

The Future of Work & the Issue of Sustainability

Framing the Issue

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Sustainability

Sustainable work means achieving living and working conditions that enable people to engage in and thrive in work over their lives.

Making work sustainable throughout the life course in this way requires making accommodations between the requirements of work and the needs of individuals as both evolve over time.

Eurofound

Workforce & Workplace

Workforce

- Demographics, education, skills, supply, demand, mobility, careers, health

Workplace

- Performance, purpose, engagement, rewards/benefits, culture, management, health, productivity, technology, voice

21st Century Labour Markets: True/False?

- Regulation is increasing in our labour markets
- Self-employment is a sign of greater enterprise in the workforce
- The 'Job for Life' is over and work is now more precarious
- Robots are coming to take our jobs

Regulation & Employment?

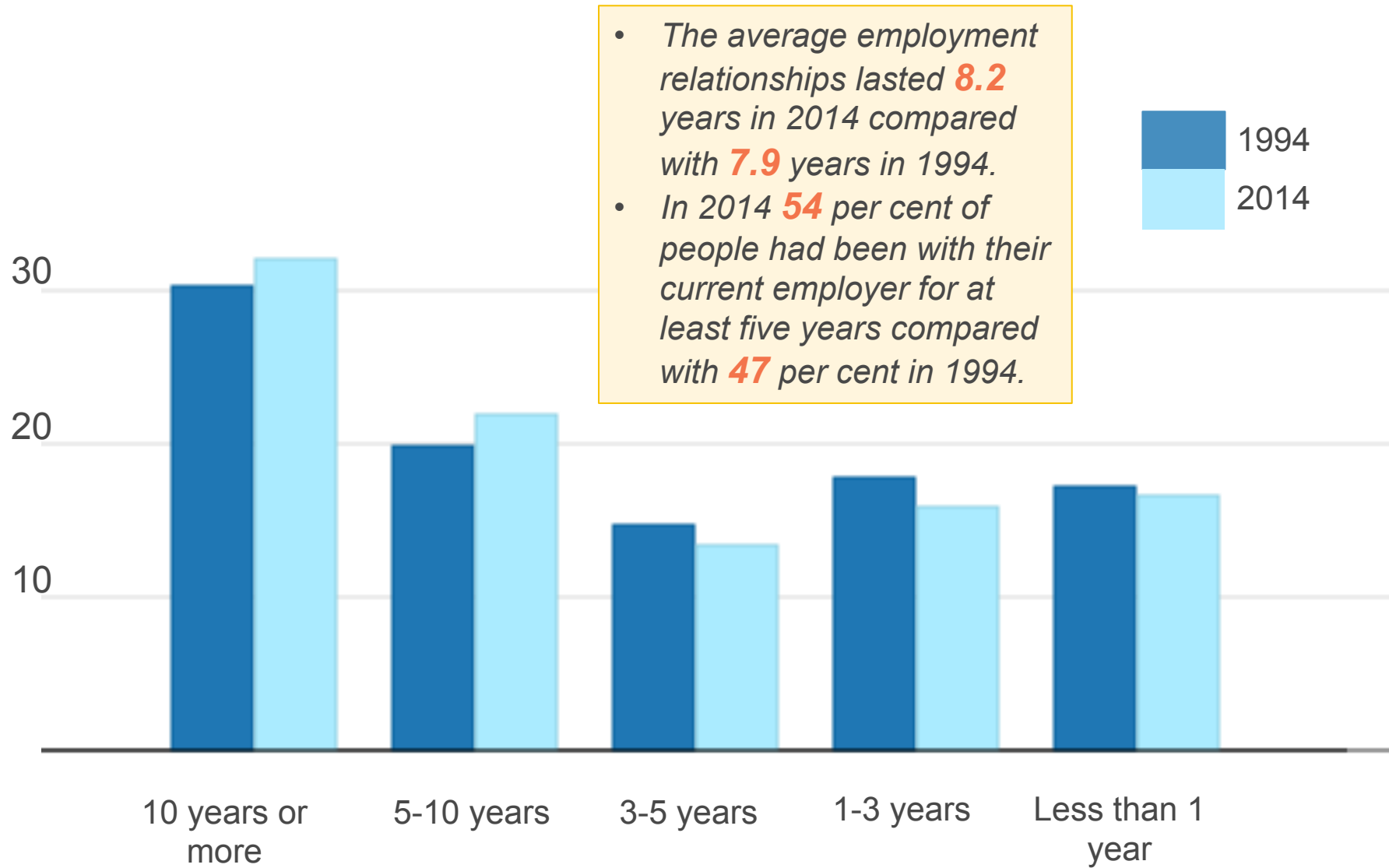
OECD Employment protection index (0 to 6)			
	1998	2013	Change
US	1.0	1.0	-
UK	1.6	1.5	-0.1
Canada	1.5	1.5	-
Japan	2.1	1.9	-0.2
France	2.6	2.7	+0.1
Italy	3.1	2.9	-0.2
Germany	2.9	3.0	+0.1

Self-Employment

	2003	2013	Change 2003-2013
Italy	27.5%	25.0%	-2.5
UK	13.2%	14.4%	+1.2
Japan	15.1%	11.5%	-3.6
Germany	11.4%	11.2%	-0.2
France	8.9%	9.5%	+0.6
Canada	9.8%	8.7%	-1.1
US	7.6%	6.6%	-1.0

- *Self-employed weekly earnings are 20 per cent lower than they were in 2006-07*
- *The typical self-employed person now earns 40 per cent less than the typical employed person*
- *Only 30 per cent of self-employed people have any kind of pension, compared to 52 per cent of employees*
- *Over 80,000 self-employed people move to ESA each year*

Job Tenure - UK

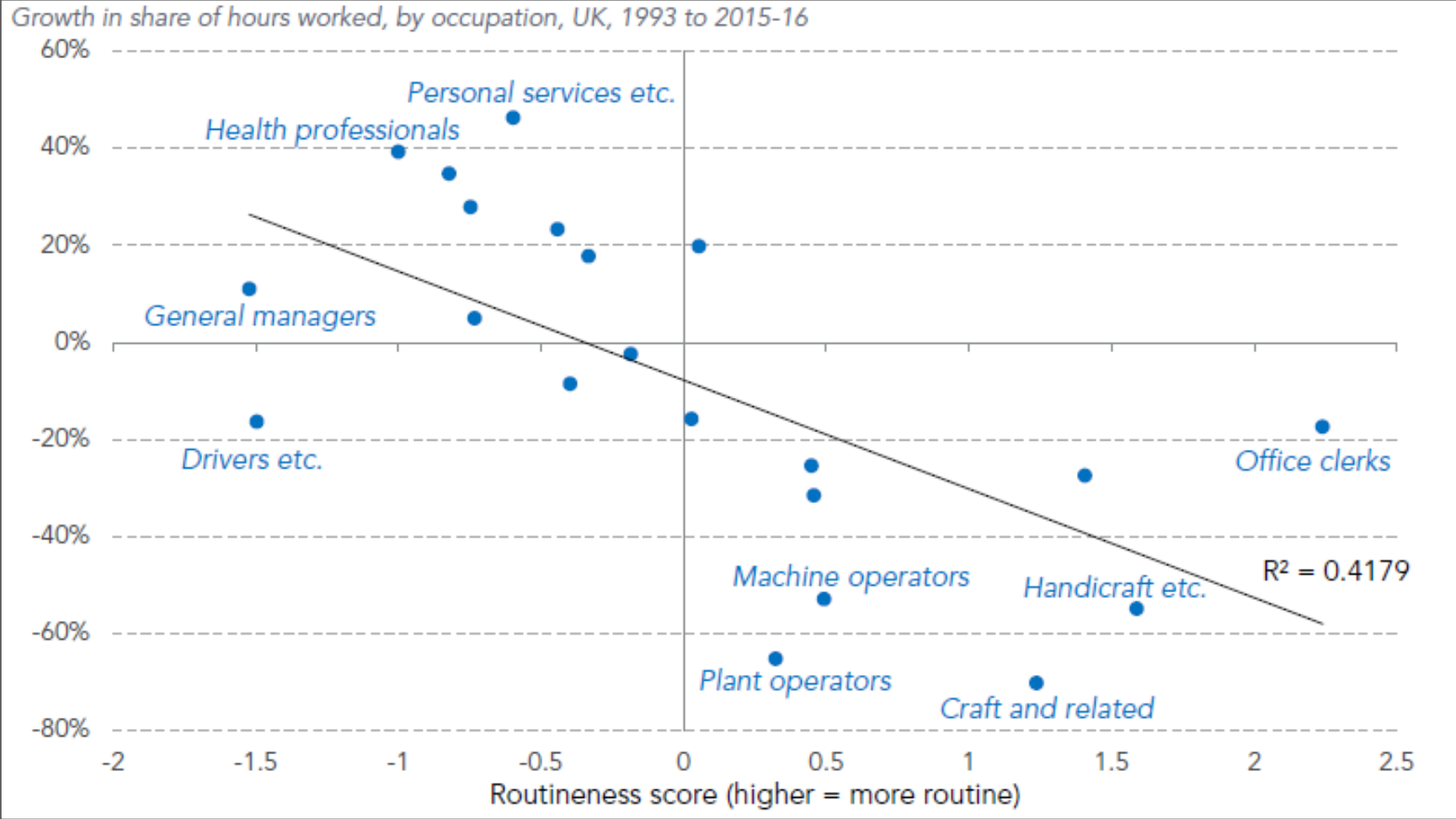


- The average employment relationships lasted **8.2** years in 2014 compared with **7.9** years in 1994.
- In 2014 **54** per cent of people had been with their current employer for at least five years compared with **47** per cent in 1994.

1994
2014

All figures are annual averages

'Routineness' as a Predictor of Work Loss



Needs of Older Workers

- Attitudes to Work
- Nature of the Work
- Workplace Culture & Management

Attitudes to Work

- Current/projected financial wellbeing is strongly linked to whether employees want to continue in their job role.
- Employees consider their perceived effort-reward relationship carefully, and those who feel positively towards extending their working lives believe it brings economic independence.
- However, the relationship is complex.
 - Female employees are often second earners and/or in low-paid roles and sectors so may put relatively less emphasis on earnings
 - Public sector employees include the structure of pension schemes in their decision-making and are likely to retire when they reach an optimum position
 - Employees with MSK problems more likely to put health considerations over the opportunity to earn more.
- Entrepreneurship is an economic strategy pursued by some higher-skilled older workers. Whilst some feel this can bring relatively greater financial and cognitive benefits, others found that the associated stressors were too great.

Nature of job and experience of work (1)

- Perceptions that job demands are too high seem to be the primary driver of early labour market exit for older workers
 - Although some evidence discusses emotional and cognitive job demands, this is primarily linked to physical job demands, such as using force or heavy lifting
 - Job seniority (e.g. recruitment, restructuring and control of financial decisions) can bring stressors which is intensified when options are constrained by company policy. These may be exacerbated for women because of gendered stereotypes about 'leadership', leading to additional stress.
 - The relationship is exacerbated by ill-health and (perceived) work capacity
 - Lower job demands were linked with increased likelihood of working after leaving full-time employment
 - Some older workers looked to move to alternative employment with lower demands as a preferable option to leaving work altogether
- Both emotional and physical job demands are linked to physical exhaustion and burnout; this presented a clear causal pathway to exiting the labour market
 - However, adaptation to and acceptance of leaving work can take a long time

Nature of job and experience of work (2)

- Work centrality is of key importance to older workers. Mismatch between business and personal goals/ambitions drives earlier labour market exit and movement to self-employment
 - Importance may be more prevalent for workers aged 50+ than for workers aged 40-49
 - Clear articulation of company values is useful to reinforce alignment
 - Perceived organisational fit is linked to increased job satisfaction and a sense of belonging and connectedness
- Prevalence of ICTs in the job role is not necessarily a push factor for older workers – deindustrialisation can mean older workers are able to work longer and remain healthy, and some wish to realise technological opportunities for themselves
 - However, they may be disadvantaged by relatively less experience with ICTs than younger workers
- The very fact of being in employment is central to many older workers
 - Social factors (both in and out of work) appear to be more important to female employees

Workplace culture and management (1)

- Satisfaction with supervision or line management was critical, and lower satisfaction predicts earlier labour market exit
 - Quality was judged in terms of more one-to-one meetings/appraisals, appreciation of skills, understanding of (mental) health conditions and reward
 - Larger gaps between ages of supervisor and older workers was associated with more negative emotions, such as anger or fear
 - Older workers in the non-profit sector were most satisfied with their supervision, whilst those in the private sector were the least satisfied

- Management style, perceived competence and a supportive, open and positive business culture is a driver of organisational commitment and retention
 - Positive attitudes towards older workers is connected to a greater desire to want to remain in work
 - More employees believe that their company does not consider ageing than those that do

Workplace culture and management (2)

- Intergenerational co-operation and collaboration was valued for bringing better knowledge-sharing, innovation and problem solving
 - This include the opportunity to pass on skills and mentor
 - Older workers (and their employers) also reported better productivity, talent management and knowledge as a result of good employee relationships
 - However, those with lower intergenerational co-operation were concerned that it was harder to develop trust and reach agreement, and it decreased quality of life
 - Evidence does not suggest that older workers leave because they feel they cannot 'keep up' with younger workers – it is more about not being challenged enough
- Some older workers are pushed away from employment as they feel there are pervasive stereotypes and job-market discrimination

Future of Work – Key Themes

Technology & Work

- Mobile & homeworking
- Automation & job content/numbers
- Surveillance or liberation?
- Smart drugs & work

Management

- Profession or role?
- Line manager capability
- Self-managing teams
- End of hierarchy & deference?

Trust & Transparency

- Employees as adults
- Organisational culture
- Leadership styles
- Hi-involvement decision-making
- Transparency of pay

Productivity

- Hi-performance work practices
- Measures of productivity
- The low productivity – high profit paradox

Risk

- Job insecurity
- Precarious & contingent work
- Contingent pay
- Self-employment & the transfer of risk

Careers

- The 50 year Career
- Managing job transitions
- Non-linear career paths
- Retaining talent

Voice

- Consent, transparency & voice
- Democracy at work (staff reps on Boards; share ownership)
- Future role of Unions

Wellbeing

- Ageing & chronic illness
- Mental health & resilience
- Work as cause & cure
- Healthy workplaces
- Health & productivity
- Workability

Skills

- Incentivising workplace training
- Apprenticeships for young & old
- Models of learning
- Hourglass & Escalator

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