

Université Libre de Bruxelles

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**Enjeux des mobilités professionnelles :
Antécédents et conséquences.**

Perspectives individuelles et organisationnelles.

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- Donc, tout mouvement, de quelque nature qu'il soit, est créateur ?

Edgar Allan Poe, The power of words, 1845.

Traduction de Charles Baudelaire, 1857.

Abstract

Les carrières contemporaines sont depuis quelques années considérées comme des carrières sans frontières, qui se déploient à travers de multiples organisations, professions et cadres culturels. En raison notamment des transformations du marché du travail, la mobilité professionnelle – définie comme une transition de rôle professionnel impliquant un changement de position, de tâches et/ou de responsabilités – marque de plus en plus les parcours professionnels. Elle est devenue pour les organisations une stratégie empreinte de réactivité et de flexibilité.

Nos recherches qualitatives et quantitatives visaient à déterminer les enjeux de la mobilité, c'est-à-dire, les raisons pour lesquelles elles sont entreprises par les organisations et les individus, et leurs conséquences. Plus précisément, il s'agissait d'établir la mesure dans laquelle une mobilité, en tenant compte de ses caractéristiques objectives et subjectives, influence ou non l'engagement au travail du travailleur, son implication à l'égard de l'organisation, son sentiment de bien-être, et son attitude à l'égard de futures mobilités. Les études ont été menées au sein de trois secteurs d'activités : le secteur bancaire, le secteur infirmier et le secteur de la recherche universitaire. Ce sont les mobilités inter- et intra-organisationnelles qui étaient au cœur de nos investigations dans les deux premiers secteurs, et les mobilités internationales dans le troisième.

Les résultats ont mis en évidence que les différents types de mobilité sont liés à des enjeux relativement distincts et que, de manière générale, une mobilité organisée dans de bonnes conditions peut être un levier motivationnel. L'évolution des carrières lance vraisemblablement de nouveaux défis aux travailleurs, aux organisations et à nos sociétés.

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INTRODUCTION

Arrêt sur image d'un phénomène qui touche de plus en plus les travailleurs. En 2014, 7% des travailleurs belges auraient quitté volontairement l'organisation dans laquelle ils travaillaient et 14% l'auraient quittée involontairement, la plupart du temps en raison d'un contrat de travail arrivant à terme (Securex, 2015). À l'inverse, de façon plus générale, 28% des travailleurs belges n'auraient jamais changé d'emploi et/ou d'employeur (Randstad, 2014). Une étude récente indique que l'ancienneté moyenne des Belges est la plus forte d'Europe : 34% des Belges travailleraient chez le même employeur depuis plus de 15 ans (Accoutemps, 2006).

Ces pourcentages et moyennes ne reflètent toutefois pas les écarts qui existent entre les différentes catégories de travailleurs. Par ailleurs, ils risquent de baisser pour les uns, d'augmenter pour les autres ces prochaines années. Alors que le Belge connaît en moyenne 3,4 employeurs au cours de sa carrière (SD Worx, 2011), il s'attend à travailler en moyenne pour 6,4 employeurs malgré sa préférence à évoluer en interne (Manpower, 2011). Concernant la mobilité géographique, une étude indique qu'elle a fortement augmenté ces dernières années et que cette tendance ne fera que s'affirmer dans les années à venir (PricewaterhouseCoopers, 2013). D'ailleurs, près de la moitié des travailleurs belges seraient prêts à travailler à l'étranger (SD Worx, 2011).

La mobilité professionnelle s'avère effectivement en hausse. Le phénomène étant moins récent et plus intense aux États-Unis, les recherches sur le sujet se sont davantage développées outre-Atlantique. Ceci dit, l'intérêt pour cette problématique suscite également beaucoup d'intérêt en Asie. Dans ces continents, les termes « *hobo syndrome* », « *job hopping* » et « *freeters* » sont d'ailleurs souvent utilisés pour discuter des fréquentes mobilités externes initiées par l'individu, parfois mêmes sans raisons apparentes. La mobilité professionnelle est devenue un sujet de préoccupation de plus en plus important étant donné qu'elle caractérise de plus en plus les carrières et que sa gestion consiste en un nouveau défi pour les individus et les organisations.

La mobilité des travailleurs est une réponse stratégique des organisations confrontées à de nouveaux enjeux structurels. Elle est l'une des réponses aux changements économiques résultant de la mise en place d'un marché unique et de la mondialisation des échanges. Elle semble être une pratique inévitable permettant aux organisations de s'adapter aux exigences externes et ainsi de survivre à la crise économique et au marché hyperconcurrentiel. Du point de vue des travailleurs, la mobilité professionnelle peut s'avérer être une opportunité ou une contrainte professionnelle.

La partie théorique de la thèse se compose de trois chapitres. Le premier retrace les dernières évolutions du marché du travail afin de contextualiser l'émergence de nouvelles carrières et la hausse de mobilités professionnelles, tant volontaires qu'involontaires. Le second chapitre illustre le courant des nouvelles carrières, censé représenter les carrières contemporaines. Ceci permet de mieux saisir le développement des trajectoires professionnelles actuelles, de plus en plus marquées par des mobilités. Quant au troisième chapitre, il définit la mobilité professionnelle, discute de ses enjeux organisationnels et individuels, et explique le processus de mobilité volontaire.

Bien que le phénomène soit en hausse, à l'exception des antécédents de la mobilité externe volontaire largement étudiés, très peu de connaissances sur les antécédents et les conséquences des mobilités professionnelles ont été produites. Or, la mobilité professionnelle pose énormément de questions. D'une part, nous nous demandons quels sont les facteurs qui déclenchent ou favorisent une mobilité volontaire. Ceci permettrait de mieux comprendre les desseins des individus et de dégager des implications pratiques encourageant la mobilité volontaire au sein d'organisation. D'autre part, nous nous demandons quelles sont les répercussions d'une mobilité, volontaire ou imposée, sur le rapport de l'individu à son travail et à l'égard de l'organisation ainsi que sur son sentiment de bien-être. S'intéressant aux aspects motivationnels et de bien-être au travail suite à une mobilité, nous pouvons ainsi déterminer dans quelle mesure la mobilité peut un être levier pour motiver et mobiliser les travailleurs dans leur emploi.

Nos recherches qualitatives et quantitatives, présentées dans la partie pratique de la thèse, ont l'objectif de répondre à ces questions. La mobilité n'étant pas un phénomène généralisé, nous avons choisi de nous intéresser plus particulièrement à des types de mobilité précis réalisés au sein de trois secteurs d'activités, à savoir : le secteur bancaire, le secteur infirmier, et le secteur de la recherche universitaire. Nous les avons sélectionnés parce qu'ils se distinguent les uns des autres par leur degré de régulation du marché du travail, le niveau de qualification des travailleurs, la forme des trajectoires de carrière et le statut de la mobilité. Soulignons, toutefois, que bien que nos recherches aient été effectuées dans différents secteurs, nous n'avons pas l'intention de comparer les résultats – les mobilités sont *a priori* incomparables. Les résultats obtenus au sein de chaque secteur sont donc présentés de façon distincte dans la partie pratique. Pour répondre à nos questions de recherche, nous avons mené au sein de chaque secteur des entretiens semi-exploratoires, une étude par questionnaire et, un an et demi après celle-ci, une étude quantitative de suivi.

Ensuite, sur base de la littérature et des résultats obtenus, nous discutons de la mobilité dans des perspectives individuelles et organisationnelles. Nous proposons aussi des implications pratiques pour les organisations souhaitant développer la mobilité en leur sein et bénéficier des éventuels effets positifs qu'elle engendre.

Enfin, les limites de nos différentes études sont exposées et des perspectives pour de futures recherches sont proposées.

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