





INTRODUCTION



RESEARCH METHODS



RESULTS



CONCLUSIONS



DISCUSSION



RECOMMENDATIONS



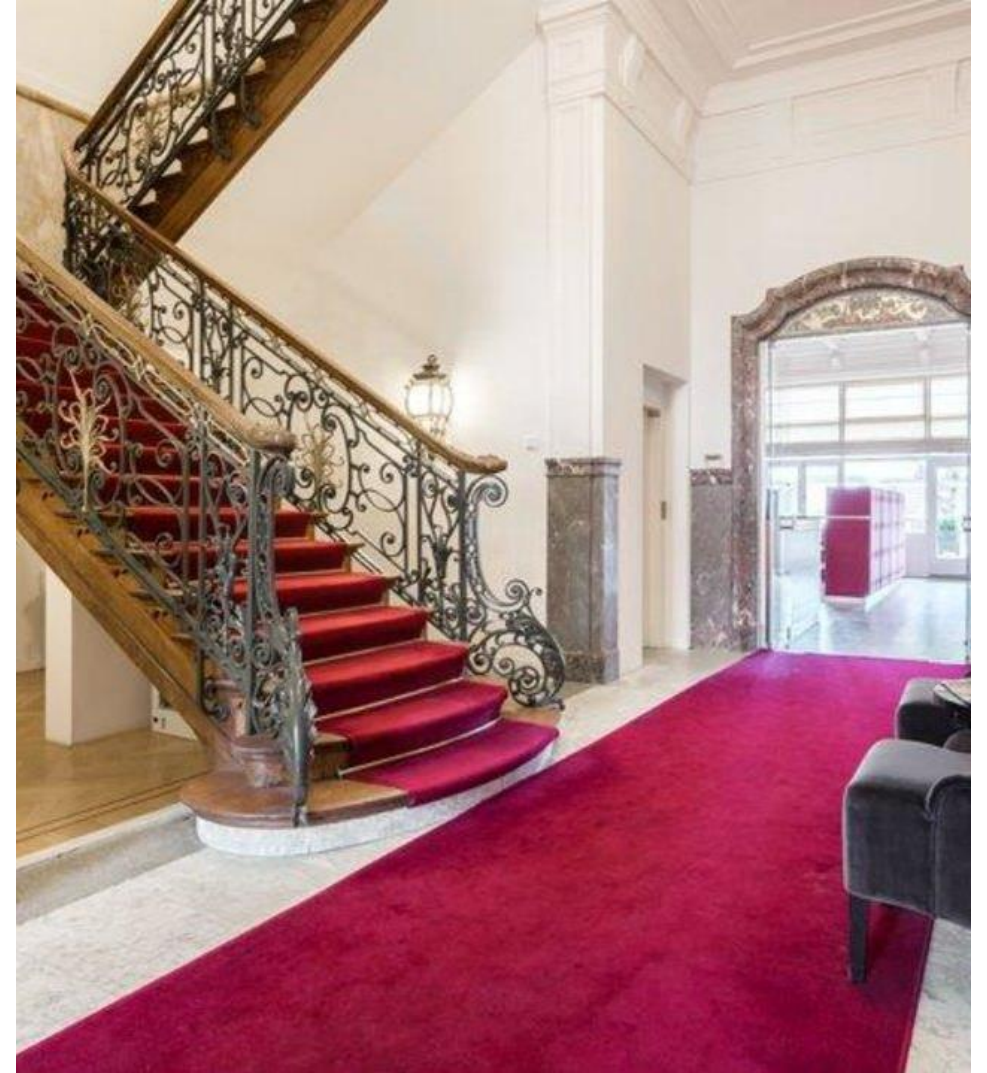


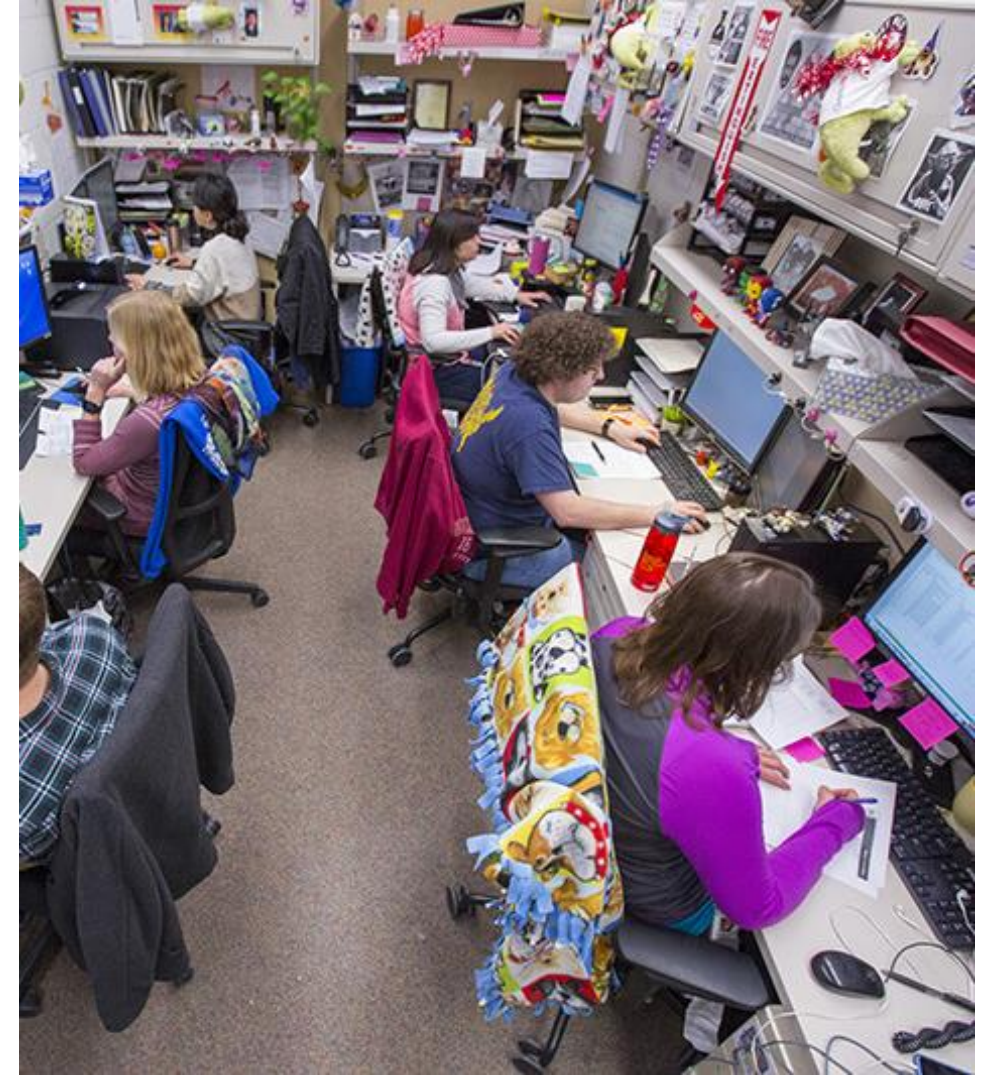
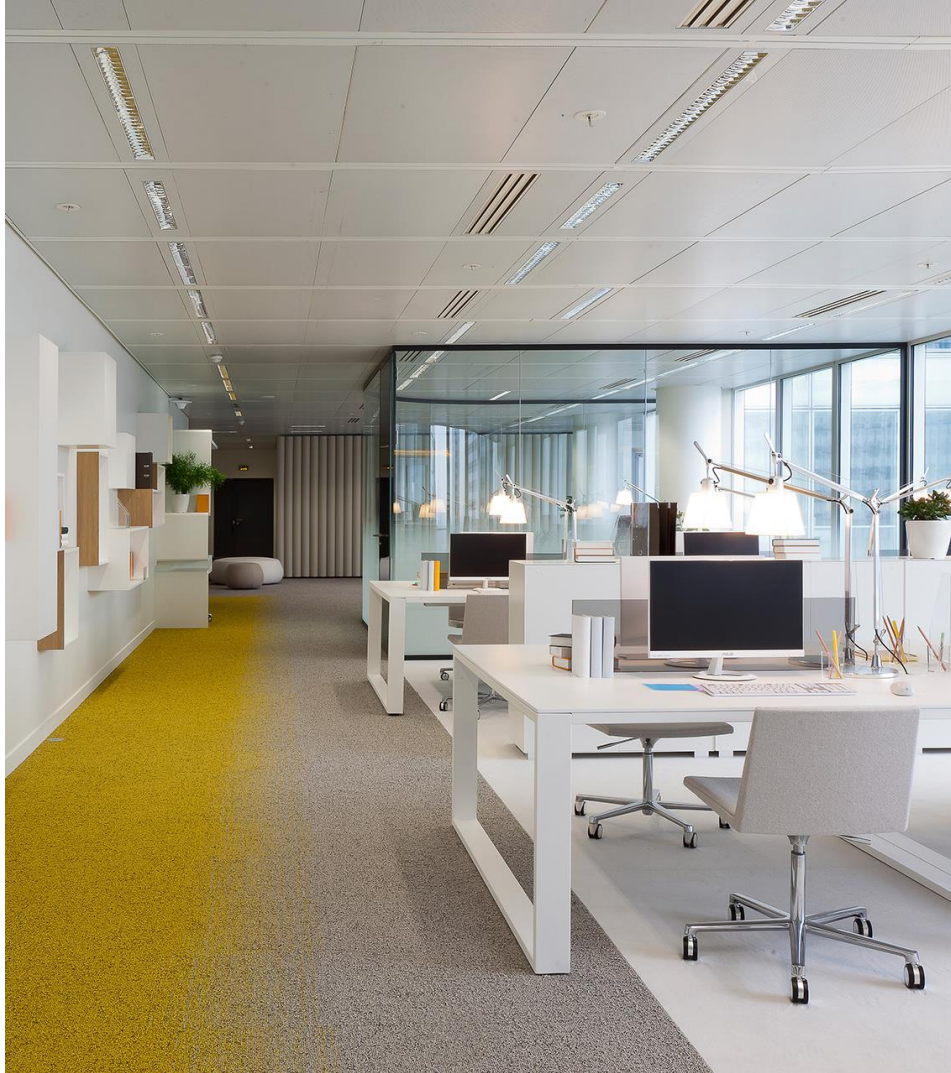


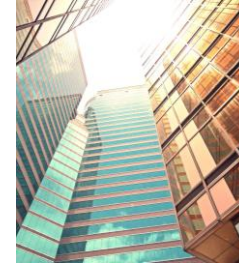












BACKGROUND
INFORMATION

Influence on your job choice?

JOB AND JOB VACANCY GROWTH SINCE 2013



BUSINESS SERVICES SECTOR > KNOWLEDGE WORKERS



‘War for Talent’



BACKGROUND
INFORMATION

'WAR FOR TALENT'



COMPANIES INVEST IN WORK ENVIRONMENTS TO ATTRACT EMPLOYEES



RELOCATING



TRANSFORMING



BACKGROUND
INFORMATION

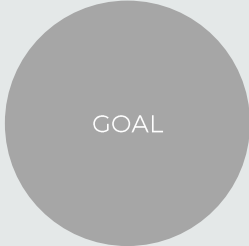
Companies **assume** that work environments have a positive influence on employee attraction and therefore invest in their work environments

while

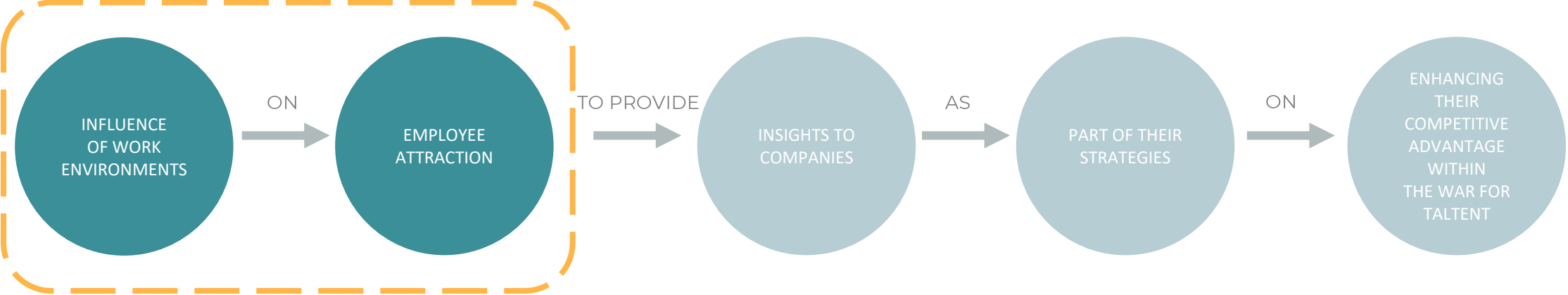
It **has not been proven** that work environments could potentially attract employees



PROBLEM
STATEMENT



IDENTIFY



“What is the influence of work environments
on attracting employees
to enhance competitive advantage within the war for talent?”

RESEARCH
QUESTION

INTRODUCTION



RESEARCH METHODS



RESULTS



CONCLUSIONS

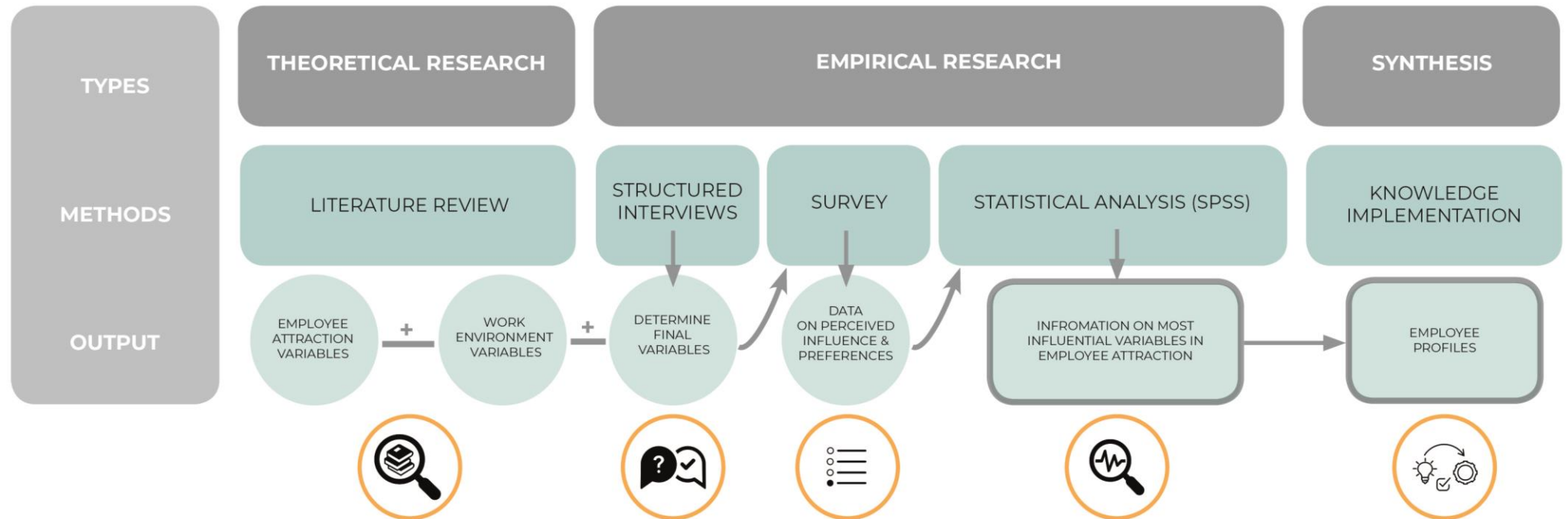


DISCUSSION

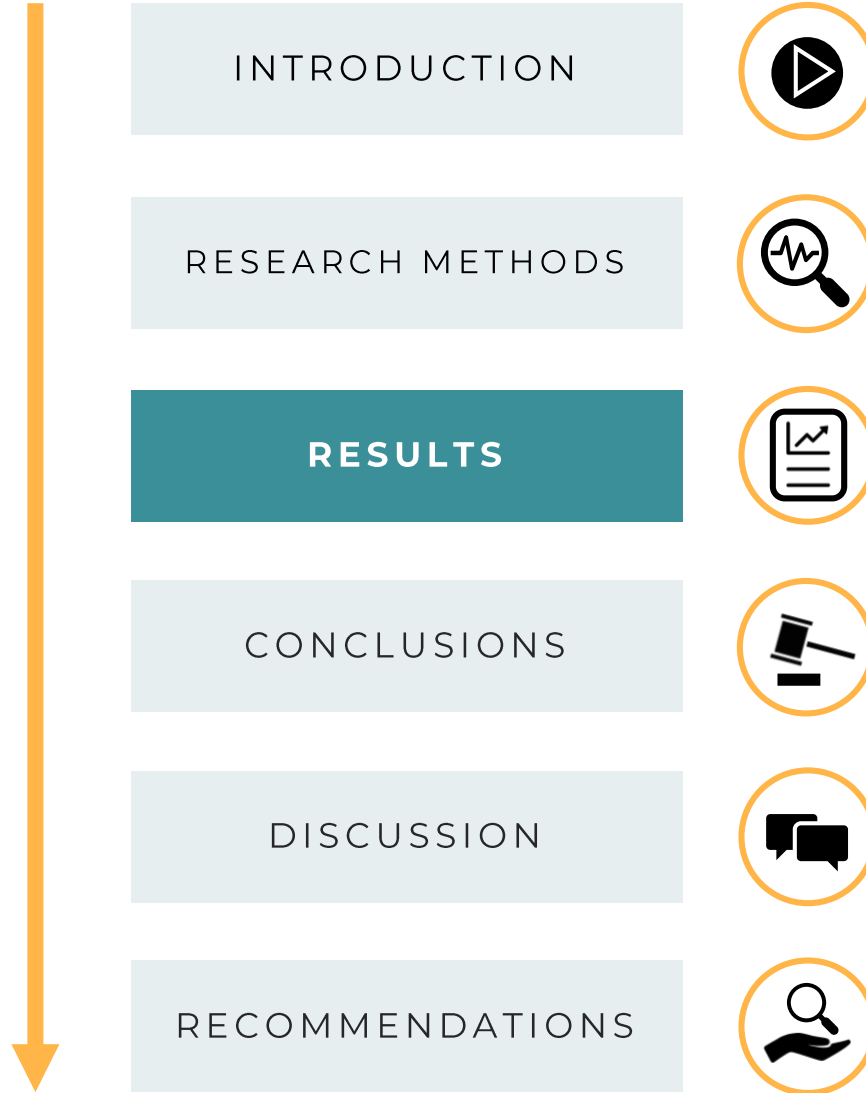


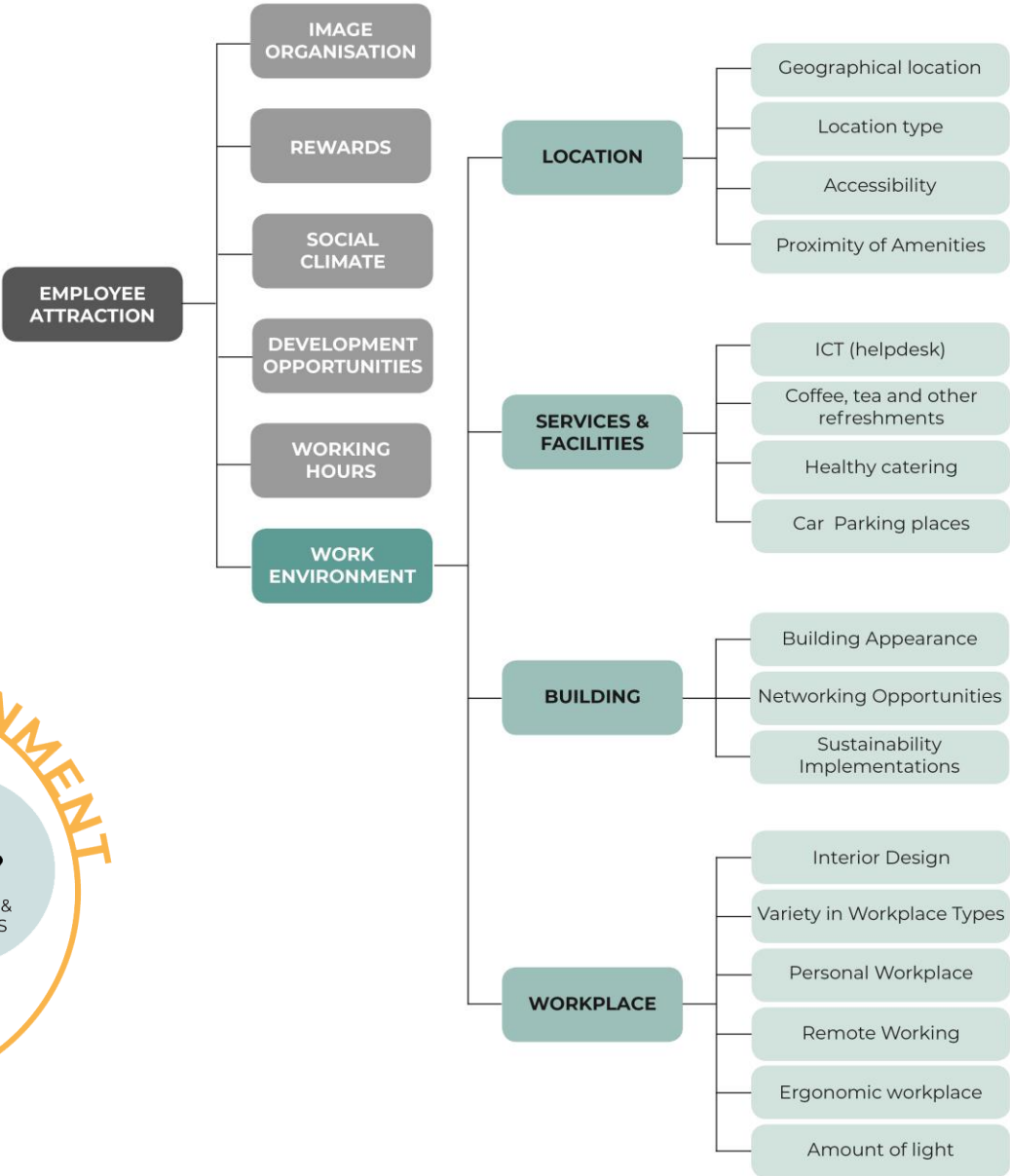
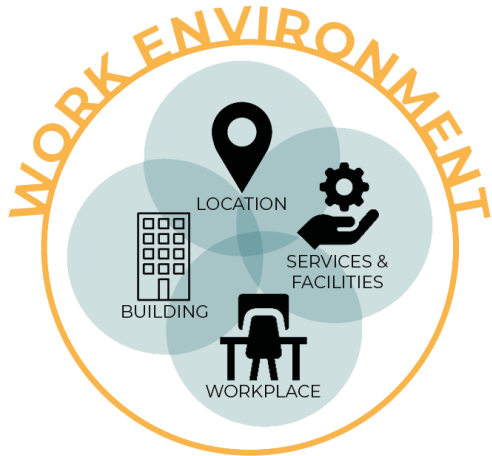
RECOMMENDATIONS

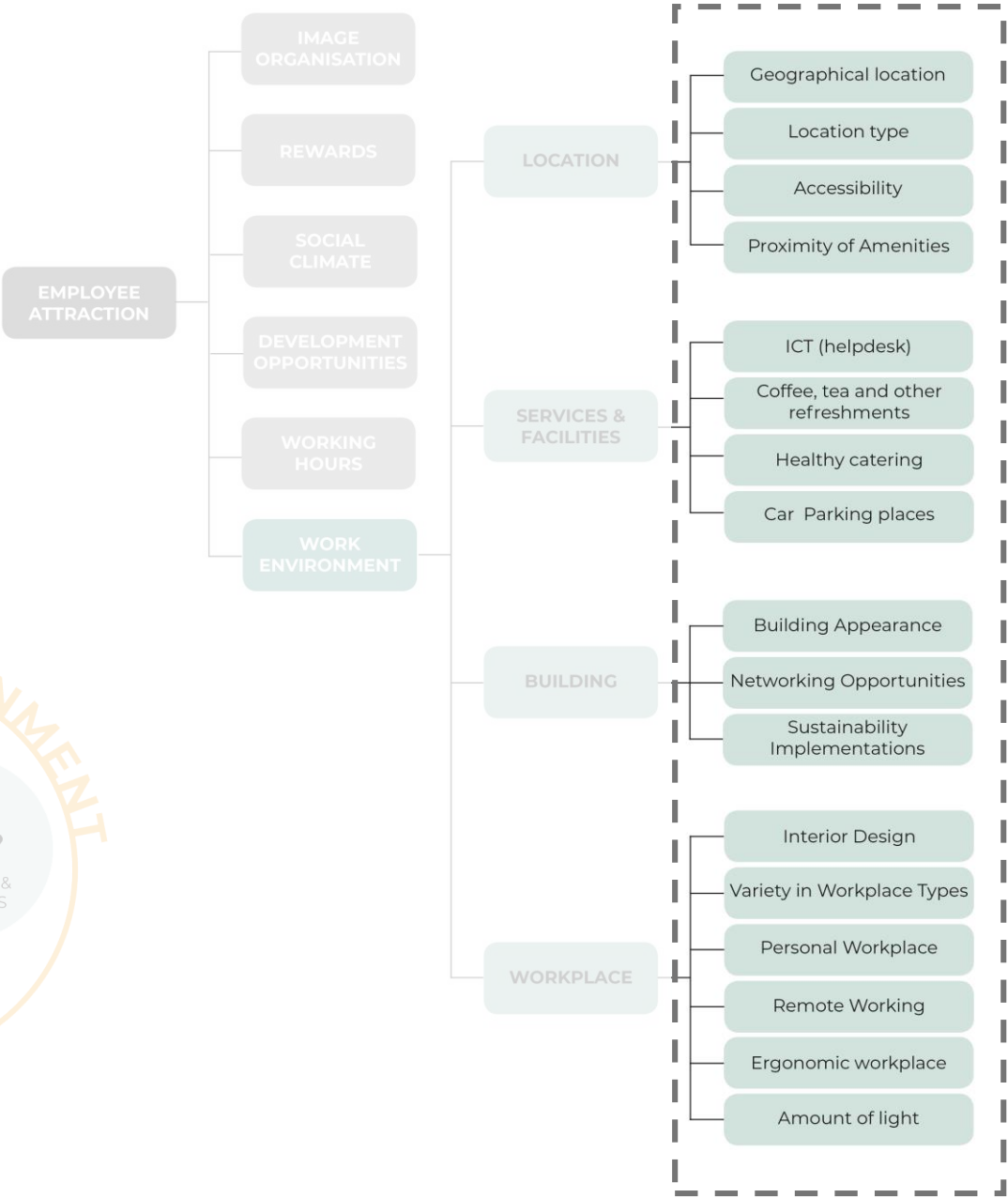




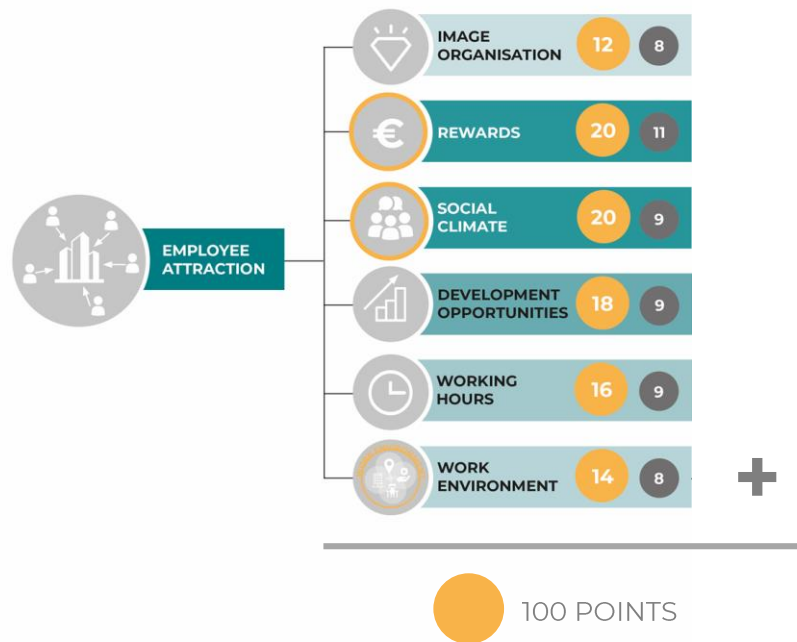
RESEARCH
FRAMEWORK





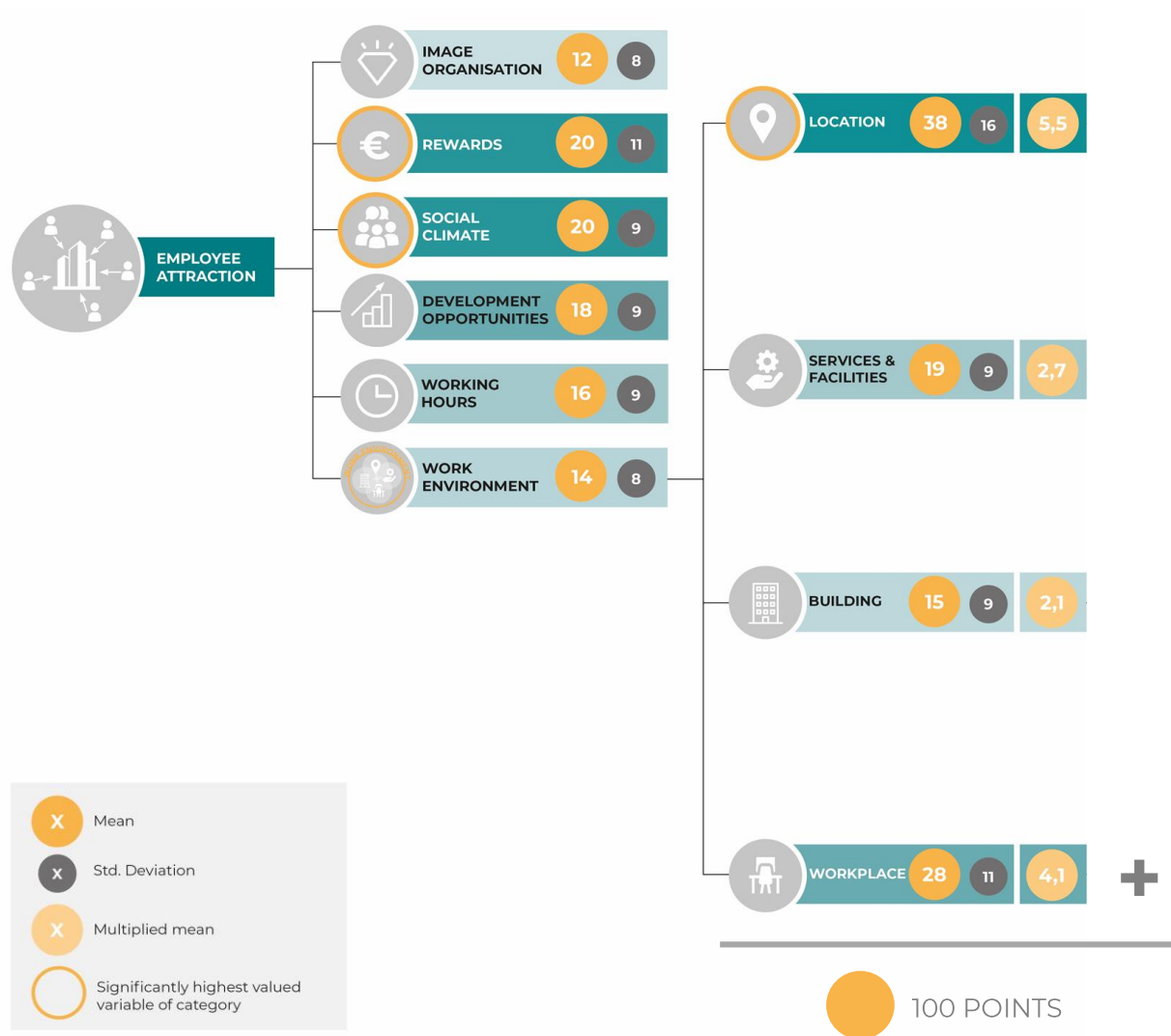


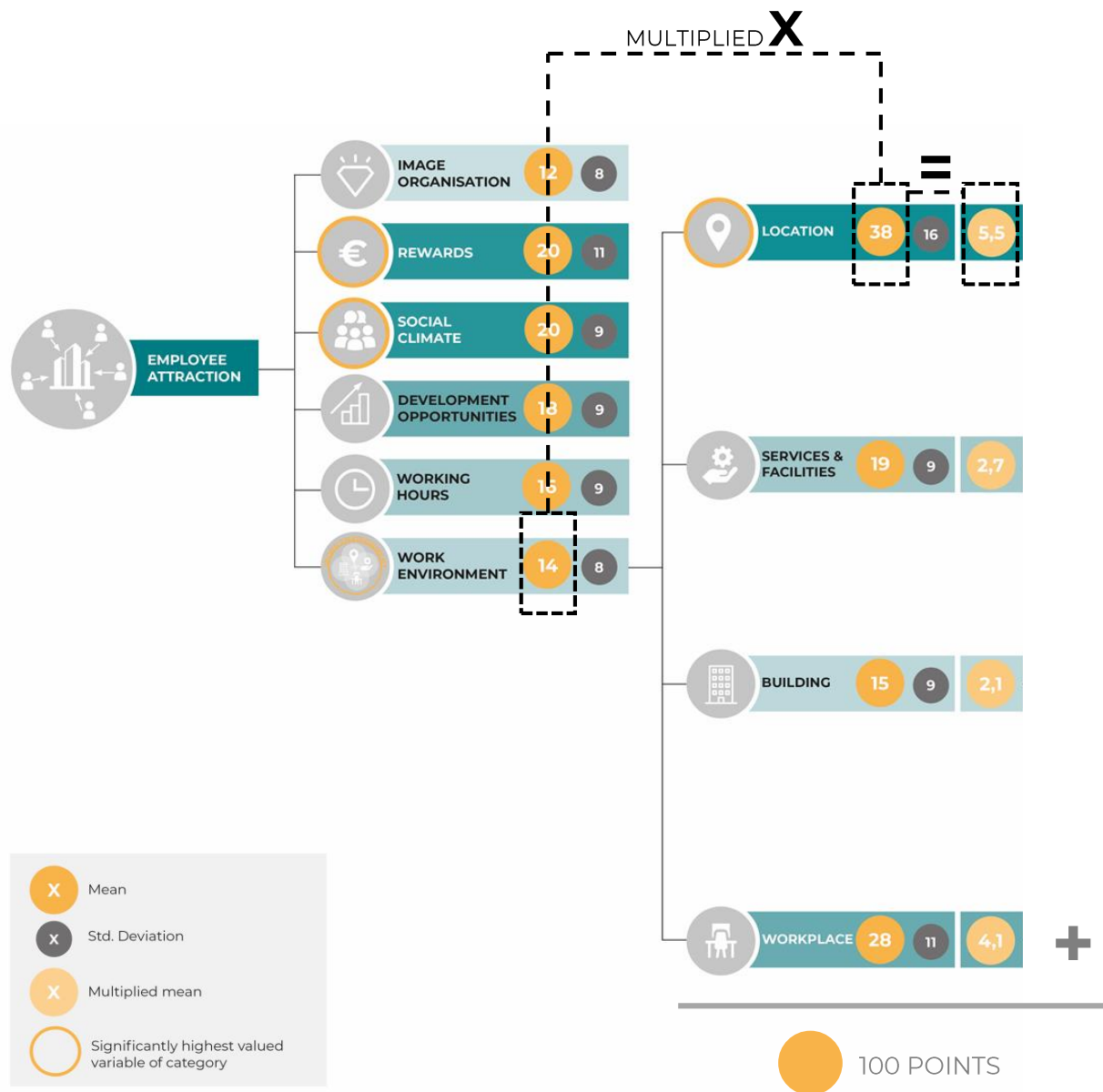
COMPARISON
INFLUENCE OF
SUB VARIABLES
ON EMPLOYEE
ATTRACTION



368 survey
respondents

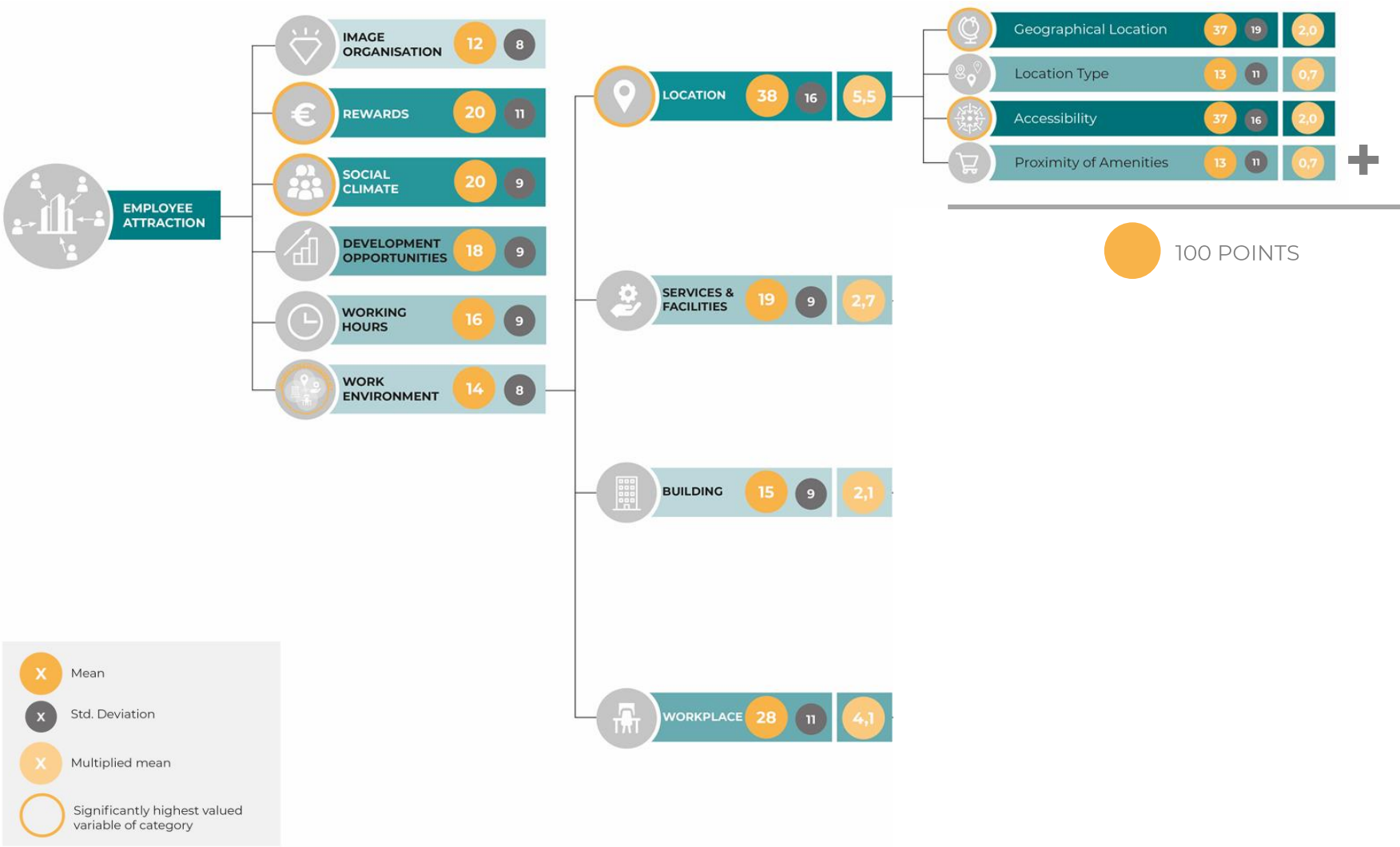
RESULTS





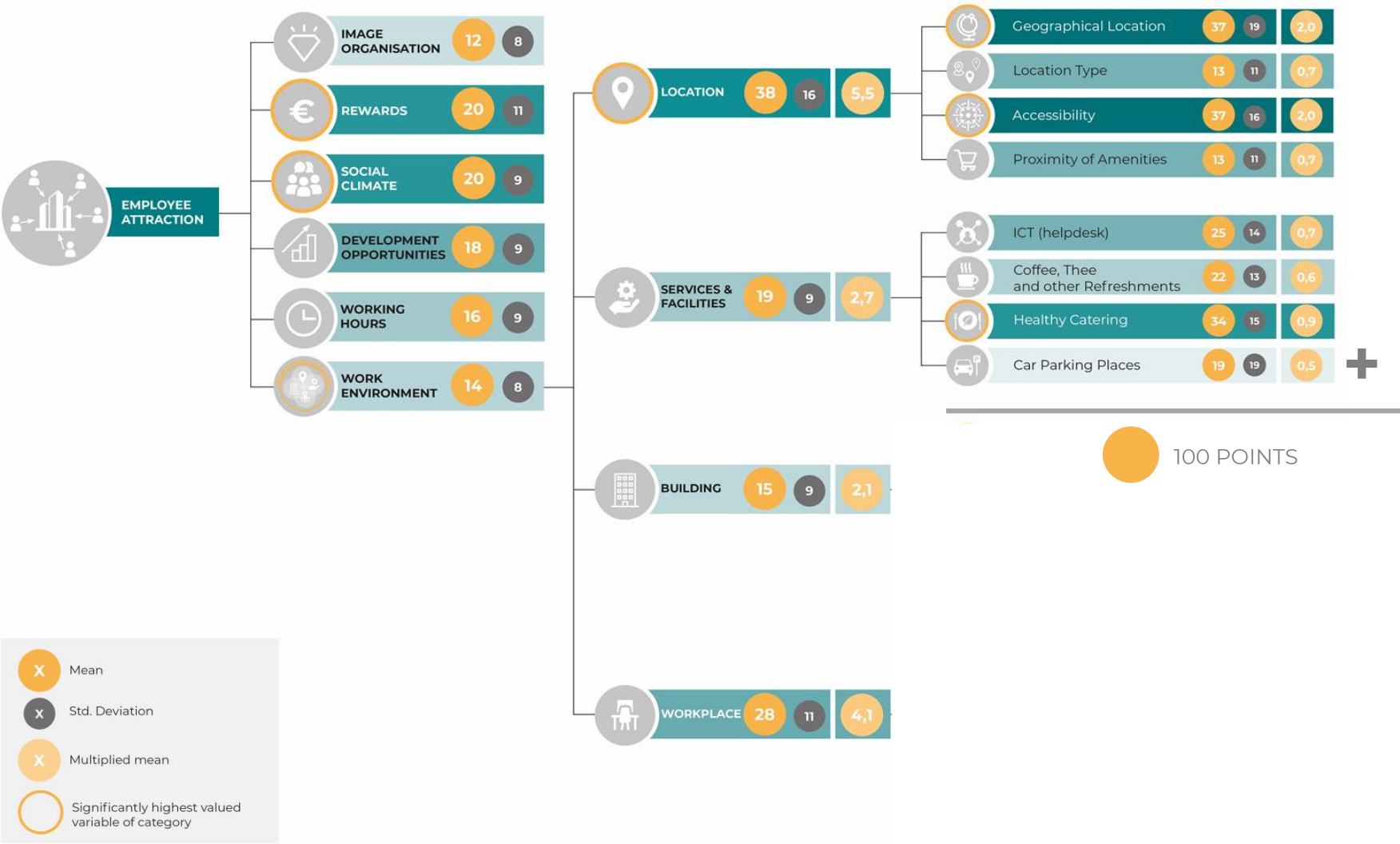
368 survey
respondents

RESULTS



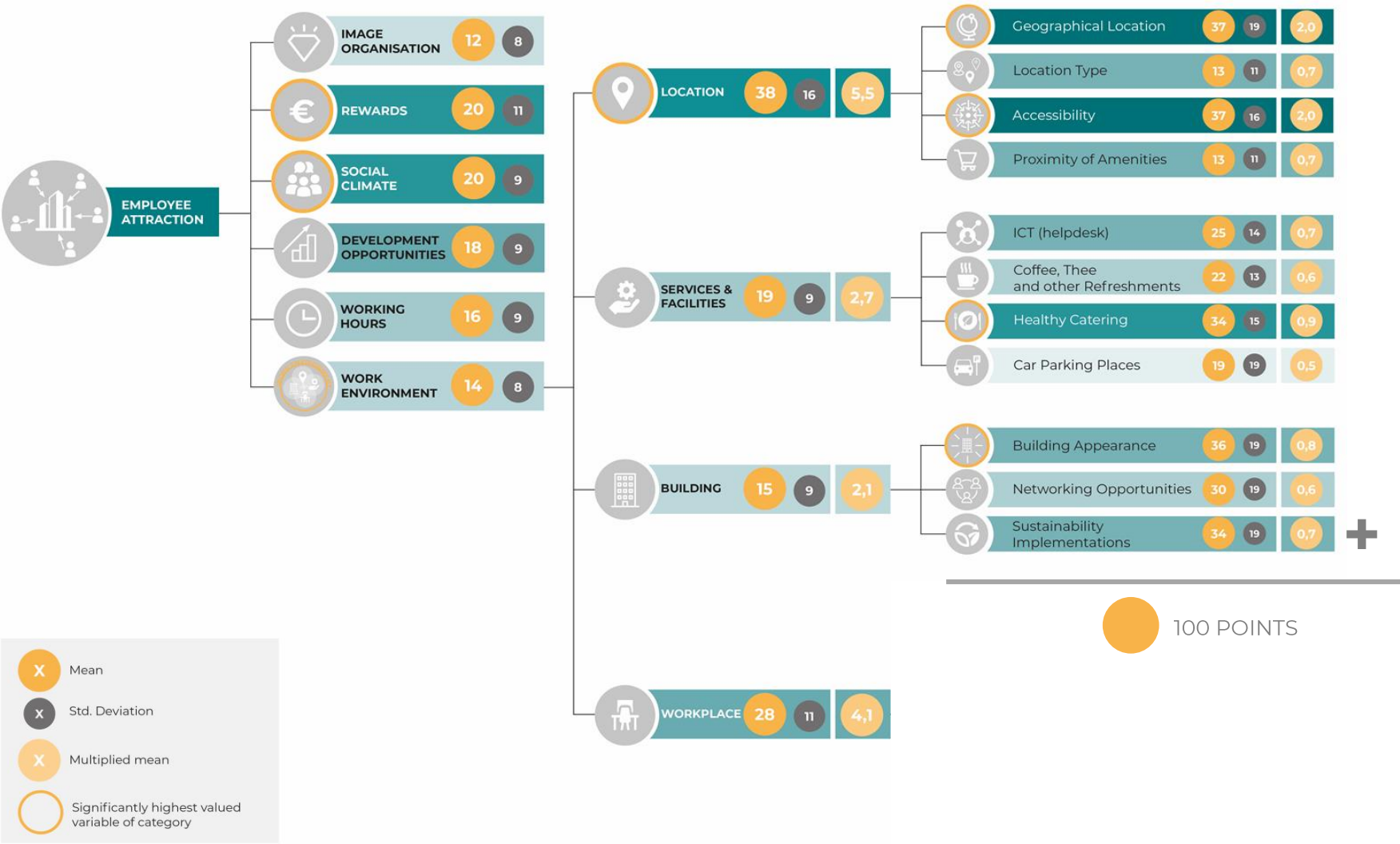
368 survey
respondents

RESULTS



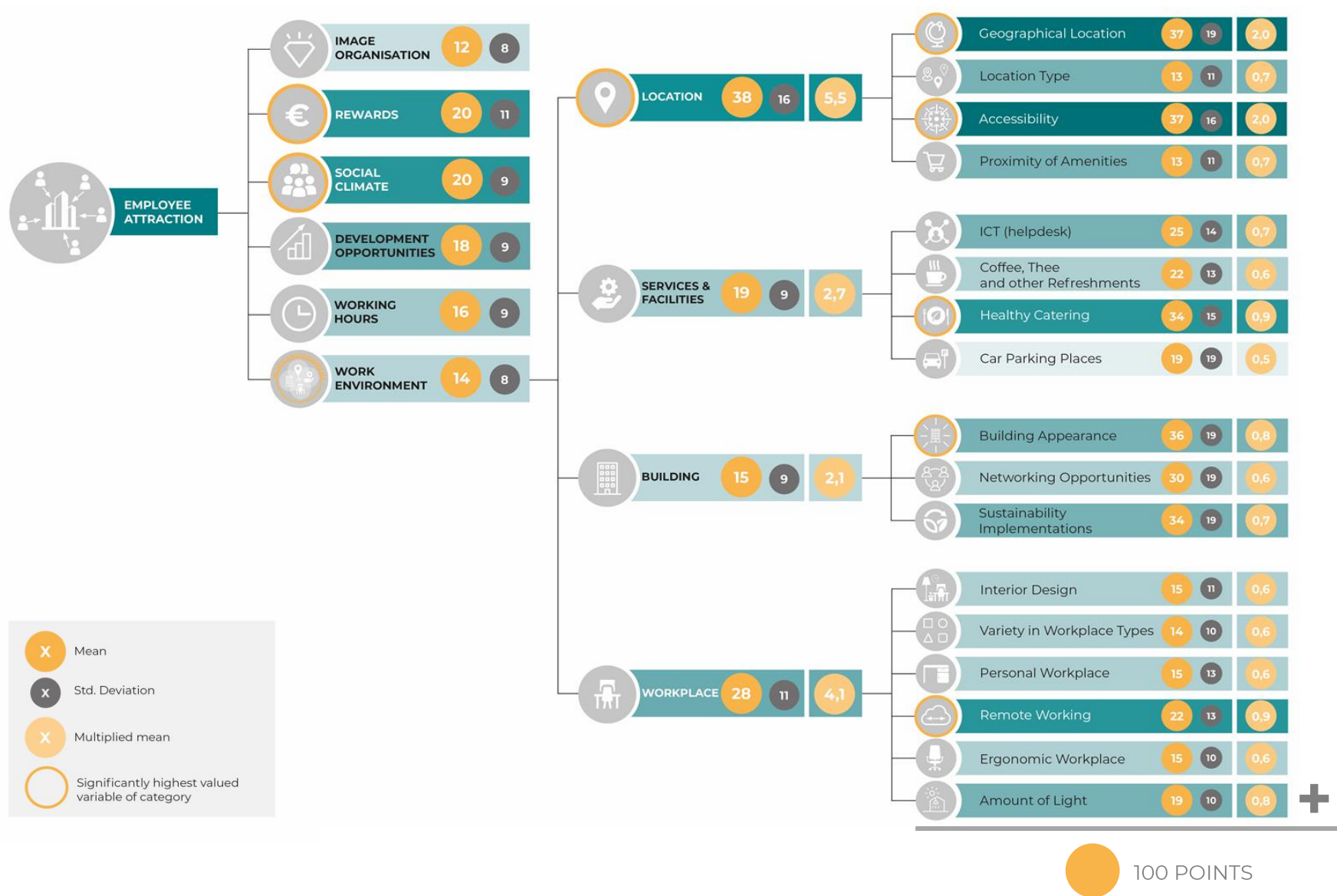
368 survey
respondents

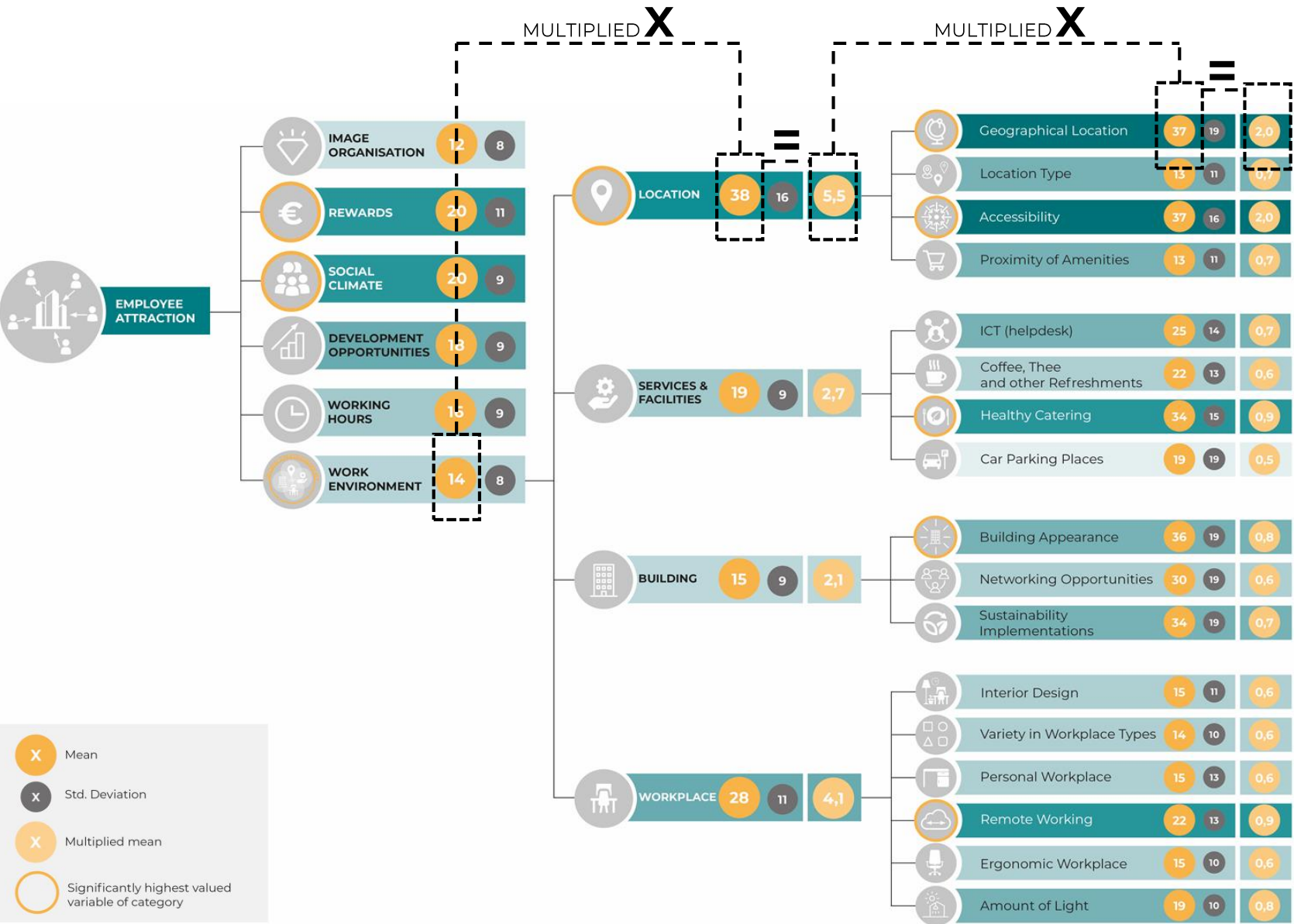
RESULTS



368 survey
respondents

RESULTS





368 survey
respondents

RESULTS

WORK ENVIRONMENT VARIABLES

RANK ORDER

	Geographical Location	2,0
	Accessibility of the Location	2,0
	Healthy Catering	0,9
	Remote Working	0,9
	Amount of Light	0,8
	Building Appearance	0,8
	Proximity of Amenities	0,7
	Location Type	0,7
	Sustainability Implementations	0,7
	ICT (helpdesk)	0,7
	Networking Opportunities	0,6
	Interior Design	0,6
	Personal Workplace	0,6
	Coffee, thee and other Refreshments	0,6
	Ergonomic Workplace	0,6
	Variety in Workplace Types	0,6
	Car Parking Places	0,5



Multiplied mean



Significantly highest valued
variable of category

...results of sample as a whole

but...

what are the differences between people?

RESULTS

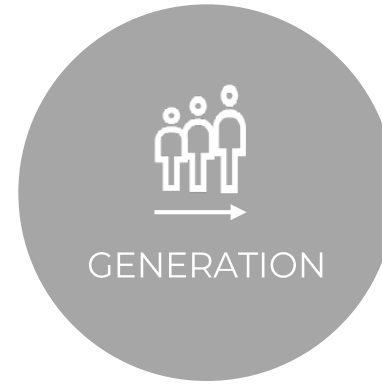
SOCIO-DEMOGRAPHIC PERSPECTIVES



STUDENT | EMPLOYED



WOMEN | MEN



MILLENNIALS |
GENERATION X



FRIENDS | ALONE |
CHILDREN | PARTNER |
PARENTS



HBO | WO

EMPLOYMENT PERSPECTIVES



<1 | 1-3 | 3-7 | 7-15 | >15



MANAGER | INDIVIDUAL
CONTRIBUTOR













































FULLTIME | PARTTIME



ASSIGNED | FLEXIBLE

RESULTS
DIFFERENT
GROUPS

RESULTS
DIFFERENT
GROUPS

		 Current Situation	 Gender	 Generation	 Household Composition					 Education Level	 Years Work Experience					 Job Level		 Working Time		 Desk Type					
		Student	Employed	Women	Man	Millennials	Generation X	Friends	Alone	Child(ren) (& partn.)	Partner	Parents	HBO	WO	<1	1 - 3	3 - 7	7 - 15	>15	Individual Contributor	Manager	Fulltime	Parttime	Assigned	Flexible
 General Employee Attraction	 Image Organisation																								
	 Rewards																								
	 Social Climate																								
	 Development Opportunities																								
	 Working Hours																								
	 Work Environment																								
 Work Environment	 Location																								
	 Services & Facilities																								
	 Building																								
	 Workplace																								
 Location	 Geographical																								
	 Type																								
	 Accessibility																								
	 Proximity of Amenities																								
 Services & Facilities	 ICT (helpdesk)																								
	 Coffee, tea, other refr.																								
	 Healthy catering																								
	 Parking places																								
 Building	 Appearance																								
	 Networking																								
	 Sustainability Impl.																								
 Workplace	 Interior																								
	 Variety of Types																								
	 Personal Workplace																								
	 Remote Working																								
	 Ergonomic																								
	 Light																								

RESULTS
DIFFERENT
GROUPS

		Current Situation		Gender		Generation		Household Composition					Education Level		Years Work Experience					Job Level		Working Time		Desk Type	
		Student	Employed	Women	Man	Millennials	Generation X	Friends	Alone	Children (& partner)	Partner	Parents	HBO	WO	1	1-3	3-7	7-15	15+	Individual Contributor	Manager	Fulltime	Parttime	Assigned	Flexible
General Employee Attraction	Image Organisation																								
	Rewards																								
	Social Climate																								
	Development Opportunities																								
	Working Hours																								
	Work Environment																								
Work Environment	Location																								
	Services & Facilities																								
	Building																								
	Workplace																								
Location	Geographical																								
	Type																								
	Accessibility																								
	Proximity of Amenities																								
Services & Facilities	ICT (helpdesk)																								
	Coffee, tea, other refr.																								
	Healthy catering																								
	Parking places																								
Building	Appearance																								
	Networking																								
	Sustainability Impl.																								
Workplace	Interior																								
	Variety of Types																								
	Personal Workplace																								
	Remote Working																								
	Ergonomic																								
	Light																								

INFLUENCE OF WORK ENVIRONMENTS ON
EMPLOYEE ATTRACTION

MILLENNIAL PROFILE

Born between: 1980 and 1998



ATTRACT MORE
MILLENNIALS!

INFLUENCE GENERAL EMPLOYEE ATTRACTION FACTORS:



| = average degree of influence

MOST INFLUENTIAL **WORK ENVIRONMENT** FACTORS:

- 1 Accessibility
- 2 Geographical Location
- 3 Healthy Catering
- 4 Remote Working
- 5 Amount of Light

TYPICAL PROFILE FACTORS WITH SIGNIFICANT INFLUENCE: COMPARED TO GENERATION X

Proximity of Amenities

Variety of Workplace Types

Healthy Catering

Average percentage of salary that
Millennials are willing to give up
in exchange for their *ideal* work
environment:

€ **7,7%**

Preferred means of
transportation:



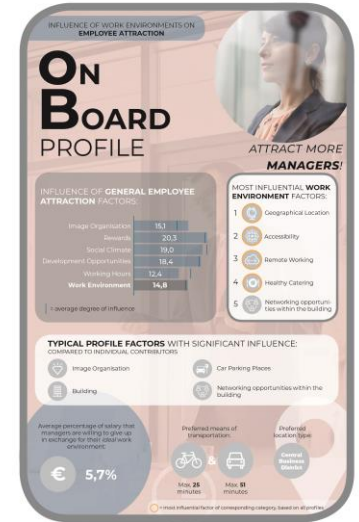
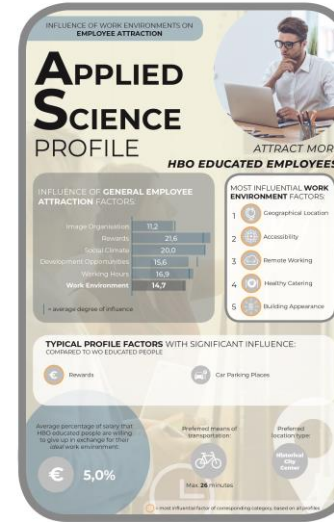
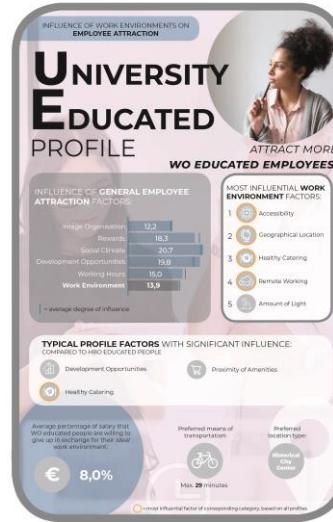
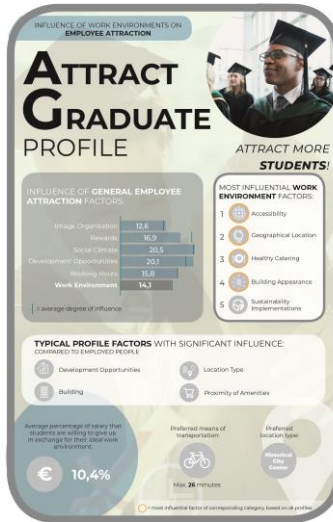
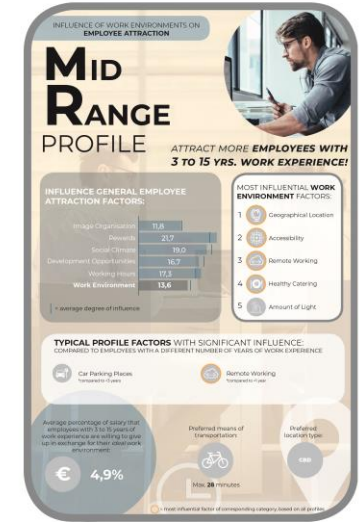
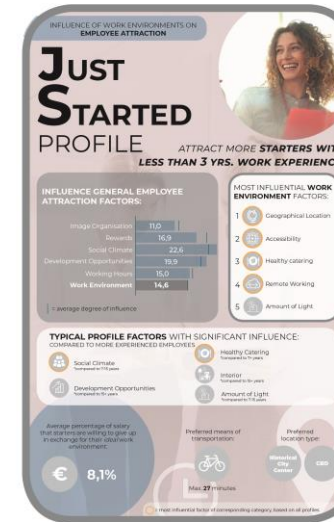
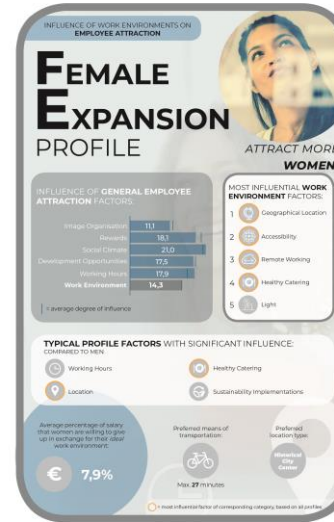
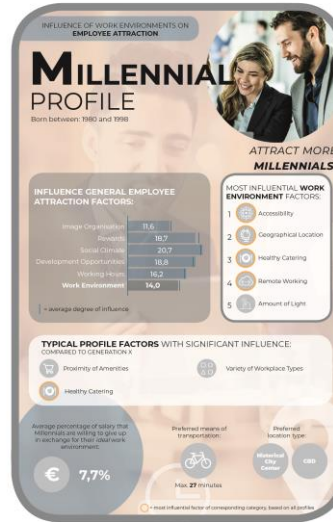
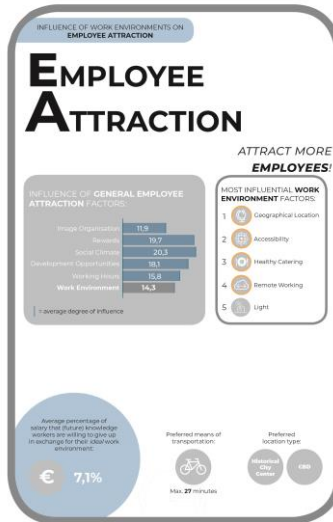
Max. **27** minutes

Preferred
location type:

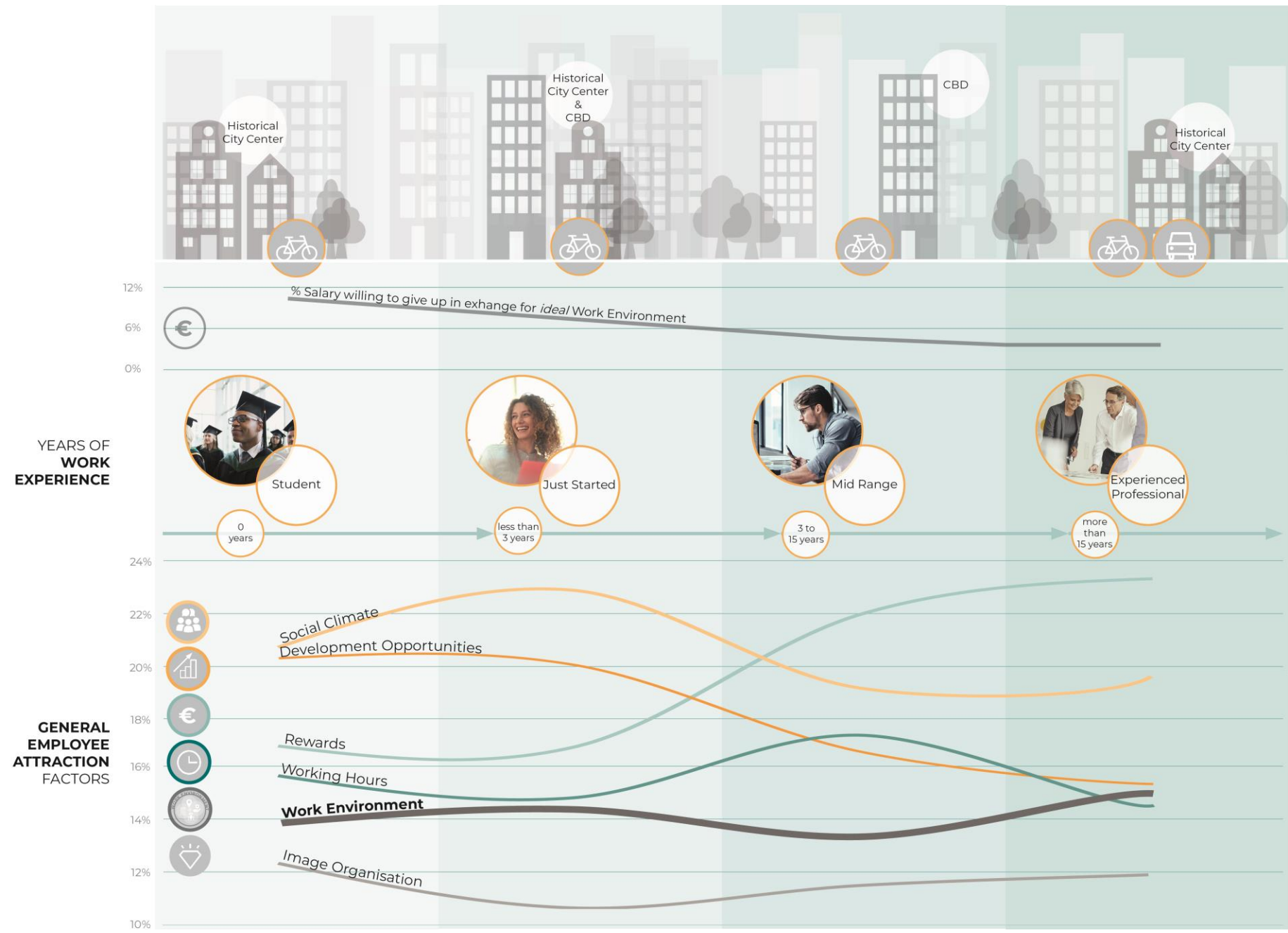
Historical
City
Center

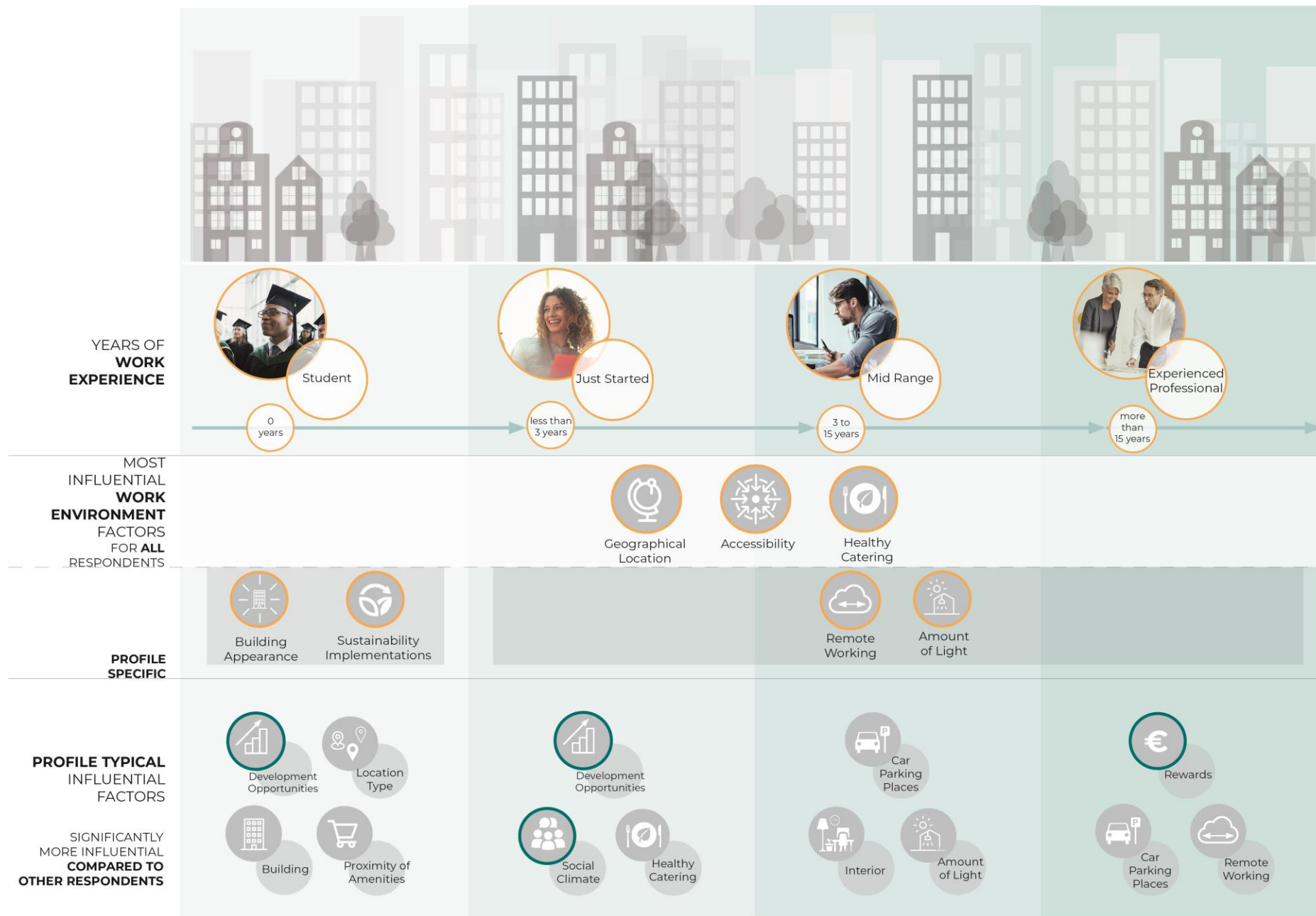
CBD

= most influential factor of corresponding category, based on all profiles



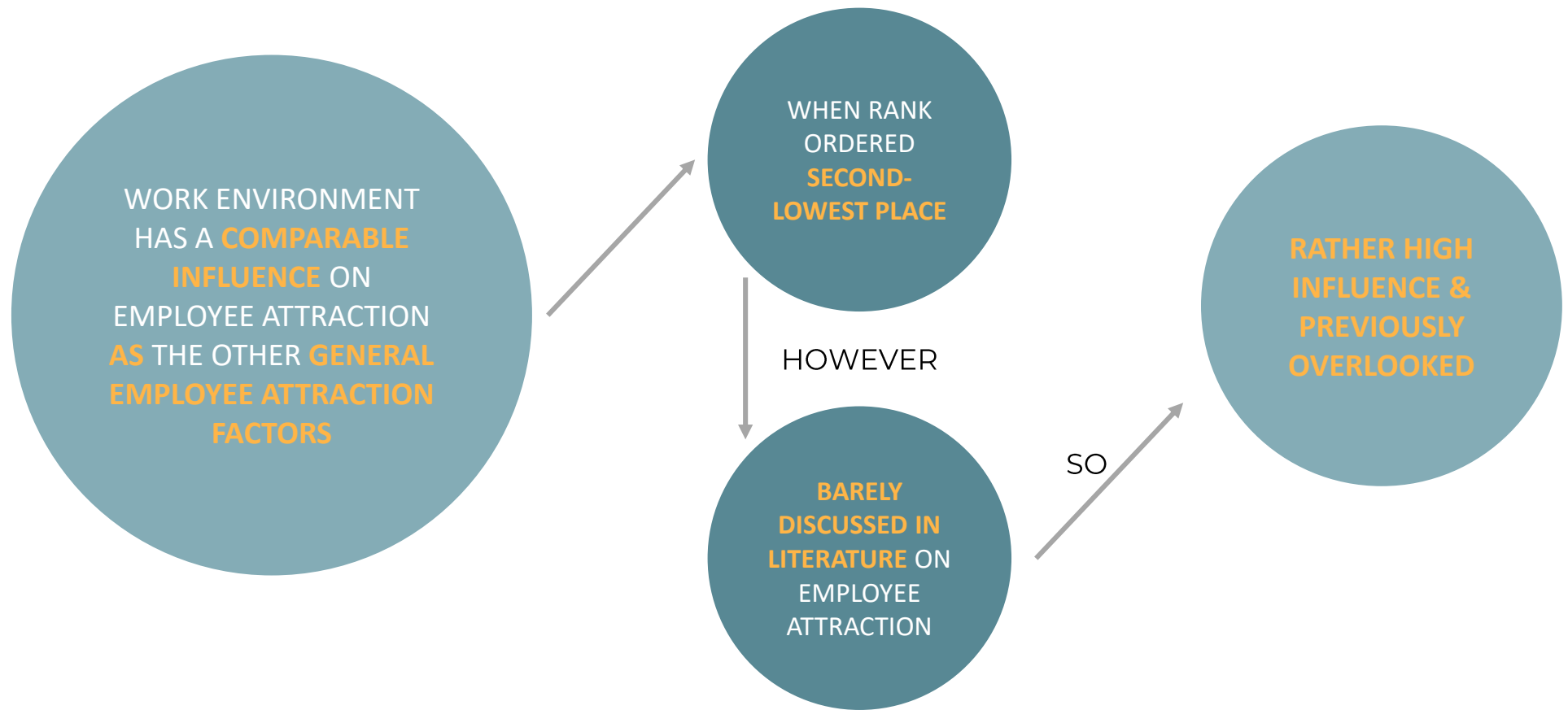
SYNTHESIS







“What is the influence of work environments
on attracting employees
to enhance competitive advantage within the war for talent?”



CONCLUSIONS

“What is the influence of work environments on attracting employees to enhance competitive advantage within the war for talent?”

THE SURVEY
RESPONDENTS HAVE A
COMPARABLE OPINION
ON THE DEGREE OF
INFLUENCE OF THE **WORK**
ENVIRONMENT

WHEN TESTED AGAINST
GENERAL EMPLOYEE
ATTRACTION VARIABLES

HIGHEST INFLUENCE



$\mu=38$



$\mu=28$

LOWEST INFLUENCE



$\mu=19$



$\mu=15$

RESPONDENTS ARE
WILLING TO **GIVE UP**
7,1% OF THEIR
SALARY IN
EXCHANGE FOR
THEIR **IDEAL WORK**
ENVIRONMENT

1		Geographical Location	2,0
2		Accessibility of the Location	2,0
3		Healthy Catering	0,9
4		Remote Working	0,9
5		Amount of Light	0,8

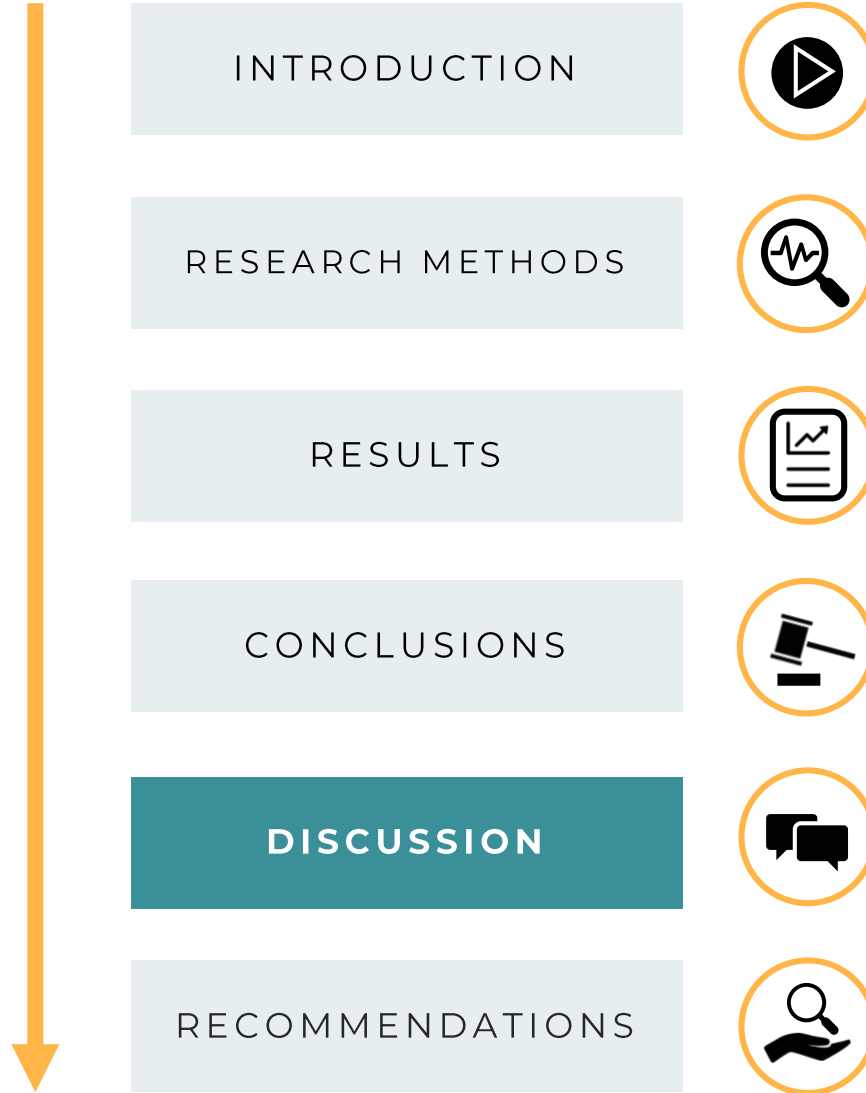
CONCLUSIONS

“What is the influence of work environments
on attracting employees
to enhance competitive advantage within the war for talent?”

**SIGNIFICANT
DIFFERENCES** FOUND
BETWEEN **GROUPS** FOR
ALMOST ALL VARIABLES

THE INFLUENCE OF
(WORK ENVIRONMENT)
ATTRACTION FACTORS
**DEVELOPS
THROUGHOUT A
CAREER PATH**

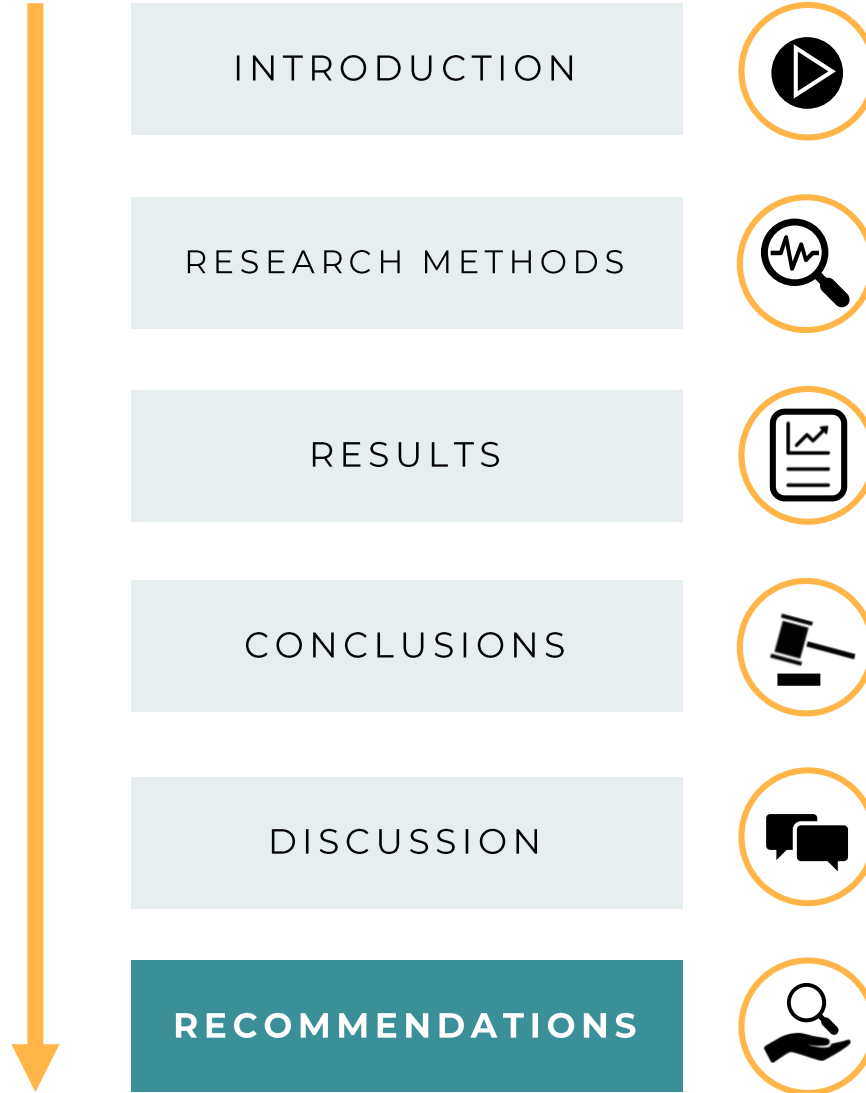
CONCLUSIONS



JOB APPLICANT DOES
NOT ALWAYS HAVE
INFORMATION ON THE
WORK ENVIRONMENT
OF A POTENTIAL JOB

INFLUENCE OF WORK
ENVIRONMENT MIGHT
BE **DIFFERENT** IN
ECONOMIC RECESSION

DISCUSSION



MORE
UNCONSCIOUS
QUESTIONS IN
SURVEY
CONJUNCT RESEARCH

CASE STUDIES ON
OFFICES
WELL-KNOWN
FOR
ATTRACTIVENESS

QUALITATIVE
INTERVIEWS FOR
MORE IN-DEPTH
INFORMATION

