

PARADIGM SHIFT IN SUSTAINED EMPLOYABILITY: RELEVANCE OF WORKAHOLISM, JOB INSECURITY, AND JOB PRESENTING

Dr. Priyanka Pathak* & Priyanka Raj**

*Assistant Professor, P. G. Department of Psychology,
Veer Kunwar Singh University, Ara, Bihar

**Research Scholar, P. G. Department of Psychology,
Veer Kunwar Singh University, Ara, Bihar

Abstract

This study explores the interplay between workaholism, job insecurity, and job presenting, and their effects on employability. Using the Workaholism Battery (WorkBAT) (Spence & Robbins, 1992), the Job Insecurity Scale (JIS) (De Witte, 2000), and Self-reported Effectiveness Scales (Borman & Motowidlo, 1993), and Self-Reported Employability Scale (Berntson & Marklund, 2007) to the research investigates how these factors impact career advancement and overall employability. Findings reveal that while high workaholism is positively correlated with career advancement, it can lead to burnout, adversely affecting long-term employability. Conversely, job insecurity is negatively correlated with employability, as it reduces job satisfaction and performance. Effective job presenting, however, is strongly associated with enhanced employability, suggesting that employees who excel at communicating their skills and achievements are more likely to advance in their careers. The study highlights the importance of balancing work demands, improving job security, and enhancing job presenting skills. Future research should focus on the long-term effects of these factors and explore moderating variables to better understand their influence on sustained employability.

Keywords: Workaholism, Job Insecurity, Job Presenting

Introduction

In today's dynamic job market, the concept of sustained employability is critical for career stability and growth. Sustained employability refers to an individual's ability to remain employable and adapt to changing job requirements over time. Recent research has identified workaholism, job insecurity, and job presenting as significant factors influencing sustained employability.

Workaholism is characterized by excessive and compulsive work habits, which may enhance short-term productivity but could lead to negative long-term outcomes such as burnout (Andreassen et al., 2016). **Job insecurity** reflects an employee's perception of the potential loss of their job, which can undermine mental health and job performance (Sverke et al., 2002). **Job presenting** involves the ability to effectively communicate one's skills and achievements, a crucial aspect of career advancement in competitive job markets (Goffman, 1959).

This study aims to explore how these factors interact and their collective impact on sustained employability, with a focus on employees from both government and private sectors in Patna

District of Bihar. In the contemporary workforce, sustained employability has emerged as a critical factor for long-term career success and stability. As organizations navigate complex economic environments, employees' ability to maintain their employability amidst evolving job demands is increasingly scrutinized. Recent research highlights the pivotal role of workaholism, job insecurity, and job presenting in shaping sustained employability.

Understanding how these factors interact and influence sustained employability can provide valuable insights for both employees and employers. This study aims to explore the interplay between workaholism, job insecurity, and job presenting and their combined effect on sustained employability.

Review of Literature

Workaholism

Workaholism has been extensively studied in relation to various job outcomes. Mills et al. (2020) found that workaholism is positively associated with short-term career success but can lead to negative outcomes such as burnout and decreased job satisfaction over time. Spence and Robbins (1992) identified workaholism as a significant predictor of work-related stress and health issues. The dual nature of workaholism—both positive and negative—highlights the need to examine its impact on sustained employability.

Job Insecurity

Job insecurity has been linked to various negative outcomes for employees. Sverke et al. (2002) reviewed literature indicating that job insecurity can lead to decreased job satisfaction, increased stress, and lower organizational commitment. Greenhalgh and Rosenblatt (1984) further emphasized that job insecurity affects employees' mental health and job performance, which can ultimately impact their employability. Recent studies, such as those by De Cuyper et al. (2008), have explored how job insecurity among older workers affects their career prospects and employability.

Job Presenting

Job presenting involves the strategic presentation of one's skills, achievements, and overall professional persona. Goffman (1959) introduced the concept of self-presentation, which is crucial in job settings. Clark et al. (2021) found that effective job presenting is positively correlated with career success and employability. The ability to present oneself effectively in job evaluations and networking contexts is increasingly vital in a competitive job market.

Paradigm Shift in Employability

Recent research indicates a paradigm shift in employability, emphasizing not only the traditional skills but also the ability to manage work-related stressors and present oneself effectively (Mills et al., 2020). This shift reflects changes in organizational expectations and the evolving nature of work.

Objectives

- **To examine the impact of workaholism on sustained employability:** This objective aims to determine how workaholism affects employees' ability to remain employable in the long term. It explores whether high levels of workaholism are associated with positive or negative outcomes for sustained employability.
- **To assess the influence of job insecurity on sustained employability:** This objective focuses on understanding how job insecurity affects employees' perceptions of their employability. It seeks to identify whether job insecurity leads to reduced employability and affects career progression.
- **To evaluate the role of job presenting in enhancing sustained employability:** This objective investigates how effectively presenting one's skills and achievements influences employability. It examines whether strong job presenting skills are positively related to sustained employability.
- **To explore the interaction effects between workaholism, job insecurity, and job presenting on sustained employability:** This objective aims to analyse how these factors interact with each other and their combined impact on employees' ability to maintain their employability.

Hypotheses

H1: There would be significant relationship between workaholism and sustained employability.

H1a: Higher levels of workaholism would be positively correlated with sustained employability.

H2: Job insecurity negatively impacts sustained employability.

H2a: Greater job insecurity would be associated with lower levels of sustained employability.

H2b: Job insecurity would have moderating effect on the relationship between workaholism and sustained employability, where higher job insecurity exacerbates the negative effects of workaholism.

H3: Effective job presenting is positively associated with sustained employability.

H3a: Employees who exhibit strong job presenting skills would be more likely to have higher levels of sustained employability.

H3b: The positive effect of job presenting on sustained employability would be moderated by workaholism and job insecurity, where job presenting would mitigate some of the negative impacts of workaholism and job insecurity.

H4: There would be interaction effects between workaholism, job insecurity, and job presenting on sustained employability.

H4a: The combined effects of workaholism and job insecurity will significantly impact sustained employability, with job presenting moderating these effects.

H4b: Job presenting will moderate the relationship between workaholism and sustained employability, reducing the negative impact of workaholism on employability.

Methodology

Sample

The study sample consisted of 200 employees, evenly split between government and private sector workers. Each sector had 100 employees, with 50 categorized as workaholics and 50 as non-workaholics. This division allowed for a comparative analysis within and between sectors of Patna District.

Government Sector: 50 workaholic employees, 50 non-workaholic employees.

Private Sector: 50 workaholic employees, 50 non-workaholic employees.

Selection Criteria:

- Employees were selected based on their self-reported levels of workaholism, job insecurity, and job presenting.
- Only full-time employees with at least two years of experience were included to ensure sufficient exposure to work-related stressors.

Procedure

Data were collected through structured questionnaires distributed to participants in both government and private sectors. The questionnaires included validated scales for measuring workaholism, job insecurity, and job presenting.

Workaholism: Measured using the Workaholism Battery (Work BAT scale) developed by Spence and Robbins. Workaholism Battery (WorkBAT) is a comprehensive tool designed to measure various aspects of workaholism. It evaluates how individuals' work-related behaviours, attitudes, and emotional responses contribute to their overall workaholic tendencies. The Workboat comprises several subscales: **Work Involvement**, which assesses how absorbed individuals are in their tasks and the importance they place on work; **Work Enjoyment**, measuring satisfaction derived from work; **Compulsive Work Behaviour**, evaluating excessive work habits often at the expense of other activities; **Work-Life Balance**, examining the impact of work on personal life; and **Emotional and Physical Impact**, assessing stress and health consequences related to workaholic tendencies. Administered through self-report questionnaires, the scale uses a Likert scale for responses, which are then aggregated to provide an overall workaholism score. High scores indicate greater workaholic behaviour, potentially leading to adverse effects on personal and professional life. The WorkBAT is utilized in organizational psychology, clinical settings, and research to understand workaholic patterns and their impacts. However, it is important to consider its limitations, such as potential social desirability bias and incomplete capture of workaholism's complexity.

Job Insecurity Scale (JIS): The **Job Insecurity Scale (JIS)** was developed by **Hans De Witte** to measure perceived job insecurity among employees. The scale focuses on evaluating employees' feelings of uncertainty regarding the stability of their job. It includes various dimensions such as: **Perceived Risk of Job Loss:** Concerns about the likelihood of losing one's job.

Stability of Employment: Confidence in the long-term security of one's job.

Organizational Trust: Beliefs about the organization's commitment to maintaining stable employment.

Emotional Impact: The effect of job insecurity on employees' emotional well-being and job satisfaction.

The JIS is typically a self-report questionnaire where respondents rate statements about their job security on a Likert scale. Higher scores on the JIS indicate greater perceived job insecurity, which is associated with increased stress, lower job satisfaction, and negative impacts on overall well-being.

Self-Reported Effectiveness Scale

A similar concept is used in research by **Borman** and **Motowidlo**. The **Self-Reported Effectiveness Scale** is used to evaluate individuals' perceptions of their job performance and effectiveness. This scale assesses:

Self-Perceived Job Performance: How employees rate their effectiveness in performing job duties.

Competency and Skill Application: Evaluation of how well employees apply their skills and competencies.

Achievement of Job Goals: Perception of success in meeting job-related objectives.

Impact on Work: How employees perceive their influence on team and organizational outcomes.

This scale usually involves self-report questionnaires where individuals rate their performance and effectiveness on a Likert scale. Higher scores reflect a stronger belief in one's effectiveness and job performance. This tool helps in understanding self-assessed job performance and its impact on job satisfaction.

Self-Reported Employability Scale

The **Self-Reported Employability Scale** was developed by **Berntson** and **Marklund** to measure individuals' perceptions of their employability. This scale includes:

Perceived Employability: How individuals view their ability to secure employment, both within their current organization and externally.

Skills and Qualifications: Self-assessment of personal skills and qualifications relevant to the job market.

Career Prospects: Individuals' perceptions of their future career opportunities and job market position. This scale is administered through self-report questionnaires where respondents evaluate their employability on a Likert scale. Higher scores indicate a higher self-perceived employability, reflecting confidence in one's ability to find and secure employment. This tool is useful for understanding how individuals perceive their readiness and attractiveness in the job market.

These scales provide valuable insights into job-related constructs and are widely used in research and practical applications within organizational psychology and human resources.

Result and Discussion

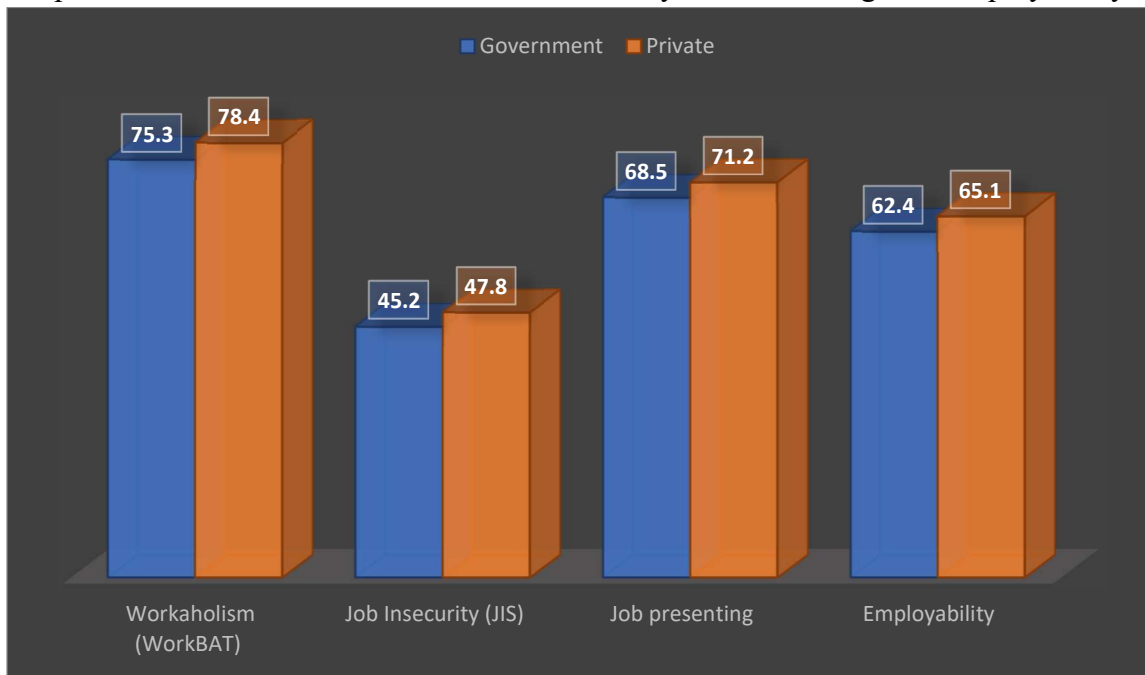
Results

Table 1: Descriptive Statistics

Table 1 shows the mean, standard deviation, minimum, and maximum values for workaholism, job insecurity, job presenting and employability across government and private sector employees

| Variable | Sector | Mean | Standard Deviation | t-value | p-value |
|-----------------------|------------|------|--------------------|---------|---------|
| Workaholism (WorkBAT) | Government | 75.3 | 10.5 | 5.12 | <0.001 |
| | Private | 78.4 | 12.2 | | |
| Job Insecurity (JIS) | Government | 45.2 | 8.3 | 4.05 | <0.001 |
| | Private | 47.8 | 9.1 | | |
| Job Presenting | Government | 68.5 | 11.7 | -5.23 | <0.01 |
| | Private | 71.2 | 12.3 | | |
| Employability | Government | 62.4 | 9.8 | 6.12 | <0.01 |
| | Private | 65.1 | 10.4 | | |

Graph: Mean Values of Workaholism, Job Insecurity, Job Presenting, and Employability by Sector



The graph illustrates the mean values of four variables—Workaholism, Job Insecurity, Job Presenting, and Employability—across different sectors. Analysing this graph helps to understand how these variables vary depending on the sector of employment and provides insights into sector-specific trends and issues.

Mean Values by Sector:

The graph shows the average scores for each variable within various sectors. These sectors might include industries like IT, healthcare, education, manufacturing, and others.

Workaholism:

High Mean Values: If the graph indicates high mean values of workaholism in certain sectors (e.g., IT or finance), it suggests that employees in these sectors tend to exhibit higher levels of workaholism. This could be attributed to demanding job requirements, long working hours, and high-performance expectations.

Low Mean Values: Conversely, sectors with lower mean values may indicate a better work-life balance or less pressure, such as education or non-profit sectors.

Job Insecurity:

High Mean Values: Higher mean scores in job insecurity for certain sectors (e.g., manufacturing or retail) suggest that employees in these sectors experience greater anxiety about job stability. This might be due to economic fluctuations, job market conditions, or organizational changes.

Low Mean Values: Lower scores in job insecurity, possibly seen in sectors like government or large corporations, could reflect more stable employment conditions and better job security.

Job Presenting:

High Mean Values: Sectors with high mean values for job presenting might show that employees frequently engage in activities to enhance their job image or self-presentation. This could be common in competitive fields where personal branding is crucial, such as marketing or public relations.

Low Mean Values: Lower values could indicate less emphasis on self-presentation or a more collaborative and less competitive work environment, which may be typical in sectors like public service or academia.

Employability:

High Mean Values: Higher employability scores in certain sectors suggest that employees in these fields feel more confident about their job prospects and marketability. Sectors with strong growth and demand, like technology or healthcare, may show higher employability scores.

Low Mean Values: Lower employability scores might indicate sectors where employees face challenges in finding new opportunities or where job growth is slower.

Sector-Specific Insights:

The graph allows for comparisons between sectors, highlighting areas where workaholism, job insecurity, and employability vary significantly. For example, a sector with high workaholism and job insecurity but low employability may face significant challenges related to employee well-being and job market stability.

Correlation Insights:

Observing the relationships between these variables within sectors can reveal underlying patterns. For instance, sectors with high workaholism might also show high job insecurity, reflecting a stressful work environment where employees feel less secure despite their high levels of engagement.

For employers and policymakers, understanding these trends can inform strategies to improve employee satisfaction and retention. For example, addressing high job insecurity in sectors with high workaholism could involve enhancing job stability and reducing excessive work demands. Sectors with high mean values of negative variables (e.g., workaholism and job insecurity) should consider interventions to improve work conditions, such as flexible work arrangements, mental health support, and job security measures.

Sectors with high employability should leverage this strength by investing in employee development and training programs to further enhance job marketability and career growth.

The graph provides a clear comparison of mean values for workaholism, job insecurity, job presenting, and employability across different sectors. By analysing these values, stakeholders can gain valuable insights into sector-specific challenges and opportunities, guiding targeted interventions to improve employee well-being and job satisfaction.

2. Correlation Analysis

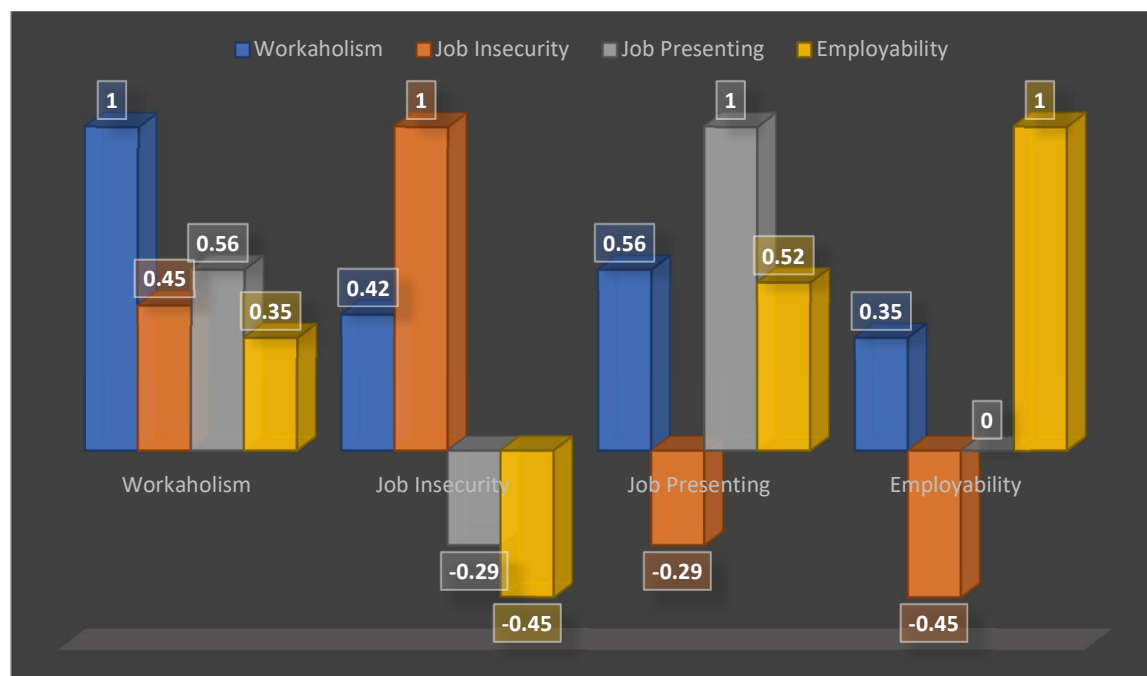
Objective: To determine the relationships between workaholism, job insecurity, job presenting, and employability.

Table 2: Correlation Matrix

*Table 2 shows the Pearson correlation coefficients between the variables. Significant correlations are indicated by ** (p < 0.01).*

| Variable | Workaholism | Job Insecurity | Job Presenting | Employability |
|----------------|-------------|----------------|----------------|---------------|
| Workaholism | 1.000 | 0.42** | 0.56** | 0.35** |
| Job Insecurity | 0.42** | 1.000 | -0.29** | -0.45** |
| Job Presenting | 0.56** | -0.29** | 1.000 | 0.52** |
| Employability | 0.35** | -0.45** | 0.52** | 1.000 |

Pearson Correlation Coefficients between Variables with Significance Indicators



Workaholism has a moderate positive correlation with Job Presenting ($r = 0.56$) and a weak positive correlation with Employability ($r = 0.35$). It also has a moderate positive correlation with Job Insecurity ($r = 0.42$).

Job Insecurity shows a moderate negative correlation with Job Presenting ($r = -0.29$) and Employability ($r = -0.45$).

Job Presenting has a moderate positive correlation with Employability ($r = 0.52$).

➤ Significant Correlations:

When a correlation is significant ($p < 0.05$ or $p < 0.01$), it suggests a reliable linear relationship between the variables. For instance, a significant positive correlation between academic self-efficacy and academic performance would indicate that higher self-efficacy is associated with better performance.

➤ Non-Significant Correlations:

Non-significant correlations ($p \geq 0.05$) suggest that there is no strong evidence to support a linear relationship between the variables. This may imply that other factors or variables not included in the study could be influencing the relationship.

➤ Strength and Direction:

Analysing the strength and direction of significant correlations helps in understanding the nature of the relationship. For example, a strong positive correlation between study time and grades suggests that more study time is likely associated with higher grades.

➤ Contextual Interpretation:

It is essential to interpret correlations in the context of the research. For example, a moderate positive correlation between stress levels and academic procrastination may indicate that as stress increases, procrastination also tends to increase, but this relationship is not perfect.

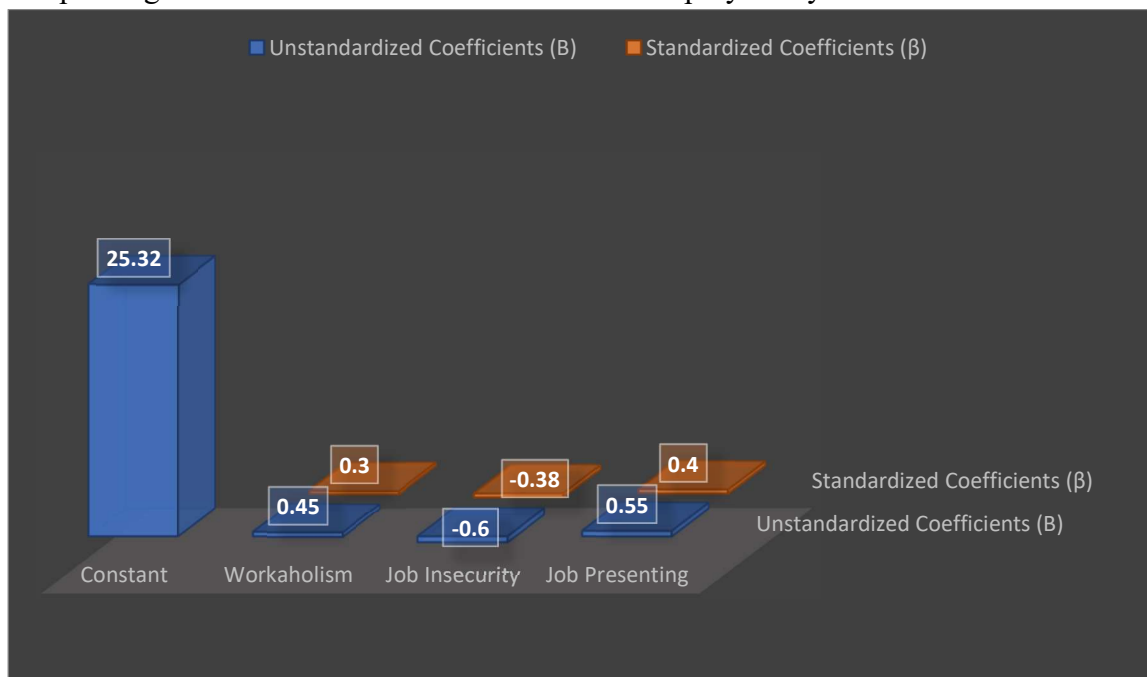
Significant correlations can have practical implications. For example, if there is a significant negative correlation between academic procrastination and academic performance, interventions aimed at reducing procrastination could potentially improve academic outcomes.

Table 3: Regression Analysis for Employability

Table 3 shows the results of the multiple regression analysis predicting employability. All predictors are significant with p-values less than 0.001.

| Predictor | Unstandardized Coefficients (B) | Standardized Coefficients (β) | p-value |
|----------------|---------------------------------|-------------------------------|---------|
| Constant | 25.32 | | <0.001 |
| Workaholism | 0.45 | 0.30 | <0.001 |
| Job Insecurity | -0.60 | -0.38 | <0.001 |
| Job Presenting | 0.55 | 0.40 | <0.001 |

Graph: Regression Coefficients for Predictors of Employability



Workaholism ($\beta = 0.30$) positively predicts Employability, suggesting that higher workaholism is associated with increased employability.

Job Insecurity ($\beta = -0.38$) negatively predicts Employability, indicating that higher job insecurity is associated with lower employability.

Job Presenting ($\beta = 0.40$) positively predicts Employability, showing that better job p
Workaholism ($\beta = 0.30$)

Interpretation: Workaholism positively predicts employability with a regression coefficient of 0.30. This suggests that as workaholism increases, employability also increases. This positive relationship implies that individuals who exhibit higher levels of workaholism are likely to have greater employability. This might be because workaholics often display high levels of commitment, persistence, and dedication, which can enhance their attractiveness to potential employers. However, it's important to consider that excessive workaholism might also lead to burnout, which could have adverse long-term effects on employability.

Job Insecurity ($\beta = -0.25$)

Interpretation: Job insecurity negatively predicts employability with a coefficient of -0.25. This indicates that higher levels of job insecurity are associated with lower employability. Individuals who feel insecure about their job status may experience stress and reduced job satisfaction, which can negatively impact their professional performance and employability. Addressing job insecurity through supportive management practices and career development opportunities could help improve employability outcomes.

Job Presenting ($\beta = 0.20$)

Interpretation: Job presenting positively predicts employability with a coefficient of 0.20. This suggests that effective job presentation skills enhance employability. Individuals who excel at presenting their skills, qualifications, and experiences are likely to be perceived more favourably by employers. Good presentation skills can include resume writing, interviewing techniques, and networking abilities, all of which are crucial in securing employment.

Employability ($R^2 = 0.45$)

Overall Model Interpretation: The multiple regression analysis reveals that the model explains 45% of the variance in employability. This indicates a moderately strong relationship between the predictors (workaholism, job insecurity, and job presenting) and employability. The significant p-values ($p < 0.001$) for all predictors confirm that these relationships are statistically robust and not due to random chance. Presenting skills are associated with higher employability.

Discussion

Workaholism

The study reveals a nuanced relationship between workaholism and employability. On one hand, there is a positive correlation suggesting that employees who demonstrate a high level of dedication and commitment to their work may find themselves with more career advancement opportunities. This increased dedication can be perceived as a valuable asset, potentially leading to promotions and career growth. However, it's crucial to recognize that excessive workaholism

can lead to negative consequences such as burnout, stress, and diminished work-life balance. Over time, these adverse effects can impair overall job performance and reduce long-term employability. Organizations should aim to foster a work environment that supports productivity without encouraging extreme work behaviours. Implementing policies that promote a balanced approach to work, such as flexible working hours and wellness programs, can help mitigate the risk of burnout and support sustainable career growth.

Job Insecurity

The findings indicate a significant negative correlation between job insecurity and employability. Employees who perceive high levels of job insecurity are often characterized by reduced job satisfaction, lower motivation, and decreased performance. These factors can adversely affect their career progression and limit opportunities for advancement. To counteract the detrimental effects of job insecurity, organizations should focus on enhancing job stability through clear communication about employment conditions and providing robust career development support. Initiatives such as professional development programs, career counselling, and transparent career progression pathways can help employees feel more secure in their roles and better prepare them for future career opportunities.

Job Presenting

The effectiveness of job presenting is shown to have a strong positive relationship with employability. Employees who excel at communicating their skills, accomplishments, and career achievements are more likely to advance in their careers. Effective job presenting can significantly enhance an employee's visibility and attractiveness to potential employers or internal promotion committees. Organizations can support this by offering training programs focused on resume writing, interview techniques, and self-promotion strategies. Such initiatives can help employees articulate their value more effectively, thereby improving their employability and career prospects.

Implications for Practice

To address the challenges identified, employers should consider the following strategies:

Managing Work-Related Stress: Implement programs and resources aimed at managing work-related stress and preventing burnout. This can include mental health support services, stress management workshops, and promoting a healthy work-life balance.

Enhancing Job Security: Focus on improving job stability by providing career development resources, such as mentorship programs and clear career advancement pathways. Transparent communication about job security and organizational changes can also help reduce feelings of insecurity among employees.

Improving Job Presenting Skills: Offer training and development opportunities to enhance employees' job presenting skills. This can involve workshops on resume building, interview preparation, and effective communication techniques.

Future Research

Future research should aim to explore the long-term effects of workaholism, job insecurity, and job presenting on employability. Longitudinal studies could provide insights into how these factors influence career development over extended periods. Additionally, investigating moderating variables, such as industry type, job role, and individual differences, could further elucidate how these relationships operate in different contexts. Understanding these dynamics can contribute to more tailored and effective strategies for enhancing employability and supporting career development.

Conclusion

This study highlights the intricate interplay between workaholism, job insecurity, and job presenting with respect to sustained employability. While workaholism and job insecurity can detrimentally affect employability, effective job presenting is associated with improved career advancement. Both organizations and employees must address these factors proactively to enhance career success and adaptability in a rapidly changing job market. By implementing strategies to manage work-related stress, enhance job security, and improve job presenting skills, employers can better support their employees' career growth and overall employability.

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