



Great ways to explore career expectations.

Addressing Talent Attraction, Retention, and Engagement Challenges in the Belgian Context.

A research report by Great Place To Work Belgium & Vlerick Business School's Centre for Excellence in Strategic Talent Management

What's inside



Great ways to explore career expectations.

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Report highlights



1

Belgian employees attach great importance to relations with colleagues and supervisors. They have high expectations towards the social atmosphere (95%), communications with colleagues (94%) and cooperation (93%). Relatively little importance is attached to international experience (36%), job security (21%) and media access (13%).

2

Career development is the primary reason for leaving an organisation (47%). Trust in management (39%) and workplace culture (34%) are considered the second and third reasons.

3

In deciding to join an organisation, financial factors play the most significant role (58%). Career development is also crucial (56%), and 48% emphasise the importance of the meaningfulness of their work.

4

Develop a stronger brand to effectively communicate values, mission, and culture. 44% of Belgian job seekers actively look for organisations that are recognised as good employers. 51% are more inclined to apply for a position in an organisation with a label. In terms of retention, 56% of Belgian employees are inclined to stay longer at a company that is recognised as a good employer

Foreword

It is 2024. Fighting for and retaining top talent is still a hot topic. Companies must continually reinvent themselves and commit to good HR practices to retain their people and attract new ones. Why? Because job candidates and employees are currently setting the ship's course. Strategically managing human capital continues to be fundamental for proactively addressing the demands of an increasingly competitive talent landscape.

Can organisations impact their retention rate? And can organisations match their offerings to the expectations of new talent? This is where Great Place To Work® and Vlerick Business School have joined forces with the support of our media partners: Références, HTag, Nieuwe Media Group, and HR Magazine. The aim of this study is to **assist HR practitioners in navigating how to respond to the rapidly changing needs and expectations of talent.**

For this study, we sought employees currently working in Belgian organisations. The questionnaire explores career expectations and intentions, as well as the importance Belgian employees attach to the promises made by current or prospective employers. Through this academic approach, we hope to inspire organisations to draft an effective employer branding strategy.





Study sample

The research project took place between November 2023 and March 2024. This report contains the results of employee career expectations. In total, 335 employees – 47% men and 53% women – took part in this study. 79% of our respondents fall within the age range of 25 to 54 years. 90% of the respondents are currently employed in an indefinite contract. The majority are employed in the private sector (73%) and work fulltime (93%). 52% hold managerial positions, and 37% are engaged in white-collar jobs. 49% of the participants work at an organisation employing more than 1000 employees. Based on contract type and sector, our sample corresponds to the normal distribution in Belgium¹, allowing us to speak of a representative sample of the higher-educated white-collar worker. For further details, please consult Appendix A.

Job search channels

In choosing the best job posting channels, it is crucial to know your target audience: level, industry, location, etc. However, our results show that targeting on the demographic characteristic of age is not necessary, as we observed no generational differences in the preference for job search channels. This means that HR practitioners do not need to differentiate their job posting strategy based on age. Regardless of whether the job candidates have just graduated or have 20 years of experience, the top 3 channels remain social media, word of mouth, and company websites.

Despite the importance of digital today, job seekers still value informal ways of job seeking, such as talking to friends or family who might refer the organisation. For organisations with many open vacancies, a recruitment strategy still requires online and offline efforts.

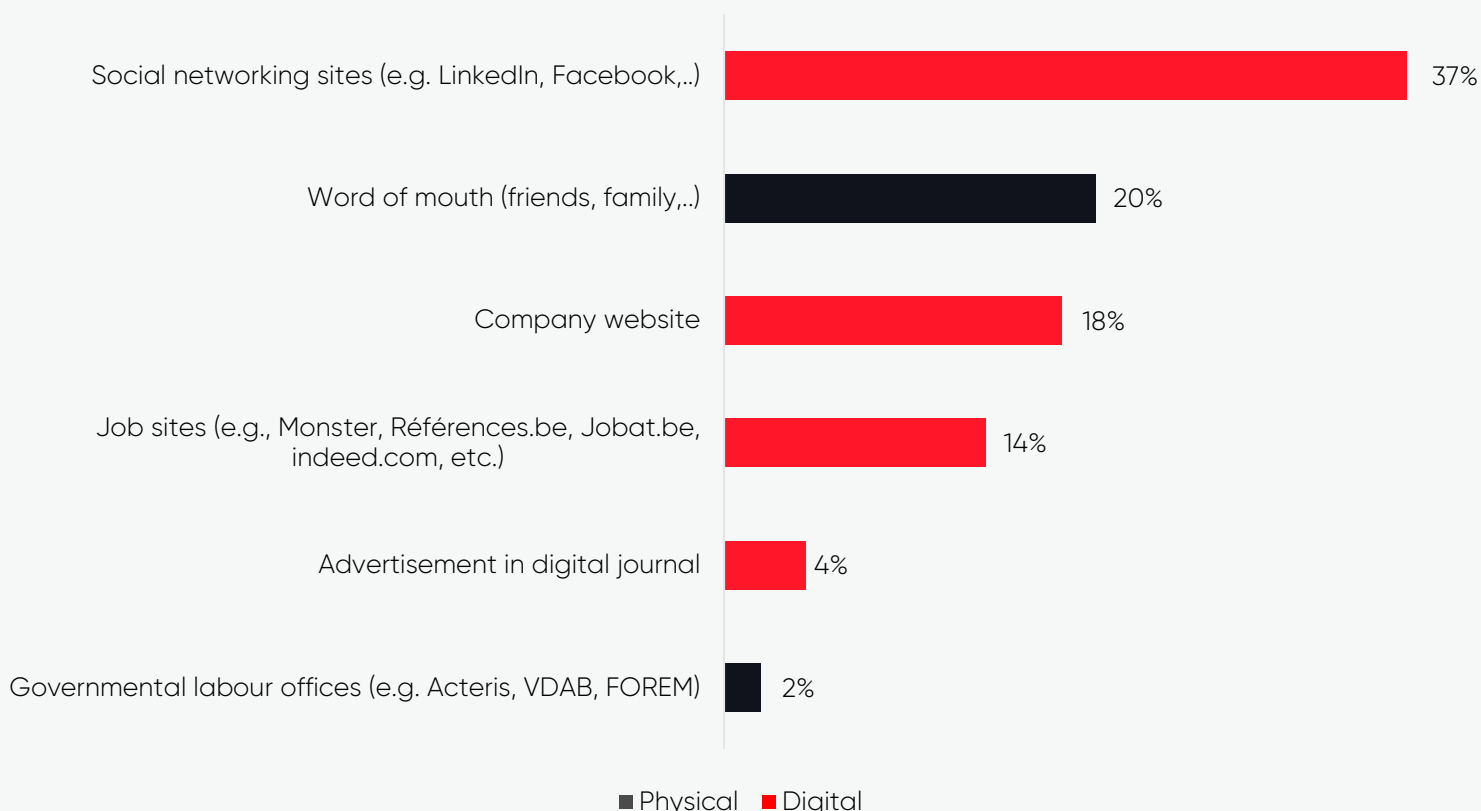


Figure 1: Overview of job search channels (% of respondents indicating they would use this channel to find out about professional opportunities)

Figure 1 shows an overview of the job search channels preferred by Belgian employees.

01

Our data revealed that job seekers prioritise **social networking sites (37%)** as their primary channel for job searches. For organisations, this means there is great potential in promoting job vacancies through their own social media channels and running paid advertisements to reach more people. Like job listing websites, you can target your advertisement and posts to reach the most relevant users on social media platforms. LinkedIn – with a membership of more than 875 million users worldwide – is one of the largest social networks, making it an essential platform for professionals but also for recruiters who use the platform to screen candidates before inviting them to an interview.

02

Word of mouth (20%) is the second preferred method. This shows that referral programmes are still an effective approach to hiring. This method incentivises current employees to promote the job opening in their network and encourage qualified professionals to apply. This approach is cost-effective and ensures that candidates with relevant skills and profiles apply for the job. Another benefit of employee referral programmes is that they convert existing employees into brand ambassadors for your organisation.

03

The third preferred job search channel for job candidates is **company websites (18%)**. Many candidates search for job opportunities on the careers page of the organisation they are interested in. This is particularly true for larger organisations and industry leaders that are considered great workplaces. Optimising the careers page via search engine optimisation (SEO), organisations can attract candidates searching for open positions through search engines.

What do employees expect from their employer?

The psychological contract.

To understand the relationship between employers and employees, we must explore the Psychological Contract. Psychological contracts are characterised by the individual's belief that an agreement is mutual – that is, a common understanding exists that binds the parties involved to a particular course of action. Prior to employment, one can possess beliefs regarding work, occupations, and organisations that will set in motion certain responses before joining a future employer.

When these expectations do not match reality, employees are more likely to believe their psychological contract has been breached, which in turn may contribute to a reduced commitment to the organisation and an early departure.

- The characteristics of the psychological contract significantly impact various aspects of employee work experiences -

The characteristics of the psychological contract significantly impact various aspects of employee work experiences, such as job satisfaction, turnover, work attitudes, engagement, and more. Tailoring a specific and individual psychological contract for each employee profile is crucial for enhancing workplace performance, as it influences the overall job-related dynamics².

We asked respondents to indicate the extent to which they expect certain promises from their employer. There are 26 dimensions that are considered the most important retention factors in the HR literature, and these can be clustered in 3 categories. Table 1 gives an overview of these promises, categorised per colour:

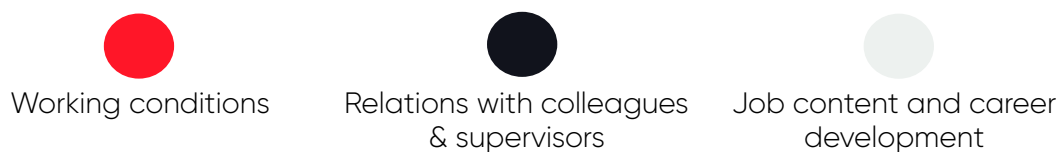


Table 1 shows and overview of the dimensions related to the psychological contract

| | | |
|--|--|--|
| WORKING CONDITIONS | Pay for performance Salary depending on my performance | Work-life balance Possibility to determine own working hours and holidays, respect for the private life and personal situation |
| | Financial rewards Financial rewards for exceptional performance | Flexible work arrangements Freedom in determining when and where to work |
| | Pay and benefits package The job offers an attractive pay and benefits package | Autonomy Freedom to determine working method |
| | Job security Long-term perspectives, ability to spend my entire career there | Social Media access Access to social media/networking tools during working hours |
| | Extra-legal benefits Regular benefits and extra's (e.g. hospitality insurance) | State-of-the-art technology Access to use state-of-the-art technology at work |
| RELATIONS WITH COLLEAGUES & SUPERVISORS | Social atmosphere A positive atmosphere at work | Supervisor feedback A boss who gives regular feedback on your performance |
| | Communication with colleagues Open communication between colleagues | Recognition A supervisor who shows his/her appreciation |
| | Supervisor support A supervisor who helps when necessary | Communication with supervisor A supervisor who you can easily talk to in an informal manner |
| | Matching company culture Match between employer and applicant based on shared values, vision and motivations | Cooperation The action or process of working together |

JOB CONTENT AND CAREER DEVELOPMENT

Horizontal career growth

Opportunities to move between positions of similar responsibility in different areas of competence

Job variety

A job with a lot of variety

Vertical career growth

Opportunities to raise to a higher level in the hierarchical structure of an organisation

Task significance

A job that allows you to have a significant impact (social, economic, environmental), dedicated to a cause

Training opportunities

Time to follow training during working hours

International experience

Opportunities to gain international experience

Future career

A job which is a good reference for your future career

Responsibility

A job with a lot of responsibility

When analysing the results (Figure 2), it is noteworthy that one aspect stands out despite the relative importance of all aspects: **Belgian employees attach great importance to relations with colleagues and supervisors** (top 3 highest expectations). They have high expectations towards the social atmosphere (95%), communications with colleagues (94%) and cooperation (93%). Employees also highly value job variety (90%), pay and benefits (90%) and a matching company culture (90%). Relatively little importance is attached to promises that are related to international experience (36%), organisations to spend an entire career with (job security) (21%), and social media access (13%).

Belgian employees attach great importance to relations with colleagues and supervisors.

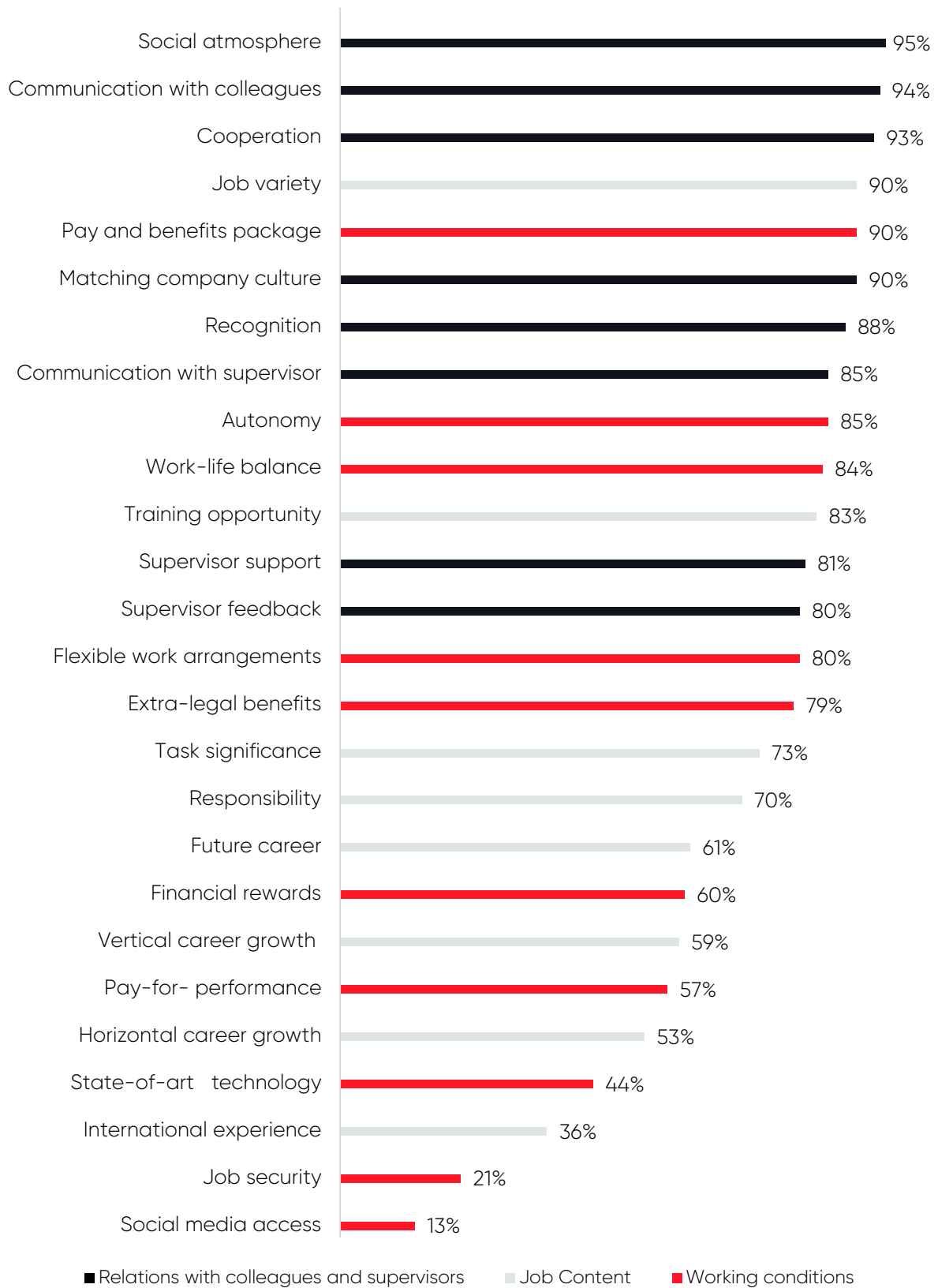
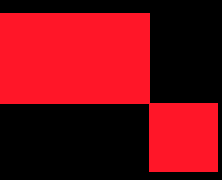


Figure 1: Importance of employer promises (% of respondents who have indicated that this employer promise is important to them)



Demographics and the psychological contract.

We investigated whether these results hold true for different demographic groups. Regarding **gender**, we observed that both men and women had the same top 3 expectations. Yet, 2 significant differences between men and women were found, consistent with the literature

- 01** First, there was a noteworthy distinction regarding **opportunities for horizontal growth within the organisation** – with women averaging at 3.54 on a 5-point Likert scale and men at 3.45. This is consistent with other research, in which **women tend to prioritise horizontal growth** and deepening more strongly than men, while men exhibit greater ambition regarding vertical growth and external profiling³.
- 02** Another difference was found related to **salary based on individual performance** – with a statistically significant difference of women scoring an average of 3.44 on a 5-point Likert scale compared to men's 3.53. This aligns with existing literature that suggests gender variations, indicating that men tend to negotiate more for pay⁴.

When considering factors such as age, company size, job title, and organisational type, we found no remarkable differences in the most preferred aspects (top 3) of the psychological contract. All groups place the highest importance on expectations regarding relationships with colleagues and the supervisor.

Affective engagement and the psychological contract.

What about the relationship between the psychological contract and engagement? To study this link, we adopted the **affective engagement scale**, which measures the extent to which people have enthusiastic, positive, and energetic feelings toward their work⁵. We found a significant correlation with 7 aspects of the psychological contract, and we used a statistical regression analysis technique to establish the specific coherence between these variables. The findings revealed that **7 variables of the psychological contract serve as predictors of affective engagement**, namely: job variety, task significance, responsibility, horizontal career growth, social atmosphere, matching company culture and recognition



Figure 3: Relationship between the psychological contract and affective engagement

Research indicates that perceived organisational support influences work-related outcomes and highlights the importance of considering the organisational context, such as perceptions of the psychological contract, when understanding the influence of perceived organisational support on affective engagement and work engagement⁶.

To conclude, these results infer an important message for employers: that is, pay enough attention to each of the dimensions of the psychological contract, especially the relations employees expect to have with their colleagues and supervisors. To attract and attain this population, it is important to start with open communication in the recruitment phase concerning the promises the employer is willing to make.





3 learnings for HR practitioners

1 There is no need to differentiate the job posting strategy based on age. Regardless of whether job candidates have just graduated or have 20 years of experience, the top 3 channels remain social media, word of mouth and company websites.

2 When asking employees which employer promises they found most important, the top 3 answers are situated in the domain of relationship with colleagues and supervisor. Organisations should focus on transparent communication, integrity, and involving employees in decision-making. Building trust among employees can improve overall workplace satisfaction. Organisations could benefit from investing in teamwork, hospitality and intimacy, as these serve as a lever for employee experience.

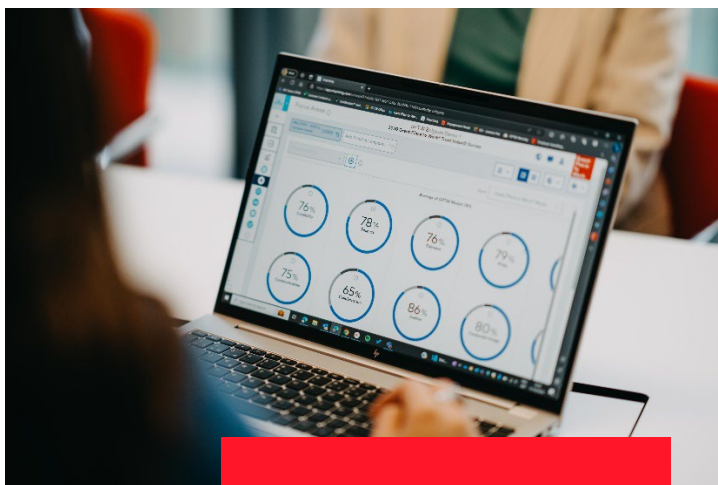
3 Predictors of employee engagement are job variety, task significance, responsibility, horizontal career growth, social atmosphere, matching company culture, and recognition. Be sure to make these topics part of the (in)formal check-in moments between employee and supervisor. Or even better: start early and make it part of your job vacancies and interviews. This is a way to stand out in the market and tell prospects why they should work for your company in line with their expectations.

What drives talent attraction and retention?

To retain their people and attract new ones, companies must continually reinvent themselves and commit to good HR practices. Why? Because job candidates and employees are currently setting the ship's course. But can organisations impact their retention rate? And can organisations match their offerings to the expectations of new talent? Our research has shown that the reasons employees leave an organisation and join another one are different. And the power of a good HR strategy is to know how you can bind the best talent to your organisation.

Reasons why employees leave an organisation.

For employees, **career development** is the primary reason for leaving their organisation (47%). Our findings confirm other research, which indicates that cultivating positive perceptions of employee development will drive employee job satisfaction and the resulting positive outcomes (e.g., higher intent to stay with the organisation)⁷. Investing in employee development and providing meaningful developmental experiences allow employees to see the extent that the organisation values them – and, in return, they have higher job satisfaction and do not exercise their liberty to leave.



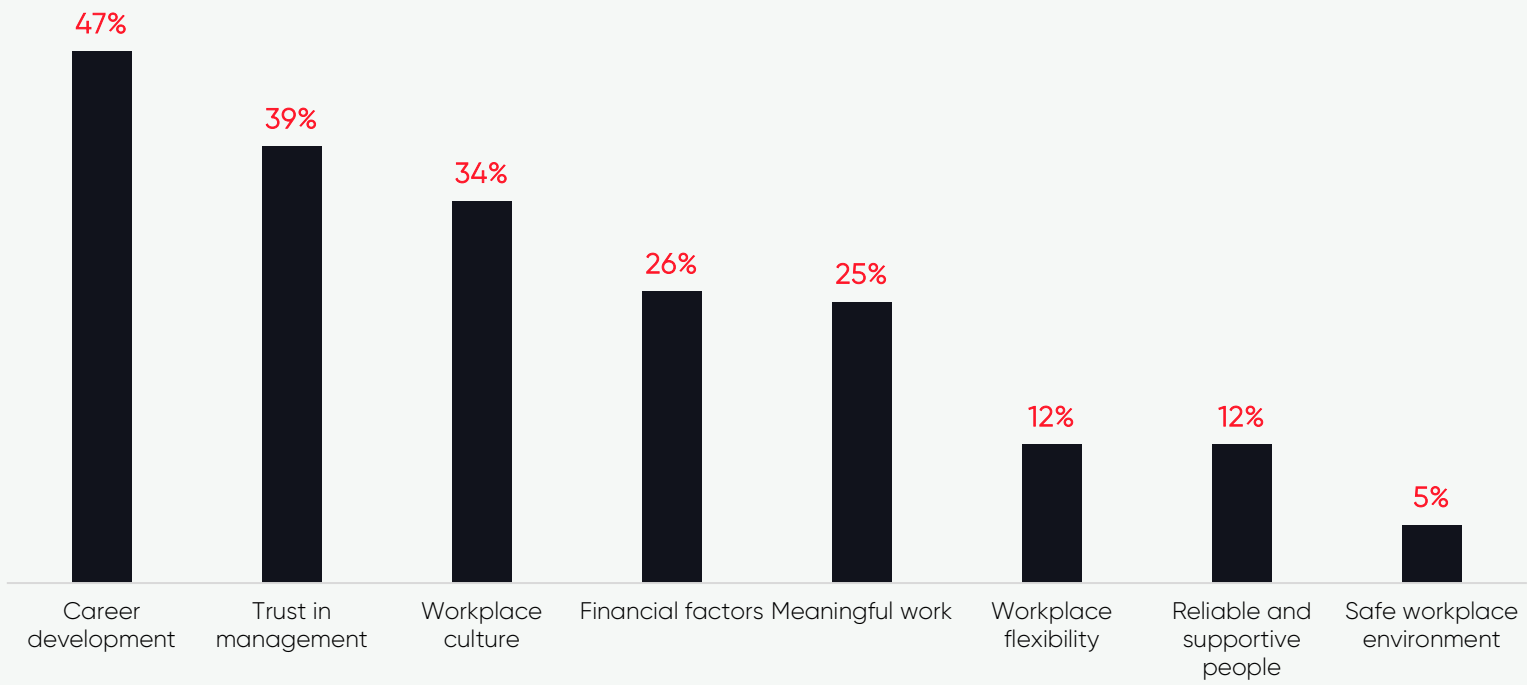
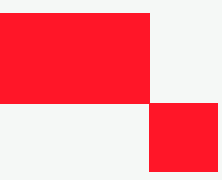


Figure 4: Which of these factors were most responsible for your decision to leave your previous organisation?

Figure 4 shows that **trust in management (39%)** and **workplace culture (34%)** are considered the second and third reasons to leave an organisation. Our data shows that trust between employees and leaders is the foundation of the employee experience. Leaders build high levels of trust through consistent demonstration of credibility, respect, and fairness towards their employees.

The chart also shows that workplace flexibility (12%), reliable & supportive people (12%), and a safe workplace environment (5%) are less important for employees and would not necessarily influence their decision to leave their current organisation.

Career development, trust in management and workplace culture are top reasons to leave an organisation.

Workplace flexibility

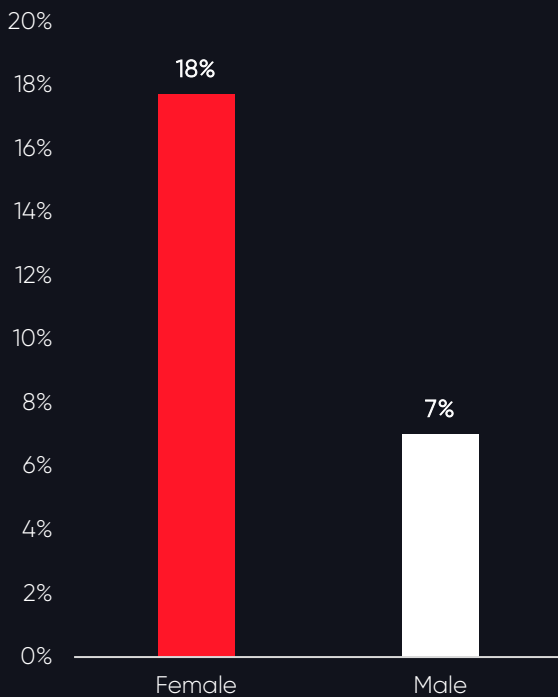


Figure 5: which of these factors were most responsible for your decision to leave an organisation (% female and male respondents)?

When looking at the differences between **male and female respondents**, we found a statistically significant difference in the answers with regards to workplace flexibility (Figure 5). For women, flexibility in terms of where and when to work is more important than for men. As we look ahead, the integration of flexible work arrangements is poised to become the standard rather than an exception. Organisations that recognise and adapt to this shift will be better positioned to retain and empower a diverse workforce. The implementation of flexible work arrangements is not just a strategic move for businesses – it is a step towards empowering women in their careers.

For women, flexibility in terms of where and when to work is more important than for men.

People in the 35-44 age category attach greatest importance to career development.

When looking at **age differences**, we found a statistically significant difference with regard to career development and trust in management. Figure 6 shows that people in the 35-44 age category attach greatest importance to career development (reported by 56%), followed by the 45-54 age category (reported by 50% of respondents).

We see a different trend for trust in management, where the importance increases with age. Employees at the start of their career (age 25-34) attach relatively little importance to this (33%), followed by people aged 35-44 (36%). Employees in the 45-54 (45%) and the 55-65 (48%) age categories reported attaching the most importance to trust in management as a reason to leave.

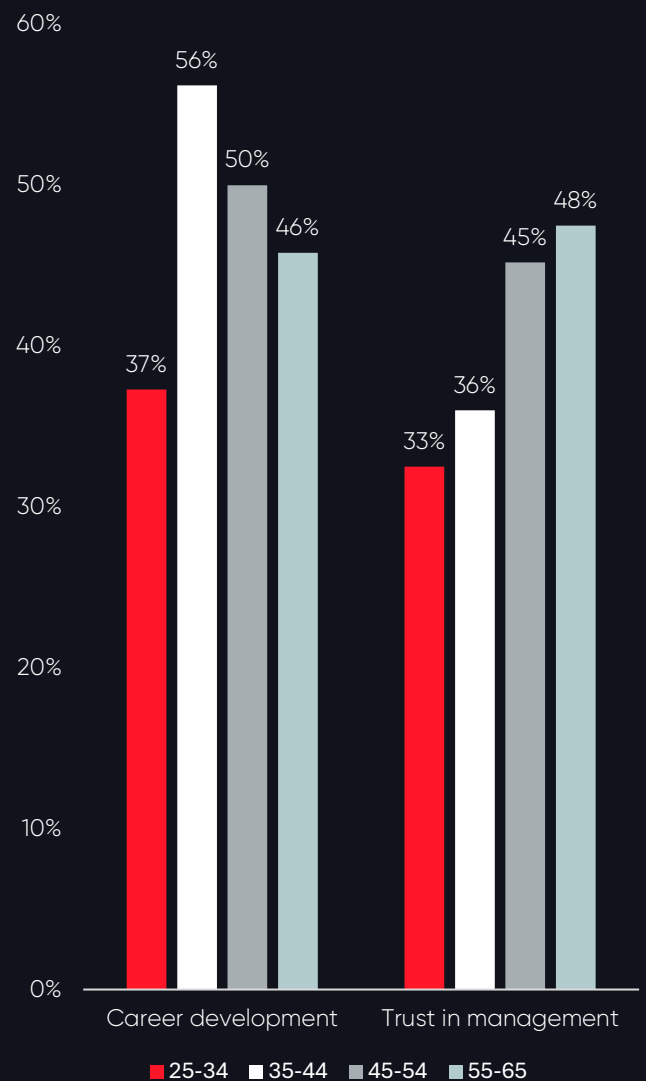


Figure 6: Which of these factors were most responsible for your decision to leave an organisation (% age categories)?

Reasons why employees choose to join an organisation

In deciding to work for a particular organisation, respondents report that **financial factors** play the most significant role (58%). Research confirms that remuneration has the largest effect on job attractiveness⁸. To attract talented people, organisations should include and highlight attractive pay, benefits, and flexible pay in their strategies.

Career development was mentioned as the second most important reason to sign a contract (56%), followed by 48% of respondents highlighting the importance of the **meaningfulness of their work**. Figure 7 shows that reliable and supportive people at work (22%) and workplace safety (5%) do not influence an individual's decision to join an organisation.

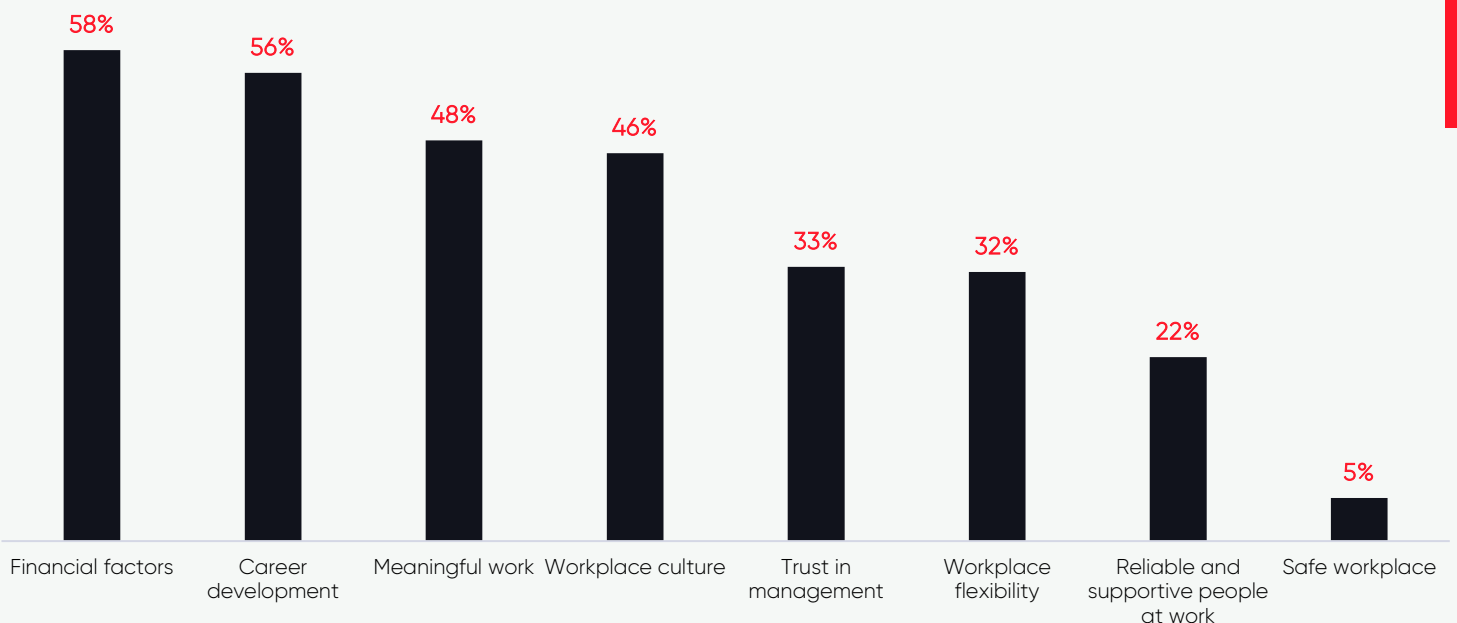
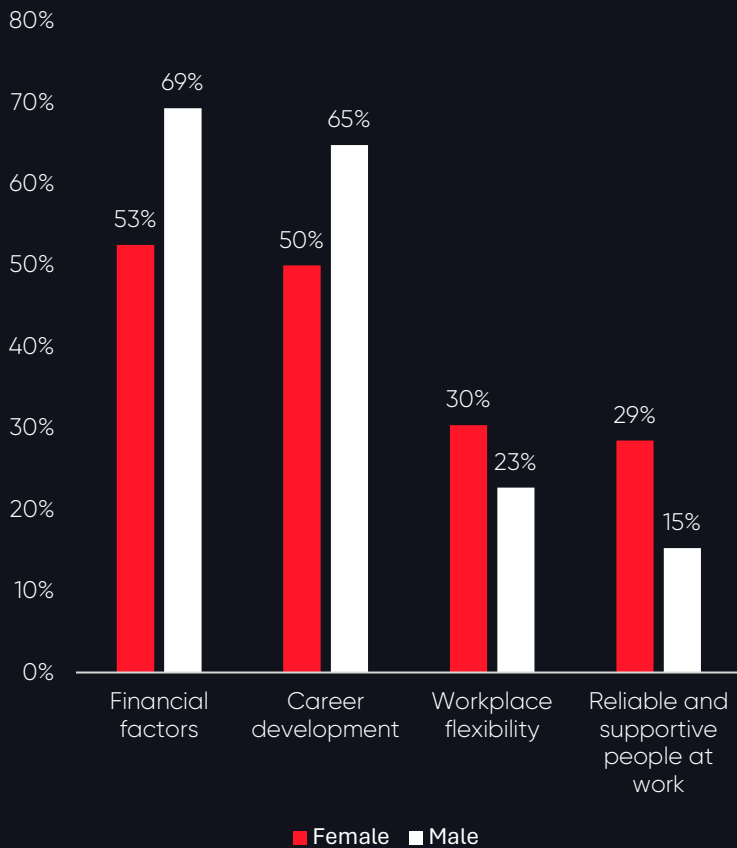


Figure 7: Which of these factors were most responsible for your decision to join an organisation?



Statistically significant differences in **gender** preferences were found with regard to financial factors, career development, workplace flexibility, and reliable and supportive people at work (Figure 8). Men (69%) tend to place greater importance on financial considerations compared to women (53%). The same goes for career development, with men (65%) putting more weight on this factor than women do (50%). Conversely, women (30%) prioritise workplace flexibility compared to 23% reported by men. Women also prefer reliable and supportive people at work (29%) compared with 15% reported by men.

Figure 8: which of these factors were most responsible for your decision to join an organisation? (% of male/female respondents)

Men tend to place greater importance on financial considerations compared to women.

People aged between 45-65 and looking for a new job attach less importance to financial factors or career development compared to younger age groups.

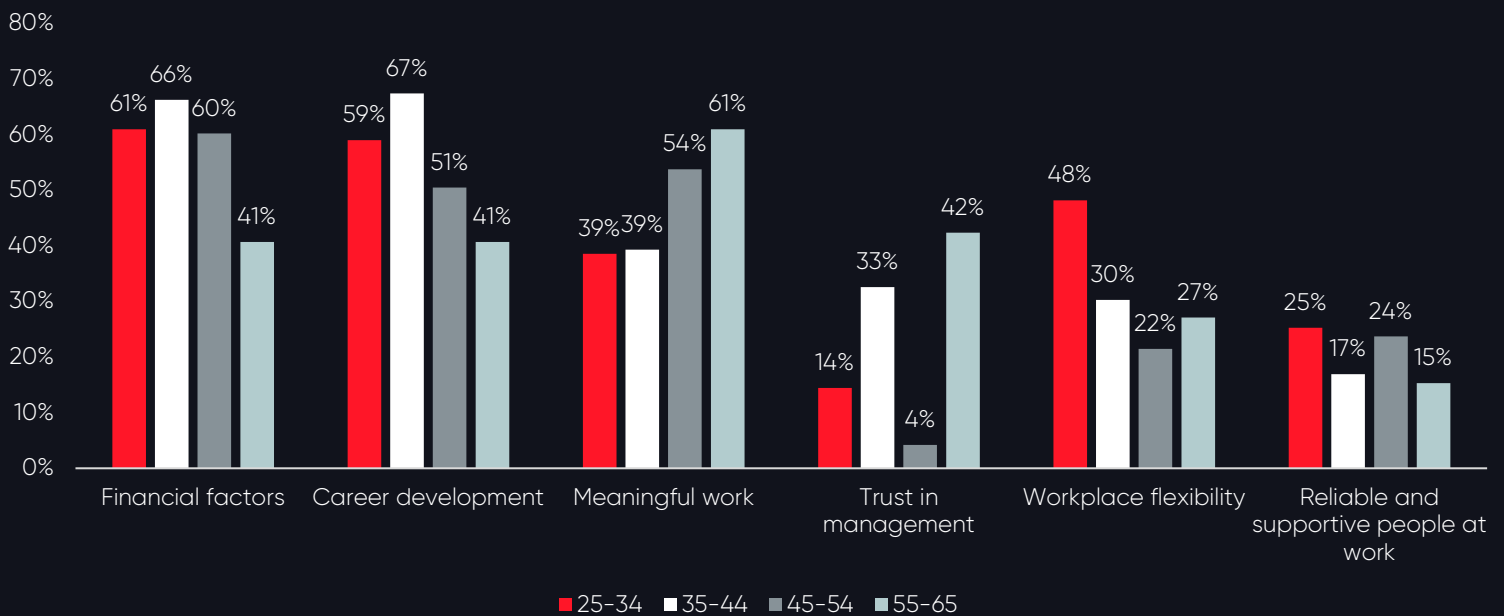


Figure 9: Which of these factors were most responsible for your decision to join an organisation? (% of age categories)

Zooming in on **age differences**, we found a statistically significant difference between age categories for financial factors, career development, meaningful work, trust in management, workplace flexibility, and reliable and supportive people at work (Figure 9).

People aged between 45-65 and looking for a new job attach less importance to financial factors or career development compared to the younger age groups. Rather, their decision to join a new employer depends on meaningful work and trust in management, which receive lower scores among the younger age groups.

On the other hand, younger people (aged 25-34) find it important to work for an organisation that offers workplace flexibility (48%), compared to lower scores in the older age groups (e.g., 22% for people aged 45-54). Offering flexible working conditions is a key consideration for young people, who believe they do not have to be in the office full-time to learn the job.



Attracting and retaining top talent? Learnings for HR practitioners.

1 The reasons for **joining** an organisation often **differ** from those for **leaving**. While organisations have relatively little impact on the attracting forces of the labour market, with talent shortage raging and recruiters fighting hard with the best proposals to attract job candidates, HR practitioners do have a significant impact on whether they can keep their top talent by offering career development perspectives, investing in credible management strategies, and investing in a good workplace culture.

2 For **women**, **flexibility in terms of where and when to work** is more important than it is for men. It impacts their decision to stay and their decision to look for new opportunities. As we look ahead, the integration of flexible work arrangements is poised to become the standard rather than an exception. Organisations that recognise and adapt to this shift will be better positioned to retain and empower a diverse workforce.

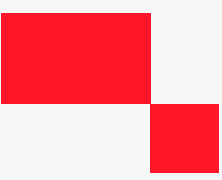
Turnover intention

Employee turnover refers to the rate at which employees leave a company. A very high turnover can indicate instability, lower turnover rates suggest a stable and content workforce. Yet, turnover that is too low can also mean that the employees are unhappy but decide to stay because of certain favourable working conditions. Turnover intention is also associated with affective engagement. For more details, please see Appendix B.

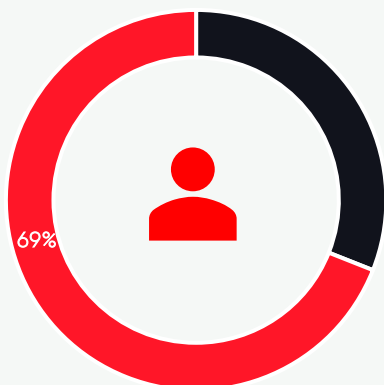
Understanding turnover rates is essential for organisations to make informed decisions about recruitment, selection, training, and job design strategies to motivate employees to stay in the organisation⁹.

We asked our respondents to answer questions regarding their inclination to leave an organisation. For this purpose, the Turnover Intention Scale (TIS) was implemented – 6 questions were selected for use in the present study¹⁰; 2 types of questions were posed: those concerning the current work situation, and those regarding the respondents' intention to leave the job.





The first part seeks to gauge the individual's perception of their current job in terms of fulfilling personal needs, achieving personal goals, and their anticipation of a typical workday.



69% say their first job fulfils their personal needs at work.

Figure 10: % of respondents saying their job fulfils their personal needs at work.

53% look forward to another day at work.

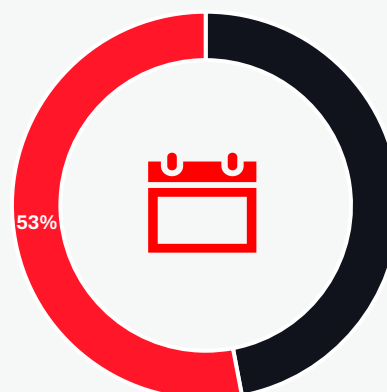
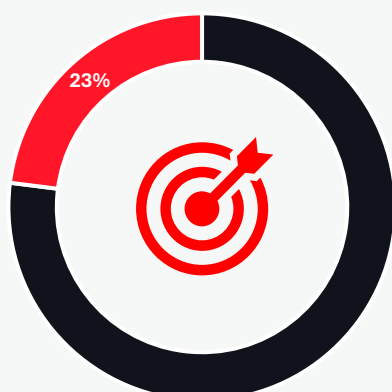
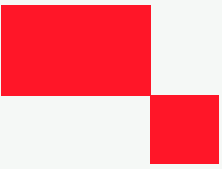


Figure 11: % of respondents looking forward to another day at work.

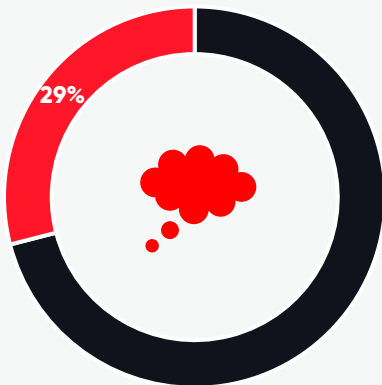


23% become frustrated when not given the opportunity at work to achieve personal work-related goals.

Figure 12: % of respondents becoming frustrated when not given the opportunity at work to achieve work-related goals



The second part involves inquiries about thoughts of leaving the job, considering accepting another job at the same compensation level, and a job with a better match for personal needs.



29% dream about getting another job that will better suit their personal needs.

Figure 13: % of respondents dreaming about getting another job.

24% are likely to accept another job at the same compensation level.

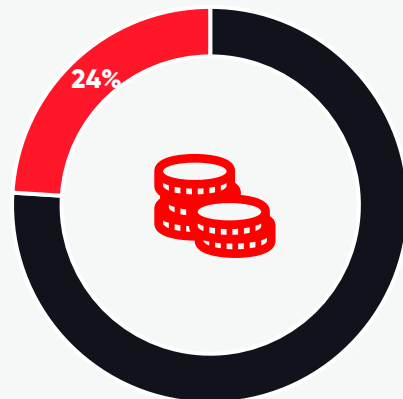
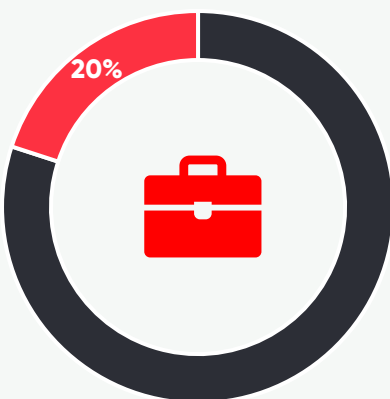


Figure 14: % of respondents likely to accept another offer at the same compensation level.



20% of the respondents reported they were considering leaving their job.

Figure 15: % of respondents considering leaving their job.

Demographics and turnover intention.

Do we see a link between work happiness and age? And should HR practitioners be aware of where potential employee turnover is situated within their organisation so they can actively work on this?

Our study showed that there is a relative difference observed among age groups in terms of considering leaving their job. Figure 16 demonstrates a declining trend is evident with increasing age, with the highest risk of employee turnover situated in the 35-44 age category.

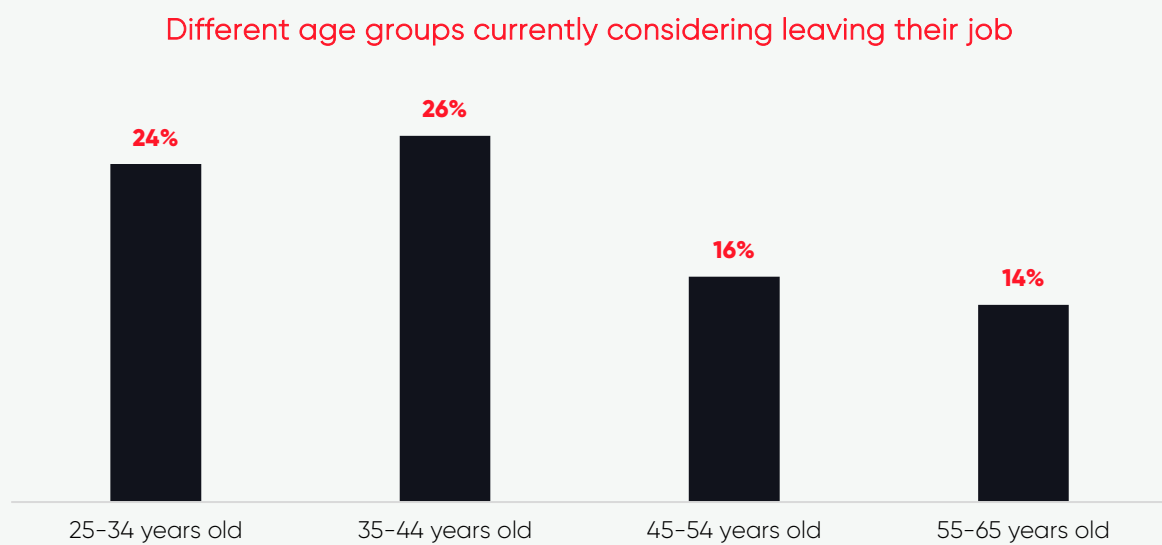


Figure 16: Which of these factors were most responsible for your decision to join an organisation Demographics & turnover intention (% of respondents who are considering leaving their job).

The effect of work happiness and age is confirmed by data from Great Place To Work and literature, with empirical evidence showing a flat U-shaped relationship between job satisfaction and age (Figure 17). This relationship indicates that work happiness declines until middle age and then rises again in older age¹¹.

GPTW Trust Index Scores for different age groups

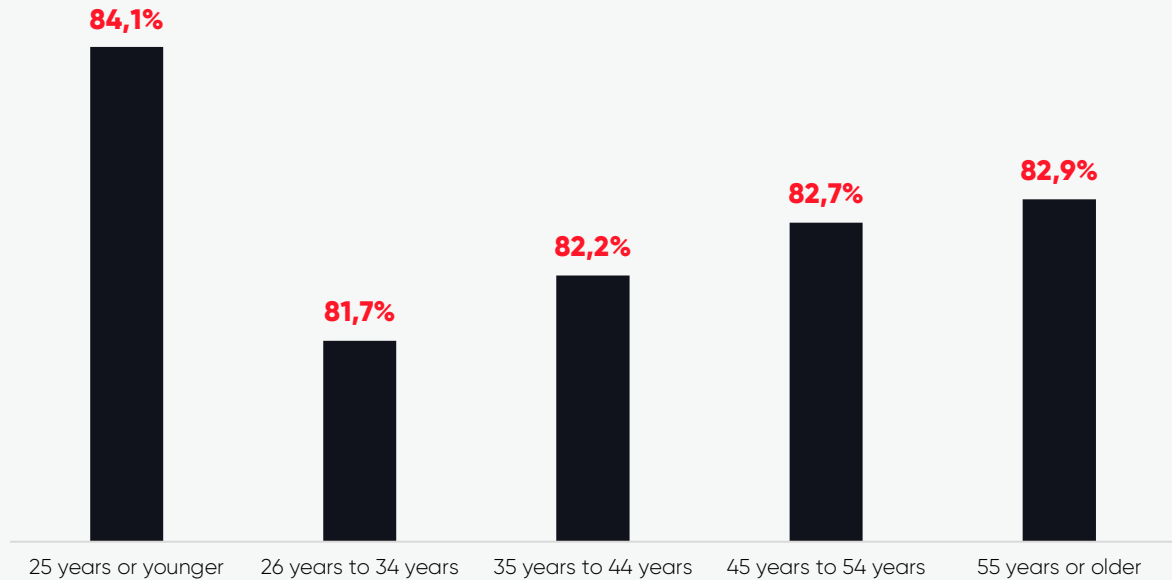


Figure 17: % of respondents in different age groups reporting a great experience on the Great Place To Work model.

Starting a new job or joining a new organisation often brings a sense of excitement. When taking the new challenge, people have the feeling that they are moving in the right direction. Endless possibilities are suddenly at their fingertips, and their future looks bright. In the literature, this feeling of enthusiasm and positivity at the beginning of a new professional career is known as **the honeymoon effect**. During this honeymoon phase, employees are filled with a sense of motivation and positive energy.

Unfortunately, we see that the honeymoon phase is – in most cases – only temporary. The initial enthusiasm of employees gradually fades away over time.

People become more seasoned within their role, encounter unexpected challenges, and face the realities of their work environment, which does not turn out to be so rosy at times.

This transition from the honeymoon phase to a more stable and realistic work experience is often referred to as the post-honeymoon or hangover effect. This phenomenon is not universal, nor does it appear on a fixed timeline. Some employees may continue to experience high levels of engagement and satisfaction even after a long period of time, while others may experience the effect sooner.

The effect of Employer Branding labels

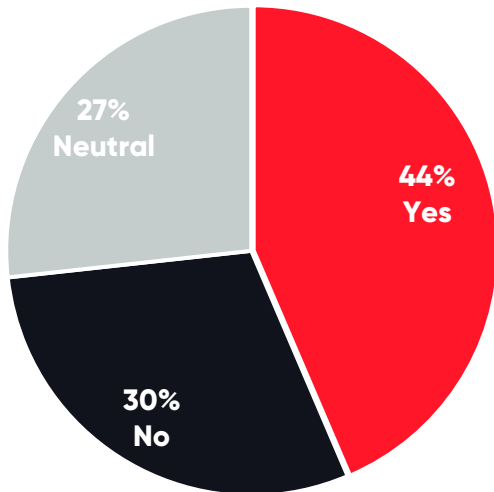


Having a label means that the business meets certain recognised standards or criteria. It serves as a sign of trust and credibility for stakeholders, enhancing the organisation's reputation and competitiveness in the market. This is equally true for employer branding labels, which are more crucial today than ever before.

In this study, we investigated to what extent employees feel it is important for their future employer to be recognised as an employer of choice. The respondents were asked 3 questions about employer branding labels or recognition: Does this affect their job search? Does it affect their intention to apply for the job? And does it affect their intention to stay at the organisation that is recognised.

A label serves as a sign of trust and credibility for stakeholders, enhancing the organisation's reputation and competitiveness in the market.

The effect of an employer label in the job search process.



The first question refers to recognition as a good employer. Figure 18 shows that **44% of job seekers are inclined to actively look for organisations that are recognised as good employers.** Job candidates will look for signs at a company's careers page or on social media accounts, or they will find a list of organisations that were recently proclaimed as good employers by a third party (such as Great Place To Work® Certified™ profiles, and Glassdoor-style websites). 27% of the respondents give a neutral answer, and 30% say they are not inclined to look for organisations that are recognised as good employers (that is, they would not specifically look for signs of good employership when looking for a new opportunity).

Figure 18: Tendency to look for organisations that are recognised as good



The effect of an employer label on the job application.

Figure 19 gives an overview of the answer provided to the following statement: "I would be more inclined to apply for a job in an organisation that is recognised as a good employer." **Half of the respondents (51%) report that they are more inclined to apply for a job in an organisation that is recognised with an employer branding label.** 33% are neutral, and 16% report that having an employer recognition label would not influence their decision to apply to a company. Research indicates that companies should use employer labels in recruitment advertising, because they make organisations more attractive to potential job candidates by increasing their perception of the prestige and 'fit' between employee and organisation¹².

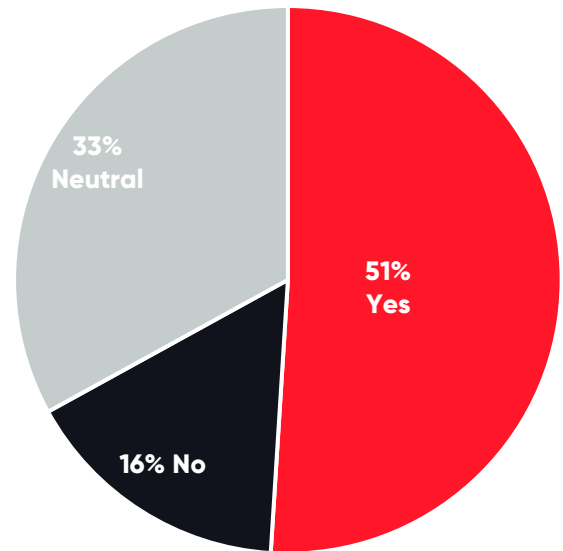


Figure 19: Tendency to apply for a job in an organisation that is recognised with an employer branding label (% of respondents)

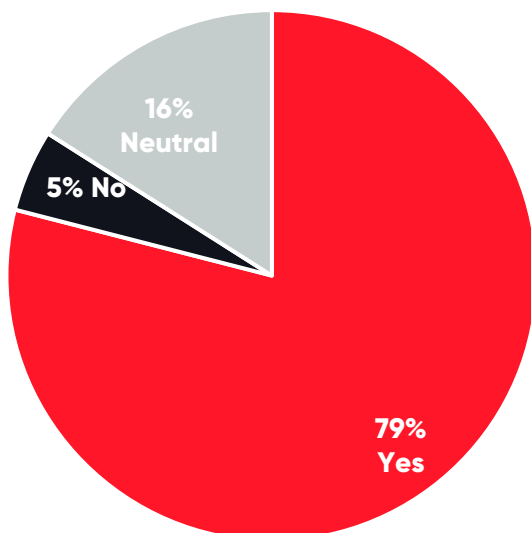
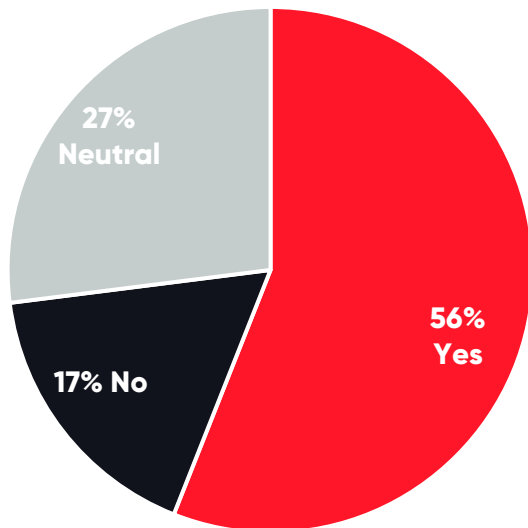


Figure 20: Graduates' tendency to apply for a job in an organisation that is recognised as a good employer (% of respondents)

The same question was posed to graduates belonging to the so-called 'Gen Z' who did not have any full-time working experience before answering our survey¹³. Among this group, most graduates (79%) indicate that they would be more likely to apply to a company that is recognised as a good employer by its employees (Figure 20). 16% are neutral, and 5% of students report that having an employer recognition label does not influence their decision to apply to a company. It is noteworthy that recent graduates have a different perspective on labels compared to individuals with prior work experience.

The effect of an employer label on retention.



The respondents also indicated to what extent they would be more inclined to stay longer with an organisation that is regarded as a good employer by its current employees. More than half (56%) say they would stay longer when the organisation has a label. 27% are neutral, and 17% say that an employer label does not affect their inclination to stay longer with the organisation (Figure 21).

Figure 21: Intention to stay longer with an organisation that is scored as a good employer by its current employees (% of respondents)

Our findings are in line with what other research suggests with regard to **workplace certifications and associated lower employee turnover**. The higher in the ranking of good employers, the lower their employee turnover. Certifications serve to present companies as attractive workplaces, encouraging people to join or stay with the company. These signals provide a sense of unanimity about the company's excellence, which improves the organisation's effectiveness in managing its workforce. Moreover, they reinforce the employees' identification with the company, creating a deeper sense of belonging¹⁴.

In the present study, there are negligible differences between the age groups. No notable differences were found in terms of job title. This means that, regardless of your age or job title, equal importance is attached to the labels.



3 learnings for HR practitioners.

1

It is crucial for organisations to **deeply understand their internal dynamics before projecting their image externally**. It is important to determine what makes the organisational culture unique among competitors, how to promote inclusiveness, personalise practices and uphold core values and philosophy. Utilising data, collecting statistics, and providing examples are recommended.

2

29% of Belgian employees dream about getting **another job** that will better suit their personal needs – employees at the highest risk of leaving are between 35–44 years of age. Discuss the needs of your employees and focus on their future within the organisation during (in)formal check-ins. Recognise the desire for social interaction and camaraderie, and invest in career development as an essential strategy to retain talent.

3

Develop a **stronger brand** to effectively communicate values, mission, and culture. 44% of Belgian job seekers actively look for organisations that are recognised as good employers. 51% are more inclined to apply for a position in an organisation with a label. In terms of retention, 56% of Belgian employees are inclined to stay longer at a company that is recognised as a good employer. Labels that validate the company's commitment to excellence enhance its attractiveness to potential employees, but they have an even stronger effect on employee retention.

Developing a clear employer brand is an essential recruitment strategy that employers often overlook. Think about your employer brand just like you would think of a candidate's resume: you are looking for ways to tell a story, stand out in the market, and tell prospects why they should work for your company.



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Appendix

Appendix A

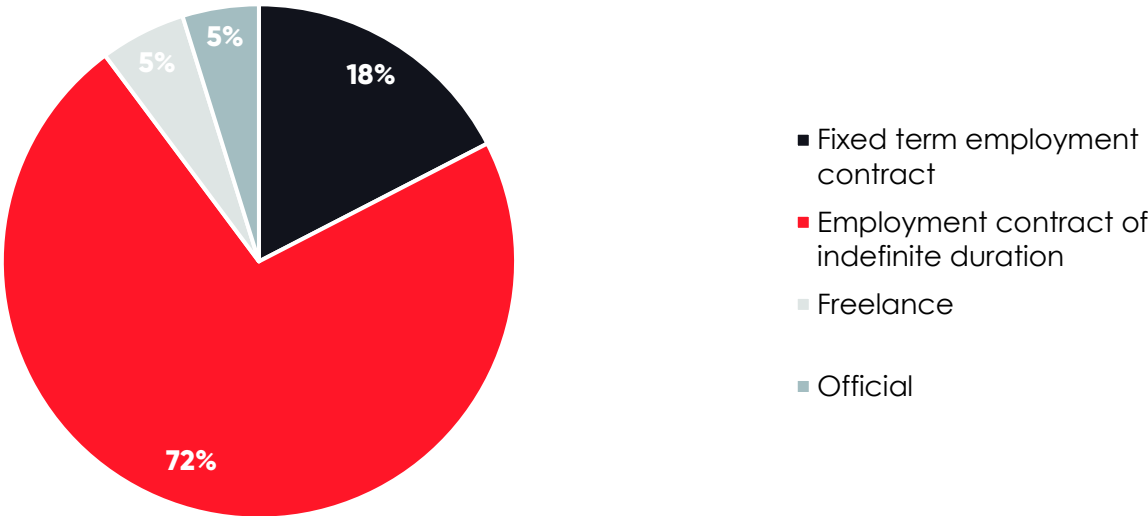


Figure 22: Employment status

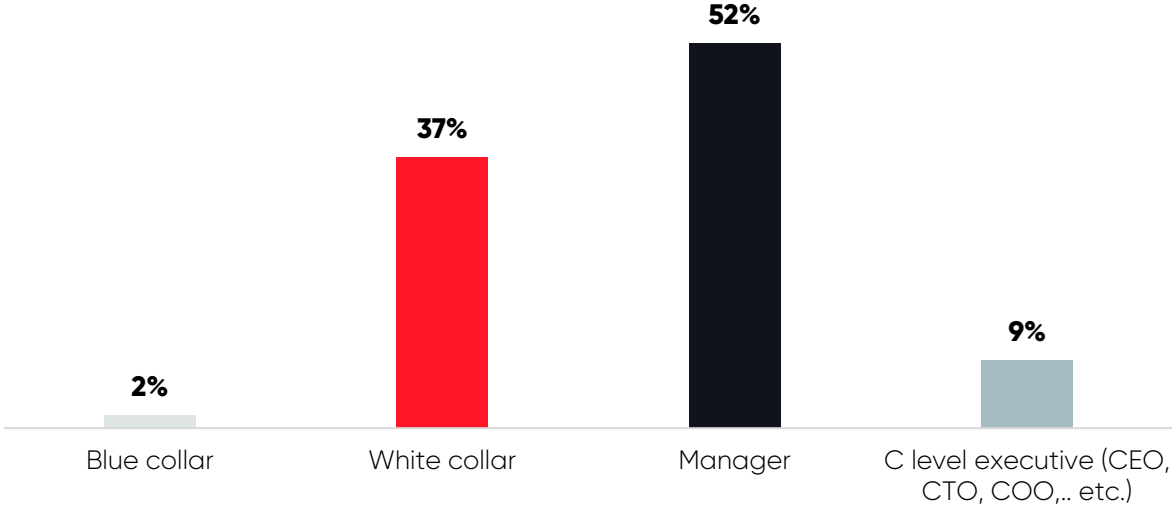


Figure 23: Job title

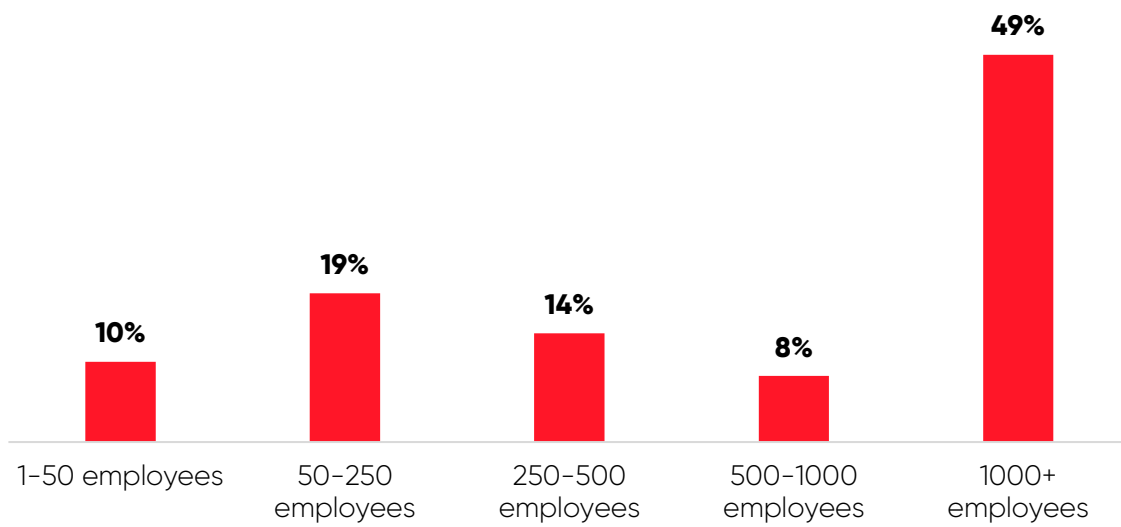
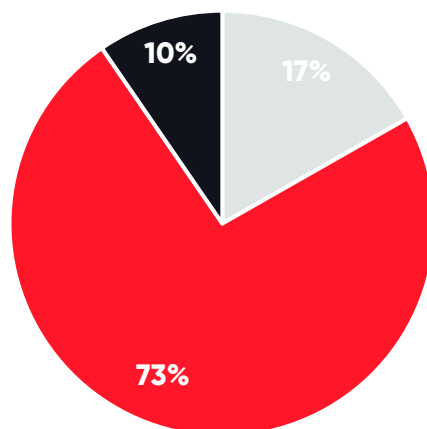


Figure 24: Total number of employees in the organisation



Public Private Non-profit

Figure 25: Type of organisation

Appendix

Appendix B

We investigated whether turnover intention is associated with affective engagement. A positive correlation was found with looking forward to another day at work and the extent of fulfilling personal needs. Conversely, a negative relationship was found with considering leaving the job, frustration when not given the opportunity at work to achieve personal work-related goals, dreaming of another job that will better suit personal needs, and accepting another job with the same compensation level.

Table 2: Relationship between turnover intention and affective engagement.

| Turnover intention (6 statements) | Affective engagement |
|--|----------------------|
| 1. Looking forward to another day | .524** |
| 2. The extent of fulfilling personal needs | .694 |
| 3. Considered leaving the job | -.549 |
| 4. Frustration when not given the opportunity at work to achieve personal work-related goals | -.467** |
| 5. Dreaming of another job that will suit personal needs | -.592** |
| 6. Accepting another job with the same compensation level | -.498** |