



Driving employee engagement

HeadlineJobs Quality Workplace Index 2011H2

Prepared by Sing Tao Research & Development Department (Nov 2011)



HeadlineJobs.hk

Methodology

Survey Design	Co-developed by HKUPOP and HeadlineJobs
Main Survey: Working Class	
Survey Approach	Random telephone survey using CATI system
Fieldwork Period	September 19-30, 2011
Target Respondents	HK working population of age 18 or above
Sample Size	N = 502
Weighting	Sourced from C&SD - General Household Survey (Apr-Jun 2011) on HK working population of age 15+
Supplementary Survey: Active Job-Seekers	
Survey Approach	Online survey (conducted by HeadlineJobs)
Target Respondents	HeadlineJobs visitors (N = 492)



Job Satisfaction: 5 Main Drivers and 16 Factors



Compensation

- Safe Working Environment
- Job Security
- Salary
- Benefit
- Work Flexibility



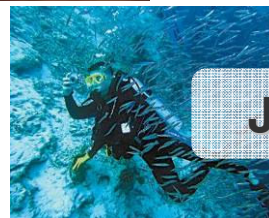
Recognition

- Relationship with Supervisor/ Management
- Management Recognition
- Full play to Potentials and Autonomy



Relationship

- Relationship with Co-workers
- Networking
- Contribution to the Organization



Job Nature

- Job Nature and Meaningfulness
- Job Variety
- Corporate Culture



Advancement

- Professional Development
- Career Advancement Opportunities





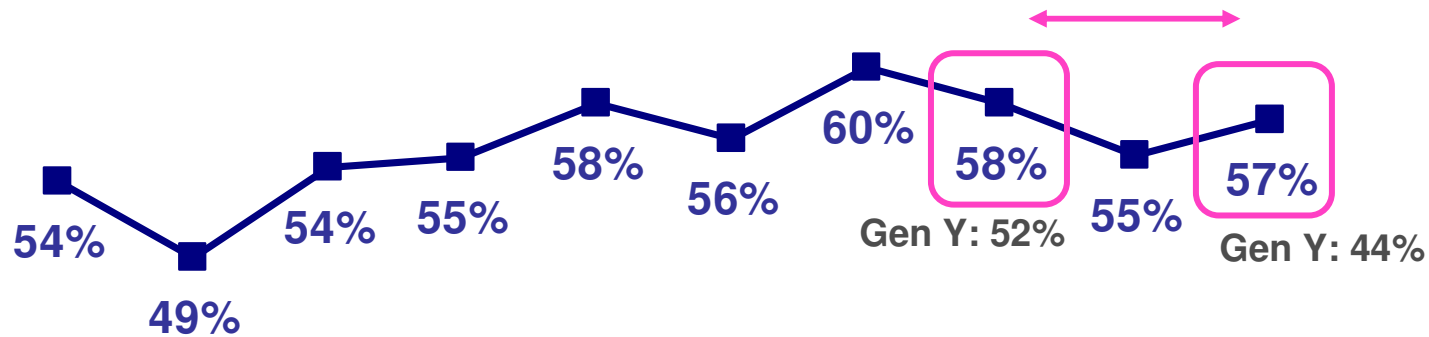
Findings: HeadlineJobs Workplace Index



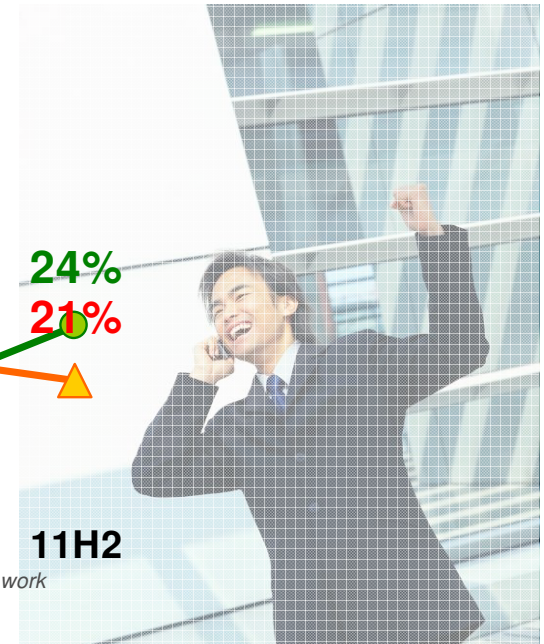
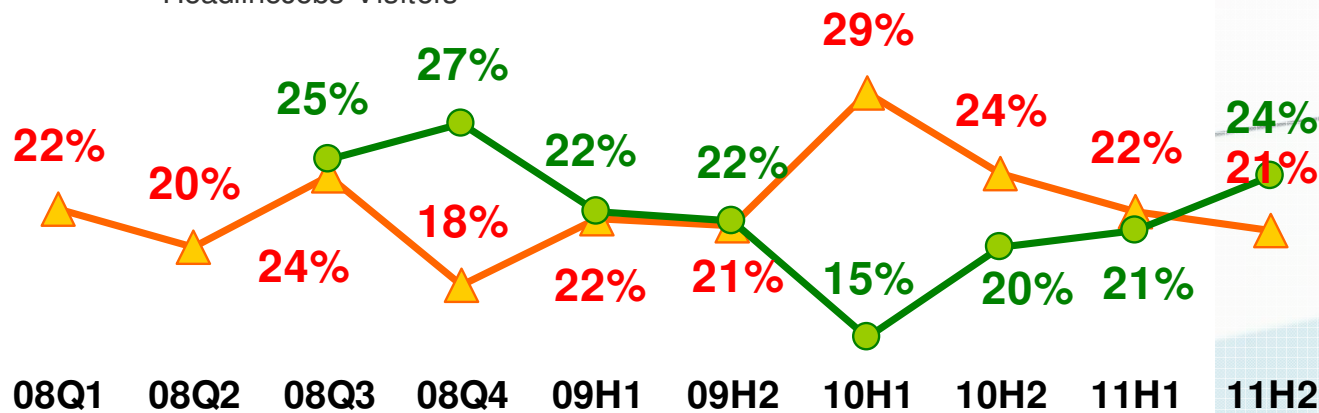
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Overall job satisfaction level

Job satisfaction remains steady; Yet, satisfaction drops for job seekers



- Employees
- ▲ Job Seekers (Employees)
- HeadlineJobs Visitors



Satisfaction refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work

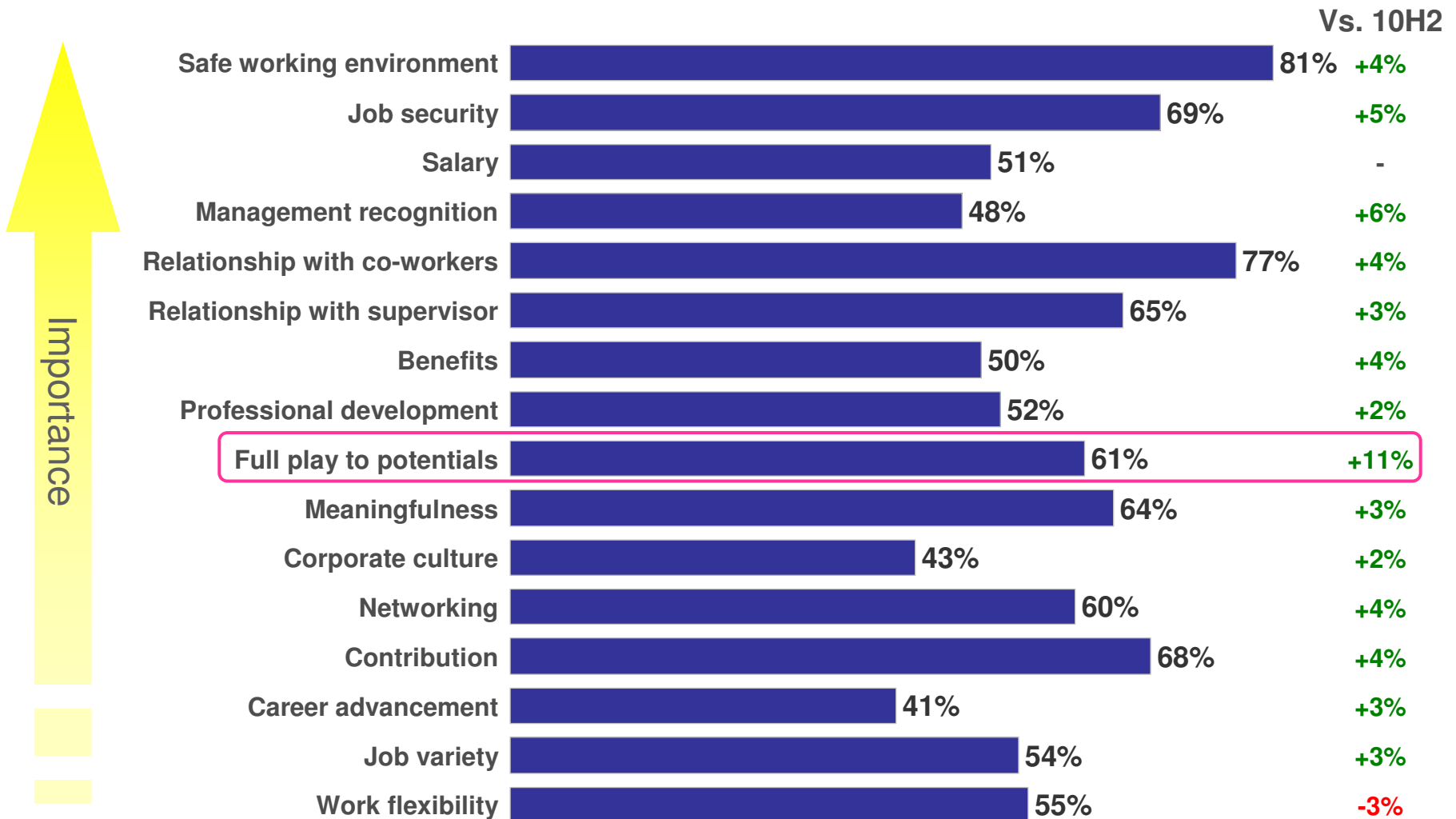
Sources:

- Employees, HeadlineJobs visitors, HeadlineJobs Online Quality Workplace Index
- Employees, HKUPOP, HeadlineJobs Quality Workplace Index



Changes on job satisfaction factors

Satisfaction has improved in 11H2, especially for full play to potentials



Satisfaction refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work
 Base: Employees only
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

Relative Importance among Satisfaction Factors



Compensation



Recognition



Relationship



Job Nature



Advancement

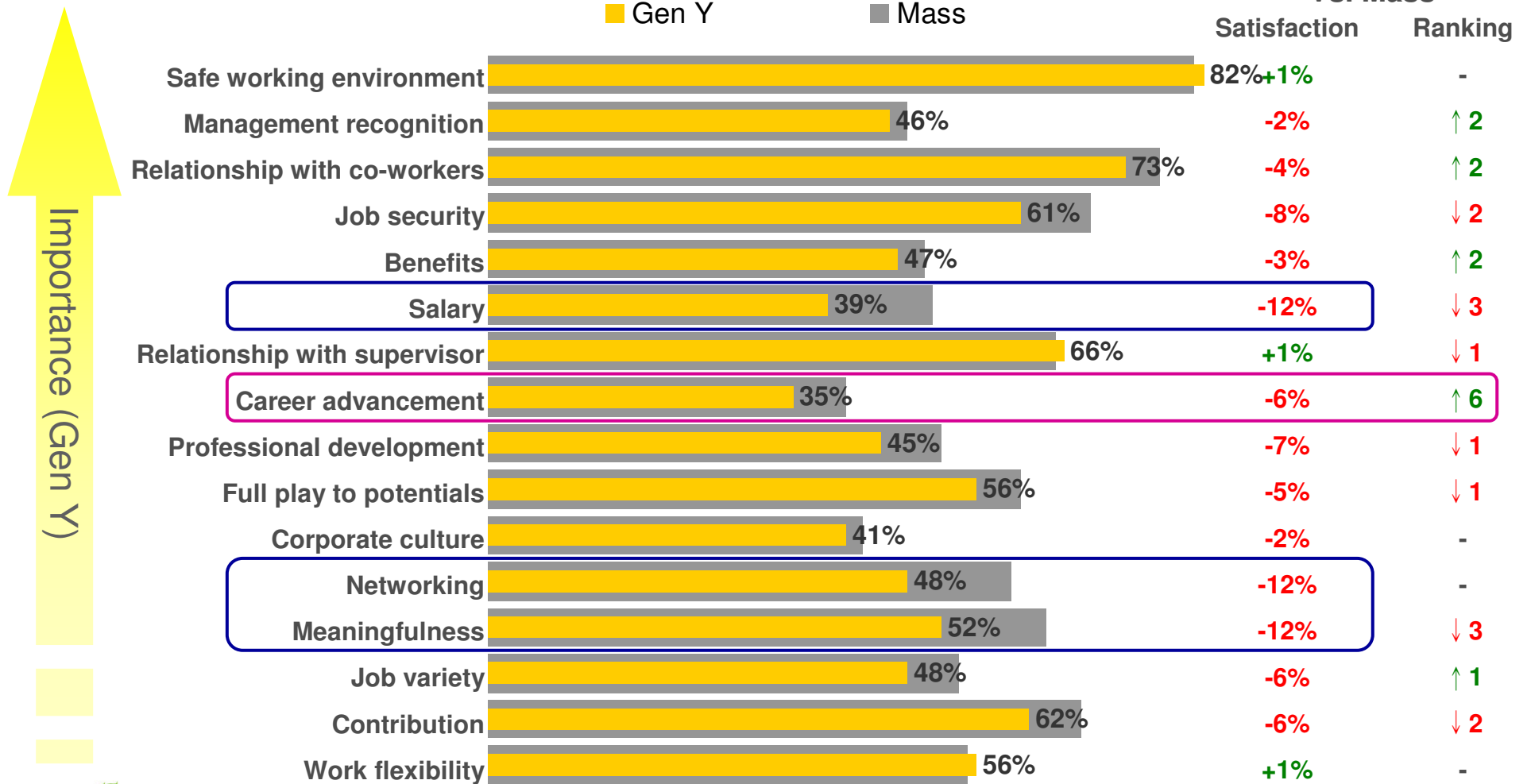
Importance	2008 Q4 Financial Tsunami	2009 H2 Post Recession	2010 H2 Recovering	2011 H2 Uncertain
1	Job Security	Safe working environment	Safe working environment	Safe working environment
2	Safe working environment	Job security	Salary	Job security
3	Salary	Salary	Relationship with co-workers	Salary
4	Relationship with co-workers	Relationship with co-workers	Job security	Management recognition
5	Relationship with supervisor	Management recognition	Management recognition	Relationship with co-workers



Base: Employees only
Source: HKUPOP, HeadlineJobs Quality Workplace Index

Job satisfaction factors

Gen Y employees are less satisfied with their Salary, Networking and Job Meaningfulness. Yet, Career advancement is more important to them



Satisfaction refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work
 Base: Employees only
 Source: HKUPOP, HeadlineJobs Quality Workplace Index



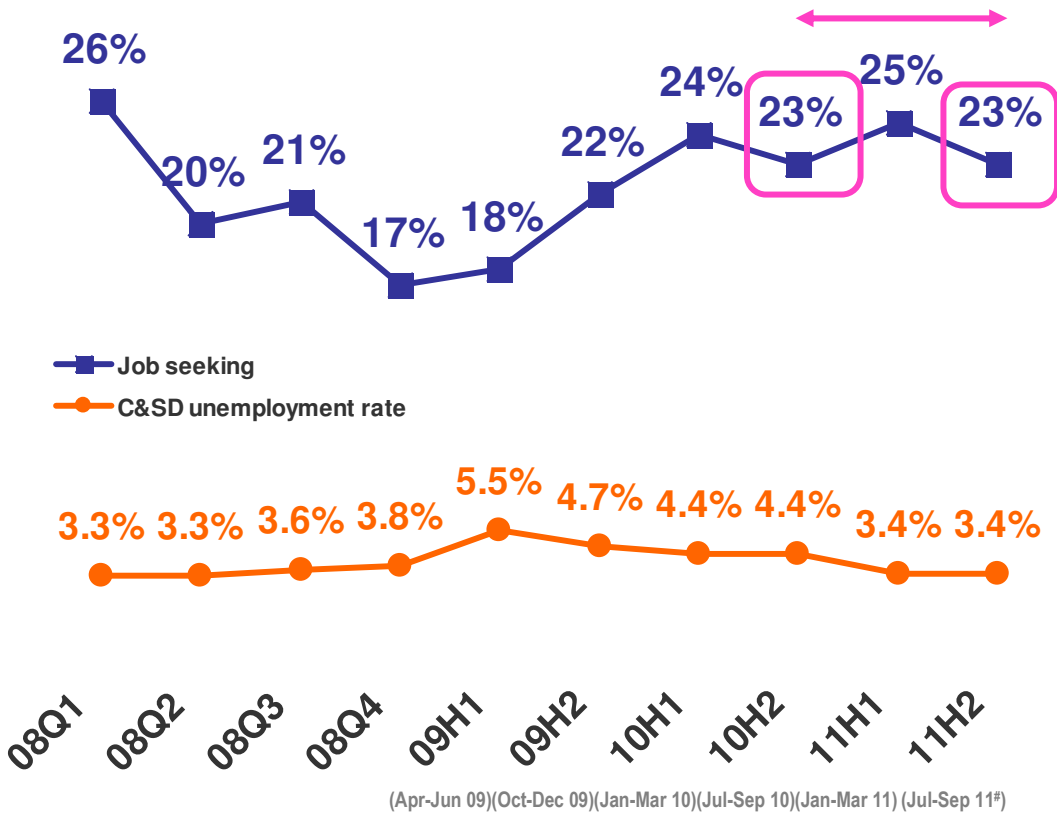
Findings: Role and Expectation at Workplace



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Job seeking rate

Job seeking rate remain steady, and unemployment rate has dropped a little

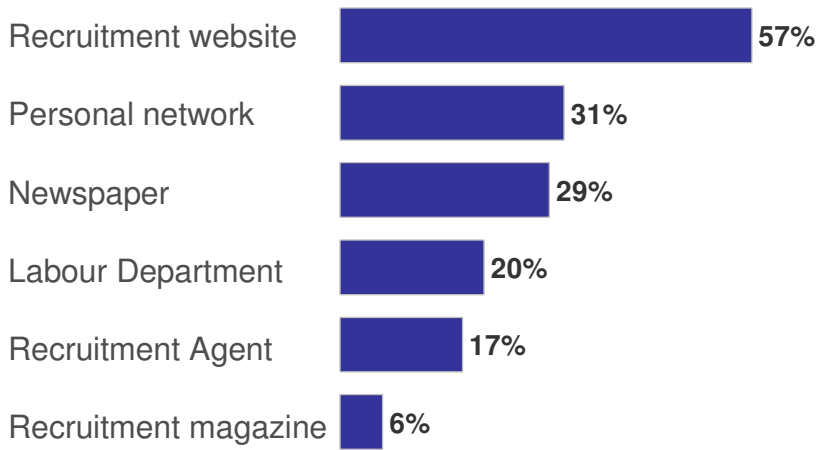


More likely to switch jobs:

- Young talents (36% for those aged under 30)
- Executive/ Supervisor/ Officer (39%)
- Servicing staff/ Shop sales (35%)



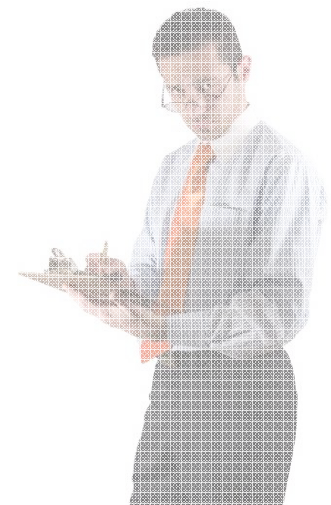
Via



Base: Employees only
 Sources:
 - Job seeking: Employees, HKUPOP, HeadlineJobs Quality Workplace Index
 - Unemployment rate: C&SD, #Provisional figure

What makes a “Good Boss”?

Employees need clear instructions from their bosses



Base: Employees only
Source: HKUPOP, HeadlineJobs Quality Workplace Index

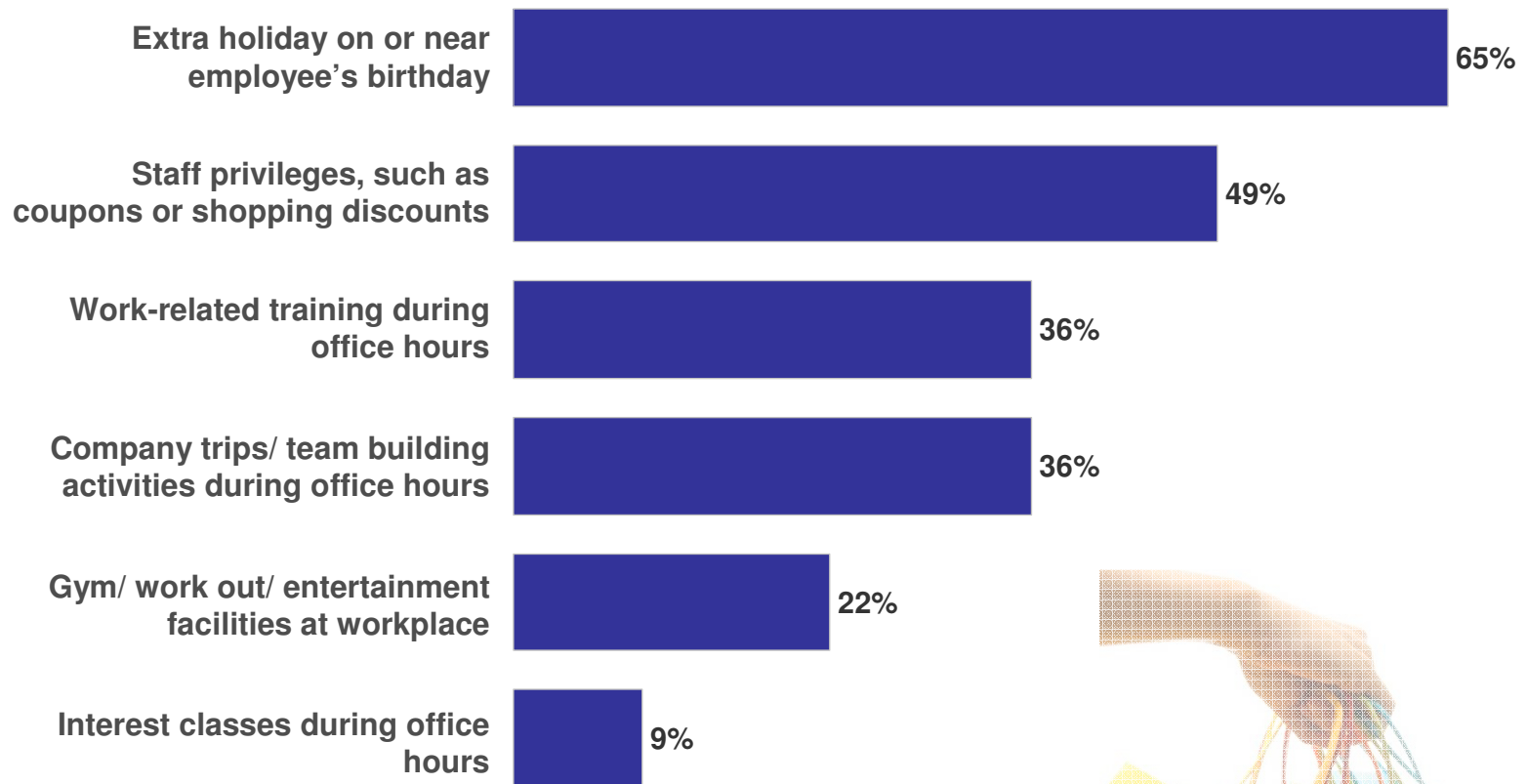
“Good Boss” to employees with different working styles

	All Employees	The Peacemaker	The Achiever	The Helper	The Loyalist	The Challenger	The Investigator	The Individualist*	The Enthusiast*	The Reformer*
Population	100%	24%	14%	14%	12%	11%	7%	5%	5%	4%
Good Boss										
Set clear goals/ standards for employees	78%	75%	78%	81%	77%	76%	79%	77%	78%	79%
Meet regularly with employees to know them better	71%	68%	78%	67%	66%	85%	59%	81%	72%	74%
Let employees know the relationship between their work and company's strategies	67%	63%	66%	70%	64%	73%	63%	73%	68%	74%
Share with employees company's strategies	65%	64%	62%	57%	60%	77%	63%	62%	83%	76%
Cultivate a non-hierarchical atmosphere/ relationship with employees	56%	58%	51%	62%	59%	56%	49%	51%	52%	47%
Set standards and give orders as a boss/ supervisor when needed	43%	37%	40%	40%	43%	55%	40%	46%	67%	39%

*Very small sample size (<30), for indication only

Compensation for limited salary raise

Employees would like to be compensated by enhancing their work-life balance: having an extra holiday or shopping privileges are what they look for



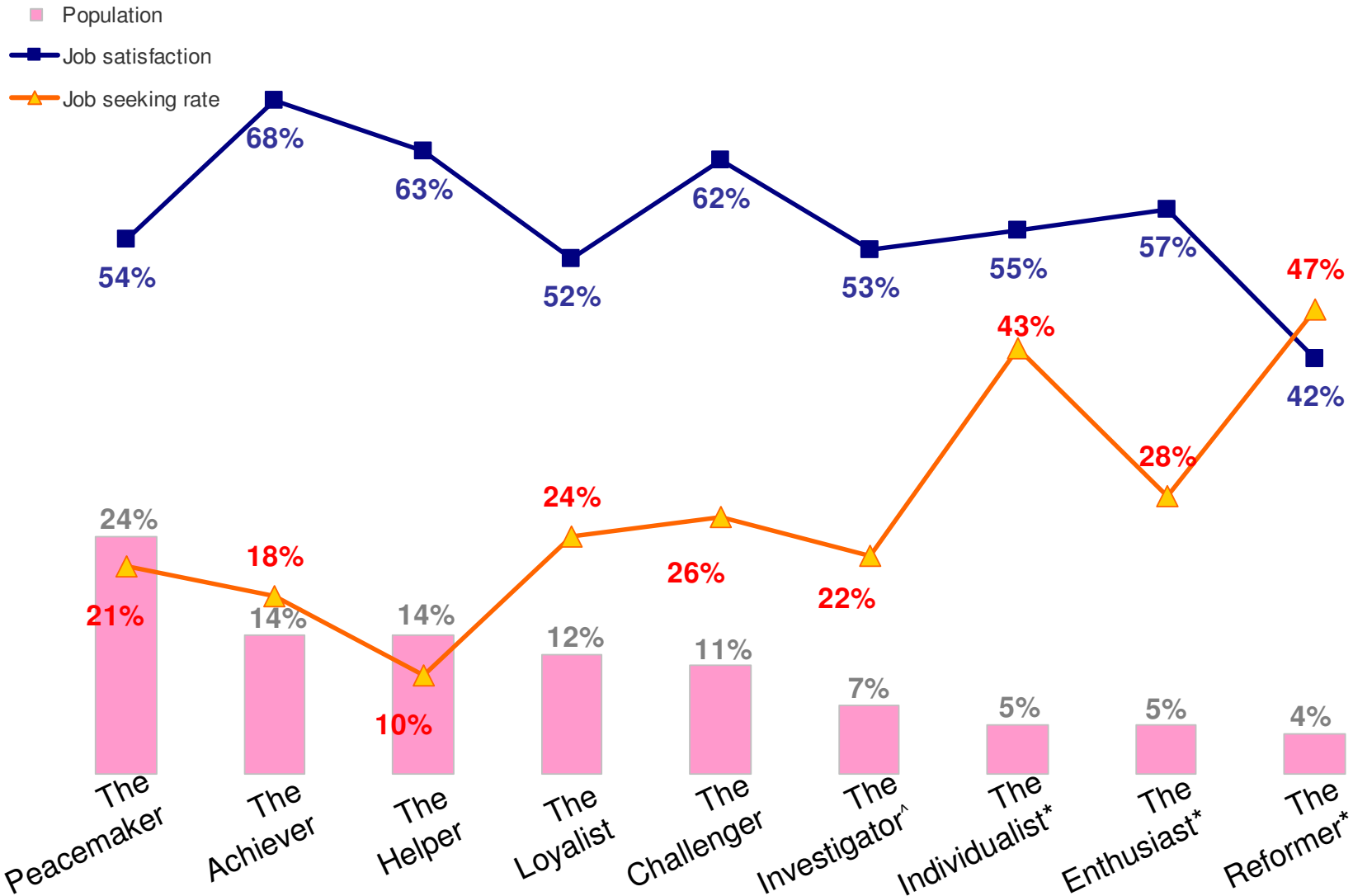
Base: Employees only
Source: HKUPOP, HeadlineJobs Quality Workplace Index

Desired compensation to employees with different working styles

	All Employees	The Peacemaker	The Achiever	The Helper	The Loyalist	The Challenger	The Investigator	The Individualist*	The Enthusiast*	The Reformer*
Population	100%	24%	14%	14%	12%	11%	7%	5%	5%	4%
Extra holiday on or near employee's birthday	65%	64%	66%	70%	74%	58%	56%	52%	62%	83%
Staff privileges, such as coupons or shopping discounts	49%	59%	45%	48%	48%	39%	43%	63%	53%	41%
Work-related training during office hours	36%	38%	38%	40%	23%	38%	32%	37%	37%	51%
Social functions/ company trips during office hours	36%	36%	28%	27%	37%	35%	34%	57%	63%	27%
Gym/ work out/ entertainment facilities at workplace	22%	17%	26%	26%	23%	31%	32%	27%	11%	4%
Interest classes during officer hours	9%	6%	15%	3%	7%	12%	15%	10%	19%	15%

*Very small sample size (<30), for indication only

Working styles defined by the enneagram of personality



^{*} ^Small sample size (<50), read with caution

^{*}Very small sample size (<30), for indication only

Base: Employees only

Source: HKUPOP, HeadlineJobs Quality Workplace Index



Factor importance to different enneagram of personality

Importance	The Peacemaker	The Achiever	The Helper	The Loyalist	The Challenger	The Investigator [^]	The Individualist [*]	The Enthusiast [*]	The Reformer [*]
1	Salary	Benefits	Management recognition	Relationship with supervisor	Safe working environment	Relationship with co-workers	Management recognition	Meaningfulness	Relationship with supervisor
2	Safe working environment	Job security	Job security	Salary	Relationship with supervisor	Management recognition	Job security	Relationship with co-workers	Career advancement
3	Job security	Relationship with supervisor	Relationship with supervisor	Benefits	Job security	Salary	Salary	Job security	Safe working environment
4	Relationship with co-workers	Management recognition	Benefits	Safe working environment	Management recognition	Relationship with supervisor	Safe working environment	Management recognition	Job security
5	Management recognition	Salary	Safe working environment	Job security	Relationship with co-workers	Safe working environment	Meaningfulness	Salary	Salary



** ^Small sample size (<50), read with caution
 *Very small sample size (<30), for indication only
 Base: Employees only
 Source: HKUPOP, HeadlineJobs Quality Workplace Index*

Enneagram of personality by Demographics

	All Employees	The Peacemaker	The Achiever	The Helper	The Loyalist	The Challenger	The Investigator [^]	The Individualist*	The Enthusiast*	The Reformer*
Population	100%	24%	14%	14%	12%	11%	7%	5%	5%	4%
Job Seeking	23%	21%	18%	10%	24%	26%	22%	43%	28%	47%
Gender										
Male	49%	39%	53%	44%	52%	58%	60%	63%	55%	41%
Female	51%	61%	47%	56%	48%	42%	40%	37%	45%	59%
Age										
Gen Y (18 - 29)	21%	22%	15%	9%	21%	38%	37%	20%	20%	20%
30 - 39	28%	19%	40%	29%	24%	32%	28%	47%	32%	17%
40 - 49	25%	30%	21%	36%	20%	18%	15%	17%	32%	36%
50 or above	26%	29%	23%	26%	34%	13%	20%	16%	16%	27%
Education										
Primary or below	5%	5%	0%	11%	7%	0%	3%	0%	7%	4%
Secondary (Form 1 - 7)	42%	56%	31%	42%	36%	41%	35%	39%	57%	39%
Tertiary or above	52%	39%	69%	48%	57%	59%	62%	61%	33%	57%
Position										
Top Management	1%	3%	0%	0%	0%	4%	0%	0%	0%	11%
Professional	16%	12%	25%	25%	18%	16%	6%	20%	9%	10%
Manager/ Department Head	14%	14%	24%	6%	8%	24%	10%	9%	15%	5%
General staff	65%	70%	51%	65%	69%	56%	79%	71%	72%	70%
Tenure of work (mean)	13	13	14	14	13	11	9	11	10	13
MPI (mean, in HK\$)	23,900	19,400	30,500	26,000	23,000	28,500	23,300	21,500	17,000	23,400

[^]Small sample size (<50), read with caution
^{*}Very small sample size (<30), for indication only

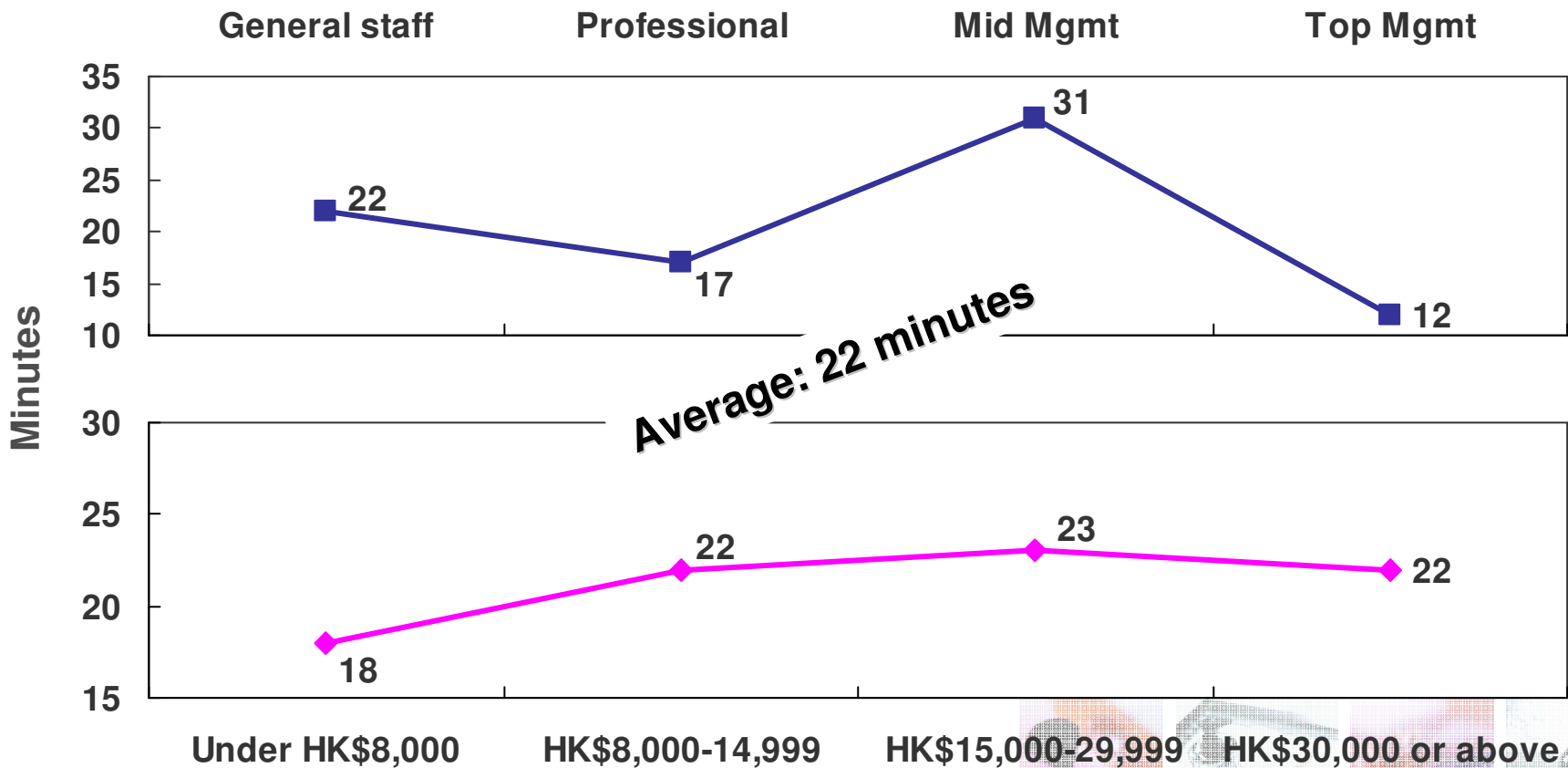
Enneagram of personality by Industry

	All Employees	The Peacemaker	The Achiever	The Helper	The Loyalist	The Challenger	The Investigator [^]	The Individualist [^]	The Enthusiast [*]	The Reformer [*]
Population	100%	24%	14%	14%	12%	11%	7%	5%	5%	4%
Working industry										
Manufacturing	6%	7%	6%	2%	4%	8%	7%	4%	14%	6%
Education	10%	10%	12%	16%	7%	13%	7%	3%	6%	4%
Construction	11%	14%	14%	12%	8%	7%	13%	5%	4%	10%
Banking/ Finance	11%	7%	16%	0%	12%	27%	12%	10%	15%	5%
Wholesale/ Retail	7%	9%	3%	5%	7%	5%	10%	10%	14%	11%
Government/ Public Administration	7%	11%	6%	4%	10%	2%	18%	9%	0%	5%
Business Services	10%	7%	6%	10%	13%	12%	6%	12%	5%	17%
Import/ Export	5%	7%	7%	3%	5%	2%	6%	8%	3%	10%
Movie/ Entertainment	0%	0%	0%	2%	0%	0%	0%	0%	0%	0%
Real Estate	1%	1%	2%	2%	0%	2%	3%	0%	3%	0%
Insurance	0%	1%	0%	2%	0%	0%	0%	0%	0%	0%
Media	2%	3%	4%	0%	0%	2%	4%	5%	0%	0%
IT	4%	3%	3%	6%	2%	7%	0%	11%	5%	7%
Transportation	5%	4%	4%	6%	10%	0%	7%	4%	10%	0%
Communications	1%	1%	2%	0%	2%	0%	0%	5%	0%	0%
Restaurant/ Hotel/ Tourism	5%	7%	3%	6%	3%	10%	0%	4%	5%	4%
Medical, Health & Welfare	6%	3%	10%	13%	6%	2%	4%	6%	0%	12%
Telecommunication	2%	1%	0%	2%	2%	3%	3%	4%	4%	0%
Social Service	3%	2%	1%	9%	3%	0%	0%	0%	7%	8%

[^]Small sample size (<50), read with caution
^{*}Very small sample size (<30), for indication only

Time spent on dressing up for work

Most of the employees are dressed up for work within half an hour



[^]Excluding positions with sample size less than 30
 Base: Employees only
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

Thank you!

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