

## **Innovative and Adaptive Behavior in an Aging Workforce**

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Employees are facing major technological and organizational changes at work. They need to learn new technologies, cope with uncertain situations and generate as well as implement new ideas at their workplace. Also, in many industrialized countries workforces are aging rapidly. Organizations are therefore interested to know, how to support employees from different age groups in coping with this new requirements. One way to do this is to design work environments promoting learning and work motivation. These work environments typically offer employees job autonomy, job complexity, feedback from supervisors or coworkers as well as opportunities to apply new knowledge and skills at work. Whether younger and older employees benefit equally from these kinds of work environments with respect to their innovative and adaptive behavior is an open research question. Based on the discussion of effects of work environment characteristics on innovative and adaptive behavior of employees from different age groups practical implications for organizations are derived.