



"Stay skilled old boy"

Skills shortage, Motivation and 'Pretirement'

Jos Sanders

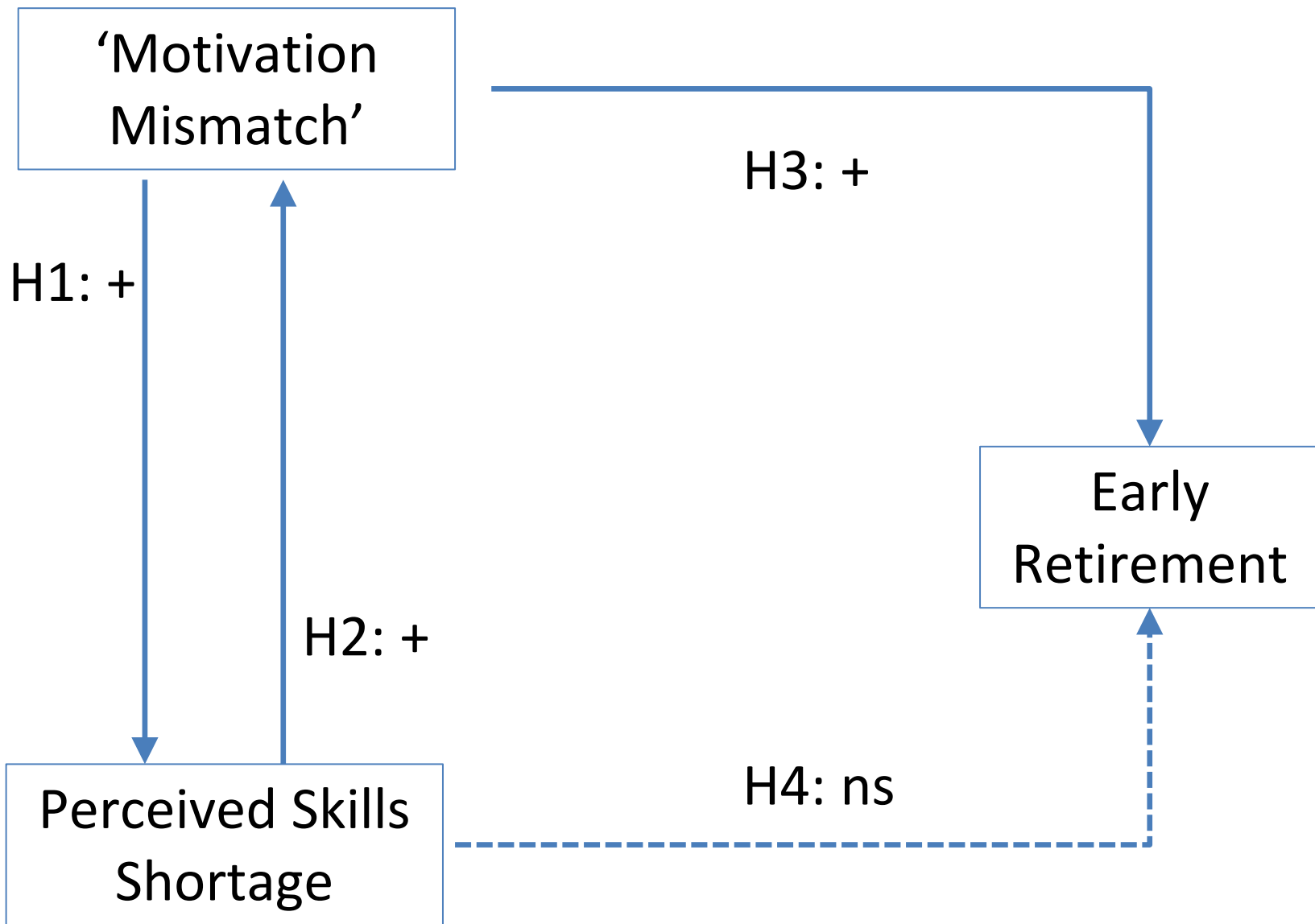
Wellbeing@Work, Amsterdam, 31-05-2016





Take Home

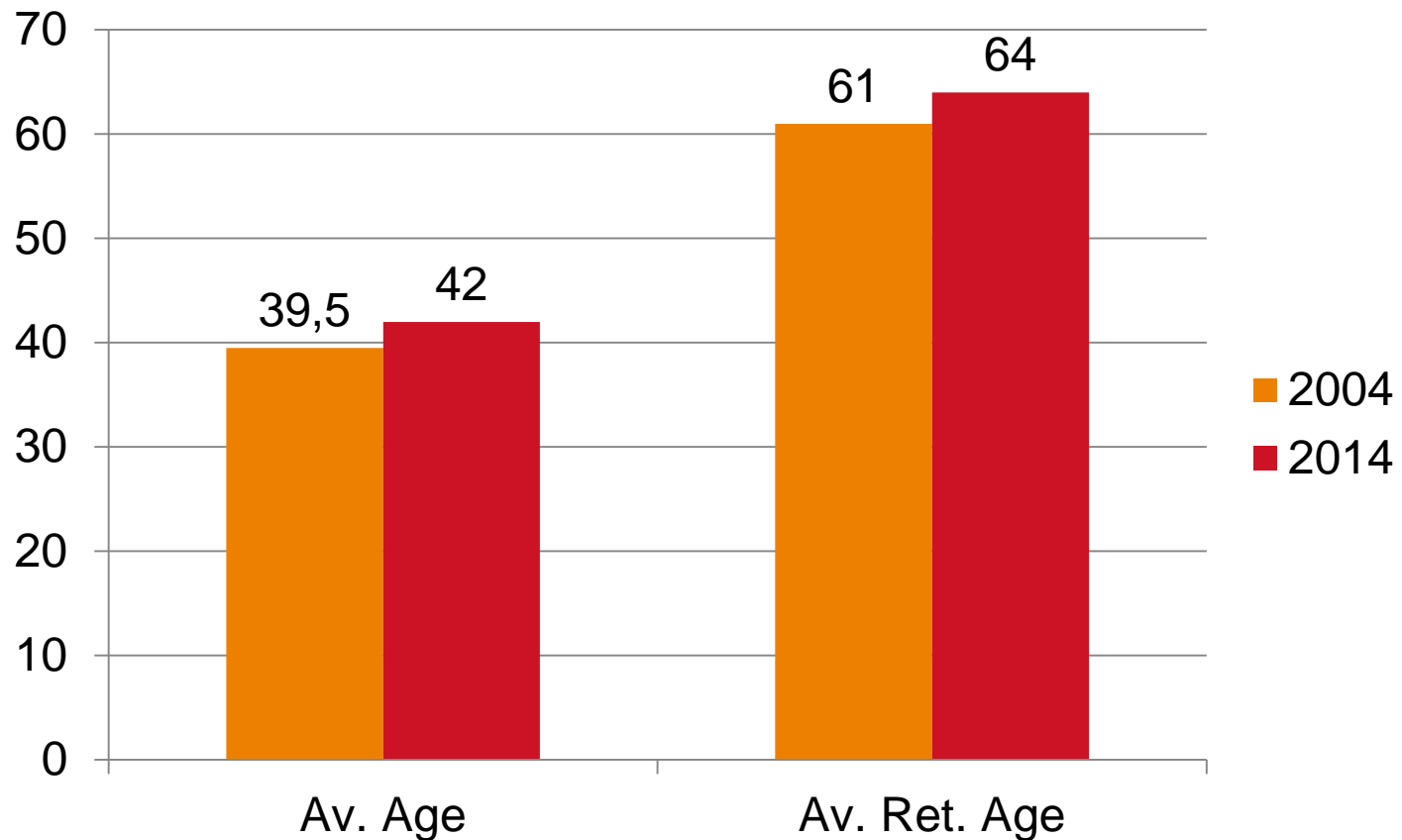
- Motivation Mismatch leads to Skills Shortages **and vice versa**
- Early retirement is **directly related** to ‘motivation mismatch’ in terms of ‘engagement’ and ‘developmental proactivity’
- ER is, however, **not directly related** to ‘perceived skills shortage’
- Monitor **perceived skills shortage** closely, because skills problems **cause** motivation problems **and vice versa**, starting a vicious downward spiral of **deskilling** towards early retirement...





The slightly longer version:

Context: Ageing NL workforce





Context; (rapidly) aging workforce

- More older workers who want/need to extend their working lives
- *If* companies want to facilitate them, they need to facilitate *healthy, productive and meaningful* working lives (sustainable employability)
- Skilled = Productive & Employable
- What are ***effective ways for employees to sustain their employability (stay skilled)***



Theoretical background:

Self (re)Matching Skills

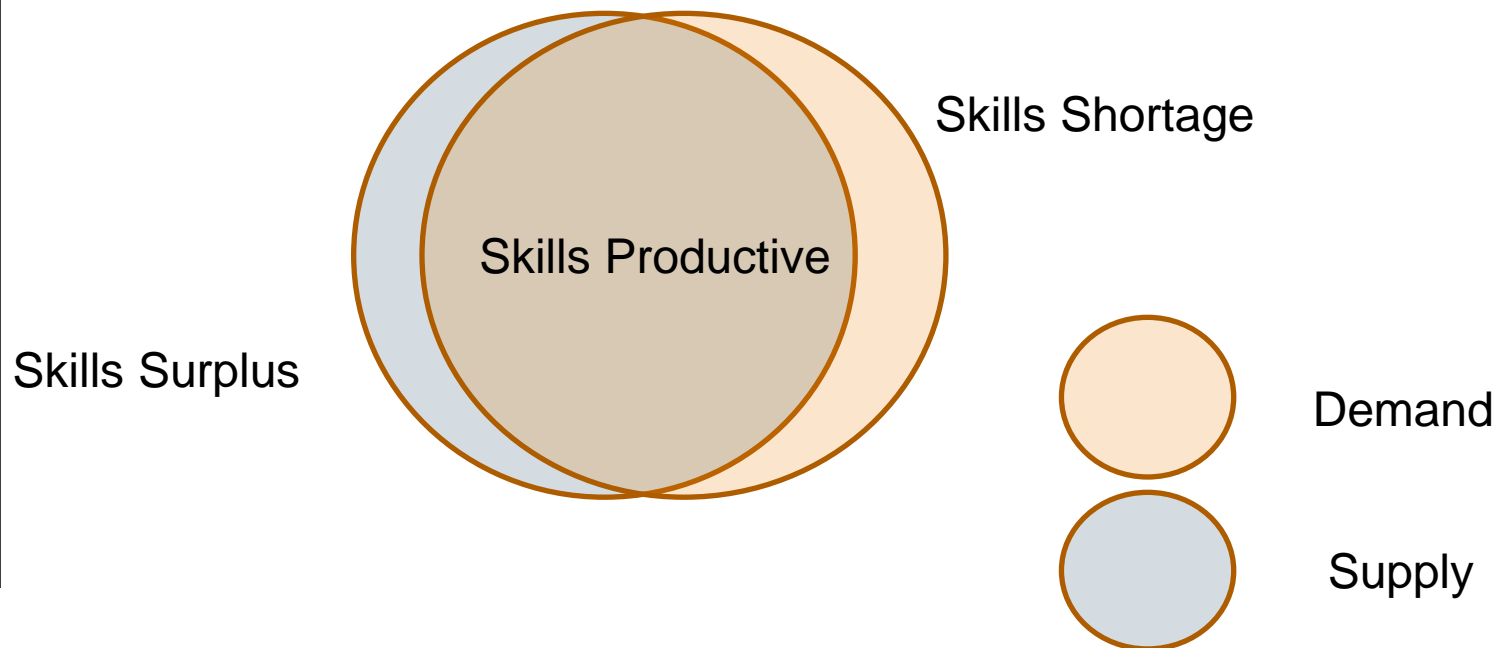
- Job Matching Theory (Jovanovic, 1979):
Skills Match ▲ → Productivity ▲
- Theory of Planned Behavior (Ajzen, 1991):
Rematch intentions or 'motivation' ▲ →
Rematch behavior or 'training etc.' ▲ →
Skills Match



The Process of (Self) reMatching

Technological, organisational, economical etc... DYNAMICS
Shifting Skills Demands → Mismatch

Health, development, work redesign, mobility... DYNAMICS
Supply reMatches Demands → Match





This study

Central question:

Are **motivation mismatches** related to **skills mismatches**, and vice versa, and does this harm **older workers' sustainable employability**?

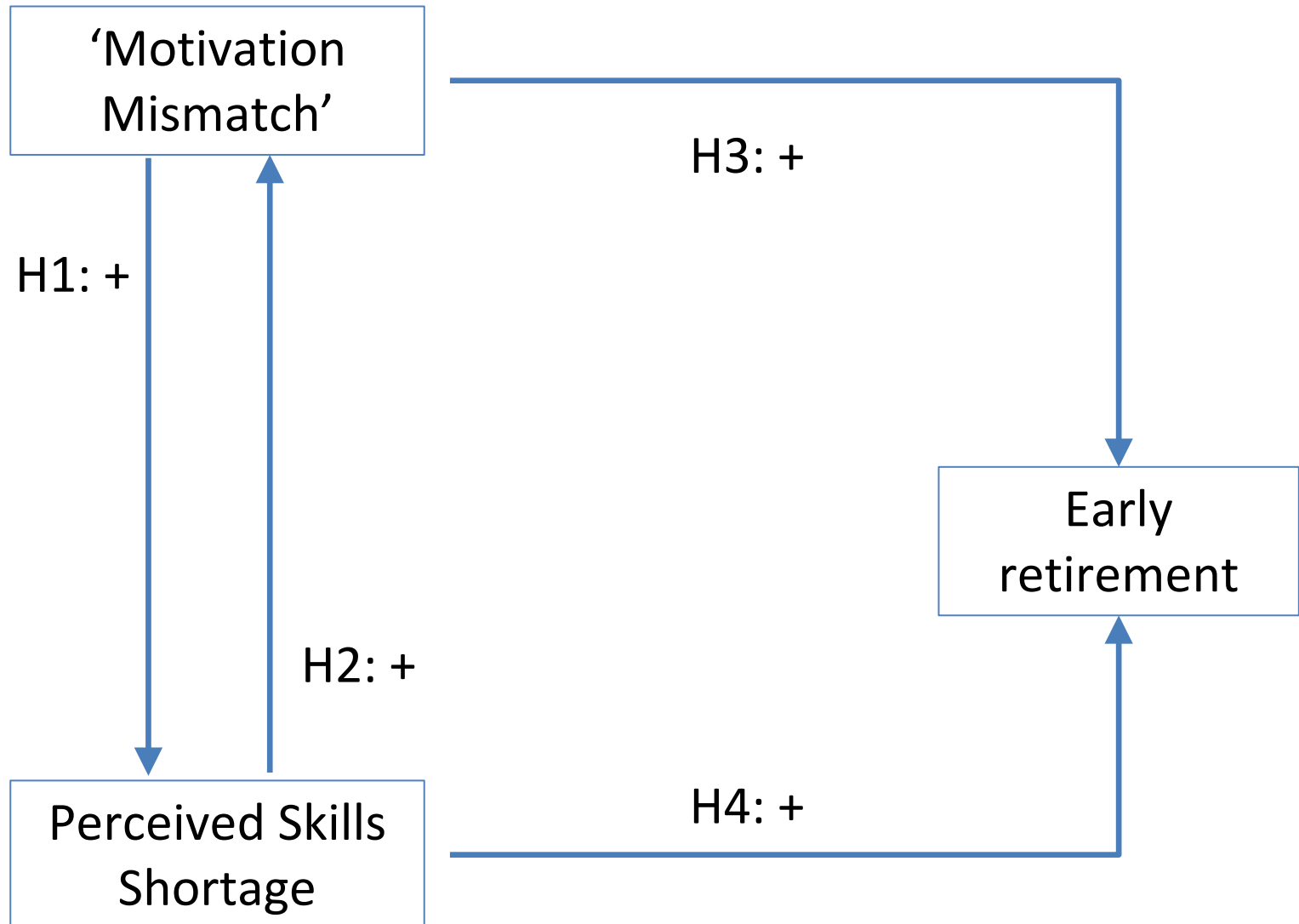
Hypotheses:

H1. Motivation mismatch causes perceived skills shortages.

H2. Perceived skills shortages cause motivation mismatch

H3. Motivation mismatch causes early retirement

H4. Skills shortages causes early retirement





Data & procedure

- Study on Transitions in Employment, Ability and Motivation (STREAM): four waves of data gathered between 2010 and 2013
- 4-year prospective cohort study: 15,118 persons aged 45-64 years
 - Panel data on 12,000 employees aged 45-64 in the Netherlands
 - Selection – 5,012 employees aged **50-64** at baseline in first 3 waves
 - Design

	T1 (2010)	T2 (2011)	T3 (2012)
MM, SS	x		
MM, SS		x	
ER			x

- Bivariate analyses (correlates)
- Multiple linear and logistic regression models on Motivation Mismatch, Skills Shortage and Early Retirement



Measurements

Dependents:

Motivation Mismatch (MM T2)
(*cf.* Sanders et al. 2013)

- 1) Less developmental proactivity
- 2) Work disengagement and
- 3) No Appreciation

Skills Shortage (SS T2)

“I lack new skills and knowledge that have become important due to changes in work” (5 point scale – totally disagree – totally agree)

Early Retirement (ER T3)

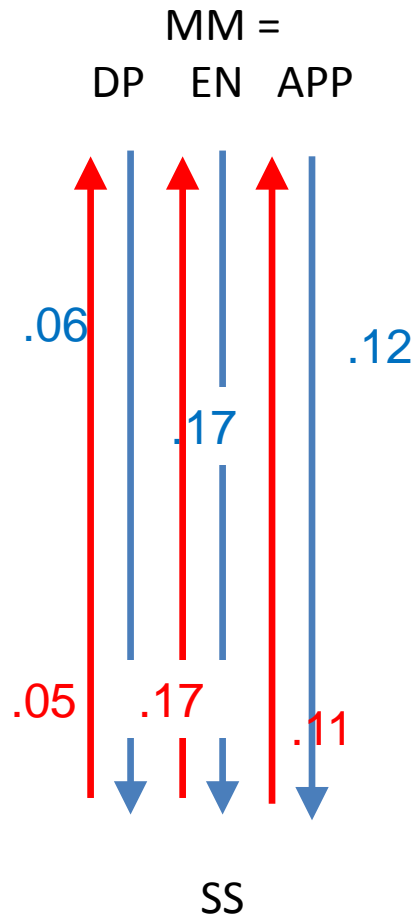
Actual early retirement

Explanatory (T1): MM (T1) and SS (T1)

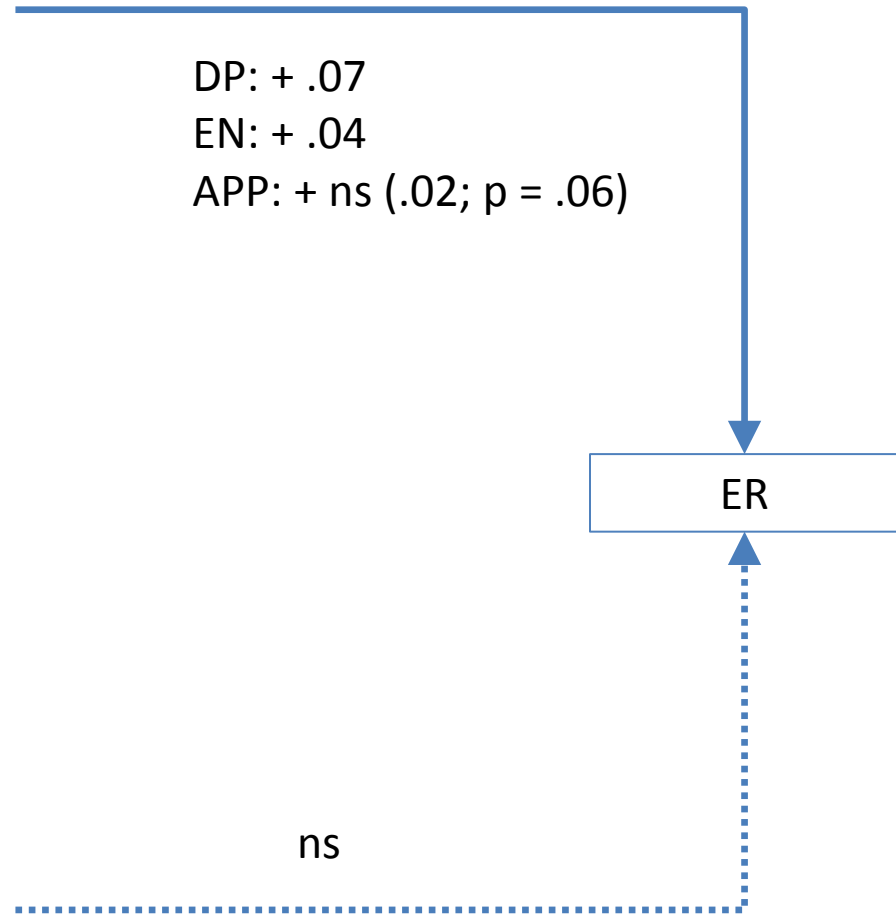
Covariates (T1): Age, gender, education, sector of industry, company size *and* baseline (T1) value of outcome measure MM, SS & ER.



Results (Bivariates – Path Analysis)



DP: + .07
 EN: + .04
 APP: + ns (.02; p = .06)



Results H1: Motivation Mismatch → Skills Shortage

	Motivation Mismatch (T1: 2010)		
	DA B	WE B	APP B
Skills Shortages (T2: 2012)	n.s.	- .06*	n.s.

Results H2: Skills Shortage → Motivation Mismatch

	Motivation Mismatch (T2: 2012)		
	DA B	WE B	APP B
Skills Shortages (T1: 2010)	n.s.	- .04*	- .04*

Multivariate linear regression analyses adjusted for age, gender, education, sector, company size, baseline value of outcome measure.

* $p < 0.05$



Results H3: Motivation Mismatch → Early Retirement

	Motivation Mismatch (T1: 2010)		
	DA B	WE B	APP B
Early Retirement (T3: 2012)	- .02*	- .01*	n.s.

Results H4: Skills Shortage → Early Retirement

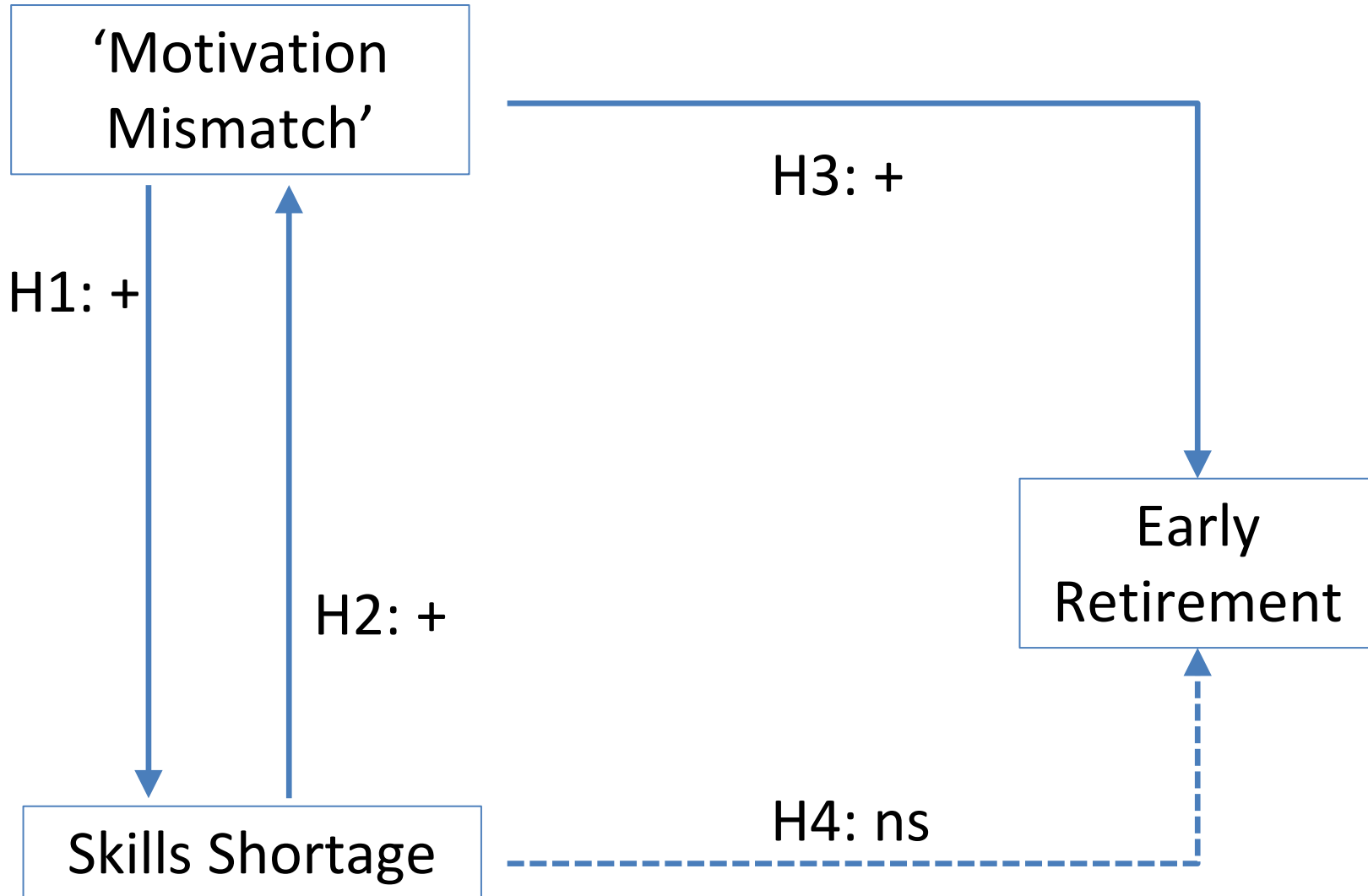
	Early Retirement (T3: 2012)
Skills Shortages (T1: 2010)	n.s.

Multivariate linear regression analyses adjusted for age, gender, education, sector, company size, baseline value of outcome measure.

* $p < 0.05$



Results





Take Home

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Further research

- Effects small, but significant and baseline adjusted
 - More research needed to establish robustness

- Voluntary or involuntary early retirement?
 - Perceived skills shortages may lead to voluntary early retirement as a worker's choice (motivation), but it may also lead to involuntary job loss as an employer's choice?

- Interventions?
 - Turn motivation mismatch around?
 - Promising results for feedback, appreciative inquiry, self-management and mindmaps



Thank you...Partners



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Dienst Uitvoering Onderwijs
*Ministerie van Onderwijs, Cultuur en
Wetenschap*





Thank you...

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