



**BUSINESS  
SCHOOL**

# **STRATEGISCH LOONBELEID**

**PROF DR XAVIER BAETEN**

# EMPLOYEE PREFERENCES

## FIXED PAY

---



- The same pay rise for everyone
- No increase for the 10% lowest performing, the rest get 1-5% extra depending on performance
- Only the 20% best performing get a pay rise

# EMPLOYEE PREFERENCES FIXED PAY

---





**Fairness**

# EQUITY THEORY

## Organisational justice

```
graph TD; A[Organisational justice] --- B[Distributive justice]; A --- C[Procedural justice]; A --- D[Interactional justice]
```

### Distributive justice

*Is my pay fair  
compared with  
others?*

*External + internal  
comparison*

### Procedural justice

*Is my pay fairly  
determined?*

### Interactional justice

*Am I treated with politeness,  
dignity and respect by my  
manager? (interpersonal  
justice)*

*Did I receive accurate and  
high-quality information?  
(informational justice)*

# EQUITY THEORY

---

## DISTRIBUTIVE JUSTICE

- Pay relative to:
  - Responsibilities
  - Education and training
  - Experience
  - Effort
  - Work done well
  - Stresses and strains

## PROCEDURAL JUSTICE

- Consistent rules & procedures
- No personal motives or biases
- Ethical decision-making
- Accurate information used
- Employee input obtained
- Opportunity to modify decisions
- Reasons behind decisions are explained

## SALARISSTUDIE ZORG 2019

- ▶ Ontstaan uit Generieke Salarisstudie 2019
- ▶ 10 gerapporteerde functies
- ▶ 15 organisaties



# EXTERNAL EQUITY

## ZORGSECTOR VS. ALGEMENE BELGISCHE MARKT

Functieniveau - Total Compensation

TOTAL  
COMPENSATION

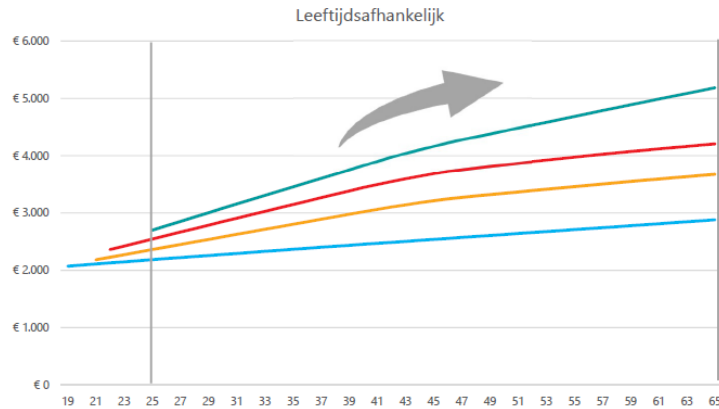




# INTERNAL EQUITY

## ZORGFUNCTIES

Basissalaris – carrièreperspectief in een functie



BASIS-  
SALARIS

65 jaar  
vs.  
25 jaar

Hoofd-verpleegkundige	92%
Verpleegkundige - Bachelor	65%
Verpleegkundige - Gegradueerd	56%
Zorgkundige	32%



# INTERNAL EQUITY

