
Summaries

Employability in action: Towards an Employability Index for sectors of industry

Improving worker employability has recently become one of the primary focuses of HRM-professionals. Employability provides employees with the means to deal with ongoing changes in modern day society. The exact meaning of employability is, however, seldom clear. Therefore, this article first focuses on possible definitions of employability and the changing meaning of the concept in time. This discussion reveals that both individual employee characteristics and contextual (industry) conditions matter.

In the second part of this article we develop an 'industry employability index' which combines the actual employability, the need for employability and the possibilities for employees to improve their employability into a single indicator. The sector of industry that combines these three dimensions best is the financial services sector, closely followed by the food and beverage industry. The agriculture and fisheries sector scores worst on the index.

The internal labour market of local government

This article reports on the analysis of municipal employees in the dataset of the Dutch national pension fund for civil servants ('Algemeen Burgerlijk Pensioenfonds'). This huge dataset (N = 165,000) allows us to bring three innovations to the research of internal labour markets. Firstly, we can use the *salary level* as an indicator of the attained hierarchical position. Secondly, the size and comprehensiveness of the data enable us to identify the internal labour market as an *organisational feature* of the public enterprise. Thirdly, data on the origin and years of service of the civil servants al-

low us to investigate the internal labour market as an expression of the *promotion-from-within* principle. We derive hypotheses from three different explanations for internal labour markets and test these on the data. What emerges is an image of the practice of internal labour markets at one of the largest employers of our nation: the local government.

Mergers and organizational justice: Effects on job satisfaction and organizational commitment.

The present study is one of the few investigating the psychological aspects of a merger. More specifically, it is the first to study the role of organizational justice at the time of the merger of the Human Resources departments of two large multinationals. To this end, the relationship between procedural and distributive justice on the one hand and job satisfaction and organizational commitment on the other was investigated. The results of a questionnaire survey, conducted at the merged Human Resources department showed that both procedural and distributive justice of the merger are significantly related to organizational commitment and job satisfaction. Additionally, as expected, procedural justice appeared to be a better predictor of organizational commitment, whereas distributive justice did better in predicting job satisfaction. Theoretical and practical implications of these findings are discussed and directions for future research suggested.

Teamcomposition, social cohesiveness and short-term absenteeism

Research outcomes are inconclusive on the relationship between part time and full time employed employees and absenteeism. The same

is true for the relationship between gender and absenteeism. In this article, these relations are not examined on an individual level, but the social cohesiveness as a characteristic of a team is taken into account. According to the homophile-principle of Rogers (1979) a relationship between composition within a team and the social cohesiveness is expected: the more members of a team are similar with respect to their number of working hours and are similar with respect to their gender, the more cohesive the team. Furthermore, a relation between social cohesiveness of a team and short-term absenteeism is expected: the more cohesive a team, the higher the effect of the group norm concerning illegal absenteeism on the short-term absentee rate. Network data of 62 employees of eight comparable teams within a housing corporation were collected by means of a questionnaire, and combined with data on the absentee rate of the employees. The data supported the different hypotheses concerning the relations between team composition, social cohesiveness and short-term absentee rate.

Labor market position of highly educated ethnic minorities

This article focuses on the unfavorable labor market position of highly educated ethnic minorities in the Netherlands. Since we only deal with qualified persons, the traditional human capital theory no longer suffice to understand their unprofitable situation. Alternatively, we have opted for three factors, which are likely to play a significant role in this field. First, the nature of social and cultural capital of ethnic minorities is considered. The characteristics of the networks in particular might be a cause for their high unemployment and on average low

quality of employment. Second, the existence of cultural notions and, more severely, of preconceived opinions are brought to the fore. As may be concluded, the behavior of both employers and public employment offices is likely to reduce the employment opportunities of minorities in the Netherlands. Finally, a discrepancy between the way minorities search for employment and the way employers search for employees turns out to exist. Together, these factors have a strong impact on the labor market position of highly educated ethnic minorities. Moreover, those who have been educated abroad and reside in the Netherlands for only a short period appear to be most severely harmed.

Starting a business in combination with a job

When starting up a firm one third of the entrepreneurs opt for setting up the business in combination with a job as a wage earner. These so-called hybrids give up their income and social security as an employee after a while, only if the firm turns out to be successful. When activities within the firm hardly show any resemblance to their wage-earning job, more often a hybrid way is chosen. The direct starters, who directly make the entire change from employee to entrepreneur, often see their entrepreneurship as a necessity to provide enough income or as a deliberate alternative for being an employee. In contrast with this, entrepreneurship for the hybrids is often a kind of hobby. In this article several hypotheses about the differences and resemblances between direct starters and hybrids are formulated. Differences between risk attitude, 'willingness' (motivation and aspects as needs of achievement, locus-of-control) and opportunities (ability and/or capital) are analysed.