THE INFLUENCE OF WORK ENVIRONMENTS ON EMPLOYEE ATTRACTION

Identifying the role of work environments in enhancing competitive advantage within the war for talent

Graduation Presentation| Shuly Themans | 23 January 2020
Influence on your job choice?
‘War for Talent’
‘WAR FOR TALENT’

COMPANIES INVEST IN **WORK ENVIRONMENTS** TO ATTRACT EMPLOYEES

RELOCATING

TRANSFORMING
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
IDENTIFY

INFLUENCE OF WORK ENVIRONMENTS ON EMPLOYEE ATTRACTION TO PROVIDE INSIGHTS TO COMPANIES AS PART OF THEIR STRATEGIES ON ENHANCING THEIR COMPETITIVE ADVANTAGE WITHIN THE WAR FOR TALENT

GOAL

INTRODUCTION  RESEARCH METHODS  RESULTS  CONCLUSIONS  DISCUSSION  RECOMMENDATIONS
“What is the influence of work environments on attracting employees to enhance competitive advantage within the war for talent?”
## Work Environment Variables

### Rank Order

<table>
<thead>
<tr>
<th>Variable</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Geographical Location</td>
<td>2.0</td>
</tr>
<tr>
<td>Accessibility of the Location</td>
<td>2.0</td>
</tr>
<tr>
<td>Healthy Catering</td>
<td>0.9</td>
</tr>
<tr>
<td>Remote Working</td>
<td>0.9</td>
</tr>
<tr>
<td>Amount of Light</td>
<td>0.8</td>
</tr>
<tr>
<td>Building Appearance</td>
<td>0.8</td>
</tr>
<tr>
<td>Proximity of Amenities</td>
<td>0.7</td>
</tr>
<tr>
<td>Location Type</td>
<td>0.7</td>
</tr>
<tr>
<td>Sustainability Implementations</td>
<td>0.7</td>
</tr>
<tr>
<td>ICT (helpdesk)</td>
<td>0.7</td>
</tr>
<tr>
<td>Networking Opportunities</td>
<td>0.6</td>
</tr>
<tr>
<td>Interior Design</td>
<td>0.6</td>
</tr>
<tr>
<td>Personal Workplace</td>
<td>0.6</td>
</tr>
<tr>
<td>Coffee, thee and other Refreshments</td>
<td>0.6</td>
</tr>
<tr>
<td>Ergonomic Workplace</td>
<td>0.6</td>
</tr>
<tr>
<td>Variety in Workplace Types</td>
<td>0.6</td>
</tr>
<tr>
<td>Car Parking Places</td>
<td>0.5</td>
</tr>
</tbody>
</table>

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368 survey respondents

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**RESULTS**

**MULTIPLYED MEAN**

**SIGNIFICANTLY HIGHEST VALUED VARIABLE OF CATEGORY**
...results of sample as a whole

but...

what are the differences between people?
SOCIO-DEMOGRAPHIC PERSPECTIVES

- **Current Situation**
  - Student | Employed

- **Gender**
  - Women | Men

- **Generation**
  - Millennials | Generation X

- **Household Composition**
  - Friends | Alone | Children | Partner | Parents

- **Educational Level**
  - HBO | WO

EMPLOYMENT PERSPECTIVES

- **Years Work Experience**
  - <1 | 1-3 | 3-7 | 7-15 | >15

- **Job Level**
  - Manager | Individual Contributor

- **Working Time**
  - Fulltime | Parttime

- **Desk Type**
  - Assigned | Flexible
## Results

<table>
<thead>
<tr>
<th>DIFFERENT GROUPS</th>
<th>INTRODUCTION</th>
<th>RESEARCH METHODS</th>
<th>RESULTS</th>
<th>CONCLUSIONS</th>
<th>DISCUSSION</th>
<th>RECOMMENDATIONS</th>
</tr>
</thead>
</table>

### General Employee Attraction
- Location
- Services & Facilities
- Building
- Workplace
- Living Organization

### Work Environment
- Location
- Services & Facilities
- Building
- Workplace
- Change
- Office
- Accessibility
- Working of employees

### Services & Facilities
- Location
- Services & Facilities
- Building
- Workplace
- Apparent
- Networking
- Sustainability

### Workplace
- Location
- Services & Facilities
- Building
- Workplace
- Homer
- Service of Teams
- Personal Workplace
- Service Marketing
- Employment
- Light
INFLUENCE OF WORK ENVIRONMENTS ON EMPLOYEE ATTRACTION

**Millennial Profile**
Born between 1980 and 1998

**Attract More Millennials!**

**Influence General Employee Attraction Factors:**
- Image Organisation: 11.5
- Rewards: 11.7
- Social Climate: 20.7
- Development Opportunities: 18.8
- Working Hours: 15.2
- Work Environment: 14.0

*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
- Healthy Catering
- Variety of Workplace Types
- Preferred means of transportation
- Preferred location type

Average percentage of salary that Millennials are willing to give up in exchange for their ideal work environment: €7,7%
“What is the influence of work environments on attracting employees to enhance competitive advantage within the war for talent?”

WORK ENVIRONMENT HAS A COMPARABLE INFLUENCE ON EMPLOYEE ATTRACTION AS THE OTHER GENERAL EMPLOYEE ATTRACTION FACTORS

WHEN RANK ORDERED SECOND-LOWEST PLACE

BARELY DISCUSSED IN LITERATURE ON EMPLOYEE ATTRACTION

RATHER HIGH INFLUENCE & PREVIOUSLY OVERLOOKED
"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
- Geographical Location (μ=38)
- Accessibility of the Location (μ=28)

LOWEST INFLUENCE
- Healthy Catering (μ=19)
- Remote Working (μ=15)
- Amount of Light (μ=15)

RESPONDENTS ARE WILLING TO GIVE UP 7.1% OF THEIR SALARY IN EXCHANGE FOR THEIR IDEAL WORK ENVIRONMENT.
“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.
INTRODUCTION
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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.
MORE UNCOGNIZANT QUESTIONS IN SURVEY
CONJUNCT RESEARCH

CASE STUDIES ON OFFICES WELL-KNOWN FOR ATTRACTIVENESS

QUALITATIVE INTERVIEWS FOR MORE IN-DEPTH INFORMATION
QUESTIONS?