

Sustainable Employability in Shift Work



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Management summary

Because people are getting older and fewer and fewer young people are entering the labour market, the retirement age is shifted by the Dutch government from 65 to 67 years old. However, the years that people are getting older in good health is not growing proportionally. Therefore, it is essential that organizations and employees together ensure that employees remain vital and employable in their job until the increased retirement age, which can be accomplished through engaging in the sustainable employability of employees. This is especially challenging for shift workers, because research showed that the nature of shift work brings negative short and eventually long term consequences on, among other things, sleep/fatigue, health, need for recovery and work-home interference, which negatively affect the vitality, work ability and employability of shift workers and therewith their sustainable employability. This research, therefore, examines how organizations can influence shift workers' engagement in their individual sustainable employability.

A qualitative case study was performed at an ice factory in the Netherlands. In total 11 were interviews conducted with employees from three different layers in the organization, in order to gain insights in the intended, actual and perceived HR practices on sustainable employability. Interviews were conducted with two members of the Management Team, two supervisors and seven shift workers. The shift workers were grouped in three different age groups in order to gain insights on the differences between these groups. The data was collected through semi-structured in-depth interviews.

Gaps were found between intended and actual HR practices on sustainable employability as well as between the actual and perceived HR practices. The organization did not involve supervisors by decisions on sustainable employability initiatives and did not clearly inform them on these initiatives as well. Therefore, the supervisors did not feel the necessary importance in order to support shift workers in their engagement in sustainable employability. This support from the organization to work on shift workers' sustainable employability was, however, perceived differently among the different age groups. The youngest age group, who did not feel the importance of sustainable employability, did perceive organizational support. The two older age groups, who did feel the importance of sustainable employability, however, did not feel organizational support on their sustainable employability. On top of that, were both the organization and the supervisors and shift workers not aware of the importance of dealing with all three aspects of sustainable employability (i.e. vitality, work ability and employability) and as a result they mostly focussed on only one or two of the aspects while working on their sustainable employability.

These findings stress the urgency to spread awareness on the importance of engaging sustainable employability throughout the organization and with that the importance of working on all three aspects of sustainable employability. Herewith, it is important that shift workers are, from the

beginning of their career, engaged in their sustainable employability and supported by the organization by providing the resources to enable this. On top of that, organizations must fulfil the important task of informing supervisors on the importance of sustainable employability for shift workers by involving them through information meetings and decision processes on the topic and herewith creating role models and mentors on sustainable employability for the shift workers.

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1. Introduction

“Working on sustainable employability is about activating employees and requires different behaviour from employers, who have to deal with many more proactive obstacles in the future employability of employees.” (Schaeffer in De Lange & Van der Heijden, 2016, p. XVIII).

We are on the verge of a period of sharp aging of our workforce. Over the past 10 years, the average life expectancy of Dutch people has increased. The average life expectancy of men has increased by 3.4 years to 79.2 years and that of women by 2.2 years to an average life expectancy of 82.9 years (CBS, 2018). On top of that, the percentage of people who are older than 65 years is growing. While in 2008 15 percent of the Dutch population was 65 years or older, it is expected that in 2040 this number will have increased to 27 percent (CBS, 2016; De Lange, Ybema, & Schalk, 2011). With this, the statistics show a clear increasing *grey pressure* on the labor market. As a result, the labor market is fundamentally changing. Because people are getting older and fewer and fewer young people are entering the labor market, it is becoming increasingly important to remain economically viable as a country.

As a result of the aging population, the number of people entitled to the Old Age Pension will increase by around two million, and the number of people working for each pensioner who is entitled to AOW will drop from four to two workers in 2040 (De Lange & Van der Heijden, 2016). This means that fewer workers will have to bring up the expenses for the AOW entitled people, while the cost of the AOW is expected to increase from 30 billion euros now to about 50 billion euros in 2040 due to the increased life expectancy of the Dutch population (Rijksoverheid, 2016). To resolve this issue, the government has opted to shift the retirement age from 65 to 67 in 2021 (De Lange, 2014, 2015). It is, therefore, becoming more and more important that people actually continue to work until their retirement age. But, although, the average retirement age in the Netherlands increased from 60.9 to 63.1 years between 2010 and 2011 (CBS, 2012), the step to working through till 67 years is still very big. Despite the increasing life expectancy the number of years that people are in good health is not growing proportionally. Where man and women respectively become 3.4 and 2.2 years older, the years in good health have increased with only 1.9 and 1.7 years (CBS, 2018).

Because people are expected to work longer due to the increased retirement age and the fact that they, at the same time, do not proportionally get older in good health, it is essential that organizations and employees together ensure that employees remain vital and employable in their job until the increased retirement age. One way to maintain vital employees is by focussing on sustainable employability. *“Sustainable employability means that employees have continuous access to real life*

opportunities in their working lives, as well as having the conditions to (continue to) function in current and future work while maintaining health and well-being. This implies a work context that enables them to do this, as well as the attitude and motivation to actually use these opportunities” (Van der Klink, et al., 2010, p. 8). In this respect, it is important that sustainable employability is not only about older people working longer, but also about participation in the work process throughout the career, while maintaining good health and high productivity (Ybema, et al., 2016). In other words, prevention is better than cure. Because vitality is an important part of sustainable employability, organizations need to take big steps to promote this among and provide the means to achieve this to their employees. The responsibility for this proactive attitude to achieve sustainable employability lies with both employers and employees (Ybema, et al., 2016) and should become an important topic from the moment an employee enters a new organization. Wherein, organizations should provide the necessary resources to employees in order to work on their sustainable employability and employees should be engaged to actually get started with these resources.

This challenge to engage employees to remain productive during their whole working life is important for all groups of employees. There are, however, groups of employees for whom, due to the nature of their work or the context they work in, sustainable employability is more of a challenge. This is especially the case for shift workers, because the nature of shift work brings negative short and eventually long term consequences on, among other things, sleep/fatigue, health, need for recovery and work-home interference (Van de Ven, 2017; Wedderburn, 2000) which negatively affect the vitality, work ability and employability of shift workers and therewith their sustainable employability.

Shift work refers to an arrangement in which workers alternate in a given work process to maintain continuity and productivity over the working day or week (Kantermann, 2008). In more practical terms shift work refers to a variety of working time arrangements, like working outside the regular working hours (i.e. 9:00 to 17:00 from Monday to Friday), or working at changing or rotating hours (Van de Ven, 2017), which often comes down to morning-, evening- and night shifts that need to be covered. These type of working times arrangements are used for a variety of reasons. For example to provide 24/7 coverage of indispensable services of aid workers from different sectors. Or to keep production processes running around the clock, for example, due to an increasing season-related demand for a specific product.

Shift work is a very common working time arrangement. In the years from 2003 to 2013, the percentage of employees working outside the regular working hours has increased by 7%, which was mostly due to an increasing number of workers reporting evening and weekend work (CBS, 2014). In 2013, 64% of the Dutch working population occasionally or regularly worked outside regular working hours. Hereof, about 50% worked evenings and weekends, and almost 17% worked during the night (CBS, 2014; Van Zwieten et al., 2014). But when using the strict description of shift work, in 2013,

approximately 17% of the Dutch working population occasionally or regularly worked in shifts (Van Zwieten et al., 2014). But here too, the influences of aging and dejuvenation are present, for, the percentage of shift workers older than 55 years has doubled in the period 2003-2013 to 17.4% (CBS, 2014). Where, at the same time, organizations struggle to employ new (young) shift workers (Van de Ven, 2017).

On top of the earlier mentioned short and long term negative consequences of shift work (Van de Ven, 2017; Wedderburn, 2000), most organizations have abandoned their early retirement regulations. This results in a large group of shift workers who are at the verge of working past the early retirement age till 67 years or even longer (Van de Ven, 2017), which makes it even more important for organizations to look at ways to accommodate ageing shift workers to ensure sustainable employment.

In the current literature it is emphasized that future research should focus on individuals with regard to sustainable employability (Van de Ven, 2017; De Lange & Van der Heijden, 2016), because until now the responsibility and needed actions of organizations are mainly researched. It is, however, the employees own responsibility to get started with these resources offered by the organization by engaging in behaviour which will eventually positively influence his or her own sustainable employability. Herein, the responsibility and engagement to work on sustainable employability should lie with both the organization and employees. Therefore, it is necessary to understand whether and how individuals are engaged in their own sustainable employability and how this is expressed in their behaviour.

On top of that, it is necessary to understand what they expect from the organization regarding this and if they feel like the responsibility for influencing sustainable employability lies within themselves, the organization or a combination of both. With the help of this knowledge, organizations can find ways and resources to influence employee engagement in sustainable employability, which are adjusted to the needs and expectations of the individual employee. This customization of factors influencing engagement is expected to influence sustainable behaviour regarding employees employability in a positive way. It is, therefore, necessary to examine how employees deal with their own sustainable employability, what they expect from their employer and whether and how the organization can influence their engagement in their sustainable employability.

Since, shift work seems to have many negative consequences (Van de Ven, 2017; Wedderburn, 2000), I aim to understand how employees in this work context deal with sustainable employability and what they do to stay vital and employable until retirement. The goal of this research is therefore to investigate how organizations can influence the shift workers engagement in their individual sustainable employability. This will be done by answering the following research question: ***How can***

organizations influence shift workers' engagement in their individual sustainable employability? To answer this question three sub-questions need to be answered:

1. What is the level of engagement of shift workers in their individual sustainable employability?
2. What do shift workers expect and need from their employers regarding their individual sustainable employability?
3. How should organizations legally and morally influence shift workers' engagement toward their sustainable employability?

With answering these research questions this study contributes to the knowledge of how organizations can influence shift workers' engagement in their individual sustainable employability. Especially in manufacturing companies, and, therefore a single case study was executed at the Ben & Jerry's ice production factory in Hellendoorn. The outcomes of the research could help organizations in the manufacturing industry with composing sustainable employability programs for their shift workers, which are tailored to the individual needs and wants of these workers. When the needs and wants of the individual are taken into account, the shift worker is expected to be more engaged in the program. This individual engagement of the shift workers in sustainable employability programs would eventually lead to the success of such programs. After all, the organization can offer all possible resources to stimulate sustainable employability, but the individual shift worker should seize the opportunities themselves regarding this in order to develop his or her sustainable employability.

2. Theoretical background

In order to answer the research question with the corresponding sub-questions, the current literature had to be reviewed on the different topics of research. Herewith, the critical points of current knowledge including substantive findings as well as theoretical contributions to the different topics. Initially, in 2.1 sustainable employability is introduced with its definition and critical findings for this research. Thereafter, in 2.2, shift work is extensively discussed and defined. This is where the research model is presented in which the relationship between sustainable employability, employee engagement and shift work is presented.

2.1 Sustainable employability

Inspired by the earlier stated definition of sustainable employability by Van der Klink, et al. (2010) and the definition of sustainable work by the World Health Organization (2018) a more operational definition is made. Sustainable employability is defined as the outcome of the individual and the organizational intentions to maintain and promote employees' health, motivation and work capacity

in their current and future working lives, as well as the organization's obligation to provide a working environment in which the work can be carried out in a safe and healthy manner and if possible where development is stimulated. Here, according to Wolters et al. (n.d.) the emphasis is on two explanatory factors: individual bound factors and organizational factors. Wherein, individual bound factors constitute, among other things, of personality, talent, health and needs and organizational-related factors constitute, among other things, of culture, leadership and processes (Wolters et al, n.d). In line with the theory of the person-environment fit (Edwards, Cable, Williamson, Lambert, & Shipp, 2006), it can be assumed that the goals, the attitudes and the behaviour of the employees must correspond with the required goals and possibilities in the working environment of the organization.

The Dutch 'Sociaal-Economische Raad' (SER, 2009) makes a distinction between three aspects in sustainable employability, namely: vitality, work ability and employability. Vital employees are people who can work energetically, resiliently, fit and with great perseverance (Vuuren, 2011). Work capacity is the extent to which an employee is physically, psychologically and socially capable of working (Ilmarinen, Tuomi, & Seitsamo, 2005). Employability is the ability to continue to perform various activities and functions now and in the future, both in the current organization and in another organization or sector (Van Dam, Van der Heijden, & Schyns, 2006). Van der Heijde & Van der Heijden (2006) add that employability also includes the ability, if necessary, to create work by making optimum use of available competencies.

They distinguish five dimensions in their operationalization of the concept of employability. The first dimension, 'professional expertise' of an employee, includes the domain-specific knowledge and skills that he or she possesses. The second dimension, 'anticipation and optimization', concerns the preparation of future work changes in a personal and creative way in order to strive for the best possible job and career outcomes. 'Personal flexibility', the third dimension, concerns the ability to adapt to all kinds of internal and external changes in the labour market, which do not directly relate to the current job domain. 'Organizational sensitivity', the fourth dimension, concerns the ability to participate and perform in different social contexts and implies the ability to share responsibilities, knowledge, experiences, feelings, successes, failures, and so on. The final and fifth dimension, 'balance', concerns finding a compromise between the interests of the employer and the interests of the employee, as well as between conflicting interests of the employee himself in terms of work, career and private goals.

Increasing the sustainable employability of employees is not only about measures that prevent the consequences of reduced vitality, employability and/or work ability. The policy must also be aimed at strengthening the vitality, working capacity and employability of employees (Vuuren & Van Dam in Lange & Van der Heijden, 2016). But the responsibility for this lies not only within the organization. Both the organization and the employee must demonstrate adaptive capacity to adapt to the social

developments that make sustainable employability urgent (Schalk & Raeder, 2011). In view of aging and dejuvenation, age plays a major role in this. The Dutch WAI-index shows that there is a significant negative relationship between calendar age and subjective work capacity for employees up to the age of 65 (Lange & Van der Heijden, 2016), which implicates that older workers experience more problems with sustainable employability than their younger colleagues. This is especially the case in the 55 to 64 year group.

2.1.1 Sustainable employability and employee age

On the contrary, the Dutch WAI-index shows a healthy worker effect (Li & Sung, 1999), in which vital and fit 65-year-old employees are left in the work process. With regard to the five dimensions of employability (Van der Heijde & Van der Heijden, 2006) there is, in the field of calendar age, only a difference in 'organizational sensitivity' (Lange & Van der Heijden, 2016). The youngest group of employees, aged 20 to 34, scores significantly lower here than the other (older) age groups. This is, however, not a surprising outcome, since age is strongly related to the number of years that someone works in an organization and thus develops his or her ability to participate in different working groups within the organization (Lange & Van der Heijden, 2016). Ryan and Frederick (1997) found no links to age in their studies of self-reported feelings of vitality. Young people proved to be just as vital as the elderly. Westerlund et al. (2009), however, found that the vitality of employees develops after they have taken (early) retirement. This appears to be especially the case for employees who have unfavourable working conditions (e.g. in shift work). These findings imply the importance of interweaving working conditions, including social relationships at work, and thus promoting sustainable employability.

The above described findings are mostly based on calendar age, however, as can be seen in figure 1, aging at work also refers to various cognitive, psychological, social, physical and social changes that one undergoes during work (De Lange et al., 2006), which should also be assessed when looking at ways to deal with their changes in capability and consequently sustainable employability. These changes have both negative and positive consequences for employees.

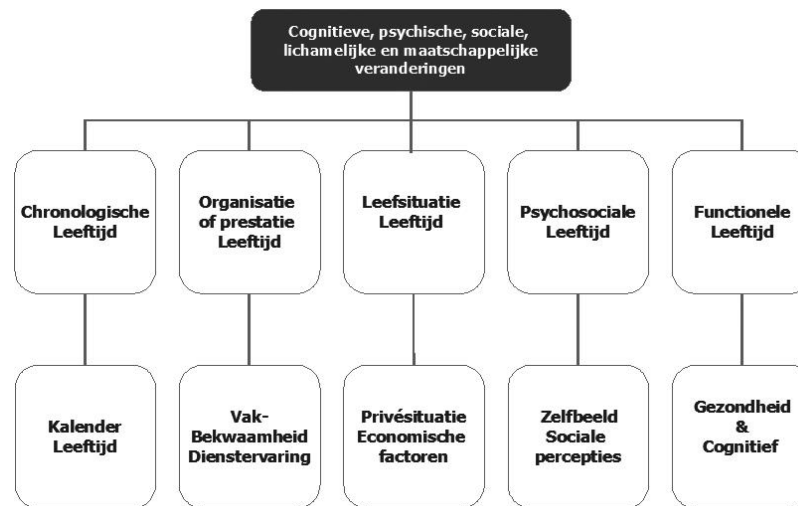


Figure 1: Age-dimension model (De Lange et al., 2006)

A recent literature review from De Lange et al. (2013) shows that older employees seem to have fewer physical reserves compared to their younger colleagues; report a decrease in the skills associated with so-called fluent cognitive abilities; have a greater risk of chronic health problems; have a relatively lower working ability; and have a lower motivation to continue working when the retirement age comes into view. In addition, older employees fall out of the labour market relatively faster via the route of early retirement or incapacity for work or as a result of psychological complaints. Furthermore, there is also a decline in seeing, smelling and hearing, physical strength and speed. However, from the same literature review by De Lange et al. (2013), it also emerged that knowledge, knowledge-based and crystallized cognitive skills would progress until an older age. In addition, older employees are relatively more satisfied with their work compared to their younger colleagues and found to have more experience and seniority (De Lange et al., 2010).

From the above it appears that organizations should consider meaningful changes in the life course in the development of the motivation, capacities, health and functional abilities of aging employees in order to facilitate the fit between person and work(ing environment). Especially the age group of 55 years and older seems to be sensitive to these changes and thus show a relatively lower employability compared to the fit group 65-year-old who want to continue working voluntarily (Lange & Van der Heijden, 2016). It is, however, essential to keep in mind that prevention is better than cure and that the focus should not only be on the older employee, but on employees in all age groups. This is emphasized by Kooij et al. in De Lange and Van der Heijden (2016) who state that the willingness to work longer is not related to age. With this decision, your own health, pleasure at work, workload, social contacts and the home situation are the most important points of consideration. This emphasizes the importance of looking at employees' individual engagement in their sustainable employability and how organizations can influence this engagement in order to keep them vital, able to work and employable.

2.1.2 Employee engagement in sustainable employability

There are numerous definitions of employee engagement between there is controversy, however, they all agree that it is desirable, has organizational purpose, and has both psychological and behavioural facets in that it involves energy, enthusiasm, and focused effort (Macey & Schneider, 2008). Because this study focuses on individual engagement and the individual employees' behaviour the definition of personal engagement by Kahn (1990) is used here, which states:

"Personal engagement is the simultaneous employment and expression of a person's "preferred self" in task behaviours that promote connections to work and to others, personal presence (physical, cognitive, and emotional), and active, full role performances" (p.700).

Employees, however, vary in the extent to which they engaged in the performance of their roles or what Kahn (1990) refers to as "self-in-role." Thus, when employees are engaged they keep themselves within the role they are performing. With regard to employee engagement in sustainable employability this means that when employees are engaged in their individual sustainable employability they keep themselves within the roles that contribute to their sustainable employability. It is, therefore, interesting to study how organizations can promote such employee engagement, especially in relation to sustainable employability, where eventually the employee should be engaged to invest in their sustainable employability during work activities by making use of the resources the organization offers, but also in their individual life style at home on which the organization has no impact. In their research on performance management Gruman and Saks (2011) state that job design, coaching and social support, leadership and training facilitate employee engagement. The social dimension of work, alignment with personal values, trust in leadership and management, and a sense of balance were found by Cartwright and Holmes (2006) to influence employee engagement in their research on creating meaning in work. These organizational factors should, therefore, be kept in mind while contemplating how organizations can influence employee engagement in their individual sustainable employability.

2.1.3 Theory of Planned Behaviour on employee engagement

In order to find out which factors affect employee engagement in which way, the Theory of Planned Behaviour (TPB) (Ajzen, 1991) is used here. The TPB is an extension of the Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975), which suggests that an individual's decision to engage in a particular behaviour is based on the expected outcomes as a result of performing the behaviour. The TPB contributes to this by adding the factor of perceived behavioural control, which stands for the intention to conduct a behaviour, while the actual behaviour is thwarted because of subjective and objective

reasons. In figure 2 the TPB is visualized. Here, it can be seen that behavioural beliefs, normative beliefs and control beliefs eventually lead to the intention to perform a certain behaviour and consequently the performance of the actual behaviour. This is in line with Kahn's (1990) suggested psychological conditions, respectively Psychological meaningfulness, psychological safety, and psychological availability, which serve as antecedents of personal engagement.

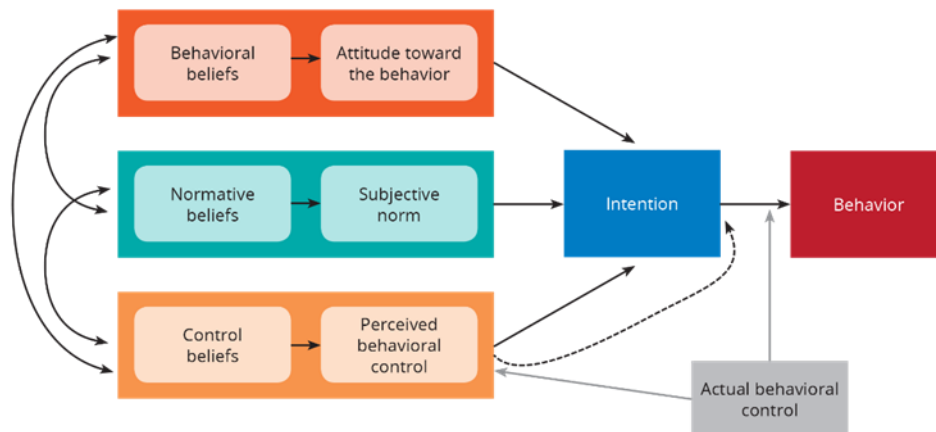


Figure 2: Theory of Planned Behaviour (Ajzen, 1991)

Behavioural beliefs reflect the subjective probability that a certain behaviour leads to a given outcome. These behavioural beliefs and psychological meaningfulness determine the shift workers' attitude toward engagement in vitality, work ability and employability (i.e. sustainable employability) and whether they believe such behaviour is meaningful. Gruman and Saks (2011) expect that effective engagement management, which involves allowing employees to have a say in the design of their work (Job Design), and the roles and assignments they perform, will promote psychological meaningfulness and engagement by allowing employees to bring their true selves to their role performances.

Letting employees be the architects of their own job can, for example, be done by job crafting (Wrzesniewski & Dutton, 2001). Employees can herein modify their work by "changing the number, scope, or type of job tasks done at work. Herewith, employees can alter their job in order to improve their vitality, work ability or employability. With regard to job characteristics (Hackman and Oldham, 1980) it is important that their job is challenging, clearly delineated, varied, creative and autonomous in order for employees to feel psychological meaningfulness. On top of that, employees are more likely to engage themselves when they perceive a good fit between themselves, their job and the organization (Kahn, 1990). Employment conditions that enable employees such a satisfactory work-life balance are, for example idiosyncratic deals (Rousseau, 2005), which should enhance employees employability. These are voluntary, tailored agreements that are non-standard, and that are negotiated by the individual employees with their employer, in order for them to be advantageous for both parties. Because I-deals, by definition, tie in with employees' individual wishes as well as

organizational goals, they can potentially greatly contribute to sustainable employability. Bal, De Jong, Jansen and Bakker (2012) found that I-deals on flexible working hours are positively related to the motivation of older employees to continue working after retirement (i.e. employability).

The normative beliefs reflect an employees' perception of social normative pressures, or relevant others' beliefs (for example interpersonal relationships, group and intergroup dynamics, management style and norms (Kahn, 1990)) that he or she should or should not perform a certain behaviour. This psychological safety (Kahn, 1990) involves the shift workers' perception of how safe it is to bring themselves to a role performance on sustainable employability without fear of damage to self-image, status or career. Leaders who are high in task behaviour and support behaviour, in which trusting relationships with employees develop, have been shown to be particularly effective at promoting psychological safety and with that employee engagement (Schaufeli & Salanova, 2008). This type of leadership promotes engagement, because it increases employees' perceptions of social support (Lyons & Schneider, 2009). On top of that, leaders take on a mentor role in which they set a good example for their employees (De Lange & Van der Heijden, 2016) in for example engagement in their individual sustainable employability. This should lead to employees who are engaged in their sustainable employability, because they can see and experience the positive outcomes when engaging in sustainable employability. In addition, a leader has a kind of authority that will lead to employees taking over his or her behaviour.

The control beliefs reflect the employees' beliefs about the presence of factors that may promote or obstruct the behaviour, which reflects the employees' perceived ease or trouble to perform a certain behaviour (Ajzen, 1991). This can be seen as the resources the organization offers the shift workers to promote sustainable employability as well as factors in the shift workers' private situation which may promote or obstruct sustainable employability. Ajzen (1991) states that, the attitude toward the behaviour, subjective norms, and behavioural control have different weighted effects on an employees' intention to perform a certain behaviour (i.e. be engaged in their sustainable employability). This intention is an indication of an employees' readiness to be engaged in their sustainable employability, which is assumed to be an immediate antecedent of behaviour (Ajzen, 2002).

These three above mentioned factors can be found in social relationships at work (team climate) or the social dimension of work, how Cartwright and Holmes (2006) define it, which is another important organizational factor influencing employee engagement. Coaching employees, helping them with planning their work, highlighting potential difficulties, and offering advice and emotional support (Schaufeli & Salanova, 2007) on for example their vitality, work ability and employability helps to foster their engagement in their individual sustainable employability. Especially in supportive and trusting interpersonal relationships, which promote psychological safety (Kahn, 1990). This coaching and

support should also be offered in the form of providing information and a sympathetic ear. According to De Lange and Van der Heijden (2016) employees should regularly have the chance to have a personal conversation with their supervisors to discuss their wants and needs regarding their sustainable employability. This will promote their control beliefs in that they would feel the availability of resources that promote sustainable employability. On top of that, organizations should provide employees with information about the available resources and the necessity to use these regarding sustainable employability. This would make employees more willing to engage in the use of these resources which would lead to an improved sustainable employability (De Lange & Van der Heijden, 2016).

Other HR practices that influence employee engagement are, among other, training and employment conditions which are included in the collective labour agreement. Schaufeli and Salanova (2007) suggest that allowing your employees to continue developing throughout their careers is the key to keeping employees engaged as well as promoting their employability. With regard to sustainable employability would training mean that employees would learn ways in which they can stay vital, employable to do their work and able to do their work. This could for example include training in which they learn about healthy eating patterns in shift work, short exercises that can be done at work to improve their performance, etcetera.

These behavioural, normative and control beliefs (i.e. organizational factors) eventually lead to employees' behaviour, which pertains employees' perception of how available they are to bring themselves into a role (Kahn, 1990). This collaboration, between the organization and shift workers, in which the organization influences shift workers to be engaged in their individual sustainable employability goes beyond the formal contract. Herein, the organization tries to make the employee feel obligated with regard to the organization, in order for them to be loyal and committed to the organization (Lange & Van der Heijden, 2016). Bal and Van der Velde (in Lange & Van der Heijden, 2016) make a distinction with regard to these obligations between developmental aspects (i.e. offering courses, training and career counselling) and socio-emotional aspects (i.e. the willingness of the organization to enter into a relationship with the employee). They found that the relationships between development-related employer obligations and employee obligations are significantly stronger for young people than for older people. For social-emotional obligations, however, a stronger connection can be seen for older than for young people. This stresses the need to research engagement in sustainable employability at different stages in life, because the needs and convictions of necessity of employees in different stages of life differ. Organizations need to know how to approach and influence these different groups by using HR practices in order to keep them engaged in their individual sustainable employability.

2.1.4 Organizational implementation of sustainable employability

Ybema, Van Vuuren & Van Dam (2017) found that employers regarded the HR practices they implemented as more effective in increasing sustainable employability of employees as they implemented a larger number of the examined HR practices, as more employees used the implemented practices and participated in designing these practices. This makes it important to fit the HR practices to the needs and wishes of employees, and to actively promote and communicate the available HR practices to the employees. Implementation of a larger amount of the HR practices was also found to be related to higher satisfaction with the current employability of employees, and to increased productivity of the organization (Ybema, Van Vuuren & Van Dam, 2017). They indicate that a broad range of health, motivation and employability related HR practices contribute to sustainable employability of personnel, at least in the eyes of the employers.

In order to lead to performance HR practices on sustainable employability should be implemented successfully. Wright & Nishii (2007), however, state that there are gaps in this process.

These gaps exist between the intended HRM practices (i.e. HRM practices obtained to desired affective, cognitive and behavioural responses from employees), actual HRM practices (i.e. the way in which the HRM practices are transmitted from the

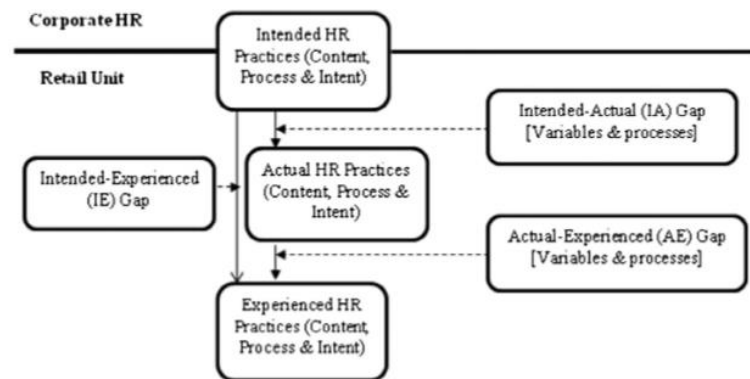


Figure 3: Multi-level gaps in HR practices (Makhecha et al., 2016)

implementor (e.g. line manager) to the receiver (e.g. employee)) and the perceived HRM practices (i.e. the way in which the employee interprets the HRM practice, which results in a behaviour (attitudinal, cognitive, behavioural) shown by the employee) (see figure 3). These can be overcome when the rationale behind the HRM practices is clear for both employees and managers (Makhecha et al., 2016). On top of that, HR policies must be supported from the top of the organization to all stakeholders by line managers in order to create an environment where HRM is implemented successfully (Woodrow & Guest, 2014).

Besides, a successful HRM implementation may be affected by the content, context and process aspects of the implemented practices and their interrelationships (Mirfakhar et al., 2018). Therefore, it can be assumed that there is not one best way to implement HR practices that should fit all organizations. Customization is necessary (De Lange & Van der Heijden, 2016). Different types of work with different working conditions and different individuals with different needs require different measures in terms of influencing sustainable employability. Therefore, the specific relation between sustainable employability and shift work will be discussed below.

2.2 Shift work

Shift work is described by the International Labour Organization (1990) as a method of organization of working time in which workers succeed one another at the workplace so that the establishment can operate longer than the hours of work of individual workers. It is a working time arrangement that, in 2013, approximately 17% of the Dutch working population used (Van Zwieten et al., 2014). Shift work comes down to a variety of working time arrangements, like working outside the regular working hours (i.e. 9:00 to 17:00 from Monday to Friday), or working at changing or rotating hours. This working time arrangement is applied to extend operating hours to evening, night or weekends, to provide coverage of the necessary services, or to keep production processes running around the clock (Van de Ven, 2017).

There are different shift systems that have different arrangements of working hours, which are divided by Sallinen and Kecklund (2010) into five broad categories: regular 3-shift systems; irregular 3-shift systems; 2-shift systems; permanent morning, evening or night work; shift systems during extended operations. In practice, workers work in permanent morning, evening, or night shifts or rotate between the 2-shift and 3-shift system. Here, nightwork is defined by the Dutch 'Ministerie van Sociale Zaken en Werkgelegenheid' (2010) as a shift in which more than 1 hour of work is performed between 00.00 and 06.00. This can fall within or outside a shift. Where regular shift systems are collective and cyclic with set start and end times, irregular shift systems are often more individualized with varying start and end times (Van de Ven, 2017). These irregular shift systems would therefore be expected to show a great fit with organizations that want to invest in their shift workers' sustainable employability with the help of the earlier mentioned I-deals, job design and/or job crafting. The last type of shift systems, shift systems during extended operations, are more extreme types of shift systems, where long shift durations (more than 12 hours) in combination with long working hours (more than 48 hours per week) and/or on-call arrangements are very common (Van de Ven, 2017). However, there are a number of rules relating to the Working Hours Law (Ministerie van Sociale Zaken en Werkgelegenheid, 2010) that organizations must adhere to. These rules are summarized in table 1. In this especially the rest times are important, because it is found that accumulated need for recovery is viewed as a precursor of prolonged fatigue and ill health (Sluiter et al., 2003).

Working Hours Law		
Working time	Per day	12 hours
	Per week	60 hours
Rest times	Daily rest	11 consecutive hours
	Weekly rest	36 consecutive hours of 72 hours per 14 days (could be split in two times 32 hours)
Pause	At > 5.5 hours of work	30 minutes
	At > 10 hours of work	45 minutes
Sunday rest	Sunday work	No work, unless: <ul style="list-style-type: none"> • it is in accordance with the work and agreed upon beforehand. • it is necessary for the type of work or operating conditions. • it has been agreed in advance with the Works Council • the individual has given his consent.
	Free Sundays	13 (per 52 weeks) Every other amount of days, provided that there is an individual agreement on less free Sundays.

Table 1: A short summary of the Working Hours Law (Ministerie van Sociale Zaken en Werkgelegenheid, 2010)

The choice for a certain type of shift system depends on the demand for personnel over time in relation to the composition of the workforce (Van de Ven, 2017) and the demand for the product that is produced or the service that is offered. In industrial companies with shift work, regular 2- or 3-shift systems are most common, because, here, an ongoing production process in combination with a homogeneous workforce allow for such regular shift systems (Van de Ven, 2017). Two- and three-shift schedules generally only work from Monday to Friday. As stated by Notenbomer et al. (2009), in the two-shifts system, one team works one week from early in the morning until noon, and the other week from noon until late in the evening. The other team takes over the work from the first team, and the services are reversed the following week. The three-shift system works with the same principle, with the only difference that a night shift is also present. There are many grids possible from which the two most used are forward and backward rotation. In the forward rotating schedule one works in the early service in week 1, in week 2 in the late service and in week 3 in the night shift (Notenbomer, 2009).

The backward rotating schedule is in the order night, late, early. In general, forward rotation is favoured by shift workers (Sallinen & Kecklund, 2010; Knauth & Hornberger, 2003; Blok & Looze, 2011; Viitasalo et al., 2015). However, Karlson et al. (2009) found an improvement in sleep quality when changing from a fast forward rotating schedule to a slowly backwards rotating schedule.

2.2.1 Shift work's consequences on employee health

Even though these 2- and 3-shift systems are regular they can be burdening to workers due to disturbances of biological and social circadian rhythms (i.e. interference with the day/night rhythm) (Van de Ven, 2017) and, on top of that, can have negative effects on their health and performance in the short and long term (Wedderburn, 2000). Beside these findings, the Job Demand Control model from Karasek (1979) predicts that mental strain results from the interaction of job demands and job decision latitude. The most consistent finding from this study is that the combination of low decision latitude and heavy job demands are associated with mental strain. This same combination is also associated with job dissatisfaction. These findings are applicable to shift work, where shift workers mostly do have low decision latitude in combination with heavy job demands, due to the shift systems and the nature of the work. The redesigning of these jobs would, therefore, allow for increases in decision latitude which could reduce mental strain, and do so without affecting the job demands that may plausibly be associated with organizational output levels. These findings make it important to look at these negative consequences and how they can be minimized and therewith improving shift workers' sustainable employability.

The most reported problem by shift workers is disturbed sleep (Åkerstedt & Wright, 2009), which is primarily due to shift workers' circadian rhythms. This is especially the case when night work is involved, which disturbs both the quality and quantity of sleep. This is found to be mostly due to day sleep, where the desynchronization of the circadian rhythm and unsuitable living conditions make it hard for shift workers to fall asleep (Knauth et al., 1980). Shortened sleep lengths (i.e. quantity of sleep) are also associated with morning shifts. Here, most shift workers fail to go to bed earlier than normal, despite the fact that they have to wake up much earlier, than when working in a day shift (Knauth et al., 1980). This appears to be caused by social and family demands, which make wakefulness in the evening attractive as well as the difficulty to fall asleep between 20.00 and 22.00 (Wedderburn, 2000). Horne (1985), however, claims that shift workers can learn to adapt themselves to reduced sleep, even over a long period of time. There should be a regular minimum of 6 hours of sleep. Shift workers have, however, problems with getting used to this, because they often try to make up for their 'lost sleep' on free days, which makes their sleep rhythm irregular. These reduced quality and quantity of sleep for shift workers causes them fatigue on the short term and consequently making them less alert and concentrated at work (Patkai et al., 1977), which could lead to dangerous working situations. On top

of that is performance linked to the biological circadian rhythm, which causes people to perform 5 till 15 percent less during the night (Van Eekelen, et al. 2011) and make them, again, less alert. It has been shown that the safety risk during the evening shift increases by 18 percent compared to the morning shift. During the night shift there is an increase of 32 percent, which becomes even greater as the number of night shifts increases (Folkard & Tucker, 2003). These findings stress the importance of vital shift workers. One solution to these problems may be the introduction of self-rostering in which the chronotype of the shift worker is held into account. Van de Ven (2017) found that these have an association with morning shifts.

Another problem that often occurs among shift workers is the high degree of disruption of family life and the associated social activities. It often comes down to the choice between family life and sleep, or, in other words, a compromise between physiological needs and social reasons. In practice, it means that shift workers adapt to the rhythm of the family, the family adapts to the rhythm of the shift worker or the family and the shift worker more or less lives past each other (Van Eekelen, et al. 2011). This interaction between work and family life can lead to stress (Costa, 1996). In which, in particular, rotating services have a negative impact on the satisfaction of employees about their social life and the balance between work and private life (Van Eekelen, et al. 2011). Wedderburn (1967) found that shift work impose heavier demands on the organizations of household and family activities than daytime working. For example, the shift workers' sexual/social role as a partner may be restricted, as well as their parental role, there may need to be extra or restricted activities, and there may be a reduced possibility of using a creche and the ability of the partner to have a job. In addition, it is more difficult to organize informal activities (e.g. with relatives, friends, etc.). All this can lead to an alienation from society and isolation from family (Wedderburn, 1967). On top of that, it is found that the above explained negative effects of the biological and social circadian rhythm in relation with some personality traits (e.g. neuroticism) can be important factors in favouring a higher vulnerability to psychological disorders in individuals (Wedderburn, 2000). This has a negative impact on their well-being and so, within the framework of sustainable employability, ways must be found to make this balance possible.

On the long term these negative consequences of shift work have a negative impact on shift workers' health (Costa, 1996). Bøggild and Knutsson (1999) found that shift work on itself is an independent risk factor for the development of cardiovascular problems and raises the risk on these problems by 40 percent. Other causes that cause cardiovascular problems include smoking, lack of physical effort, stress factors and an unhealthy diet, which all can be lifestyle consequences of shift work (Van Eekelen, et al. 2011). Digestive problems are the most clearly established adverse health consequence of shift work (Wedderburn, 2000). Costa (1996) found that shift work leads to an increased risk of gastric ulcer. This is mostly due to eating habits of shift workers. Léonard (1996) found

that lunch is skipped by 25 percent of the night workers in order to avoid interrupting their sleep, 16 percent of the night workers drink more coffee at night, while 13 percent smoke more than day time workers. He advises organizations to offer night workers fruit, a fruit salad, or salads with French dressing (i.e. a dairy product contributing calcium to the diet). As the laws on women working on night have been removed, more women have gradually moved into shift work, which leads to some negative health consequences (Wedderburn, 2000). Ueheta and Sasakawa (1982) found that women who worked in shift work complained more frequently of irregular cycles and menstrual pains, have a significantly higher risk of miscarriage, as well as lower rates of pregnancies and deliveries. Another negative consequence of working in shifts by women is an increased risk of breast cancer. Schernhamer et al. (2006) found that women who had worked at least three night shifts per month for more than 30 years had 36 percent more chance of developing breast cancer, which is confirmed by Coronel (2002). However, the Dutch Gezondheidsraad (2017) found that there is not enough evidence to draw such conclusions with regard to breast cancer in relation to night shifts. Nevertheless, these health related findings stress the need for shift workers to be engaged in their sustainable employability in order to stay vital.

These above described theories and empirical findings will be applied in this research by examining shift workers' individual engagement in their sustainable employability and the actions organizations can take to influence this. Based on this it will be determined how organizations can influence shift workers engagement and with this their behaviour on their individual sustainable employability (see figure 4).



Figure 4: Research model

3. Methodology

To answer the research question, data had to be collected and then analysed. This chapter elaborates on how this is done and why this is done the way it is done. Initially, in 3.1, it will be discussed which type of research is used to answer the research question. In 3.2 the context of Ben & Jerry's in Hellendoorn is discussed. How the data is collected at the researched organizations is discussed in 3.3. Subsequently, it is explained in detail in 3.4 how the data obtained has been analysed.

3.1 Research typology

To specify how organizations can influence their shift workers' engagement in their individual sustainable employability, a case study (Yin, 1984) has been conducted within an organization that mostly employs shift workers and values their sustainable employability. A case study is applicable here, because the causal link between organizational factors and employee engagement is researched at Ben & Jerry's, which is a contemporary phenomenon researched within a real-life context (Yin, 1984). The case study conducted here can be typed as an exploratory research, which is applicable because in the current literature it is emphasized that future research should focus on the individuals with regard to sustainable employability (Van de Ven, 2017; De Lange & Van der Heijden, 2016). This is currently understudied, because current literature mainly focusses on the responsibility and needed actions of organizations. In this research, however, the mutual responsibility of organizations and employees regarding sustainable employability is researched. This exploratory research will provide rich quality information on this under researched topic that will help identify the main issues that should be addressed in further research on sustainable employability. Therefore, an up-close, in-depth, and detailed research with in-dept interviews was in place to gain rich quality information on the organization and shift workers perceptions toward sustainable employability that will help identify the main issues that should be addressed in further research on the organizational influence on individual engagement in sustainable employability. These reasons and the fact that the focus on shift workers asks for a specific context where shift workers are employed are the reasons why the combination with a case study is in place here.

3.2 Case description

The organization, purposively selected for this case study, is Ben & Jerry's in Hellendoorn. Ben & Jerry's is an ice manufacturing company, which is part of the Dutch multinational Unilever. Their mission is stated in threefold: to make the tastiest and fairest ice cream (product mission); to let the company grow sustainably and financially (economic mission); to use the company in an innovative way to make the world better (social mission). From these, it can be deduced that Ben & Jerry's wants to take responsibility for the welfare in the world around them. With the current workforce getting older,

sustainable employability is an important factor that needs to be stimulated in order to reach these goals. From the 137 employees (132.6 fte) at Ben & Jerry's Hellendoorn, 89 work as shift workers in various shifts.

The organizational structure of Ben & Jerry's is a combination of both a matrix structure and a line structure. In the factory direct lines of authority flow from the top to the bottom of the organizational hierarchy and lines of responsibility flow in an opposite but equally direct manner, which characterizes a line structure. In the HR and Finance department, however, employees report to several people/managers, which characterizes a matrix organization. This last organizational structure can also be found at Ben & Jerry's' mother organization Unilever.

The delivery of Ben & Jerry's outputs relies on the willingness and ability to work of the shift workers and their technical skills to operate and maintain the machines. There are four different departments within the shift work at Ben & Jerry's, namely: production, logistics, repack and technical service. Each department uses different shifts. This fluctuates between 2-, 3- and 4-shifts and these constitute of morning, evening, night and day shifts. Demand plays a major role in how the shifts look throughout the year. Normally, the factory runs 24 hours a day during the 5 weekdays, but around the summer there are also shifts on Saturday to keep up with the large demand. In addition, the shift workers can be asked to work overtime. This is mostly done by working on an extra shift. Another very important contextual factor is the large policy regarding work safety. At Ben & Jerry's Hellendoorn they do everything possible to keep the number of occupational accidents as small as possible. Given the nature and consequences of shift work, this is an important factor that emphasizes the need for sustainable employability in terms of work ability.

Given that the nature of shift work induces high demands on the shift workers and negative consequences on, among other things, sleep/fatigue, health, need for recovery and work-home interference (Van de Ven, 2017; Wedderburn, 2000) of the shift workers, it is highly likely that there is a desire within shift workers to be engaged in their individual sustainable employment in order to stay healthy and employable until their retirement age. Since Ben & Jerry's in Hellendoorn is a good representative of an organization that employs shift workers, this makes an excellent setting for figuring out how organizations can influence shift workers engagement in their individual sustainable employability.

3.3 Data collection

To carry out this exploratory case study in-depth interviews with several actors on different levels in the organization have been conducted to explore their perceptions, expectations and behaviours toward sustainable employability (table 1).

The used interview protocol can be found in the appendix and an overview of the interviewees, from, which included two females and nine males, can be found in table 2. First, two interviews were conducted at Ben & Jerry's Hellendoorn with members of the Management Team to check whether they take sustainable employability into account when drawing up the shift workers' schedules, adhere to the law with regard to these schedules, and use instruments to influence shift workers' sustainable employability. These actions can be summarised as the aforementioned intended HR practices. Because these managers should be involved with sustainable employability, the HR Business Partner and Operations Manager were interviewed. Here, the HR Business Partner gave insights in the HR policy's regarding sustainable employability and the Operations Manager gave insights in the specific effectuation of these policy's. These two interviews combined gave a complete picture of legally and morally ways in which the organizations should address the sustainable employability of their shift workers. The interviews lasted approximately between 45 minutes and one hour, with the two interviews totalling around two hours.

Second, two supervisors (Area Leaders) from different production lines were selected to gain insight in their responsibility as a role model, because it is important that shift workers get a good example from above in the organization regarding engagement in sustainable employability. These supervisors are responsible to carry out the HR practices instructed by the MT, which results in the actual HR practices. These two interviews combined lasted approximately an hour and a half.

After those, seven interviews were conducted with shift workers (Operators) working at the Ben & Jerry's factory in Hellendoorn in order to identify the individual shift workers' engagement in sustainable employability and their expectations regarding the organization's involvement with regard to this (e.g. perceived HR practices). Shift workers at different stages in life were selected, because, with aging, it is not just about increasing the calendar age, but also about developments that take place in the social position, and on a personal level where psychological, cognitive and physical changes are concerned (Schalk & Bal in De Lange & Van der Heijden, 2016). All these developments influence people's sustainable activity. Different age-related changes can promote 'sustainable activity' or make it more difficult or even impossible (Schalk & Bal in De Lange & Van der Heijden, 2016). And while prevention is better than cure, it is important to interview shift workers in different stages in life in order to detect their differences in engagement regarding sustainable employability. Three age categories were distinguished: 20 till 35 years old (from which the average age was 28), 36 till 50 years old (from which the average age was 47) and 51 till 67 years old (from which the average age was 60 years). Within each production line, shift workers with a different task/function were selected, with a total of seven shift workers, whereof two interviews were held within each age category and three interviews were held within the oldest age category. This number of interviews was chosen, because

after seven interviews a saturation effect emerged. The interviews lasted approximately between half an hour and one hour, with the seven interviews totalling around four hours.

Although the interviews were based on a pre-determined set of questions, the structure was not strictly followed and varied depending on the specific situation and answers of each interviewee. This variability has been achieved by using probing techniques, such as asking for explanations, examples and clarifications regarding various statements. It was important to remain neutral as an interviewer and, in this way keep, the *interviewer variance* as low as possible (Emans, 2002). If this is high, that means a large part of the differences between answers, given by different interviewees, can be attributed to the way the interviewer expresses himself/herself (Emans, 2002), which results in biased data.

Interviewee	Function
1	HR Business Partner
2	Operations Manager
3	Area Leader Production
4	Area Leader Production
5	Machine Operator
6	Machine Operator
7	Technical Operator
8	Shift Coordinator
9	Shift Coordinator
10	Machine Operator
11	Machine Operator

Table 2: Interviewee characteristics

3.4 Data analysis

In order to build the theoretical contributions four phases of analysis had to be conducted. First, all the interviews were transcribed. The eleven interviews were transcribed in 20 hours, which resulted in about 44 pages of text. Thereafter, in the second phase, all the transcript were codified with the use of the software program ATLAS.ti. At first, all the transcripts were inserted in the software program and after that the coding began by codifying chunks of text with the use of descriptive codes (Miles & Huberman, 1994). These descriptive codes were based on clusters from the interview protocol and covered the aforementioned three aspects of sustainable employability, which are, according to the Dutch 'Sociaal-Economische Raad' (SER, 2009), vitality, work ability and employability, and the organizational factors influencing employee engagement. In table 3 the operationalization of these

aspects can be found, which differ between the intended, actual and perceived HR practices. These three aspects shaped the starting point of codes prior to the analysis. ATLAS.ti was then further used to inductively mark off segments of data within each descriptive code. In total 194 chunks of text were extracted from the eleven interview transcripts. Regular re-readings of the transcripts allowed for inferential coding (Miles & Huberman, 1994). In the third phase of the analysis the categories were revised. This was done by filling in (adding sub-categories), extension (interrogating chunks of texts in a new way, with a new category), 'surfacing' (identifying new categories) (Bos-Nehles et al., 2017). Eventually, all codes were grouped into 32 categories (see Appendix B) related to engagement in individual sustainable employability of both shift workers and the organization. In the fourth and final phase, theoretical coding was used to search for potential relationships between perceptions (van Aken et al., 2012).

Table 3: Operationalization sustainable employability (SER, 2009) and organizational factors influencing engagement

Sustainable employability	Aspects	Definition	Intended	Actual	Perceived
	Vitality	Vital employees are people who can work energetically, resiliently, fit and with great perseverance (Vuuren, 2011).	Organizational factors that provide shift workers with the ability to work energetically, resiliently, fit and with great perseverance.	Supervisors' support for shift workers ability to work energetically, resiliently, fit and with great perseverance.	Individual shift workers' perceived organizational support in working energetically, resiliently, fit and with great perseverance.
	Work ability	Work capacity is the extent to which an employee is physically, psychologically and socially capable of working (Ilmarinen, Tuomi, & Seitsamo, 2005).	Organizational factors that provide shift workers to stay physically, psychologically and socially capable of working.	Supervisors' support for shift workers physical, psychological and social capacity to work.	Individual shift workers' perceived organizational support to stay physically, psychologically and socially capable of working.
	Employability	Employability is the ability to continue to perform various activities and functions now and in the future, both in the current organization and in another organization or sector (Van Dam, Van der Heijden, & Schyns, 2006).	Organizational factors that provide shift workers with the resources in order to stay able to continue to perform various activities and functions now and in the future, both in the current organization and in another organization or sector.	Supervisors' support for shift workers' ability to continue to perform various activities and functions now and in the future, both in the current organization and in another organization or sector.	Individual shift workers' perceived organizational support to continue to perform various activities and functions now and in the future, both in the current organization and in another organization or sector.

Organizational factors	Job design	Allowing employees to have a say in the design of their work, and the roles and assignments they perform (Gruman & Saks, 2011).	HR practices that let shift workers be the architects of their own job.	Supervisors' offered help in designing shift workers' jobs.	Shift workers involvement and perceived organizational support in architecting their own job to their needs and wants.
	Social relationships at work	Relationships between the organizational actors and employees in which supervisors coach employees, help them with planning their work, highlight potential difficulties, and offer advice and emotional support (Schaufeli & Salanova, 2007).	Organizational factors that coach shift workers, help them with planning their work, highlight potential difficulties, and offer advice and emotional support.	Supervisors' offered help to shift workers by coaching, planning their work, highlighting potential difficulties, and offering advice and emotional support.	Perceived interpersonal relationships with colleagues and perceived support from supervisors by shift workers.
	Leadership	Leading the shift workers in their job.	Management styles and processes which foster trust (Cartwright & Holmes, 2006).	Supervisors' task and support behaviour.	Shift workers' trust in their supervisors.
	Other HR practices		HR practices executed by the organization in order to foster employee engagement by offering help to cope with job demands and means that encourage work-life balance to shift workers.	Supervisors' support in fostering employee engagement by offering help/thinking along to cope with job demands and means that encourage work-life balance to shift workers.	Perceived and seized HR practices to cope with job demands and work-life balance.

4. Findings

After the results were analysed, findings came forward that are discussed here. Because different employees from different divisions of the organization are interviewed, to gain an overview of the different organizational actors' perceptions, expectations and behaviours toward sustainable employability, the results are divided in three sub-chapters. In 4.1 the intended organizational HR practices for sustainable employability are discussed, which gives insights into the knowledge of the organization on sustainable employability, what they morally should do, what they have to do and what they want to do regarding this subject. Afterwards, in 4.2, the results from the actors that execute the actual organizational HR practices regarding sustainable employability are discussed, as well as their role, perception and actions regarding them and their needs and wants. Finally, in 4.3 the perceived organizational HR practices of operators are discussed to give insights in their actions, needs and wants regarding sustainable employability and the differences in this between the different stages in life.

4.1 Intended organizational HR practices for sustainable employability

Both managers show the intention of the organization to influence shift workers in getting engaged in their individual sustainable employability by their awareness and recognized importance to work on shift workers' vitality, work ability and employability. However, the intention is mostly based on shift workers' employability:

"I see sustainable employability as an overall vision of how we can organize work and human well-being in the long term. So depending on what you need as an organization, you look at a solution that is workable but also pleasant for everyone involved on the long term." (manager – interviewee 1)

This awareness and felt importance of Ben & Jerry's to work on shift workers employability is reflected in their felt responsibility as well:

"We benefit from employable people, so we have an interest in this ourselves."
Interviewee 1 adds to that, that *"if your organization's way of working is asking for something extra from your people, you have to take extra care of them."* (manager – interviewee 1)

On the other hand, they acknowledge the shift workers' responsibility to work on their sustainable employability by making use of the offered initiatives by Ben & Jerry's regarding sustainable employability as well.

Despite the fact that the interviewees admit that they do not have a lot of knowledge about how sustainable employability should be implemented in their organization, they have implemented

many initiatives to enhance shift workers' sustainable employability. With these initiatives Ben & Jerry's Hellendoorn wants to create an awareness for sustainable employability and stress the importance of this subject among its employees. First, there are a number of basic services that are negotiated in the collective agreement of Unilever, for example holidays, days of leave that depend on a certain age and for example the 80-90-100-rule, which can be used from the age of 60. You will then work for 80%, get paid for 90% and your retirement earnings will stay 100%. These initiatives are focused on employees' employability.

Second, there are initiatives within Ben & Jerry's Hellendoorn that contribute to shift workers' sustainable employability. One of the most important ones is the shift schedule. Until now, the organization always worked in a 3-shift schedule, which means that an operator runs the same shift all week. But from research it became known that your bio-rhythm will adjust after three night shifts, which is why Ben & Jerry's is now looking for a solution to this in the form of a sustainable schedule, with, among other things, forward rotation and not more than 2 night shifts in a row. This is, however, not as easy as it may seem. Shift workers themselves have different opinions on what a good schedule for them would be. Here lies a big challenge for the organization to develop a sustainable shift schedule and educate shift workers on the importance of this schedule for their own sustainable employability.

On top of that, the organization provides employees with discounts on local gym memberships, an annual health week, healthy food in the canteen, organizational related training opportunities, a personal development budget of 1500 euros per year, and opportunities to follow a study of choice. The annual health week, which encompasses multiple health-related activities, asks for further explanation:

"We have an health check where you can measure your cholesterol, your blood sugar, your fat, your condition. If a health check is a signal for someone that something is off, we offer something on the basis of which someone can get started to work on their sustainable employability. You will be informed about food choices. But we also provide different health-related courses, like the a stress reduction course we had last year." (manager – interviewee 1)

In an ideal situation Ben & Jerry's would like to have the complete freedom when decisions are made on the content of certain initiatives and they would not want to be limited by a budget. This would allow the initiatives to fully respond to the needs of shift workers, which differ from the needs of office staff based on their work specifications. Most of these aforementioned initiatives are, however, Unilever wide initiatives and therefore devised for the sustainable employability of office staff. Because the main challenge of the factory is cost saving Ben & Jerry's does not invest in initiatives which are especially suited for shift workers and, therefore, do not adhere to their shift workers' needs.

They, however, try to adjust these initiatives to the needs of their employees, but adhere mostly to the Unilever initiatives:

“There is always the question: Don’t we already have something similar? If that’s excluded, we can decide for ourselves. But, the pressure of the factory is always on costs, so you want to piggyback on everything that is organized nationally, because then it will be paid by Unilever. While, if we organize something locally, it must be paid from the budget of the factory. And our challenge is to save costs. So that is a very interesting field of tension.”

With the implementation of an initiative comes the communication of the initiative throughout the organization. The main idea of this is to gain support from the shift workers on certain organizational initiatives. Ben & Jerry’s does this through multiple channels. The collective agreements are communicated in a basic manner by HR and the shift workers Area Leaders. On top of that, are adjustments in the collective agreement discussed on a portal, through mail and on a TV screen in the canteen, to make sure that everyone is informed. The other specific initiatives are mostly communicated through organizations wide communication campaigns. These encompass flyers and mails from HR with information about the initiatives on how to participate. Work-related initiatives, e.g. the shift schedule, is communicated through work groups, which includes staff representation and the Works Council. Herein, employees are allowed to decide on certain initiatives and share their work-related experiences.

In order to show their awareness on the need of support for employees an annual questionnaire is spread among the shift workers. Here, shift workers can give their opinion on different topics, like work-life balance, views and experiences of the used shift schedule and other sustainable employability related topics. Ben & Jerry’s realizes that their shift workers might need this more than office workers. Where on the one hand the shift worker is responsible for its own behaviour, Ben & Jerry’s should take their responsibility and at the same time educate their employees (in order to gain knowledge) on sustainable employability to create awareness and importance:

“We are dealing with a different kind of population, namely production staff, from which it is difficult to expect a certain degree of self-management and ownership in view of their capacities.” (manager – interviewee 2)

Ben & Jerry’s perceives that personal contact is much appreciated by employees and especially shift workers (i.e. social relationships at work), as well:

“...the moment you make it personal, really one-to-one customization, with just the standard options you have, employees show their appreciation.”

(manager – interviewee 1)

When certain ergonomic changes in the way of working can or should be made for the operators to perform their tasks comfortable, this will be done as quickly as possible, which shows the importance

of support from the organization on the employees' sustainable employability and the fact that employees expect and maybe also need this kind of support from the organization. Real customization, however, is difficult to put to practice at Ben & Jerry's. When looking at the nature of the work and the fact that the work is organized in a shift schedule it is important to guarantee flexibility among shift workers:

"We try to organize the work in such a way that every operator should be able to perform it in order to replace each other during, for example, holidays. And if someone cannot, for example, do certain tasks physically, then that is difficult." (manager – interviewee 2)

These findings indicate that there is still a long way to go for Ben & Jerry's in order to engage their shift workers in their individual sustainable employability. They are aware of the topic and the importance of the topic. However, they do not fully commit to the implementation of initiatives that should enhance shift workers sustainable employability.

4.2 Actual organizational HR practices for sustainable employability

Just as the managers the supervisors show their awareness and felt importance of the shift workers' sustainable employability, which shows that on these aspects there is no gap between the intended and actual practices. Herein, again, the focus is on the employability of the shift workers:

"In my view, sustainable employability is that we use people in the best possible way and that they can participate physically and mentally in the shifts as long as possible and that they enjoy going to work." (supervisor – interviewee 3)

On top of this, they acknowledge Ben & Jerry's responsibility as an employer to influence employees' sustainable employability. According to them this should, however, be a good cooperation between the two parties involved, which was recognized by the managers as well. The organization can offer everything, but it is then up to the employees to participate and acknowledge the importance of sustainable employability, which according to them is not the case yet:

"Every year the organization includes working group in the decision for a new shift schedule. The organization hereby offers the most sustainable schedule possible, while always taking the required capacity into account. The operators, however, are mostly concerned with free days during the weekends. Therefore they choose the schedule with free days during the weekend instead of a schedule that is concerned with their sustainable employability." (supervisor – interviewee 3)

On the other hand, the supervisors acknowledge that there is much more that the organization can do to influence shift workers' engagement in their individual sustainable employability. The organization should, however, keep in mind that they are operating in a region where people might find this kind of meddling unnecessary. The organization should therefore spread awareness and communicate the

importance throughout the shift workers in order for them to engage in their sustainable employability, for example on eating healthy:

“...it is something that can have an impact on how you feel. It is not a very much discussed subject, but this should be done more.” (supervisor – interviewee 3)

To accomplish this, social relationships in which the employees and organization make joint decisions are desired as well as leadership that fosters trust among the employees about the knowledge of the organization on sustainable employability and what is best for them regarding this subject. It should, however, not be undermined that Ben & Jerry's Hellendoorn has made a good start in implementing sustainable employability initiatives, which is acknowledged by the interviewees. They limit the mentioned initiatives, however, to the subject of vitality, because they only mention the offered reduction on gym memberships and the healthier food in the canteen. But ignore the aforementioned development opportunities, which encompass employability, and Ben & Jerry's focus on the work ability of the operators. On top of that, one of them mentions the picked-up signals on the work floor that the organization responds to with appointments for employees with a company doctor or psychological coach. This emphasizes the organizations felt responsibility in the mental well-being of their employees, which again stresses their acknowledged awareness and importance of sustainable employability. On top of that, the social relationships at work, which eventually have to potential to contribute to employees sustainable employability through actions are based on signals from the work floor:

“From the shift coordinators, which we speak on a daily basis, we receive signals from the work floor in which you sense whether someone is comfortable and relaxed or if someone has stress. So I try to offer the possibilities we have and if someone is not in good shape, then we determine where the problem lies. Is that at home or at work? And how I can help someone in this situation?” (supervisor – interviewee 3)

The supervisors both confess that they do not know why the organizations has chosen for certain initiatives and that they are not involved in the decision process regarding these initiatives, which could cause a gap between the intended and actual HR practices on sustainable employability. They have participated in a number of workshops on for example the schedules and how to make them more sustainable, but they are not that much involved in the other initiatives regarding shift workers' sustainable employability:

“My participation is especially in the schedules. Not so much on an individual level. But if an individual wants something, then I can always engage in conversation and think about the possibilities. We, for example, have coaches for that at Unilever. So the possibilities are there, but it is not as if we are very much engaged in providing them.” (supervisor – interviewee 4)

On top of that, the communication about initiatives is more organization wide and there is no special information meeting for the supervisors, which again results in a reduced involvement of and support offered by the supervisors with their shift workers' sustainable employability. Besides, the heightened risk on a gap between intended and actual HR practices this also causes intended HR practices to not even be put to practice by the supervisors. As the supervisors mention they discuss their employees well-being during the mid-year-talk and intervene when they see that something is going on, but beside this they do not interfere with their employees' sustainable employability or encourage them to participate in the initiatives:

"I am actually doing very little about it, even though I know that for example a lot of operators smoke." (supervisor – interviewee 4)

This lack of communication by the organization to the supervisors about the different initiatives on shift workers' sustainable employability causes incompleteness in the implementation of sustainable employability. They do not show awareness of all three aspects of sustainable employability and can, therefore, not transmit the importance of engagement in all three aspects to shift workers. On top of that, they emphasize cure instead of prevention. When the supervisors intervene with their employees' sustainable employability this is mostly on the aspects of employability and work ability and mostly to the older employees:

"We try to take their age into account by, for example, looking at the conditions and what they can mean for the employees. Or what conditions Unilever offers, which we can improve or adjust to a specific situation. And sometimes I also look at what someone likes to do and what can I do regarding offering adapted work. So, when looking at someone's tasks I keep in mind the workload. And then we also talk about how we can reduce physical burdens." (supervisor – interviewee 3)

The supervisors awareness and felt importance of shift workers' sustainable employability is not reflected in their actions. The supervisors admit that they do not motivate shift workers' to think about initiatives that would help them in their engagement in their sustainable employability, with which they neglect offering support. They only discuss individual adjustments when these are profitable for the factory's performance.

"We especially look for improvements on ergonomics, so that the work is not too heavy. So a lot is being thought about. And that is always a win-win situation. For them the work becomes lighter and for us it will hopefully be at the expense of man hours." (supervisor – interviewee 4)

It is, therefore, not surprising that one of the supervisors mentions self-managing teams in his ideal situation on sustainable employability, where roles are not fixed and shift workers determine their own schedule in order to maintain a better work-life balance. Herewith, it is important that shift

workers are informed on the advantages from a schedule that fosters sustainable employability, which is not the case yet. These self-managing teams, however, contradict with the earlier mentioned dependence of shift workers on the organization to get engaged in their sustainable employability. On the other hand, this independence, which can be seen as some kind of job design, would help shift workers' feel motivated and responsible:

"I think that a whole part of your motivation is really to what extent you are being challenged in your role. And I would make those roles more open to development. I want people to do tasks they like and if people want to develop I want to offer them opportunities in our organization, while working in the same job. And this all should be done in self-managing teams, which are given a goal and should themselves consider how to reach that goal with each other." (supervisor – interviewee 3)

These findings indicate that there is a big gap between what the organization indicates on shift workers' sustainable employability and what the supervisors actually do about this. This is, however, not fully attributable to the supervisors. The big concern lies more between the communication and information spreading on the importance of shift workers' sustainable employability of the organization towards the supervisors. When the supervisors are aware of the felt importance of the organization to work on shift workers' sustainable employability and when they are informed about the different initiatives and HR practices that can contribute to this the supervisors are expected to show more concern to this and act upon this concern.

4.3 Perceived organizational HR practices for sustainable employability

4.3.1 Individual sustainable employability

The knowledge on sustainable employability from the different age groups of shift workers varies. Where the shift workers between 20 and 35 years old have no knowledge about sustainable employability, the other two age groups show more knowledge on the subject. It, however, depends on their individual situation which aspects they emphasize. This goes together with their felt importance on the subject.

The shift workers in the age group from 20 till 35 years old could not give a definition on sustainable employability and after this definition was given to them they confessed that the subject was not of much importance to them yet, because they do not experience any inconveniences relating to their vitality, work ability or employability from their work in shifts yet. For them, however, safety at work is very important, which belongs to the aspect of work ability. And they experience support regarding this from the organization:

“If there is something that can be done safer or you experience physical difficulties, you can make a receipt of it and it will be sent to the technical department. They will then do something about it.” (shift worker from 20 till 35 years old – interviewee 6)

They are both in permanent employment at Ben & Jerry’s for less than a year and still have to learn a lot:

“For me, safety is the most important thing at the moment, because everything is new. So, safety is my top priority.” (shift worker from 20 till 35 years old – interviewee 6)

Besides, the organization provides these relatively new employees with a buddy at the working floor, who teaches them about the different processes at Ben & Jerry’s. Herewith, the organization shows the importance of social relationships at work, which should contribute to knowledge exchange. Another important aspect for them is sleep, which can be linked to safety:

“Sleeping is important, especially how you deal with that. That you do not get tired at work or tired every day because of your work in order to make no mistakes and keep working in a safe manner.” (shift worker from 20 till 35 years old – interviewee 5)

They deal with this by taking enough time at home to sleep enough. Further, they make sure they eat healthy and exercise to stay fit.

Even though, both shift workers from the age group 36 till 50 years old could give a definition on sustainable employability and feel importance of the subject, their emphasize on the different aspects of this subjects differed. This goes together with their felt support from to organization on their sustainable employability. One of them does experience physical complaints, which is reflected in his definition of sustainable employability by showing more emphasis on vitality and employability:

“The first thing that comes to mind is that you try to keep an employee within the organization with the opportunities the organization has. Health plays a big part in this. So, what tasks can that employee perform at the factory and does the organization still have work for an employee whose abilities are reduced due to health or mental related issues.” (shift worker from 36 till 50 years old – interviewee 8)

The other shift worker in the age group 36 till 50 years old does not experience any inconveniences, which makes sustainable employability as a whole less important. He is mostly concerned with safety at work (i.e. work ability):

“For me it means to be able to do your work safely and not only in terms of material, such as ear plugs or something, but also in regard with ergonomics.” (shift worker from 36 till 50 years old – interviewee 7)

This difference in felt importance on the subject is expressed by different actions of the shift workers’ on their individual sustainable employability. Herein, the emphasize on the three different aspects of

sustainable employability again differs as well. The shift worker with the physical complaints especially keeps into account his vitality and work ability in his individual actions:

“So for me it's just important to keep that in mind and to adjust my activities at home with regard to physical capacity in order to be able to function at work.” (shift worker from 36 till 50 years old – interviewee 8)

He also acknowledges that sleep is something important when working as a shift worker:

“To make sure I am fit at work, I always sleep more often a day before a shift. Again, something I'm working on privately to find myself comfortable in doing my work.” (shift worker from 36 till 50 years old – interviewee 8)

Other things that contribute to his individual sustainable employability are his dogs with whom he walks a lot, eating healthy at home and during work and his agile job which obliges walking around in the factory as well as sitting behind his desk, which ensures a good balance. With regard to training and development he already took a lot of opportunities offered by the organization to develop himself during the 18 years of working for Ben & Jerry's. These activities make it possible for him to engage in his individual sustainability by considering the facets of vitality and employability.

For the other shift worker in this age group the situation is somewhat different. He does not have physical complications and therefore does not experience any difficulties with his work. He is a healthy man who eats healthy and can get enough sleep at home, despite the different rhythms which come with working in shifts. Which makes that he does not have to make major adjustments in his private life in order to work on his vitality and work ability. He does, however, find difficulties with getting the right development opportunities (i.e. employability). He would like to specialize more, but the organization will not provide him with the necessary information to register for the training. With this, the organization hinders the interviewees' employability by not providing the knowledge he needs in order to work on his employability. It also hinders the felt trust by the employee to the organization, which does not contribute to the perceived leadership. It is difficult for him to figure these development opportunities out by himself without any support from the organization:

“I would rather have that you could just go to someone in the organization, say what you want and that it will be arranged.” (shift worker from 36 till 50 years old – interviewee 7)

Both shift workers in this age group, however, do not experience any difficulties with working in a 3-shift schedule. They have adjusted their rhythm to this type of schedule since they started working, which they have always done in shifts. According to them it is a convenient type of schedule in which there is structure and enough free time to balance their working life with their private life. They experience almost no difference with working during daytime:

“If I work a period in the day shift and in a period and start at 8 o'clock instead of 7 o'clock, it is not that I have much more energy when returning home from work. Regarding that,

there is no difference, instead that I would have a better rhythm. You note this from better functioning intestines and a better sleeping cycle. But I am tired just as much as when working in the morning or night shift.” (shift worker from 36 till 50 years old – interviewee 8)

For the shift workers in the age group of 51 till 67 these differences on knowledge, felt importance and emphasize on different aspects of sustainable employability exist as well. Where one of the shift workers in this age group does not experience any inconveniences with working in shifts, the other two shift workers do. Age does not play a part in this, while their age only varies with two years. The shift worker that does not experience any inconveniences has no idea what sustainable employability encompasses (i.e. he has no awareness of the subject) and he has never thought about it, because it is of no importance to him at the moment:

“In my opinion, the 3-shifts schedule is perfect. It gives me a lot of free time, which I can spend on my hobbies and housekeeping. This gives me a nice balance in my private situation and helps me with taking time to rest. And even though I have a busy job, I can perform perfectly well. Even in the night shifts, because I sleep perfectly fine.” (shift worker from 51 till 67 years old – interviewee 9)

He, however, acknowledges that for most of his peers this is not the case, which is confirmed by the other shift workers in this age group who state that sustainable employability is of great importance to them. Mostly, because working in shifts is hard on them due to physical difficulties. For them the emphasis is on employability and, therefore, sustainable employability for them is:

“...to be able to keep doing your job till the retirement age is reached.” (shift worker from 51 till 67 years old – interviewee 10)

They, however, state that this will be hard or maybe even impossible with the current characteristics of their job in relation to their physical condition. This is especially the case for one of them who is diagnosed with Crohn's disease:

“The doctors indicate that working in shifts is not good for me. My body needs regularity. That is why I have an appointment with the company doctor on the 1st of October to look at the possibilities. I am someone who takes a pill and goes back to work, but I have to take my rest more often in order to recover.” (shift worker from 51 till 67 years old – interviewee 11)

The shift workers, therefore, feel the importance to work on their own sustainable employability. They try to achieve this by mostly working on their employability and vitality. They do this by planning as many free days as possible during transitions between different shifts and by taking a lot of rest at home. But this is easier said than done:

"I am not able to sleep during the day when I have night shift. I used to have to set the alarm clock and now I hope it is twelve o'clock and that I have slept for a few hours. Therefore, I stopped drinking coffee at night and stopped eating sweets just before going to bed, but it did not help much." (shift worker from 51 till 67 years old – interviewee 10)

These findings indicate that he felt importance on sustainable employability cohere with the experienced inconveniences of shift workers. This results in emphasize on different aspects of sustainable employability among and between the different age groups. On top of that, do this experiences inconveniences cohere with the knowledge on sustainable employability, where shift workers that do not experience any inconveniences do have little to none knowledge on the subject.

4.3.2 Organizational initiatives on sustainable employability

Shift workers in all three age groups acknowledge that the responsibility to work on shift workers' sustainable employability is the responsibility of the shift workers themselves as well as the responsibility of the organization. They agree that the organization should listen to the shift workers and provide the needed resources, but the shift workers should, on the other hand, be engaged to get cracking with it:

"If you are bothered by something, you have to indicate that yourself, but then the organization has to do something about it. If you do not say anything and nobody knows that you are bothered by something, they cannot help you with it either. And I'm sure that if you say something about it, they will take it into account. However, you have to do it together. They can facilitate things, but you have to take the initiative to deal with them yourself." (shift worker from 20 till 35 years old – interviewee 5)

The reason behind the believed organizational responsibility, however, varies between the age groups. However, the emphasis is not on all three aspects of sustainable, but just one. Herein, the common emphasis is on employability:

"Especially, since the economy is picking up nowadays it is important to keep the employees within the organization that you have trained and developed and that have the knowledge and skills the organization needs. It, namely, takes a lot of time to gain this knowledge." (shift worker from 36 till 50 years old – interviewee 8)

"The legal retirement age has become higher and it is therefore important for organizations to make sure that their employees can reach this age within their organization and within their current job." (shift worker from 51 till 67 years old – interviewee 10)

All three age groups of shift workers acknowledge the organization's felt importance to deal with employees' sustainable employability and that the organization expresses this support in different manners. They have initiated different initiatives that contribute to shift workers sustainable employability, but, here again, the emphasis is not on all three aspects of the subject. The focus is mainly on vitality and work ability, which is acknowledged by the shift workers from 20 till 35 and 36 till 50 years old. Vitality is emphasized by different initiatives, like healthier food in the canteen, a reduction on a gym membership and the yearly health week. On top of that, the organization sometimes offers workshops on vitality-related subjects, which lead to adjustments in shift workers' lifestyle:

"Some time ago we got advice from someone on what's best to eat during the night shift. This made me more conscious about my eating and, therefore, I do not fill myself with bread anymore during the night shift. I try to eat some more digestible food." (shift worker from 20 till 35 years old – interviewee 5)

In order to stimulate shift workers' work ability, the organization's main focus is on safety:

"There is a constant awareness of the way you work and the way you lift, which is being watched by the supervisors who communicate this to the Security Coordinator." (shift worker from 36 till 50 years old - interviewee 7)

The opinions of the shift workers on this subject, however, differ. The shift workers from the youngest age group feel they are asked for their opinion on safety matters:

"In quarterly meetings the employees are asked if something is going on or if there is something that needs to be renewed. So, they are very eager to make everything as safe and easy to work with as possible." (shift worker from 20 till 35 years old – interviewee 6)

The shift workers in the middle aged group, however, feel the organization ignores their opinions and they expect more responsibility in their job and support and trust from the organization in their skills, abilities and way of looking at organizational problems. The lack, hereof, makes that the shift workers are not supported on their workability, especially since the organization does not always solve the safety-related issues:

"If something happens to someone once, it is solved without asking for the opinion of operators. Some solutions even make the work of operators harder. Therefore, they should first consult the operators before making any adjustments." (shift worker from 36 till 50 years old – interviewee 8)

"The follow-up, on the other hand, could sometimes be accomplished sooner. Because sometimes dangerous situations are observed and it takes too much time to alter them

or they are not even altered at all. They come on a list and then nothing is done with that.”

(shift worker from 36 till 50 years old - interviewee 8)

The shift workers like to make use of these initiatives, but, on the other hand, think that the organization can do more in order to stimulate their sustainable employability. They feel the organization does the bare minimum in order to stimulate their sustainable employability and that, due to the nature of their work, the organization should invest way more in this. These needs, regarding vitality and work ability, indicate that the shift workers are aware of how to influence their sustainable employability and they expect the organization to engage in this by facilitating their needs and herewith showing support for their sustainable employability.

Since the machines in the factory have to be cleaned weekly, which comes with a lot of water, the shoes of the interviewees get wet. Therefore:

“...a second pair of shoes would be convenient. Now our shoes get wet during cleaning. So the next day, you put on wet shoes again. Your socks will get wet, that's just annoying”

(shift worker from 20 till 35 years old - interviewee 6).

Another thing the shift workers miss is healthy meals in the canteen during the evening, because nowadays almost all meals include fried or baked potatoes.:

“I would like some healthier meals in the restaurant. For example, nasi or just something that you would normally eat at home” (shift worker from 20 till 35 years old - interviewee 5).

On top of that, the shift workers from 36 till 50 years old think the health week is a good initiative, but that there should be more to it. Employees are not obliged to participate and the feedback is given in a one-way manner. In their opinion it would be better to start a dialogue with the employee on their health related findings and offer follow-ups when needed. Herein, the organization should show their support for the shift workers' sustainable employability and act in a more preventive way:

“If the organization offers a follow-up treatment on the basis of results of the health check, then they are working on sustainable employability. Then they leave the employees no choice but to work on their sustainable employability.” (shift worker from 36 till 50 years old – interviewee 7)

“The work shoes are standard shoes and only if you have complaints, they will look at what is possible in order to better support your feet. But first you need to have a complaint and then a solution will be sought. In fact I wonder whether something regarding prevention could be done.” (shift worker from 36 till 50 years old – interviewee 8)

For the shift workers from the oldest age group, employability is important. Besides, the earlier mentioned initiatives, their focus is mainly on the regulations in the collective labour agreement when

talking about sustainable employability. They all mention the 80-90-100-rule. This, however, is a rule which you can use from the age of 60 for a total of four years. After this, employees are expected to work for 100 percent again. It is, therefore, desirable that this rule would be adjusted to the 'new' legal retirement age of 67 years old. However, as the shift workers mention, this rule, among other things, is something that employees should figure out themselves. Both managers and supervisors do not inform the employees about this rule, which makes that the shift workers do not feel supported in their employability by the organization. This indicates the importance of communication and social relationships at work for shift workers but for the organization as well in order to spread knowledge and information on, for example, practices that could contribute to employees' sustainable employability. On top of that, the organization, herewith, shows their lack of leadership in guiding the employees in their sustainable employability:

"There is no one in the organization that helps you figuring out those rules. So, at the time that I was 60, I indicated that I wanted to make use of that rule and my immediate manager would help me with that, but three months later he still did not figure it out, so I did it myself. On top of that, I recently informed a colleague about the rule, who just became 60 years old and had no knowledge of the existence of the rule at all." (shift worker from 51 till 67 years old – interviewee 10)

"I think that HR is responsible for this information distribution or at least that the Area Leaders are aware of possibilities and rules to engage in sustainable employability. So, there must be knowledge, but guidance as well." (shift worker from 51 till 67 years old – interviewee 10)

Another organizational initiative the shift workers from the age group of 20 till 35 and 51 till 67 years old mention regarding employability are the training and development opportunities offered by Ben & Jerry's throughout their working years. Herewith, the organization gives them the idea that they value the shift workers' development. However, the shift workers from 51 till 67 years old neglect to work on their employability by admitting that they do not make use of these opportunities anymore:

"Ben & Jerry's offers all kinds of training in coaching or whatever fits your job, from which I made a lot of use. I have had hundreds here. And for me that was very useful, because you always learn something from it. And what I have learned, I could pass through to others in the organization." (shift worker from 51 till 67 years old – interviewee 10)

Besides, it can be questioned whether Ben & Jerry's really work on shift workers' employability by offering these development opportunities, because they are mainly suited for development in shift workers' current function. Especially, since one of the shift workers (who has Crohn disease) desires

and needs regularity and thus does not get the chance to develop herself in order to, for example, learn different skills and get the chance to perform a daytime job at Ben & Jerry's.

These above mentioned organizational initiatives regarding employees' sustainable employability are communicated to the employees through different channels. This, however, does not contribute to the shift workers' knowledge on the initiatives, because they feel not everyone is well informed about the initiatives through these ways of communication:

"New initiatives could be announced by HR or the Works Council in the form of an informational presentation during a team meeting, which take place regularly, in order to better inform everyone on them." (shift worker from 36 till 50 years old – interviewee 7)

These findings indicate that the shift workers of all age groups are aware of the initiatives Ben & Jerry's has implemented in order to stimulate their sustainable employability. The oldest two age groups, however, think the organization does the bare minimum regarding this and can do more to stimulate their sustainable employability. On top of that, they would like to have the opportunity to express their needs regarding this and that the organization follows-up on these needs. Besides, they would like clearer communication and information on the different initiatives provided by the organization.

4.3.3 Felt organizational support

The way these initiatives contribute to the shift workers' felt organizational support differs among the different age groups. Where the shift workers from 20 till 35 years old do feel supported by the organization in their sustainable employability, the other two age groups do not. For the youngest age group these initiatives and other types of support make that the interviewees feel supported by the organization in their sustainable employability and contribute to their social relationships at work, which give them the trust to be honest about their perceptions of the work ability. This is mostly due to their felt opportunity to design their jobs, which connects well with their individual needs regarding sustainable employability:

"Yes, I do think that they do think along with you as a person and this gives me a feeling of support for my well-being." (shift worker from 20 till 35 years old – interviewee 6)

"I do have the feeling that everyone is taken into account. In terms of age too. If there is something going on with you, you indicate this and you can, for example, do adjusted work. Yes, you are really being taken into account here." (shift worker from 20 till 35 years old – interviewee 5)

Even though, they are relatively new to the organization and therefore have not yet received any development opportunities, they are eager to develop themselves and learn more about the job of an

operator. Regarding this, they feel that when the time is right, they can discuss their needs with the supervisors, which again shows the organizations support for their employees by communication and attention for the individual in social relationships at work. On top of that, it shows the leadership of the supervisors, which leads to felt trust by the shift workers:

“Yes, you can discuss everything. That's no problem. They indicate that you can always talk to them and I always have the feeling they are listening.” (shift worker from 20 till 35 years old – interviewee 5)

The other two age groups expect more guidance in their sustainable employability from the organization in order to feel supported. The shift workers mention the lack of communication, which results in a lack of social relationships with the supervisors as well as less perceived trust in these relationships. The shift workers like to be taken into account in decision processes by having the opportunity to give their opinion:

“There are often new operators who have to be trained and developed on the job. But there is never the question whether they are good enough for example for high demanding times like the peak season. I would want more communication between the operator team and the shift coordinator. That they ask the people who are concerned with it and with this create trust within the team.” (shift worker from 36 till 50 years old – interviewee 7)

For the oldest age group of shift workers this lack of communication is mostly missed in showing interest in the shift workers' well-being. They do not feel there is a possibility to talk about their needs regarding sustainable employability with either HR representatives or supervisors.

On top of that, the oldest age group does in general not feel supported by the organization in their sustainable employability. They feel there are lots of opportunities that can contribute to their sustainable employability, which are not being implemented by the organization, like, for example, a 4- or 5-shift schedule. As well as, the opportunity to design their job in order to contribute on their vitality, work ability and maybe even employability:

“I would like to have adapted work for people over 60 and it would be better if the working day was shorter. I just notice that I have had a hard time in the teams during the last two hours of work. However, it is expected of me that I keep going at the ever increasing pace of the factory. More and more is expected of me in a shorter time.” (shift worker from 51 till 67 years old – interviewee 10)

These findings indicate that the felt organizational support for shift workers' sustainable employability differs among the age groups. Where the youngest age group does feel supported, the other two age groups do not. Because the youngest age group is not that concerned with their sustainable employability yet and the other two age groups are, it is important that the organization implements HR practices that make them feel supported in their sustainable employability.

In table 4 the results are summarized based on the operationalization of sustainable employability and organizational factors influencing shift workers' engagement in this.

Table 4: findings summarized

Sustainable employability	Intended	Actual	Perceived
Vitality	Ben & Jerry's initiated a healthier canteen, reduction on gym memberships and a health week to make employees work on their vitality.	Even though the supervisors are aware of the importance of shift workers' vitality, they do not stimulate the shift workers to work on it.	The shift workers appreciate the initiatives by the organization, but do not necessarily think that this contributes to their sustainable employability.
Work ability	Ben & Jerry's pays attention on work ergonomics and safety at work, and provides employees with mental coaches when needed in order to stay able to work.	The supervisors always try to find solutions when shift workers experience difficulties regarding working ergonomics or safety issues in order to foster their work ability. On top of that they forward them to coaches when shift workers indicate mental difficulties.	The shift workers' from all age groups acknowledge Ben & Jerry's focus on work ability in ergonomics and safety. The older two age groups, however, do not feel fully supported, because they still experience physical difficulties (e.g. due to only having one pair of standard working shoes) which are not resolved by the organization. On top of that, they desire more organizational support regarding the results from the health week tests as well as resources to cope with these outcomes.
Employability	Ben & Jerry's offers various learning and development options in order for employees to stay employable, as well as a yearly budget of 1500 euros per employee to spend on training courses. On top of that, do older employees get more free days and can they make use of the 80-90-100-rule as well as other rules from the collective labour agreement.	The supervisors make use of regulations from the collective labour agreement, when needed, in order to ensure shift workers' employability. They, however, do not mention training and development regarding this subject.	The shift workers from the youngest age group do experience support in their employability regarding future prospects on training and development. For the two older age groups this, however, differs. The shift workers' experience inadequate support in the different HR practices on employability. They feel they should investigate the different possibilities themselves and would appreciate organizational support on this by for example information meetings.

Organizational factors			
Job design	Beside the standard procedures regarding safety issues at work, Ben & Jerry's provides employees with the opportunity to discuss potential improvements on ergonomics.	Beside concern for safety and ergonomics the supervisors would like to provide shift workers with the opportunity to have a say in the tasks of their job in order for them to really do what they like and can do. The organization, however, does not (yet) supports this.	The shift workers acknowledge and appreciate the organizations' concern for their safety and ergonomics in doing their job, but miss the opportunity to really tune their job regarding their skills and capabilities as well as their needs. This is, however, only the case with the two older groups of shift workers.
Social relationships at work	Ben & Jerry's organises different meetings in which their employees are, among other things, informed about changes and developments in for example the shift schedule. On top of that, they communicate their initiatives on sustainable employability through various (digital) canals.	The supervisors try to detect when shift workers are in need of a personal talk and regularly ask various shift workers how they are doing. On top of that, they have their standard meetings with the teams and personal meeting with the shift workers.	The youngest age group of shift workers do experience supporting social relationships with the organization and their supervisors. The other two groups, however, see a lot of room for improvement on these. They feel that there should be more reciprocal trust. They feel they are not involved in decisions on for them important subjects. On top of that, they desire more information meetings on, among other things, new initiatives.
Leadership	See all of the above mentioned practices.	See all of the above mentioned support mechanisms of the supervisors.	The youngest age group of shift workers do trust their supervisors. They feel they can discuss anything with them. For the other two age groups, this is different. They do not always feel heard and feel that supervisors do not really have time for their personal issues.
Other HR practices	Ben & Jerry's implemented various initiatives that should stimulate shift workers' vitality, work ability and employability (i.e. sustainable employability).	The supervisors are not aware of all the initiatives and regulations and are mostly concerned with work ability. On top of that, they are not concerned with preventive actions that stimulate shift workers' sustainable employability.	The youngest age group appreciates Ben & Jerry's initiatives on their sustainable employability. The other two age groups, however, think the organization can do a lot more to stimulate their sustainable employability and thinks the organization, nowadays, does the bare minimum. On top of that, they would like to be included in the decision making on this topic.

5. Discussion

Until now, scholars have been occupied with determining which initiatives contribute to employees' sustainable employability. However, it is not yet determined how organizations' can influence employees' engagement to get to work with these initiatives. Based on literature it was assumed that the emphasis herein lays on both individual bound factors and organizational factors (Wolters et al, n.d), which are both determinative in the individuals' engagement towards their sustainable employability. Therefore both the organizations' responsibility as well as the individuals' and their expectations and needs from the organization were studied.

Results from this study suggest there are gaps between the intended, actual and intended HR practices (Makhecha et al., 2016) at the organization. The supervisors acknowledged they do not have much knowledge of the regulations and initiatives that should stimulate shift workers' engagement toward their sustainable employability. Therefore, they can not inform the shift workers on these regulations and initiatives and do not support and stimulate them to get engaged in their sustainable employability. Even though, they are aware of the importance of this, especially in the shift workers' line of work. This is reflected by the shift workers themselves. Where the youngest age group expresses a great perceived support from their supervisors and managers the two older age groups perceive a lack of this. They feel like they must figure out everything regarding the regulations and HR practices stimulations sustainable employability themselves. These findings are in line with Cartwright & Holmes' (2006) finding that management styles and processes which foster trust by, among other things, showing support behaviour increases employee engagement. It is, however, the question whether this felt support from the youngest age group is on the topic of sustainable employability, because they did not show any knowledge on the subject in contrast to the two older age groups. On top of that, they do not yet experience any difficulties due to the nature of their work, which the older two age groups do.

As Makhecha et al. (2016) state, these gaps between intended, actual and perceived HR practices can be overcome when the rationale behind the HRM practices is clear for both employees and managers. However, first, the HR policy regarding sustainable employability must be supported from the top of the organization to all stakeholders supervisors in order to create an environment where HRM is implemented successfully (Woodrow & Guest, 2014) and in this case sustainable employability. The organization should, therefore, clearly inform their managers and supervisors about sustainability to spread awareness of the subject and, on top of that, stress the importance of sustainable employability. These organizational actors, should, subsequently transmit their knowledge on the topic among the employees to spread awareness and importance in the group that eventually perceives the HR practices.

Another thing the organization currently lacks and for which the shift workers experience a great need is the personal attention regarding their sustainable employability. Even though this is not the case for the youngest age group, which again can be due to their lack of knowledge and therefore importance of the subject, the two oldest age groups do feel the need for such personal attention. However, the nature of this need for personal attention differs. Where one of the shift workers wants to be getting involved in work related decisions others mostly are concerned with personal attention on their ability to work and employability. The aforementioned need to be involved in organizational decisions can be linked to Job Design, which is found to facilitate employee engagement (Gruman & Saks, 2011). Multiple shift workers and their supervisors indicated the need of shift workers to be allowed to have a say in the design of their work, and the roles and assignments they perform. They desire personal conversations with managers and supervisors in which they can indicate their personal needs regarding their role and tasks in their job. Others desire these one-on-one conversation with their supervisors and managers as well, but need them to be about their mental and physical well-being. They express their need for a personal follow-up based on the results of the tests in the Health Week and regular personal non work-related conversations with their managers or supervisors. This is in line with Schaufeli & Salanova's (2007) findings that social relationships at work, in which supervisors coach employees and offer them emotional support, fosters employee engagement.

Other needs for personal attention are mostly concerned with information provision. As one of the shift workers addressed the internal knowledge on training and courses is not shared with the shift workers. He would like the organization to take more responsibility in this and provide the interested employees with the necessary information to apply for a training or course. This is the same for the oldest employees who like to make use of age-related regulations that make it able for them to work less hours and herewith stay employable. Some of them were not even aware of these possibilities and they feel the organization should take more responsibility in this, especially since the nature of their work makes it hard for them to stay employable. They thus are not concerned with further developing themselves in a job that does not require working in shifts, even though, they still need to work for 7 years averagely. This, again, stresses the need for the organization to inform shift workers about the various possibilities which positively affect their sustainable employability.

When looking at shift workers' individual engagement toward sustainable employability it stands out that the shift workers mostly focus on only small parts of sustainable employability. The youngest age group stressed the importance of safety at work and also mentioned the opportunity to further develop themselves in their job. They, however, both just started in this job and therefore mostly focussed on excelling in their current job. Their focus regarding sustainable employability, herewith, is respectively on work ability and for a small part on employability. For the middle age group this focus is somewhat different. For one of the interviewees the focus is on the opportunity to further

develop himself and therefore on employability. He, however, does not experience any physical or vital difficulties, which is the case for the other interviewee. His focus is, therefore, mostly on work ability and for a part on vitality, because he pays extra attention to his level of energy to be able to work in a vital manner. This corresponds with the findings of the eldest age group who, as well, experience physical difficulties and problems with sleeping due to the irregularity of their schedule. As aforementioned, with regard to employability their biggest concern is on how to arrange their schedule with the help of regulations and free days in order to be able to keep doing their job until their retirement age.

5.1 Theoretical implications

These findings have important theoretical contributions. According to SER (2009) sustainable employability consists of three aspects: vitality, work ability and employability. From the findings it can be concluded that organizations, supervisors and shift workers are mostly concerned with only one or two of the aspects and do not see the necessity to be engaged in all three. However, as aforementioned, sustainable employability consist of three aspects and when someone is just engaged in one or three of the aspects they are not really engaged in their sustainable employability, but just in their vitality, work ability and/or employability. Therefore, in order for shift workers to be engaged in their sustainable employability, they should be engaged in all three aspects. Only when shift workers are engaged in all three aspects are they really engaged in their sustainable employability. Which means that organizations should successfully implement HR policies and practices that both prevent the consequences of reduced vitality, work ability and employability as well as strengthening these three aspects (Vuuren & Van Dam in Lange & Van der Heijden, 2016) at the same time in order to influence shift workers' engagement in their individual sustainable employability.

The organization and subsequently supervisors play an important role in this by stressing awareness on sustainable employability as well as the importance to be engaged in this. This can be done by first informing the supervisors to increase their awareness and felt importance on the subject, which they will then transfer to the shift workers by supporting them on their sustainable employability and acting as role models. Herein, the supervisors' role is important, because they form the link between the organization and shift workers' by executing the actual HR practices that contribute to shift workers' engagement in their sustainable employability. Which shows the importance of supervisors' knowledge, awareness and felt importance of the subject. On top of that, the supervisors should inform the shift workers as well to spread awareness and felt importance of sustainable employability among the shift workers in different age groups. As the findings indicated, not all age groups had knowledge in sustainable employability and, therefore, were not aware on the importance of the subject. This was especially the case for the youngest age group and other shift workers who

did not (yet) experienced any inconveniences in their vitality, work ability or employability. However, when considering that prevention is better than cure, it is important that knowledge and the importance of sustainable employability should be emphasized from the beginning till the end of the shift workers' entire career. Sustainable employability should not be seen as some sort of medicine that should be used when shift workers are experiencing difficulties in their vitality, work ability or employability. It should be seen as a preventative tool that should be implemented in the organization for shift workers in all age groups in order for them to cope with future difficulties.

Therefore, due to the nature of the shift workers' work, employability is an important aspect to engage in in order for them to keep participating in the labour market. The findings indicated that the organization lacks offering support in this engagement. Their main focus is on vitality and work ability and they pretend to offer support in shift workers' employability by providing development opportunities in shift workers' current job. However, this does not contribute to shift workers' employability when they experience difficulties in their vitality or work ability at their current job. It is, therefore, important to invest in shift workers' employability by offering them opportunities to further develop them in other jobs and functions that have less of a negative impact on their sustainable employability than working in shifts. However, when shift workers' do not have the need or capabilities to develop them in other jobs and functions, organizations should engage in their employability by offering regulations or other ways of support that foster shift workers' employability.

5.2 Practical implications

Organizations desiring to increase their sustainable employability initiatives and with that the individual engagement of their subordinates working in shifts may have to cope with challenges arising from a generally low perceived awareness and felt importance of organizational actors to engage in the three aspects of sustainable employability (i.e. vitality, employability and work ability (SER, 2009)). Rather than being the instigators of sustainable employability, managers might better see themselves as responsible for creating the environment, conditions and opportunities in which sustainable employability can flourish. I, therefore, suggest to invest more in an open and supporting climate in which managers and supervisors are open to personal conversations with shift workers in which the shift workers' current situation, needs and wants are discussed and where employees feel stimulated to engage in their individual sustainable employability and supported to realize this. Even though implemented HR practices on sustainable employability are much appreciated by the shift workers and make them aware of the topic, most shift workers are engaged on only one specific aspect of sustainable employability and herewith overlook the importance of engagement in all three aspects. Managers and supervisors should, therefore, spread awareness and importance of engagement in all

three aspects of sustainable employability and herewith realize sustainable employability organization wide.

This research has shown that the needs and wants regarding sustainable employability differ between age groups, as well as in between age groups because of physical or other inconveniences. Managers and supervisors should, therefore, pay attention to the individual in influencing their sustainable employability. Here, organizational opportunities that influence shift workers engagement toward their individual sustainable employability can be discussed and worked out. Beside this individual attention managers and supervisors should thoroughly inform their subordinates about the implemented HR practices regarding sustainable employability in order to spread awareness. They should, herewith, stress the importance of engagement in such practices for all age groups in order for every employee to feel the need to get engaged in these practices.

Future research could identify which leadership behaviours and organizational initiatives are especially successful in stimulating individual shift workers engagement towards sustainable employability. Herein, HR managers could play an important role by designing HR initiatives that not only encourage sustainable employability but especially shift workers engagement towards this. This might be done by bringing organizational actors from different departments and hierarchical levels in the organization together in work groups who will discuss how the organization should generate a supporting climate in which engagement toward sustainable employability is realized. These groups should be given the resources and managerial and supervisory support to implement the initiatives leading to this. As the engagement to work on their individual sustainability should come from the shift workers themselves, HR managers could implement a yearly competition in which shift workers could pitch their own invented initiative regarding sustainable employability. Everyone in the organization is allowed to vote for one initiative and subsequently the initiative with the most votes wins and is implemented in the organization. Herewith, the shift workers themselves have a say in which initiatives will be implemented and they will be more engaged with them.

6. Conclusion

The purpose of this study was to find an answer to the following research question: “How can organizations influence shift workers’ engagement in their individual sustainable employability.” In order to answer this question an explorative case study with in-depth interviews on the intended, actual and perceived organizational HR practices on shift workers’ sustainable employability was conducted. The interviews revealed interesting insights in how organizations can influence shift workers’ engagement towards their sustainable employability. Because sustainable employability consists of three aspects it is essential that organizations stress the importance to be engaged in all

three aspects throughout the organization, which is currently undermined. Herein, supervisors need to be provisioned with thorough information on this importance as well as the initiatives and regulations the organization offers in order to stimulate this, in which engagement throughout shift workers' entire career should be emphasized. In order to eliminate the gap between the actual and perceived HR practices, supervisors should, consequently, inform their shift workers on the organizational opportunities to engage in their sustainable employability, while paying attention to their individual needs. The shift workers mostly value this organizational support on their employability, in which the organization should provide the shift workers with opportunities to further develop them in jobs and functions that have less negative consequences on their sustainable employability than shift work. On top of that, organizations can provide shift workers' with regulations in order to stay employable in their current job.

6.1 Limitations and suggestions for future research

I acknowledge that this study is not without limitations but they can be seen as mirroring the strengths of this research and opening possibilities for future research. Ben & Jerry's Hellendoorn resources and decision power are restricted by the Unilever headquarter in Rotterdam, where the general provisions and budgets with regard to sustainable employability among Unilever's organizations are determined. At Unilever Rotterdam the nature and context of the workers is significantly different from the shift workers in Hellendoorn. For further research it is, therefore, advisable that the intended HR practices regarding sustainable employability are not restricted by the general provisions and any budgeting of a parent organization that is based on groups of employees with a completely different nature of work.

Because shift workers from different stages in life were interviewed, the quantity of data differed significantly. Where in some life stages shift workers did not have knowledge on the subject and the interview ended a lot sooner than interviews with shift workers who did show knowledge and felt importance on the subject. Even though this confirmed the assumption that shift workers' engagement in sustainable employability differs through life stages, it would be advisable for further research, where such a distinction between life stages is made, to adjust the interview protocol to the different interviewed groups. Besides, when the analysed data \ from the interviews with shift workers from life stages, which had a lot to say about the subject, was chosen much had to be omitted to stay focused in the analysis. Therefore, some categories are given more detail than others and even these are a significant simplification of what was observed in the case.

Since the limitation of time, the results are based solely on the context at Ben & Jerry's Hellendoorn, a production factory. However, the usage of one organization as context does not conflict with the central goal of this study, which was to explore how an organization can influence shift workers' engagement toward their sustainable employability. Nevertheless, the results might be less

generalizable to shift workers in different sectors, like nursing, transport, police, fire and security and the like, while these differ on work context and activities. The findings can, however, 'ring true' in other settings than the production industry. Organizations with a workforce of shift workers who experience inconveniences in their vitality, employability and work ability due to the nature of their work, with encouragement to overcome these inconveniences, and safety in work as the primary context, will find the findings from this research useful.

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7. Appendix

A. Interview protocol

Management Team

Wat is uw naam?

Welke functie vervult u binnen B&J?

Hoe lang bent u al werkzaam bij B&J en in welke functies?

Wat is duurzame inzetbaarheid in uw ogen?

Wat doet u zelf aan uw duurzame inzetbaarheid?

Duurzame inzetbaarheid kan via verschillende kanalen worden aangepakt (denk aan opleidingen, gezondheid, trainingen, werktijden, flexibiliteit, etc.). Op welke manieren probeert B&J de duurzame inzetbaarheid van haar medewerkers aan te pakken?

Hoe worden deze initiatieven gefaciliteerd?

Wat maakt dat er voor deze initiatieven gekozen is?

Hoe worden deze initiatieven naar de organisatie gecommuniceerd?

In hoeverre worden de gevolgen van deze initiatieven gecommuniceerd?

In hoeverre raken medewerkers hierdoor betrokken bij het aanpakken van hun duurzame inzetbaarheid?

In het geval dat er geen restricties zouden zijn, welke initiatieven om de duurzame inzetbaarheid van ploegdienstmedewerkers te vergroten zouden jullie dan uitvoeren?

Waarom deze?

In hoeverre heeft het MT van B&J Hellendoorn de vrijheid om met initiatieven te komen?

Op welke manier heeft het hoofdkantoor hier invloed op?

Welke initiatieven konden hierdoor niet in praktijk gebracht worden?

In hoeverre heeft dit invloed op de ontwikkeling van de duurzame inzetbaarheid van de medewerkers?

Hoe reageren medewerkers op de geïmplementeerde initiatieven m.b.t. duurzame inzetbaarheid?

Waarin uit zich dit?

Welke initiatieven zijn door medewerkers zelf naar voren gebracht?

Op welke manier stimuleren jullie deze eigen initiatieven?

Wat wordt hier vervolgens mee gedaan?

Hoe zorgen jullie ervoor dat medewerkers betrokken worden en blijven bij deze initiatieven?

In hoeverre vindt u het de organisaties verantwoordelijkheid om de duurzame inzetbaarheid van medewerkers aan te pakken? Ligt dit meer bij de organisatie of bij de individu?

In hoeverre wordt er maatwerk geleverd m.b.t. het stimuleren van de duurzame inzetbaarheid van ploegdienstmedewerkers?

Hoeverre zijn jullie vanuit de overheid verplicht iets aan duurzame inzetbaarheid te doen? Hoe ziet dit er specifiek voor ploegdienstmedewerkers uit?

Het is bekend dat er veel negatieve gevolgen zijn van het werken in ploegdiensten met betrekking tot de duurzame inzetbaarheid van medewerkers. In hoeverre houden jullie hier rekening mee?

Welke veranderingen zijn er de afgelopen jaren geweest aan de hand van onderzoeksresultaten met betrekking tot negatieve gevolgen van het werken in ploegdiensten?

Welke initiatieven zullen in de toekomst uitgevoerd worden?

Waarom deze?

Hoe zijn deze tot stand gekomen?

Leidinggevenden

Wat is uw naam?

Welke functie vervult u binnen B&J?

Hoe lang bent u al werkzaam bij B&J en in welke functies?

Wat is duurzame inzetbaarheid in uw ogen?

Wat doet u zelf aan uw duurzame inzetbaarheid?

Duurzame inzetbaarheid kan via verschillende kanalen worden aangepakt (denk aan opleidingen, gezondheid, trainingen, werktijden, flexibiliteit, etc.). Op welke manieren probeert B&J de duurzame inzetbaarheid van haar medewerkers aan te pakken?

Hoe worden deze initiatieven gefaciliteerd?

Wat maakt dat er voor deze initiatieven gekozen is?

Hoe worden deze initiatieven naar de organisatie gecommuniceerd?

In hoeverre worden de gevolgen van deze initiatieven gecommuniceerd?

In hoeverre raken medewerkers hierdoor betrokken bij het aanpakken van hun duurzame inzetbaarheid? Gebeurt dit op eigen initiatief of meer als reactie op initiatieven van de organisatie?

In hoeverre vindt u het de organisaties verantwoordelijkheid om de duurzame inzetbaarheid van medewerkers aan te pakken? Ligt dit meer bij de organisatie of bij de individu?

Op welke manier had u als leidinggevende invloed op deze initiatieven?

Op welke manier wordt u gemotiveerd mee te denken over deze initiatieven?

Op welke manier motiveert u uw medewerkers om mee te denken over deze initiatieven?

In welke mate biedt B&J gelegenheid om hier aan mee te denken?

In hoeverre voelen uw medewerkers zich betrokken bij het initiëren van deze initiatieven?

Op welke manier houdt u rekening met de individuele behoeftes van medewerkers m.b.t. duurzame inzetbaarheid?

Tot welk niveau voelt u zich als leidinggevende verantwoordelijke voor de duurzame inzetbaarheid van uw medewerkers?

Het is bekend dat er veel negatieve gevolgen zijn van het werken in ploegendiensten met betrekking tot de duurzame inzetbaarheid van medewerkers. In hoeverre houdt u hier rekening mee? Welke veranderingen zijn er de afgelopen jaren geweest aan de hand van onderzoeksresultaten met betrekking tot negatieve gevolgen van het werken in ploegendiensten?

In het geval dat er geen restricties zouden zijn, welke initiatieven om de duurzame inzetbaarheid van ploegdienstmedewerkers te vergroten zou u dan uit willen voeren?

Waarom deze?

Ploegdienstmedewerkers

Wat is uw naam?

Wat is uw leeftijd?

Welke functie vervult u binnen B&J?

Hoe lang bent u al werkzaam bij B&J en in welke functies?

Wat is duurzame inzetbaarheid in uw ogen?

Welk belang heeft duurzame inzetbaarheid voor u?

Hoe denkt uw omgeving hier over?

Wat doet u zelf specifiek aan uw duurzame inzetbaarheid?

Op welke manier ontvangt u hier steun voor vanuit uw omgeving?

In hoeverre benadrukt de organisatie het belang van duurzame inzetbaarheid? Op welke manier gebeurt dit?

Duurzame inzetbaarheid kan via verschillende kanalen worden aangepakt (denk aan opleidingen, gezondheid, trainingen, werktijden, flexibiliteit, etc.). Op welke manieren probeert B&J de duurzame inzetbaarheid van haar medewerkers aan te pakken?

In hoeverre dragen deze initiatieven bij aan het gevoel van support vanuit de organisatie m.b.t. uw duurzame inzetbaarheid?

Hoe worden deze initiatieven gefaciliteerd/geïmplementeerd?

Hoe worden deze initiatieven naar de organisatie gecommuniceerd? Wat zou hierin anders kunnen?

In hoeverre worden de gevolgen van deze initiatieven gecommuniceerd?

In hoeverre voelt u zich hierdoor betrokken bij de initiatieven?

Wat zou u hierin anders willen zien? Waarom?

Wat zijn uw persoonlijke behoeftes m.b.t. duurzame inzetbaarheid? Waarom deze?

In hoeverre is er gelegenheid om deze behoeftes met een leidinggevende te bespreken?

Wat zou u hierin anders willen zien?

In hoeverre sluiten de initiatieven van B&J aan op uw persoonlijke behoeften?

Wat zou u hierin anders willen zien? Waarom?

In hoeverre vindt u het de organisaties verantwoordelijkheid om de duurzame inzetbaarheid van medewerkers aan te pakken? Ligt dit meer bij de organisatie, bij de individu of denkt u dat het juist een samenwerking is tussen beide partijen? Waarom?

Het is bekend dat er veel negatieve gevolgen zijn van het werken in ploegendiensten met betrekking tot de duurzame inzetbaarheid van medewerkers. In hoeverre houdt u hier rekening mee in uw thuissituatie en op het werk?

Welke veranderingen heeft u ondervonden in uw eigen leven naar aanleiding van het werken in ploegendiensten?

Hoe reageerde uw omgeving op deze veranderingen?

Welke veranderingen heeft u de afgelopen jaren doorgevoerd aan de hand van onderzoeksresultaten/eigen ervaringen met betrekking tot negatieve gevolgen van het werken in ploegendiensten?

In het geval dat er geen restricties zouden zijn, welke initiatieven om de duurzame inzetbaarheid van uzelf te vergroten zou u dan binnen de organisatie willen zien?

Waarom deze?

B. Data analysis: categories

Interpretation_SA_Intended

Interpretation_SA_Actual

Interpretation_SA_Percieved

Knowledge_SA_Intended

Knowledge_SA_Actual

Knowledge_SA_Percieved

Awareness_SA_Intended

Awareness_SA_Actual

Awareness_SA_Percieved

Importance_SA_Intended

Importance_SA_Actual

Importance_SA_Percieved

HR practices_SA_Intended

HR practices_SA_Actual

HR practices_SA_Percieved

Communication_Intended

Communication_Actual

Communication_Perceived

Leadership_Intended

Leadership_Actual

Leadership_Perceived

Social Relationships_Intended

Social Relationships_Actual

Social Relationships_Perceived

Support_Intended

Support_Actual

Support_Perceived

Employability_SA

Vitality_SA

Work Ability_SA

Responsibility_Organizational

Responsibility_Individual