

Ecosystem theory and careers

התאוריה המערכתית-סביבתית בהתפתחות קריירות

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פרופסור לניהול בבית הספר למינהל עסקים בסאות'המפטון, תחומי המחקר שלו כוללים: התפתחות קריירות, ניהול משאבי אנוש וחקר ארגוניים. פרופ' ברוך פרסם למעלה מ-300 מאמרים בנושאי משאבי אנוש מתוכם 145 בכתבי עת שפיטים.



The presentation offers a novel theoretical lens – an ecosystem theory of careers – whereby new forms of institutional work arrangements emerge in response to changes in the environment. Careers and career management have changed significantly in the past generation, and labour markets have become more dynamic, with an overriding demand for flexibility due to the needs and requirements of both organizations and individuals. This meant that the psychological contract, which is the bedrock of work relations, has changed too. The “new normal” is characterized by posts carrying varied obligations and expectations that come in varying work configurations.

The ecosystem theory is applied to careers and labour markets. Labour markets, global labour market included, are presented as an ecosystem (Baruch, 2015; Baruch et al., 2016; Baruch & Rousseau, 2019) where a number of players act and interact with each other. The main thrust of this idea is that of *perpetuum mobile*—anything and everything are in continuous flux.

The **Actors** in the system are individuals, institutions and nations. Individuals act, interact and communicate. There is **interconnectedness** across the actors within different levels of analysis, adding to the complexity. **Interactions** take place, most notably the exchange of labour for wages, as well as the host of pertinent regulations and laws, such as employment and migration laws at the national level; and policies and strategies at the firm level. In the context of **interdependency**, different actors bring their needs, expectations, and offer their contributions. Robust ecosystem leads to **overall effectiveness** whereas fragile ecosystem might diminish.

References:

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