeit für den SES gibt mir beträchtliche Gelegenheit, selbst zu entscheiden, wie ich dabei vorgehe. [Skala 1 bis 5] (internes Label: JDS Autonomie 1)
10. Ich habe überhaupt keine Möglichkeit, persönliche Initiative und Eigenständigkeit bei meiner Tätigkeit für den SES einzubringen. [Skala 1 bis 5] (internes Label: JDS Autonomie 2)
11. In welchem Ausmaß liefert Ihre Tätigkeit für den SES selbst Hinweise darüber, wie gut Sie arbeiten, unabhängig von den Informationen, die Ihnen Vorgesetzte oder Mitarbeiter/Kollegen geben? [Skala 1 bis 5, Verankerung: 1- sehr wenig: meine Arbeit ist so, dass ich selbst nicht sehen kann, wie gut ich arbeite; 3- mittel: manchmal kann ich bei meiner Arbeit sehen, ob ich gut gearbeitet habe, manchmal auch nicht sehr viel; 5-meine Arbeit ist so, dass ich immer sehen kann, wie gut ich arbeite] (internes Label: JDS Rückmeldung 3)
12. In welchem Ausmaß können Sie selbst bestimmen, wie Sie bei der Ausführung Ihrer Tätigkeit für den SES vorgehen? [Skala 1 bis 5, Verankerung: 1- sehr wenig: meine Arbeit gibt mir nicht die Möglichkeit, selbst zu bestimmen, was wann und in welcher Weise getan wird; 3- durchschnittlich: viele Dinge sind festgelegt und nicht unter meiner Kontrolle, aber ich kann doch einige Entscheidungen selbst treffen; 5-sehr viel: ich kann bei meiner Arbeit fast vollständig selbst entscheiden, was wann und in welcher Weise getan wird] (internes Label: JDS Autonomie 3)

SITUATION V – TÄTIGKEITSBESCHREIBUNG ANERKENNUNG/LERNEN/SELBSTVERWIRKLICHUNG

*WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Bitte beziehen Sie auch diese Aussagen auf Ihren **aktuellen oder letzten Einsatz** für den SES.*

Die Tätigkeit für den SES...

13. ... ist bei meinen Freunden hoch angesehen. [Skala 1 bis 5] (internes Label: Anerkennungspotenzial 1)

14. ... ist bei meinen Bekannten hoch angesehen. [Skala 1 bis 5] (internes Label: Anerkennungspotenzial 2)
15. ... ist bei meinen Familienmitgliedern hoch angesehen. [Skala 1 bis 5] (internes Label: Anerkennungspotenzial 3)

SPEZIFISCHE ZUFRIEDENHEIT/ WUNSCH WIEDERHOLTER EINSATZ

INSTRUKTION: Es folgen nun Fragen zu Ihrer Zufriedenheit.

16. Ich bin mit der Zusammenarbeit mit dem Auftraggeber während meines aktuellen oder letzten Einsatzes sehr zufrieden. [Skala 1 bis 5]
17. Ich bin mit der Würdigung/Anerkennung meiner aktuellen oder letzten Leistung durch den SES sehr zufrieden. [Skala 1 bis 5]
18. Ich bin mit der Würdigung/Anerkennung meiner Leistung durch meinen aktuellen oder letzten Auftraggeber sehr zufrieden. [Skala 1 bis 5]
19. Ich bin mit den Rahmenbedingungen meines aktuellen oder letzten Einsatzes für den SES sehr zufrieden. [Skala 1 bis 5]
20. Ich möchte gerne noch einmal für den SES bei meinem letzten Auftraggeber tätig sein. [Skala 1 bis 5]
21. Ich möchte gerne noch einmal für den SES tätig sein, aber bei einem anderen Auftraggeber. [Skala 1 bis 5]

ZENTRALITÄT VON ARBEIT

WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Auch hier geht es um Ihre Tätigkeit beim SES im Allgemeinen.

22. Ich sehe meine Aufgabe im Rahmen eines Einsatzes für den SES als Tätigkeit an, die völlig von meinem Privatleben getrennt ist. (internes Label: Zentralität 1)
23. Während des Einsatzes für den SES sind die Mitarbeiter des Auftraggebers die zweite Familie in meinem Leben. (internes Label: Zentralität 2)
24. Die meisten Dinge im Leben sind wichtiger als die Tätigkeit für den SES. (internes Label: Zentralität 3)
25. Die bedeutendsten Dinge, die ich erlebe, haben mit meiner Tätigkeit für den SES zu tun. (internes Label: Zentralität 4)

ARBEITZUFRIEDENHEIT

WIEDERHOLUNG INSTRUKTION NACH SEITENWECHSEL: Auch hier geht es um Ihre Tätigkeit beim SES im Allgemeinen.

26. Allgemein gesprochen bin ich mit meiner Tätigkeit für den SES sehr zufrieden. [Skala 1 bis 5] (internes Label: JDS Arbeitszufriedenheit 1)
27. Ich bin im Allgemeinen mit der Art meiner Tätigkeit zufrieden. [Skala 1 bis 5] (internes Label: JDS Arbeitszufriedenheit 2)
28. Ich denke häufig darüber nach, meine Tätigkeit für den SES an den Nagel zu hängen. [Skala 1 bis 5] (internes Label: JDS Arbeitszufriedenheit 3)
29. Die meisten Personen sind mit ihrer Tätigkeit für den SES sehr zufrieden. [Skala 1 bis 5] (internes Label: JDS Arbeitszufriedenheit 4)
30. Personen, die für den SES tätig sind, denken oft daran, diese Tätigkeit an den Nagel zu hängen. [Skala 1 bis 5] (internes Label: JDS Arbeitszufriedenheit 5)

LEISTUNGSFÄHIGKEIT/ARBEITSFÄHIGKEIT

INSTRUKTION: Abschließend haben wir noch einige Fragen zu Ihrer Gesamtsituation im Ruhestand.

31. Wie schätzen Sie ihre jetzige Leistungsfähigkeit ein? [Skala 1 bis 5, sehr schlecht bis sehr gut]
32. Wie schätzen Sie rückblickend Ihre Leistungsfähigkeit zwei Jahre vor dem Eintritt in den Ruhestand ein? [Skala 1 bis 5, sehr schlecht bis sehr gut]
33. Wie schätzen Sie Ihre Leistungsfähigkeit in zwei Jahren ein? [Skala 1 bis 5, sehr schlecht bis sehr gut]
34. Wenn Sie Ihre beste, je erreichte Arbeitsfähigkeit mit 10 Punkten bewerten: Wie viele Punkte würden Sie dann für Ihre derzeitige Arbeitsfähigkeit geben? [Skala 0=völlig arbeitsunfähig bis 10=derzeit die beste Arbeitsfähigkeit] (internes Label: WAI KV item1)

MAXIMALE TÄTIGKEITSDAUER

INSTRUKTION: Auch hier geht es noch um Ihre Gesamtsituation im Ruhestand.

35. Ich möchte, vorausgesetzt, dass sich meine gesundheitliche Verfassung nicht gravierend ändert, noch _____ Jahre tätig sein. Bitte geben Sie auf jeden Fall eine Anzahl von Jahren an, die Sie in der jetzigen Situation für realistisch halten.

Bitte geben Sie an, inwieweit diese Aussage auf Sie persönlich zutrifft:

36. Ich möchte noch so lange wie möglich beim SES tätig sein. [Skala 1 bis 5]
-

NETTOEINKOMMEN/OFFENE ABSCHLUSSFRAGEN

37. Können Sie uns in etwa die Höhe des aktuellen durchschnittlichen monatlichen Nettoeinkommens Ihres Haushalts nennen? [Auswahl aus: unter 1.500€/1.500€-3.500€/3.500€-5.500€/5.500€ und mehr]

Sie haben nun alle Fragen beantwortet. Herzlichen Dank für Ihre Unterstützung! Wenn Sie möchten, können Sie die beiden unten stehenden Felder noch beantworten. Auf dem Weg zum Ausgang der Umfrage klicken Sie bitte auf "Weiter".

38. Schildern Sie uns abschließend kurz eine Situation aus Ihrem letzten/aktuellen Einsatz für den SES, die Ihnen besonders viel Freude gemacht hat. [offene Frage]

39. Was ist Ihre größte Kompetenz? [offene Frage]
-

VERABSCHIEDUNG

Sie haben es geschafft! Die Umfrage ist nun vollständig bearbeitet. Hierfür bedanken wir uns ganz herzlich bei Ihnen. Zum Beenden der Umfrage klicken Sie nun auf das unten stehende Feld „Weiter“.

Die Befragung wird vom Forschungsteam an der Leuphana Universität Lüneburg ausgewertet. Über die Ergebnisse der Umfrage werden Sie vom SES benachrichtigt. Für Rückfragen direkt zu dem Forschungsprojekt können Sie Frau Leena Maxin in Lüneburg (maxin@leuphana.de) erreichen.

Nochmals vielen Dank für Ihre Unterstützung!