

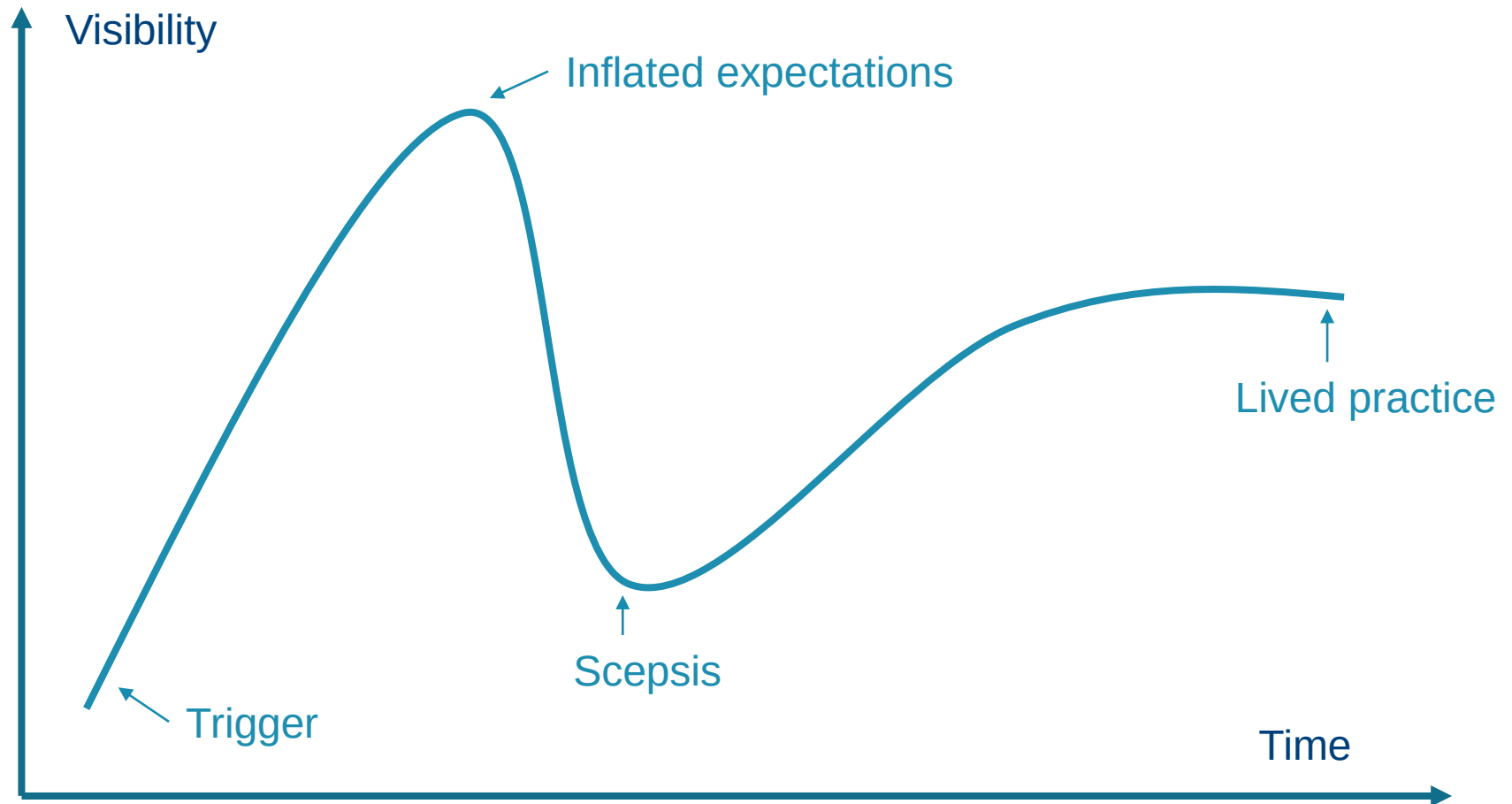


Employability for all!

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Employability-Hype



Verhaar and Smulders (1999, p. 268) rather disparagingly refer to employability as merely “the latest buzz-word”. Yet, intuitively, employability appears to be a good concept for the new millennium. If employers are not able to offer job security then
Clarke (2008)

Grote, 2010). The result of these different notions is that employability has been criticized for being fuzzy and a catch-all concept (Brown, Hesketh, & Williams, 2003; Forrier & Sels, 2003; Gazier, 1998; McQuaid & Lindsay, 2005), and that employability research is a scattered field of stand-alone studies.
Forrier, Verbruggen, & De Cuyper (2015)

1998; McQuaid and Lindsay, 2002). Indeed, for some, employability is little more than a ‘buzzword’ that is more often used than properly understood (Philpott, 1999); or “a fuzzy notion, often ill-defined and sometimes not defined at all” (Gazier, 1998a, p. 298).
McQuaid & Lindsay (2005)

Employability

What?

- The individual's chance of a job
 - in the internal and/or = internal employability
 - external labour market = external employability

Employability

How?

The individual's chance of a job

Employability

How?

The individual's chance of a job

Movement capital

- Human capital
- Social capital
- Self-awareness
- Adaptability

Examples?

- “I consider myself competent in my job”
- “I know people who can help me with my career”
- “I am aware of what I value in my career”
- “I am able to adapt to changes in my career”

Who?

- Mel Fugate
see also Chiesa, Mariani & Guglielmi, this congress
- Beatrice Van der Heijden
see also Magrin, Sellaro, Tracogna, & Marini, this congress

Employability

How?

The individual's chance of a job



Perceived employability

The individual's
perception of
available employment
opportunities

Examples?

“If I needed to, I could easily get another job like mine in a similar organization”

Who?

- Arnold & Rothwell
- Berntson
- Forrier
- Me!

See also Bison, Civilleri, Guardabasso, & Fraccaroli, this congress

Employability

How?

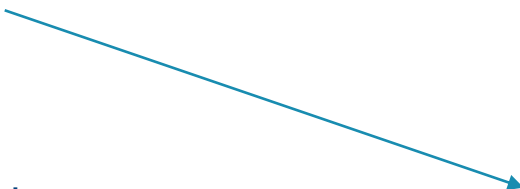
The individual's chance of a job

Examples?

- Internal and external job transitions
- Ratio job/labor market tenure
- Job crafting
- ...

Who?

- De Grip
- De Feyter
 - See also symposium by Chiesa, this congress



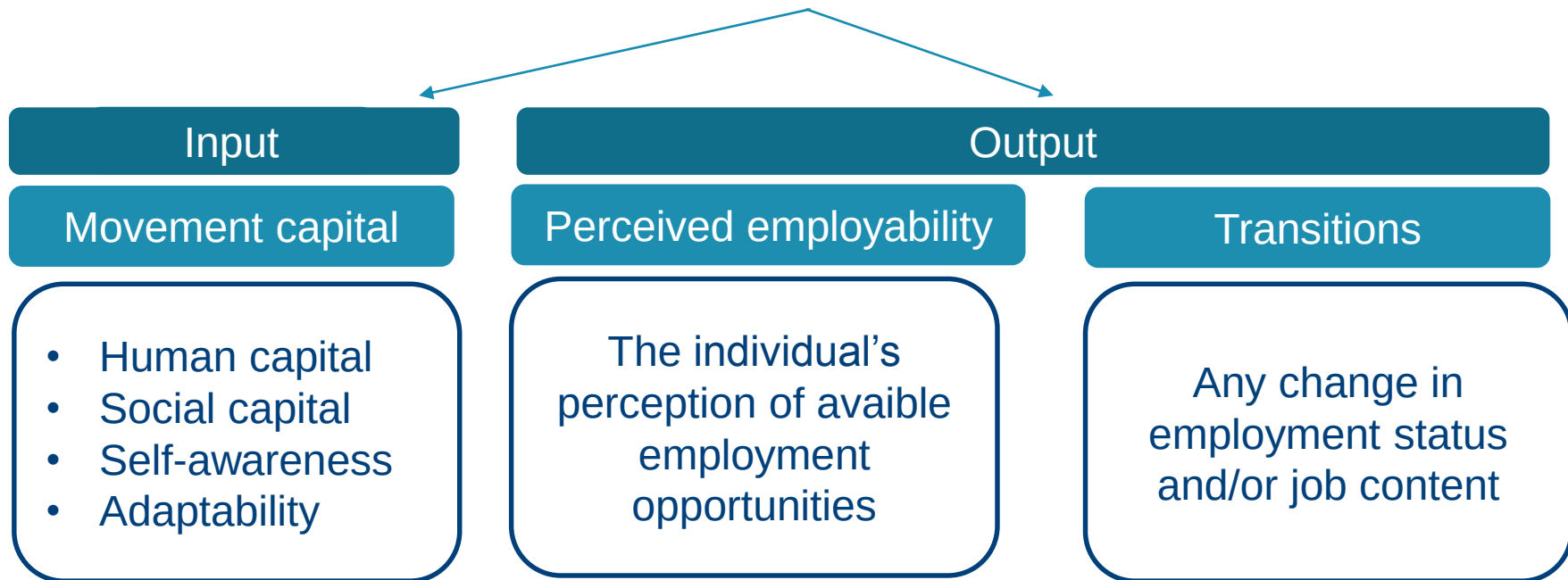
Transitions

Any change in
employment status
and/or job content

Employability

And the winner...

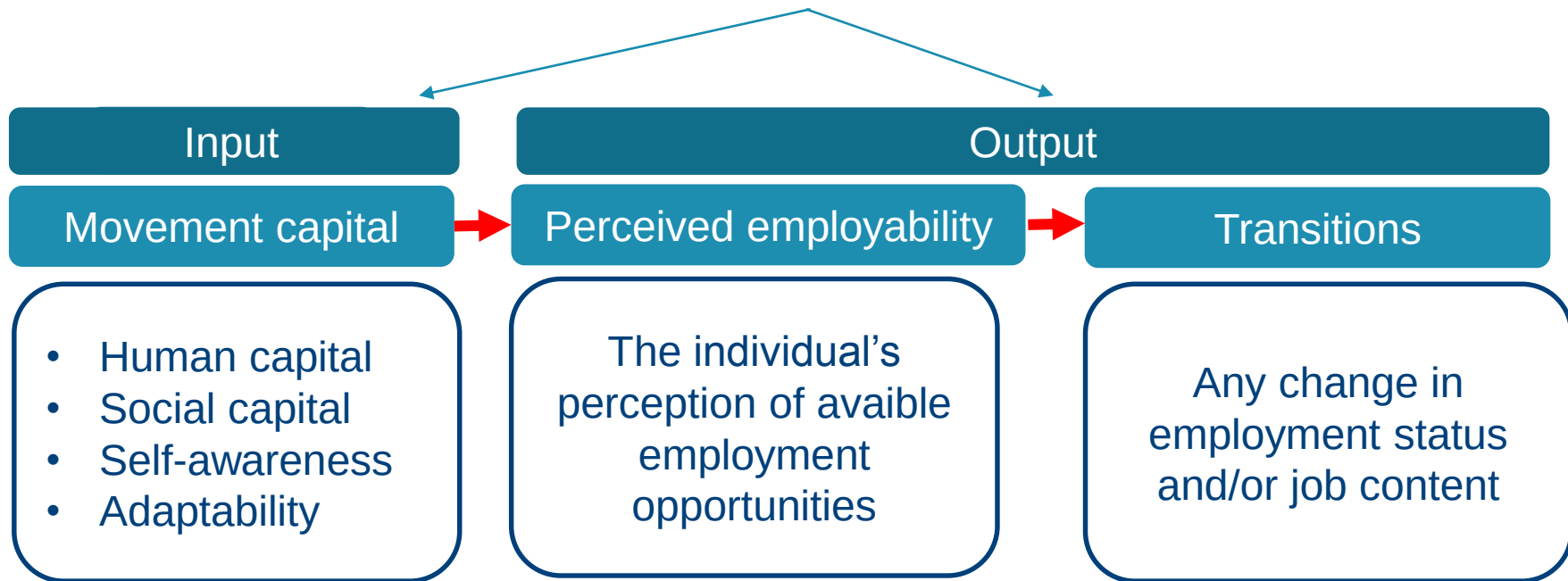
The individual's chance of a job



Employability

And the winner...

The individual's chance of a job



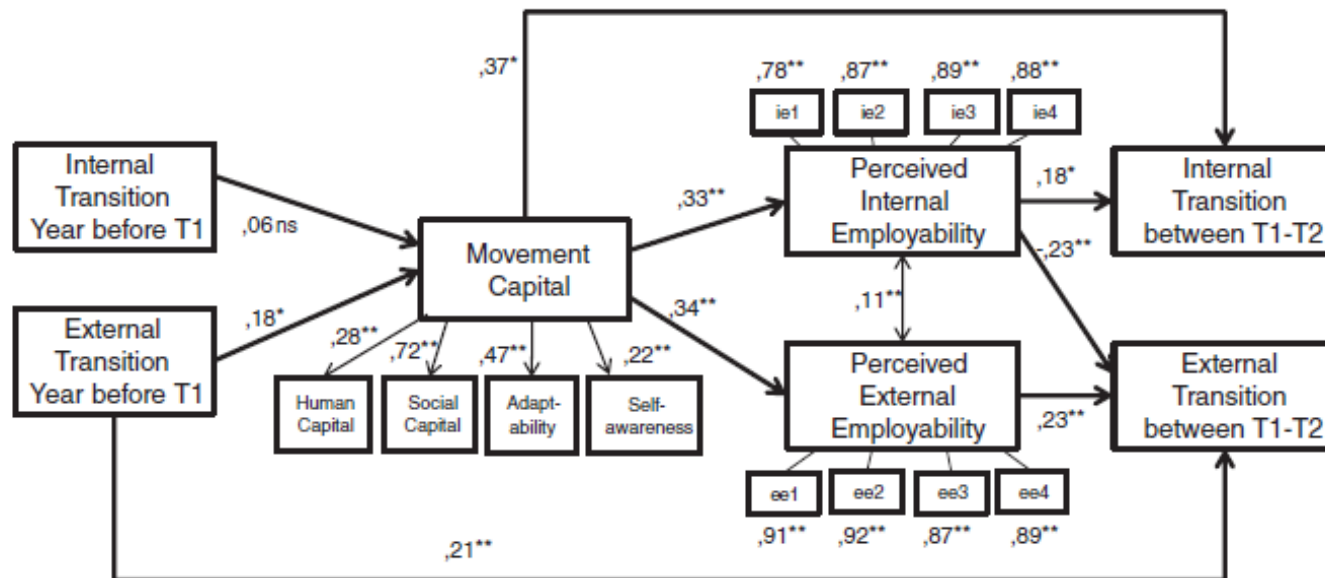


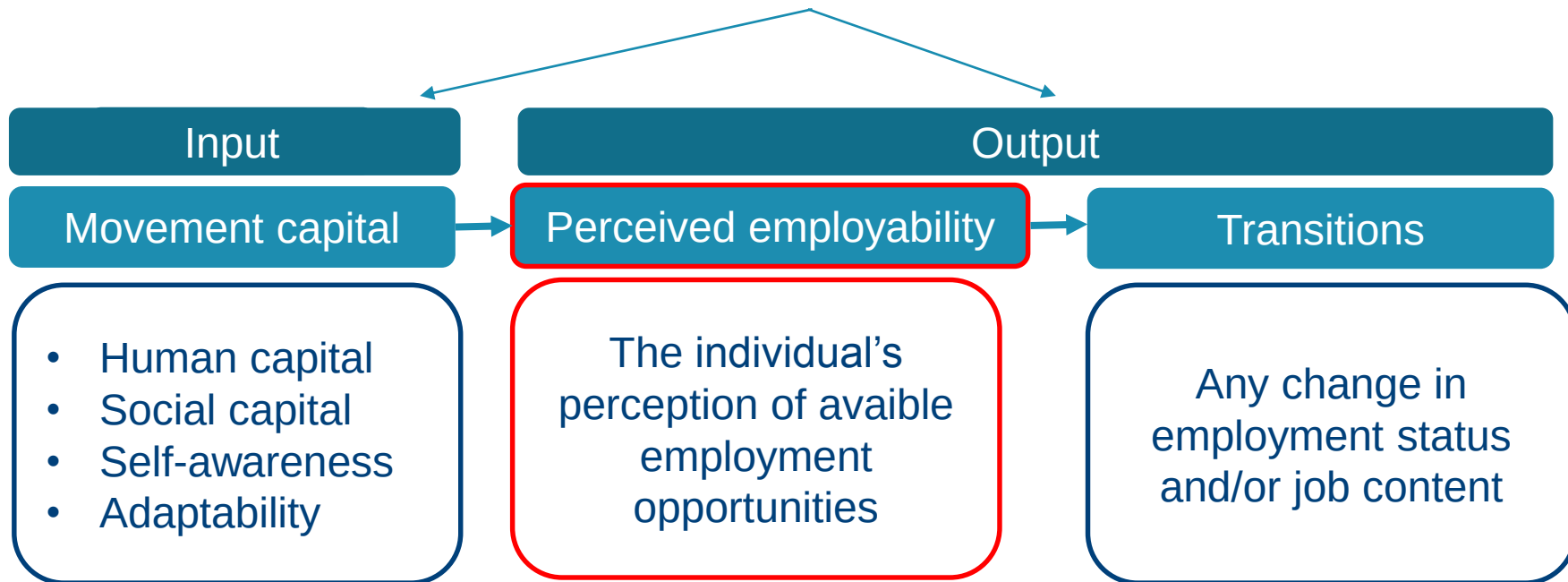
Fig. 2. Standardized path coefficients for the model on the relationships between job transitions, movement capital and perceived employability, tested with SEM ($N = 643$). * $p < .05$; ** $p < .01$.

Nemployee = 643; Belgium
Heterogeneous sample; one year time lag

Employability

And the winner...

The individual's chance of a job

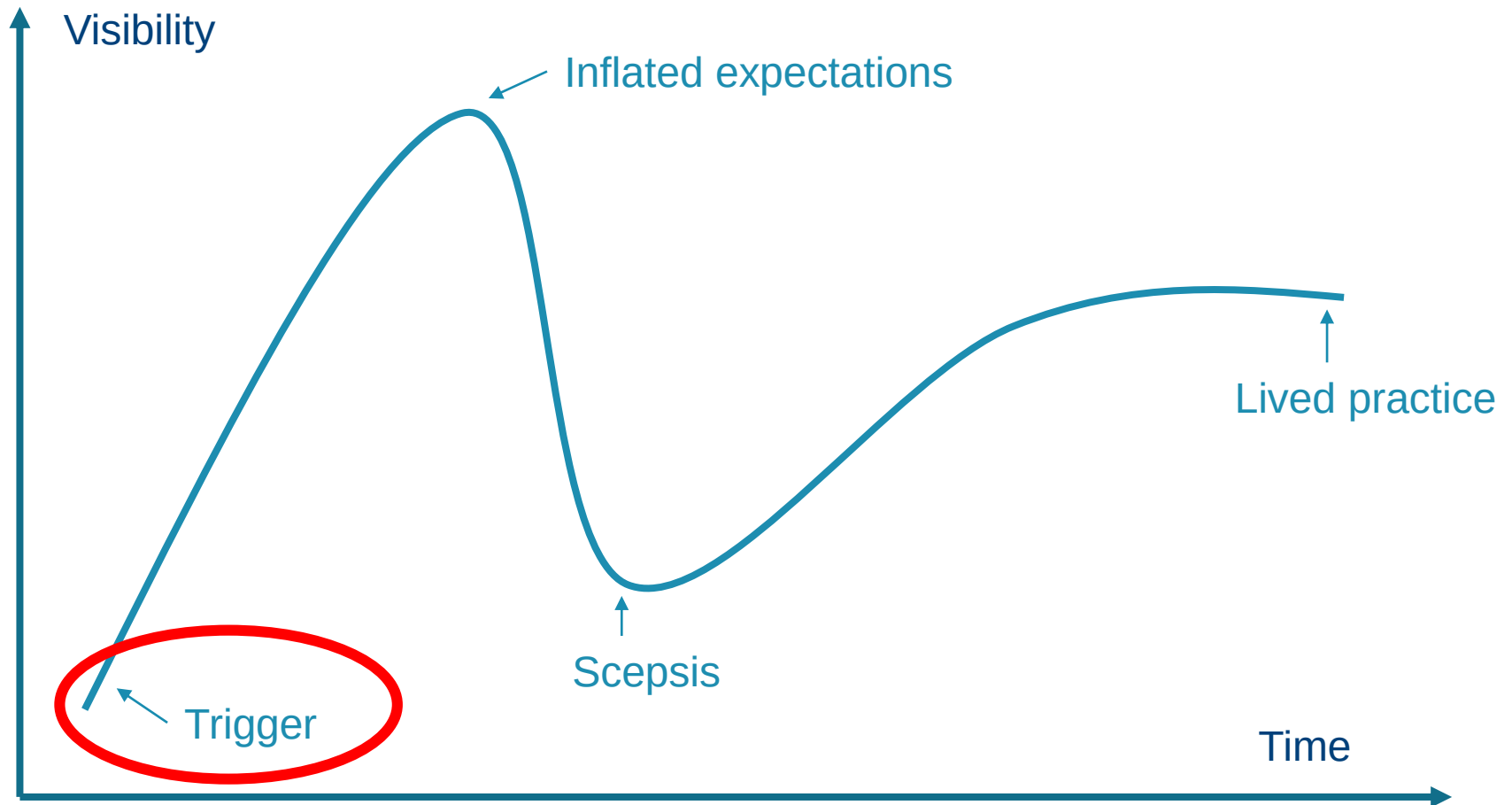


is a must

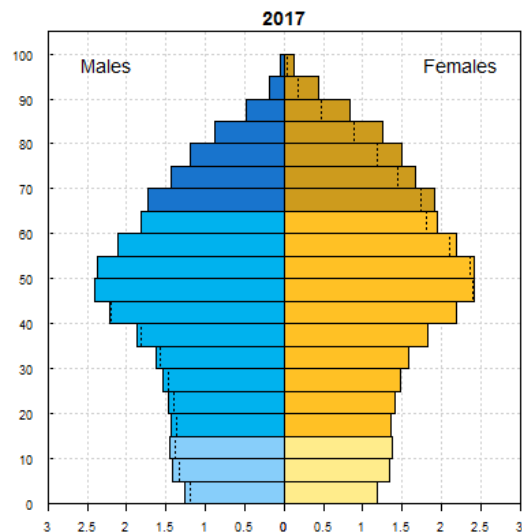
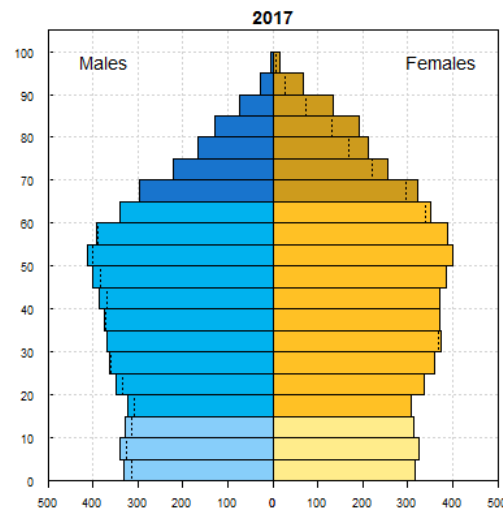
Employability for all!

Triggers!

Employability-Hype

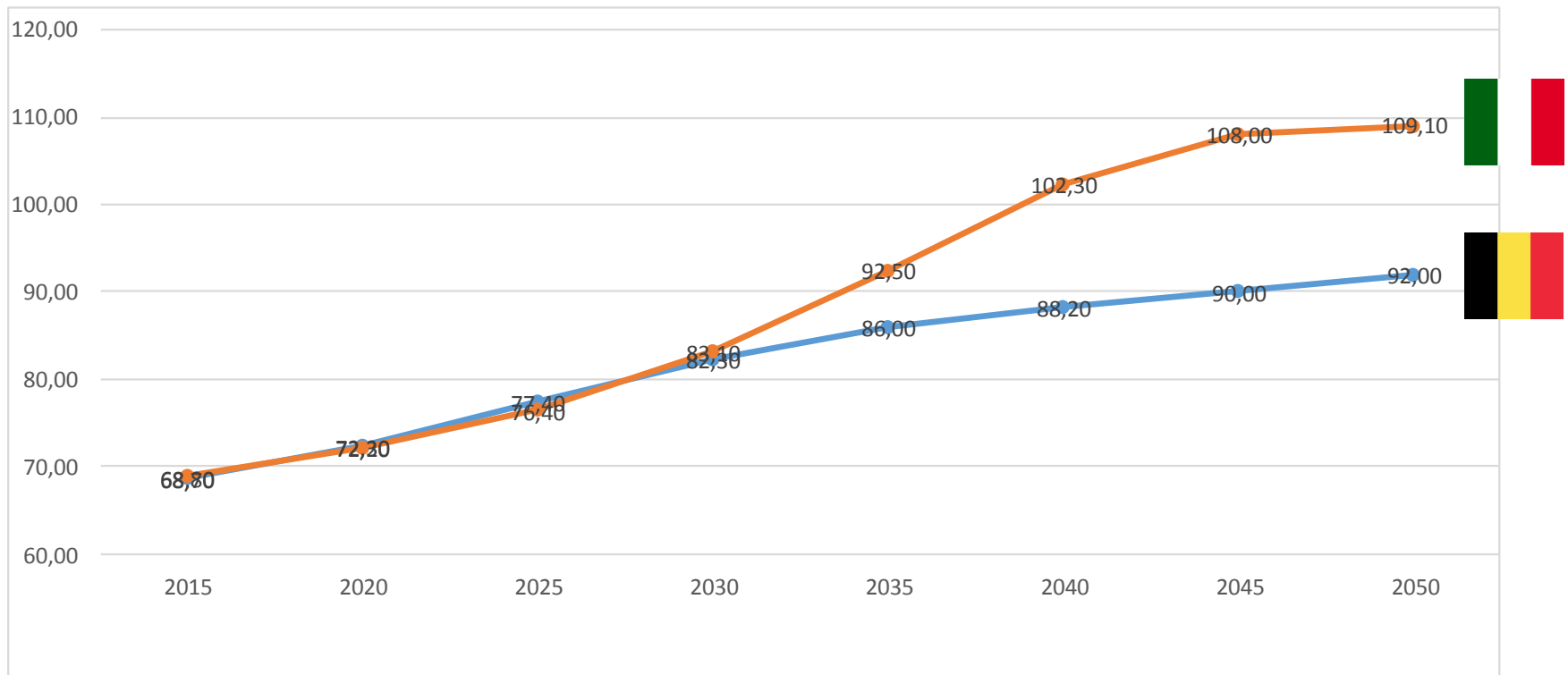


Trigger 1: We are getting old(er)...



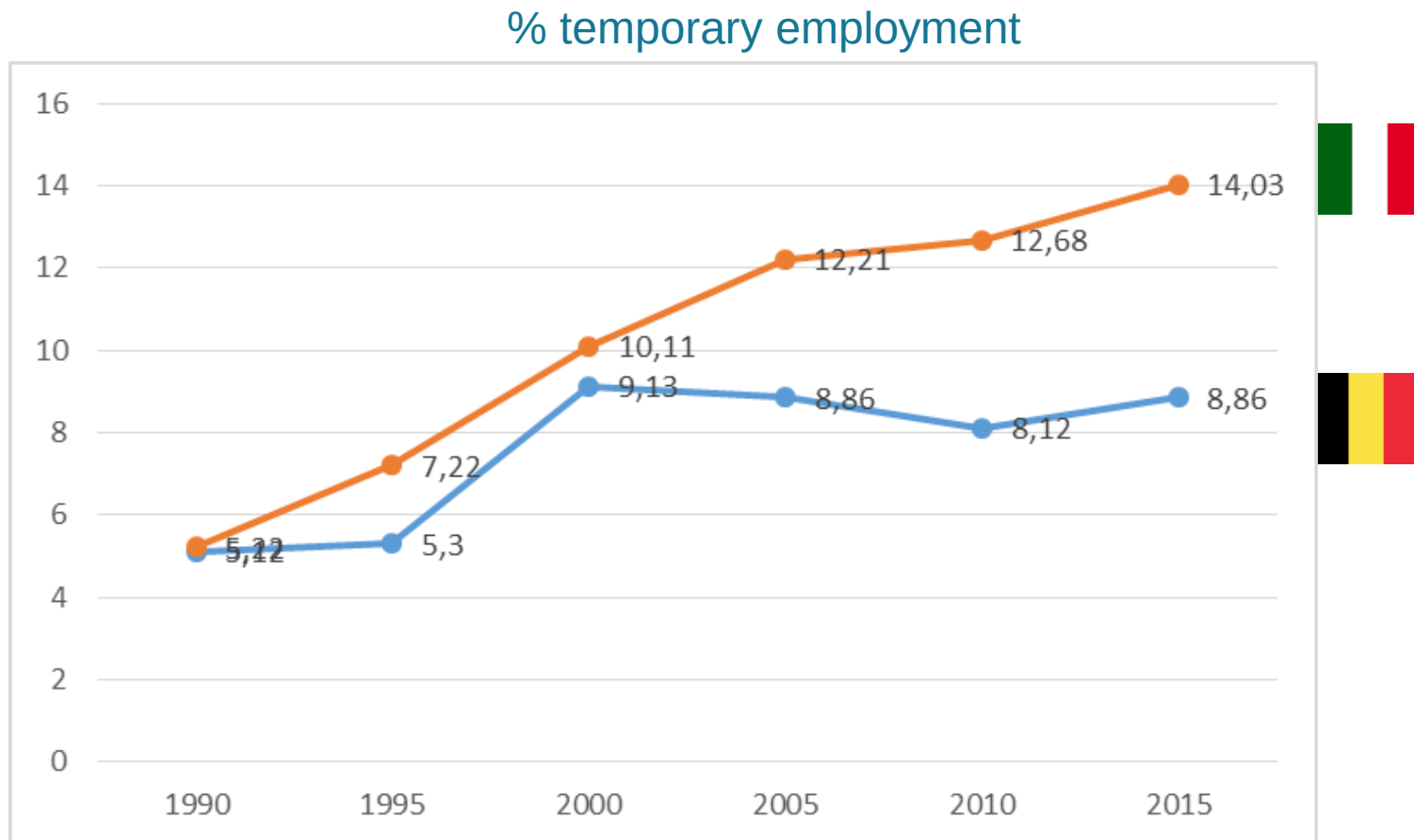
Trigger 1: ... with few(er) young people

Dependency ratio



Trigger 2:

We become increasingly job insecure



Conclusion: Employability *is a must* for all!

- ...because we have to work longer
- ...because we need some form of security

L'Istat conferma: età pensionabile a 67 anni nel 2019

06.07.2017; **il Giornale.it**

Aumento età pensionabile: nel 2051 saranno necessari 70 anni per andare in pensione

In pensione a 69 anni e 9 mesi nel 2051: l'escalation dell'età pensionabile va sicuramente bloccata per i sindacati

08.07.2017;

il Fatto Quotidiano

Furlan, si fermi il meccanismo infernale che aumenta l'età delle pensioni

Segretaria Cisl sollecita confindustria su riforma modello contrattuale, "speriamo dia segnali di risveglio"

01.07.2017;

ANSA.it



KU LEUVEN

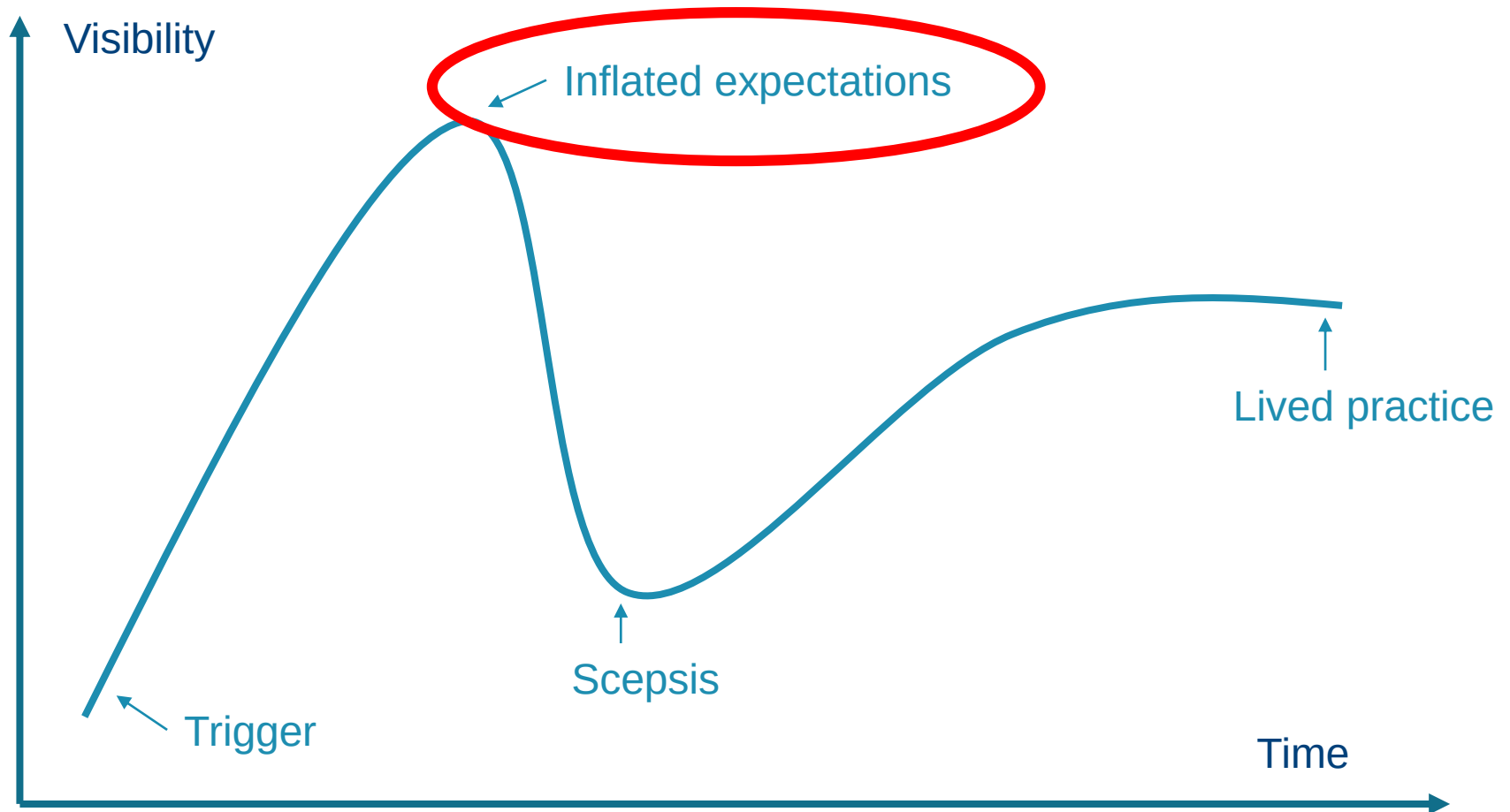
is a blessing

Employability for all!

Inflation of expectations!



Employability-Hype



Good for you!

De Cuyper et al., 2008a/b, 2012a/b
De Cuyper, Piccolini et al., in press
Georgi et al., 2015
Vanhercke, Kirves, De Cuyper et al., 2014

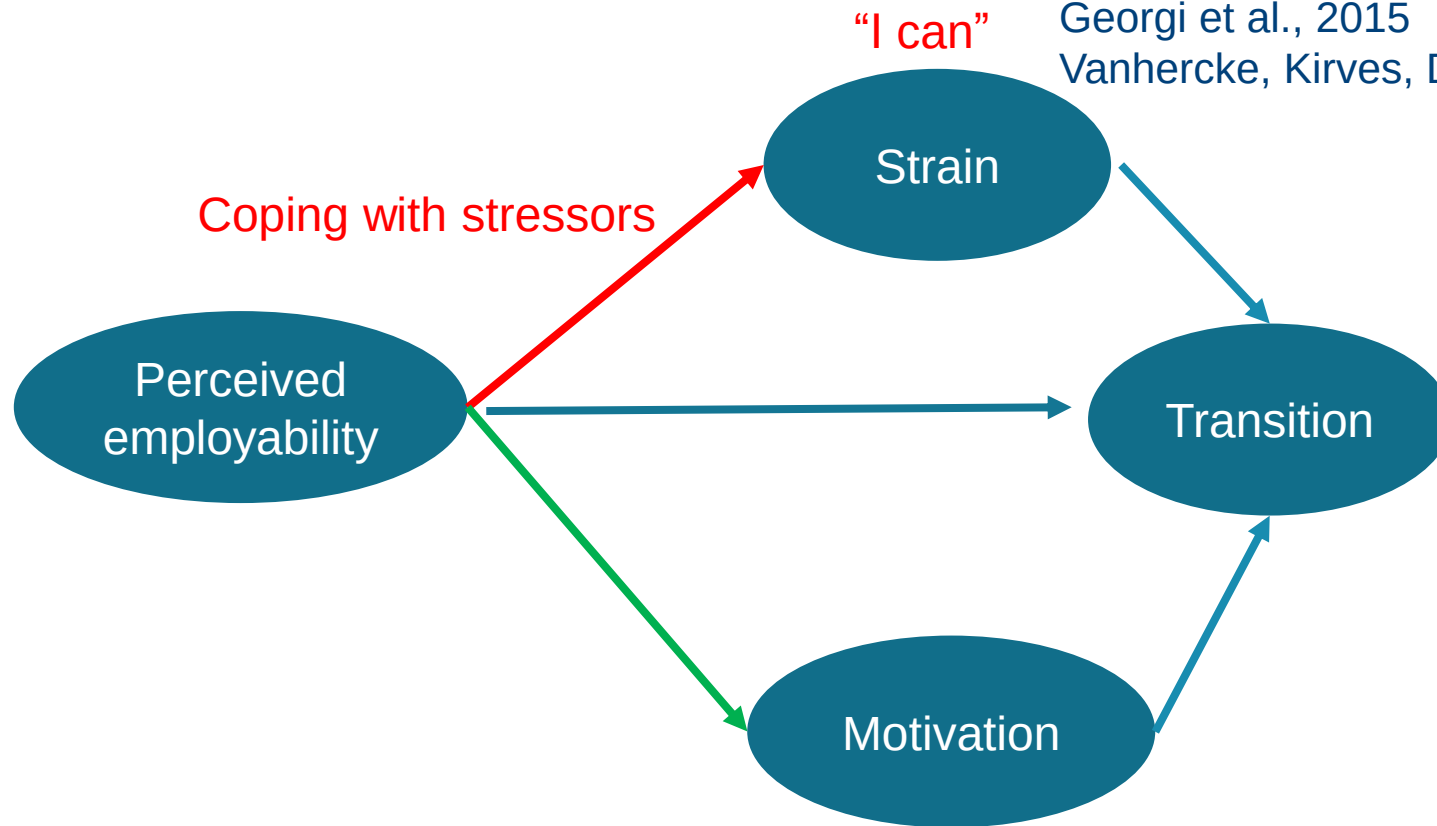
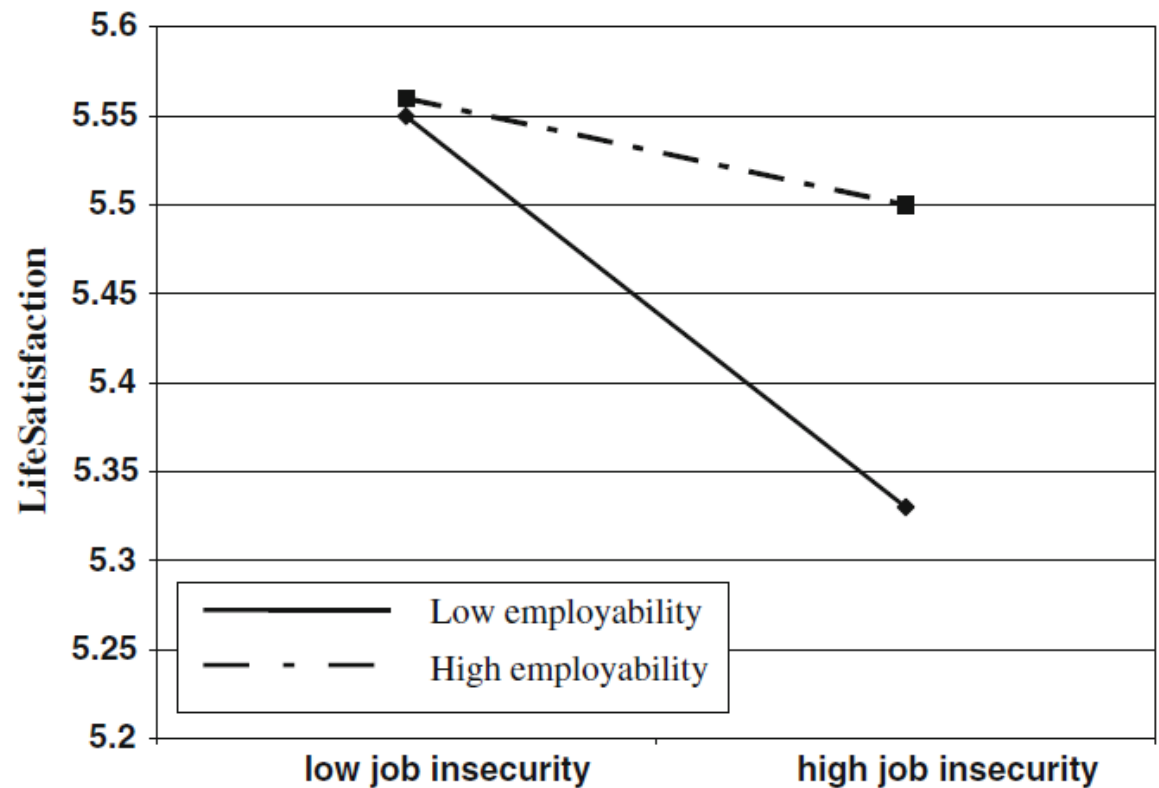
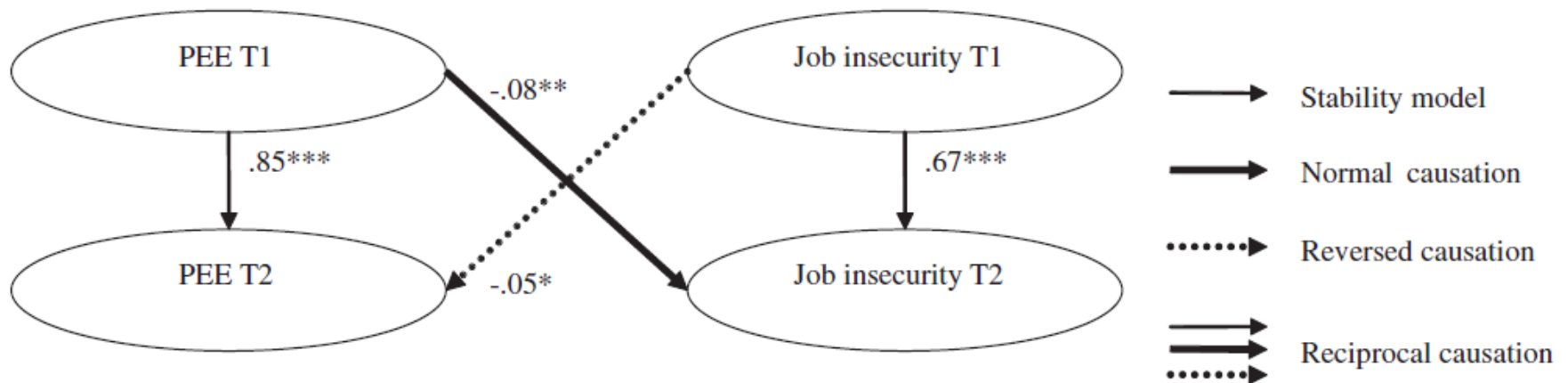


Fig. 1 The interaction between job insecurity and employability for life satisfaction

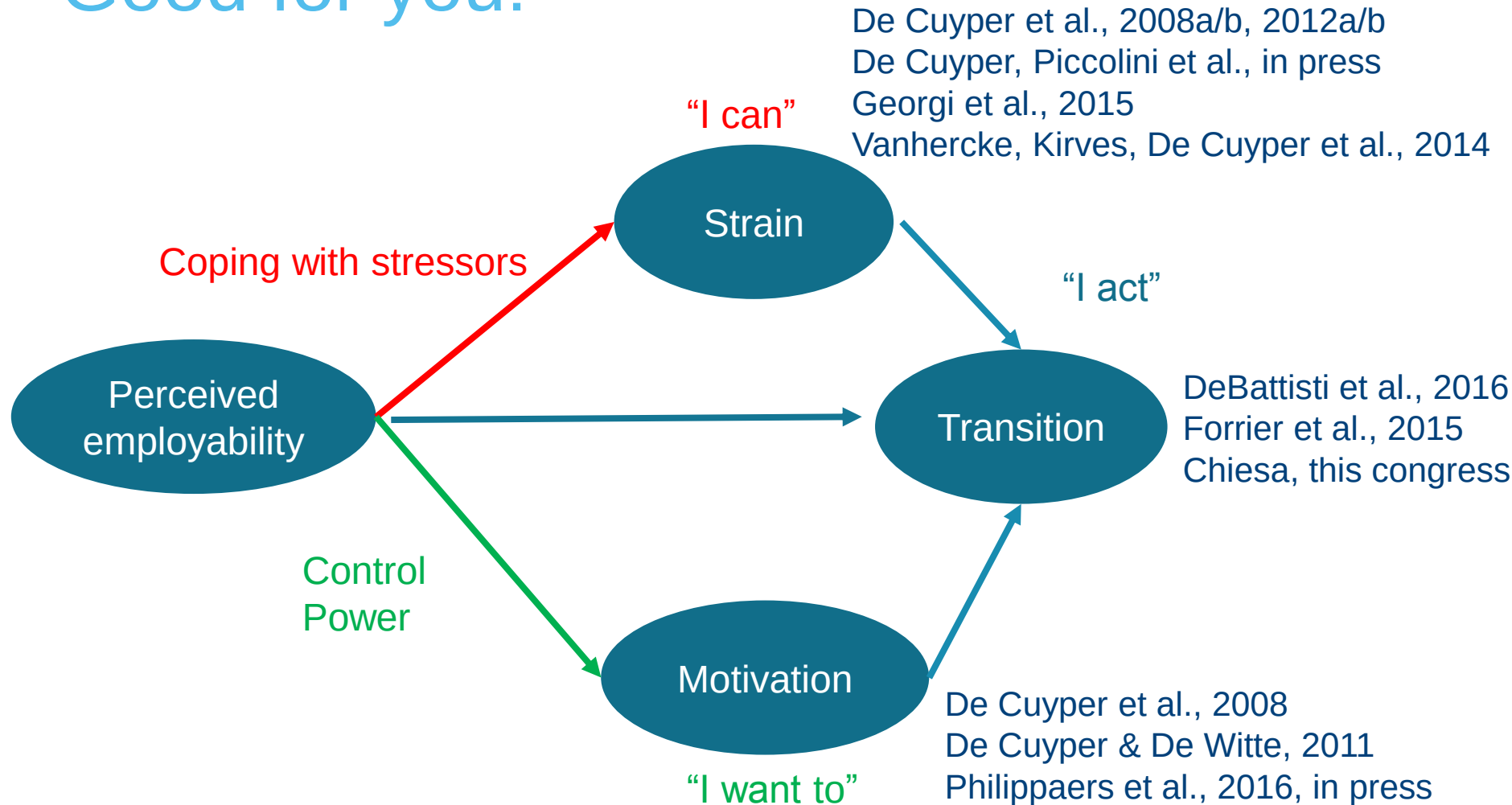


N = 639, Belgium
6 organizations, cross-sectional



N = 1314, Finnish University staff
One year time lag

Good for you!



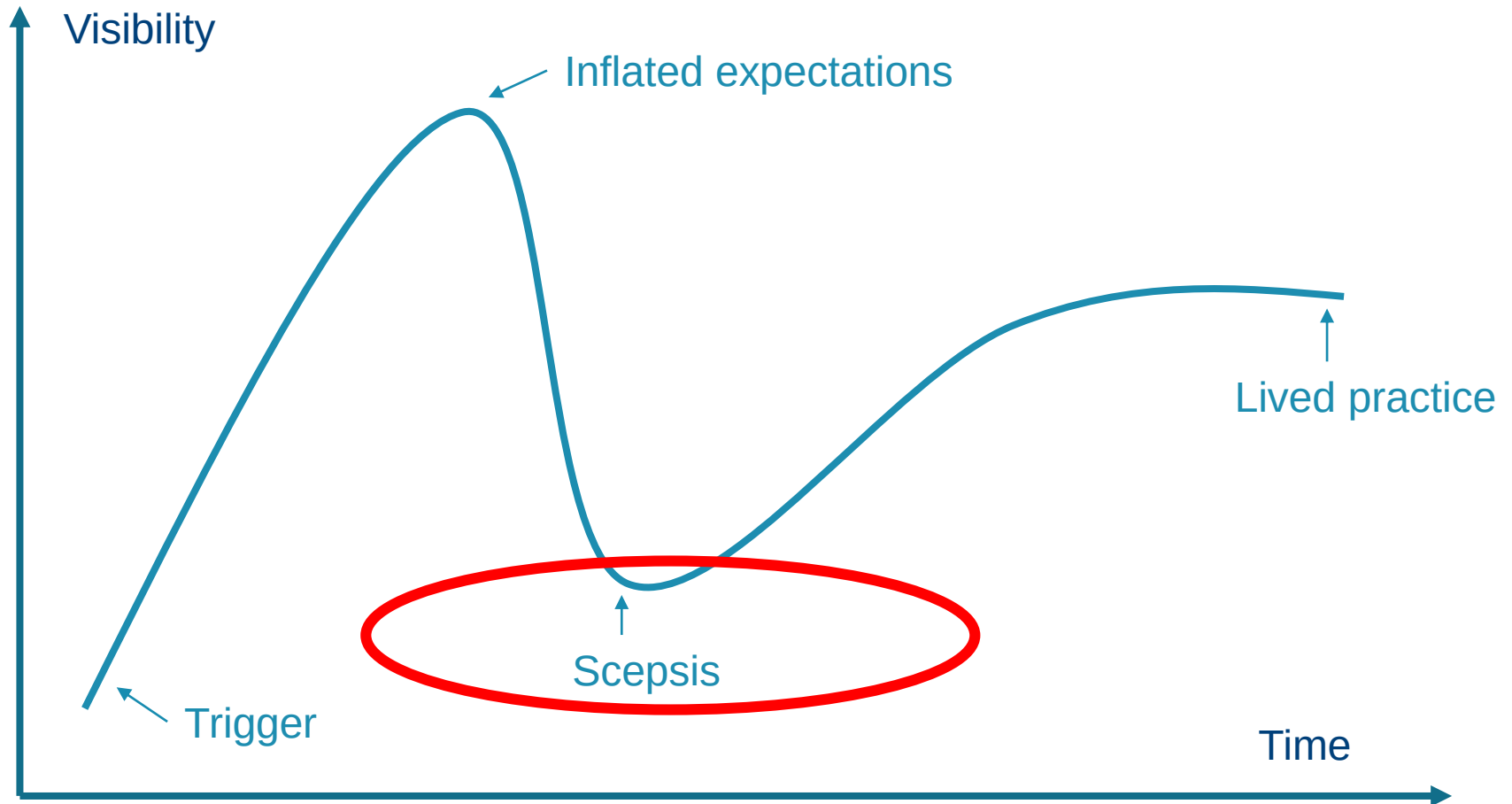
IS not
✓

Employability for all!

Scepsis – part 1!



Employability-Hype



Demographic age

“I am old”

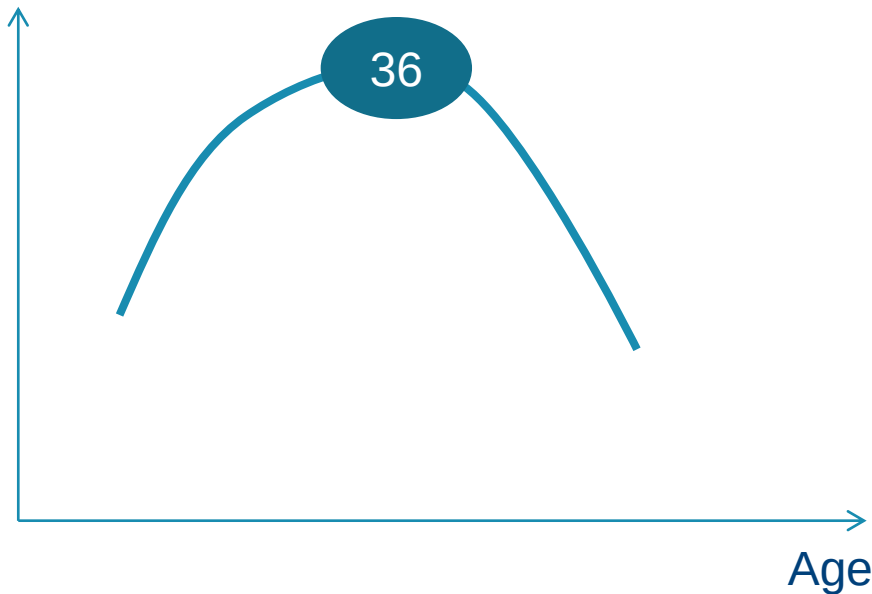
Perceived employability



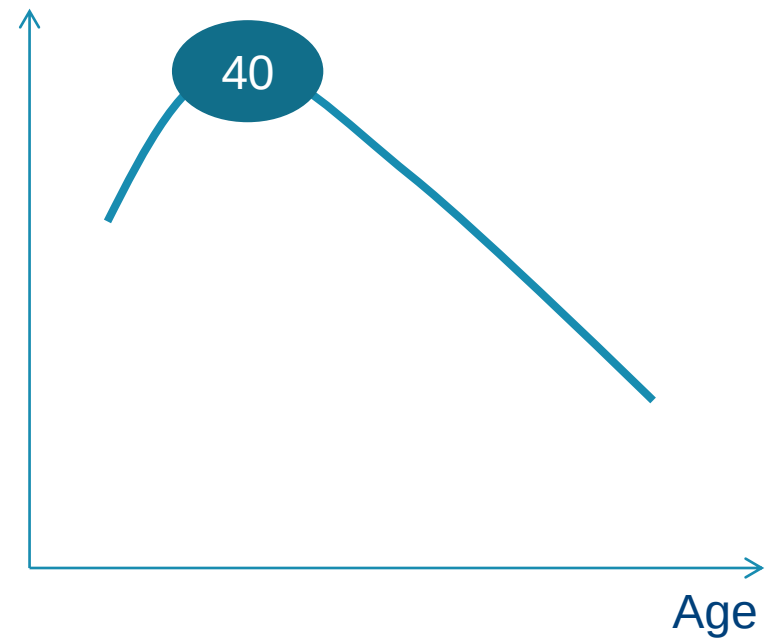
Demographic age

“I am old”

Perceived **internal** employability



Perceived **external** employability



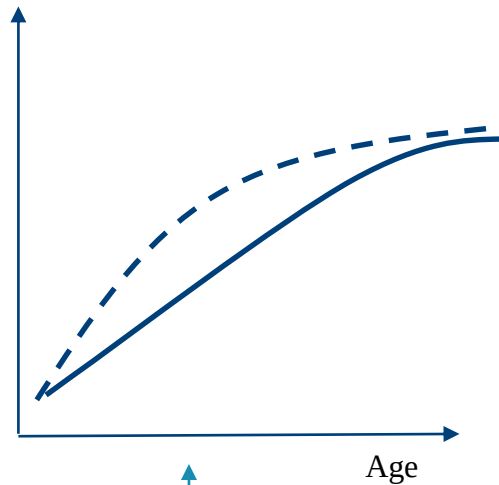
N1 = 1013, representative, cross-sectional

N2 = 486, 2 organizations, cross-sectional

Demographic age

“I am old”

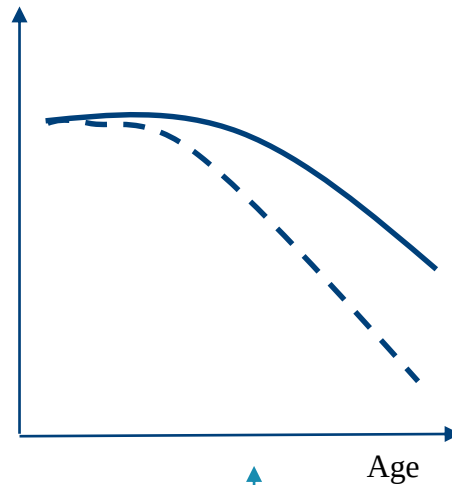
Perceived employability



Expertise

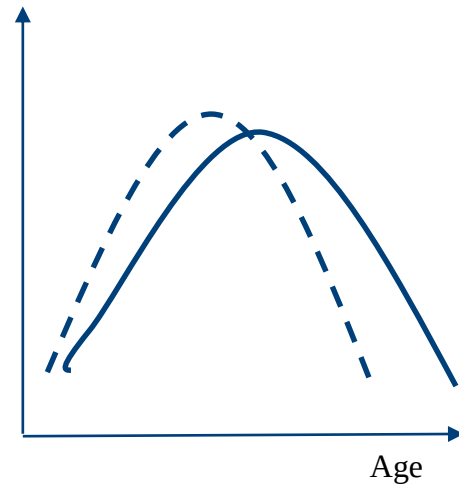
+

Perceived employability



Structural constraints!

Perceived employability



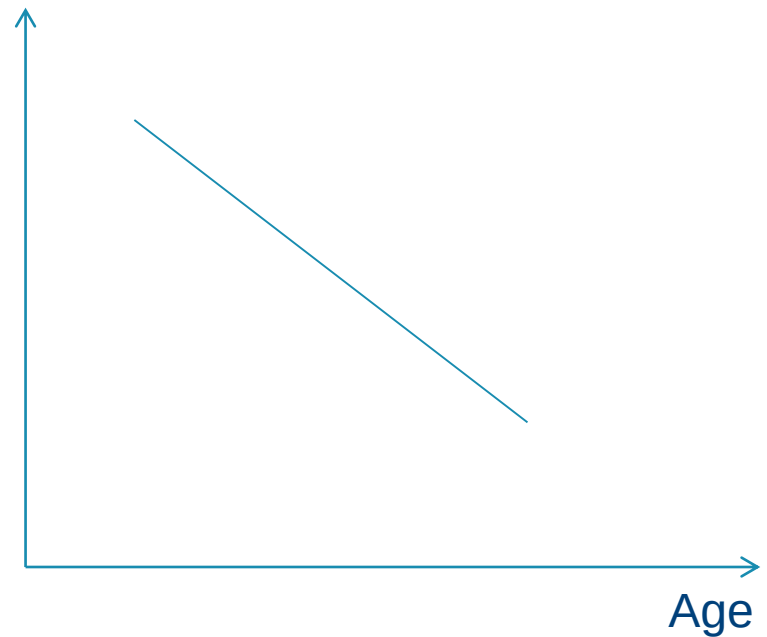
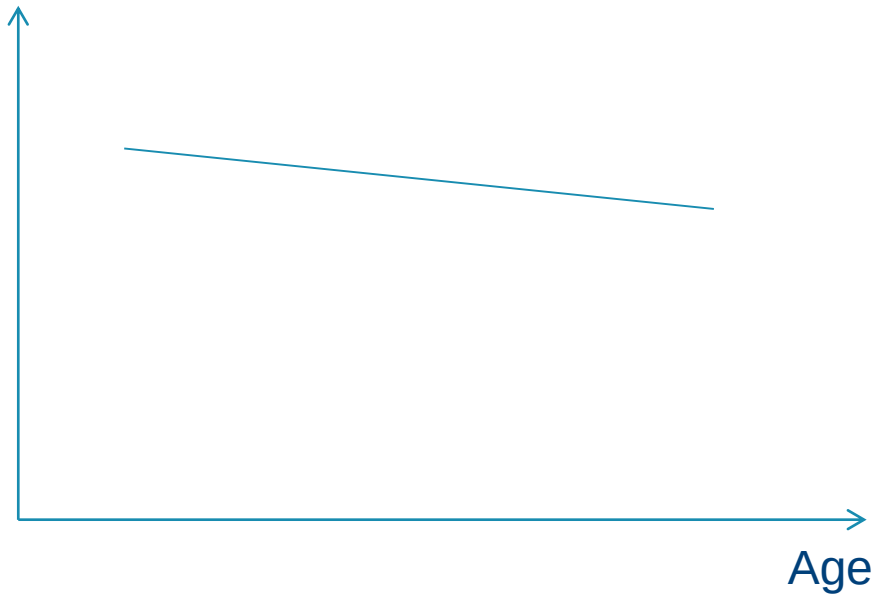
= Curvilinear!

Demographic age

“You are old”

Supervisor-rated **internal** employability

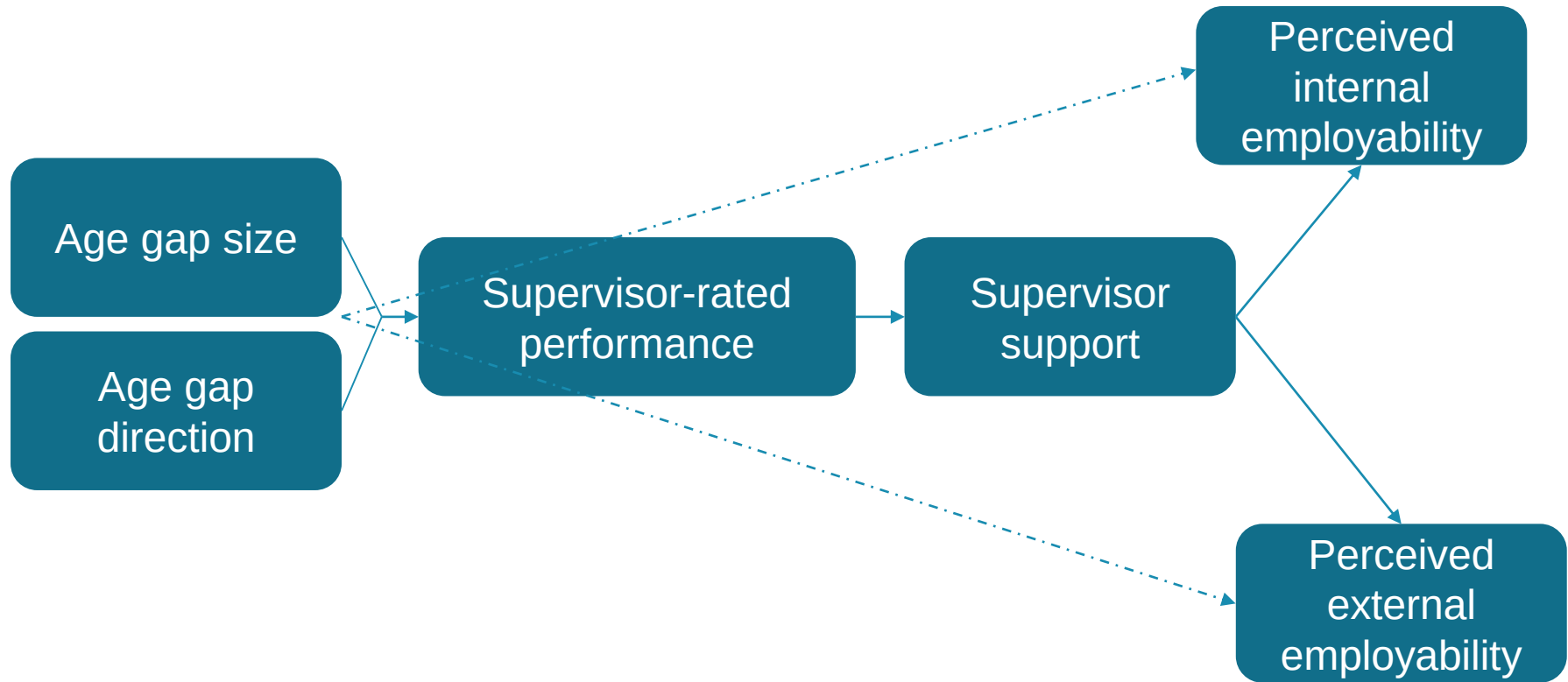
Supervisor-rated **external** employability



N = 396 supervisors

Relational age

“I am older than you”
“You are older than me”



396 supervisors, 1236 employees, Belgium
Three waves

Conclusion: Employability *is not?* for all!

- Older employees are less employable
 - And old is relatively young
 - And old is relative
- But what if they were?

Old & active, young & lazy?

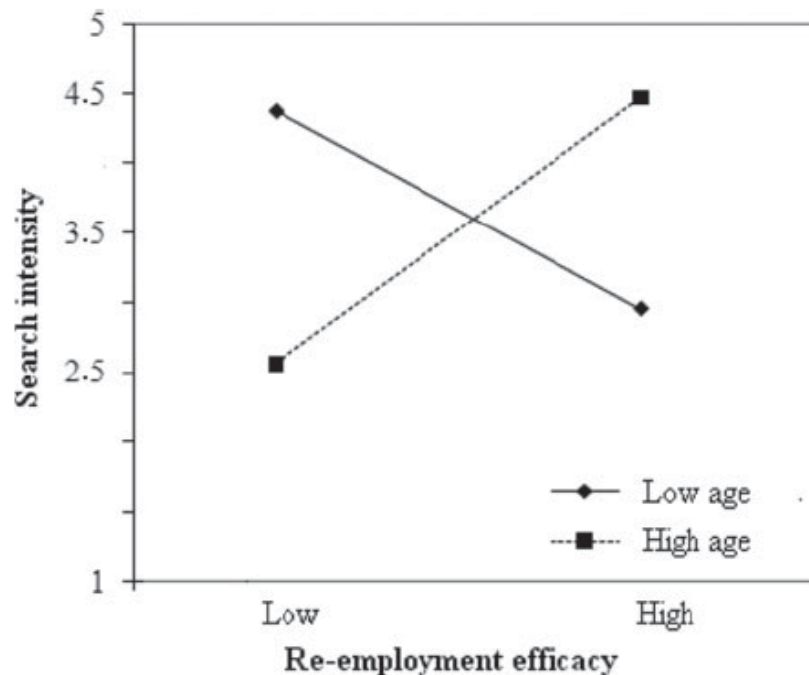


Figure 2. Age as moderator of the relationship between re-employment efficacy and search intensity.

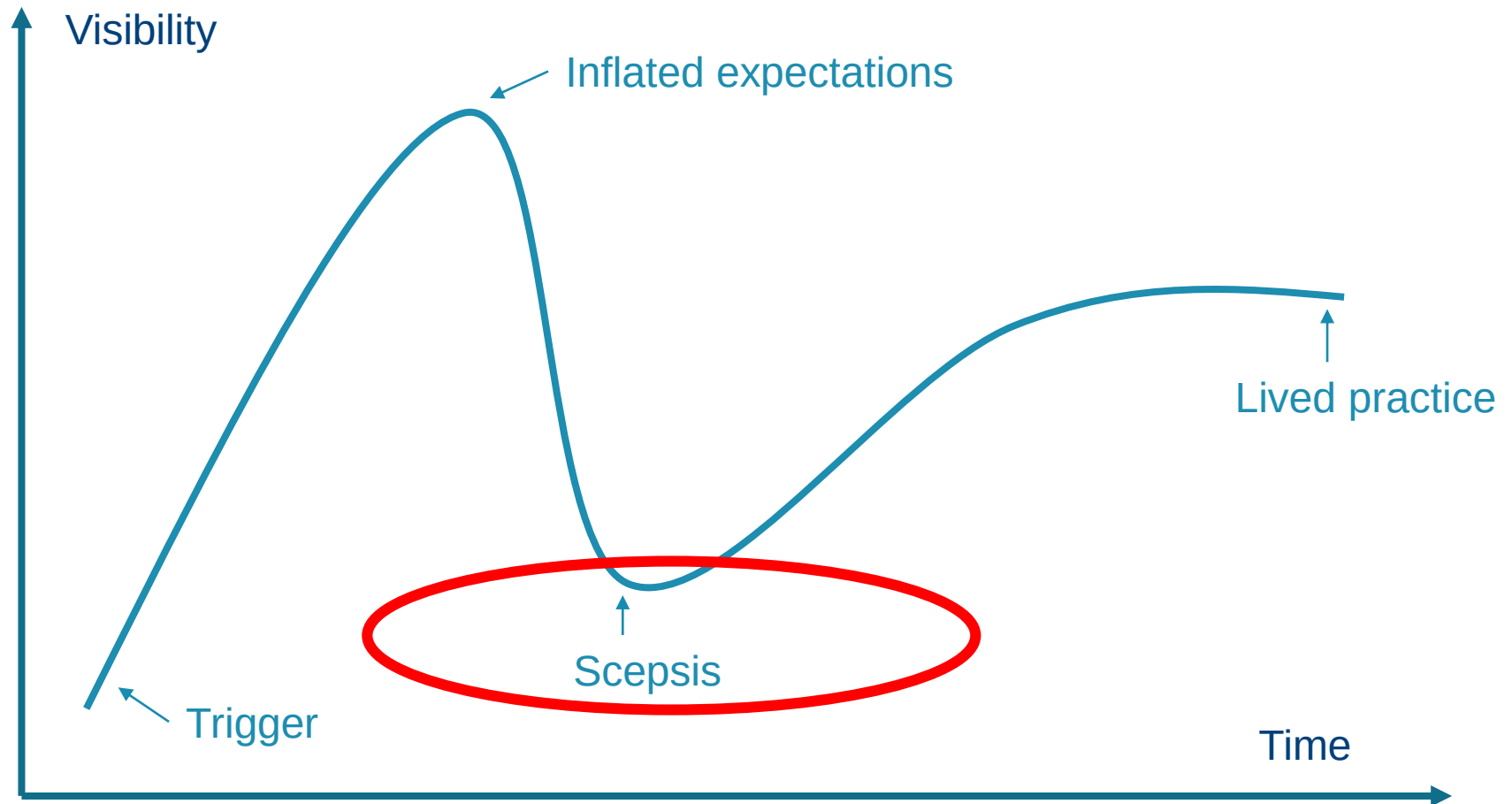
Nunemployed job seekers = 275; Belgium
Outplacement agency; 6 months time lag

Except the employer?

✓
Employability for all!

Scepsis – part 2!

Employability-Hype



Management paradox

- Employable employees = the best you can get!



- Happy employees

Vanhercke, Kirves, De Cuyper, Verbruggen, Forrier, & De Witte (2015);

De Cuyper, Mäkikangas, Kinnunen, Mauno, & De Witte (2012)

- Productive employees

De Cuyper, Sulea, Phillipaers, Fischmann, Iliescu, & De Witte (2014)

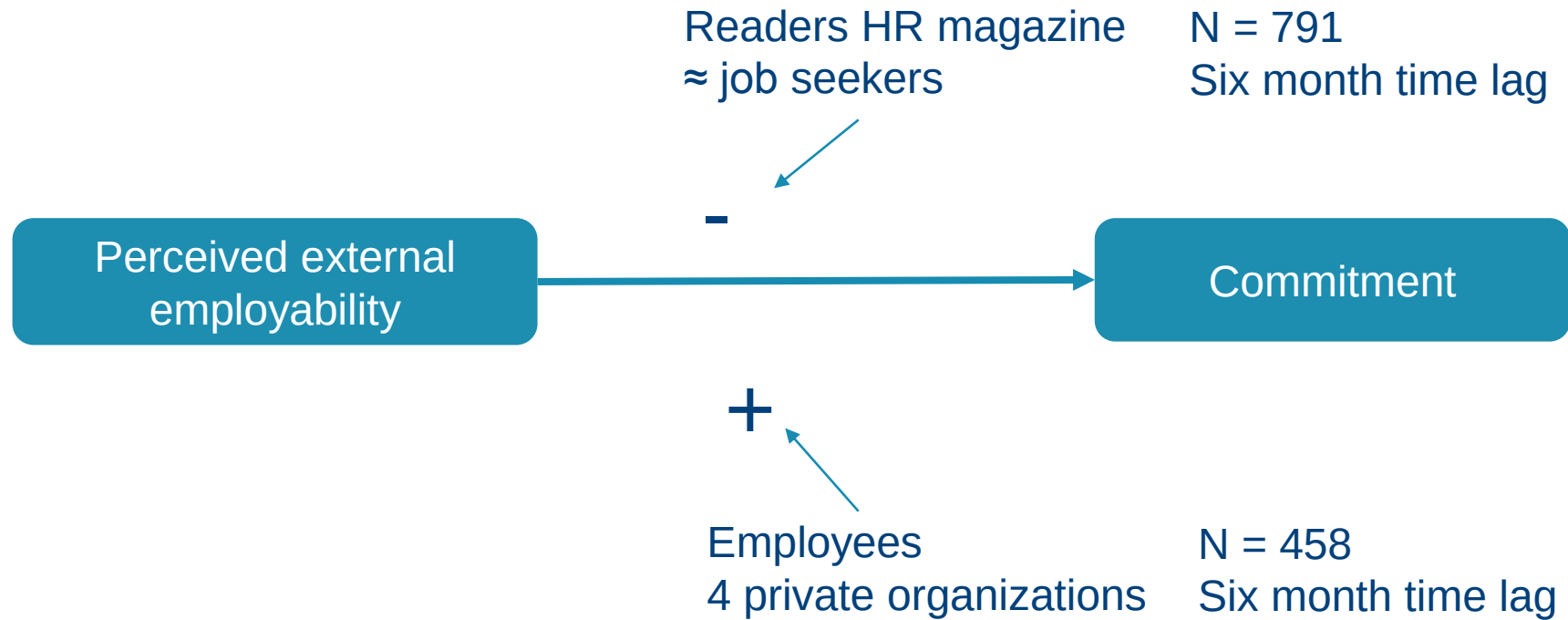
- Employable employees = risky business!

- Commitment

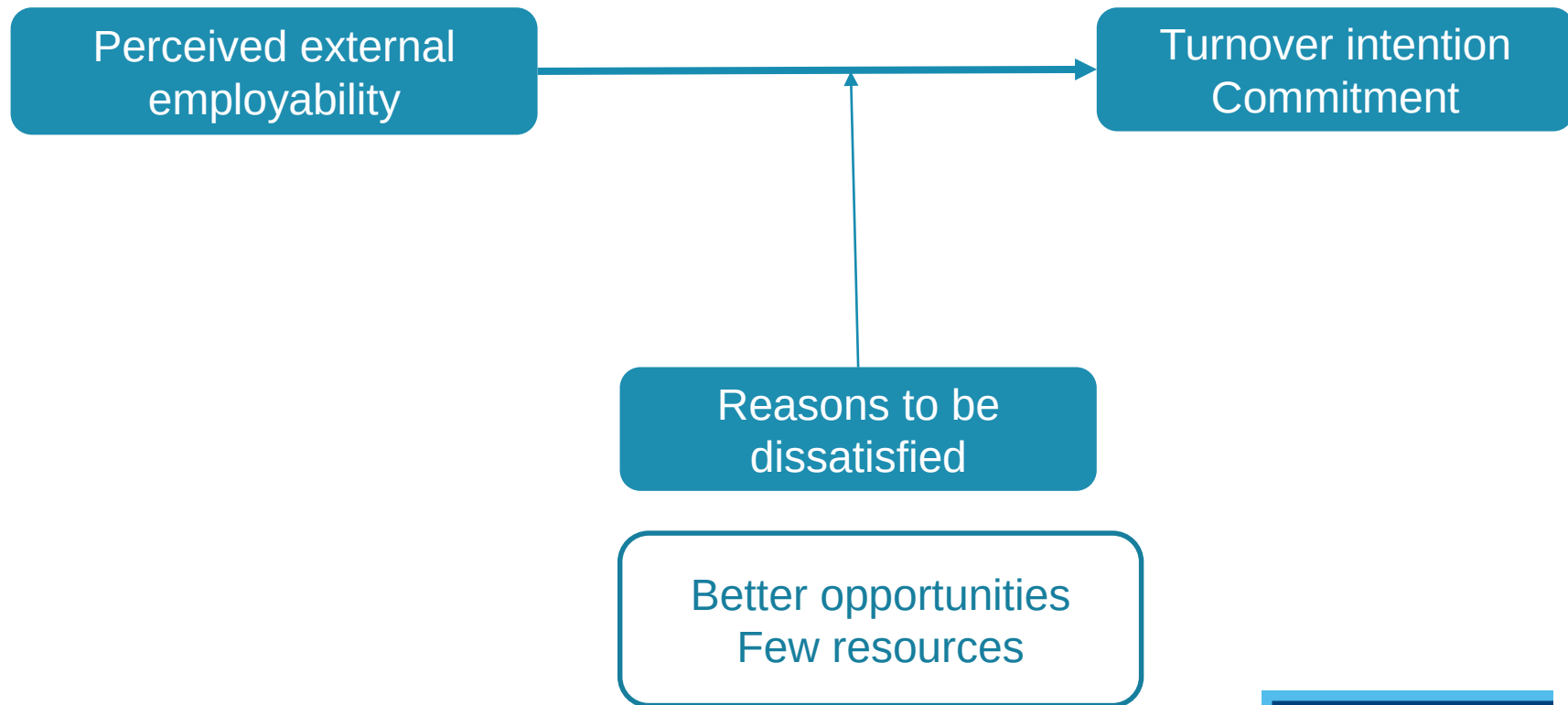
- Turnover intention

- Cherry picking

Risky business “tout court”?



Risky business if you give them a reason?



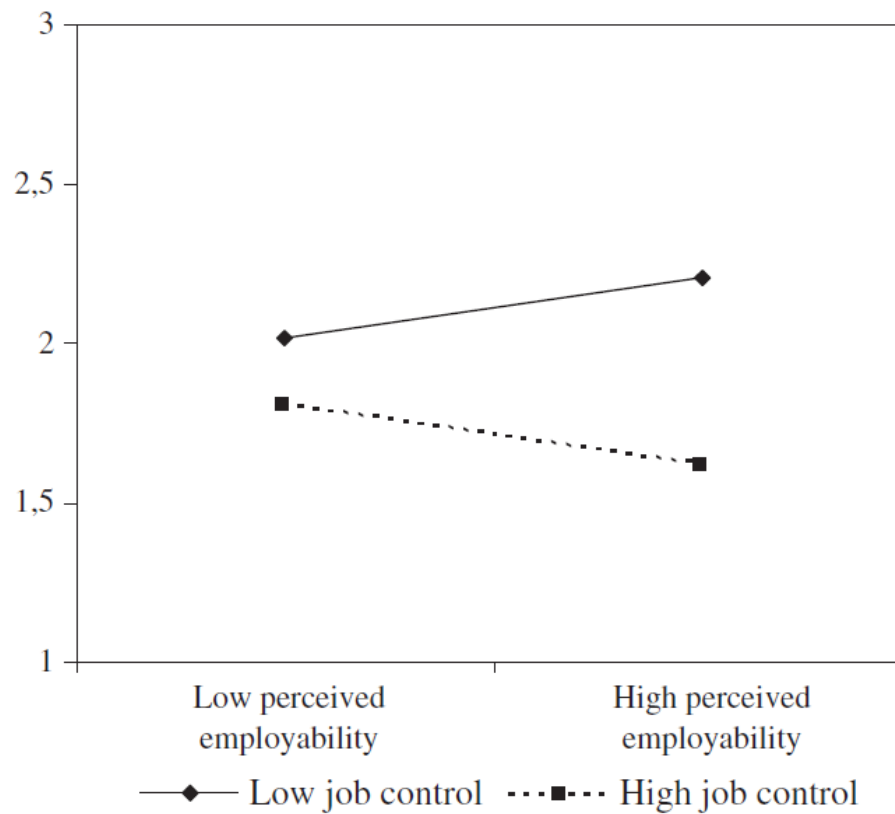


Fig. 1. Sample 1: interaction between perceived employability and job control in relation to turnover intention at Time 2.

N = 308 health care professionals, Finland

Risky business but in what way?

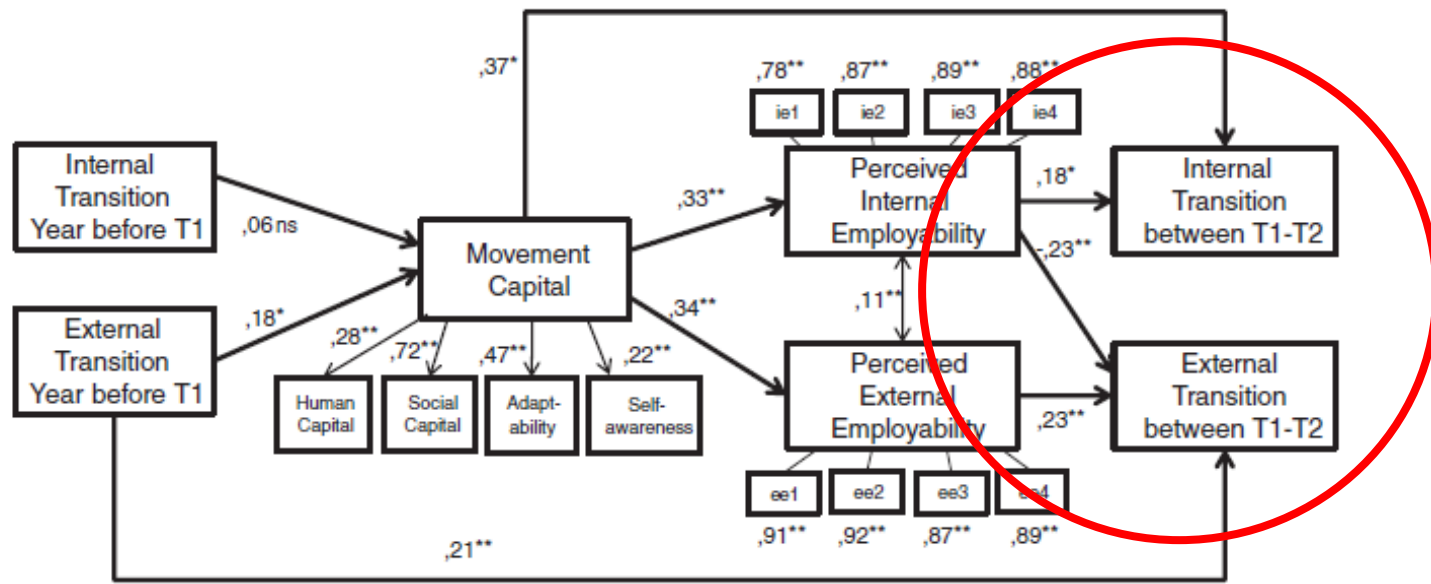


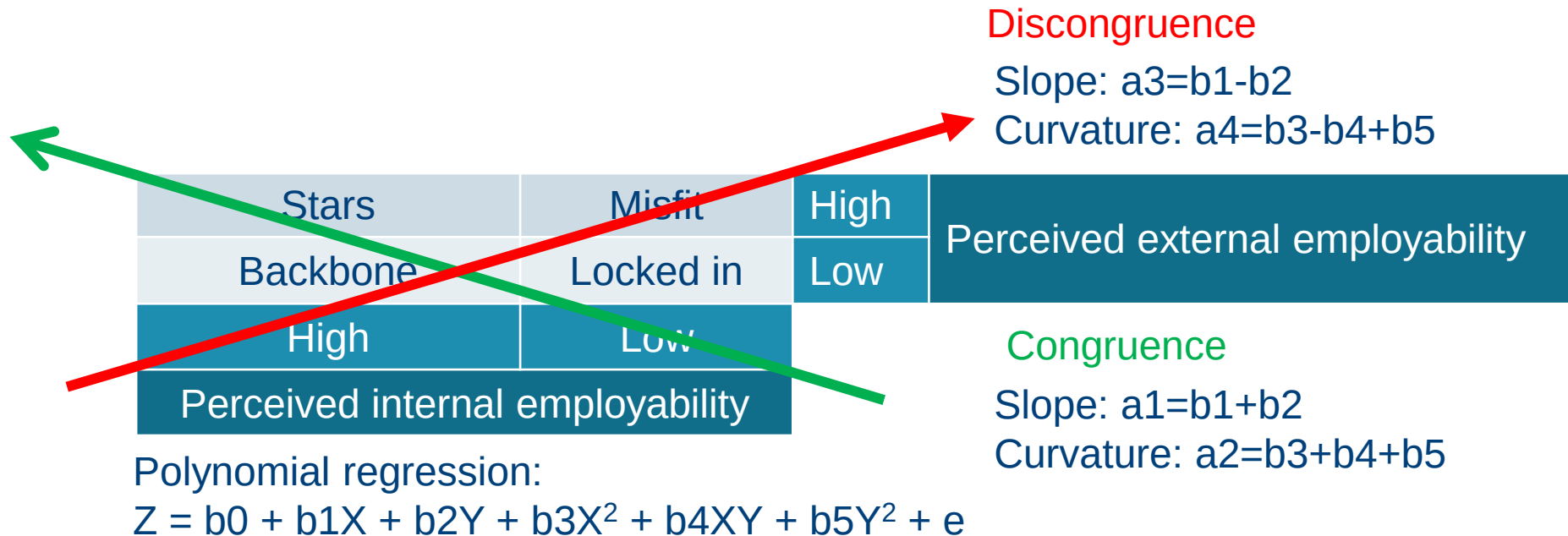
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Nemployee = 643; Belgium
Heterogeneous sample; one year time lag

Risky business but in what way?

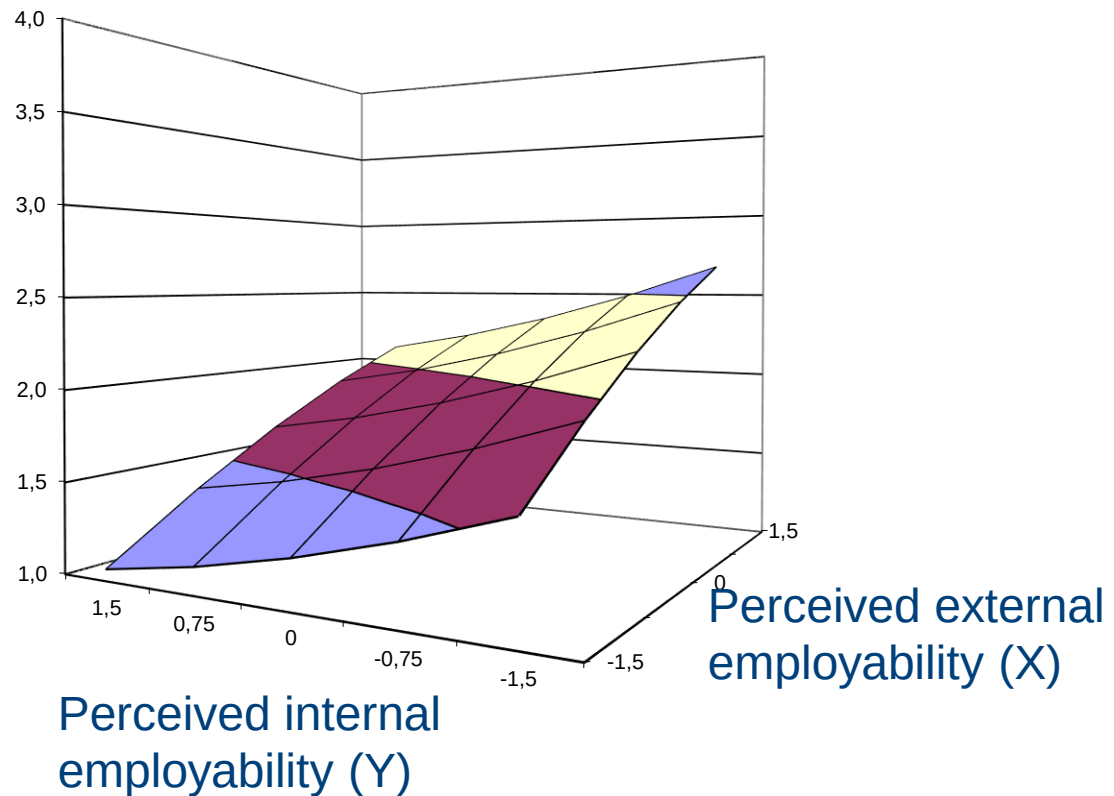
Stars	Misfit	High	Perceived external employability
Backbone	Locked in	Low	
High	Low	Perceived internal employability	

Risky business but in what way?



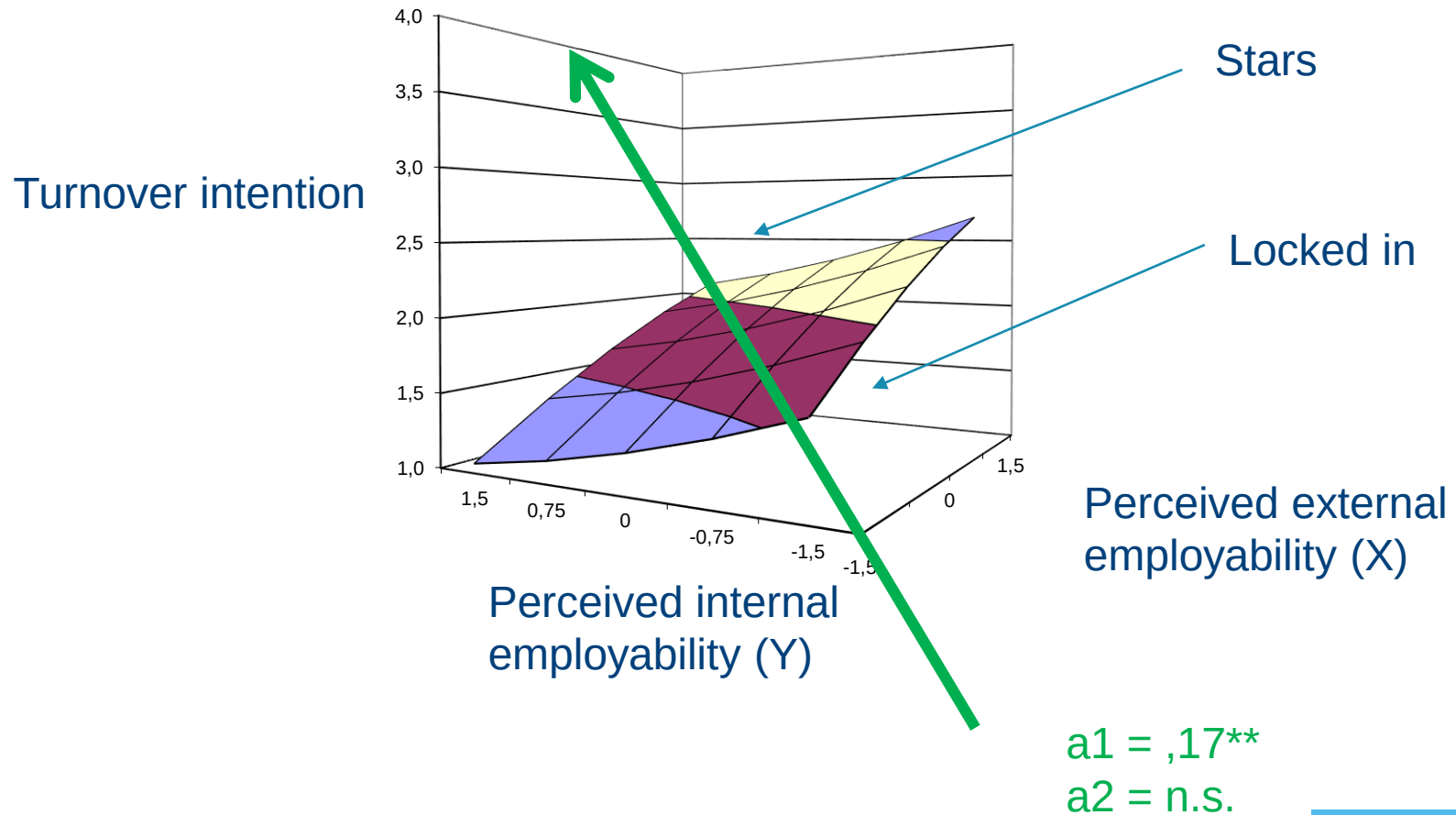
Response surface analysis

Turnover intention

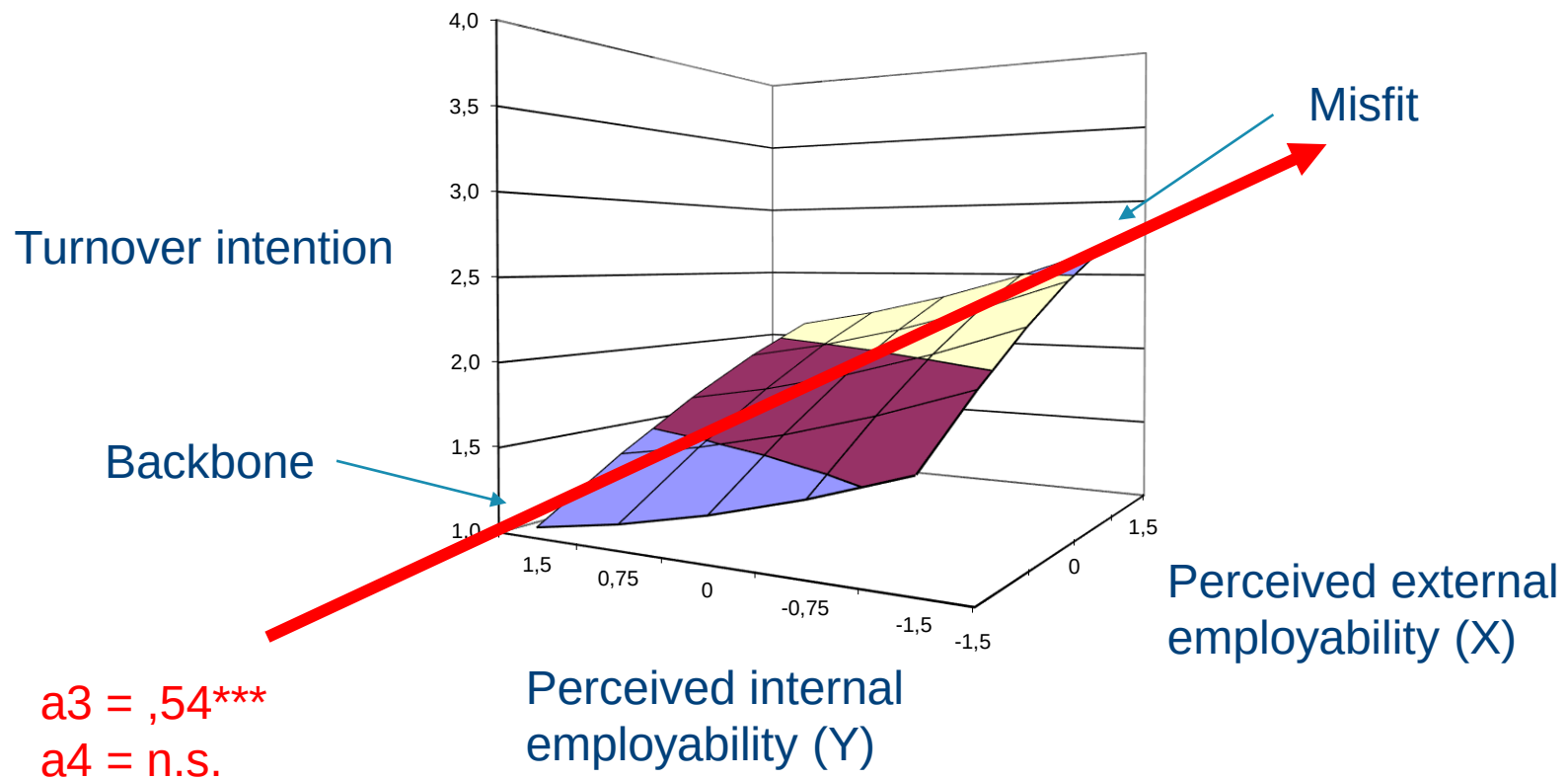


$N_{\text{employee}} = 1065$; $N_{\text{org}} = 6$; six month time lag

Response surface analysis



Response surface analysis



Risky business but in what way?

Stars have medium turnover intention	Misfits have high turnover intention	High	Perceived external employability
Backbones have low turnover intention	Locked in have low turnover intention	Low	
High	Low		
Perceived internal employability			

Risky business but in what way?

Stars have medium turnover intention	Misfits have high turnover intention	High	Perceived external employability
Backbones have low turnover intention	Locked in have low turnover intention	Low	
High	Low	Perceived internal employability	

Conclusion: Employability for all!

Except the employer?

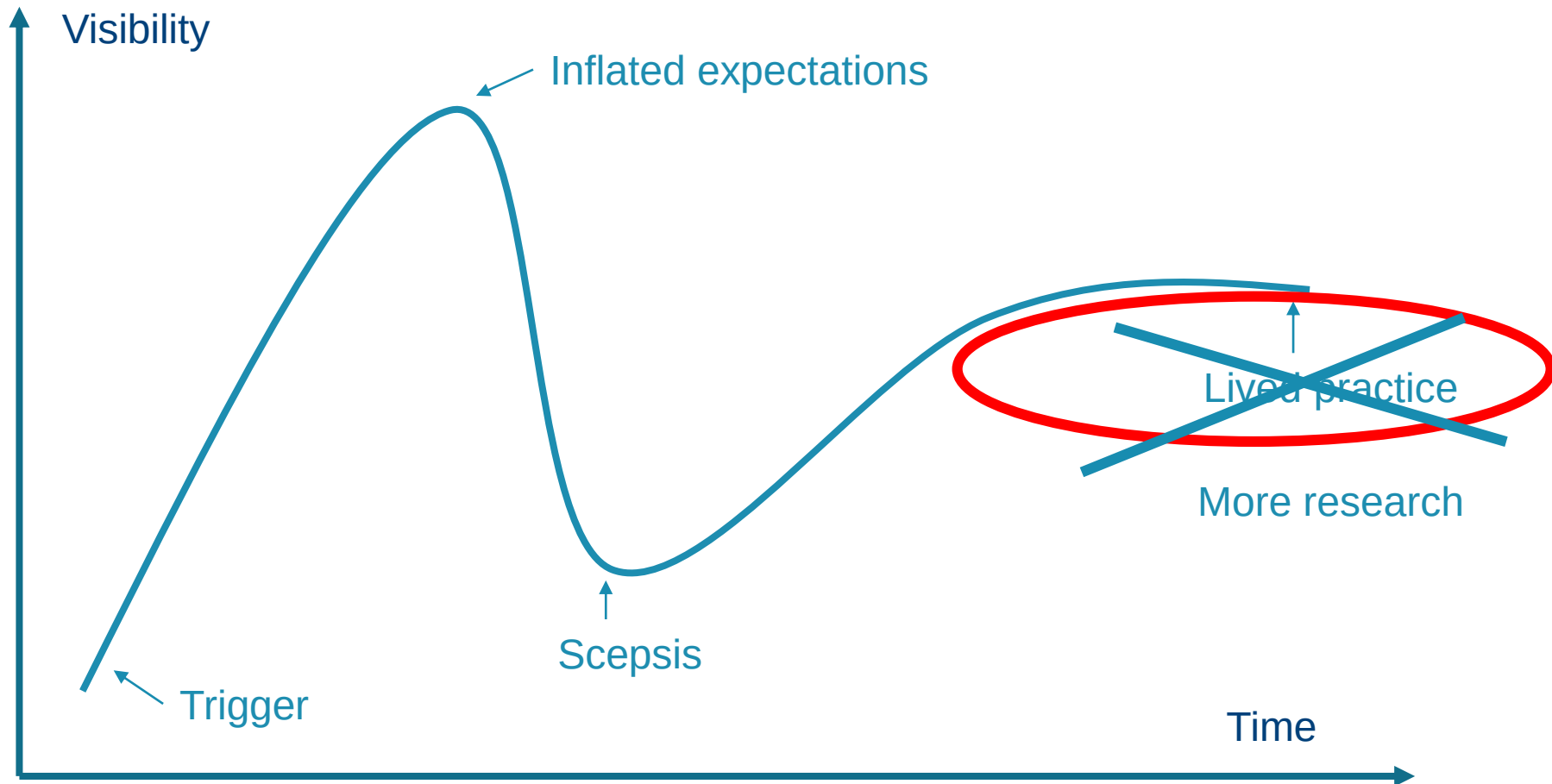
- Investing in employability is not a risky business...
 - But keep employees satisfied!
 - Be concerned about “locked in” employees
 - Be proactive towards “backbone” employees

in the future ✓

Employability for all!

Lived practice!

Employability-Hype



Employability enhancement

- Is it possible at all?
 - Stability
 - Setpoint

Example

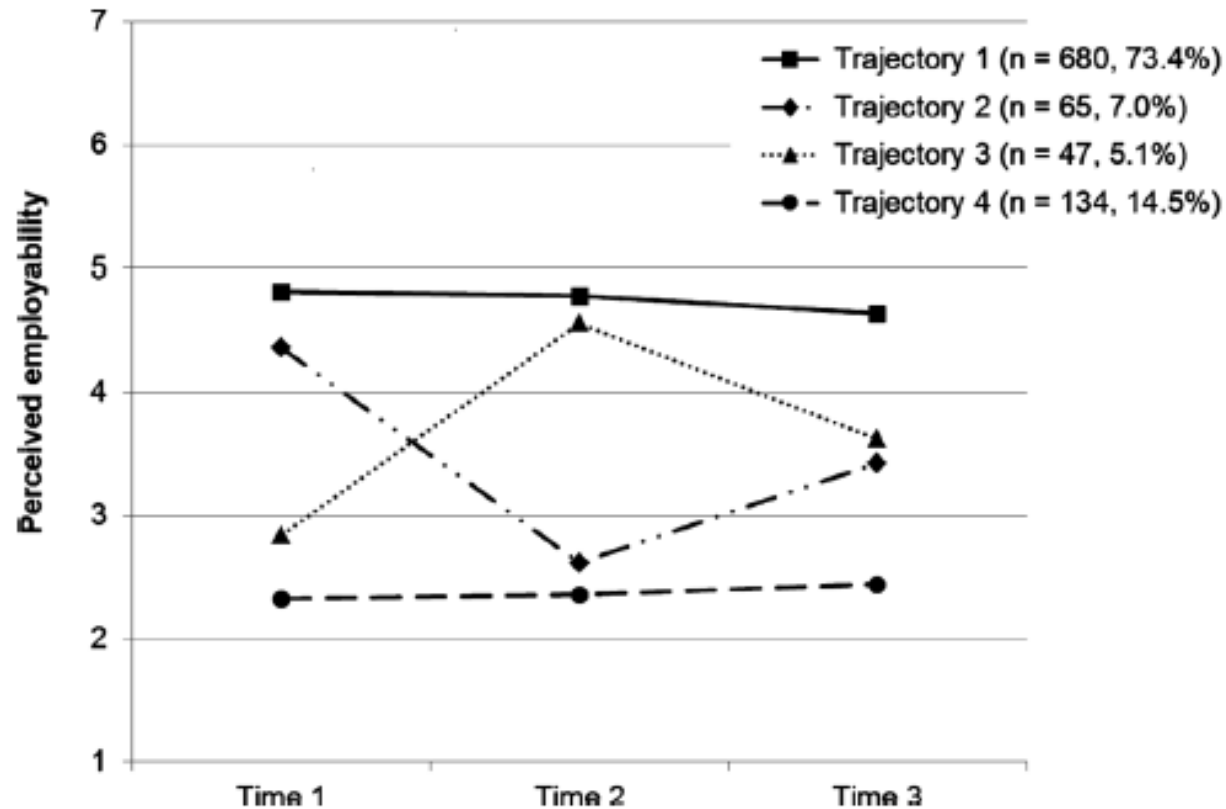


Figure 2. Trajectories of perceived employability across three measurement points.

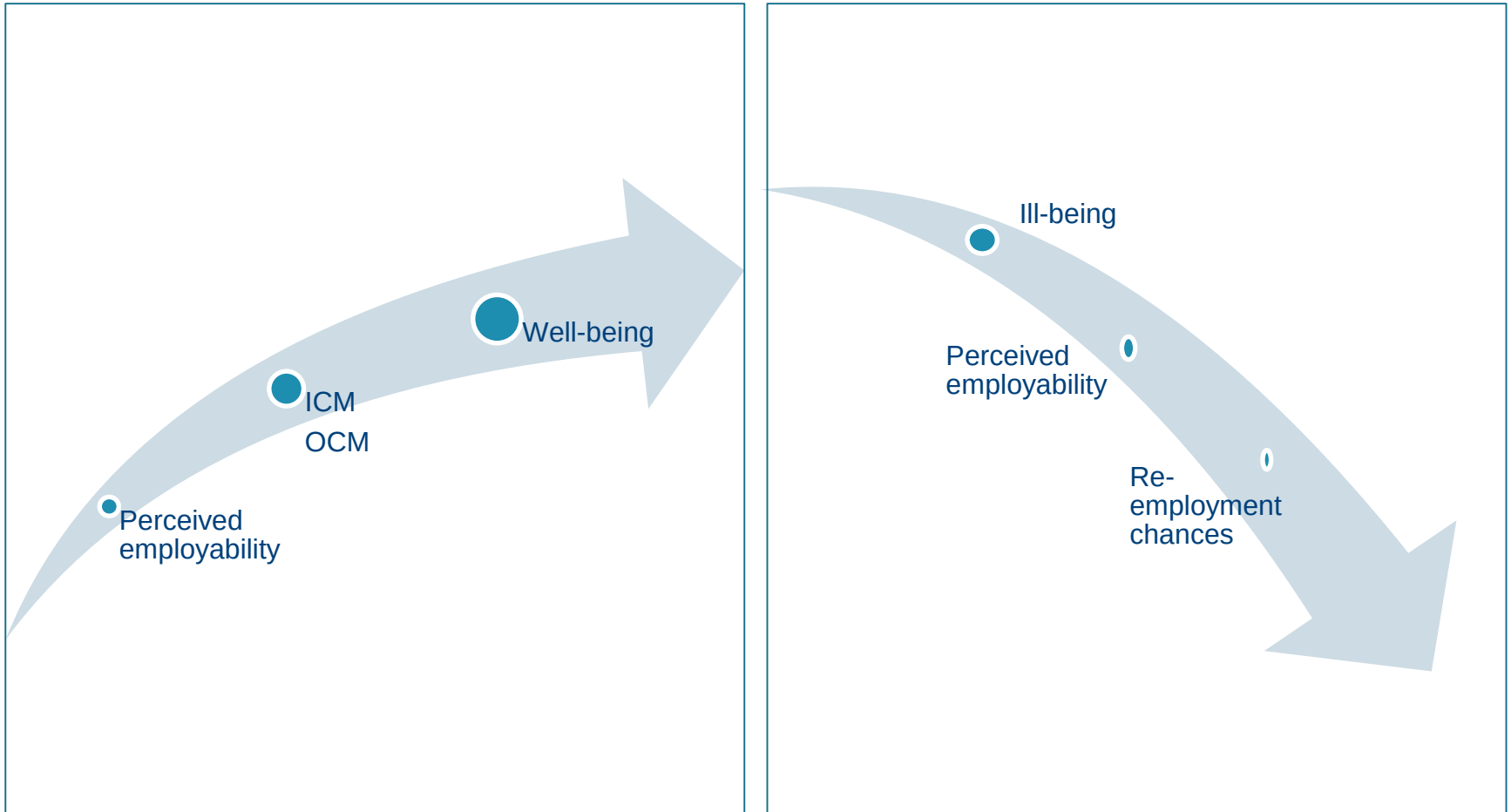
Employability enhancement

- Is it possible at all?
 - Stability
 - Setpoint
- If so, how?
 - Work-related learning

Employability enhancement

- Is it possible at all?
 - Stability
 - Setpoint
- If so, how?
 - Work-related learning
- If so, role of structure and boundaries?
 - Matthew-effect

Example



Conclusion: employability for all

for all
in the future

Call for papers!

- HRM and employability: An international perspective
 - International Journal of HRM
 - Guest editors: Jasmijn Van Harten, Nele De Cuyper, David Guest, Mel Fugate, Anneleen Forrier, & Eva Knies
 - Soon out!
 - August 2018
- Impact of job insecurity on job performance
 - Career Development International
 - Nele De Cuyper, Bert Schreurs, Hans De Witte & Eva Selenko
 - Now out!
 - April 2018



Thanks!

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