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**The Effect of Functional Indispensability in the Succession of Senior Workers**

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## **Abstract**

The fact that we are working for the first time with people from different generations, along with the continuous aging of the population, brings with it intergroup conflicts in the organizational context. This creates ageist responses, not only from young workers, but also from senior workers. One of these responses is the Succession of senior workers over a resource handout for younger people. Therefore, and in order to study this Succession response, we sought to find a variable that would attenuate this perspective, and consequently, attenuate the ageist responses and conflicts between different generations at work. We then set out to explore the effect that the Functional Indispensability of senior workers might have on reducing these responses. Two studies were created, one focused on young workers (N = 150) and another focused on senior workers (N = 19), in which we hypothesized that under a condition of high indispensability, they would support less the Succession of senior workers, in relation to a control condition. For this, an experimental manipulation of the Functional Indispensability variable was made, using an altered news. Additionally, we decided to see to what extent other contextual variables could increase or decrease the relationship between the main variables. The results showed that our initial hypothesis was nulled, and the manipulation did not have the desired effect. However, other additional hypotheses, as well as the correlation between the measure of Functional Indispensability and Succession were corroborated. This is presented and discussed in this study, relating methodological, theoretical and practical issues, in order to contribute to future research on the subject.

**Keywords:** Ageism, Functional Indispensability, Succession, Relative Ingroup Prototypicality, Work Satisfaction.

## Resumo

O facto de estarmos pela primeira vez a trabalhar com pessoas de diferentes gerações, junto com o envelhecimento contínuo da população, trás consigo conflitos intergrupais no contexto organizacional. Isto trás consigo respostas idadistas, não só por parte dos trabalhadores jovens, mas também por parte dos trabalhadores seniores. Uma dessas respostas é a Sucessão dos trabalhadores seniores em detrimento de uma passagem de recursos para os mais jovens. Assim sendo, e com o intuito de estudar esta resposta de Sucessão, procuramos encontrar uma variável que permitisse atenuar esta perspectiva, e conseqüentemente, atenuar as respostas idadistas e os conflitos entre diferentes gerações no trabalho. Propusemo-nos então a explorar o efeito que a Indispensabilidade Funcional dos trabalhadores seniores possa ter na redução destas respostas. Foram criados 2 estudos, um focado nos trabalhadores jovens (N=150) e outro focado nos trabalhadores seniores (N=19), em que colocamos como hipótese que numa condição de alta indispensabilidade, estes apoiassem menos a Sucessão dos trabalhadores seniores, em relação a uma outra condição de controlo. Para isto foi feita uma manipulação experimental da variável de Indispensabilidade Funcional, utilizando uma notícia alterada. Adicionalmente, decidimos ver em que medida outras variáveis contextuais poderiam aumentar ou diminuir a relação entre as variáveis principais. Os resultados mostraram que a nossa hipótese inicial é nula, sendo que a manipulação não surtiu o efeito desejado. No entanto, outras hipóteses adicionais, assim como a correlação entre a medida de Indispensabilidade Funcional e Sucessão foram corroboradas. Tal é apresentado e discutido neste estudo, relacionando questões metodológicas, teóricas e práticas, com o intuito de contribuir para pesquisa futura sobre o tema.

**Palavras-chave:** Idadismo, Indispensabilidade Funcional, Sucessão, Prototipicidade Endogrupal Relativa, Satisfação no Trabalho.

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## Glossary

IG – Ingroup

OG – Outgroup

RIP – Relative Ingroup Prototypicality

SC – Superordinate Category

SIC – Succession, Identity and Consumption

*Ao meu Pai.*

**PsycINFO Classification Categories and Codes:**

(3600) Industrial & Organisational Psychology

(2900) Social Processes & Social Issue



## **Chapter 1**

### **Introduction**

The older population is growing fast, with estimates projecting that population over 65 years will triple by 2050 (North & Fiske, 2015). In this research project, we aimed at identifying and testing factors that lead to diminish or exacerbate the idea that senior workers fail to pass down, or in the work context case, retire, for a younger workforce to take their place. We examined these factors in both younger and senior workers.

On the beginning of 2009, the EU population was experiencing a very slow growth (EUROSTAT, 2008). Because of three decades of low fertility rates, EU is seeing now its lowest point in relation to births, where, also due to the past economic crisis in 2008-2012, there have been more deaths than births in the continent (Davoudi, Wishardt, & Strange, 2010). This demographic singularity comes principally from a big difference in the emigration (e.g. qualified workforce leaving the country) and immigration rates, and a dropping of the mortality and natality numbers (Alley & Crimmins, 2007). One of its big concerns, in Europe and particularly in Portugal is the effect that ageism might have on the increasing elderly population of the country (Grundy, 1996; Stolnitz, 1996; Watson, 1996). Ageism can be primarily defined as prejudice against somebody based on that person's or group's age. Although the young generation perceives ageism more (Marques, 2011), research on the topic shows that this prejudice is more common against older people (Nelson, 2016a). Like the rest of European Union, in Portugal, ageism is one of the most perceived types of discrimination in all ages, independently of the context or situation (Lima, Marques, Batista & Ribeiro, 2010). This demographic structure will definitely have social and economic impacts on a long-term basis from the ageing of the population, and consequently, the workforce (Schalk et al., 2010).

This idea causes concern, not only at a social level, but on a organizational level as well. On this side, and for the first time in history, we have been seeing more than three different

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generations of employees working together (Zemke, Raines & Filipczak, 2000), and different generations trying to earn the place and compete for leadership positions (Raines, 1997). With the ageism of the labor force there are consequently effects in the intergroup relations of different age groups within society (Lima et al., 2010). For example, younger workforce may see the senior workforce as obstructing their results (North & Fiske, 2016). This can happen because of delayed retirement, longer lifecycles and better economic certainties, that makes the senior workforce stay longer working than in the past (Campbell, 2003; Carrière & Galarneau, 2011; North & Fiske, 2012; 2016). Moreover, recent social trends suggest a more complex idea, that industrialization can make modernized societies devalue the senior workforce, as tradition and wisdom are substituted by production (Nelson, 2005; Schoenberg & Lewis, 2005). Indeed, despite the demographic trends on the ageism of society, organizations continue to focus their recruitment and development on younger generations. According to a Manpower survey on 2007, less than a third of US employers have implanted strategies to retain senior workers and only 18% have approached to recruit them. This continued focus on a younger generation might have recruitment costs, decreasing productivity outcomes and less retention of workers as a result. Plus, senior workforce leaving or not being engaged might also change the organizations' culture, know-how and created partnerships (Dychtwald & Baxter, 2007). Also, employers complain that the younger work generation is not so devoted to their jobs, just working the required hours, whereas the traditional work generation is characterized for being hard workers (Jenkins, 2007). For these reasons, it is important to reduce stereotypes and misconceptions about ageism or inter-generational discrimination (North & Fiske, 2012, 2016).

For these reasons, we intend to examine ageist responses between groups at work. The intention is to test how Functional Indispensability, that is, the instrumentality of a group's contribution to a superordinate desirable outcome (Guerra, António, Deegan & Gaertner, 2013; Guerra, Gaertner, António & Deegan, 2015; Guerra, Rodrigues, Gaertner, Deegan &

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António,2016), can have an effect on the view of Succession of a senior workforce, be it, the expectations of younger people about the transmission of desirable resources, which can reflect in departure and retirement responsibilities on a workplace context (North & Fiske, 2012; 2013b; 2016). The idea is to construct a psychosocial viewpoint in order for human resources in organizations to notice the ageist responses and act upon it. With this in mind, we manipulated Functional Indispensability in order to examine its impact on Succession, not only in a younger workforce, as previously done, but also in the senior workforce itself, in order to see the self-perception on their succession “duties”, something that has never been done before, to our knowledge.

The present dissertation encompasses four chapters. In the next chapter, we present a more revised and complete theoretical background to all these concepts, as well as some other variables we consider important for understanding the effects of Functional indispensability on Succession - e.g. Relative Ingroup Prototypicality (RIP, Mummendey & Wenzel, 1999), Collective Angst (Shepherd, Fasoli, Pereira & Branscombe, 2018), Job Satisfaction (Lima, Vala & Monteiro, 1994), etc. In Chapter 3, the empirical part of the dissertation will be covered, and in Chapter 4, a general discussion of results will be provided.

## Chapter 2

### Theoretical Overview

In order to start the theoretical background of this dissertation, it is important that we explore some major ideas that led us to investigate the Functional Indispensability of older workers in the workplace. The idea behind exploring the effect of Functional Indispensability in the perception of Succession of senior workers came from the fact that it is known that ageism is one of the most impactful types of discrimination at a societal level (Bythway, 2005; Nelson, 2005). Because of this, we decided to start this overview by going back and explore the theories that led to our investigation.

#### 2.1. Ageism

Ageism is one of the key concepts of this research. It was first defined in 1969 as prejudice, stereotypes, discrimination, or general wrong opinions or behavior towards older persons (Butler, 1980). From that point onwards, there have been many definitions and forms of ageism. For example, Butler divided ageism into *malignant ageism*, or the view of aged persons as insignificant, and *benign ageism*, be it, the incapacity to deal with elderly people because of fear and anxiety towards this age group. Other authors have defined it in various other ways, but mostly identifying ageism with the association of negative qualities towards older people (Perdue & Gurtman, 1990), or the expression of discrimination, stereotypes, prejudice and attitudes for this group of people (Palmore, 1999).

At work, and although age discrimination has not been the main focus of study within “discrimination” in the workplace (comparing with race or gender, for example) – probably because ageism is one of the most institutionalized and socially accepted types of prejudice (Nelson, 2005) – ageism occurs when decisions are taken (preferences or privileges) based on

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age and just age itself, instead of individual meritocracy or professional performance (Bibby, 2008).

Nonetheless, it was not always like this. In fact, in ancient societies, senior people were seen with high regards, and believed to be even divine and chosen by God (Branco & Williamson, 1982). This changed over the course of the years, specially thanks to two major developments. The first was the creation of printing paper, which made people capable of passing information through books and documents innumerous times, being the power of the elderlies, who told stories and kept traditions floating for villages and cultures, redundant (Nelson, 2005). The second development was the industrial revolution (Stearns, 1986). It created two important factors for this changed perspective of the elderly. The first was the fact that families started moving more, in search of jobs that were found in the big cities now. The extended family was, therefore, eradicated, as older people were not as mobile and, consequently, separated from the common household. The second was the creation of extensive manual jobs, for which younger and stronger workers were more capable, thus making older workers less important for society in general, as experience and knowledge were not so significant in this advanced civilization (Nelson, 2005; Sterns, 1986). Adding to this, discoveries in science and medicine in particularly, made life expectancy larger, which made society deal with older population much more, thus, starting to associate negative qualities to this group of people, seen as loads in this new world (Branco & Williamson, 1982; Nelson 2005). This brings us to where we are now, where this group of people is treated more and more negatively, which displays today in very subtle forms (Nelson, 2002; Nelson 2005). For example, Avolio and Barret (1987) showed that, regardless of evidence showing that age does not inhibit performance (e.g. Cleveland & Landy, 1983; McEvoy & Cascio, 1989), older candidates are seen more negatively than young ones, even if they have the same qualifications (North & Fiske, 2012). Other elusive act of age discrimination can be the fact that, generally,

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people tend to separate themselves from senior persons, be it, physically – placing older people in retirement homes or avoid places where these people are – or psychological – accentuating characteristics that differ them from other groups (Greenberg, Schimel, & Mertens, 2002; North & Fiske, 2012).

Theory around the concept has been developed in order to understand how it was formed, from history to causal attributions. We will explain next a bit of these causal attributions, trying to find a better comprehension to why does this age discrimination exists.

Rupp, Vodanovich, and Credé (2006) proposed 3 different dimensions of perceived causality for such behavior: (a) locus, (b) stability, and (c) specificity (Abramson, Seligman & Teasdale, 1978; Weiner, Frieze, Kukla, Reed, Rest & Rosenbaum, 1971). The first one, *locus* (a) was defined as the possibility of something being caused internally, or within the individual, or externally, be it, caused by reasons out of the individual's control (Weiner, 1979). *Stability* is related to whether the cause, in this case, of age bias, is constant or variable, be it, stable or unstable (Weiner, 1979). These 2 first dimensions give us 4 possible attributions (e.g. Weiner et al., 1971): 1 – internal/stable (e.g. ability); 2 – internal/unstable (e.g. effort); 3 – external/stable (e.g. difficulty); and 4 – external/unstable (e.g. luck). The third dimension, *Specificity*, is inserted in the global-specific measurement, so, when we perceive the cause of a behavior as general, independently of the situation, it is said this cause is global, happening in various outcomes (e.g. “I’m not good at sports”). The specific attribution happens when the cause of a behavior is seen as explicit for a determined situation (e.g. “I’m not good at football”). Together, they create the third dimension of causal attributions to age bias (Abramson et al., 1978; Rupp et al., 2006). Research showed that group characteristics (e.g. age or sex) may have an impact on negative attributions given to such group members. For example, when older people miss a day of work to go to the doctor, like everybody else, this “mistake” will be attributed to their age (a characteristic that, in the dimensions mentioned above, is seen

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as internal, stable and global). Relating this to a work segment, as we do talk about age bias in the workplace, managers in higher positions of a company may attribute performance or any other errors to the age of the person, a constant, internal and global characteristic, treating them more severely when related to mistakes caused by external, specific and not constant characteristics (e.g. having a problem with the car) (Rupp et al., 2006). Studies have showed that these differences pop up in different employment contexts. Forgetful behavior in older employees, for example, is normally ascribed to internal and constant (stable) causes (Erber & Danker, 1995). Or, as showed by Dedrick and Dobbins (1991), more stable or constant attributions are given to explain performance faults of older workers, as differing from younger workers, where more situation specific and external reasons are used. These findings corroborate the idea that aged bias is caused by attributional propensities (Rupp et al., 2006).

Although the attributions behind ageism or age bias are important to explain the concept, it is crucial to understand ageism as an identity-related phenomenon. Indeed, social identity theory (Hogg & Abram, 1988; Macdonald & Levy, 2016; Tajfel, Turner, Austin & Worchel, 1979; Tajfel & Turner, 1986) explains that people tend to develop their sense of self by membership in relevant groups (e.g. sex, age, work status, occupation...) and that people also behave in different social settings regarding these groups, creating goals and ideas to achieve such identities. Therefore, creating strong connections with these categories of people (e.g. students) can increase and put in motion ideas and actions that will make someone interconnect even more with such group (e.g. students having increased satisfaction as identifying with this group of people, and, therefore, spend more time at university and studying in general, improving their grades), (Macdonald & Levy, 2016). Furthermore, the social identity theory (Tajfel et al., 1979; Tajfel & Turner, 1986), together with the self-categorization theory (Turner, Hogg, Oakes, Reicher & Whetherell, 1987), which trigger the discussion around these concepts – social categorization, social identity and social comparison – explained how this psychosocial

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method of categorization is an important psychological process, where our brain focus and retains information from the persons and social groups that we most care about, be it ideas, thoughts, ways of communicating, dress codes (...), sorting them in various categories – dividing the ones we aim to reach, like or want to be part of, and the ones we do not like and want to be detached from. This theory is based on the idea that people, as social beings, have this feeling of belonging to specific groups or social categories, and that, therefore, tend to sort them hierarchically. Even more, and as mentioned above, we also evaluate this groups emotionally, in order to choose our preference between the ones we want to be connected with, and the ones we don't, something that increases our self-esteem (Laureano, 2016; Tajfel & Turner, 1986).

This is, of course, all related to the idea of age, as we use this category as one of the primordial social categories or groups of people (younger, older, teenagers, millennials, baby boomers...). Age is, together with ethnicity and gender, one of the three most notable social categories (Bythway, 2005; Laureano, 2016; North & Fiske, 2012). However, unlike the other two categories, age is the only one that we all, eventually, fully experience – from being a baby to an elder (North & Fiske, 2013a). The idea of age as a chronological process is more complex than it seems, and it is an indicator of institutional regulations to the individual, that can have real consequences in people's lives (Bythway, 2005). In fact, the question "How old are you?" is theme to a lot of complications itself, as people tend to lie regarding this topic, in order to overcome age walls – buying alcohol or entering a night club, for example – or even to avoid the age stigma itself. Even more, the constant development of the cosmetic industry is based on having people appearing younger or with a younger skin, thus distorting their chronological age (Bythway, 2005; Miller, 1999). These type of ideas, that come with the thought of people interpreting their own age or their own age group, allows us to understand positive and negative values that different age groups hold. This creates expectations in relation to what is the status



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and social responsibilities of each group (Abrams, Russel, Vauclair, & Swift, 2011; Laureano, 2016; Lima, Marques, Batista & Ribeiro, 2010; Marques, 2011). This repartition of age as a social category is used to stimulate stereotypes, prejudice and discrimination towards the various age groups (Bytheway, 2005; Lima et al., 2010; Marques, 2011). However, with the increased lifetime span, it becomes harder to distinguish exactly what age group or category people are in. For example, in Portugal, with the improvement of health conditions, made the youth be considered until 30 or 35 years old, and the beginning of the elderly age, with retirement, postponed to 66 (INE, 2015; Lima et al., 2010). This causes confusion and posts the question: what is young and what is old?

In fact, age or ageing is a multidimensional process where changes happens on various levels, be it psychologically, physically or biologically, and even socially (Kanfer & Ackerman, 2004; McCarthy, Heraty, Cross & Cleveland, 2014; Schalk et al., 2010). This changes also differ on how they mark each person, as it does not work the same way for people of the same age, neither at the same speed, depending on people's lifestyle, physical constitution or even work occupation (Ramos, 2010; Kooij, De Lange, Jansen & Dickens, 2008). In this sense, we see that age arrangements can impact someone on a diversity of points connected to our own chronological age (Kooij et al., 2008). According to the same authors, individuals pass through biological and psychological changes, like physical deteriorations or, on another hand, the gain of knowledge and decision-making ability. Furthermore, age categorization includes also the "rules" each age group and person must respect in their own occupation and society, like the antiquity in an organization or the regimentation in relation to the age in their work environment (Kooij et al., 2008). In this sense, we see that age is an important social sign in which people may be consider transiently young or old, depending on a variety of factors, like country and professional group and multiple other different situations (Ramos & Lacomblez, 2008; Laureano, 2016; Teiger, 1995).

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This brings us to the idea that this age categorization implies also a social status, being that different age groups have different social status, based on their “oldness”. This social status can be seen as a comprehension of the rights and duties attributed to oneself by their age group (Harris, 2007; Garstka, Schmitt, Brescombe, & Hummert, 2004). Authors show, both on an international level and in Portugal, that the middle age group is the one who has the biggest social status, followed by the elderly and leaving the young age group to the end, especially because of their minor contribution to the labor force (Garstka et al., 2004; Lima et al., 2010). On another side, the social identity theory states that people and groups show a higher belonging feeling to groups with high social status, that comes with positive feelings of self-esteem, in opposition to groups with less social status, that negatively impact the stated self-esteem (Tajfel & Turner, 1986). Having a knowledge of how these age group social status and social categorization works is therefore important to understand the attitudes, duties and rights these have on a societal level (Laureano, 2016; Lima et al., 2010; Marques, 2011). This age categorization, that leads to different forms of age discrimination or ageism, is also seen in more specific contexts like within organizations or at work (Marques, 2011).

Ageism in the workplace has received less research attention, especially in what comes as forms of discrimination and relations between different age groups (Macdonald & Levy, 2016; Marques, 2011; North & Fiske, 2016). As already stated, this happens because ageism is one of the most institutionalized forms of discrimination, practically unnoticed and naturally accepted (Nelson, 2005). One ageism response that shapes relations between different groups is the Succession, from young to old workers, but also possible to see in terms of old workers self-perception (something we will approach in this dissertation). Nowadays, this concept is less associated directly with older workers and more related to age discrimination in general, and in various ages (Duncan & Loretto, 2004). Primarily, the consciousness of what in truth is an “older worker” has become a really broad spectrum. According to the career stages model

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proposed by Evans (1986), we can divide age on three main stages. The first one comprises ages between 18 and 30. It is a phase of adaptation to the work occupation functions, and not so much to the organization itself. Evans called this period the Exploration stage. The second period, named the Establishment stage, refers to middle age workers, from 31 to 45 years old. This stage is, as the name says, a chapter of evolution and professional growth, where people create their stability and focus on developing their career. The third career stage, Maturity, happens from 45 years onwards, and is characterized for a stagnation career wide, where employees normally do not progress more professionally. Cron and Slocum (1986) also proposed a fourth stage, called Disengagement, where people begin to pull out from their careers. This stage reprises ages between 40 and 65 years old.

The confusions in the definitions of the various age groups comes because age is a symbolic multidimensional and transactional concept, being that there is no limits or static levels to define a young or old worker (Centeno, 2007). According to the Employers' Forum on Age (2000), IT personnel responded to a survey where they detached "older workers" as people from 35 years onwards (Department of Education and Employment, 2001). Additionally, and particularly in Portugal, 45-year-old workers used to be considered old workers, a decade ago. However, and like in the example above, Human Resources Management defined the old worker as an employee as young as 35 years old (Centeno, 2007). Across the last years, this definition has been cause for confusion and constant change. For example, in recent literature, North and Fiske (2012) categorized workers between 45 and 65 as semi-old, basing on Neugarten (1974), who distinguished these from old workers (50 to 65 years old) for the first time, being that over 65 years would be the senior people or elderly, relating the expression with the knowledge, capacities and attitudes. This categorization was used in the Succession, Identity and Consumption Theory from North and Fiske, as we will explain further (SIC, North & Fiske, 2013b).

### 2.1.1. Succession

As we have been stating over the course of this theoretical overview, most author's ageism theories mostly focus on stereotypes, prejudice and discrimination towards the elderly, or older people. This group is often seen as ill, incompetent or irrelevant and both young and old people have negative attitudes to the concept of "elderly", both implicit and explicit (Greenberg, Schimel & Martens, 2002; North & Fiske, 2013b). Common expressions like "That is not normal for a person of your age" or "Aren't you too old for that?" show the expectations that age categorization leads to, and that we mentioned earlier (North & Fiske, 2012; 2013a; 2013b). Furthermore, Nelson (2005) showed us, in his review of various ageism theories, that benevolent ageism or pseudo positive attitudes towards old people, together with the typical patronizing language – e.g. being super polite, speak louder and slowly towards older people – is something really common in age discrimination towards this group.

Some ageism theories confront this so called "generational tension" between young and senior groups. One of these approaches is the SIC model – Succession, Identity and Consumption proposed by North and Fiske (2013b). They focus on 3 main predominant domains, although recognizing the existence of others. The first domain, which is also the most important for the development of this dissertation, is the "Transition of Desirable Resources and Positions" or, summing up, Succession. This social generational domain focus on how, due to recent changes in the job market, like late retirement, long unemployment time and increased dismissals from positions (e.g. AARP, 2011; Elmer, 2009), together with the idea or perception that old workers are inflexible and resistant to change and new training, besides having more health problems (Loretto & White, 2006), leads to a perspective, from the young workforce, that the senior workers are in fact limiting their own employment opportunities, which consequently leads to them thinking of the senior workforce negatively (North & Fiske, 2013a; 2013b; 2013c). Moreover, the young age group can also resent the elderly politically a socially,

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feeling that they still have much more to live and a future to hold while having less control of most aspects in the society – for example, senior people encompass a growing, powerful, voting alliance (Binstock, 2011) and have, normally, more wealth than the young, being even stereotyped as greedy in the western culture (Covey, 1991; North & Fiske; 2013b). This brings us to where we are now: the point where young workers feel older workers should step back and give them space to thrive on multiple levels (North & Fiske, 2012).

The second domain of the SIC theory is the Identity one. Identity relates to how different age groups “should” act their own age (North & Fiske, 2013b). Researchers affirm that senior people are trying to recreate what they are and how they are seen (Dychtwald, 1999) – supposedly trying to be more like the young age group, trying to adapt. However, social psychologists say that the elderly can face some confrontation from the youth, while trying to pass this generational gap, be it, while trying to look younger (Schoemann & Branscombe, 2010). This happens because the “youngsters” are in fact driven to maintain and create these generational gaps, as these boost not only their autonomy, group and self-esteem, but it also creates in them a sense of defense against future danger (Bytheway, 1995; Greenberg et al., 2002; North & Fiske, 2013b; Tajfel & Turner, 1986).

This direct us to the last of the three domains covered by the SIC - Consumption. It refers to how the older population is entitled to all the social welfares, leaving nothing to the younger generation (North & Fiske, 2013a, 2013b, 2013c). The young age group is, nowadays, confronted with the possibility of not having pensions saving plan or social medical care, while the elderly have them without questioning, leaving the youth feeling these social rights are incorrectly distributed, favoring the older population (Wolf, 2011). Moreover, even children being the double of the elder in the world, government still benefits the last, with 51% of facility expenses (Howard, 2008; Minkler, 1991). With this, comes the worries of social load from the

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elderly, which instead causes fear of inconvenience from a growing senior population (North & Fiske, 2013b).

In summary, the SIC theory comes to target ageism responses in intergenerational gaps or between age groups. However, as we mentioned before, in this thesis, our focus will be on the Succession response, be it, the hopes, from the young generation, of the transition of desired resources, which are considered scanty (North & Fiske, 2012; 2013a; 2013b; 2013c). This is, of course, interpreted, by the young generation, as a restriction to their future, and, as such, they intend to control and limit the use and abuse of the resources from other opponent groups, as, for example, the senior population (Fiske & Stevens, 1993; North & Fiske, 2012; 2013c). Therefore, younger generations think that the older ones should step back – or retire – to give the youth space and the above-mentioned resources (North & Fiske, 2012).

In the workplace context, this ageism response becomes of the utmost importance. On one side, the senior workers, or old workforce, have their retirement plans deferred, which leads to more discrimination in the work context. Besides, when fired, this age group suffers from long periods of unemployment, due to their age, precisely (Macdonald & Levy, 2016). On the other hand are the youth, the young workforce that stands today with one of the biggest unemployment rates ever seen, comparing to other age groups. Furthermore, with the older generation's postponed retirement, they see themselves denied promotion to higher rankings and positions, as well as to social resources, be it, a senior position in a company, a benefit only given to senior workers, their social status diminished... And, even more, the impossibility of being economically independent and establish their own family (Macdonald & Levy, 2016; North & Fiske, 2012; 2013a; 2013b).

It is interesting, however, that although these generational gaps are becoming bigger, there has never been a time in history where collaboration between young and old workers was needed so much, due to the fact that different generations are working together for the first time

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(Ramos, 2010; Zemke, Raines & Filipczak, 2000). When young workers expect the senior workers to move on, and leave the labor market, given them natural conditions to succeed, this does not happen, creating generational tensions that, for these reasons, are impossible to flee from (North & Fiske, 2012; 2013a; 2013b; 2013c), which then leads to stereotypes, prejudice and discrimination towards the senior workers.

This stereotyped ageist responses, as already revealed, comes in many forms. Some of which are related to preconceived ideas, like the idea that older workers loose, with time, their capabilities and performance, physically and psychologically. Besides, they are seen as resistant to change, having lack of memory and quickness to do their jobs. More than that, they are seen as incapable to adapt to new trainings and technologies, disregarded as inflexible and uncreative (Finkelstein & Farrel, 2007; Laureano, 2016; Marques, Lima & Novo, 2006). These preconceived ideas then lead to youth workers having attitudes of disrespect towards the senior workers, like excluding them or despising them based on their age group, which creates the absolute need for solutions that join different groups together in a place of integration, respect an open-mindedness (North & Fiske, 2011; 2015; 2016).

Within this view, North and Fiske (2016) did a series of experiments where they planned to access what the response of young workers was when senior workers sullied the standpoint behavior introduced by the SIC approach. They found that when young workers perceived the older ones to “abuse” or violate their supposed conduct, they would start to avoid them, especially when the resources were particularly scarce. Furthermore, they proved that, when measures and policies were taken in order to promote positively the intergenerational relations, such ageist responses were condensed, and young workers started seeing the importance of the senior workers as points of learning and development (Nelson, 2016b).

In this sense, and in order to follow-up on North and Fiske (2016) studies, we propose a variable that can be very important to the decrease of this intergenerational ageism from the

young workers towards the old workers, and as we try to access in this dissertation, from the senior workers perception of themselves. The variable is Functional Indispensability, something that we explain next.

### **2.1.2. Functional Indispensability**

To have a full explanation of this concept, we have to trace back the concept of indispensability to Malinowski, an anthropologist that identified the concept as a vital function, in a community or civilization, that encompasses some task to accomplish (Merton, 1949; Guerra et al., 2016). In social psychology, the concept is considered as relatively new, being first introduced by Tseung-Wong and Verkuyten (2010) as category indispensability: the perception that a group is crucial to define a superordinate group, be it, a larger group. Agreeing with Malinowski, the first definition of the concept was one that referred to all groups being part of a superordinate category (SC), (Guerra et al., 2016). This is based on the perceptions of ingroup and outgroup as groups included in a SC and, as such, crucial elements to defining the social identity of such SC category (Verkuyten & Khan, 2012; Verkuyten, Martinovic & Smeeks, 2014).

Later, according with research developed by Guerra and colleagues, indispensability comes to relate with opinions and acts of immigrants to their national identity and to the correct functioning of the society where they're living, being also connected to integrational attitudes from the national citizens of such society and the relations created between these groups. For these reasons, they tried to access how immigrants could be perceived as indispensable or not, not only in terms of definition for the SC, but in terms of their contributions to the economy a social life of the society they are living in. Moreover, the authors added a new perspective where a person or group could be indispensable on a functional level (Guerra et al., 2013; 2015).



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This idea comes to social psychology as part of the long study of functional relations between groups, rooted in the superordinate and realistic conflict theory (Sherif, Harvey, White, Hood & Sherif, 1961) and with the work on group motivation gains (Weber & Hertel, 2007). This approach defended that people, working in a team, were sensible to the possibility of their effort being important for the group's outcome. If they felt they were indispensable for the outcomes of the team, their motivation would increase (Weber & Hertel, 2007).

Guerra *et al.* (2015) based their view of functional indispensability on the definition of Social Indispensability as one of the ways to be instrumental for the group outcome (Guerra *et al.*, 2015; Hertel, Kerr & Messé, 2000; Weber & Hertel, 2007). That being said, what functional indispensability proposes is that there are different forms of being indispensable to a superordinate group or category. groups seen as indispensable functionally can have a major importance in contributing to a society's economy, but not being seen as important by that society's ingroup or national identity (Guerra *et al.*, 2015). Consequently, immigrant groups can be perceived as indispensable identity wise, be it, having crucial social values within the ingroup of a society, contributing for the SC, or functionally, being economically important for the correct running of such society (SC), (Guerra *et al.*, 2015). The concept has been most utilized within ethnic minorities and nationalities. Having this in mind, this present dissertation comes to apply the concept in age-related intergroup relations and within the labor context, being that all over Europe, including Portugal, due to the high unemployment rates, young and senior workers start thinking about their part and contribution to their different groups, be it on an employment basis or even the contribution to national society, health a social security (Guerra *et al.*, 2015). The groups complement each other and differ in terms of their functions, motivations and importance within the organizations they work at. Thus, the exclusion of senior workers of these organizations make the workers lose the experience provided by these people, which creates a lack of knowledge in the young workforce, not sufficient to fight in this

competitive market (Buyens, Van Dijk, Dewilde & De Vos, 2009). Therefore, we see that all group of workers are indispensable for an organization (Ramos, 2010).

The idea of this dissertation is to tie the concept of functional indispensability in the workplace, with the Succession (North & Fiske, 2013a, 2013b, 2013c). More precisely, we aim to test whether the indispensability of senior workers can reduce succession perceptions from the young workforce and explore whether it reduces succession in the senior workforce perceptions as well (self-perception). If the young and senior workers find the senior workers indispensable regarding their functions in the job market, maybe this will affect their attitudes towards the senior workers adaptation and integration, instead of excluding them (Guerra et al., 2015).

Besides, we also considered several complementary variables in this study that may influence or even explain an impact between functional indispensability and succession.

### **2.1.2. Ingroup Projection and RIP**

With ageing rates of population increasing day by day, societies and organizations are becoming more and more diverse (Guerra et al., 2015; Ramos, 2010). This is of the utmost importance, not only because of generational conflicts created, for example, by the distribution of resources between young and senior age groups, but also because of a need to harmonize differences and promote acceptance, tolerance and respect from the young towards the older generation, especially in the workplace context (Dovidio, Gaertner & Saguy, 2007; Hornsey & Hogg, 2000).

Intergroup comparisons between age groups can be biased based on ingroup projection (Mummendey & Wenzel, 1999; Wenzel, Mummendey & Waldzus, 2007), a predisposition in intergroup judgment that generalizes ingroup attributes – in comparison to the outgroup – in order to be more prototypical of a shared SC. Oakes, Haslam and Turner (1998) define

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prototypicality as an ideal member of a category, that represents better the category's identity. This leads to group members overemphasizing the degree to which their ingroup overlaps with the SC prototype, be it, the perception of a growth in their RIP (Mummendey & Wenzel, 1999; Rosa & Waldzus, 2012).

This Ingroup Projection Model stems from the Social Identity Theory and the Self-categorization Theory (Tajfel & Turner, 1986; Turner, Hogg, Oakes, Reicher & Wetherell, 1987). The first suggests that people's self-esteem and self-concept is a consequence of their social groups' affiliation and their comparison with other relevant outgroups. The second tells us that the attraction of a group depends on the perceived prototypicality of the ingroup in comparison to relevant outgroups in term of the SC (Rosa & Waldzus, 2012; Tajfel & Turner, 1986; Turner et al., 1987). Intergroup comparisons are ethnocentric, being that the relative prototypicality varies depending on the ingroup, with each ingroup trying to be more prototypical than the compared outgroup (Devos & Banaji, 2005; Ng Tseung-Wong & Verkuyten, 2010; Waldzus et al., 2004; Wenzel et al., 2003).

For example, when young and senior workers compared themselves as part of the shared "workforce" SC, they'll try to compare each other in several dimensions (kindness, performance, etc). However, due to ingroup projection, ingroup and outgroup will have differences in relation to the prototype created of such SC, evaluating each other negatively (Laureano, 2016; Wenzel et al., 2007).

With this in mind, we decided to add the RIP, or Relative Ingroup Prototypicality, as a mediator of the effect of Functional Indispensability on Succession. More precisely, indispensability reduces prototypicality, which then reduces succession.

Moreover, in the next point of this chapter, we will give a small presentation on the contextual variables we mentioned above, that may have an interactional effect on the main relation between Functional Indispensability and Succession.

### **2.1.3. Contextual Moderating Variables**

#### ***2.1.3.1. Ingroup Threat***

As explained by the Social Identity Theory (Tajfel & Turner, 1986), advantaged groups wish to maintain their prestigious social identity and status, with the intention to gain group self-esteem. Thus, other disadvantageous groups threaten the hegemony of this prestigious social identity from the advantageous groups. This can lead to prejudice towards this disadvantageous groups, resulting in the advantageous groups feeling threatened and other aversive emotions (Esses, Medianu & Lawson, 2013; Outten, Schmitt, Miller & Garcia, 2012; Stephan, Renfro, Esses, Stephan & Martin, 2005; Wohl & Branscombe, 2009). Ingroup Threat comes then as the trigger for different aversive emotions that groups might feel, creating group-based anger, felt towards both the advantageous and disadvantageous group (Gordijn, Wigboldus & Yzerbyt, 2001; Leach, Iyer & Pedersen, 2006). Groups can also feel anxiety and fear, which may then lead to them being incapable to cope with the ingroup threat (Dumont, Yzerbyt, Wigboldus & Gordijn, 2003; Shepherd, Fasoli, Pereira & Branscombe, 2018). Thus, we propose that the negative effect of functional indispensability on succession will be attenuated if workers feel threatened.

#### ***2.1.3.2. Collective Angst***

When the ingroup is threatened, people tend to also feel Collective Angst, another group-based emotion (Jetten & Wohl, 2012; Wohl & Branscombe, 2009). Collective angst is closely related to fear, although these feelings can have in fact some distinction (Wohl, Branscombe & Reysen, 2010; Wohl, Giguère, Branscombe & McVicar, 2011). Fear is better linked with a current group danger or threat (Kamans, Otten & Gordijn, 2011; Kuppens & Yzerbyt, 2012). Angst is more connected to the group's future, and the possibility that it might not exist (Wohl & Branscombe, 2009). Moreover, studies show that both this emotions may

trigger collective action towards the threat in question, being fear more related to an action to undertake such threat and angst in ensuring that the future of the group will continue (Shepherd et al., 2018). In an example related to the study of this dissertation, adapted from Wohl *et al.*, (2010), we can say that if the young workers feel their groups future threatened, they might start creating manifestations and strikes to empower their groups strengths and ensure its future.

Thus, we propose that the negative effect of functional indispensability on succession will be attenuated if workers perceive angst.

### ***2.1.3.3. Turnover and Intentions to Emigrate***

Literature shows that discrimination perceptions – ageism, for example – lead to turnover intentions from the workers of different organizations. Turnover is then seen as a strategy to escape an employee current situation, be it, a planned behavior to leave such organization (Bothma & Roodt, 2013; Nunes 2015). For example, Bibby (2008) created a model to measure the effects that ageism would have in the turnover intentions. The study, conducted with young and senior engineer professionals in Florida, showed that the young workers felt more age discrimination and that this perception was positively correlated to the young workforce turnover from the organizations. This results shows risk for organizations, as they can lose competent employees and competitive advantage (Bibby, 2008; Nunes, 2015).

The turnover intentions makes one think about the deterioration of the labor market and its instability, in Portugal and Europe in general, which also leads feelings of discrimination, especially from the young workers, which then leads to the highest emigration rates ever seen in our country – reducing the active population of the country and its sustainability (Peixoto, 2012; Nunes, 2015).

With this in mind, and as we will describe further, we decided to see the relation that the “turnover intentions towards the country”, or Intentions to Emigrate could have in the effect of Functional Indispensability on Succession.

### ***2.1.3.4. Retirement Intentions***

Following the turnover idea, authors mention the transition in retirement as a form of turnover itself (Adams & Beehr, 1998). However, instead of being just a planned behavior to leave an organization or the current job, it is also about quitting one’s career (Munderlein, Ybema & Koster, 2013). Furthermore, in accordance with the Work Role Attachment theory, retiring implies not just detaching from a job, but from various work roles, the job, the organization and the career itself. This becomes harder the more one desires to maintain the work role in general, being that leaving it may cause a loss of self-identity (Adams, Prescher, Beehr & Lepisto, 2002; De Coen, Forrier & Sels, 2015). On the other hand, we assume that if a senior worker desires retirement, he/she will support his/her succession. We applied these conceptualizations on our study with the senior workforce, as we will explain further.

### ***2.1.3.5. Social Status***

Social status is related to the Social Identity Theory (Tajfel & Turner, 1986) and its proposal that intergroup comparisons are done in search of a positive social identity, leading to discrimination from the ingroup towards the outgroup. Consequently, authors have argued that these intergroup comparisons lead to socio-structural asymmetries, such as group size, power and/or prestige, concepts that are contextual contingencies in social psychology of intergroup behavior and that are underlined in most real-life intergroup relations (Sachdev & Bourhis, 1984; Tajfel, 1972).

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In a later study, Sachdev & Bourhis (1985) found that subjects think of dominant groups to have higher status and be in majority in relation to other disadvantageous groups, even if in demographic factors, this is not the case. For example, in South Africa, although white people are, in group numbers, a minority, their power and status are still higher than the black people of the country, due to the apartheid policy. The black end up being ascribed with low status a holding little institutional power in relation to the “dominant minority”.

Because of this reason, and the ones mentioned in the ageism review of this dissertation, we find it important to have Social Status as a concept to take into account when dealing with age discrimination.

### ***2.1.3.6. Work Satisfaction***

Work Satisfaction can be defined as an attitude, emotional state or positive evaluation that is connected with the expectancies towards work, its results, and the experiences lived within by an individual (Cunha, Rego, Cunha & Cabral-Cardoso, 2007; Lima et al., 1994). However, many authors have been trying to measure the concept of satisfaction at work through various different models (Gonçalves, 2014).

Firstly, the most commonly known is Maslow’s Pyramid of Needs (1954), which defined satisfaction as an attitude of an individual in order to satisfy their needs, having different hierarchical levels according to the realization, being that work could be inserted at a third level.

The second is a model of social context that sees work satisfaction as a stable and permanent attitude, which is based on an evaluation between the work characteristics adjusted to the desires and norms of the groups and the individual as a reference (Korman, 1974).

The third is based on the Values theory proposed by Locke (1976), that relates work values with satisfaction. This relation is created in two fronts, between the difference of what

an individual truly wants and what they get in reality, and the importance given to what the individual desires in different parts of the work (remuneration, stability, etc).

With this in mind and being work satisfaction one of the most studied and important variables in organizational behavior (Cunha et al., 2007), we decided to bring it to the studies developed in this dissertation, as a possible moderator.

### **2.1.4. The Proposed Studies**

To summarize what we have been exposing throughout this theoretical review, we have identified a gap in studying intergroup relations, particularly in work concepts and specifically with age, being that there are still a lack of social and work variables to research and take into account when talking about the succession intentions of the senior workforce, and how these intentions could be diminished. Concomitantly, functional indispensability has been studied in national/ethnic intergroup contexts, but not yet applied to age-based groups.

In this sense, we come to follow previous works that have been trying to access such variables and responses (Laureano, 2016), and we proposed to study Functional Indispensability in an organizational context, as a variable that can influence, from the young and senior workforce perspective, the Succession of the last.

In this sense, and for the first time, we propose to study the Succession intention from not only the young workers perspective, but from the senior workers perspective of themselves, creating two different studies that complement each other.

Additionally, we also intend to test the role that several different variables can have in the effect between Functional Indispensability and Succession. These variables are common in social and organizational studies, but some have never been applied to this specific context.

Further, we present our 3 different models used in both studies, one for the main relation between the main variables, other for the mediation created with RIP, and a third for the



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moderations done with all the different contextual variables. We also present the 3 hypothesis created for each of these and for both studies as well, designated as seen next:

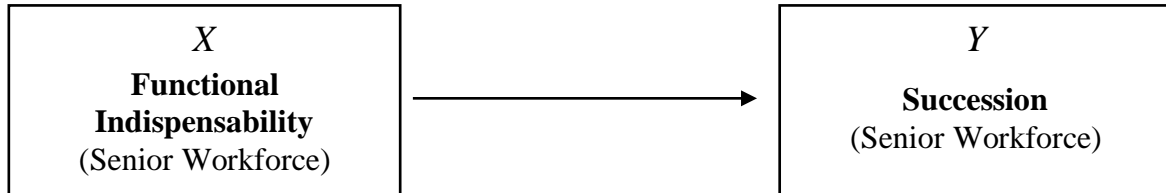


Figure 1: Main investigation model: the effect of Functional Indispensability in Succession.

*Hypothesis 1 (H1):* Young (Study 1) or senior (Study 2) workers, when confronted with a condition of high indispensability of the senior workers, will support less the Succession of the senior workforce.

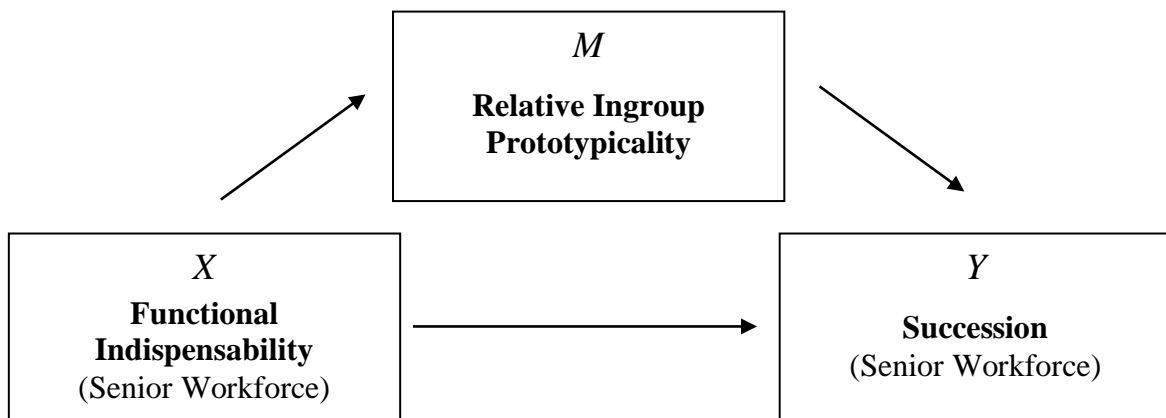


Figure 2: Mediation model: Relative Ingroup Prototypicality as a mediator between the relation of Functional Indispensability and Succession.

*Hypothesis 2 (H2):* The RIP of young and senior workers will mediate the effect between Functional Indispensability and Succession.

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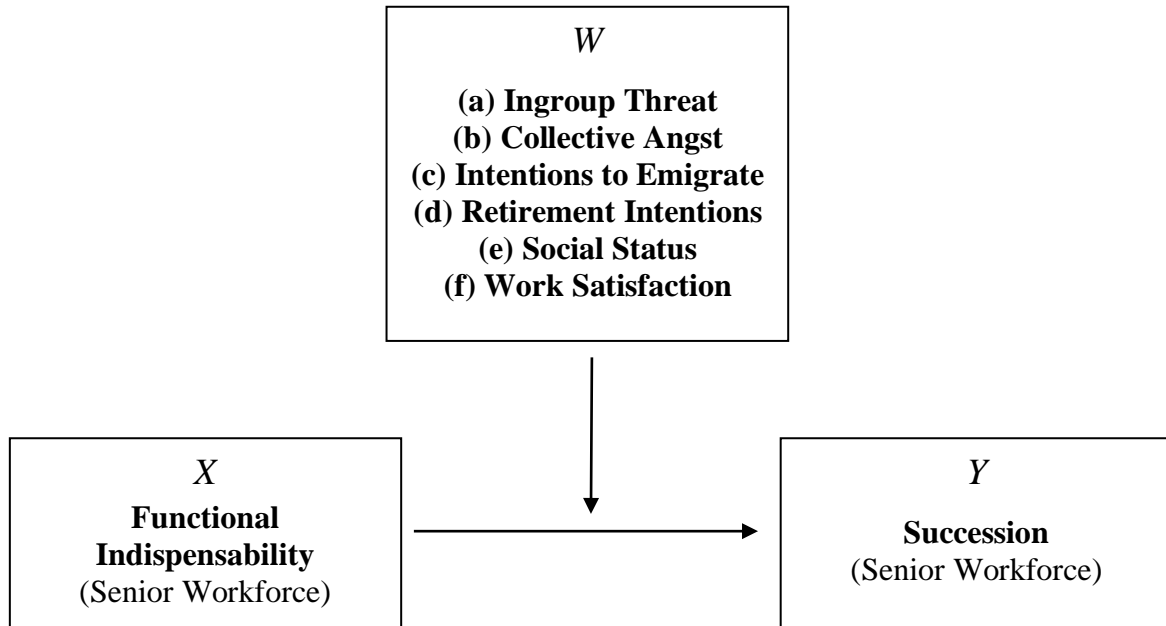


Figure 3: Moderation models: The variables (a), (b), (c), (d), (e) and (f) as moderators between the relation of Functional Indispensability and Succession.

*Hypothesis 3a (H3a):* Ingroup Threat from young and senior workers, moderates (attenuates) the effect of Functional Indispensability on Succession.

*Hypothesis 3b (H3b):* Collective Angst from young and senior workers, moderates (attenuates) the effect of Functional Indispensability on Succession.

*Hypothesis 3c (H3c):* Intentions to Emigrate of young workers (Study 1), moderates the effect of Functional Indispensability on Succession (to explore whether it exacerbates or attenuates the effect).

*Hypothesis 3d (H3d):* Retirement Intentions of senior workers (Study 2), moderates (attenuates) the effect of Functional Indispensability on Succession.

*Hypothesis 3e (H3e):* Social Status of young and senior workers, moderates the effect of Functional Indispensability on Succession (to explore whether it exacerbates or attenuates the effect).

*Hypothesis 3f (H3f):* Work Satisfaction of young and senior workers, moderates (exacerbates) the effect of Functional Indispensability on Succession.

## Chapter 3

### Empirical Studies

For this dissertation we designed two field experiments, one that tests the effect of Functional Indispensability on Succession, from the young workforce perception of the senior workers – Study 1 – and a second one that tests the same effects from the senior workforce perception of themselves – Study 2.

#### 3.1. Study 1

##### 3.1.1. Participants

Because we wanted to measure the perception of the young workforce, the participants had to be workers of ages comprised between 18 and 30 (young workforce). These ages are within the range that represent the young workforce, being in the beginning of their professional career (Evans, 2016). We used a non-probabilistic sample, “snowball type” where we included 150 participants (of which there was a sample variety throughout the study, due to missing responses or participants dropping out) of various nationalities, but all Portuguese speakers, as the main instrument of the study, the questionnaire, was also in Portuguese. Forty (40), (26.7%) of them were male and 64 (42.7%) female, being that 46 (30.7%) participants preferred to omit their gender and not answer the question. The participants’ age was comprised between 19 and 30 years old ( $M=25.79$ ,  $SD=2.33$ ). In terms of their academic habilitations, 2 (1.3%) of them have basic preparatory studies or corresponding, 13 (8.7%) finished high school or similar, 43 (28.7%) have a bachelor’s degree and 47 (31.3%) have post graduate studies (master’s degree or similar), with 45 (30%) participants deciding to omit their answer to this question. Regarding their professional life, 126 (84%) of the participants were working at the time, 8 (5.3%) were unemployed and 16 (10.7%) had already worked but were not working at the time (e.g. worked

in the past but are currently studying). Because all of the participants had already started their career, we decided to validate them all for the current study as professional workers.

All the data were collected between May and July 2019 and was analyzed with the package SPSS, version 25.

### **3.1.2. Design and Procedure**

For the purpose of this research, we designed an online experimental study on Qualtrics (Provo, UT). First of all, was a small briefing with the ethical informed consent, where we explained in what consisted the study, its duration, and assured the confidentiality of it by asking a question about accepting or not to participate in such study. Negative responses were automatically redirected to the end of the survey page. After the given informed consent, a small message with contacts appeared, and the sociodemographic identification questions followed: age group (<18 years; 18-30 years; 31-54 years; 55-65 years; and >65 years); exact age; and employment condition (yes; not yet or studying; no or worked but now I study; no or unemployed; not anymore or retired). The intention behind this first sociodemographic questions came from the fact mentioned above about the age and employment requirements to participate in this study, as we were only looking for people starting their careers – with ages comprehended between 18 and 30 years old – and already employed. People who did not match this criteria were redirect to a final explanation of the eligibility of the study and a thank you message, followed by the end of the survey. On a second part, some group identification questions were asked in order to define the ingroup and the outgroup for the rest of the study, be it, young workforce and senior workforce. On the third part we used the experimental manipulation adapted from Guerra *et al.* (2013) in their studies with migrants and the effect of Social and Functional Indispensability. This manipulation was done by adapting two newspaper articles, one for each experimental condition. One of the news, the high functional

indispensability condition, was taken from an online newsflash interview in the Portuguese journal “Público” to José Vieira da Silva, Portuguese Minister of Work, Solidarity and Social Security at the time, where we adapted the title and text to give the idea that the senior labor force was indispensable to the general organization workforce. The other news, the control condition, was also adapted from the same online journal page, “Público”, and is an interview to a nutritionist whom is giving a workshop on healthy eating habits. This news was also altered and intended to have a random subject in order to distract the participants. We were able to randomly sort the news between participants using the Qualtrics software itself, with a between-subjects option design. On a fourth part, we measured all the dependent variables. The survey ends with some final sociodemographic questions – gender, education, nationality, type of job and longevity of professional life – and a complete debriefing explaining the conditions of the study and the manipulation experiment, with the links to the real public news used. Finally, in the debriefing, we explained how we altered the news for the purpose of the study and gave the links to the real online news. The study survey had an estimated duration of 7 to 10 minutes maximum.

### **3.1.3. Dependent measures**

#### ***3.1.3.1. Main measures***

If not otherwise stated, we used a Likert-type response scale ranging from “1-Totally Disagree” to “7-Totally Agree”

#### *Manipulation check*

To check the manipulation, an item was presented asking: “According to the article, to what extent are senior workers indispensable to the workforce?”, to measure the manipulation

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check itself. We applied a 7-points Likert scale that ranges from “Not Indispensable” to “Very Indispensable”.

### *Succession scale*

To measure Succession, we adapted the Intergenerational-tension Ageism scale: Succession, Identity and Consumption (SIC), from the works of North and Fiske (2013a). This scale has three dimensions: Succession, Identity and Consumption. However, since for the construction of this research the variable examined was just Succession, only the 8 items corresponding to this variable were used, (example: “Most senior workers do not know when it is time to clear the way for the younger generation”), ( $\alpha=.84$ ).

### *RIP scale*

For RIP, a 4-item scale was used. An example item was: “The group I consider most representative of true workers is the group of young workers”. The scale was adapted from Rosa and Waldzus (2012). Two items were directed at the ingroup and the same two items were presented again for the outgroup, and RIP was calculated as the difference between the items on the ingroup and on the outgroup. Although the items targeting the outgroup were correlated, and those targeting the ingroup were also correlated, there was also a positive correlation between item 1 – targeting the outgroup – and item 2 – targeting the ingroup – when this correlation should had been negative. The same happened between item 2 and 3. Besides these items, other items had not a significant correlation too, as we present in Table 1. The measure is, consequently, not reliable, and we can assume this is due to the fact that the items were identical except for referring to ingroup or outgroup, and the participants did not pay attention or read the questions correctly. Nevertheless, we decided to conduct the mediation analyses hypothesized just for formative purposes, as we can't any conclusions from it.

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Table 1: *Correlation between RIP scale items – Study 1.*

	Proto_1	Proto_2	Proto_3
	(OG)	(IG)	(OG)
Proto_1	-		
Proto_2	.192*	-	
Proto_3	.430**	.297**	-
Proto_4	-.034	.512**	.068

\*\* $p < .01$ , \* $p < .05$

### ***3.1.3.2. Additional measures***

#### *Functional Indispensability scale*

Apart from the manipulation, we decided to measure the construct of Functional Indispensability by adapting the Functional and Identity Indispensability Scale (FIIS), referring to minority ethnic groups, from Guerra *et al.* (2016). This instrument is structured with a total of 12 items, which are distributed by its two dimensions: Identity Indispensability, consisting of 6 items and the Functional Indispensability, with 6 items as well. However, for the construction of this study, the variable used was the Functional Indispensability, so only the 6 items corresponding to this construct were presented (e.g.: “The future of the job market depends on the contributions of senior workers”), ( $\alpha=.86$ ).

#### *Ingroup Threat*

We used a 3-item scale adapted from Shepherd *et al.* (2018). And an example question was: “I think the current economic situation poses a threat to young workers”, ( $\alpha=.86$ ).

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### *Collective Angst*

Collective Angst was a variable measured through 2 different scales from Shepherd *et al.* (2018). The first scale related the variable with the origin country of the study, in this case, Portugal, and using items like the following example: “I feel confident that Portugal will survive”. The second scale had the exact same questions but with the difference that instead of being related to the origin country, it was linked with the ingroup of each participant. That being said, instead of showing “Portugal”, the items were grammatically altered to show “young workers” for this study, ( $\alpha=.84$ , for the Collective Angst in Portugal, and  $\alpha=.81$ , for the Ingroup Collective Angst).

### *Intentions to Emigrate*

The Intentions to Emigrate moderator was measured through one single adapted item from Nunes (2015), and just in this Study 1, for young workers participants. The item intended to determine the emigration intentions in relation to the country the participant was living and working, as seen next: “To what extent would you be willing to relocate to get a better job opportunity?”. A 5-point Likert scale was used to measure this item, ranging from “Little” (1) to “Much” (5).

### *Social Status*

Social Status was a variable measured through a scale adapted from Rosa and Waldzus (2012). We presented an image with two vertical arrows, each with “low status” written on the bottom and “high status” written at the top. Both arrows were divided in seven portions numbered from 1 to 7, from bottom to top. Therefore, 1 designated low status and 7, high status. Participants were asked to think about the Social Status of the young and senior workforce and then, to write a number from the image scale on the above item (1 to 7) in order to indicate the



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Social Status of both senior and young workforce. The measure consisted of the difference between ingroup (young) and outgroup (senior) status and the arrow scales showed the name of the outgroup first, depending on the study.

### *Work Satisfaction*

We used an item adapted from a scale in literature (Lima et al., 1994). The item asked in which measure was the participant satisfied with his or her job, considering all the circumstances related to it. We also advised participants to refer to their last work experience in case they were not working at the moment. The item had also a 7-point Likert scale, from “Extremely Unsatisfied” (1) to “Extremely Satisfied” (7).

### **3.1.4. Results**

#### ***3.1.4.1. Manipulation check***

The manipulation had no significant effect on the manipulation check variable ( $F(1, 104) = 0.05, p = .82, \eta^2_p = .001$ ). Participants in the high Functional Indispensability condition did not show a higher mean into the positive contribute of the senior workers ( $M=4.44, SD=2.26$ ), in comparison to the participants that had the control condition of the news manipulation ( $M=4.36, SD=1.37$ ).

#### ***3.1.4.2. Hypotheses’ testing***

##### *Effect of the different Functional Indispensability conditions on Succession (H1)*

We tested the effect of the Functional Indispensability manipulation on the Succession of the senior workers in the two different conditions – high and control – using a Univariate Anova.

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The statistic test showed no effect from the Functional Indispensability variable on Succession ( $F(1, 106) = 1.52, p = .22, \eta^2_p = .014$ ). This means that the participants did not diverge in their response, independently of the condition presented, be it, high condition ( $M=4.37, SD=0.90$ ), or control condition ( $M=4.14, SD=1.01$ ).

### *Effect of Functional Indispensability manipulation on the Functional Indispensability scale*

Being that the Functional Indispensability manipulation did not result in any effect, we decided to analyze the effect that Functional Indispensability manipulation had on the Functional and Identity Indispensability Scale (FIIS, Guerra et al., 2016). The manipulation did not have an effect on the adapted Functional Indispensability scale ( $F(1, 104) = 0.35, p = .56, \eta^2_p = .003$ ). Results show that the manipulation of Functional Indispensability did not affect the perceptions of Functional Indispensability itself, be it on the high condition ( $M=4.77, SD=0.87$ ), or the control condition ( $M=4.66, SD=1.01$ ). For these reasons, we decided to test the following hypotheses using the Functional Indispensability scale measure, instead of the experimental manipulation.

### *Relation between the Functional Indispensability scale and Succession*

To test the relation that the validated measurement of Functional Indispensability would have in the dependent variable, Succession, we did a simple linear regression.

The statistic test showed us that 36% ( $R^2=.36$ ) of the Succession variance was explained by Functional Indispensability. The model was marginally significant ( $F(1, 104) = 3.90, p = .051$ ), thus marginally supporting the hypothesis of negative significant association between Functional Indispensability and Succession ( $t(102) = -1.97, p = .051$ ): the higher the Functional Indispensability of the senior workers, the lower the Succession intentions ( $B = -0.19$ ).

*Mediation by RIP (H2)*

As we mentioned before, even though the scale was not reliable, we decided present the results for formative purposes.

Neither the experimental manipulation ( $p = .243$ ), or the correlation ( $p = .248$ ) showed any significant results on Relative Ingroup Prototypicality. Because of previous results with the correlation of the main variables, we tested *H2* using the Functional Indispensability scale (FIIS, Guerra et al., 2016) instead of the manipulation. To do this we used the Macro PROCESS 3.4 for SPSS from Hayes (2017), Model 4, using 10000 bootstrap samples to estimate percentile-based confidence intervals for indirect effects (see Figure 1 for conceptual model).

The results showed that the mediation model of RIP in the relation between Functional Indispensability and Succession was not significant ( $F(2, 103) = 2.36, p = .099$ ) and explained 4% ( $R^2=.04$ ) of the variance with Succession. The correlation between Functional Indispensability and the mediator variable, RIP, was not significant ( $B = 0.14, t = 1.16, p = .25, 95\% IC = -0.10, 0.39$ ). The same happened with the effect of the mediator variable on Succession, being not significant too ( $B = -0.07, t = -0.92, p = .36, 95\% IC = -0.22, 0.08$ ). The direct effect of Functional Indispensability on Succession was not significant ( $B = -0.18, t = -1.85, p = .07, 95\% IC = -0.38, 0.01$ ). The indirect effect on Functional Indispensability on Succession via RIP, was also not significant ( $B = -0.01, 95\% IC = -0.04, 0.01$ ).

**3.1.4.3. Additional measures**

To complete this study, and as already mentioned, we measured several complementary variables to assess whether these would moderate the relation between Functional Indispensability and Succession.

None of the moderator variables presented any effect as a consequence of the manipulation, so we also tested the relation between the Functional Indispensability scale (FIIS,

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Guerra et al., 2016) and the different moderators – just significant results will be presented. Because the correlation results presented as more promising, as we will see next, we decided to test the moderations with the Functional Indispensability scale, instead of the experimental manipulation.

For these moderations, we used again the PROCESS macro for SPSS from Hayes (2013), Model 1, having the variables mean-centered. Table 2 shows the correlations between these variables:

Table 2: *Correlation between the measured variables – Study 1.*

*\*\*p < .01, \*p < .05*

	1	2	3	4	5	6	7	8
1. Functional Indispensability (FIIS)	-							
2. RIP	.113	-						
3. Succession	-.190*	-.117	-					
4. Ingroup Threat	-.208*	.050	.009	-				
5. Collective Angst (Country)	-.170	.065	.133	.481**	-			
6. Collective Angst (Ingroup)	-.114	.054	-.044	.499**	.767**	-		
7. Intentions to Emigrate	.100	-.024	.003	-.059	.283**	.146	-	
8. Social Status	-.094	-.243*	-.076	.002	-.094	-.149	.001	-
9. Work Satisfaction	.255**	-.034	-.072	-.182	.216*	-.252**	-.062	.076

As we can see from the table above, the Functional Indispensability scale significantly correlated with the DV, Succession, and the moderators, Ingroup Threat and Work Satisfaction. Besides this, there were correlations between the two different Collective Angst scales – Country and Ingroup - and between the Ingroup Collective Angst and Intentions to Emigrate. There was also a significant correlation between both the Collective Angst scales and Work Satisfaction. Lastly, RIP correlated with Social Status. However, due to the low reliability of

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the RIP variable, we cannot take this into account. It is interesting, however, to see the significant correlations with the Work Satisfaction variable, that shows high potential as a moderator in the relation between Functional Indispensability and Succession.

Further, we will continue exploring these moderator variables one by one.

### *Moderation by Ingroup Threat (H3a)*

The manipulation had no significant effect ( $p = .267$ ); however, the correlation model explained 4% ( $R^2=.04$ ) of the variance between Functional Indispensability scale and Ingroup Threat. The model is significant ( $F(1, 104) = 4.68, p = .033$ ), and the association between Functional Indispensability and Ingroup Threat is significant ( $t(103) = -2.16, p = .033$ ) and negative ( $B = -0.27$ ).

As for the moderation, we followed the model presented in the description of the study (Figure 3), using, as mentioned before, the measure of Functional Indispensability (FIIS), instead of the manipulation.

The moderation model explained 4% ( $R^2=.04$ ) of the variation of Succession, and this was not a significant model ( $F(3, 102) = 1.41, p = .25$ ). Additionally, Functional Indispensability had a negative association with Succession, ( $B = -0.21, t(104) = -2.03, p = .04$ ), while Ingroup Threat did not show an association with Succession ( $B = -0.05, t(104) = -0.62, p = .53$ ). Moreover, there was not a significant difference on Succession as a result of the interaction ( $R^2_{chng}=0.000$ ), ( $F_{chng}(1, 102) = 0.00, p = .96$ ), which means that there was no moderation caused by Ingroup Threat ( $B = 0.00, t(104) = 0.46, p = .96$ ).

### *Moderation by Collective Angst (H3b)*

We tested a similar model to the previous one (Figure 3, on Chapter 2), however, we tested a different moderation regarding the two different co-variables within the Collective

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Angst – Country (Portugal) and Ingroup (young workers) – as we present further. The Functional Indispensability scale, was, once more, preferable compared to the manipulation.

For the Collective Angst regarding the Country, we see that the model explained 5% ( $R^2=.05$ ) of the variance in Succession, being this was not a significant model ( $F(3, 102) = 1.93, p = .13$ ). Besides, there was no significant difference on Succession because of the interaction ( $R^2_{chg}=0.010$ ), ( $F_{chg}(1, 102) = 1.08, p = .30$ ), which means that there was no moderation ( $B = 0.08, t(104) = 1.04, p = .30$ ), so, Collective Angst towards the Country (Portugal) does not moderate the relation between the X and Y. Furthermore, Functional Indispensability did not have a negative association with Succession ( $B = -0.50, t(104) = -1.54, p = .13$ ), neither had the moderator variable, Collective Angst, on Succession ( $B = -0.38, t(104) = -0.79, p = .43$ ).

As for the Collective Angst towards the ingroup, the model explained 4% ( $R^2=.04$ ) of the variance in Succession, and it was not a significant model ( $F(3, 102) = 1.55, p = .21$ ). There was not also a substantial change on Succession because of the moderation ( $R^2_{chg}=0.000$ ), ( $F_{chg}(1, 102) = 0.01, p = .89$ ), which means that there was no moderation ( $B = 0.01, t(104) = 0.13, p = .89$ ), thus, Collective Angst (Ingroup), does not moderate the relation between Functional Indispensability and Succession. Yet, in this case, Functional Indispensability had a negative association with the DV, Succession ( $B = -0.20, t(104) = -2.05, p = .04$ ), but, the moderator variable, Collective Angst, did not ( $B = -0.09, t(104) = -0.88, p = .37$ ).

### *Moderation by Intentions to Emigrate (H3c)*

The manipulation did not have any effect on the moderator ( $p = .478$ ). The correlation was also not significant ( $p = 1.056$ ). As for the moderation, with the Functional Indispensability scale, we once again used PROCESS (Hayes, 2017) and the following, similar, model (Figure 3).

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The moderation model explained 4% ( $R^2=.04$ ) of the variance in Succession, not being again a significant model ( $F(3, 102) = 1.34, p = .26$ ). The interaction did not have a significant association with Succession ( $R^2_{chg}=0.002$ ), ( $F_{chg}(1, 102) = 0.19, p = .66$ ), so, Intentions to Emigrate did not moderate the relation between Functional Indispensability scale and Succession ( $B = 0.03, t(104) = 0.44, p = .66$ ). Additionally, there was a negative association between FIIS and Succession, or X and Y ( $B = -0.20, t(104) = -2.01, p = .05$ ), but this did not happen between the moderator variable, Intentions to Emigrate, and Succession, the dependent variable ( $B = 0.01, t(104) = 0.14, p = .89$ ).

### *Moderation by Social Status (H3d)*

The results of the manipulation ( $p = .880$ ) and the correlation ( $p = .336$ ) with the moderator variable Social Status were both not significant, so we once again refrained from presenting them.

The moderation was done following the model presented before (Figure 3), similar to the previous ones. The Social Status moderator model variance explained 4% ( $R^2=.04$ ) of the variance in Succession, not being a significant model ( $F(3, 102) = 1.56, p = .20$ ). The moderation did not have also a significant effect on Succession ( $R^2_{chg}=0.002$ ), ( $F_{chg}(1, 102) = 0.18, p = .67$ ), being that the moderation did not produce any relation ( $B = -0.03, t(104) = -0.42, p = .67$ ), thus, Social Status did not moderate the relation between Functional Indispensability and Succession.

The correlation between Functional Indispensability and Succession, the moderation did not produce any differences, being that there was not a significant association between the two ( $B = -0.19, t(104) = -1.89, p = .06$ ). The same happened between the relation of the moderator variable, Social Status, and Succession, the dependent variable ( $B = -0.05, t(104) = -0.83, p = .41$ ).

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### *Moderation by Work Satisfaction (H3e)*

Although the results of the manipulation did not have significant results ( $p = .250$ ), in regard the correlation between the Functional Indispensability scale and the Work Satisfaction moderator, we see that the model explained 7% ( $R^2=.07$ ) of the variance between Functional Indispensability and Social Status. The model was significant ( $F(1, 104) = 7.21, p = .008$ ), being that it supported the correlation between Functional Indispensability and Work Satisfaction ( $t(103) = 2.68, p = .008$ ), then, we see that there was a positive correlation between the Functional Indispensability scale and Work Satisfaction ( $B = 0.43$ ).

The moderation was done following the same model as the previous ones, using the Functional Indispensability scale as the independent variable (Figure 3, for conceptual model).

Regarding the moderation, the model explained 8% ( $R^2=.08$ ) of the variance in Succession, existing, in this situation, a significant model ( $F(3, 102) = 2.80, p = .04$ ).

Additionally, there was not a correlation between Functional Indispensability and Succession ( $B = -0.19, t(104) = -1.90, p = .06$ ), and that this also happened between the moderator variable, Work Satisfaction, and Succession, ( $B = -0.01, t(104) = 0.17, p = .88$ ).

There was, as mentioned, a significant moderation in Succession ( $R^2_{chg} = 0.039$ ), ( $F_{chg}(1, 102) = 4.26, p = .04$ ), so, the interaction created had significant negative effect on Succession ( $B = -0.10, t(104) = -2.06, p = .04$ ): Work Satisfaction moderated the relation between Functional Indispensability and Succession. Simple slope analysis in Figure 7 (Aiken & West, 1991) shows that the level of Work Satisfaction influenced the relation between Functional Indispensability and Succession, decreasing the Succession intentions of the senior workforce by the young workers. The conditional effect values showed that in the low Work Satisfaction level there was not a significant effect ( $p = .64$ ), but the mean level showed already some significance ( $p = .02$ ), increasing in the high Work Satisfaction level ( $p = .01$ ). Therefore, Work



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Satisfaction increases the already existent negative correlation between Functional Indispensability and Succession, as hypothesized (*H3f*).

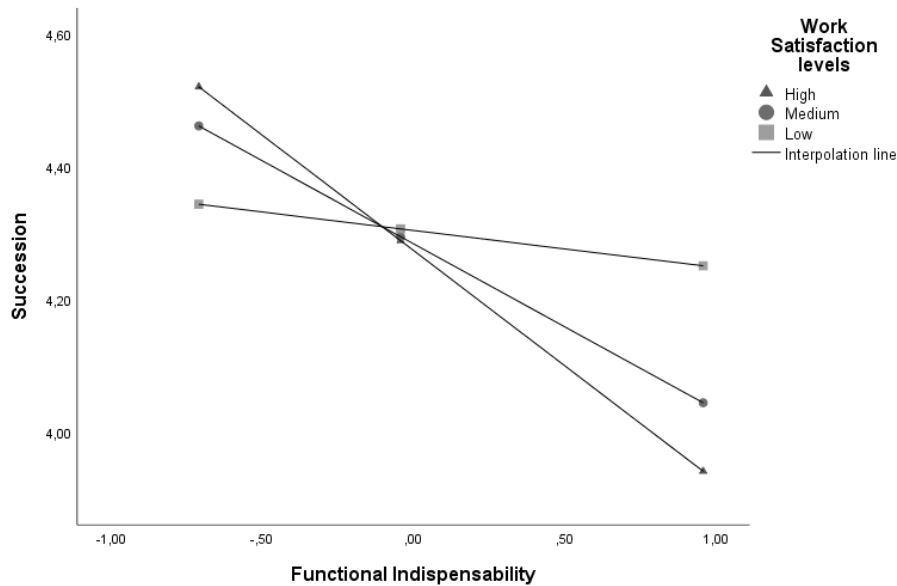


Figure 4: Simple slopes of Moderation of Work Satisfaction between Functional Indispensability and Succession – Study 1.

### 3.1.5. Discussion

We aimed to do an experimental study where a manipulation was created to test the effect that Functional Indispensability would have on Succession in different conditions, high and control. In Study 1, the participants were the young workers, in order to see if these would change their ageist responses towards the senior workforce. However, as seen in the above described results of this first study, the manipulation did not work in any of the presented cases or variables tested.

That being said, our initial hypothesis (*H1*), that the young workforce, when faced with the high Functional Indispensability condition of the senior workers, would support less the Succession of the same senior workers, thus creating a negative effect between the two variables, was not supported. What the results showed instead is that, having the high condition or the control one does not have an impact in supporting – or not – the succession of the senior workforce, opposing to what we aimed to test.

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Furthermore, we tested the same model with the adapted version of the FIIS scale (Guerra et al., 2016) instead of the manipulation. Although marginally ( $p = .05$ ), we found support of a negative association between Functional Indispensability and Succession. In fact, young workers, who have a perception of senior workers as functionally indispensable to the SC of “workers”, show a decrease in their succession intentions towards those same senior age group of workers.

Moreover, within the course of this study, we continued by exploring the mediation and moderator models, proposed in our second and third hypothesis.

The mediation model showed no promising results due to various limitations, primarily caused by the low reliability of the RIP scale. Due to this reason, no conclusions can be drawn from this mediation. In any case, the mediation did not produce any effects, thus not supporting our second hypothesis ( $H2$ ), that Relative Ingroup Prototypicality mediates the relation between Functional Indispensability and Succession, meaning that the prototypicality of the young workforce does not influences the Succession intentions from that same group towards the senior workers.

In relation to the various moderator models, where we explored several different contextual variables and the relation these could have in the already negative correlation between Functional Indispensability and Succession, the results happened to be diverse regarding each of the moderator variables. As a reminder, because the manipulation did not have any effect on any of the main or additional variables, we decided to do the moderations with the FIIS adapted scale (Guerra et al., 2016).

In the case of Ingroup Threat, it was interesting to see that a correlation between the Functional Indispensability scale and the moderator was significant, supporting the idea that the more the young workforce sees the senior workforce as indispensable, the more they feel their ingroup, the young workforce (in this case), is threatened. This result follows what has

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been written in theory, as we will explain on the general discussion of this dissertation. However, the correlation with Succession did not show any promising results, neither did the moderation interaction, denying the first of our third hypothesis (*H3a*), being that high levels of Ingroup Threat do not increase Succession intentions from the young workers about the senior workers.

For Collective Angst, there were no significant correlations. The conclusions taken from this moderation are simple: the young workforce does not fear their group's future and Functional Indispensability does not relate to this fear of future group identity, neither does Succession. This happened both regarding the country (Portugal) and with Ingroup Collective Angst, thus, going in contrary to what we previously proposed in our third hypothesis (*H3b*).

For the Intentions to Emigrate the results were similar. Here we can say that the fact that this was a single item in the middle a questionnaire measuring several different variables may have been a cause for such irrelevant results with this particular moderator. Therefore, the idea that young workers, when faced with a high indispensability condition of the senior workers, increase their intentions to emigrate and the succession intentions of these same senior workers, is not supported (*H3c*).

Social Status also did not show any effect from the manipulation and also no correlation with the Functional Indispensability scale. The moderation interaction also shows that the expected correlation did not support our hypothesis (*H3e*) that the higher the Functional Indispensability of the senior workers, puts them with a high ingroup status and therefore diminishes the Succession intentions from the young workers towards them.

Finally, promising results were presented with our final third hypothesis (*H3f*). Although the manipulation did not have any effect on Succession, Functional Indispensability was in fact correlated with Work Satisfaction. The moderation interaction supported our hypothesis, in particular at a medium and high levels. This results give support to the idea that

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Work Satisfaction can decreased the Succession intentions from the young workforce towards the senior workers. In fact, what this suggest is that the more they see the senior workforce as indispensable, and the more they are happy with their job, the less they want the Succession of the senior workers.

All these results were presented above and will be further discussed in the general discussion of these dissertation, where we relate them the relevant theory, drawing implications and limitations for future research.

### **3.2. Study 2**

#### **3.2.1. Participants**

Because this time we wanted to measure the perception of the senior workforce about themselves, the participants had to be workers with the age of 55 years or older (senior workforce), being, those who were about to finish their careers but were not retired yet.

Again, we used a non-probabilistic sample, “snowball type” where we included 19 participants (this sample was small due to the access to the online questionnaire from older workers) of different nationalities, but also all Portuguese speakers, because the main instrument of the study was, like in Study 1, in Portuguese. 6 (31.6%) of the participants were male and 7 (36.8%) female. 13 (68.4%) of the participants opt to not reveal their gender. The ages were comprised between 55 and 70 years old ( $M=60.00$ ,  $SD=4.30$ ). Regarding their academic habilitations, 4 (21.1%) of them finished high school, 5 (26.3%) hold a bachelor’s degree and 2 (10.5%) have post graduate studies (master’s degree or other graduation). 8 (42.1%) participants chose to not reveal their academic literation. Professionally, and in accordance with study 1 – in both studies, the participants had all started working, so they were all included in the study - 17 (89.5%) of the participants were working, 1 (5.3%) had a career

but was not working anymore (e.g. worked in the past but is currently on sabbatical), and 1 (5.3%) was unemployed.

Because of the very limited number of participants, no conclusions can be taken from it.

### **3.2.2. Design and Procedure**

The procedure used in Study 2 was exactly the same as in Study 1, with the slight difference that, whereas Study 1 was done for the young workforce (18-30 years), this one, Study 2, was presented to the senior workforce (from 55 years onwards). Everything else was done as in Study 1.

### **3.2.3. Materials**

#### **3.2.3.1. Measures**

All measures were the same as in Study 1. However, to keep the order of ingroup and outgroup presentation, all instances where “young” appeared in Study 1 were replaced by “senior”, and vice versa.

Besides this change, only the Intention to Emigrate measurement (Nunes, 2015) was not presented, being replaced by a question with two items to measure the Retirement Intentions of the participants, adapted from De Coen *et al.* (2015) and more appropriate for these participants. The first item asked the age gap in which the participants would like to retire if they did not have any restrictions (e.g.: economy, family...) and was composed by a 5-item scale that went from 1, “55-60 years” to 5, “>75years”. The second item asked the precise age to which the senior respondents planned to retire and had a blank space for them to write their answer in numbers.

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Nonetheless, and as in Study 1, we created various composite index scales for the different variables with more than one item. For Study 2, Succession ( $\alpha=.63$ ); FIIS – Functional Indispensability Scale ( $\alpha=.78$ ); RIP (see the below table, Table 3); Ingroup Threat ( $\alpha=.27$ ); Collective Angst on the country ( $\alpha=.87$ ) and on the ingroup ( $\alpha=.75$ ). It is important to mention that a some of these scales had a low reliability value due the fact that the sample was really small. Plus, a couple of the items were inverted, just like in Study 1, and therefore, lowered the reliability of the scale. As in the previous study, due to the low reliability of the RIP scale, we decided to not take any inferences of the mediation model done with this scale, as well as with Ingroup Threat moderation.

Table 3: Correlation between RIP scale items – Study 2.

	Proto_1	Proto_2	Proto_3
	(OG)	(IG)	(OG)
Proto_1	-		
Proto_2	.000	-	
Proto_3	-.475	.502	-
Proto_4	.329	.380	.192

\*\* $p < .01$ , \* $p < .05$

### 3.2.4. Results

It important to reinforce that due to this limitation with the participants (senior workforce), all results would be severely underpowered and, thus, no conclusions can be taken. Because of this, we decided to refrain from presenting such results, presenting just the correlations between the variables (Table 4):

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*Table 4: Correlations between the measured variables – Study 2.*

	1	2	3	4	5	6	7	8	9
1. Functional Indispensability (FIIS)	-								
2. RIP	.433	-							
3. Succession	-.526	.028	-						
4. Ingroup Threat	-.072	-.353	.235	-					
5. Collective Angst (Country)	-.387	-.129	.170	.183	-				
6. Collective Angst (Ingroup)	-.207	-.380	.000	.146	.646*	-			
7. Retirement Intentions (Item 1)	.287	.258	-.240	.220	-.449	-.379	-		
8. Retirement Intentions (Item 2)	-.352	-.306	-.040	.072	-.101	.224	.517	-	
9. Social Status	-.345	-.029	.368	.095	.024	-.472	.315	.276	-
10. Work Satisfaction	.563*	.388	-.420	.235	-.194	.039	.670*	.316	-.191

\*\* $p < .01$ , \* $p < .05$

This time, the above presented table shows that there's no significant correlation between most of the variables. The Collective Angst variables do have a correlation between each other, and the Functional Indispensability scale has a marginally significant correlation with the Work Satisfaction, which showed again high potential as a moderator. Work Satisfaction also has a correlation with the first measure item of Retirement Intentions.

The results presented confirm what we have already mentioned: because of the low number of participants, no interpretations should our will be taken from this study.

## Chapter 4

### General Discussion

The present dissertation proposed an initial objective of understanding the effect that Functional Indispensability, the main variable, would have on Succession, both from the young workforce towards the senior and from the senior workforce perception of themselves. Additionally, we proposed a mediation model based in past research (Laureano, 2016), using Relative Ingroup Prototypicality as a mediator. This was our second hypothesis. Finally, and for the first time, we also decided to had several new workplace contextual variables that acted as moderators of the main relation: Ingroup Threat, Collective Angst, Intentions to Emigrate (applied to the young workforce), Retirement Intentions (applied to the senior workforce), Social Status and Work Satisfaction. These created our third hypothesis, as seen in the beginning of this dissertation.

Having this in mind, we created 2 different studies, measuring the same 3 hypothesis, however, focused on different groups, young and senior workforce, respectively. For this, we create an experimental manipulation, done with an alteration of an online news, to test the effect Functional Indispensability had on Succession. We created two conditions for these, using two different news, one for high and one for control condition.

As mentioned in the studies discussion, the results were not significant, meaning that the experimental manipulation did not show any difference depending on the two conditions of the news. According to our first hypothesis, it was expected that the participants – young workers in Study 1 and senior workers in Study 2 (the discussion will focus only on Study 1 due to the limitations of Study 2) – when confronted with the high condition of the manipulation, supported less the Succession of the senior workforce, in Study 2, themselves. This did not happened, being that our first hypothesis was nulled in both studies. Reasons for this may be various. In theory, being this a variable taken from social and cultural studies and



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based on identity indispensability and social identity (Guerra et al., 2013; 2015; 2016; Weber & Hertel, 2007; Tajfel & Turner, 1986), its relation to the organizational context was hard to begin with. The results suggest that, although functional indispensability had significant effects in ethnic studies (Guerra et al., 2013), this may not be the case with work groups. The results support previous studies developed by Laureano (2016), which tested this effect in the workplace before, being that the experimental manipulation also was not significant. Another possible explanation is the fact that young individuals have already deep-rooted attitudes towards the elderly, about life and society, and how these processes should work. From early on, children are told a lot of these values, from their parents, from school, between others (Nelson, 2002). In this sense, it would be possible to suggest that the young workers from Study 1 have already preconceived ideas about the senior workers and that these were not changed by a simple news manipulation. On more practical terms, we can affirm that the manipulation news might have suffered from what other research examples suffered too, being too long (Guerra et al., 2013; 2015; Laureano, 2016). Furthermore, it is important to think on the form the participants were approached – through an online questionnaire. This can create a certain uncertainty to the validity of the results. How can we confirm that the participants read, in fact, the news? Other aspect might have been the order in which the news manipulation was presented in relation the DV, Succession, and the manipulation check itself, which were apart from each other. We had the manipulation news done in the beginning of the questionnaire, measure the mediation and moderator variables in the middle and only after access the manipulation check and the Succession scale, which might have created a big gap between the main experimental test, due to the big number of contextual variables in between. Participants might have completely forgot what the news said, in control or high condition of the news. For future reference, and this serves for all the variables measured without effect in the studies of this dissertation, maybe a laboratorial controlled study would have more significant results. If the participants new they

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were getting some compensation at the end, maybe more would participate, and in a controlled environment, results would have surfaced.

Seeing the results were not promising, we decided to continue the research test of our mediation and moderation models (hypothesis 2 and 3) using the measure of Functional Indispensability, FIIS (Guerra et al., 2016).

We started by seeing if there was any correlation between the two main variables. In Study 1, although 150 participants is a small sample for a correlational study, we confirmed a negative association between Functional Indispensability and Succession. These are important results, and even though they were not the initial proposition of this study, they show that these two variables can and should be studied further in organizational context. We can also speculate that young workers, when seeing the senior workers as more indispensable will have less succession intentions and have a more adaptive and integrative approach towards the old workers (Guerra et al., 2015; North & Fiske, 2015). This is a good outcome and comes following past research on the subject, giving contributions on how we can decrease intergroup conflict in the workplace. According to North and Fiske (2016), if young workers see the senior workers as a threat, they will feel the need to avoid them, while if measures are taken to improve the inter-generational gap, the contrary happened, they start seeing senior workers as opportunities to learn and development themselves (Nelson, 2016b). This correlation, although not conclusive due to the number of participants, supports past theory on the subject.

Moving forward, our mediation model was in fact nulled, not only due to the presented results but to the fact that the reliability of the scale was low. As we mentioned, we used the correlational test in order to proceed with the mediation, due to the promising results, however, in this case, our second hypothesis, where we proposed that RIP would mediate the relation between Functional Indispensability and Succession, did not supported past research. We could not draw any conclusions from it, but past research developed by Laureano (2016) confirmed a

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mediation model using the same mediator variable. Although this was done using the experimental manipulation, our test comes to contrary this previous result. However, because no conclusions can be drawn from these results, we will refrain discuss it further.

Finally, in our third hypothesis, we aimed to experiment with different contextual variables to see if any interaction would come of using them as moderators. Because of the results with the measure of Functional Indispensability, we proceeded to create the moderations with this same measure. Results for (a) Ingroup Threat, (b) Collective Angst, (c) Intentions to Emigrate, (d) Retirement Intentions, and (e) Social Status, were mostly nulled, thus not supporting our third hypothesis, however, with the last of these moderators, (f) Work Satisfaction, results showed in fact a significant interaction in Study 1. First, regarding the nulled cases, we can enumerate some practical limitations as the fact that most of these variables were measured in an extensive way. Although the questionnaire was fast to complete (7 to 10 minutes), we got feedback from a small amount of the participants that some of the questions were hard to answer and resulted in them losing a lot of time on them, thus, losing interest. Besides, this was the first time some of these variables were applied in this context of Functional Indispensability, which we can assume might be other of the reasons for these nulled results.

In relation to our hypothesis 3f, the one regarding Work Satisfaction, it is interesting to see that at a medium or high level of job satisfaction, Succession intentions decreased exponentially. As we mentioned in the literature review of this dissertation, Work Satisfaction is a concept studied by many authors in organizational behavior (Cunha et al., 2007). The model proposed from Korman (1974), gives us and idea of Work Satisfaction as a stable and permanent attitude, based on work characteristics but also the desired norms of an individual's ingroup. In this sense, many studies, like the one from Bibby (2008), developed a model to test the effect of Work Satisfaction on other organizational variables. In this case, young workers, when discriminated, increased their turnover intentions. Our studies contribute for these models

and theories, being that the young workers, when more satisfied with their work, would have less succession intentions towards the older workers, thus increasing the chances of both young a senior generation staying in the company. This hypothesis confirmed the need for further research between age groups, something we will explain next.

### **4.1. Future Research**

Something that we came to conclude with the studies developed throughout this dissertation is the fact of a big need for different research based on age groups and intergenerational conflict.

For example, it is important to look at ageism in a bidirectional approach. Because our studies were based on the age discrimination towards older workers, from young workers – in Study 1 – and from the older workers perspective of themselves – in Study 2 – we did not focus so much on the ageism towards younger workers. However, this is also significant to clarify the perception of succession from these younger workers to the older ones. That being said, we see that, nowadays, this concept is less associated directly with older workers and more related to age discrimination in general, and in various ages (Duncan & Loretto, 2004). There has been research that points the fact that young employees also suffer from ageism too (e.g. Age Concern, 1998; Department of Education and Employment, 2001; Loretto et al., 2000). Although most research is focused on stereotypes, prejudice and discrimination towards older workers, like how this group is usually less probable to be hired than younger candidates with the same qualifications (e.g. Avolio & Barret, 1987; Britton & Thomas, 1973), there is some of research that evidence ageism on the young workforce. For example, larger studies in Europe have been focused on young adults (e.g. Abrams, Eilola & Swift, 2009; Abrams, Russell, Vauclair & Swift, 2011; Sweiry & Willitts, 2012). Besides, Bal, Reiss, Rudolph and Baltes (2011), found a reliable tendency that showed the perception of younger personnel as less

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dependable than older ones (King & Bryant, 2017). Even more, Ducan and Loretto (2004) were able to find that young workers (under 25) had a higher perception of negative age discrimination in the workplace, especially when it comes to promotion for higher positions. The authors also determined that older workers (over 45) suffered from this type of discrimination too, being that these high levels of ageism would decline between the ages of 25 and 44, which proves that both young and senior workers may feel negative consequences of ageism. Again, the bidirectional approach becomes of the outmost importance.

The importance of this approach to both young and senior workforce is again mentioned in the studies developed by King and Bryant (2017). Based on recent research, and the idea of a necessity to explore generational variances in organizations, Joshi and colleagues (e.g. Dencker, Joshi & Martocchio, 2008; Joshi, Dencker & Franz, 2011; Joshi, Dencker, Franz & Martocchio, 2010) have claimed that there should be various more methods on how to study generational differences in the workplace. They stated that employees form a psychological contract of shared generational identities, and when these contracts are violated, negative consequences to the organization appear. Furthermore, Joshi *et al.* (2011), emphasized the idea that there should be a better and more positive intergenerational relationship between employees within an organization, based on generosity and mutuality. This academic research, that was after supported by Lyon and Kuron (2014), was the starting point for King and Bryant, whom, in 2017, developed the Workplace Intergenerational Climate Scale (WICS), which is a tool validated to measure fundamentals of positive intergenerational climate, and that, therefore, also promotes the idea of a research method directed to different age groups. In the same sense, this bidirectional approach is also largely mentioned in the meta-analysis done by Posthuma and Campion (2009). The authors reviewed 117 research articles and books about ageism at work and summarized the findings, giving also recommendations for future research, as well as practical recommendations for human resources management on the topic. They

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decided to label various types or situations of stereotypes in the workplace – mostly towards older workers – and give their analytical view on each matter. With this, they aimed to uncover what the literature really says about various ageism stereotypes. For example, stereotypes regarding the performance issues of older workers (e.g. Cuddy & Fiske, 2002; Gordon & Arvey, 2004; Hedge, Borman & Lammlein, 2006), coming from the idea that elderly handle stress worse and are less capable to perform their task, and, because of that, have less job performance (e.g. Duncan, 2001; Kite, Stockdale, Whitley & Johnson, 2005) is refuted in this meta-analysis. Posthuma and Campion (2009) show that there is little evidence for this stereotype and that performance can even improve with age, being that the reductions found were really small (Rosen & Jerdee, 1988). Furthermore, research shows that health and individual skill are more important to a good job performance than age itself (McCann & Giles, 2002). Other similar examples, regarding stereotypes towards older workers, are given, like how this group is harder to train (Britton & Thomas, 1973), or how this same group provides a lower return on investment, thanks to their perceived short tenure in the company (Hedge et al., 2006), however, most of these are refuted in the studied literature (Posthuma & Campion, 2009). More importantly, and following the idea that ageism is bidirectional, be it, existent in different age groups and between them (Duncan & Loretto, 2004), we have the example that older workers are more dependable and stable, honest and loyal, and more committed to the company (e.g. Broadbridge, 2001; Chasteen, Schwarz & Park, 2002). Although this is seen as a positive stereotype towards the older generation, to which is still required further research, according to the authors, this also proves that also that the young workforce suffers from age discrimination too (Posthuma & Campion, 2009). Additionally, and in agreement to what we did in this research, the authors also presented some potential moderators for the stereotypes previously presented. One of this moderators is the age of the person holding the stereotype. Supposedly, it is likely that older workers do not have such negative stereotypes about their own age group,

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when comparing to the young workforce's perception on this (e.g. Locke-Connor & Walsh, 1980; Shore & Bleicken, 1991). And, though there is some research that supports this idea that (Rupp, Vodanovich & Crede, 2005), most of it actually indicates that older workers have the same stereotypes as younger workers, and that tend to go through these stereotypes in decision making situations (Glover & Branine, 2001; Schwab & Heneman, 1978). Besides, research showed that older persons think of older persons as less skilled (Kite et al., 2005) and that this tends to diminished when older workers see themselves as part of their in-group, evaluating this age group of people more positively (Celejewski & Dion, 1998; Spears, Doosje & Ellemers, 1997).

Posthuma and Campion (2009) corroborate, with their meta-analysis, the need of having a bidirectional approach, and, even more, the need for (also) an auto-perception method, where research is developed with the assumption that different age groups also perceived themselves as discriminated and suffering from ageism. In the same logic and conferring with the research developed by Duncan and Loretto (2004), data presented on the European Social Survey 2008/2009 showed that the young age group is seeing as inferior or with an inferior status by the middle age group, as these admire and envy them, being them a threat in terms of employability and criminality (Abrams, Russell, Vauclair & Swift, 2011). Furthermore, Bibby (2008) reported that the most common forms of discrimination towards young workers are translated into defiance, bullying and the retainment in the same position, or the lack of promotion, besides having lower wages that the senior workers. More precisely, the young workforce as less perks comparing to older or middle age workers and feel they are seen as less responsible, being often and consequently treated as "errand-boys". Additionally, they affirm that older and more experienced workers are habitually chosen in regard to young, unexperienced workers (Bibby, 2008; Department for Education and Employment, 2001; Duncan & Loretto, 2004; Loretto, Duncan & White 2000; Nunes, 2015).

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Finally, in more practical terms it's important to develop researches in more controlled environments, so we can test different variables and ensure the quality of the responses. In terms of the organizations, we see from the results of this research that the improvement of communication and respect towards the senior workers and their functions within a company is something that decreases generational gaps between the groups. What we aimed with this comprehensive explanation of a bidirectional approach was to explain how the results of this dissertation interact to what is already stated theoretically: a need to explore different intergroup reactions in the workplace.



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ingroup. *Personality and Social Psychology Bulletin*, 36(7), 898–910. [doi.org/10.1177/0146167210372505](https://doi.org/10.1177/0146167210372505)

Wohl, M. J. A., Giguère, B., Branscombe, N. R., & McVicar, D. N. (2011). One day we might be no more: Collective angst and protective action from potential distinctiveness loss. *European Journal of Social Psychology*, 41(3), 289–300. [doi.org/10.1002/ejsp.773](https://doi.org/10.1002/ejsp.773)

Wolf, R. (2011). Medicare, Social Security running out of money faster. *USA Today*.

Zemke, R., Raines, C., & Filipczak, B., (2000). *Generations at Work*. American Management Association, New York.

## Attachments

### *Appendix 1:*

Qualtrics survey used for Studies 1 and 2.

(note that Qualtrics shows piped data, but whenever this was not possible, we show the survey for young workers)

#### **Introduction**

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## BEM-VINDO(A) AO ESTUDO "PERSPECTIVAS SOBRE TRABALHADORES EM PORTUGAL"

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Este estudo pretende analisar as perceções acerca dos trabalhadores enquanto grupo social. É um estudo efetuado no âmbito de uma dissertação de tese, no Mestrado em Psicologia das Relações Interculturais, do ISCTE-IUL.

Neste estudo, vamos pedir-lhe que leia um excerto de uma notícia e responda a algumas questões relacionadas com esse excerto. Não há respostas certas ou erradas: apenas importa a

sua opinião e sinceridade. É fundamental que leia todas as instruções e responda a todas as questões colocadas.

**Participação voluntária e confidencialidade**

A participação neste estudo é voluntária. Pode terminar a sua participação a qualquer momento sem qualquer tipo de consequência.

Todas as respostas são anónimas e não são analisadas individualmente. Os dados são tratados com confidencialidade e apenas para fins académicos.

**Riscos**

Não há riscos associados à sua participação no estudo. A participação dura cerca de 9 minutos.

Em caso de dúvida, pode contactar o mestrando Guilherme Franco através do e-mail: guilherme\_franco@iscte-iul.pt

**A sua participação é essencial para o resultado do trabalho. Agradecemos desde já a sua contribuição.**

**SE JÁ PARTICIPOU NESTE ESTUDO, POR FAVOR, NÃO VOLTE A PARTICIPAR!**

**Gostaria de participar neste estudo?**

**ESTÁ A TOMAR UMA DECISÃO SOBRE PARTICIPAR NO ESTUDO OU NÃO. AO RESPONDER "SIM", A SUA RESPOSTA INDICARÁ QUE DECIDIU PARTICIPAR, TENDO LIDO A INFORMAÇÃO DISPONIBILIZADA ACIMA.**

SIM, aceito participar.

NÃO, desejo sair agora.

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

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Muito obrigada pela sua participação no estudo que se segue!

**Por favor, tome nota deste e-mail:** [guilherme\\_franco@iscte-iul.pt](mailto:guilherme_franco@iscte-iul.pt)

**Se decidir por algum motivo deixar o estudo antes da conclusão do mesmo, por favor, envie-nos um e-mail para este endereço, dizendo apenas "AGE". Isto irá permitir-nos enviar informação importante sobre o estudo. O seu e-mail não será utilizado para nenhum outro fim. Obrigado!**

Pedimos que responda às perguntas que se seguem tendo em conta que não existem respostas certas ou erradas para o que perguntamos. A sua participação é voluntária mas um número reduzido de perguntas serão de resposta obrigatória.

Agradecemos a sua colaboração!

Guilherme Franco e Miriam Rosa

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Qual a sua idade?

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

< 18 anos

18-30 anos

31-54 anos

55-65 anos

> 65 anos

Estamos muito gratos pelo seu interesse em participar neste estudo. Contudo, pretendemos uma amostra com uma faixa etária específica e, por isso, não vamos poder contabilizar as suas respostas. Será, então, reencaminhado(a) para o final do estudo.

Uma forma alternativa de participar é reencaminhando o link deste estudo para potenciais participantes, sendo que agradecemos se o fizer.

Além disso, pode deixar-nos o seu e-mail caso tenha interesse em participar em estudos futuros. O seu e-mail será sempre tratado de forma anónima e não será utilizado para quaisquer outros fins.

Muito obrigado pela sua disponibilidade.

Guilherme Franco e Miriam Rosa

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Qual a sua idade em concreto? (em anos)

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE



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Tem emprego?

Sim

Ainda não (ex: a estudar e nunca trabalhei)

Não (já trabalhei e agora estou a estudar)

Não (desempregado(a))

Já não (reformado(a))

Estamos muito gratos pelo seu interesse em participar neste estudo. Contudo, pretendemos uma amostra de pessoas que estejam ativas no mercado de trabalho. Será, então, reencaminhado(a) para o final do estudo.

Uma forma alternativa de participar é reencaminhando o link deste estudo para potenciais participantes e agradecemos se o fizer.

Além disso, pode deixar-nos o seu e-mail caso tenha interesse em participar em estudos futuros. O seu e-mail será sempre tratado de forma anónima e não será utilizado para quaisquer outros fins.

Muito obrigado pela sua disponibilidade.

Guilherme Franco e Miriam Rosa

## ID

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## Browser Meta Info

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Browser: **Chrome**

Version: **77.0.3865.120**

Operating System: **Windows NT 10.0**

Screen Resolution: **1280x720**

Flash Version: **-1**

Java Support: **0**

User Agent: **Mozilla/5.0 (Windows NT 10.0; Win64; x64) AppleWebKit/537.36 (KHTML, like Gecko) Chrome/77.0.3865.120 Safari/537.36**

No mercado de trabalho português, existem inevitavelmente relações entre grupos sociais.

Dentro do grupo mais geral dos trabalhadores existem, por exemplo,  $\{e://Field/ingroup\}$  e  $\{e://Field/outgroup\}$ .

Tendo em conta as suas respostas a questões anteriores, percebemos que pertence ao grupo dos  $\{e://Field/ingroup\}$ .

### Nota importante:

"trabalhadores seniores" = trabalhadores com mais de 55 anos de idade.

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

"trabalhadores jovens" = trabalhadores com menos de 30 anos de idade.

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Gostaríamos de lhe fazer uma série de perguntas sobre os  $\{e://Field/outgroup\}$  e os  $\{e://Field/ingroup\}$  enquanto parte dos trabalhadores, no mercado laboral.

Por favor, responda o mais honestamente possível, e lembre-se de que todas as suas respostas são confidenciais.

**Quanto concorda com cada uma das seguintes afirmações?**  
Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 N C n D
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## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
Ser membro do grupo dos trabalhadores é um reflexo importante de quem eu sou	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu tenho laços fortes com outros trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho um forte sentido de pertença aos trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu destino está ligado ao destino de outros trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No geral, ser membro dos trabalhadores é uma parte importante da minha auto-imagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
Ser membro do grupo dos trabalhadores jovens é um reflexo importante de quem eu sou	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu tenho laços fortes com outros trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tenho um forte sentido de pertença aos trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O meu destino está ligado ao destino de outros trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
No geral, ser membro dos trabalhadores jovens é uma parte importante da minha auto-imagem	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

*Functional Indispensability manipulation: high condition.*

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**Por favor, leia o pequeno excerto da seguinte entrevista a José António Vieira da Silva, atual Ministro do Trabalho, da Solidariedade e da Segurança Social, publicada na página da internet do Jornal Público:**

# **P** PÚBLICO **JORNAL PÚBLICO**



**Na crise demográfica, força laboral sénior é “questão-decisiva”, diz Vieira da Silva.**

***Entrevistador/a:*** Com a economia Portuguesa atualmente em crescimento, como vê o governo a necessidade de uma força de trabalho cada vez mais diversificada?

***José Vieira da Silva:*** Face aos atuais desafios demográficos, o governo está focado em empregar trabalhadores de todas as idades. É imprescindível continuarmos a investir numa força de trabalho sénior, pois os trabalhadores seniores são indispensáveis para qualquer empresa. Por exemplo, as pessoas mais velhas são mais leais, mais capazes de resolver situações complexas e de tomar decisões cruciais. Percebemos que a força laboral ainda necessita dos trabalhadores seniores.

*Functional Indispensability manipulation: control condition.*

## Indispensabilidade Controlo

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**Por favor, leia o pequeno excerto da seguinte entrevista a Lillian Barros, Nutricionista responsável pelo workshop sobre alimentação saudável, publicada na página da internet do Jornal Público:**



### Não custa nada aprender a ter uma vida mais saudável

***Entrevistadora:*** Sabemos que a Lillian irá abrir um workshop sobre alimentação saudável. Como crê que esta iniciativa pode vir a contribuir para um melhor estilo de vida dos participantes?

***Lillian Barros:*** Este workshop vem contribuir decisivamente para que este seja um ano com saúde e peso adequado. Vai incluir uma avaliação de composição corporal, que permite que cada participante conheça a distribuição do seu peso. No fundo, é o ponto de partida para a alteração e adequação dos nossos hábitos alimentares, em busca de uma vida melhor. Achamos que os participantes irão ficar admirados com a forma como podem melhorar a sua alimentação da mais simples forma.

**Mediador (PE) e Moderadores (IR/IS, Ameaça e AC)**

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Gostaríamos de lhe fazer mais algumas perguntas sobre os trabalhadores jovens e os trabalhadores seniores enquanto parte dos trabalhadores no mercado laboral.

Por favor, responda o mais honestamente possível, e lembre-se de que todas as suas respostas são confidenciais.

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**Quanto concorda com cada uma das seguintes afirmações?**

Carregue no botão que melhor indica a sua opinião

1	2		4	
			Não	
			Concordo	

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

Gostaríamos de lhe fazer mais algumas perguntas sobre os trabalhadores jovens e os trabalhadores seniores enquanto parte dos trabalhadores no mercado laboral.

Por favor, responda o mais honestamente possível, e lembre-se de que todas as suas respostas são confidenciais.

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
O grupo que considero mais representativo dos verdadeiros trabalhadores é o grupo dos trabalhadores seniores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mim, o grupo dos trabalhadores jovens é típico, isto é, uma boa representação do grupo mais geral dos trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Para mim, o grupo dos trabalhadores seniores é típico, isto é, uma boa representação do grupo mais geral dos trabalhadores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O grupo que considero mais representativo dos verdadeiros trabalhadores é o grupo dos trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
Penso que a atual situação económica representa uma ameaça para os trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Costumo pensar acerca da ameaça que a atual situação económica representa para os trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Não acho que a atual situação económica seja uma ameaça para os trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
Eu sinto-me confiante que Portugal irá sobreviver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me seguro(a) acerca do futuro de Portugal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me ansioso(a) acerca do futuro de Portugal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto que Portugal irá sempre prosperar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu tenho receio que o futuro de Portugal esteja em perigo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

Por favor, indique na escala seguinte o seu grau de concordância com as seguintes afirmações:

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
Eu sinto-me confiante que os trabalhadores jovens irão sobreviver	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me seguro(a) acerca do futuro dos trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto-me ansioso(a) acerca do futuro dos trabalhadores jovens	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu sinto que os trabalhadores jovens irão sempre prosperar	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Eu tenho receio que o futuro dos trabalhadores jovens esteja em perigo	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

### *Intention to Emigrate (only in Study 1).*

A métrica do temporizador desta página não será apresentada ao destinatário.

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Em que medida estaria disposto(a) a mudar de país para conseguir uma melhor oportunidade de trabalho?

Pouco <input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Muito <input type="radio"/>
--------------------------------	-----------------------	-----------------------	-----------------------	--------------------------------

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

### *Retirement Intentions (only in Study 2).*

Se dependesse apenas da sua vontade e não tivesse quaisquer restrições, com que idade se reformaria?

55-60 anos

60-65 anos

65-70 anos

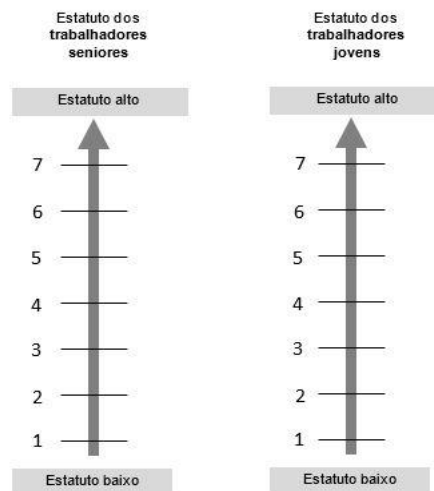
70-75 anos

> 75 anos

Com que idade pretende deixar de trabalhar?

Por favor, pense no estatuto social dos trabalhadores seniores e dos trabalhadores jovens.

Na figura em baixo encontra duas setas, cada uma dividida em 7 níveis. Quanto maior o número da seta, maior o estatuto desse grupo; Quanto menor o número da seta, menor será o estatuto.



## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

### Quanto concorda com cada uma das seguintes afirmações?

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo Bastante	3 Discordo	4 Não Concordo nem Discordo	5 Concordo	6 Concordo Bastante	7 Concordo Totalmente
A maior parte das pessoas mais velhas não sabe quando deve deixar o caminho livre para os mais jovens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A maior parte dos trabalhadores seniores não sabe quando é altura de deixar o caminho livre para a geração mais jovem.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
A geração mais velha tem um nível de poder político injusto, comparativamente aos mais jovens.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
É injusto que as pessoas mais velhas votem sobre assuntos que vão ter muito mais impacto nas gerações mais novas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As promoções no trabalho não deveriam basear-se na experiência dos trabalhadores seniores, mas sim na sua produtividade.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
As pessoas mais velhas são muitas vezes demasiado teimosas para se aperceberem de que já não funcionam como antes.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Se os trabalhadores seniores não se opusessem às mudanças, provavelmente, poderíamos progredir muito mais rapidamente como sociedade	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Em termos laborais, as pessoas mais jovens são habitualmente mais produtivas do que as mais velhas.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Gostaríamos de saber em que medida se considera satisfeito(a) com o seu trabalho.

Isto é, tudo somado, e nas atuais circunstâncias da sua vida profissional, até que ponto está satisfeito(a) com os aspectos do seu trabalho?

Caso já não esteja a trabalhar, pedimos que se reporte à situação laboral que teve anteriormente.

	1 Extremamente Insatisfeito(a)	2	3	4	5	6	7 Extremamente Satisfeito(a)
Tudo somado, e considerando todos os aspectos do seu trabalho e da sua vida na empresa/organização, diria que está:	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Recorda-se da página de internet em que foram divulgados os resultados dos estudos apresentados no artigo que acabou de ler? Se sim, por favor escreva qual.



## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

**Quanto concorda com cada uma das seguintes afirmações?**

Carregue no botão que melhor indica a sua opinião

	1 Discordo Totalmente	2 Discordo	3 Discordo em parte	4 Não concordo nem discordo	5 Concordo em parte	6 Concordo	7 Concordo Totalmente
Os lucros do mercado de trabalho dependem fortemente dos trabalhadores seniores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os resultados do mercado de trabalho Português precisam dos trabalhadores seniores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sem os trabalhadores seniores, o mercado de trabalho seria muito mais fraco	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Sem as contribuições dos trabalhadores seniores, o mercado de trabalho passaria dificuldades	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
O futuro do mercado de trabalho depende das contribuições dos trabalhadores seniores	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Os trabalhadores seniores contribuem para os resultados do mercado de trabalho	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Segundo o artigo, em que medida os trabalhadores seniores são indispensáveis para a força laboral?

Nada indispensáveis



Muito indispensáveis

Segundo o artigo, qual é a contribuição esperada do workshop sobre alimentação saudável?

Negativa         Positiva

Segundo o artigo, qual é a contribuição esperada do workshop sobre alimentação saudável?

Negativa

Positiva

## Demográficas

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First Click: *0 seconds*

Last Click: *0 seconds*

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Para terminar, gostaríamos de lhe colocar mais algumas questões socio-demográficas.

Qual é o seu sexo?

Feminino

Masculino

Quais as suas habilitações literárias?

Ensino Primário

Ensino Preparatório ou equivalente

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

Ensino Secundário ou equivalente

Ensino Superior - Licenciatura

Ensino Superior Pós-graduado (Mestrado ou Doutoramento)

Outras. Por favor, especifique:

Qual a sua nacionalidade?

Portuguesa

Outra. Por favor, especifique:

Qual é/foi o seu trabalho?

Há quanto tempo trabalha em geral?

## AGEIST RESPONSES TOWARDS THE SENIOR WORFORCE

<https://www.publico.pt/2018/09/26/sociedade/noticia/na-crise-demografica-migracao-e-questao-decisiva-diz-vieira-da-silva-1845401>

[http://lifestyle.publico.pt/noticias/329727\\_ nao-custa-nada-aprender-a-ter-uma-vida-mais-saudavel](http://lifestyle.publico.pt/noticias/329727_ nao-custa-nada-aprender-a-ter-uma-vida-mais-saudavel)

A sua participação foi fundamental para a realização do nosso estudo, e irá ajudar-nos a compreender melhor as possíveis tensões entre gerações no trabalho  
Obrigada pela sua colaboração!

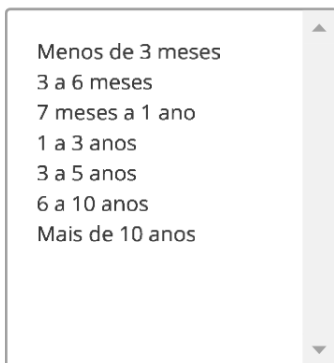
Pode solicitar informações adicionais acerca deste estudo contactando o mestrando Guilherme Franco:  
guilherme\_franco@iscte-iul.pt

Agradecemos, uma vez mais, a sua colaboração.

Guilherme Franco e Miriam Rosa

Tem algum comentário a fazer sobre este estudo?

Gostaria de participar em estudos futuros?  
Se sim, gostaríamos de lhe pedir um contacto de e-mail para que o(a) possamos contactar.  
A sua informação de contacto não será utilizada para quaisquer outros propósitos e é anónima e confidencial



Menos de 3 meses  
3 a 6 meses  
7 meses a 1 ano  
1 a 3 anos  
3 a 5 anos  
6 a 10 anos  
Mais de 10 anos

### Debriefing

#### Informação:

O estudo em que participou tem como objectivo analisar o impacto que diferentes percepções acerca do contributo dos trabalhadores seniores para os trabalhadores em geral têm nas atitudes e comportamentos face a esse grupo social.

Para tal, foi-lhe apresentado um artigo com alguns dados. A informação veiculada por estes dados foi apresentada de forma aleatória aos participantes deste estudo: alguns leram um artigo que dá a entender que os trabalhadores seniores são indispensáveis; outros leram um artigo aleatório sobre alimentação saudável.

**A informação contida nesses artigos foi trabalhada pelos investigadores para o objetivo deste estudo, com base em informação que foi realmente publicada num artigo de jornal.**

**É muito importante que saiba que nenhuma das notícias era completamente real! Ou seja, usámos notícias reais de um conhecido jornal mas alterámos o seu conteúdo para o propósito deste estudo.**

O objectivo foi perceber se diferentes contribuições dos trabalhadores seniores afetam as atitudes e comportamentos face a esses trabalhadores.

**Por favor veja os links em baixo com os dados originais e verdadeiros:**