

Referencing:

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Some of the contents are also part of a submitted paper.

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Defining Sustainable Employability: A multidisciplinary approach

Bram Fleuren

16-09-2016

Duurzame Zorg
Academische Werkplaats Limburg

Why? (1)



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Why? (2)



1 The accelerating pace of change ...



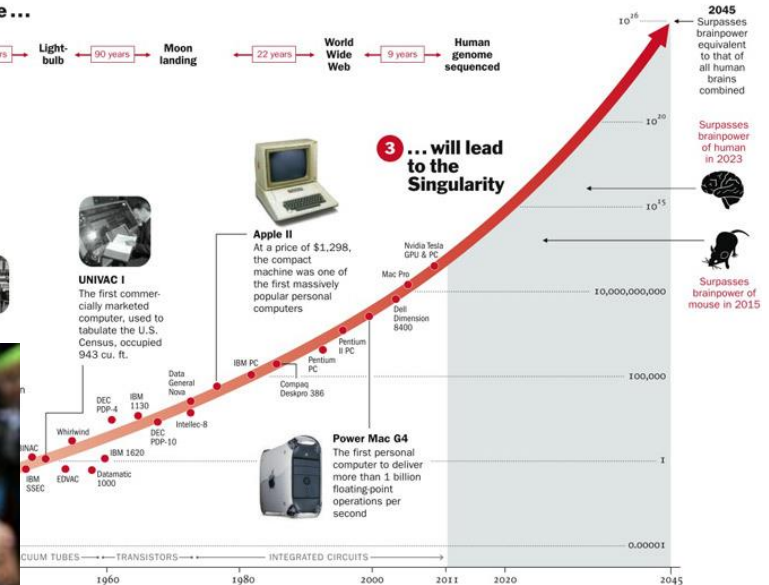
2 ... and exponential growth in computing power ...

Computer technology, shown here climbing dramatically by powers of 10, is now progressing more each hour than it did in its entire first 90 years



Colossus
The electronic

COMPUTER RANKINGS



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But, what is sustainable employability?

- Multiple different variables are used:
 - Work ability (e.g. Koolhaas, 2014)
 - Post intervention absenteeism (e.g. Noben, Nijhuis, de Rijk, and Evers, 2012)
 - Perceived ability and willingness to work until retirement age (e.g. Oude Hengel, Blatter, Geuskens, Koppens, & Bongers, 2012)

The one definition:

- “Sustainable employability means that *throughout their working lives*, workers can *achieve tangible opportunities* in the form of a set of *capabilities*. They also enjoy the *necessary conditions* that allow them to make a *valuable contribution* through their work, now and in the future, while safeguarding their *health and welfare*. This requires, on the one hand, a *work context* that facilitates this for them and on the other, the *attitude and motivation* to exploit these opportunities” (Van der Klink et al., 2016, p. 74)

Merits and points for improvement

Great:

- Multidimensional
- Individual + work
- Lifespan/time aspect

(Fleuren, de Grip, Jansen, Kant, & Zijlstra, 2016)

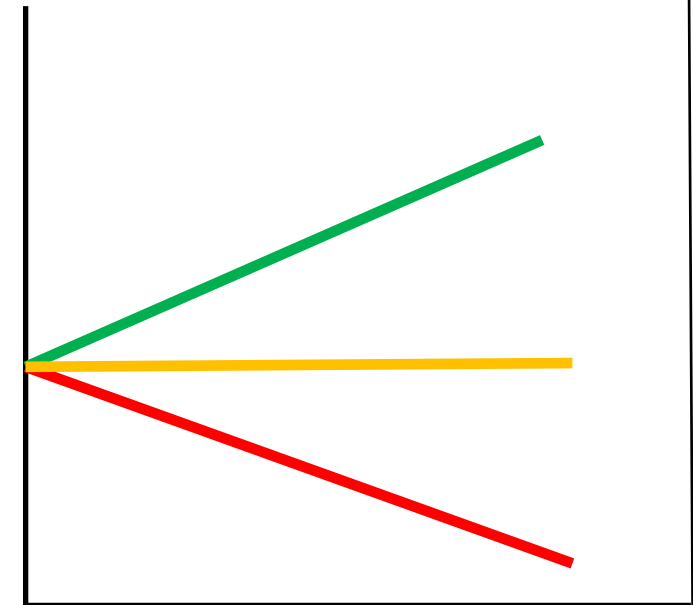
Not so great:

- Unclear
- Cause & effect?
- Only for the employed?
- Value = sustainability?
- Longitudinal aspect insufficiently specified

Sustainable

The use of an object over time, without the utility value of that object being negatively affected by its use.

Utility value



Time

employment

employee

employability

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Capturing employability

- Utility value/employability
- Functioning in work and labor market
- Combine what we know:
 - Occupational Epidemiology
 - Work and organizational psychology
 - Labor economics

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Health

- Subjective health: health as perceived
- Need for recovery: mild health impairment
- Fatigue: longer term health impairment
- Work ability: general ability to work

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Well-being

- Job satisfaction: occupational well-being
- Motivation: general willingness to work

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Competence

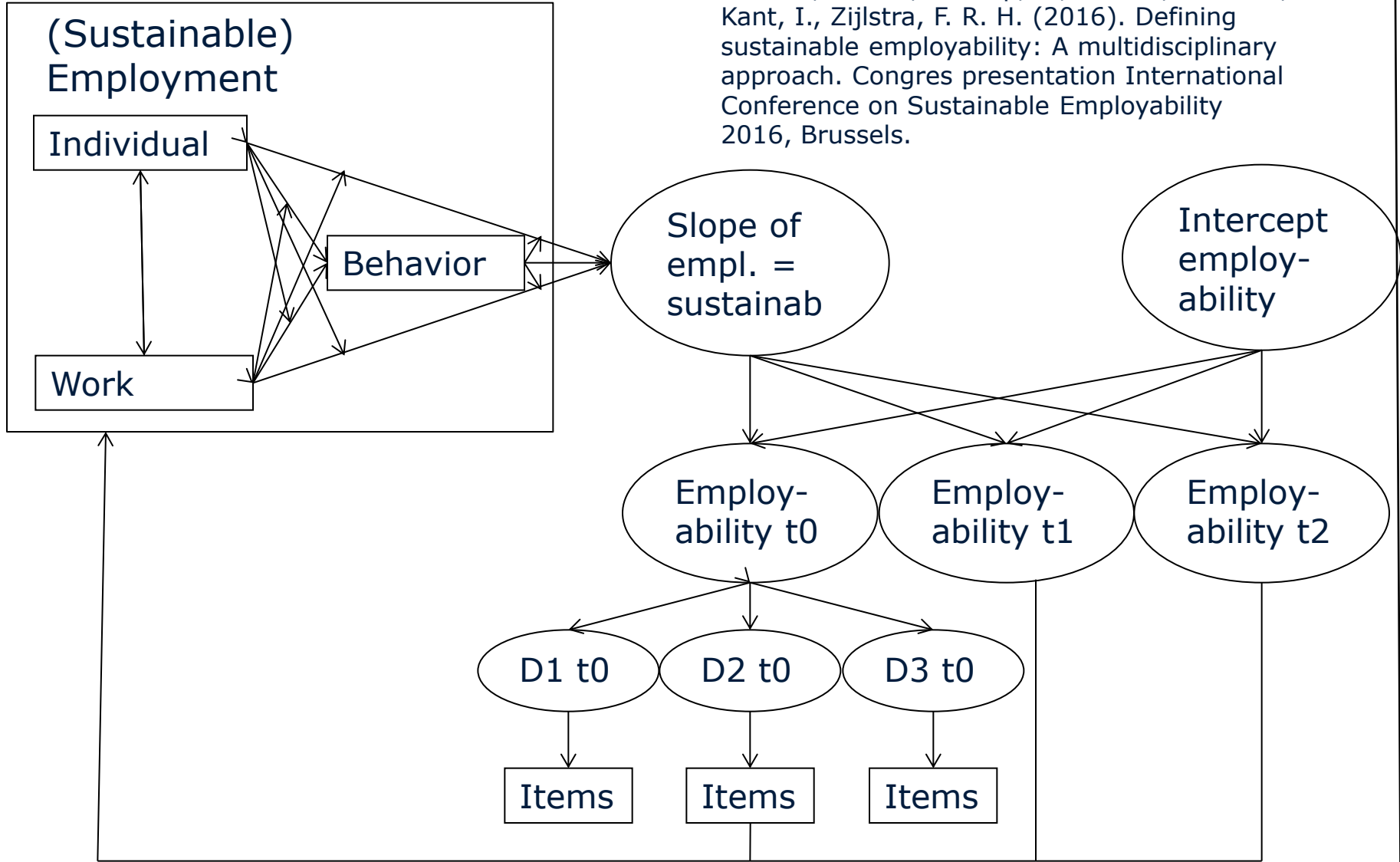
- Performance: materialized ability to work
- Skill-gap: competence based ability to work
- Employability: ability to get employment

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Our definition

- *Sustainable employability* means that an individual's ability to function in current- and future work, is not negatively affected by that individual's employment over time. This ability consists of a set of characteristics (i.e. productivity, skill gap, employability, need for recovery, fatigue, subjective health, workability, motivation, and job satisfaction) that collectively describe the degree to which an individual can be employed at different points throughout their working life.
- *Sustainable employment* means that the current employment situation of an individual does not negatively affect the employability of that individual over time.

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Consequences

- SE = personal characteristic
- Separates cause and effect
- Recognizes work and work context
- Enables research on whether 'value' matters
- Specifies longitudinal component
- Specifies variables of interest
- Applicable regardless of employment status

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Conclusions & considerations

- Framework for research
- Match with literature
- Long-term HR monitoring
- Absence of decline is a minimalist approach
- SE is not age group specific

- Measurement model of SE?

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