The value of human resource management in facilitating sustainable employability of workers?

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www.han.nl/research
Agenda

- Background
- What can we say in Brussels about:
  * Sustainable?
  * Aging and employability
  * Aging and HRM?
  * Aging, HRM and employability?

- Where to go from Brussels?
Sustainable employable?
Sustainable?

1 Long as well as short-term perspective: e.g. life course

2 Regeneration perspective: prevention and improving person-environment (instead of curation only)

3 Periods of stability as well as change

4 Open system and multidisciplinary nature

A life-course perspective on functions of HRM?
Regulation of gains and losses as we age

Self

Physical reserves, fluid intelligence

Emotion regulation, experience, crystallized intelligence

Loss

Career-related chances, negative stereotyping

Growth

Seniority, positive stereotyping, autonomy

Interpersonal

Regulation of intrapersonal and interpersonal processes

De Lange, Schalk, van der Heijden, 2012
Background:
PhD theses: Dorien Kooij (2010), Klaske Veth (2016), Karen Pak (expected in 2020)

- Aging workforces, yet
  - we lack sufficient knowledge on appropriate HR practices for aging workers
  - we lack sufficient knowledge on how we could influence work outcomes of aging workers

use more “age-sensitive” lifespan theories to hypothesize on the influence of HR practices on aging workers
examine how age moderates the associations between changes in four theory based and empirically tested HR bundles and changes in worker outcomes
Life Span Theory: effects changing time perspective


Long-term goals
- Growth and ‘new’ knowledge-related

Short-term goals
- Deepening (emotion-related)

Open ended
- Constraint

Selection Optimization and Compensation theory (Baltes et al., 1999; Moghimi, Zacher, Scheibe, Van Yperen, 2016)
Life span theory of Control (Heckhausen & Schulz, 1995)
Regulatory focus theory (Higgins, 1997)
Aging and Employability?
Sustainable in terms of aging?

Aging

Biological, psychological, social and societal changes across time

Chronological age (Calendar age)

Functional age (health + work ability)

Psychosocial age (Stereotype, Future time perspective)

Organizational age (Job tenure)

Life span age (marital status, salary)

Employability

De Lange et al., 2006
Input or antecedents of Employability:
- Competence-based, dispositional-based definitions;

Employability as outcome:
- Perceived chances on the internal and external labor market or realized mobility (horizontal or vertical)
Employability

-Antecedents: Dispositions and competences (individual, micro-level):
• the “capacity to continuously fulfilling, acquiring or creating work through the optimal use of competences” (Van der Heijde & Van der Heijden, 2003, p. 453).

-Employability as outcome (more meso-labour market level; mobility chances)
• “job security of the modern labour market” (Berntson, Sverke, & Marklund, 2006, p. 224).
Q2: Relations between Age and Employability?

Aging

Biological, psychological, social and societal changes across time

- Chronological age (Calendar age)
  - k=17 (100%)
  - +/- (10; of 3 + in relation to promotions or anticipation and optimization, self-balance)
  - n.s. (7)

- Functional age (health + work ability)
  - k=4 (23.5%)
  - +

- Psychosocial age (Stereotype, future time perspective)
  - k=1 (6.0%)
  - +/- remaining opportunities and remaining time

- Organizational age (Job tenure)
  - k=2; 11.8%
  - -/n.s

- Life span age (marital status, salary)
  - k=2; 11.8%
  - + (salary)/- (marital status)

Employability
Aging and HRM?
HR bundles for aging workers

- HR bundles: sets of interrelated and internally consistent HR practices built around the goals of the HR practices as perceived by employees

- SOC model (Baltes & Baltes, 1990) → 4 lifespan developmental goals:
  - **Growth**: reaching higher levels of functioning
  - **Maintenance**: maintaining current levels of functioning in the face of new age-related challenges
  - **Recovery**: returning to previous levels after a loss
  - **Regulation of loss**: allowing for adequate functioning at lower levels
## Bundles of meaningful HR practices
(e.g. De Lange et al., 2015; Kooij, Jansen, Dikkers, De Lange, 2010; Veth, Emans, van der heijden, korzilius, De Lange, 2015)

<table>
<thead>
<tr>
<th>Development</th>
<th>Maintenance</th>
<th>Utilization</th>
<th>Accommodative</th>
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</thead>
<tbody>
<tr>
<td>Career planning</td>
<td>Flexible benefits</td>
<td>Participation</td>
<td>Additional leave</td>
</tr>
<tr>
<td>Continuous on-the-job development</td>
<td>Ergonomic adjustment</td>
<td>Task enrichment (knowledge transfer)</td>
<td>Long career break, Early retirement</td>
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<td>Regular training</td>
<td>Performance pay</td>
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<td>Demotion</td>
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<td>Promotion</td>
<td>Compressed working week</td>
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<td>Exemption from overtime working</td>
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Different functions in relation to P-E fit (De Lange et al., 2015)

Figure 1

Functions of HR bundles of practices in relation to sustainability at work
Sustainability check-up
(De Lange et al., 2015; Edwards, 1991)

Four important functions of HRM:
1. Diagnosing mis(fit)
2. Sustaining or stabilizing a Person-environment fit
3. Restoring or repairing a Person-environment misfit
4. Improving or strengthening a Person-environment fit situation to make it more future-proof

on-it more
Method
(Kooij, Jansen, Dikkers & De Lange, under review)

- Longitudinal 4-wave survey study among 339 university employees
  Average age of 45 years (SD = 10.4, 19 - 67)
  52% female

- Perceived availability of HR practices: ‘Does your company offer these HR practices?’

- Work engagement (UWES, Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002), 9 items, e.g., ‘I am bursting with energy in my work’, $\alpha = .91-.93$
Research Kooij et al., under review

Availability and Usage of HRM practices

Age

Work engagement

Research model

See also:
Conclusion

- Changes in **development** HR practices have a **positive influence** on changes in work engagement among younger workers.
- Changes in **accommodative** HR practices have a **positive influence** on changes in work engagement among older workers.
- The influence of utilization and maintenance HR practices on work engagement did not change with age.
Aging, HRM and Employability?
Aim of Study (Veth et al., 2015; 2016)

Research model

Availability and Usage of HRM practices

Job demands and Job resources

Employability

Age


Method: cross-sectional survey

N = 1,121

3 Sectors: Transport, Healthcare, Education

Participants:

Mean age = 46.9 (SD = 10.2)

Male 27.2%

Management position 20.9%

Educational level:
31.0% secondary vocational education, 16.9% lower
Results (Veth et al., 2016)

Research model
Where to go from Brussels?
How to build a bridge to practice
Innovating HR: through community building, training and product development: example health-care

Employer association WZW, Han university of applied sciences

Community
Knowledge exchange and training

Research projects
Knowledge translated to educational products (e.g. books)

Working labs
HR innovation labs (translating knowledge to applied evidence-based products)

Hr metrics: Definition sustainable employability, work-ability

Joint program goals
Yearly research trend reports on HR
Hr Tool Sustainability check up: helps to diagnose and raise awareness
(marc.gersen@han.nl)
An integrative perspective is important (De Lange et al., 2015)

KENNISDELING
Met de kennis uit onderzoek en praktijk wil het NKDI gericht beleidsadvies leveren aan overheid, werknemers en werkgevers om zo maatschappelijk draagvlak te creëren. Daarnaast wil het nieuwe maatregelen en/of interventies ontwikkelen om duurzame inzetbaarheid van werken door de levensloop te bevorderen.

CONGRESSEN
Het NKDI maakt effectieve kennisuitwisseling tussen belangrijke kennispartners mogelijk, via het organiseren van congressen, masterclasses (in samenwerking met partners) en het realiseren van relevante publicaties. Klik op 'congressen' voor meer informatie en zie kennisbank voor publicaties.

SAMENWERKING
Het doel van het kennisnetwerk is professionals en vertegenwoordigers vanuit de overheid, vakbond, bedrijfsleven, wetenschap en instituten met elkaar in contact te brengen om zo effectieve kennisuitwisseling over het thema duurzame inzetbaarheid van werken mogelijk te maken.

SEMINAR DUURZAME INZETBAARHEID
Hoe behouden mensen hun toegevoegde waarde in het arbeidsproces in de context van de snel veranderende wereld?

Op woensdag 5 oktober vindt in Nijmegen een seminar plaats dat antwoorden en inzichten zal geven op bovenstaande vraag. Hoe zorg je er als bedrijf voor dat de medewerkers hun toegevoegde waarde behouden? Moet de werkgever alleen investeren in de duurzame inzetbaarheid van medewerkers of kan de organisatie er tevens voor zorgen dat medewerkers ook in zichzelf investeren? Hoe belangrijk zijn uitkomsten uit wetenschappelijk onderzoek daarbij?
Teamwork: examples

Dr Dorien Kooij,
Dr Klaske Veth, Karen Pak Msc
Professorship Human Resource Management HAN
Prof. Dr Beatrice van der Heijden
Prof. Dr Paul Jansen, Godelieve Hofstee, Msc
Dr. Josje Dikkers
Dr Trude Furunes; University Stavanger

83 different health-care companies (Employer association WZW)
Thyssen Krupp: Annika Lips
Blik op Werk: Lidy Schilder, Jan Laurier
65plus Agency: Bart Veltman
AWVN: employer association Netherlands
Future applied research

- Availability HRM practices
- Usage of HRM practices
- Person-Environment Fit
- Sustainable Employability: Competence view versus labour-market/mobility
- Age conceptualizations

Research model
Thank you

“YOU HAVE TO EMBRACE GETTING OLDER.”
- MERYL STREEP
Thank you and Stay Tuned for More

www.han.nl/lectoraathrm
www.anнетdelange.nl

https://scholar.google.nl/citations?user=KnMjd7AAAAAJ&hl=nl

www.nkdi.nl (Dutch knowledge center for sustainable employability)
Where to go from Brussels?

1. **Conduct new research comparing** the same validated operationalizations of employability (see also VanHercke, 2014)

2. **Conduct more longitudinal complete panel** research covering meaningful time-spans and age processes to further examine life span changes in relation to HRM usage and perception and effects in relation to employability

3. **New theoretical as well as empirical attention for the question:** what are good indicators or measures for meaningful life span changes that affect relations between HRM and sustainable employability?

4. **Develop and test new HR interventions** (directed at e.g. development or maintenance etc.) that have impact on improving Employability across the life span

5. **Gamefication of HR functions to facilitate and stimulate sustainability check-ups for workers**
Results: Question 1

k=17 eligible empirical studies were found:

-Diversity in definitions, conceptualizations (majority: Van der Heijde & Van der Heijden (2006); Berntson and Marklund, 2007) And competence-based view on employability

-100% include calendar age as indicator of ageing at work (continuous or categorical).

-11,8% (only 2) studies were based on a longitudinal panel study

-Diversity in countries (e.g., Europe (64.7% Netherlands), USA, Korea, Scandinavian countries; diversity also in professions (different sectors and job types; low- and high qualified workers)
What are the relations between age conceptualizations and employability reported in earlier published empirical research?

PsycINFO (151)

Key words in Abstract: (Age and Employability), AND/OR (Organizational age and Employability), AND/OR (Tenure and Employability), AND/OR (Age and Lifelong learning Workers), AND/OR (Functional Age and Employability), AND/OR (Psychosocial age and Employability), AND/OR (Stereotype and Employability)

Excluded at this level
N=85

Full Article (n=66)

Excluded at this level
N=38

Data Extraction (n=28 studies)

Excluded at this level
N=11 (e.g., no actual measure of employability included)

Evidence Synthesis of 17

Report Results & Conclusions
HR bundles for aging workers

- Development HR practices ("growth"), such as regular training, continuous development on the job, career planning
- Maintenance HR practices ("maintenance"), such as good working conditions including ergonomic adjustments, flexible working times and flexible benefits
- Utilization HR practices ("recovery"), such as task enrichment (e.g., by engaging in special projects or mentoring to transfer knowledge), lateral job moves, and opportunities to participate in decision-making
- Accommodative HR practices ("regulation of loss"), such as additional leave, early retirement, exemption from working overtime, and prolonged career interruptions

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<th>SE</th>
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<td>Constant</td>
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<td>.004</td>
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</table>
Method: Inclusion criteria

- Empirical papers including individual and/or supervisor ratings of employability, career skills of workers
- Published ≥1980
- Measures tapping employability and indicators of ageing at work
- Including workers aged ≥21 years
- At least N≥15 workers included in empirical analysis