



**Construction  
Flanders & Brussels**

**BESIX Employee Well-being and Engagement Survey**

Jan Houben, Elien Leirman and dr. Jeroen Delmotte

August 2018

## Table of contents

1. The research model
2. Response rate analysis
3. Summary of the results
4. Impact analyses
5. Detailed results
6. Extra modules
7. Appendix

# 1. The research model

1. Three dimensions of the research model
2. Components of the research model

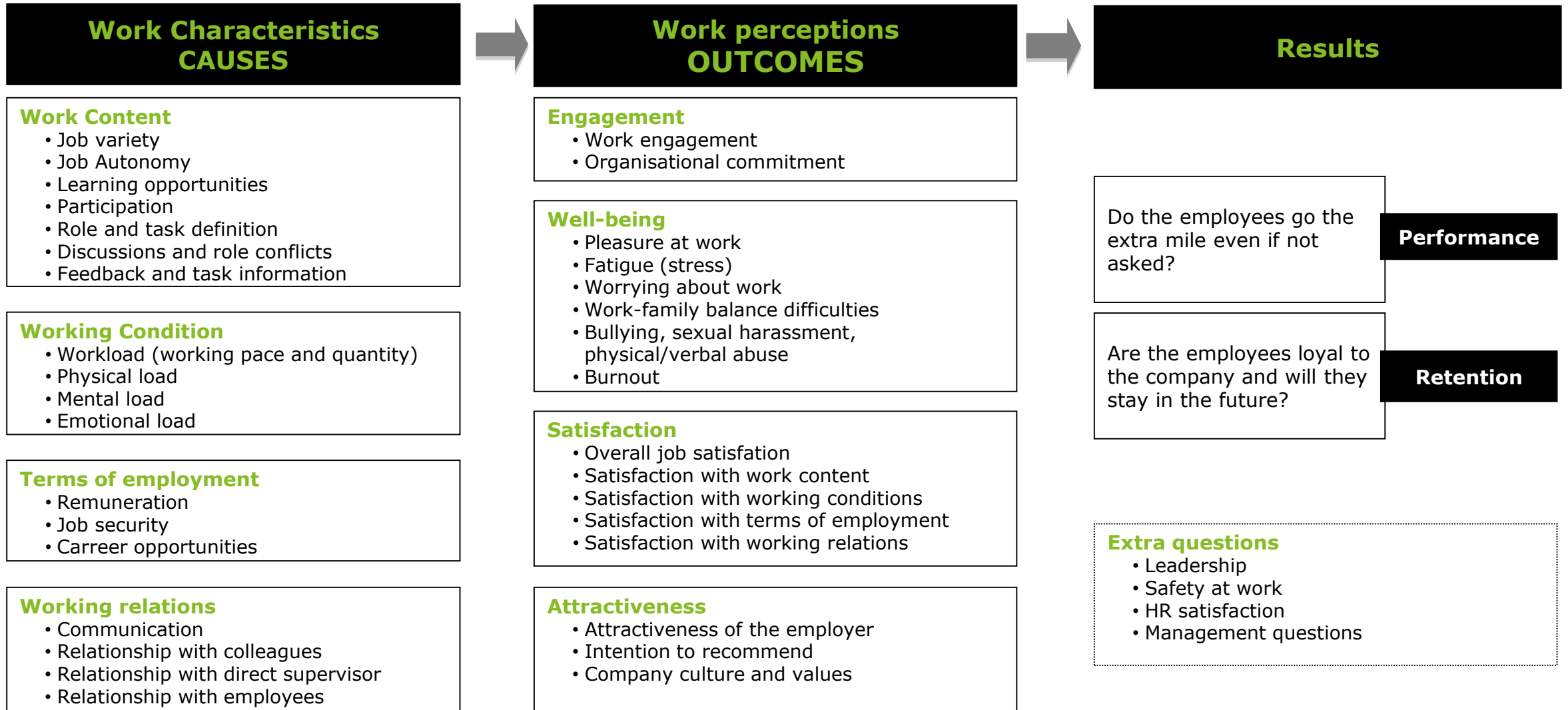
# 1. The research Model

## Three dimensions of the research model



# 1. The research Model

## Components of the research model

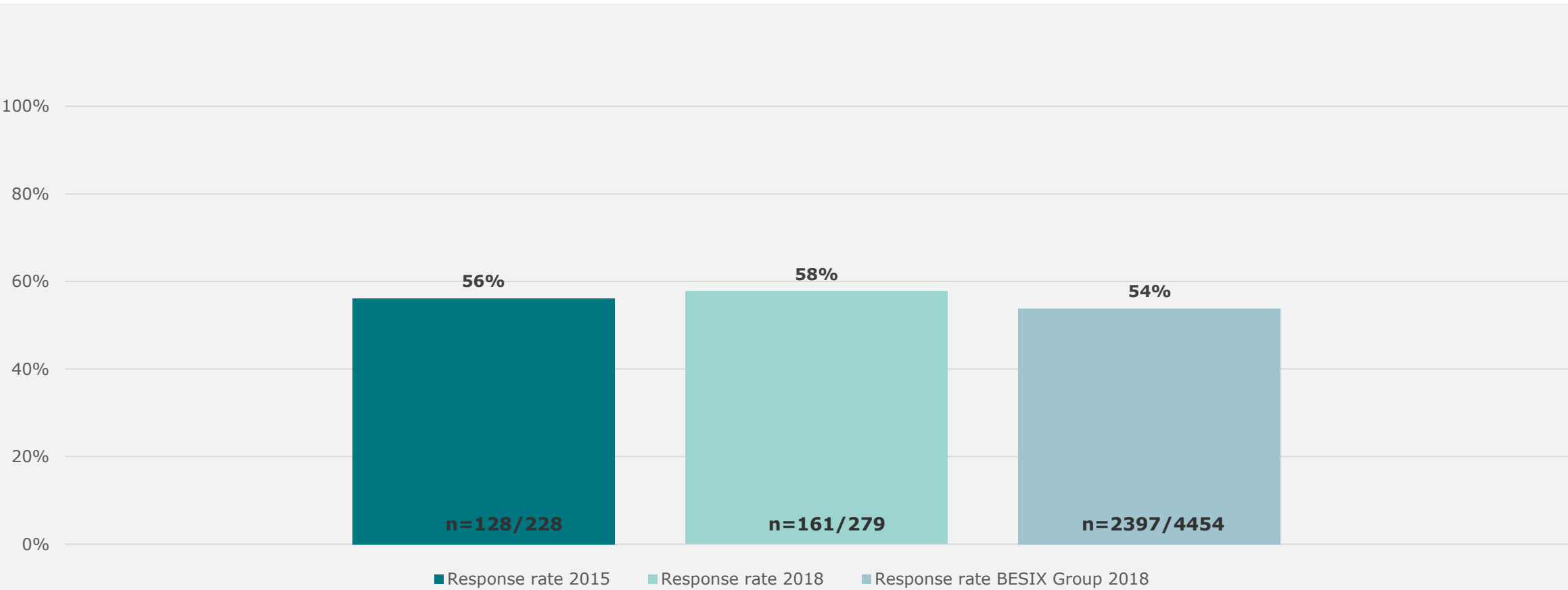


## 2. Response rate analysis

1. General response rate
2. Response rate by employee characteristics

# 2. Response rate analysis

## General response rate of Construction Flanders & Brussels

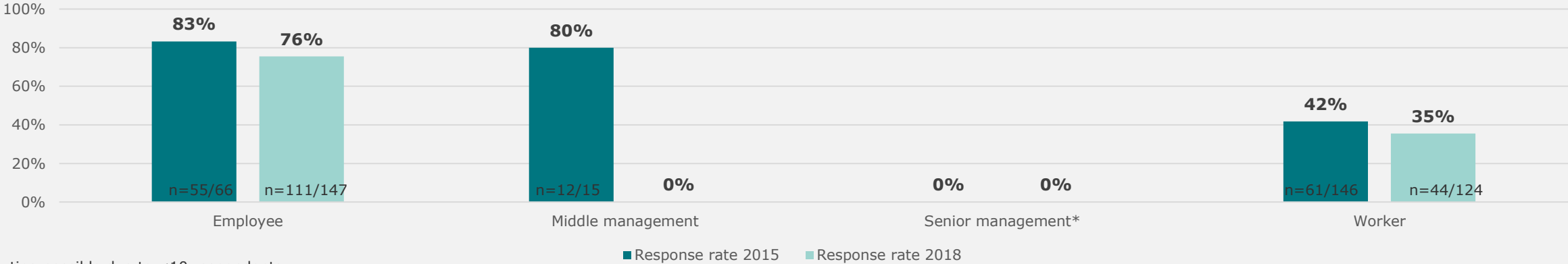


The **iNostix by Deloitte response rate norm is 70%** and is the average response rate of 33 Engagement surveys executed by iNostix by Deloitte in 20 different companies (n=40.592)

## 2. Response rate analysis

### Response rate of Construction Flanders & Brussels by Employee Category and Executive Function

Employee category



\*No reporting possible due to <10 respondents

Executive function





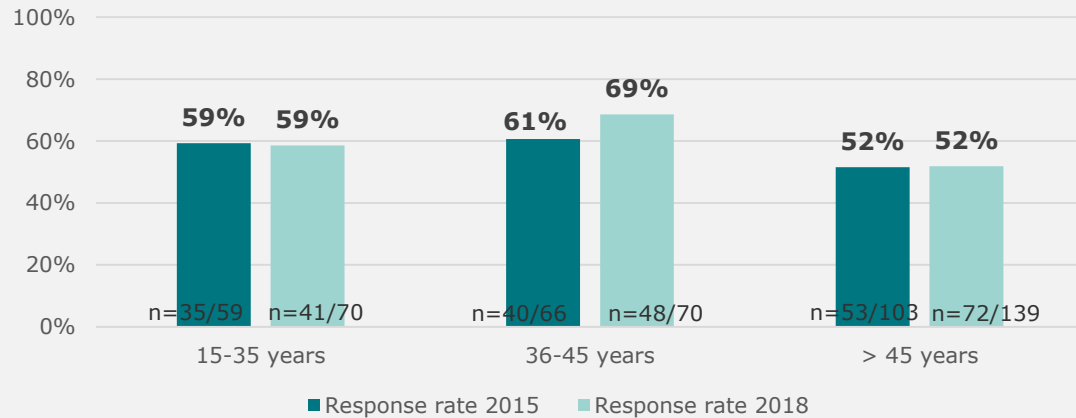
## 2. Response rate analysis

### Response rate of Construction Flanders & Brussels by Gender, Age and Seniority

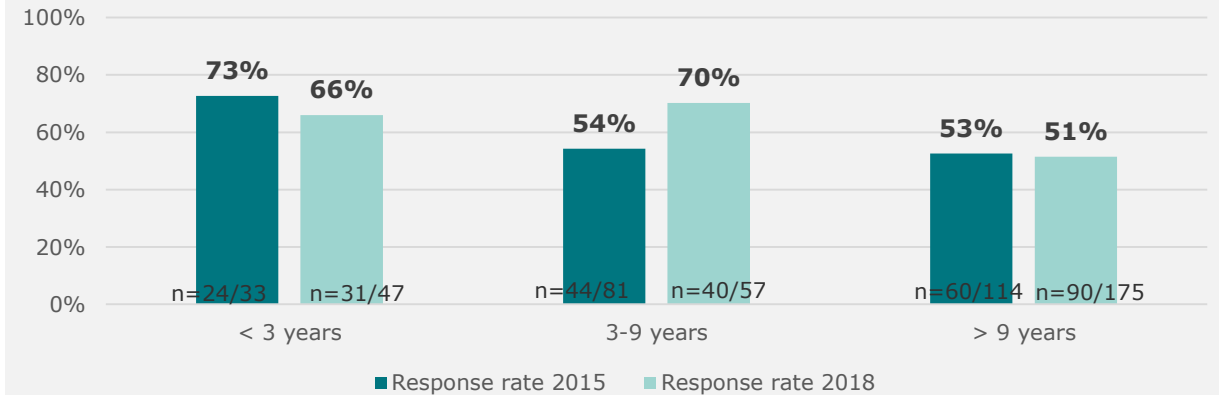
#### Gender



#### Age



#### Seniority



## 3. Summary of the results

# 3. Summary of the results

## Construction Flanders & Brussels

### Work characteristics

	2015	2018
<b>Work content</b>	<b>6,59</b>	<b>6,56</b>
Job variety	6,62	6,89
Job autonomy	5,92	6,02
Learning opportunities	6,80	6,89
Participation	5,71	5,73
Role and task definition	7,55	7,08
Discussions and role conflicts*	2,40	2,39
Feedback and task information	5,88	5,71
	<b>2015</b>	<b>2018</b>
<b>Working conditions</b>	<b>5,00</b>	<b>4,95</b>
Workload*	6,14	6,4
Physical load*	3,19	2,68
Mental load*	7,92	7,88
Emotional load*	2,82	3,25
	<b>2015</b>	<b>2018</b>
<b>Terms of employment</b>	<b>5,56</b>	<b>6,12</b>
Remuneration	4,62	5,16
Job security	6,50	7,21
Career opportunities	5,50	6,01
	<b>2015</b>	<b>2018</b>
<b>Working relations</b>	<b>6,41</b>	<b>6,24</b>
Communication	4,98	4,98
Relationship with colleagues	7,47	7,12
Relationship with direct supervisor	6,77	6,63
Relationship with employees	7,43	7,13

### Work perceptions

	2015	2018
<b>Engagement</b>	<b>6,89</b>	<b>6,69</b>
Work engagement	7,07	6,83
Organizational commitment	6,78	6,55
	<b>2015</b>	<b>2018</b>
<b>Well-being</b>	<b>6,46</b>	<b>6,18</b>
Pleasure at work	7,33	7,29
Fatigue (work stress)*	4,27	4,7
Worrying about work*	4,48	4,69
Difficulties with work-family balance*	4,05	4,27
Burnout*	2,22	2,7
<b>Undesirable behavior 2018</b>	<b>Witness</b>	<b>Victim</b>
Physical abuse	3%	0%
Verbal abuse	20%	7%
Sexual harassment	3%	2%
Bullying	8%	3%
<i>(No comparison with 2015 as a zero tolerance principle is applied)</i>		
	<b>2015</b>	<b>2018</b>
<b>Satisfaction</b>	<b>6,59</b>	<b>6,63</b>
Overall job satisfaction	7,11	6,96
Satisfaction with work content	6,99	7,19
Satisfaction with terms of employment	5,64	5,81
Satisfaction with working conditions	6,35	6,08
Satisfaction with working relations	7,46	7,45
	<b>2015</b>	<b>2018</b>
<b>Attractiveness</b>	<b>7,09</b>	<b>7,08</b>
Attractiveness of the employer	7,47	7,29
Company culture and values	7,31	7,45
Intention to recommend	6,53	6,5

### Results

	2015	2018
<b>Performance</b>		
Going the extra mile even if not asked for	7,78	7,41
	<b>2015</b>	<b>2018</b>
<b>Retention</b>		
Intention to stay working within the organization	7,75	7,65

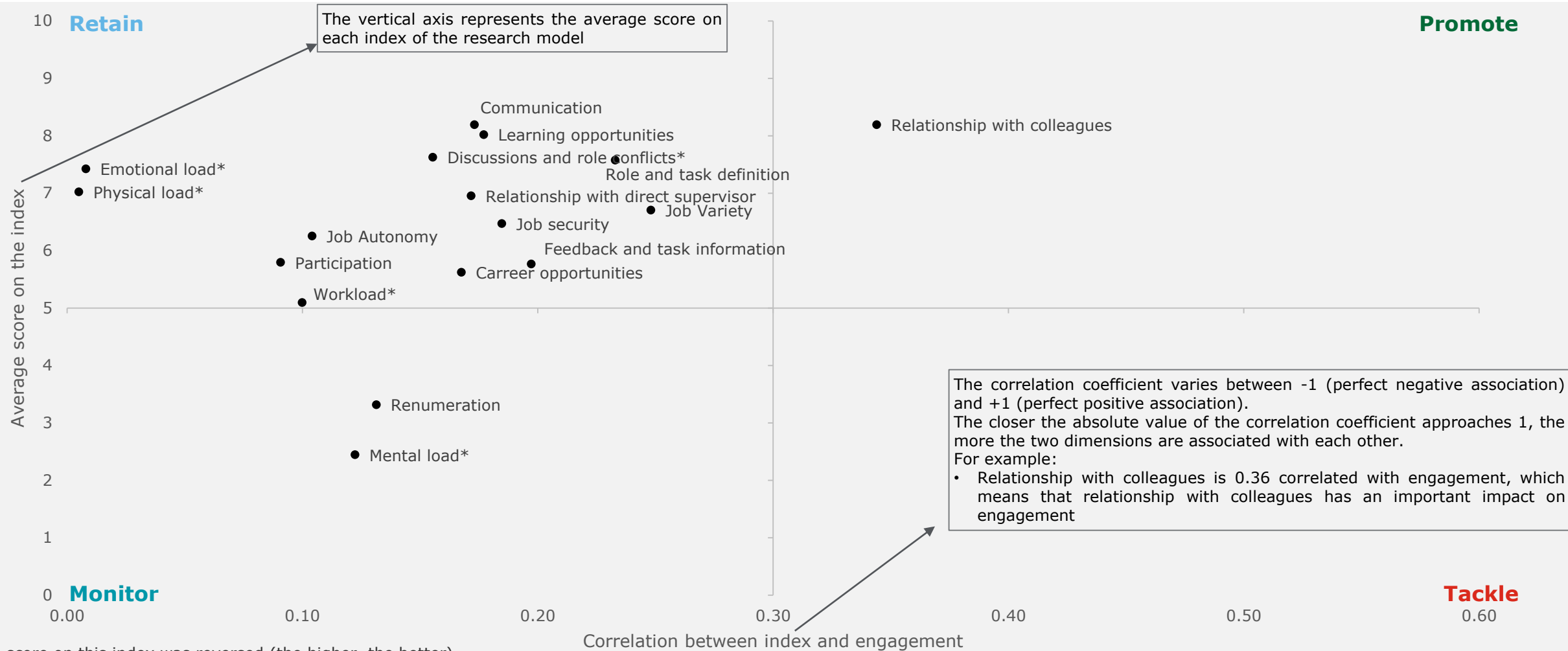
**Meaning of the colours**  
 Positively worded dimensions  
 Mean score <5/10  
 Mean score ≥5/10 and <6/10  
 Mean score ≥6/10

\*Negatively worded dimensions  
 Mean score ≤4/10  
 Mean score >4/10 and ≤5/10  
 Mean score >5/10

## 4. Impact analyses

# 4. Detailed results

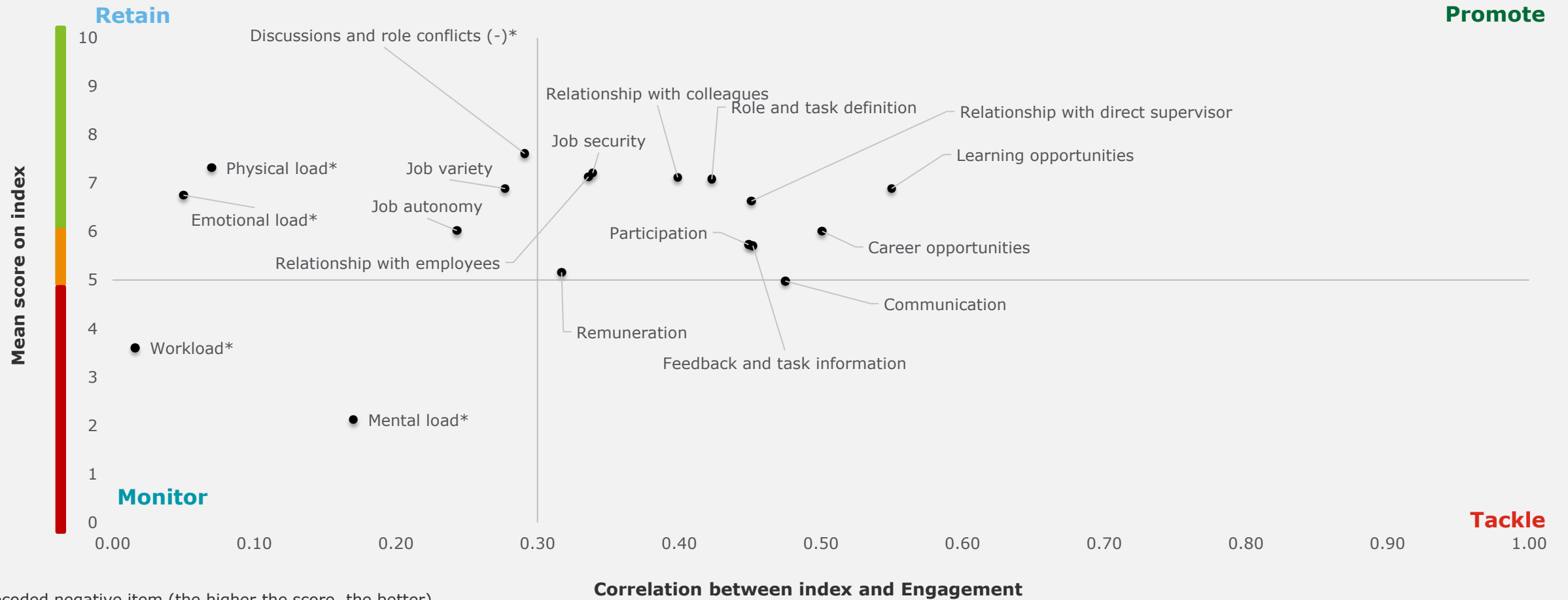
## Interpretation slide: impact analysis engagement



\* The score on this index was reversed (the higher, the better)

# 4. Impact analyses

## Engagement

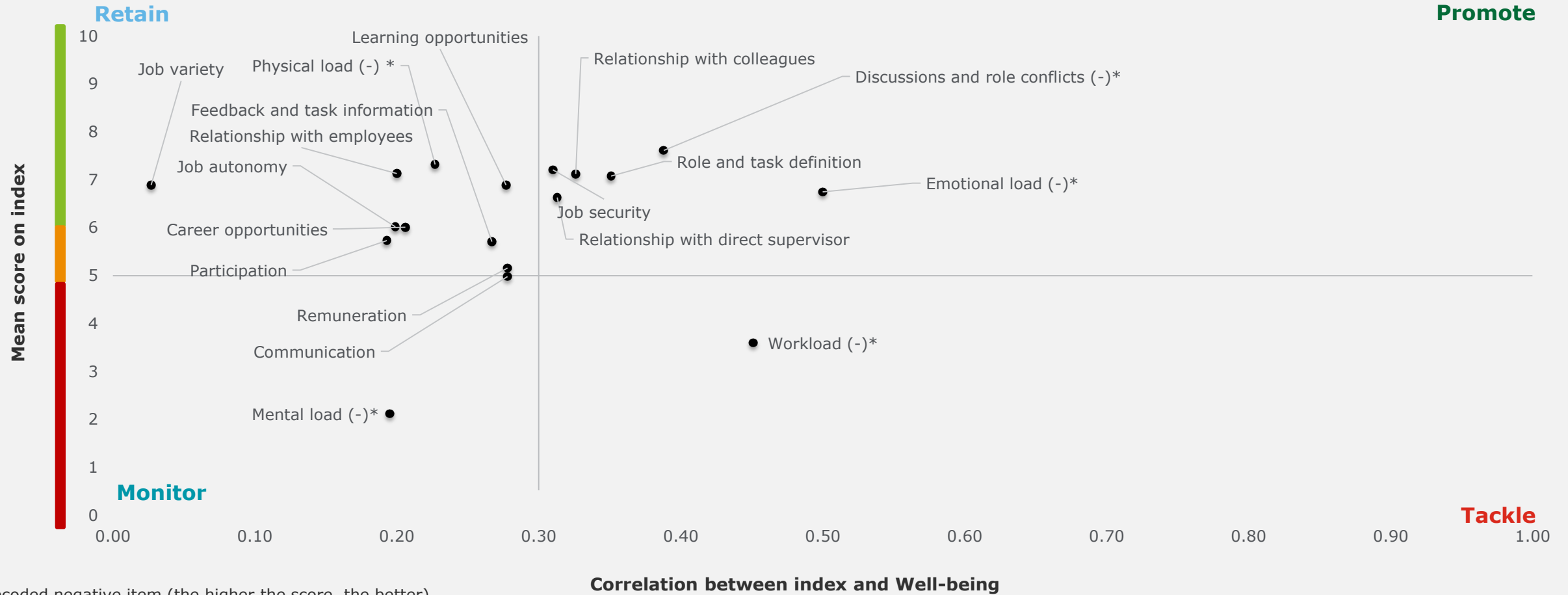


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Well-being

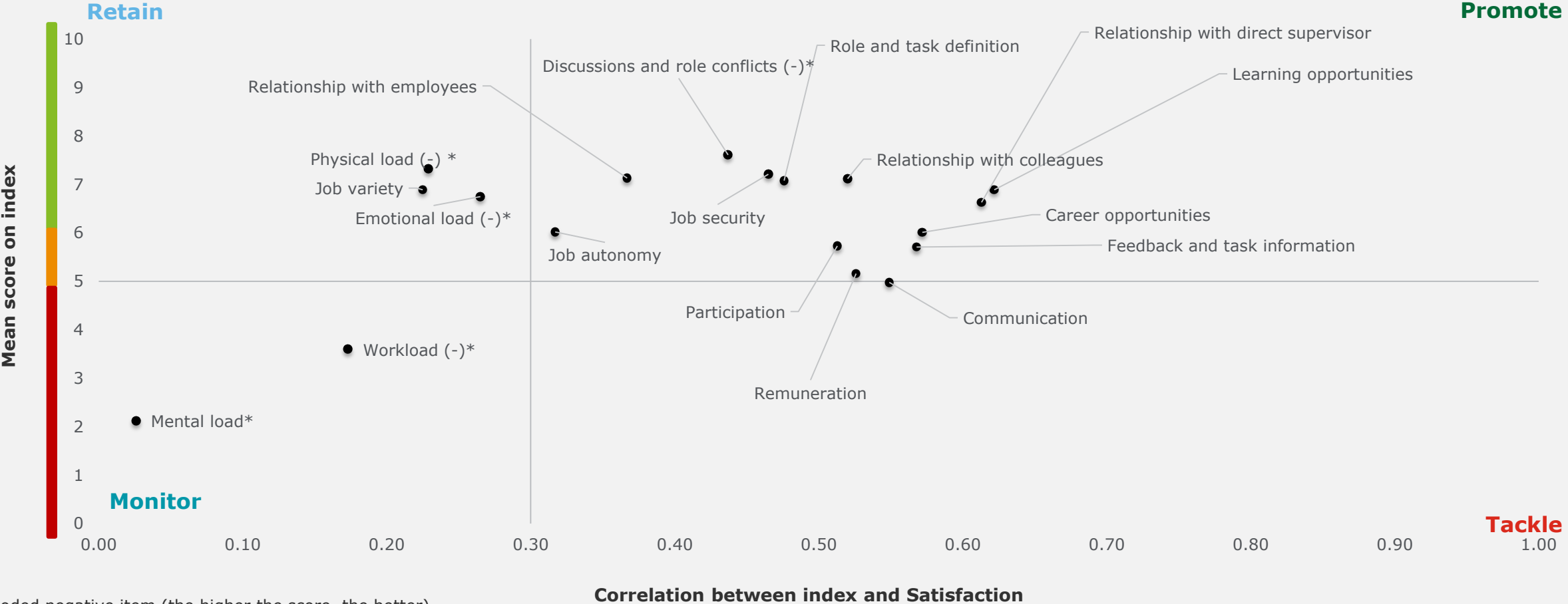


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Satisfaction

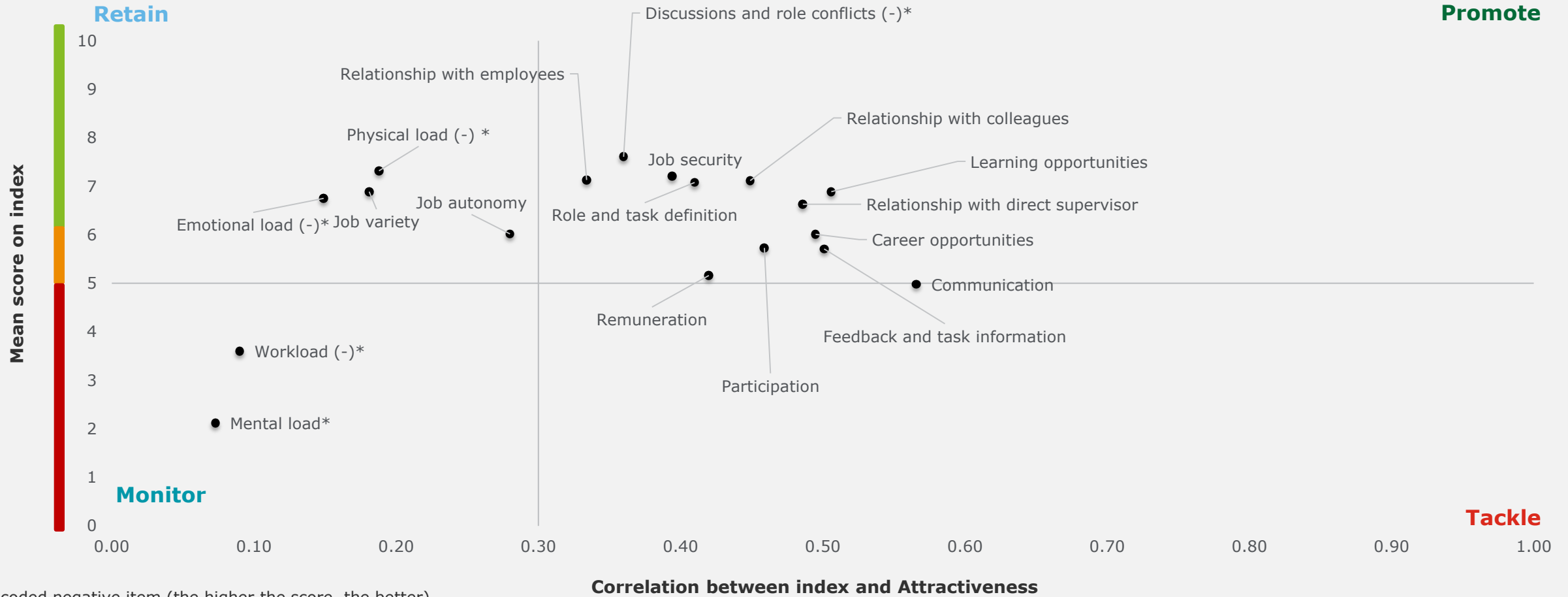


\*Recoded negative item (the higher the score, the better)  
 (-): negative correlation with dimension



# 4. Impact analyses

## Attractiveness

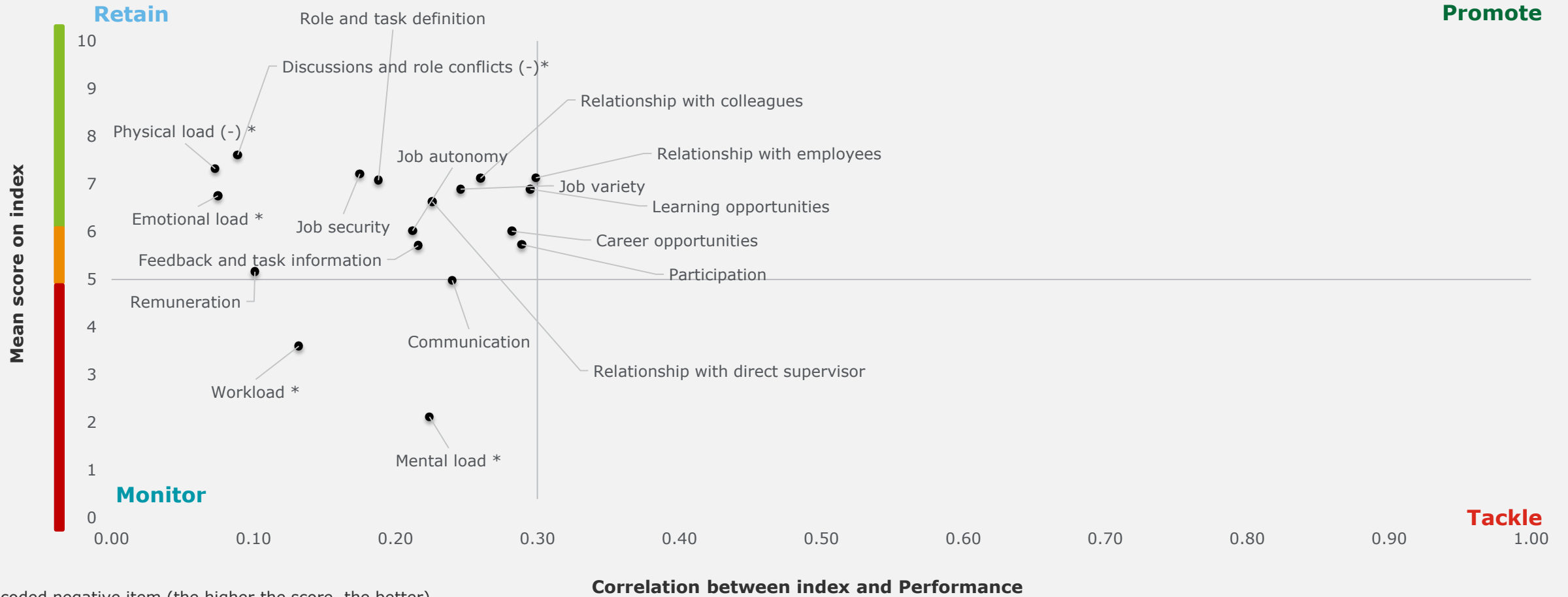


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Performance

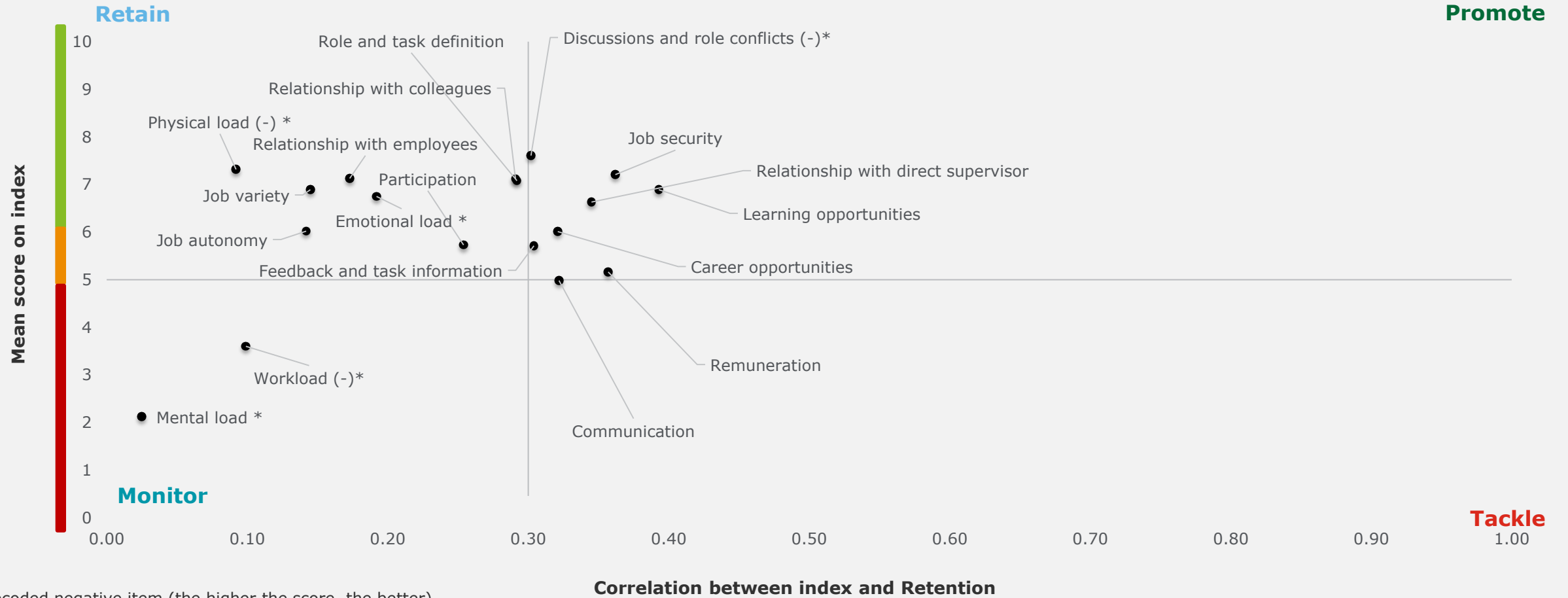


\*Recoded negative item (the higher the score, the better)

(-): negative correlation with dimension

# 4. Impact analyses

## Retention



\*Recorded negative item (the higher the score, the better)

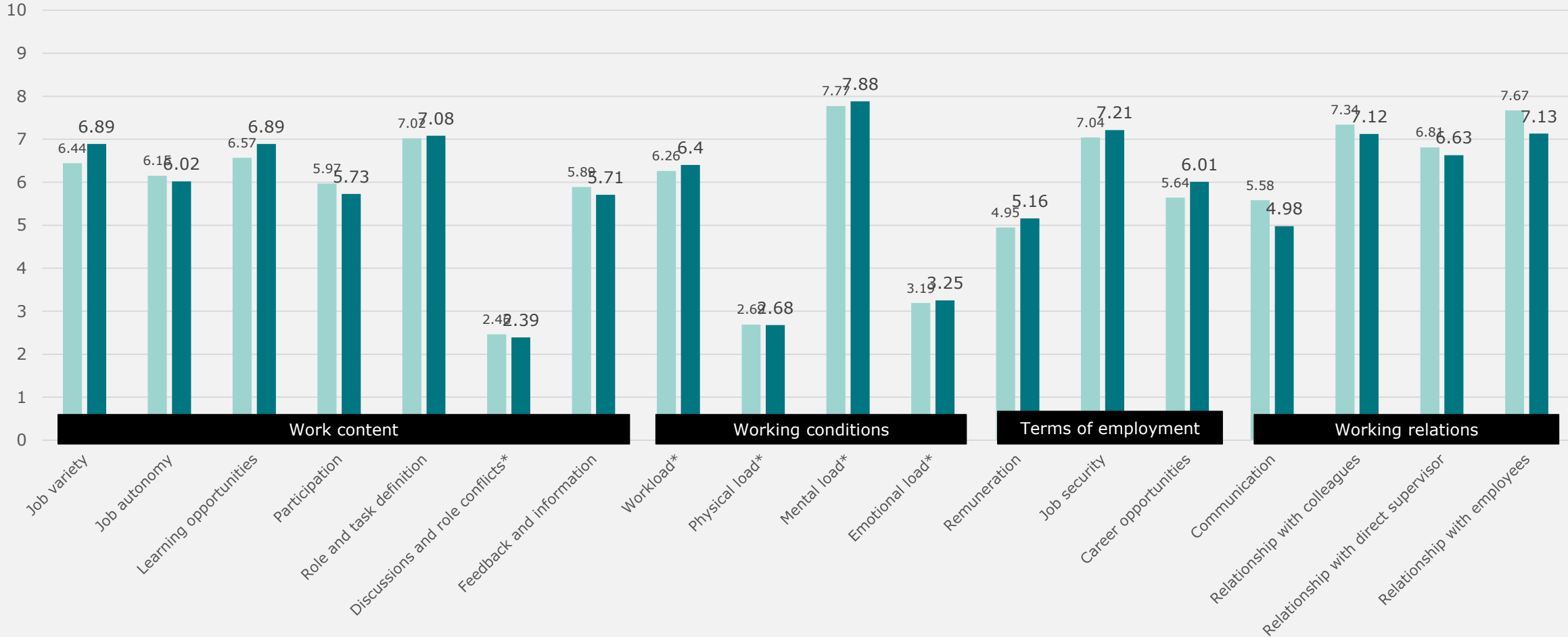
(-): negative correlation with dimension

## 5. Detailed results

1. Comparing the indices with the BESIX Group results
2. Comparing the indices with the iNostix by Deloitte benchmark
3. Engagement analysis
4. Analysis of commitment
5. Typology work perception: pleasure and stress at work
6. Burnout
7. Undesirable behaviour
8. Overall job satisfaction
9. Intention to recommend

# 5. Detailed results

## Comparing the indices with the BESIX Group results (1/2)

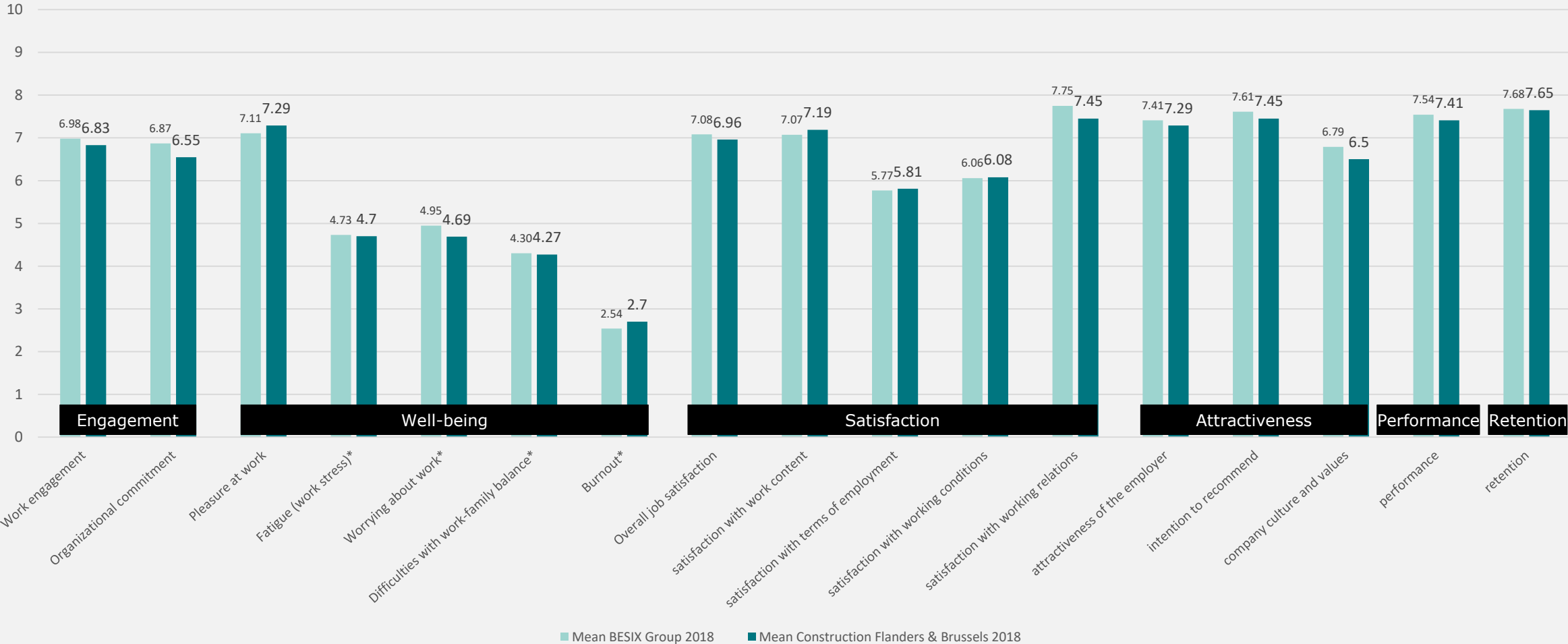


\*Negatively worded items: the lower the score, the better

■ Mean BESIX Group 2018    ■ Mean Construction Flanders & Brussels 2018

# 5. Detailed results

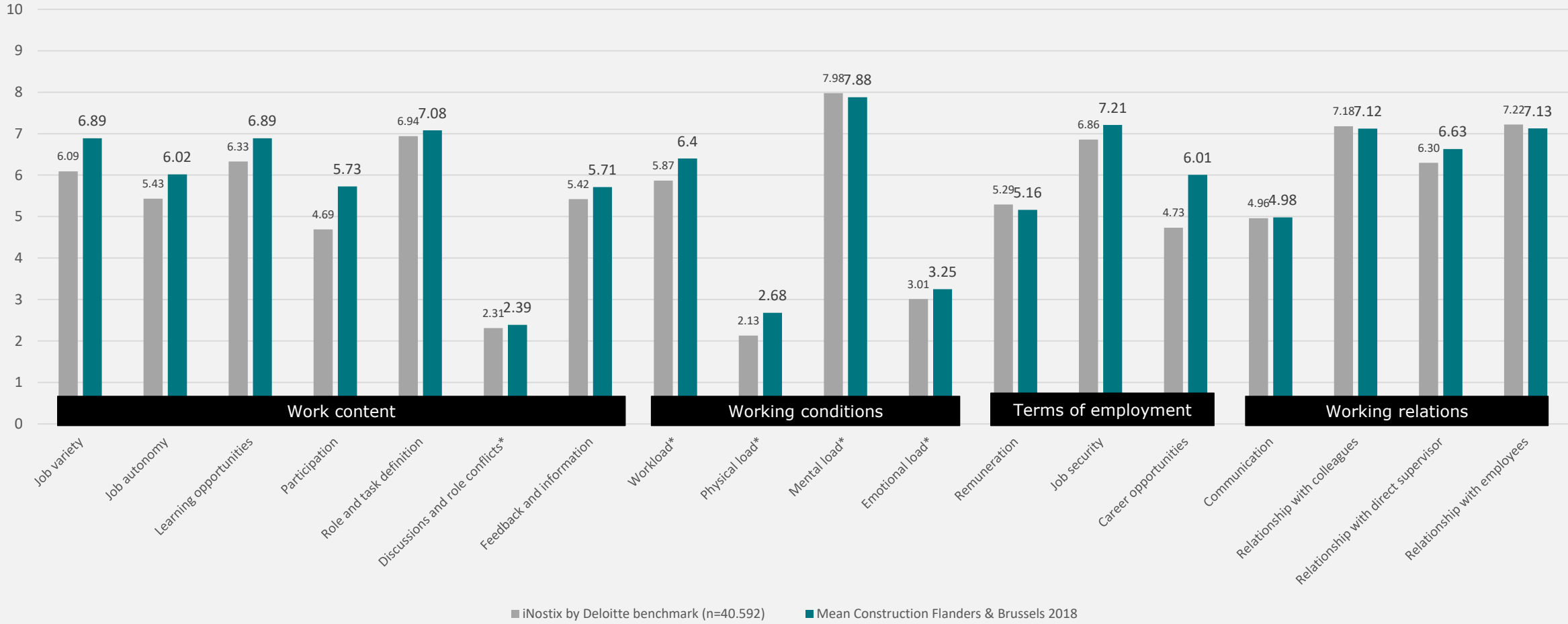
## Comparing the indices with the BESIX Group results (2/2)



\*Negatively worded items: the lower the score, the better

# 5. Detailed results

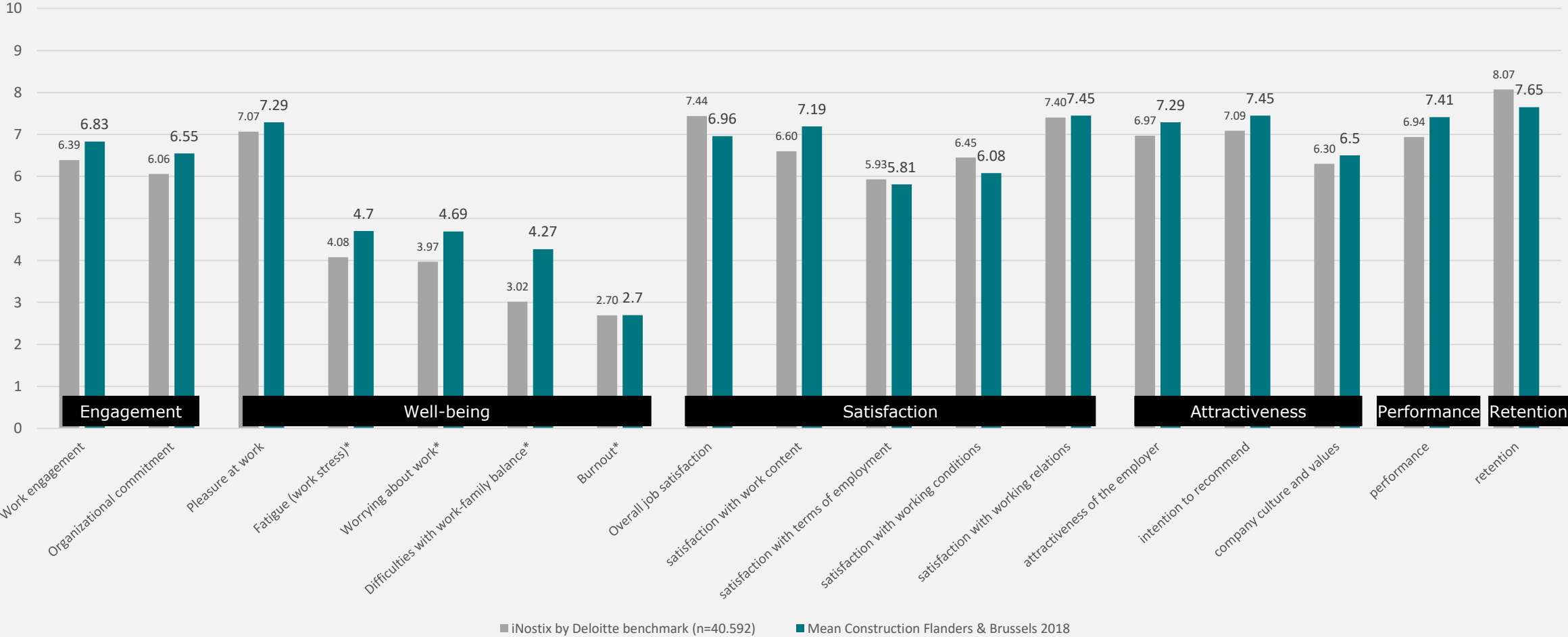
## Comparing the indices with the benchmark (1/2)



\*Negatively worded items: the lower the score, the better

# 5. Detailed results

## Comparing the indices with the benchmark (2/2)

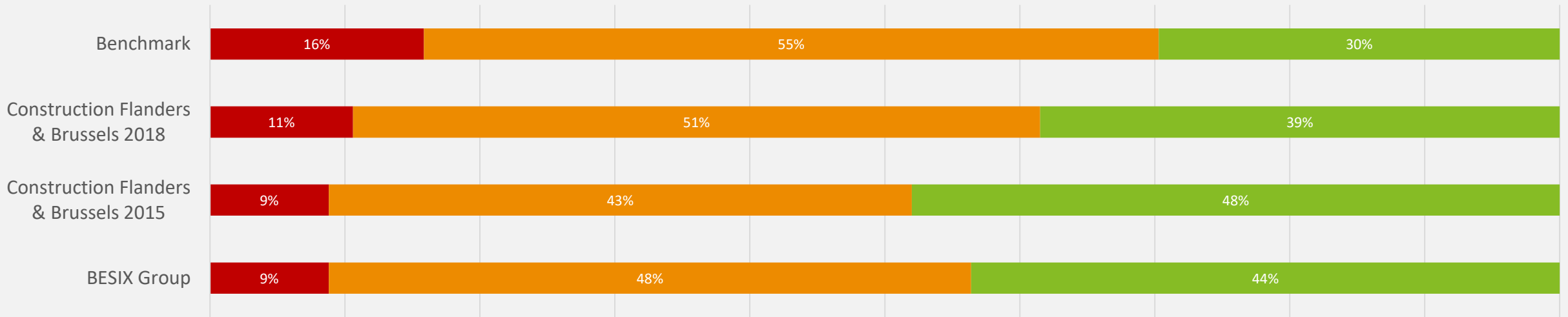


\*Negatively worded items: the lower the score, the better



# 5. Detailed results

## Engagement analysis



**Disengaged (<5/10)**  
*Low level of engagement*

- Low performance
- Have less pleasure at work
- Have high intention to quit
- Corrective action is required

**Engaged (5-7,5/10)**  
*Average level of engagement*

- Alternately high and low performance
- They go 'with the flow'
- Have important differences in intention to quit
- Improvement in engagement is required

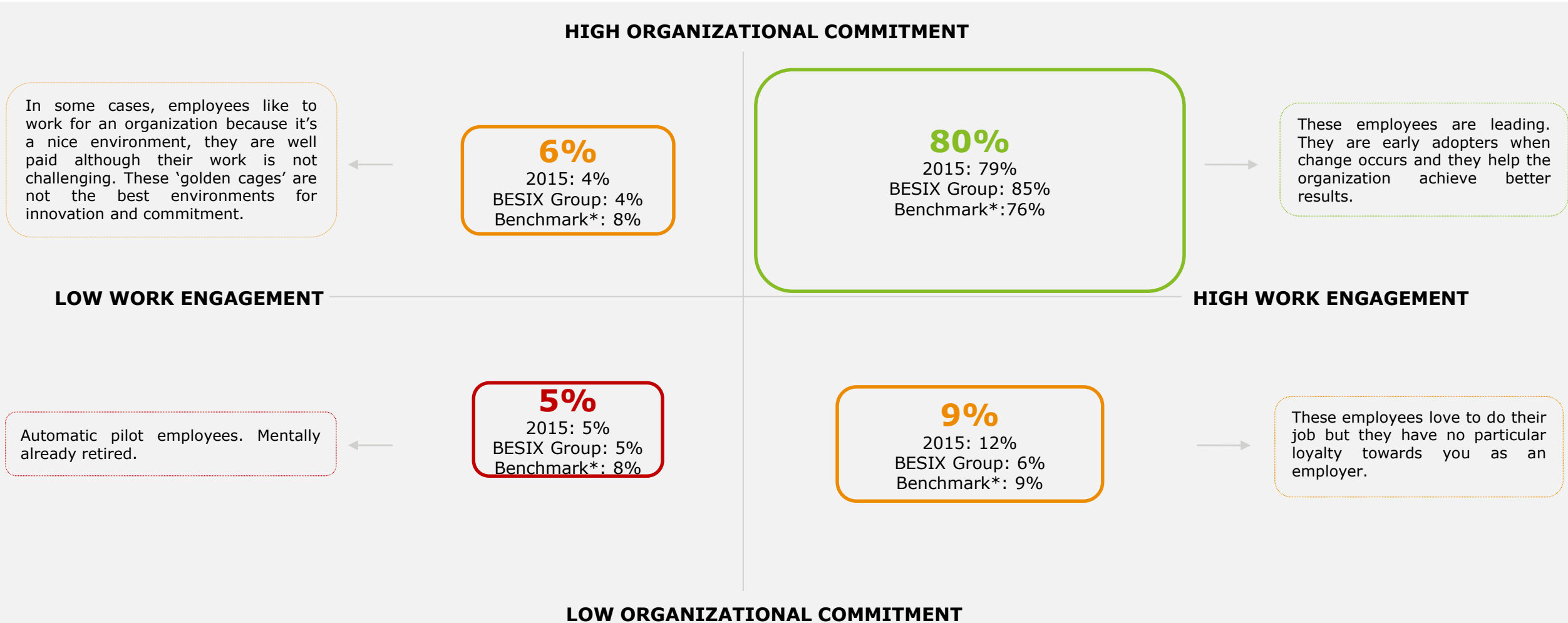
**Highly engaged (>7,5/10)**  
*High level of engagement*

- High performance
- A lot of pleasure at work
- Voluntary taking tasks from colleagues to reduce their workload
- Always looking for more effective methods
- Have low intention to quit

iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

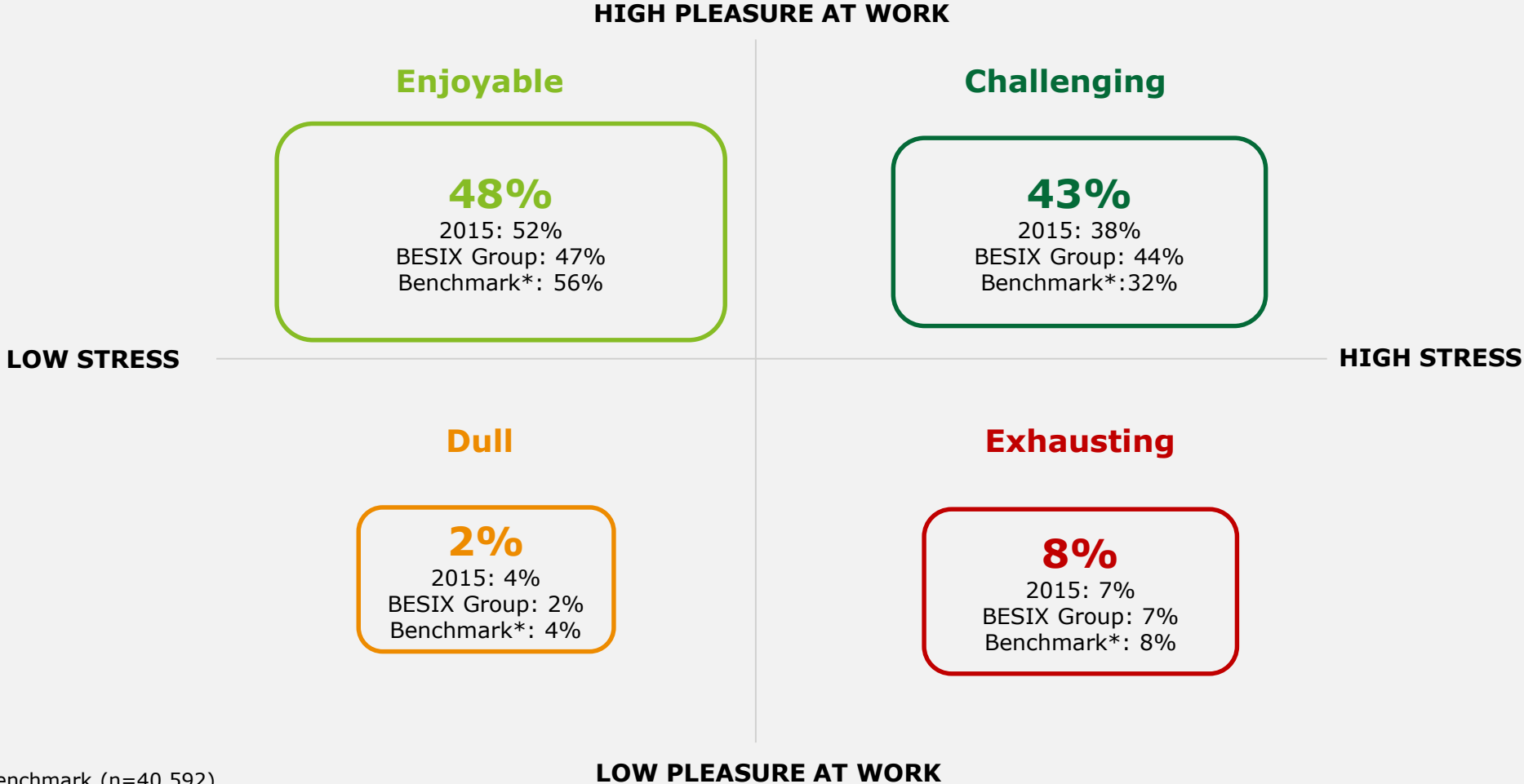
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

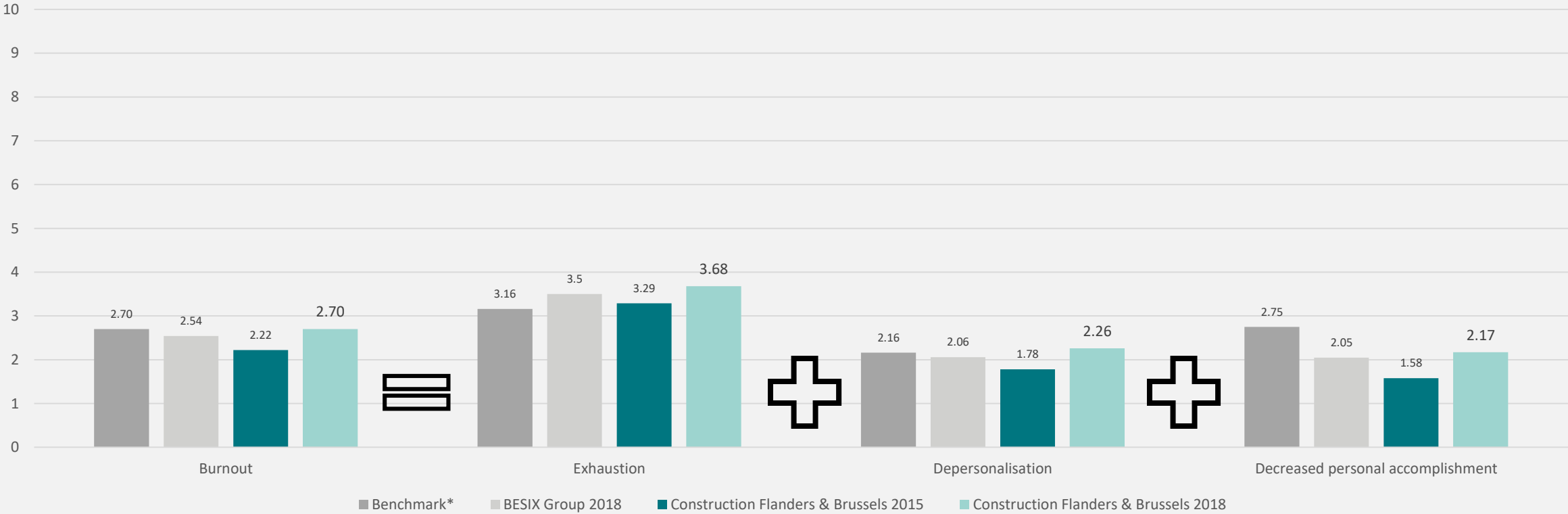
## Analysis of commitment



\*iNostix by Deloitte benchmark (n=40.592)  
Neutral scale "5" as cut-off point: score below 5/10 is considered as a 'low' score, a score above 5/10 is considered as a 'high' score

# 5. Detailed results

## Burnout

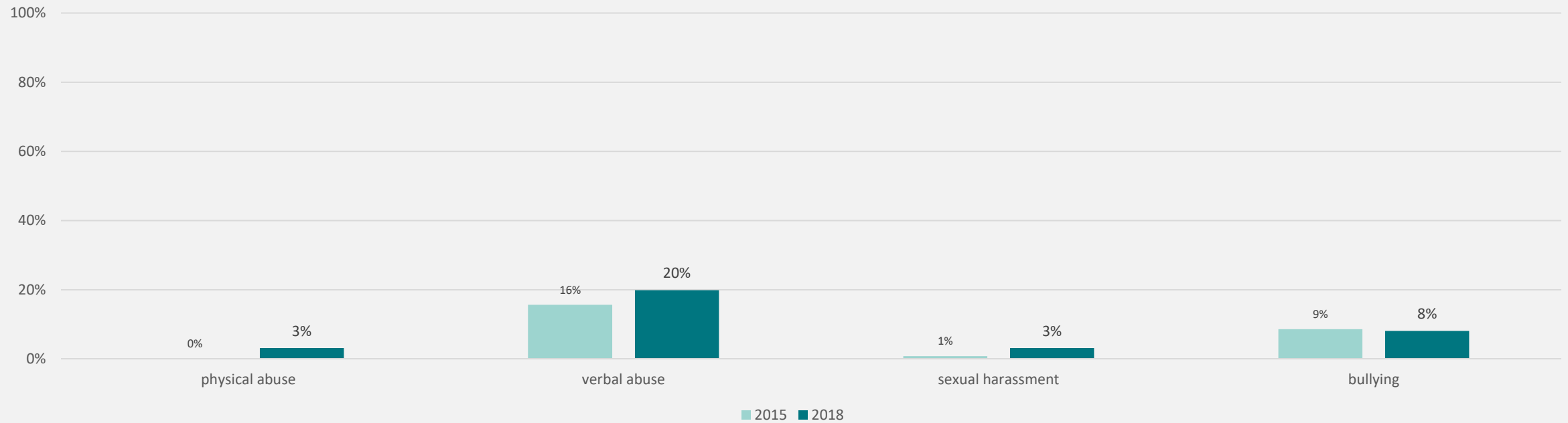


*The higher the scores, the higher the risk of burnout*  
*Burnout = (exhaustion + depersonalisation + personal accomplishment)/3*

\*iNostix by Deloitte benchmark (n=40.592)

## 5. Detailed results

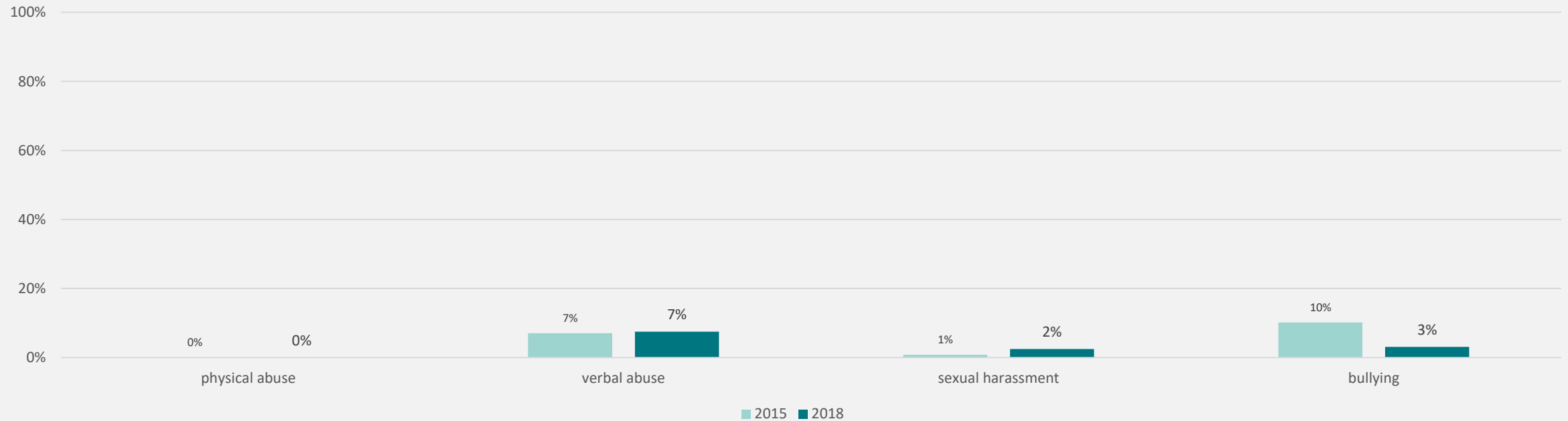
### Undesirable behaviour: witness



Undesirable behavior	Witness 2015			Witness 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	5	3%	67%
verbal abuse	20	16%	64%	32	20%	53%
sexual harassment	1	1%	50%	5	3%	60%
bullying	11	9%	91%	13	8%	23%

## 5. Detailed results

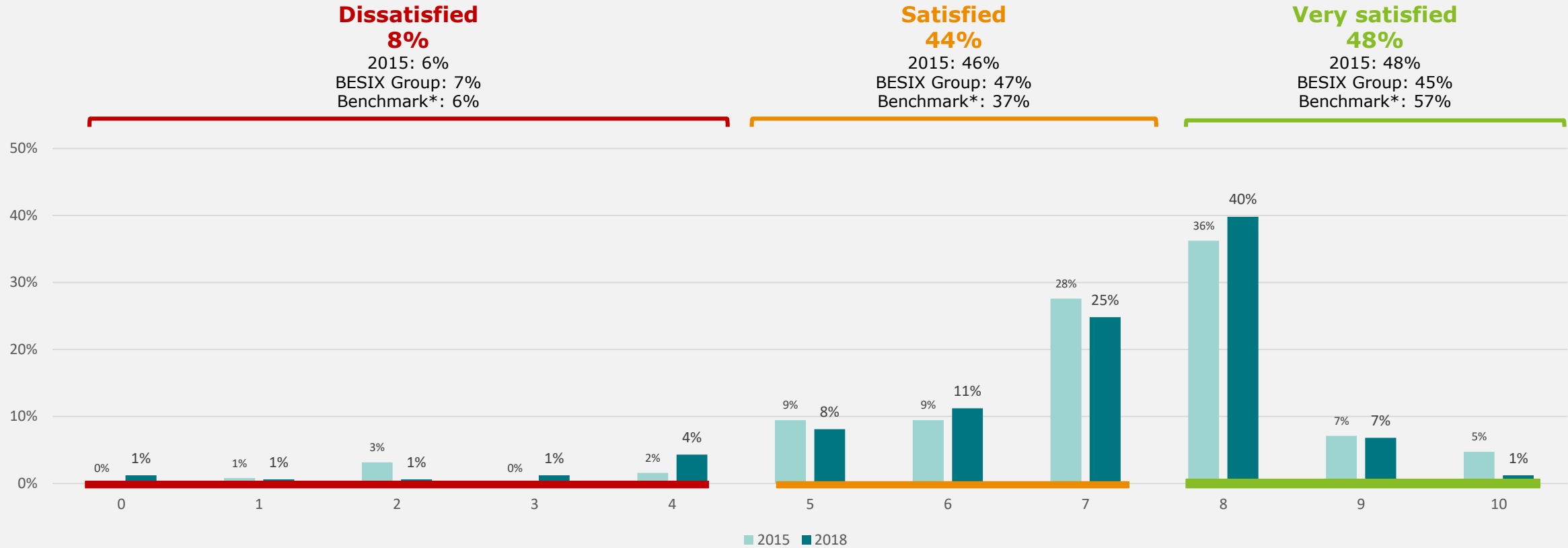
### Undesirable behaviour: victim



Undesirable behavior	Victim 2015			Victim 2018		
	n	%	of which internal	n	%	of which internal
physical abuse	0	0%	N/A	0	0%	N/A
verbal abuse	9	7%	54%	12	7%	53%
sexual harassment	1	1%	50%	4	2%	20%
bullying	13	10%	92%	5	3%	0%

# 5. Detailed results

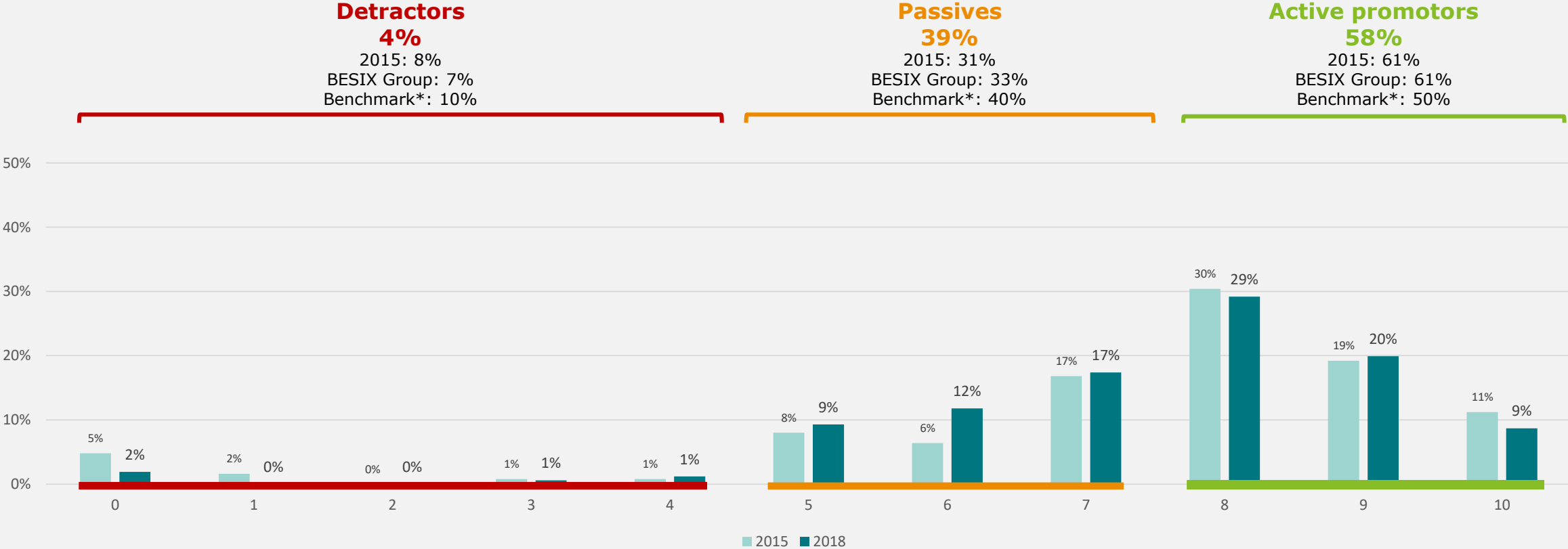
## Overall job satisfaction



\*iNostix by Deloitte benchmark (n=40.592)

# 5. Detailed results

## Intention to recommend



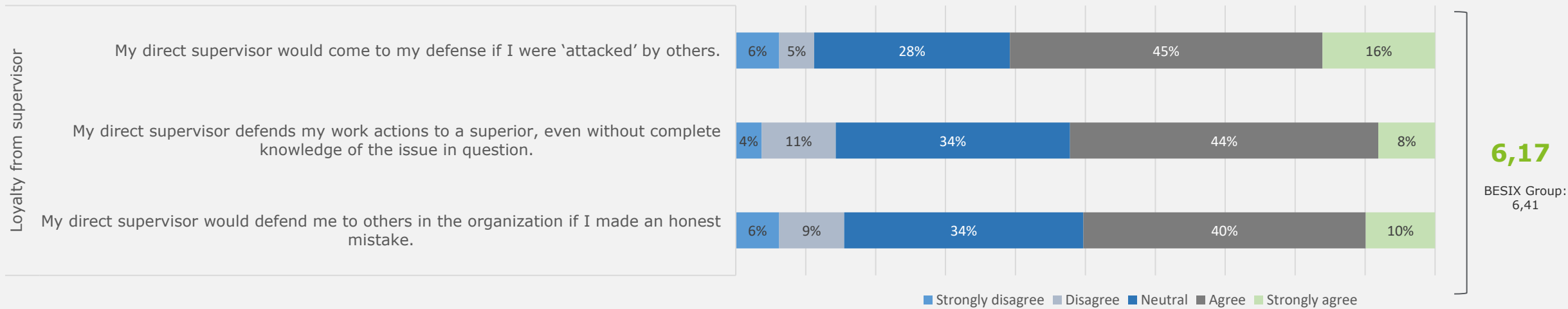
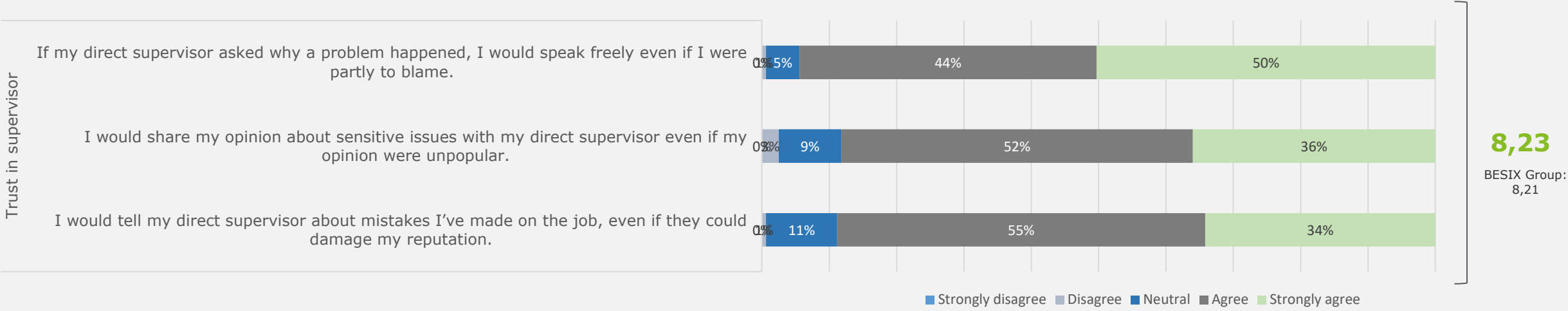
\*iNostix by Deloitte benchmark (n=40.592)



## 6. Extra modules

# 6. Extra questions

## Leadership questions (1/3)



# 6. Extra questions

## Leadership questions (2/3)

Going the extra mile for supervisor

I do not mind working my hardest for my direct supervisor.



I do work for my direct supervisor that goes beyond what is specified in my job description.



I am willing to apply extra efforts, beyond those normally required, to meet my direct supervisor's work goals.



Strongly disagree Disagree Neutral Agree Strongly agree

6,74

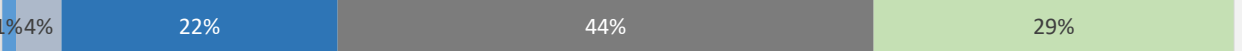
BESIX Group: 7,02

Respect for supervisor

I admire my direct supervisor's professional skills.



I respect my direct supervisor's knowledge of and competence on the job.



I am impressed with my direct supervisor's knowledge of his/her job.



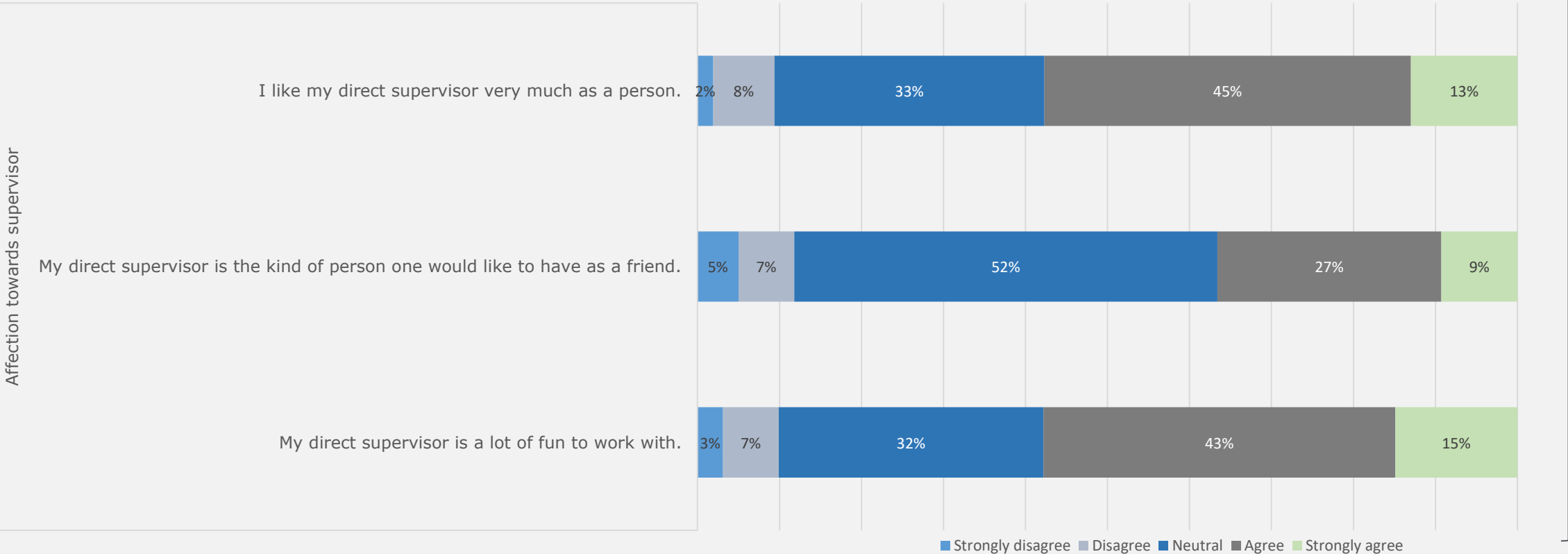
Strongly disagree Disagree Neutral Agree Strongly agree

6,74

BESIX Group: 7,02

# 6. Extra questions

## Leadership questions (3/3)

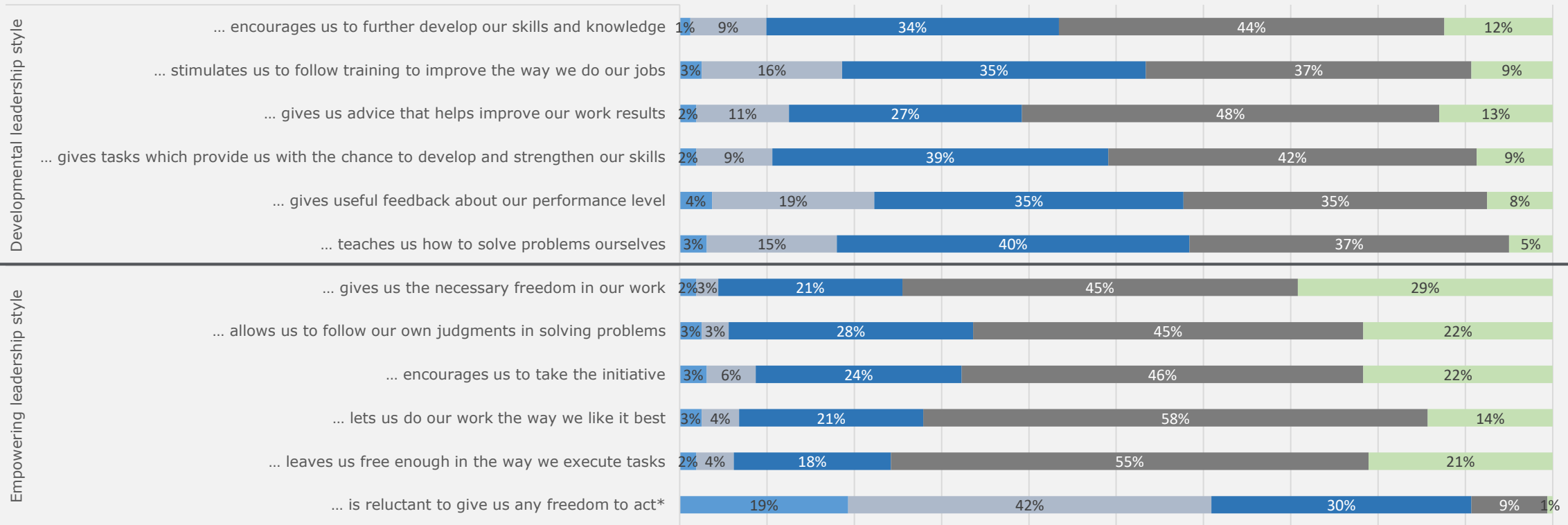


**6,24**  
BESIX Group:  
6,59

# 6. Extra questions

## Leadership style (1/2)

My direct supervisor...



6,04

BESIX Group:  
6,29

7,05

BESIX Group:  
7,26

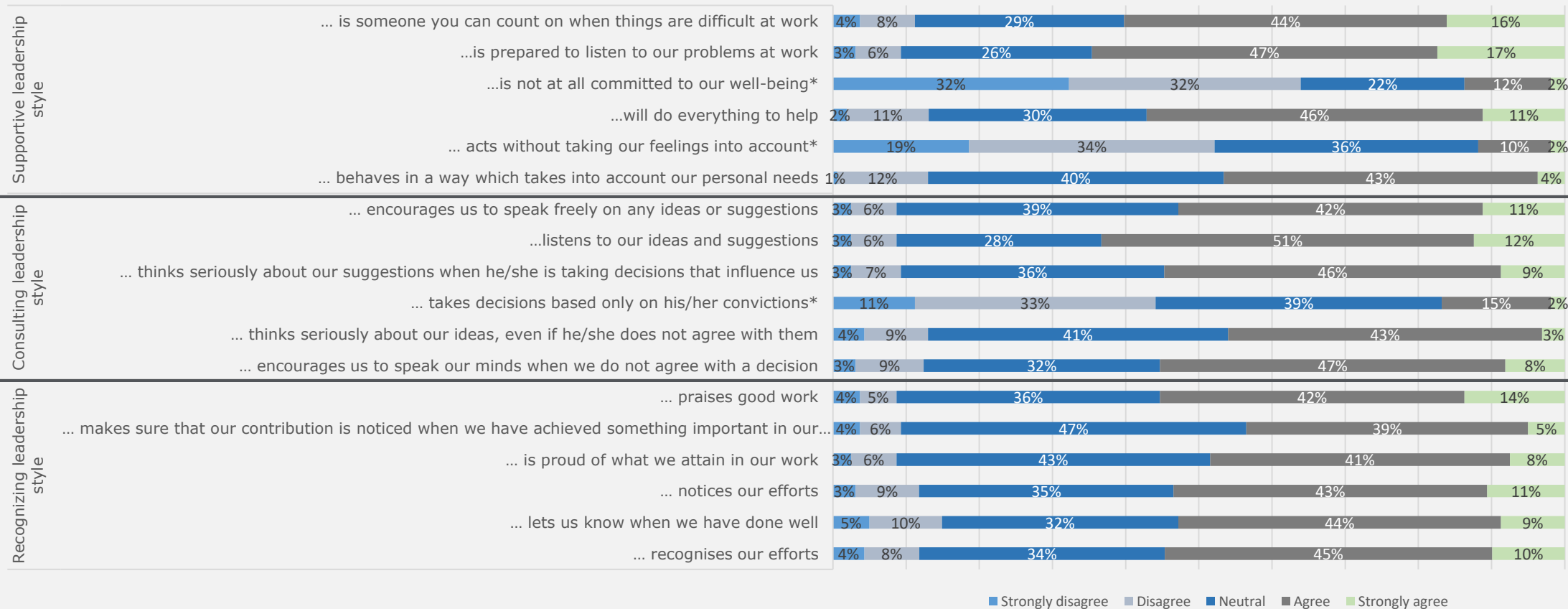
\*Negatively worded item

Strongly disagree Disagree Neutral Agree Strongly agree

# 6. Extra questions

## Leadership style (2/2)

My direct supervisor...



**6,50**  
BESIX Group:  
6,66

**6,19**  
BESIX Group:  
6,50

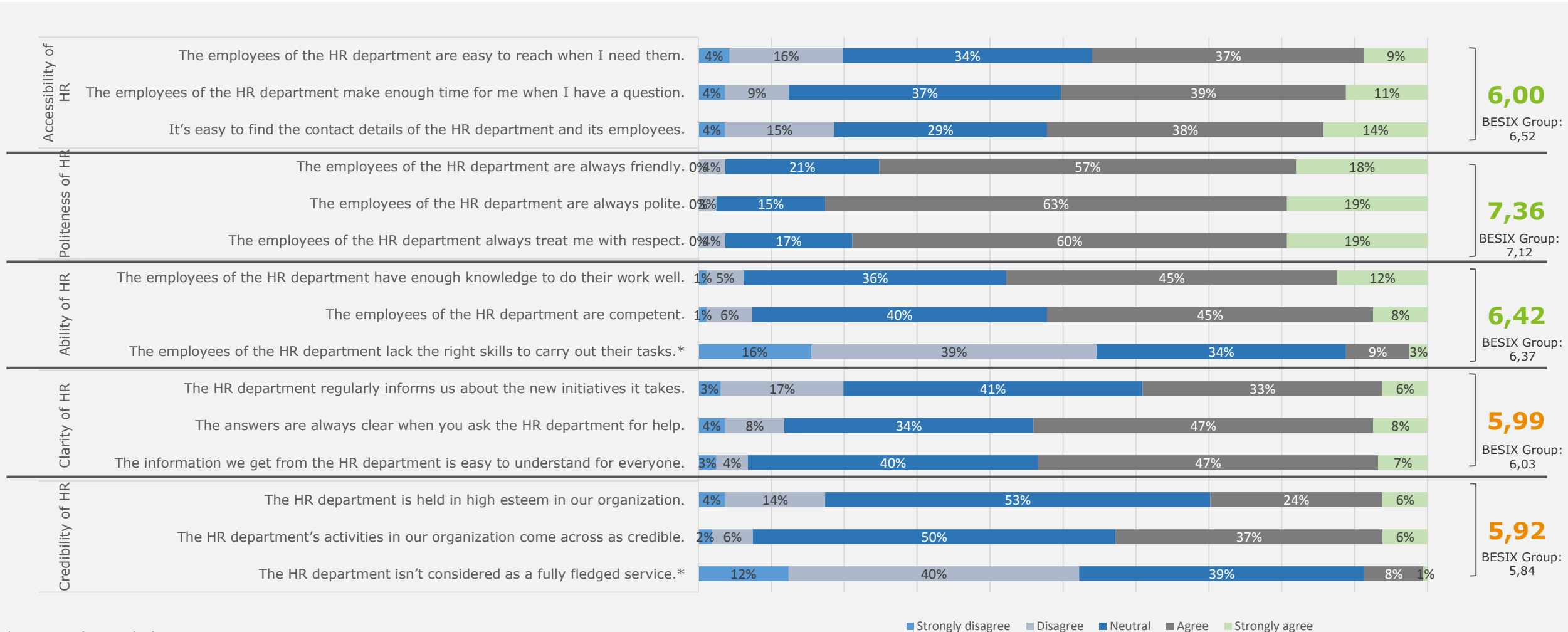
**6,15**  
BESIX Group:  
6,51

Strongly disagree Disagree Neutral Agree Strongly agree

\*Negatively worded item

# 6. Extra questions

## HR satisfaction (1/2)

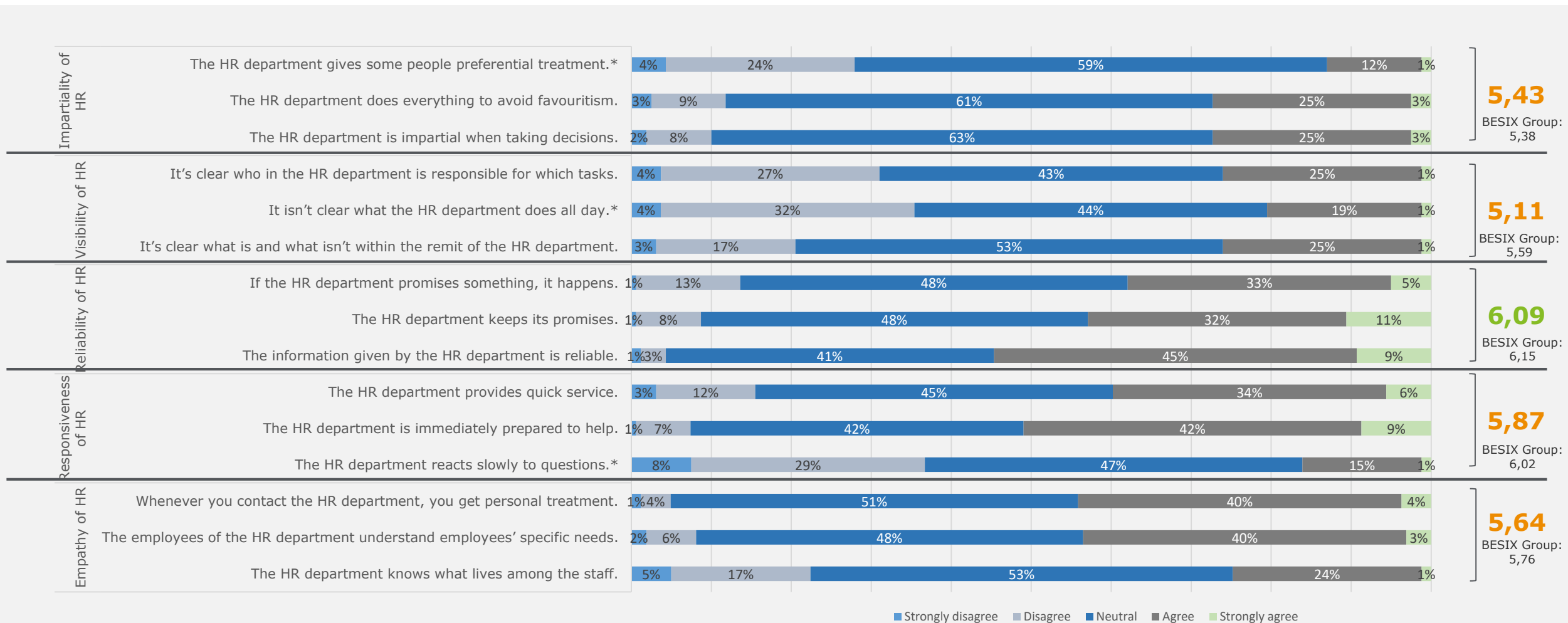


\*Negatively worded item

■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

# 6. Extra questions

## HR satisfaction (2/2)



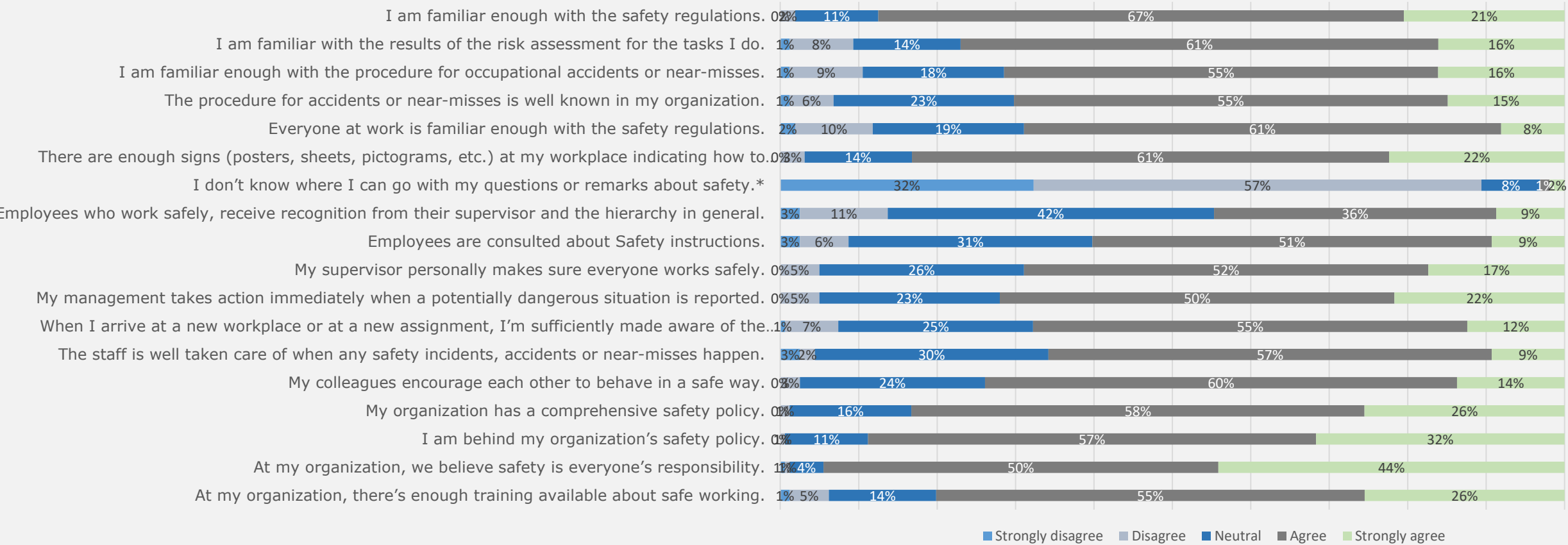
■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item



# 6. Extra questions

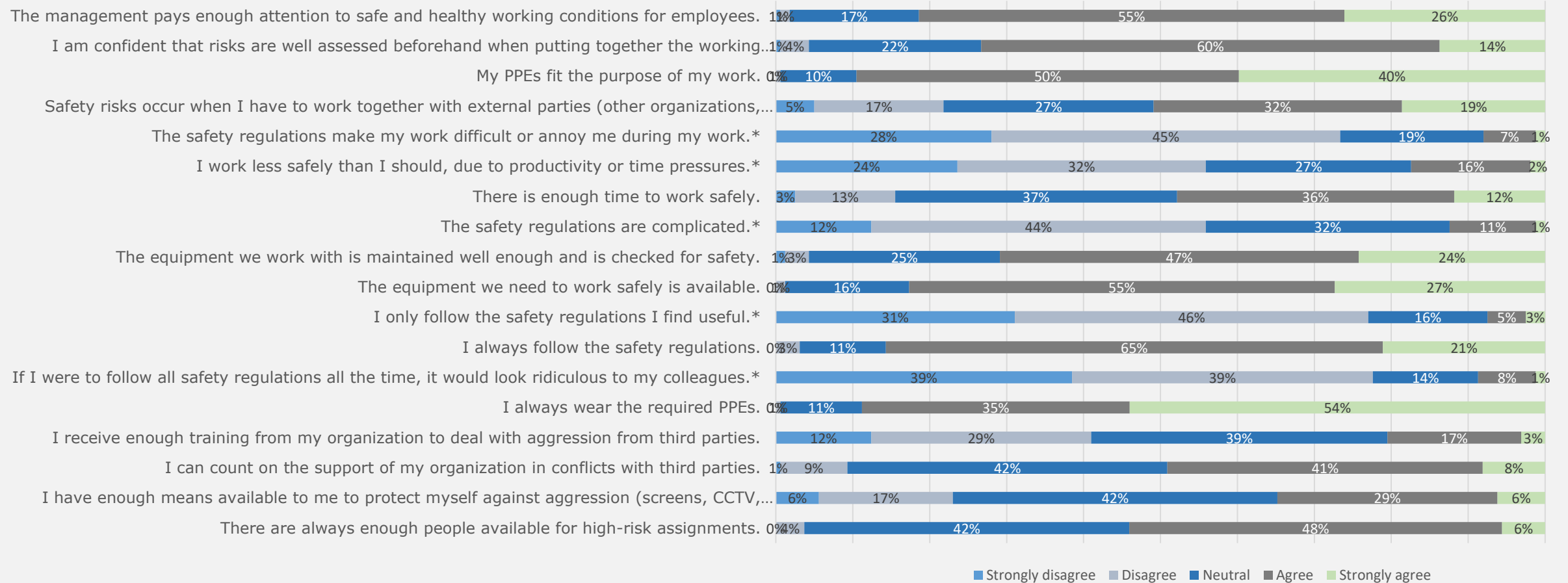
## Safety at work (1/3)



\*Negatively worded item

## 6. Extra questions

### Safety at work (2/3)

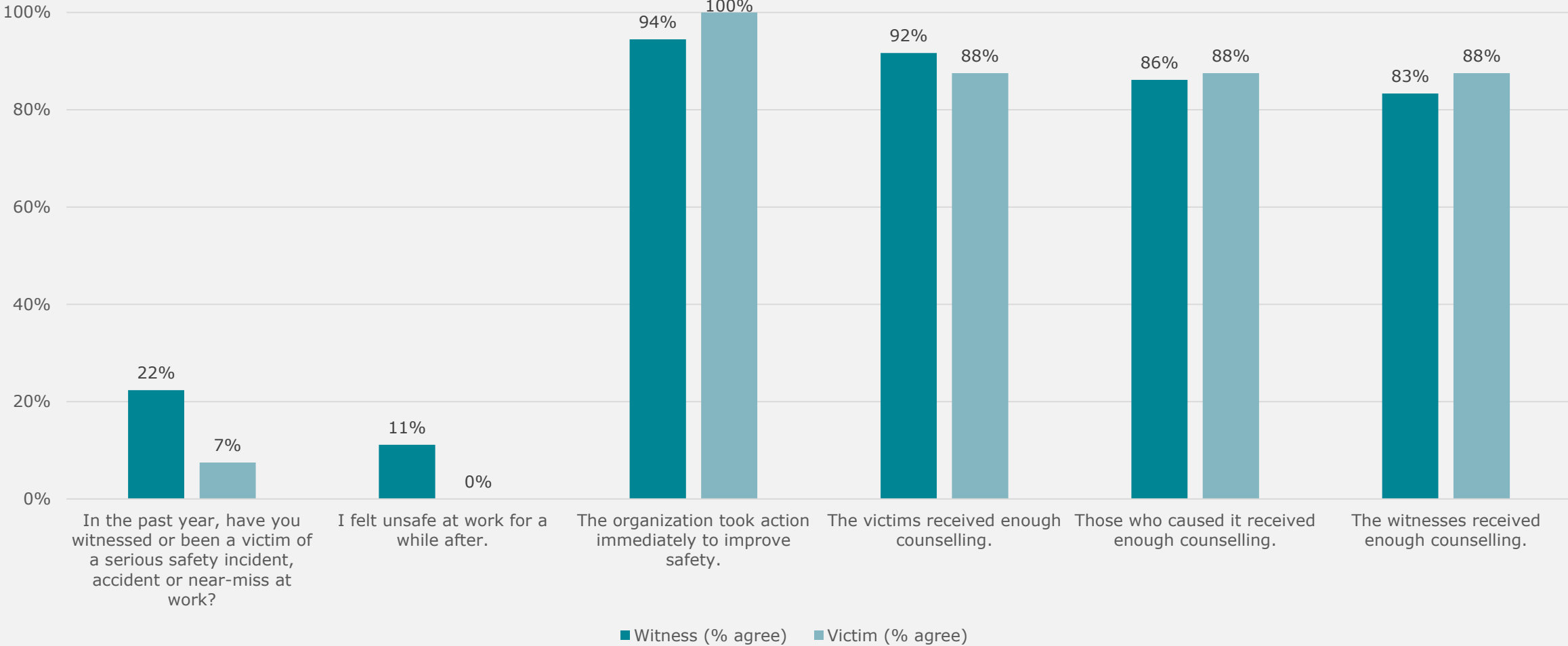


■ Strongly disagree ■ Disagree ■ Neutral ■ Agree ■ Strongly agree

\*Negatively worded item

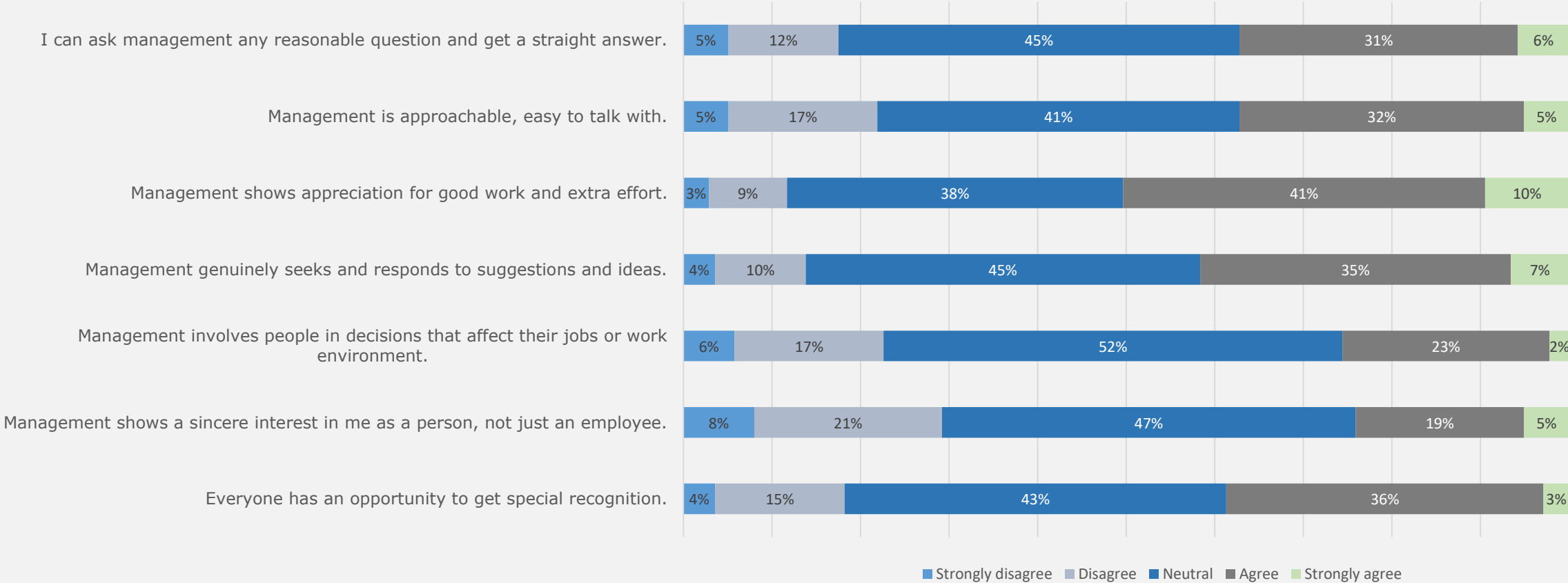
# 6. Extra questions

## Safety at work (3/3)



# 6. Extra questions

## Management questions



# 7. Appendix

## 7. Appendix

### **Excel report:**

- Response by population (tab: Response Rate)
- Analysis of variance (tab: Analysis of variance)
- Item analysis (tabs: Items)



Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited, a UK private company limited by guarantee (“DTTL”), its network of member firms, and their related entities. DTTL and each of its member firms are legally separate and independent entities. DTTL (also referred to as “Deloitte Global”) does not provide services to clients. Please see [www.deloitte.com/about](http://www.deloitte.com/about) for a more detailed description of DTTL and its member firms.

This communication is for internal distribution and use only among personnel of Deloitte Touche Tohmatsu Limited, its member firms, and their related entities (collectively, the “Deloitte network”). None of the Deloitte network shall be responsible for any loss whatsoever sustained by any person who relies on this communication.

© 2018. For information, contact Deloitte Touche Tohmatsu Limited