

#### Managing a sustainable career in the contemporary world of work: personal choices and contextual challenges Darouei, M.

#### Citation

Darouei, M. (2020, June 9). *Managing a sustainable career in the contemporary world of work: personal choices and contextual challenges. Meijers-reeks.* Retrieved from https://hdl.handle.net/1887/97595

Version:	Publisher's Version
License:	<u>Licence agreement concerning inclusion of doctoral thesis in the</u> <u>Institutional Repository of the University of Leiden</u>
Downloaded from:	https://hdl.handle.net/1887/97595

Note: To cite this publication please use the final published version (if applicable).

Cover Page



### Universiteit Leiden



The handle <u>http://hdl.handle.net/1887/97595</u> holds various files of this Leiden University dissertation.

Author: Darouei, M. Title: Managing a sustainable career in the contemporary world of work: personal choices and contextual challenges Issue Date: 2020-06-09 Managing a Sustainable Career in the Contemporary World of Work: Personal Choices and Contextual Challenges

Managing a Sustainable Career in the Contemporary World of Work: Personal Choices and Contextual Challenges

PROEFSCHRIFT

ter verkrijging van de graad van Doctor aan de Universiteit Leiden, op gezag van Rector Magnificus prof.mr. C.J.J.M. Stolker, volgens besluit van het College voor Promoties te verdedigen op dinsdag 9 juni 2020 klokke 13.45 uur.

door

Maral Darouei

geboren te Shiraz, Iran

in 1991

Promotor:	prof. dr. J.I. van der Rest
Copromotor:	dr. H. Pluut
*	
Promotiecommissie	prof. dr. J.A.A. Adriaanse
	prof. dr. S.M. Groeneveld
	prof. dr. C. Kelliher (Cranfield University, UK)
	prof. dr. M. Verbruggen (KU Leuven, België)

Lay-out: AlphaZet prepress, Bodegraven Printwerk: Ipskamp Printing

© 2020 M. Darouei

Behoudens de in of krachtens de Auteurswet van 1912 gestelde uitzonderingen mag niets in deze uitgave worden verveelvoudigd, opgeslagen in een geautomatiseerd gegevensbestand of openbaar gemaakt, in enige vorm op enige wijze, hetzij elektronisch, mechanisch, door fotokopieën, opnamen of enige andere manier, zonder voorafgaande schriftelijke toestemming van de uitgever.

Het reprorecht wordt niet uitgeoefend.

No part of this publication may be reproduced, stored in a retrieval system, made available or communicated to the public, in any form or by any means, without the prior permission in writing of the publisher, unless this is expressly permitted by law.

#### Acknowledgements

The time I have spent as a doctoral candidate has been a memorable one. This four-year journey has helped me discover my potential as a scientist, fostered my personal growth, but above all, it has brought me to work with many brilliant people. I would like to express my gratitude to all the people who have supported me throughout my PhD.

I would like to start by thanking my supervisors Helen Pluut and Jean-Pierre van der Rest for their support. Helen, thank you for pushing me to become a critical scholar like a mentor, standing by me through the paper submission process as a friend, and listening to my voice during all paper collaborations like a team player. Jean-Pierre, thank you for being available to be of guidance whenever I needed it. You have contributed to my steep learning curve by helping me to set realistic goals and urging me to set deadlines to achieve those goals.

Colleagues at BDW, it goes without saying that I am very grateful for your support over the past years. Niek, sharing with you the frustrating moments definitely helped me to get through the different stages of the PhD. Peter, thank you for being my source of *lachen*, *gieren*, *brullen* at work and for your ongoing willingness to help me out whenever I encountered problems with tables and figures. Tim, Lisette, Ellen, Jan, Niels, Dick, Iris, Nanette, and Benjamin, thank you for the many *gezellige* lunches, they gave me energy to keep going in the afternoon!

Although most of this dissertation should be credited to hard work, I would have never been able to do well if it weren't for my friends. To my dearest "SMALLJET" and "Amsterdamse lovelies", I am very grateful for your unwavering support. A big shout out goes to my paranymphs Carmen and Eline, thank you for helping me to recharge my mental batteries whenever I felt depleted. I would also like to thank my Italian ragazzi/e from "La Cappa" for their support. Furthermore, I am very grateful to my PhD Committee co-members, Kristel and Jouke, for always being in for a *borrel* at l'Esperance. Finally, Inez, Vanessa, Else and Maud, I am so glad to have met you at THRIVE PhD Academy. Although stressful at times, I look back at our HEINEKEN project thinking of the great time we had on the 9<sup>th</sup> floor of the Rotterdam Science Tower and the surprisingly little 0.0 beers that we drank!

I would like to finish this section with thanking my family. Lieve opa en oma, mi stima bo. To my famiglia Italiana, grazie per il tuo affetto e supporto. To my family in Iran, ke dar toole tahsil vojoodeshoon mayeye delgarmiye man bood. Papa en Mama, bekhatere hameye talashhaye mohabat amizi ke baes shod hamishe behtarine khodam basham va ba mehrabani tamame toole tahsil hamrahe man boodan. Finally, to my rock and safe haven, thank you for lending me your ear and for inspiring me with your thoughtful words over the past four years. Vale joonie, grazie di essere semplicemente e perfettamente te!

### Table of Contents

Ac	KNOV	WLEDG	EMENTS	V
Tae	BLE C	of Con	ITENTS	VII
Lis	t of	Table	S	VII
Lis	t of	Figur	ES	VIII
1	Int	RODUC	TION	1
	1.1	Back	ground and Scope of Research	1
			ling Blocks	3
			Characteristics of a Sustainable Career	3
			The Person Dimension	3
		1.2.3	The Context Dimension	6
	1.3	Resea	arch Questions	8
	1.4	Outli	ne and Relevance of Methodology	12
2	Pat	HWAYS	5 TO CAREER SUSTAINABILITY AMONG THE SELF-EMPLOYED	
	ANI	WAG	e Workers: A Study of Flextime, the Work-family	
	INT	ERFAC	e, and Health During Parenthood	15
			duction	16
	2.2	Theo	retical Framework and Hypotheses	17
		2.2.1	<i>Type of Employment and Career Sustainability</i>	19
		2.2.2	Flextime and Work-Family Conflict and Enrichment as	
			Mediating Mechanisms	22
	2.3	Meth	od	25
		2.3.1	Sample	25
		2.3.2	Measures	25
		2.3.3	Analyses	27
	2.4	Resul		28
		2.4.1	Additional Analyses	34
	2.5	Discu		35
		2.5.1	Practical Implications	36
			Limitations and Future Research	37
3			om Home Today for a Better Tomorrow!	
	Ho	w Woi	RKING FROM HOME INFLUENCES WORK-FAMILY	
	Cor	VFLICT	and Employees' Start of the Next Workday	39
	3.1	Intro	duction	40
	3.2	Theo	retical Development of the Current Study	41

	3.3	Hypotheses	42
	3.4	Method	47
		3.4.1 Sample and Procedure	47
		3.4.2 Measures	48
	3.5	Analyses	49
		Results	50
		3.6.1 Additional Analyses	51
	3.7	Discussion	51
		3.7.1 Strengths and Implications for Research	52
		3.7.2 Practical Implications	53
		3.7.3 Limitations and Directions for Future Research	54
4	Doi	es Flexible Working Stand in the Way of Objective	
	Per	FORMANCE RATINGS? PSYCHOLOGICAL MECHANISMS AND	
	Βοι	JNDARY CONDITIONS EXPLAINING THE DARK SIDE OF	
	Wo	rking from Home	57
	4.1	Introduction	58
	4.2	Theoretical Framework of the Current Study	59
		Hypotheses	61
		4.3.1 Determinants and Boundary Conditions of Supervisory	
		Performance Ratings	61
		4.3.2 Boundary Conditions of Supervisory Performance Ratings	62
	4.4	Study I	65
		4.4.1 Participants and Procedure	65
		4.4.2 Manipulation and Measures	66
		4.4.3 Results Study I	67
		4.4.4 Discussion Study I	70
	4.5	Study II	71
		4.5.1 Participants and Procedure	71
		4.5.2 Manipulation and Measures	71
		4.5.3 Results Study II	72
		4.5.4 Additional Analyses	76
		4.5.5 Discussion Study II	77
	4.6	General Discussion and Conclusion	78
		4.6.1 Strengths and Implications for Research	79
		4.6.2 Practical Implications	80
		4.6.3 Limitations and Future Research	81
5	Тнв	e Paradox of Being on the Glass Cliff: Why Do Women	
-	Acc	cept Risky Leadership Positions?	85
	5.1	Introduction	86
		Literature Review and Theoretical Development	87
		Contributions of the Current Study	89

5.4	Hypotheses Study I: Antecedents of Risk Attitudes	90
	5.4.1 Participants and Procedure Study I	92
	5.4.2 Measures	92
	5.4.3 Results Study I	95
	5.4.4 Discussion Study I	97
5.5	Hypotheses Study II: Gender and Risky Job Positions	98
	5.5.1 Participants and Procedure	98
	5.5.2 Measures	99
	5.5.3 Results Study II	100
	5.5.4 Discussion Study II	101
5.6	Hypotheses Study III: Why and When Women Accept	
	Risky Leadership Positions	103
	5.6.1 Participants and Procedure	106
	5.6.2 Measures	107
	5.6.3 Results Study III	108
	5.6.4 Discussion Study III	111
5.7	General Discussion and Conclusion	112
	5.7.1 Limitations and Future Research	113
	5.7.2 Theoretical and Practical Implications	115
6 Dis	CUSSION	117
6.1	Answers to Research Questions	117
6.2	Integration of Findings and Theoretical Contributions	121
	6.2.1 Flexible Working Practices and Sustainable Careers	121
	6.2.2 The Career Sustainability of Minority Groups	123
6.3	Sustainable Careers: Future Research Avenues	126
	6.3.1 Trade-off between Career Sustainability Indicators	126
	6.3.2 A Diversity Perspective to Sustainable Careers	126
	Methodological Reflections	127
	Practical Implications	129
6.6	Concluding Note	131
Refere	NCES	133
Summa	RY	157
Samen	vatting (Dutch Summary)	159
Riassu	nto (Italian Summary)	163
Khola	se (Farsi Summary)	167
Curric	culum Vitae	171

IX

## List of Tables

Table 2.1	Means, standard deviations, and correlations among	
	the variables	28
Table 2.2	The effect of type of employment on health	29
Table 2.3	The indirect effect of type of employment on health	30
Table 2.4	Indirect effects of self-employment on health	31
Table 2.5	The moderating role of job tenure	32
Table 2.6	The indirect effect of type of employment on the variability of health	33
Table 2.7	Indirect effects of self-employment on the variability of health	34
Table 3.1	Variance components of null models for level-1 variables	50
Table 3.2	Within–individual and between–individuals correlations of study variables	51
Table 4.1	Descriptive statistics and correlations between Study I variables	68
Table 4.2	Study I: The indirect effect of schedule type on performance ratings	
Table 4.3	Study I: The moderating role of employee parental status	69
Table 4.4	Study I: The moderating role of supervisor gender	70
Table 4.5	Descriptive statistics and correlations between Study II variables	73
Table 4.6	Study II: the indirect effect of schedule type on performance ratings	
Table 4.7	Study II: The moderating role of employee parental status	75
Table 4.8	Study II: The moderating role of supervisor gender	75
Table 4.9	Study II: The moderating role of supervisor working from	
	home pattern	76
Table 4.10	Study II: Results of conditional process modeling	77
Table 4.11		77
Table 5.1	Overview of items and results of the factor analysis	94
Table 5.2	Descriptive statistics and correlations between Study I	
	variables	96
Table 5.3	Gender differences in risk taking and risk perception	97
Table 5.4	Descriptive statistics and correlations between Study II	100
		100
Table 5.5	Descriptive statistics and correlations between Study III variables	108
Table 5 6		
	Results of conditional process modeling Results of conditional indirect effects	110
Table 5.7	Results of conditional mullect effects	111

# List of Figures

Figure 1.1	An overview of contemporary career decisions	5
Figure 1.2	An overview of the contextual layers	7
Figure 1.3	The role of contextual factors in sustainable careers	8
Figure 1.4	Structural overview of the four chapters and research	
-	questions	14
Figure 2.1	Pathways to career sustainability	19
Figure 3.1	Overall conceptual model	41
Figure 4.1	Theoretical model	61
Figure 4.2	Study I: Interaction of supervisor gender with employee	
-	schedule type in predicting perceived work centrality	69
Figure 4.3	Study II: Interaction of employee parental status with	
0	employee schedule type in predicting perceived work	
	centrality	74
Figure 5.1	Study II: Interaction of gender with riskiness of the job	
0	in predicting willingness to accept the job	101
Figure 5.2	Study III: Visual representation of the moderated	
	mediation model	106