



Retaining Workers: who Cares?

Prof dr Lode Godderis

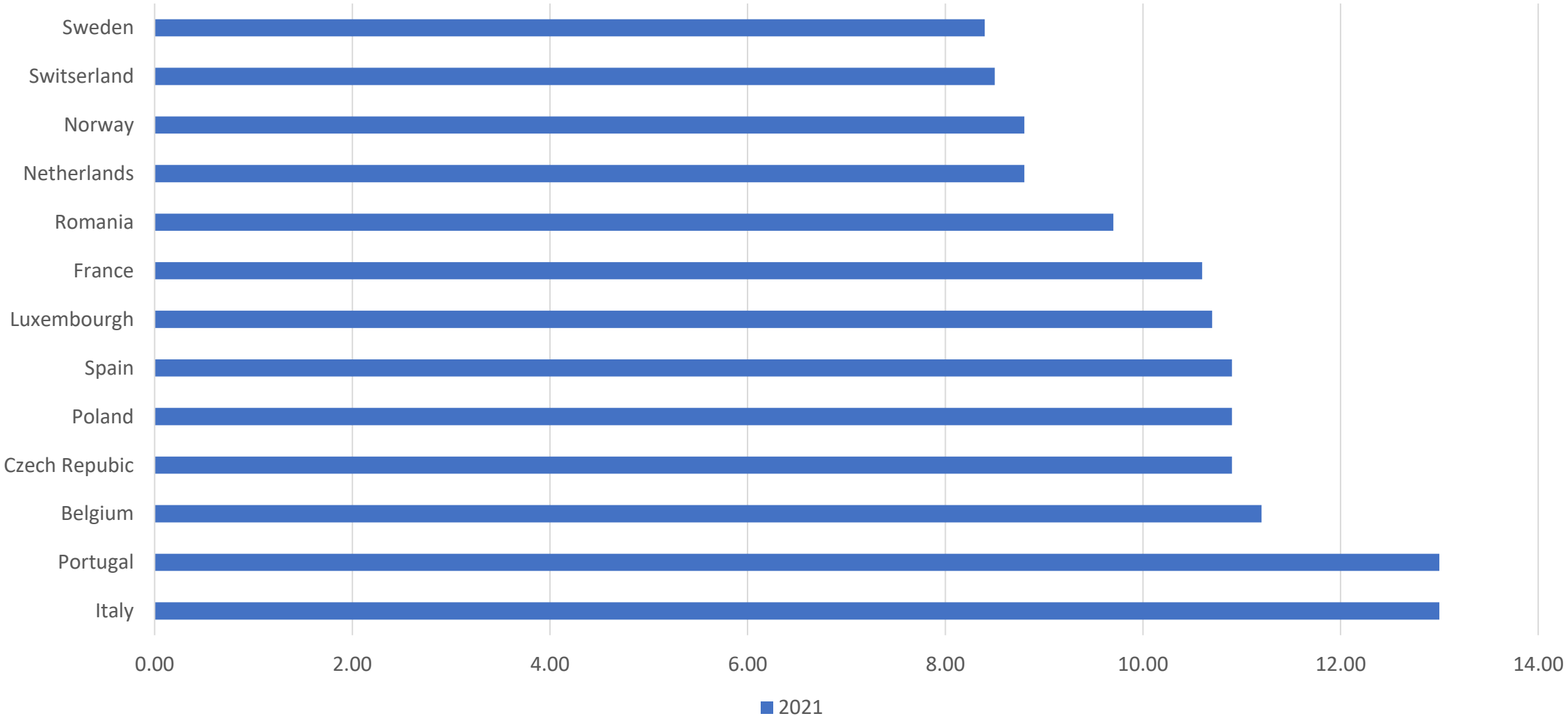
A photograph of a Black woman in blue medical scrubs, likely a nurse, standing in a hospital hallway. She is looking out a window with her right hand on her forehead, suggesting stress or concern. Her left hand is on her hip. A stethoscope is visible around her neck. The scene is dimly lit, with light coming from the window. The text "Some numbers" is overlaid in white on the left side of the image.

Some numbers

By 2030, there will be a
global shortage of 14
million healthcare workers

WHO

Average time spent with one employer in selected OECD countries (in years)



Organisation for Economic Co-operation and Development (OECD). (2021). OECD.Stat. Retrieved September 29, 2022, from https://stats.oecd.org/Index.aspx?DataSetCode=TENURE_AVE#

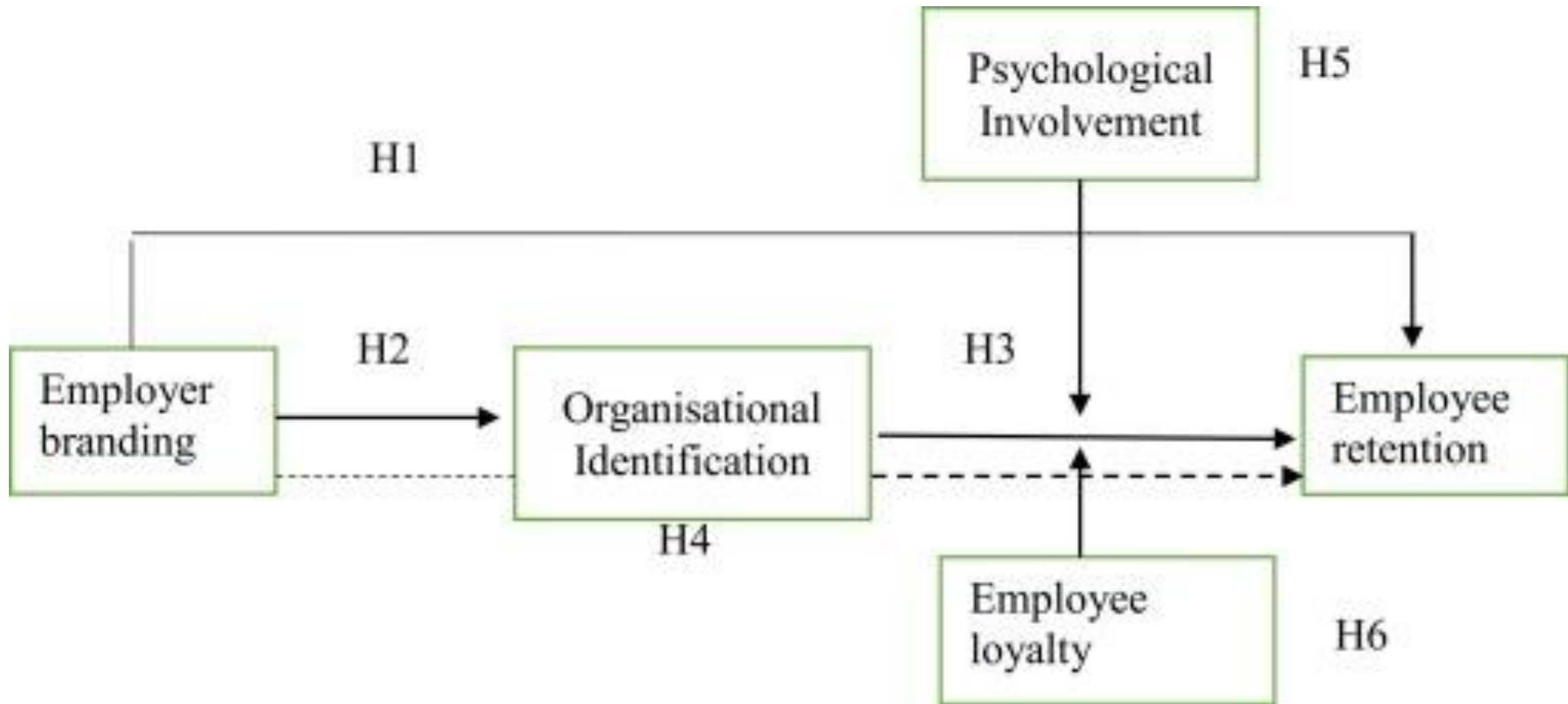
CHANGING JOB

- Over a quarter of Flemish employees never changed jobs.
 - 27% of employees stayed with their first employer.
- Job change across different age groups:
 - 29% of those aged 55 and older stayed with their first employer.
 - 31% of those under 35 stayed with their first employer.
 - Only 23% of those aged 35 to 54 stayed with their first employer.



Recruitment - Onboarding





A close-up photograph of a person's hands, wearing a white long-sleeved shirt, holding a stack of light-colored wooden blocks. The blocks are arranged in a slightly curved line, and the person's fingers are gently gripping them. The background is a dark wooden surface. The word "Retention" is overlaid in white text in the center of the image.

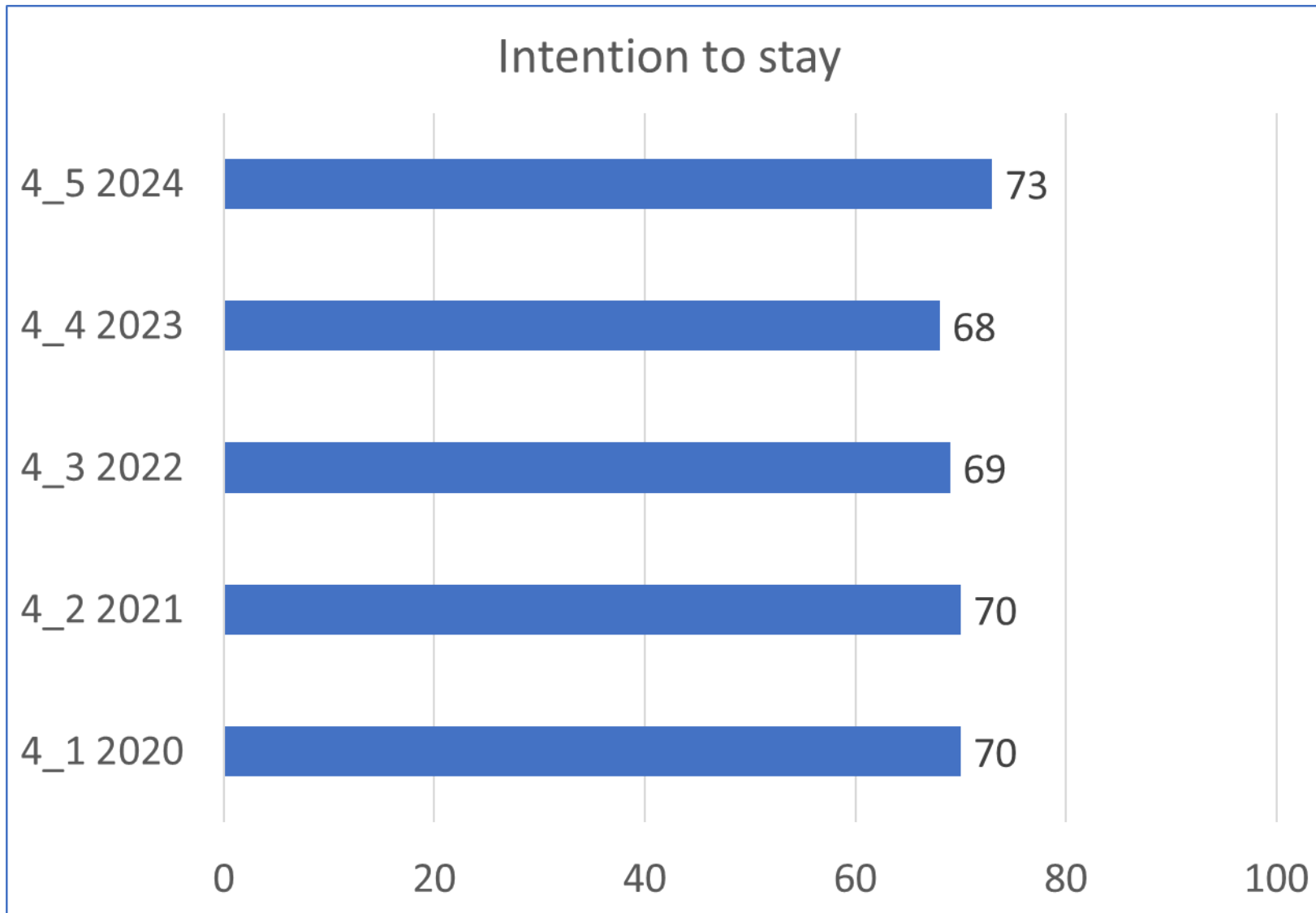
Retention

$$\text{Retention rate} = \frac{\text{Employees at start} - \text{Employees that left}}{\text{Employees at start}} * 100$$

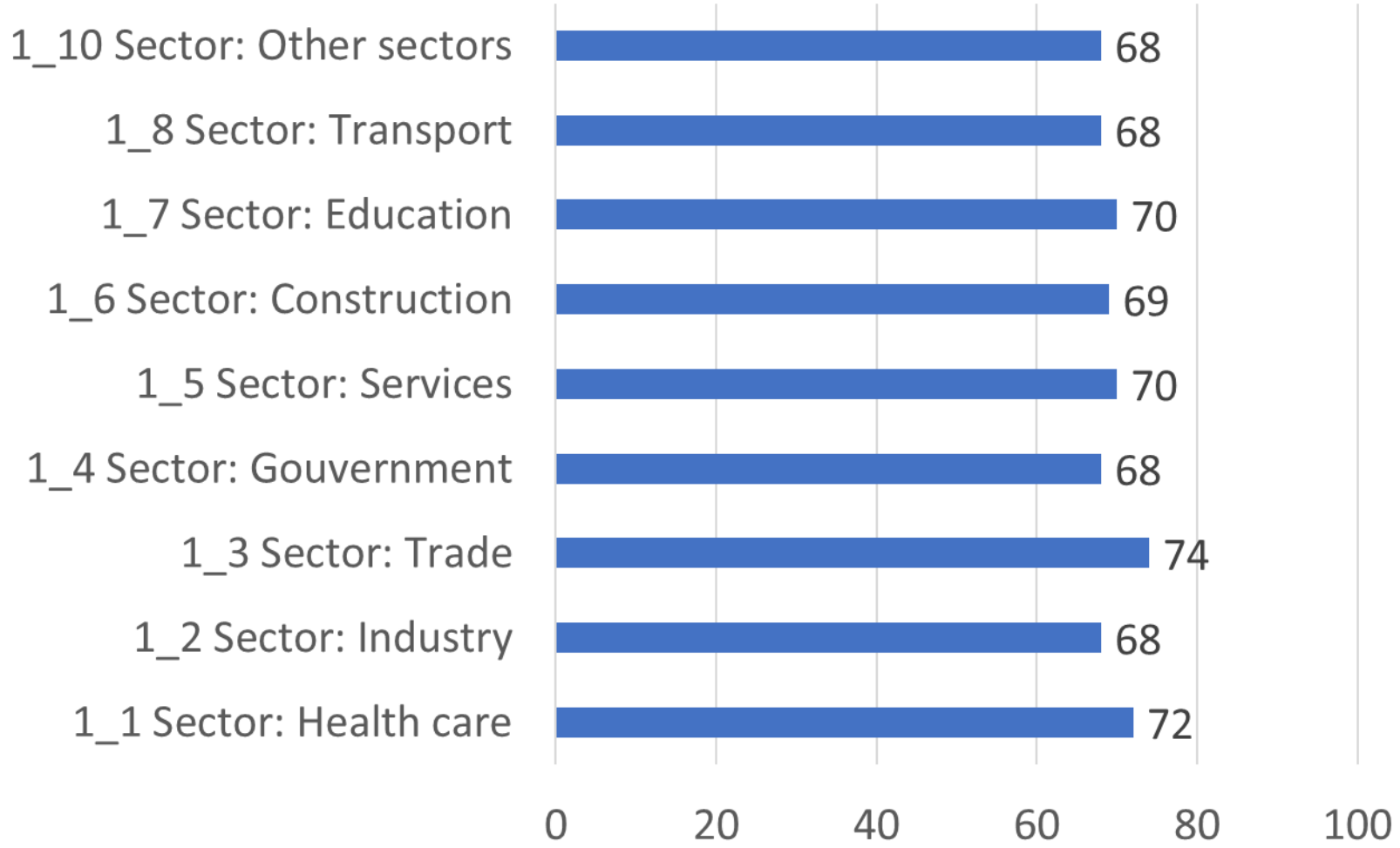
$$\text{Turnover rate} = \frac{\text{Employees that left}}{(\text{Employees at start} + \text{Employees at end})/2} * 100$$

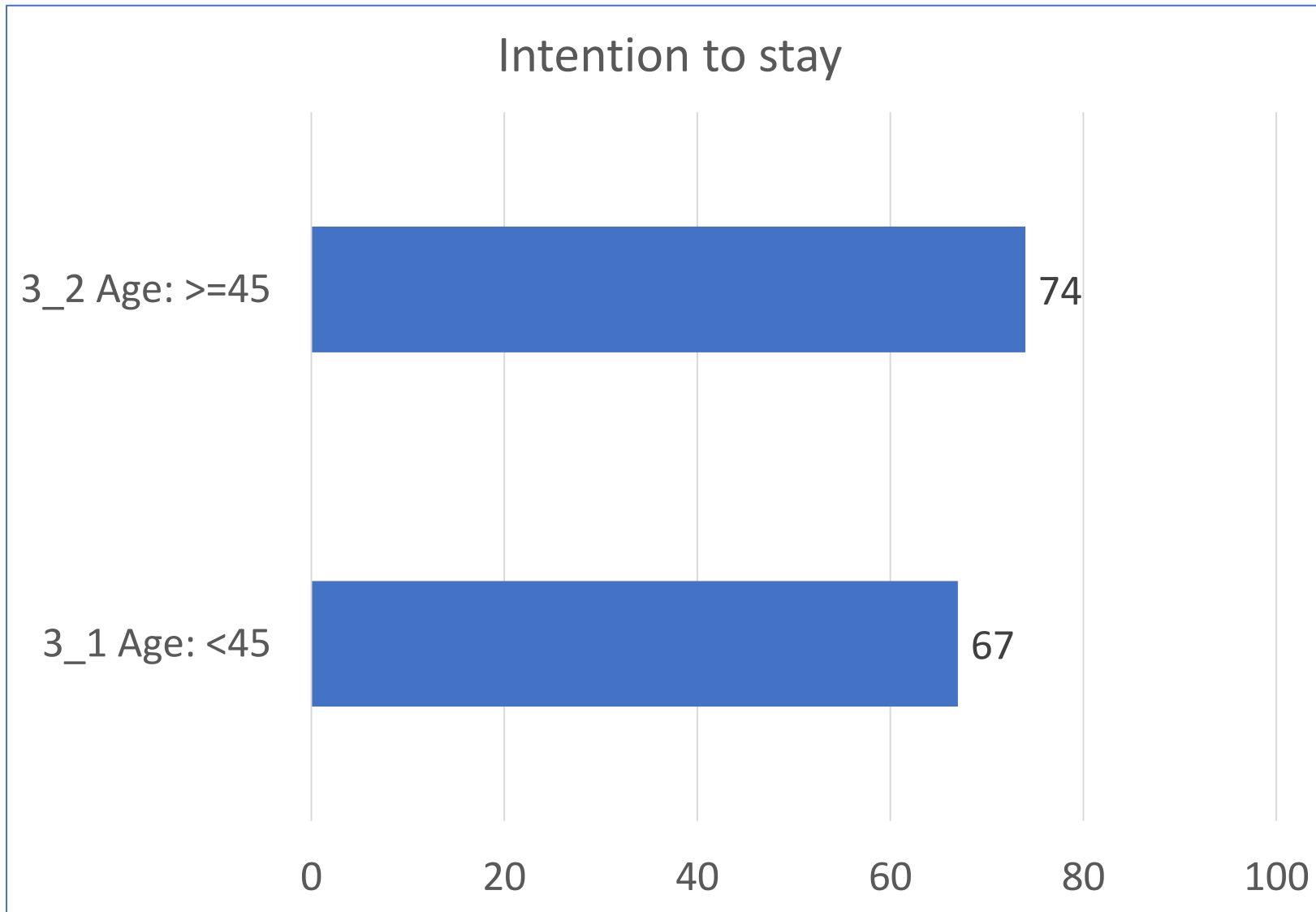
Tips:

- Periodic for accurate follow-up to allow fast intervention
- Consider calculating desirable turnover by subtracting e.g. retired employees, low performing employees decided to quit, dismissed employees due to misconduct



Intention to stay







Generational Shift?



Meteor: Mental Health: a focus on job retention of healthcare workers



Job retention & turnover intentions



Physicians & nurses in 8 EU hospitals



Belgium, the Netherlands, Poland and Italy



Systematic reviews, survey and co-creation workshops

KU LEUVEN

Spaarne  Gasthuis



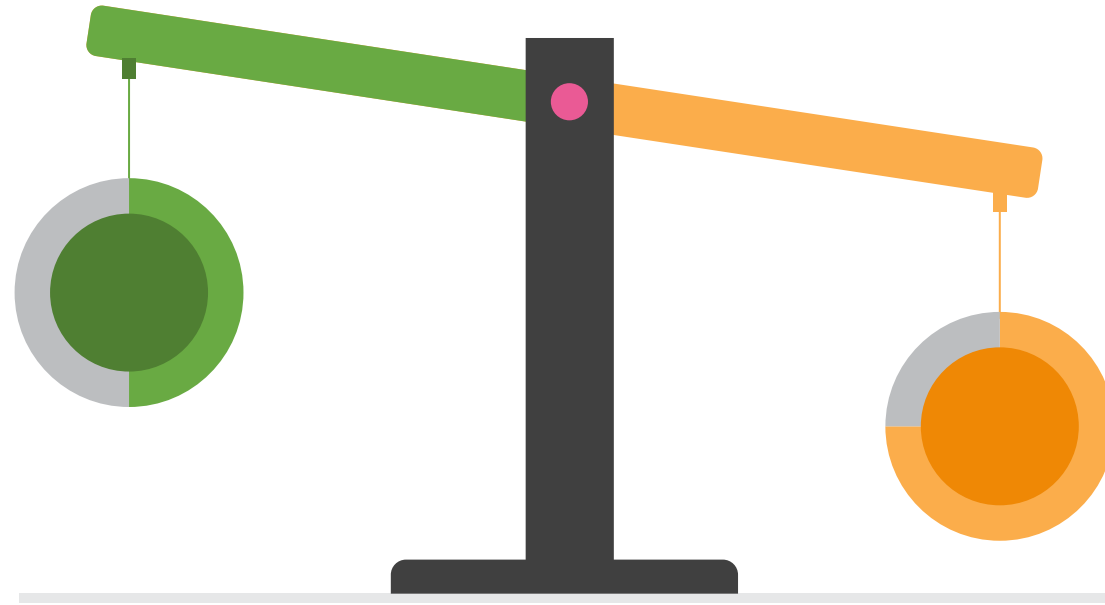
MEDICAL
UNIVERSITY
OF SILESIA,
KATOWICE, POLAND



UNIVERSITÀ
DEGLI STUDI
DI PALERMO



ALDGATE
STRATEGY GROUP

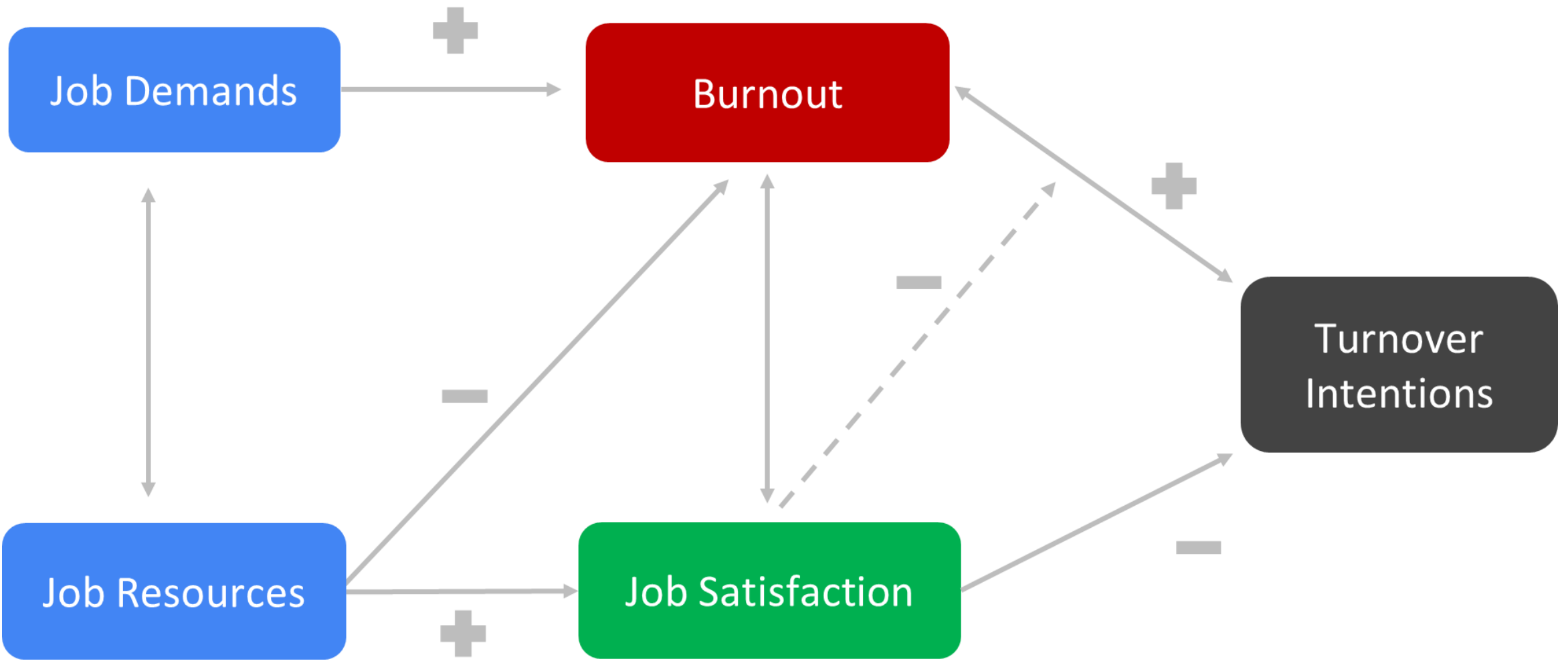


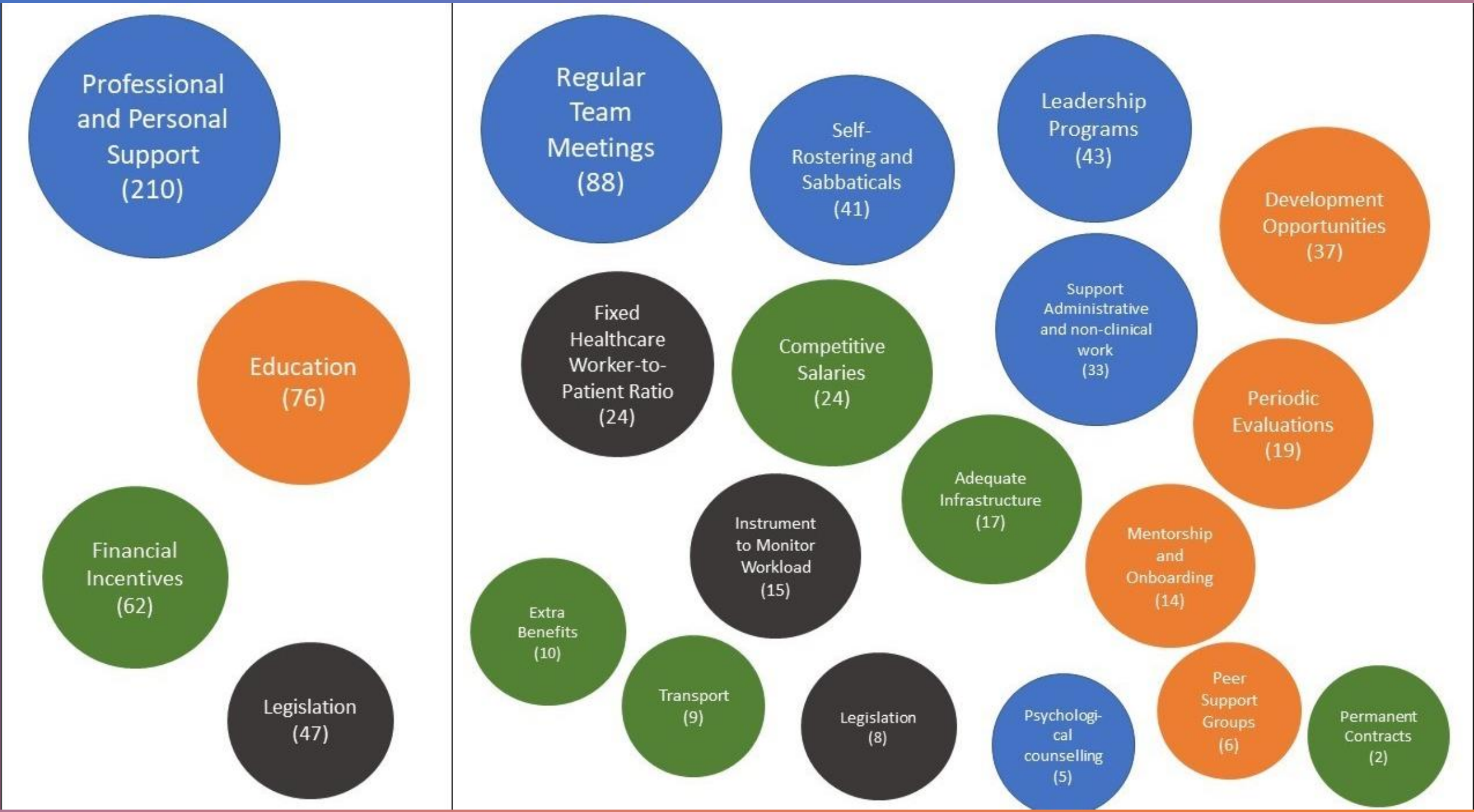
Pull Factors

Job satisfaction
Career developments
Good leadership
Positive relationships
Rewards

Push Factors

Burnout symptoms
No challenges
Inadequate staffing
Workload
Conflicts at work





Onboarding

Mentorship

Training Soft
Skills

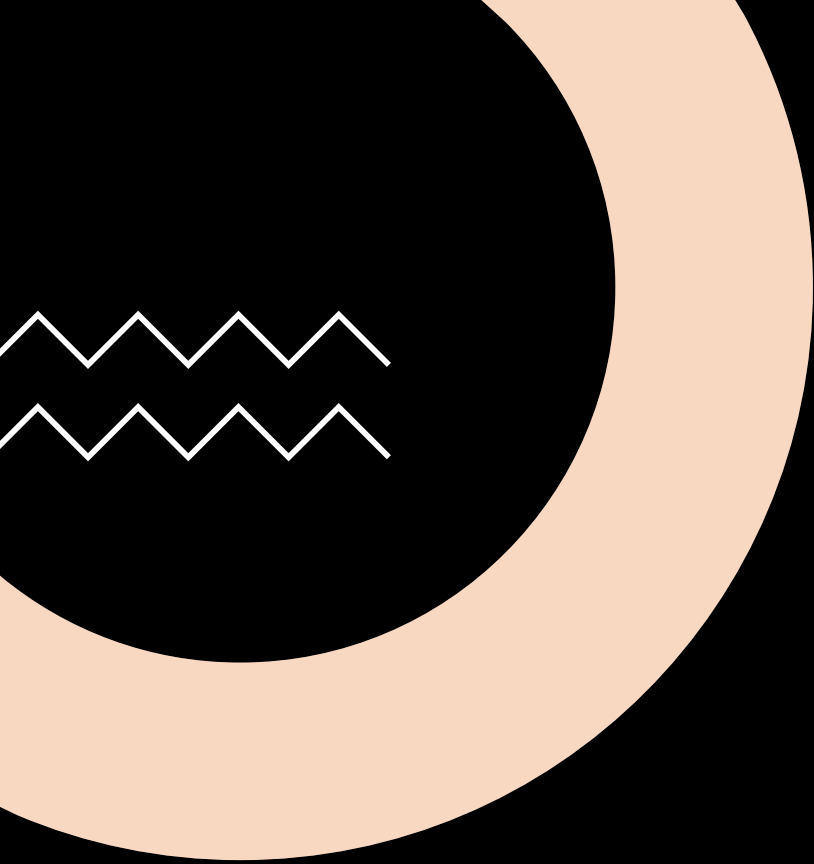
Social Support

Interpersonal
Relations

Technology



Resign or re-sign



43% quitters admit they were better off at their old job

41% contemplated quitting for **less than a month**

41% quit their jobs too quickly

62% “The job I quit was better than my job now”



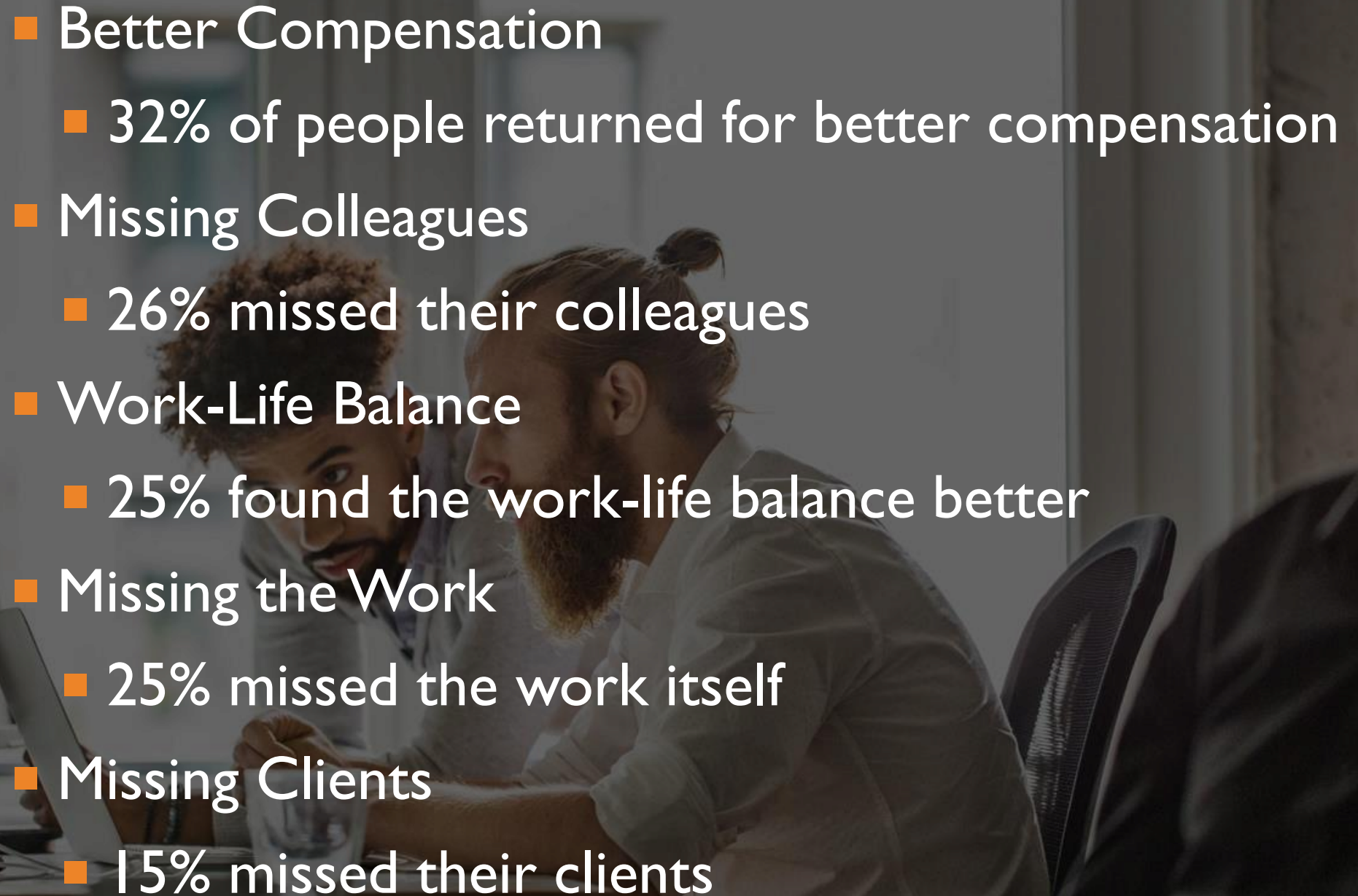
SUCCESS

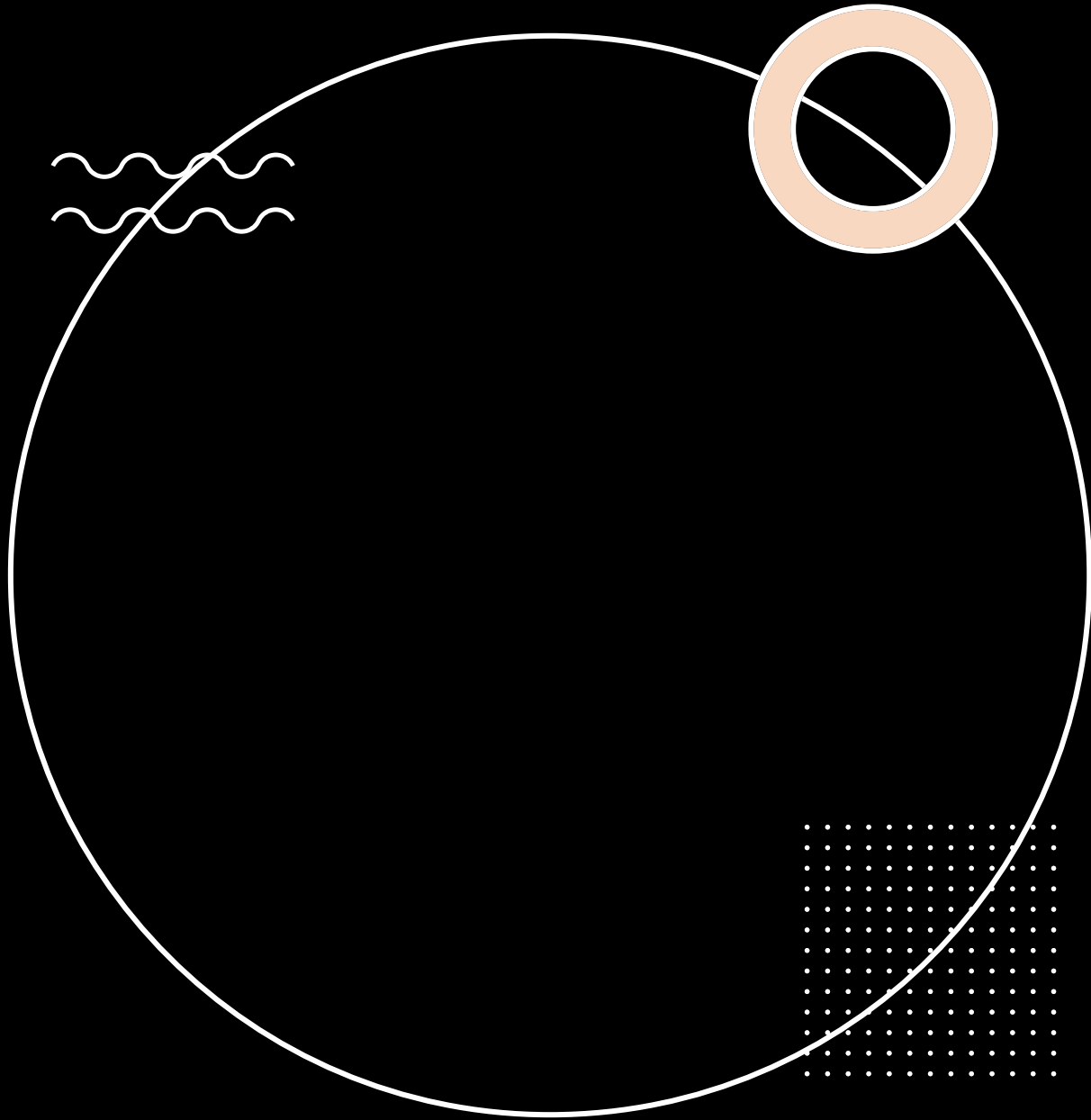
-
- Return to Previous Employer
 - 16.5% of Flemish people have returned to a previous employer.
 - For men, this is 20%.
 - For women, this is 14%.
 - Considering a Return
 - 27% of employees would consider returning.
 - No Return
 - 56.5% rule out returning



What leavers missed former job?

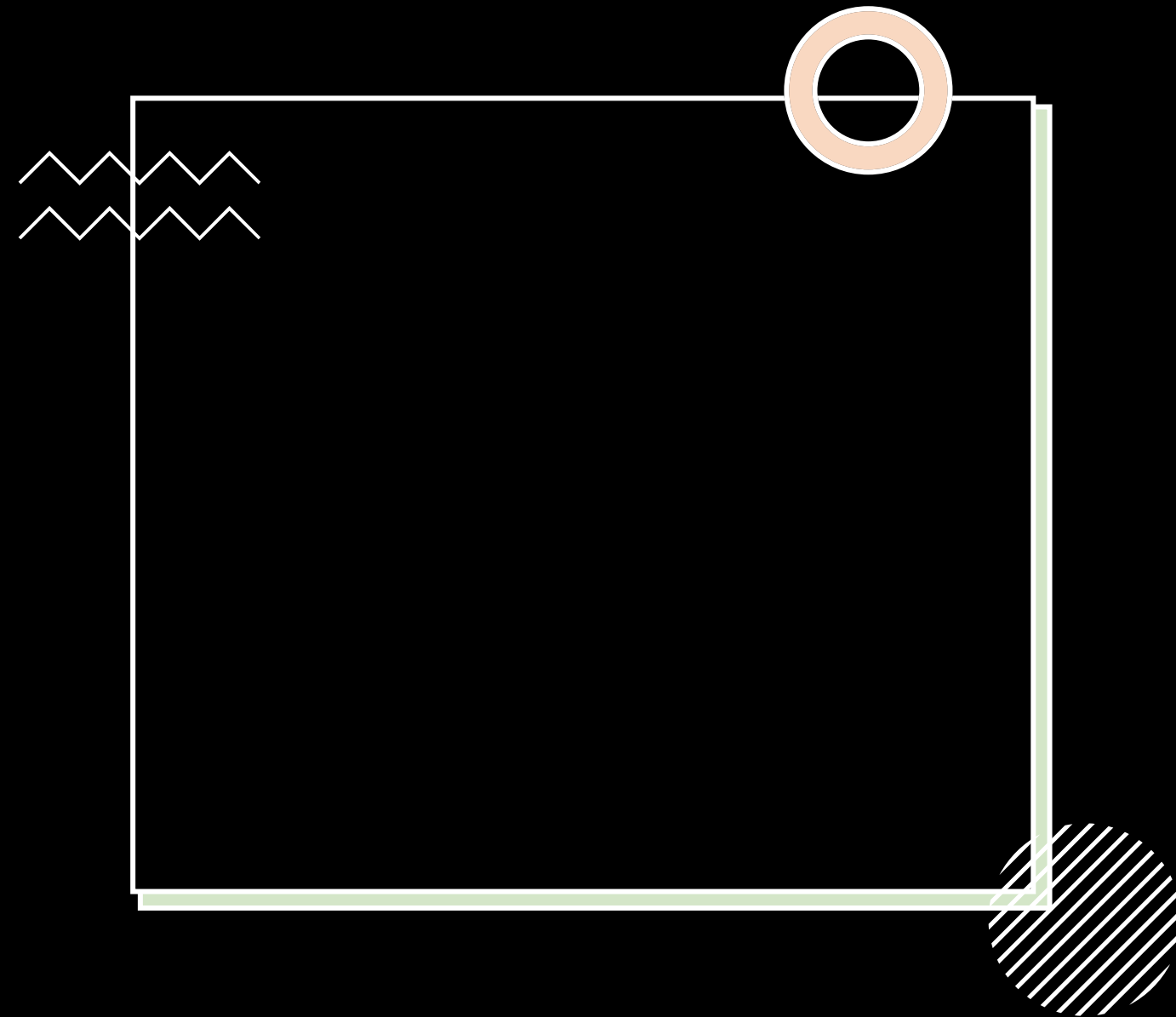
- 38% peers/coworkers
- 31% familiarity & comfort in role
- 22% customers they served
- 19% compensation/pay
- 16% work-life balance

- 
- Better Compensation
 - 32% of people returned for better compensation
 - Missing Colleagues
 - 26% missed their colleagues
 - Work-Life Balance
 - 25% found the work-life balance better
 - Missing the Work
 - 25% missed the work itself
 - Missing Clients
 - 15% missed their clients



Boomerang?

- violation psychological contract
- strong social ties to former colleagues
- financially motivation (25% versus 4%)



Say au revoir, but not goodbye

Minimize disruption AND build positive

Pitch the Rehire at One-Year

Raise or promotion

Eye toward equity

A close-up photograph of several hands stacked on top of each other on a wooden table. The hands are of various skin tones and are wearing different colored sleeves: a brown sweater, a black cable-knit sweater, and a light-colored patterned sleeve. The background is softly blurred, showing an outdoor setting with green foliage and a wooden structure. The text "Re-integration" is overlaid in the center of the image in a white, sans-serif font.

Re-integration



Functioning

Health perception & psychological distress

Pain & work-health-interference perception

Recovery & return to work expectations

Return to work needs



Stressful life events

Stressful life events



Work-related factors

Turnover intention

Autonomy, learning, development opportunities

Social support management & colleagues

Workload & Emotional burden

Job satisfaction & expectations



Person-related factors

Fear of colleagues

Perfectionism

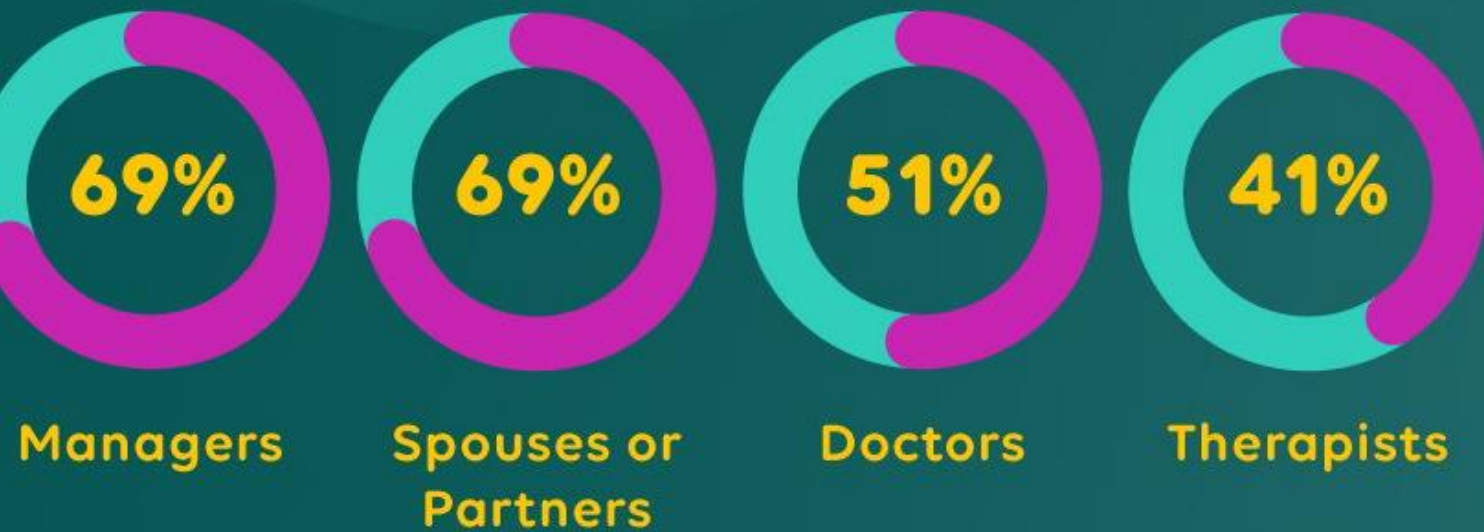
Return to play

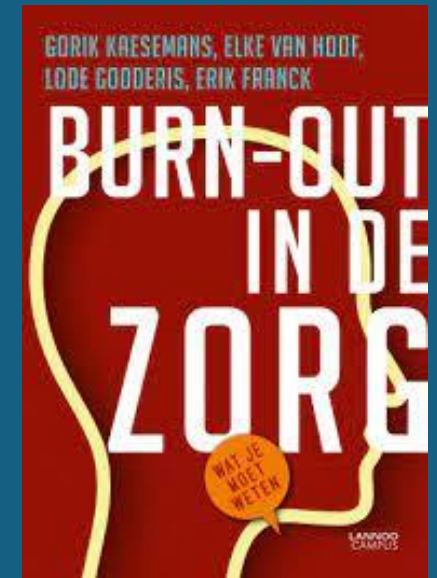
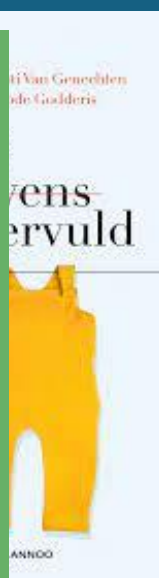


Reorganize



Managers impact employees' mental health more than doctors or therapists, and just as much as their spouses or partners.





Want to kn