

# Summaries

## **The labour market for unskilled juveniles in the early nineties**

L. Veendrick

This article gives an analysis of the labour participation of unskilled juveniles in the early nineties in the Netherlands. In this period nearly half a million unskilled juveniles are dependent on work. Within the labour market there is a sharp increase in small, flexible jobs that are accessible and attractive for those who do not or cannot regard work as their main occupation, e.g. pupils, students and married women. This has led to the displacement of unskilled juveniles. Employment of girls is more seriously affected by this phenomenon than that of boys, because they rely more on the residual labour market of the service sector where these developments are taking place in particular.

The most significant conclusion is, that one effect of segregation according to gender and ethnicity within the unskilled employment for juveniles is, that girls and ethnic juveniles in particular have to turn to the residual segments of the labour market from which upward mobility is hardly possible. White boys on the other hand have chances of finding (semi-)skilled positions as well within professional market segments, which offer fair chances of moving up to skilled jobs.

## **Employment policy and recruitment policy towards low skilled and underprivileged people**

M. Lamberts

This article describes the results of a survey of employers and staff of temporary employment agencies. They were asked about their employment and recruitment policy towards low skilled

and underprivileged people.

At first we try to find out if there are any vacancies for low skilled employers (at the regular labour market as well as through temporary employment). Secondly, we look at the recruitment policy towards low skilled employers and underprivileged people: the effectiveness of different search methods to find candidates for low skilled functions, the attitude towards low skilled and underprivileged applicants. We also discuss the acquaintance with and effectiveness of different employment measures.

## **Employees' training: obstacles and policy implications**

A.M.M.A. Coenegracht and A.F.M. Nieuwenhuis

Training of the labour force is seen as a key instrument for increasing the competitiveness of the Dutch economy. In spite of this increasing interest, training is not yet fully implemented on the shop floor. Causes for this discrepancy can be situated both at company level and at policy level in industrial branches and government.

Employers and employees often cannot see the output of training efforts, because of a defensive training strategy: training is used to prevent competitive delay instead of creating innovative advantages. Investment decisions then turn out in favour of short-term strategies like recruitment or a salary raise. At branch level the infrastructure to stimulate cooperation within a competitive environment is often missing. This can lead towards a low skill equilibrium, in which training efforts are hard to obtain.

Empirical data on training of the labour force in the Netherlands show that aggressive training policies are not common yet in many branches of industry. However, actual governmental and

branch level initiatives create institutional incentives and opportunities to establish a high skill equilibrium in which employees' training can be used as an innovative impetus for company and branch development.

### **Psychological stressors of union stewards**

S.S. Nandram and P.G. Klandermans

The present article deals with psychological stressors, like role conflict, role ambiguity and role overload, related to shop stewards' labour union activities. Data were collected from 223 union stewards of two Dutch Labour Union Federations (FNV and CNV). The results demonstrate that stewards do indeed face role conflicts. In this research we studied two consequences; loss of motivation and the intention to quit. The results indicate that role problems and loss of motivation are associated with the intention to quit. But multiple regression analysis shows that loss of motivation is primarily associated with qualitative overload and intrasender conflict, while the intention to leave union work is mostly associated with the loss of motivation. Stewards from the FNV experience higher levels of intersender role conflict than those from CNV. Shop stewards in a works council experience higher levels of quantitative overload and interrole conflict.

### **Personnel management and work load in Belgian hospitals**

S. Demarest, E. Henderickx and J. Bundervoet

This article gives a short review of the most important results of a research done in 14 Belgian hospitals, based on interviews with the nursing directors and the headnurses of 56 nursing units

and a survey of all the nurses employed in these units. The goals of this inquiry are twofold: first of all an attempt is made to describe the personnel management of these hospitals. Secondly, on the basis of a sociotechnical approach, the workload which nurses have to deal with is estimated. The results show that in personnel management there is no general strategy, nor is it pronounced very much. The main reason is, that the margins set by the legislation (staffing norms, subsidy) are very strict and that hospital managers are not familiar with 'real' personnel management. The workload was described in terms of structural characteristics of the working place (autonomy, cooperation with colleagues and doctors, physical and psychological factors). Besides the physical hardness of the job also the (lack of) cooperation with doctors and medical services appears to have a negative impact on the workload. The article ends with a plea made for the involvement of headnurses in an overall rethinking and reorganization of the work of nurses.

### **Paid and unpaid work, different forms of participation in the welfare state**

Peter van den Besselaar and Teresa Mom

Labour participation is traditionally low in the Netherlands, compared to other developed countries. This has been a concern for politicians, and employment policy and social security policy focuses recently at increasing the level of labour participation. In this article, participation in the labour market is related to unpaid work. As a result, the cross-national differences in labour participation get a different meaning. Paid and unpaid work prove to be substitutes for each other. This has implications for the welfare state, which are discussed in the final section.