



## Job Satisfaction and Employment Engagement: HeadlineJobs Quality Workplace Index (2009H2)



HKUPOP



**HeadlineJobs.hk**

*Stop Searching, Start Matching*

Public Opinion Programme at the University of Hong Kong  
Sing Tao Research and Development Department

# Outline of Presentation

- **Survey Methodology**
- **Survey Findings**
  - **Job Seeking Rate**
  - **Job Satisfaction Level**
  - **Employee Engagement**
- **Q&A**



# Survey Methodology

## Survey Design

Co-developed by HeadlineJobs and HKUPOP

### Main Survey: Working Class

#### Survey Approach

Random telephone survey using CATI system

#### Fieldwork Period

Oct 5-16, 2009

#### Target Respondents

HK working population of age 18 or above

#### Sample Size

N = 1,000

#### Weighting

Sourced from C&SD - General Household Survey (Apr-Jun 2009) on HK working population of age 15+

### Supplementary Survey: Active Job-Seekers

#### Survey Approach

Online survey (conducted by HeadlineJobs)

#### Target Respondents

HeadlineJobs visitors (N=526)



# 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



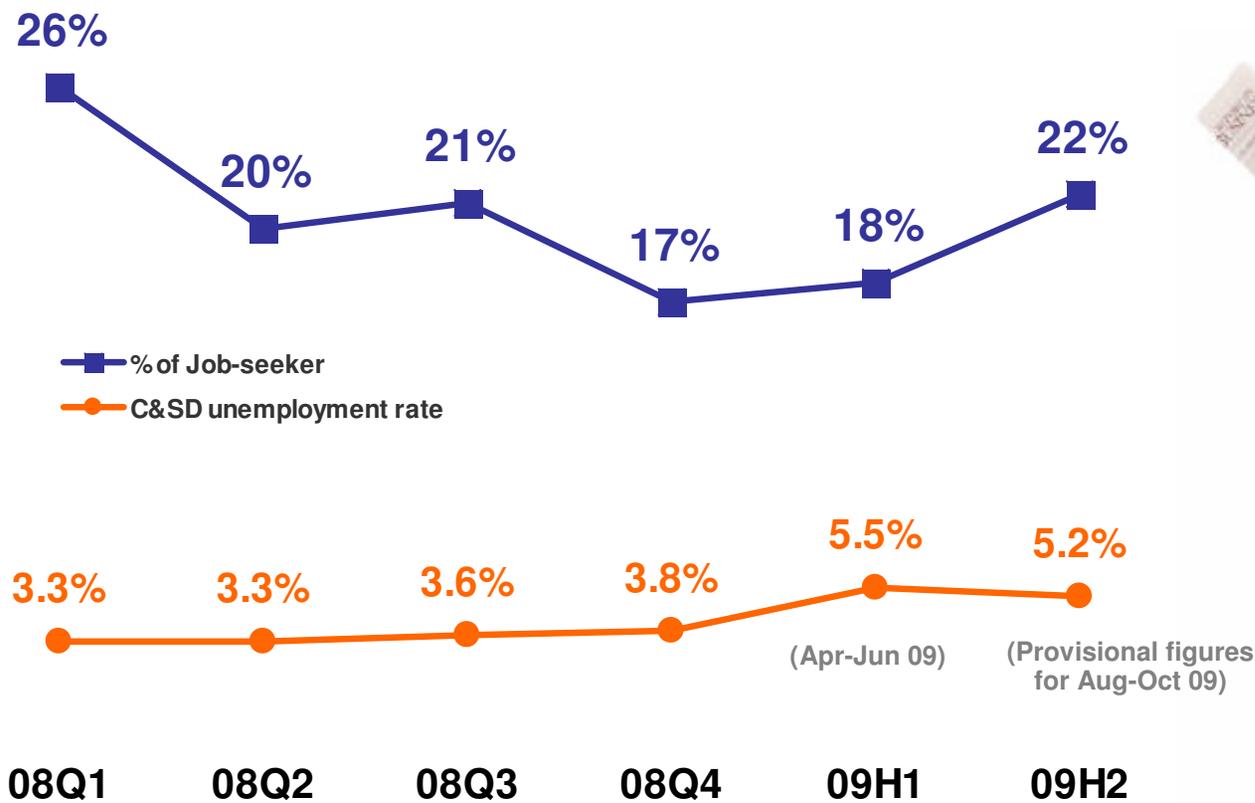
## Advancement

- Professional Development
- Career Advancement Opportunities

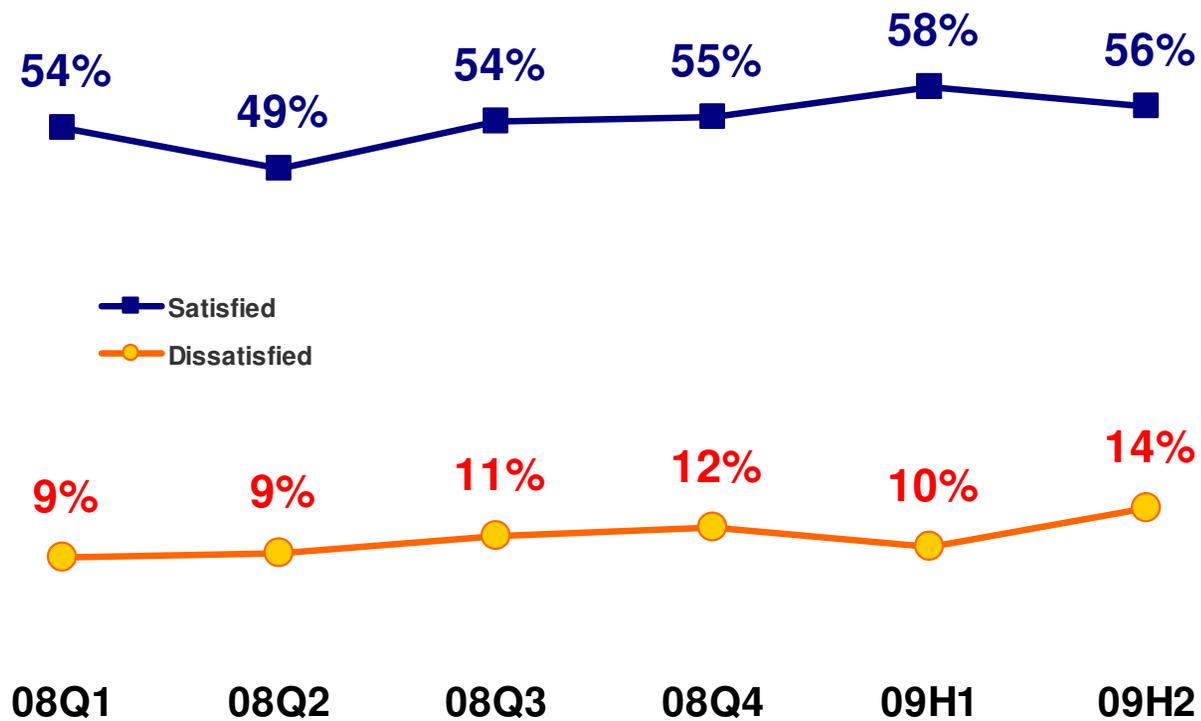


# Job Seeking Rate for Employees

A job market leading indicator



# Job Satisfaction Level for Employees



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

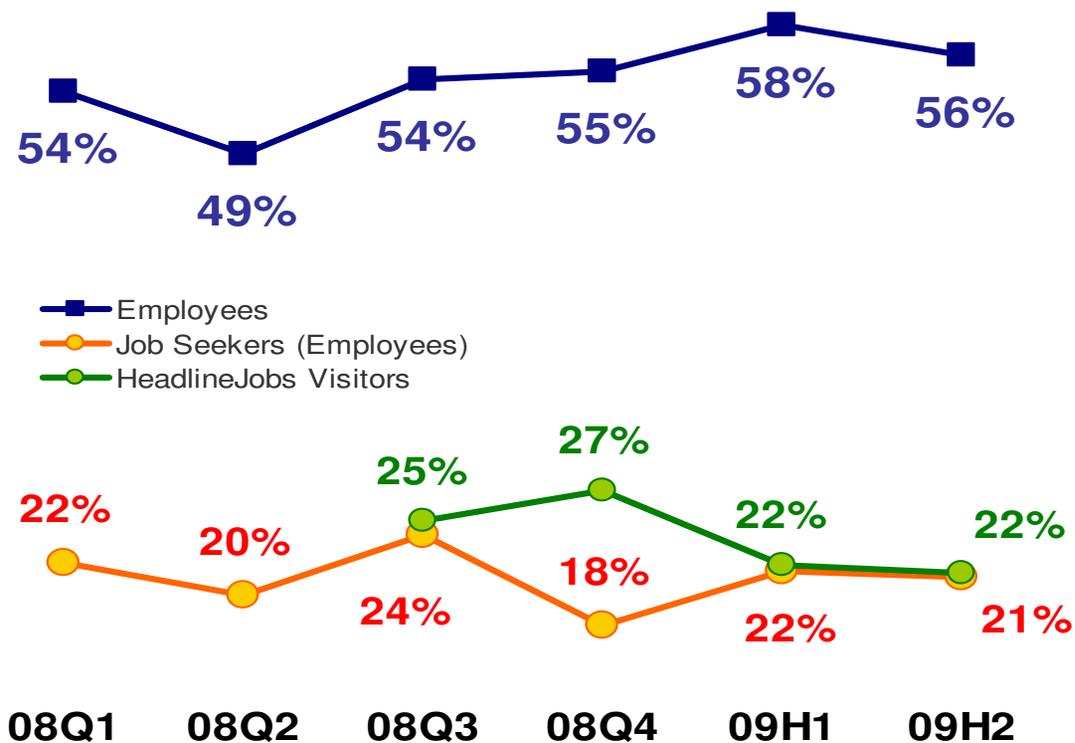
"Dissatisfied" refers to the percentage of respondents who were not quite satisfied or not satisfied at all with their current post of work.

Base: Employees of age 18 or above

Source: HKUPOP, HeadlineJobs Quality Workplace Index



# Job Satisfaction Levels Compared



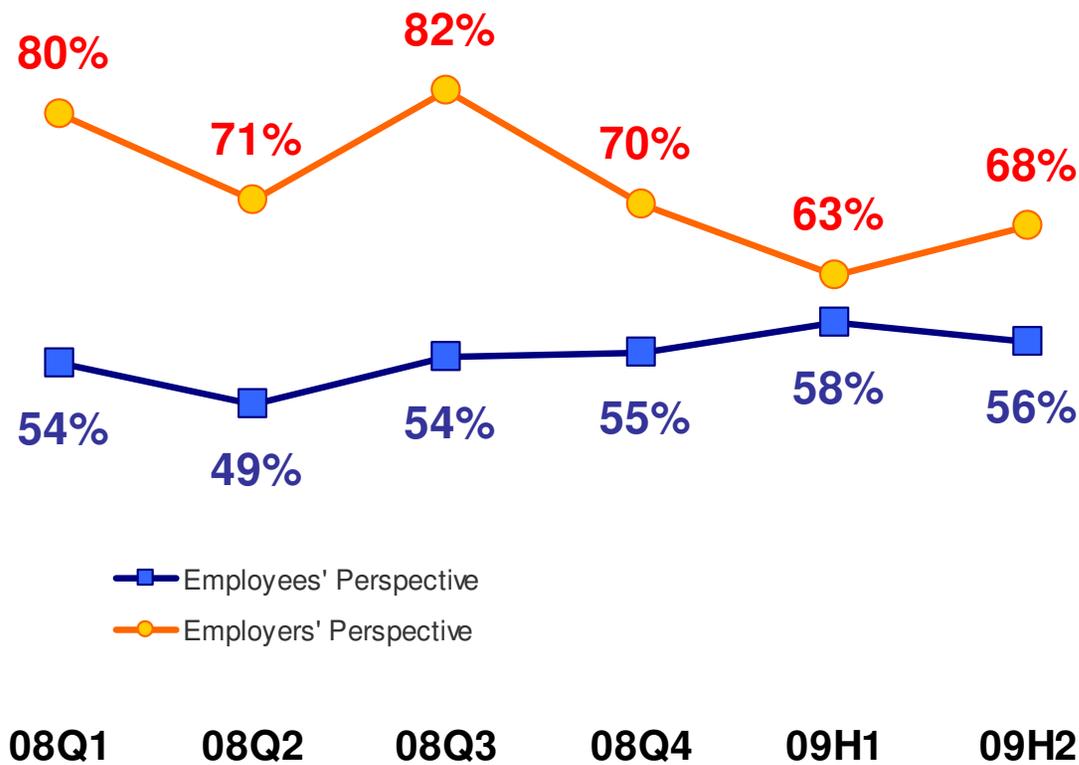
"% Satisfied" refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work.

Source1: HeadlineJobs visitors, HeadlineJobs Online Quality Workplace Index

Source2: Employees of age 18 or above, HKUPOP, HeadlineJobs Quality Workplace Index



# Job Satisfaction of Your Employees



*"% Satisfied" refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work.*

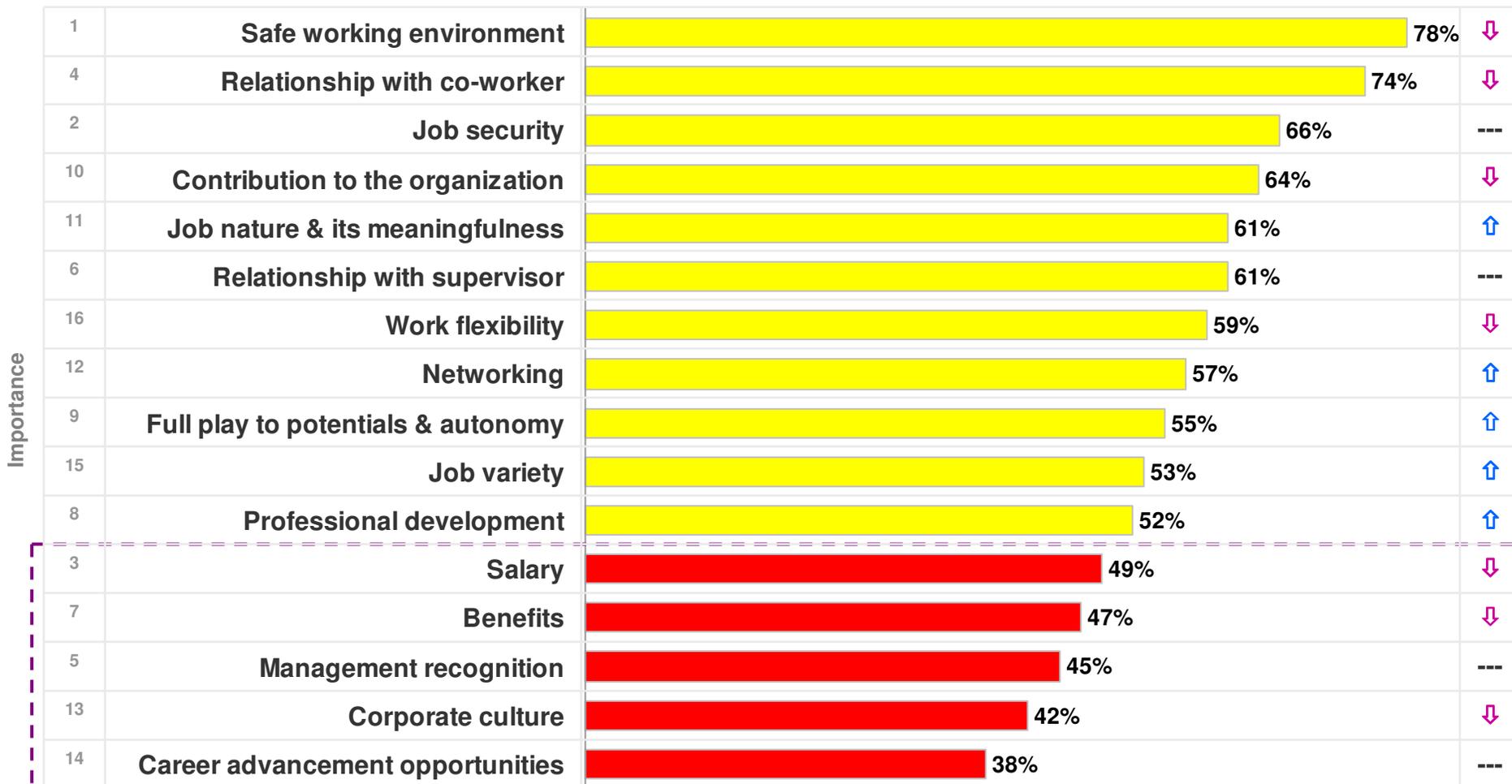
*Target: Employers and employees of age 18 or above*

*Source: HKUPOP, HeadlineJobs Quality Workplace Index*



# Factors of Job Satisfaction

vs. 09H1



Base: HK working population of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

# Job Satisfaction: 5 Main Drivers and 16 Factors (recap)



## 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



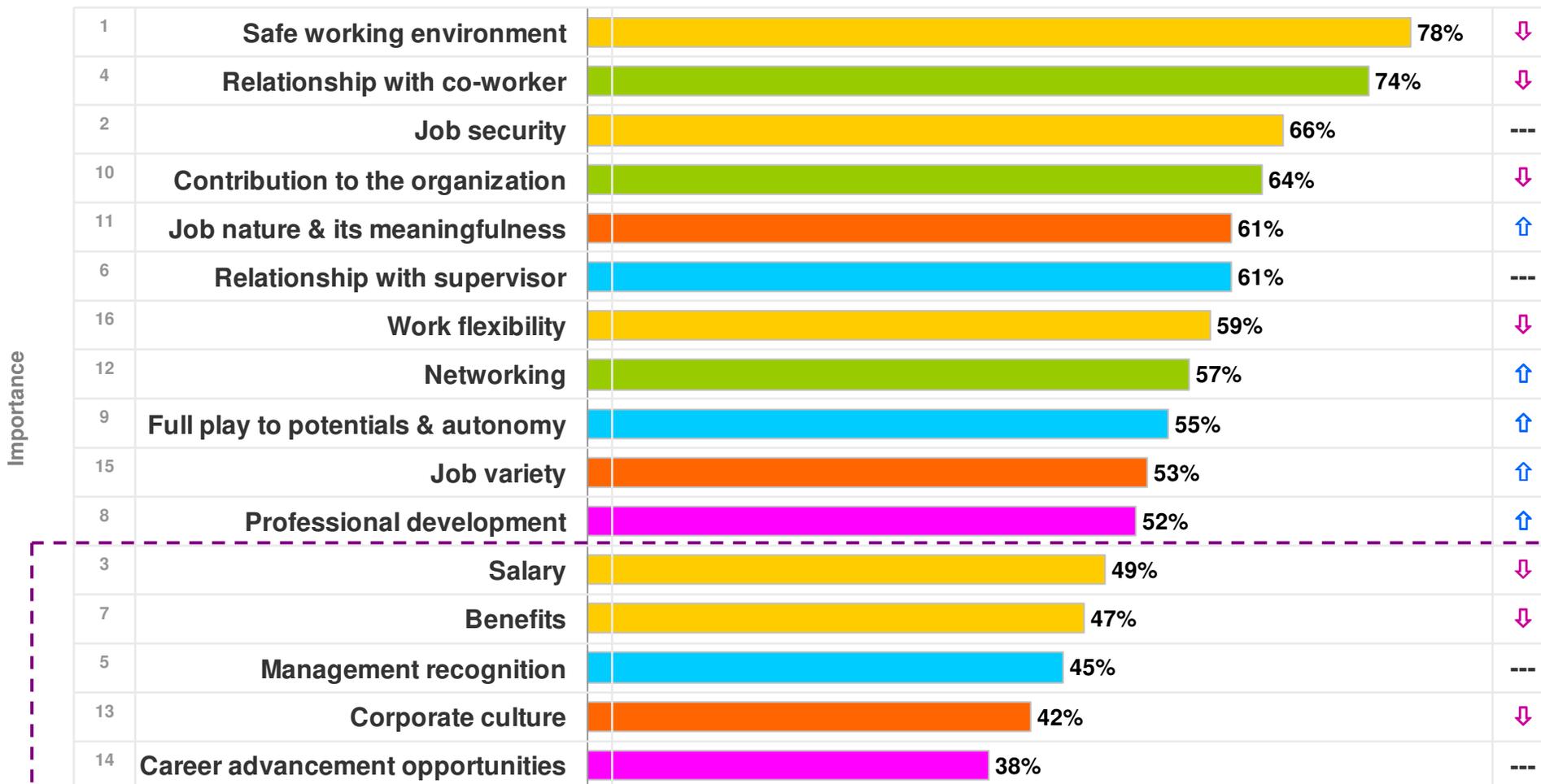
## Advancement

- Professional Development
- Career Advancement Opportunities



# Factors of Job Satisfaction

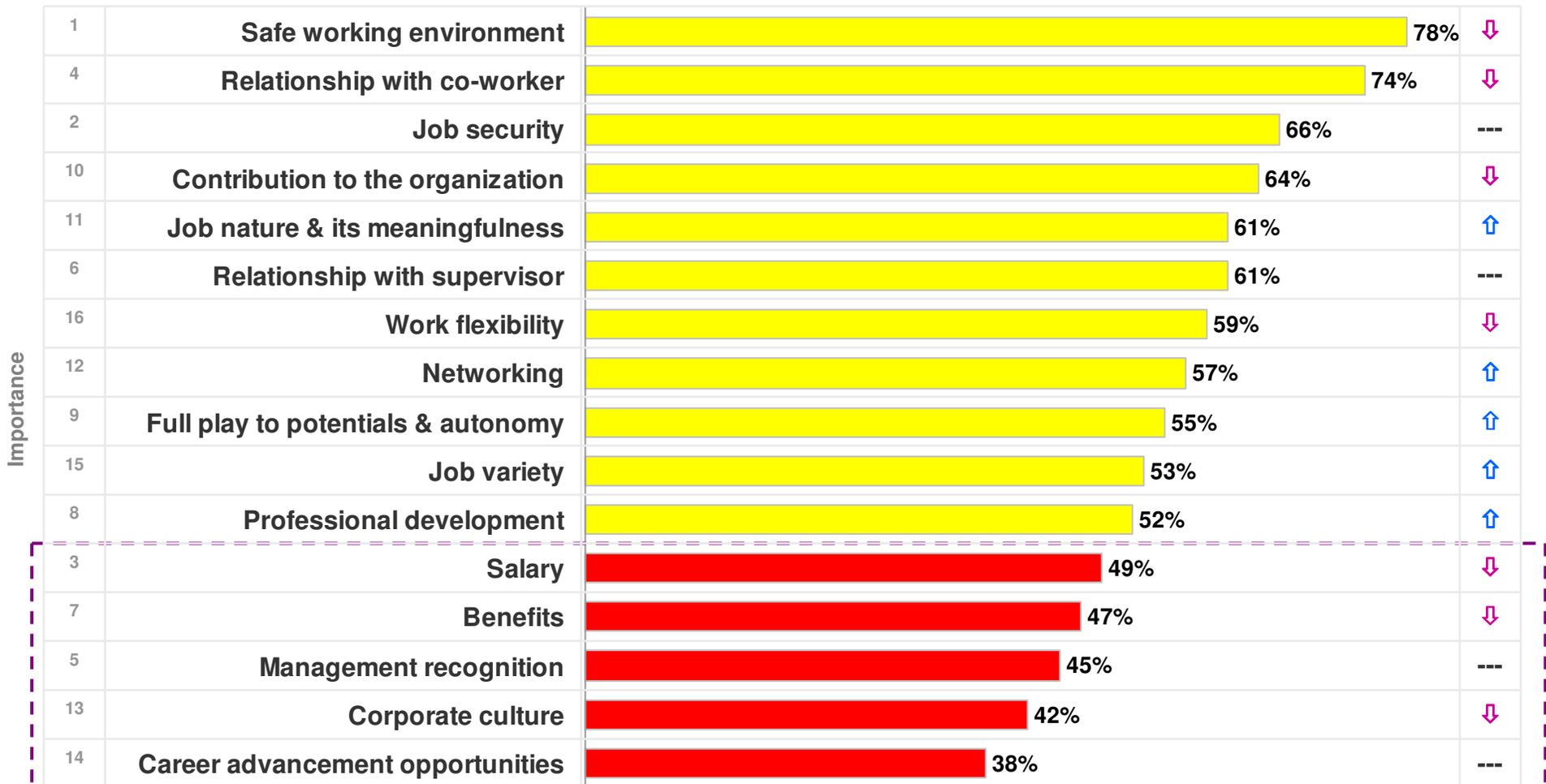
vs. 09H1



Base: HK working population of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

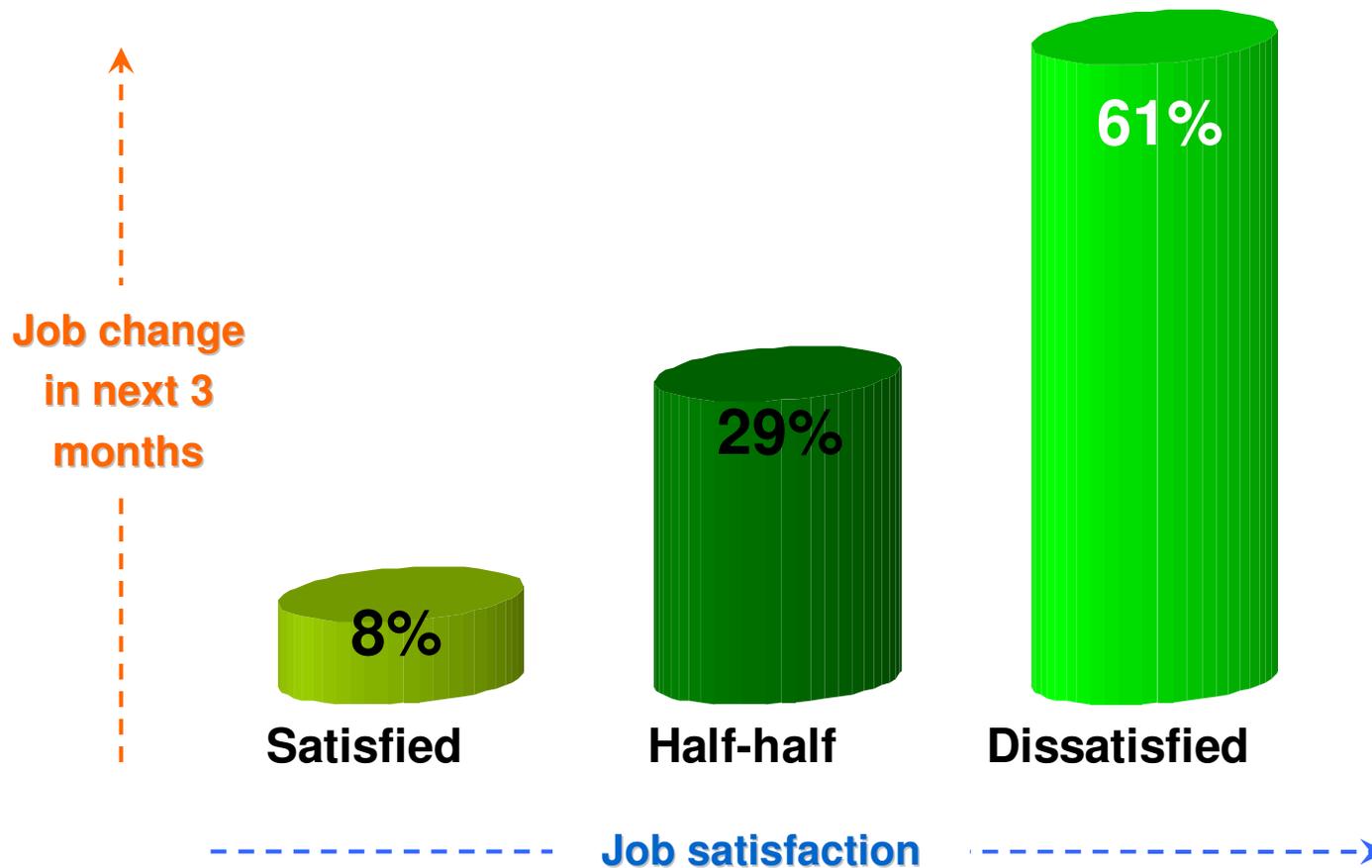
# Factors of Job Satisfaction (recap)

vs. 09H1



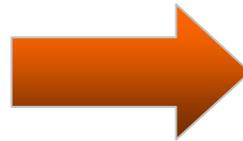
Base: HK working population of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

# Job Satisfaction and Staff Retention



## A Job Retention Model

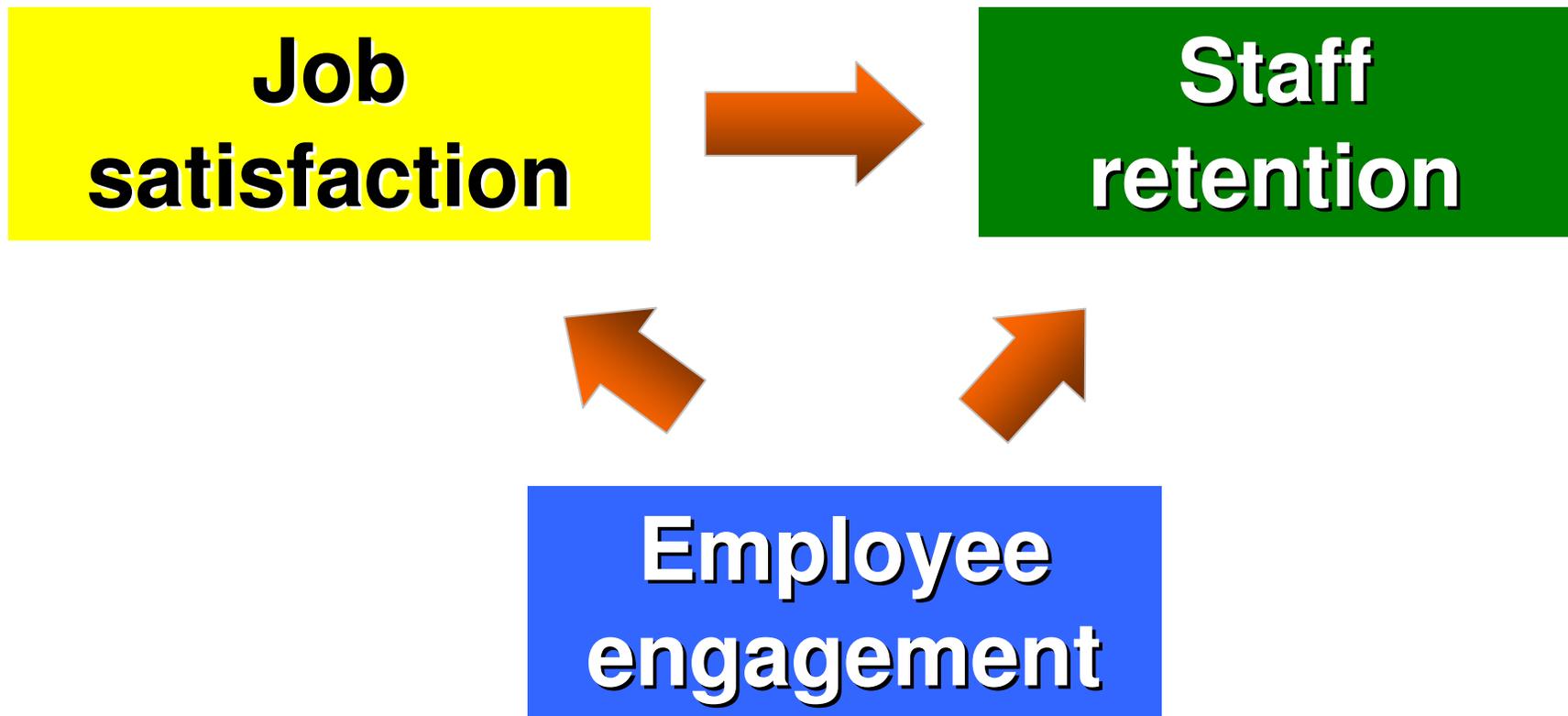
**Job  
satisfaction**



**Job  
retention**



## A Job Retention Model



## Employee Engagement: 4 Main Factors

### Morale

Overall speaking, are your associates committed to doing quality work?

### Ethos

Does the mission/purpose of your company make you feel your job important?

### Respect

At work, do your opinions usually seem to count?

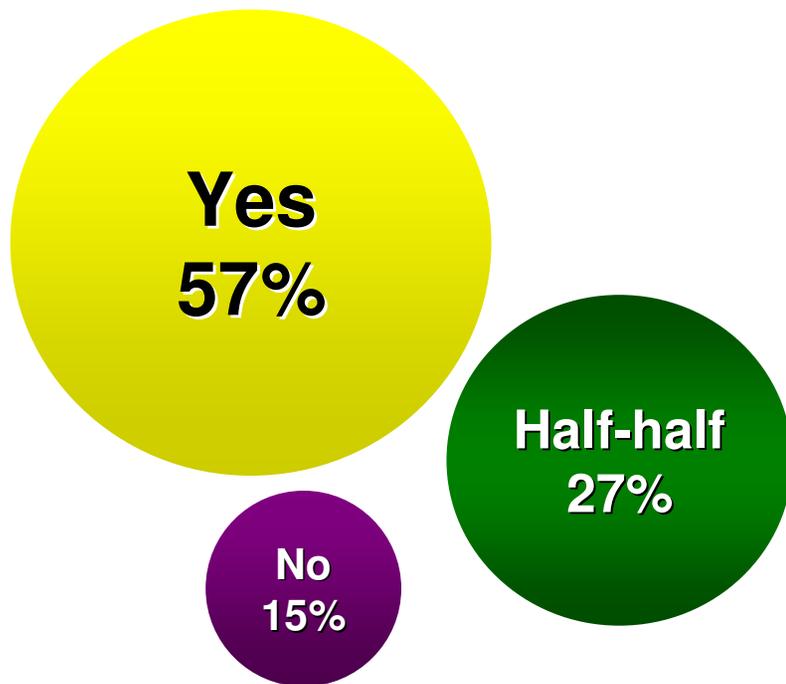
### Recognition

In the last month, have you received recognition or praise from your supervisor for doing good work?



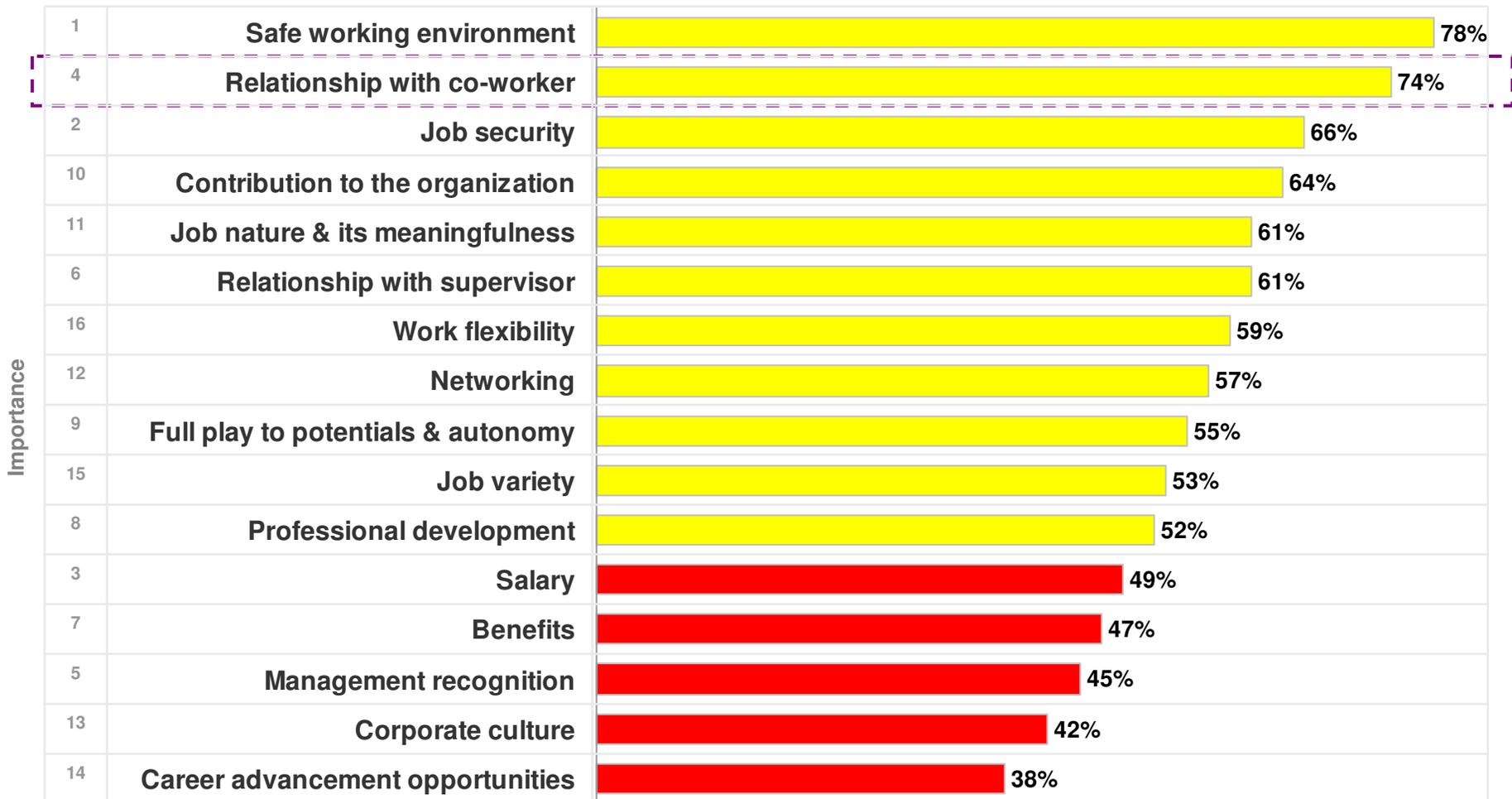
# Morale

**Q: Overall speaking, are your associates committed to doing quality work?**



Base: Employees of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

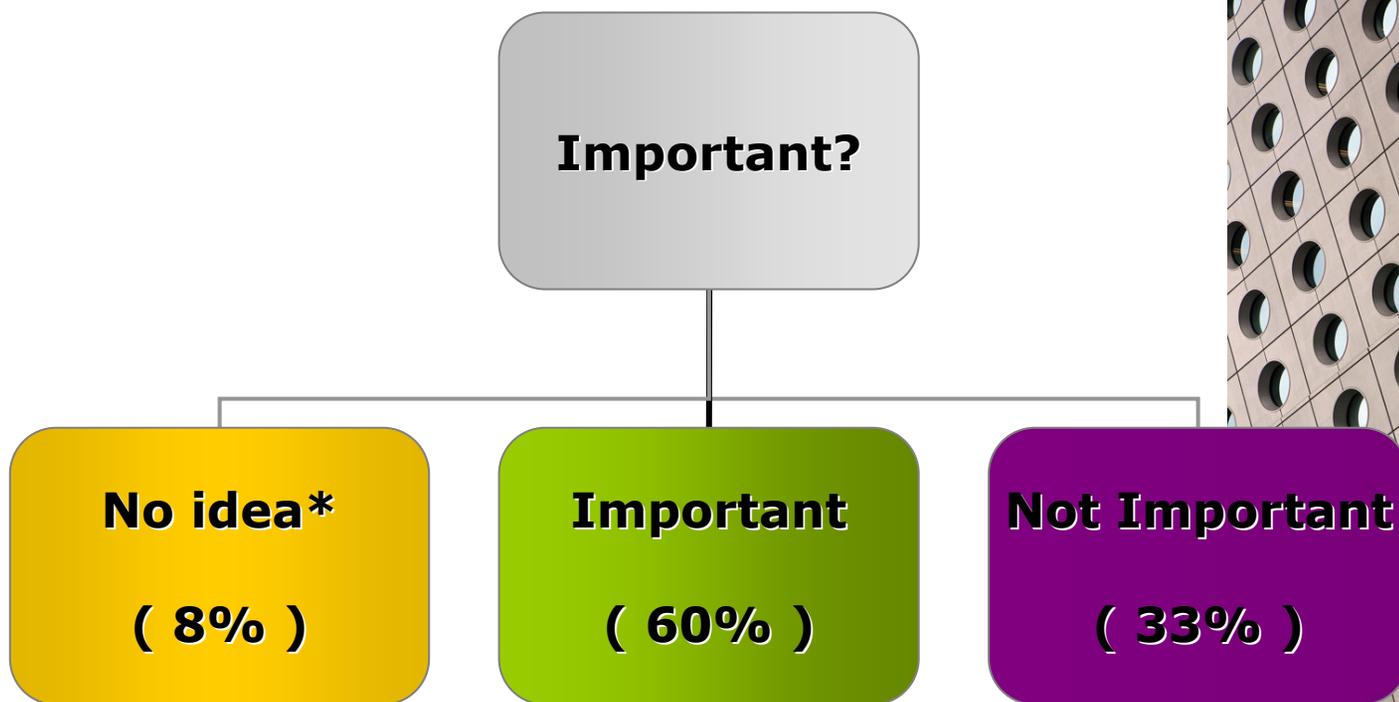
# Job Satisfaction: Morale-related factor



Base: HK working population of age 18 or above  
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

# Ethos

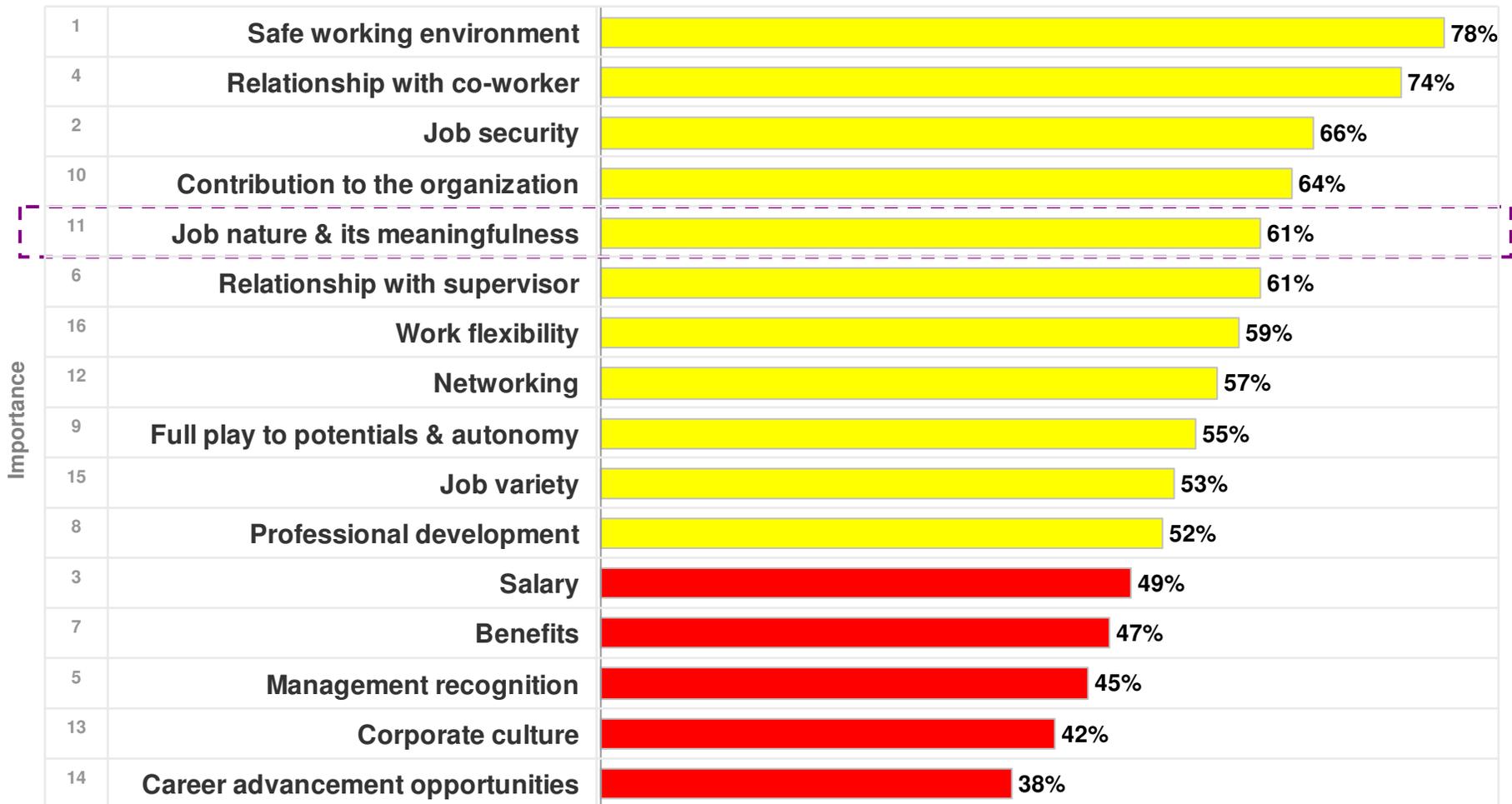
**Q: Does the mission/purpose of your company make you feel your job important?**



\* No idea includes "Don't know/hard to say", "No missions" and No idea with the company mission.  
Base: Employees of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index



# Job Satisfaction: Ethos-related factor



Base: HK working population of age 18 or above  
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

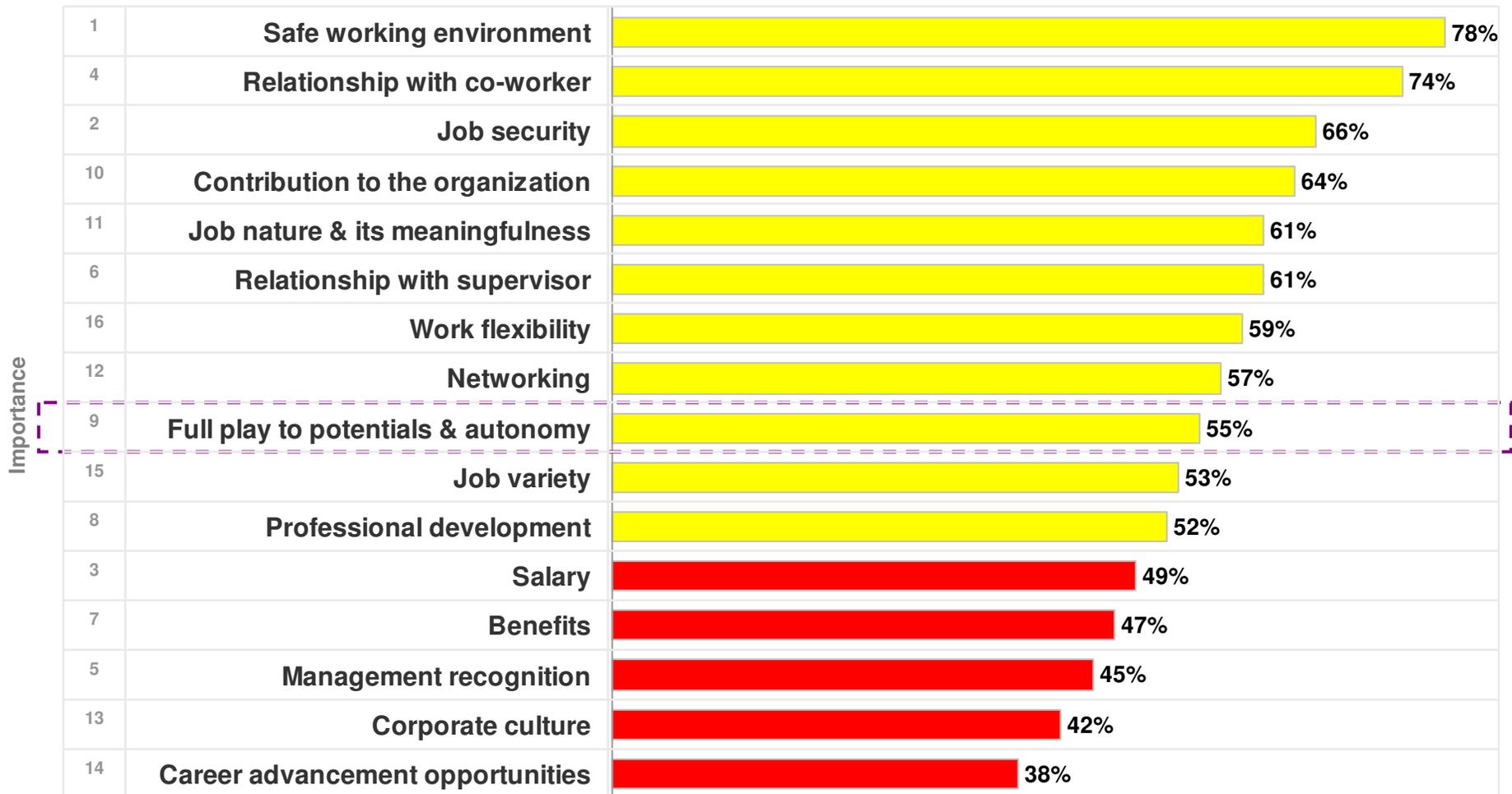
# Respect

**Q: At work, do your opinions usually seem to count?**

<b>Definitely</b>	<b>4%</b>
<b>Often</b>	<b>32%</b>
<b>Sometimes</b>	<b>52%</b>
<b>Seldom</b>	<b>9%</b>
<b>Never</b>	<b>4%</b>



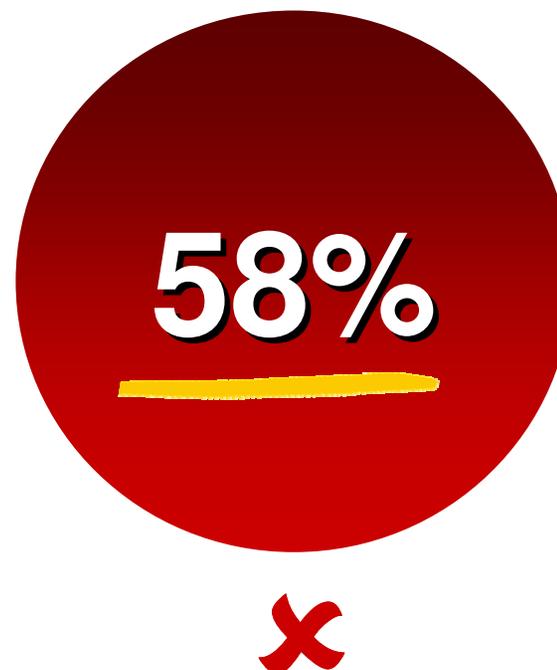
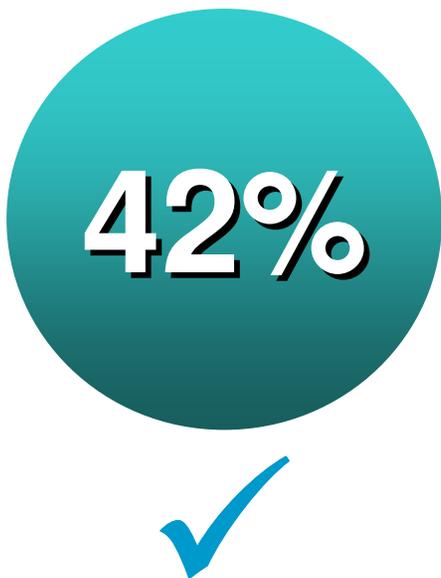
# Job Satisfaction: Respect-related factor



Base: HK working population of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

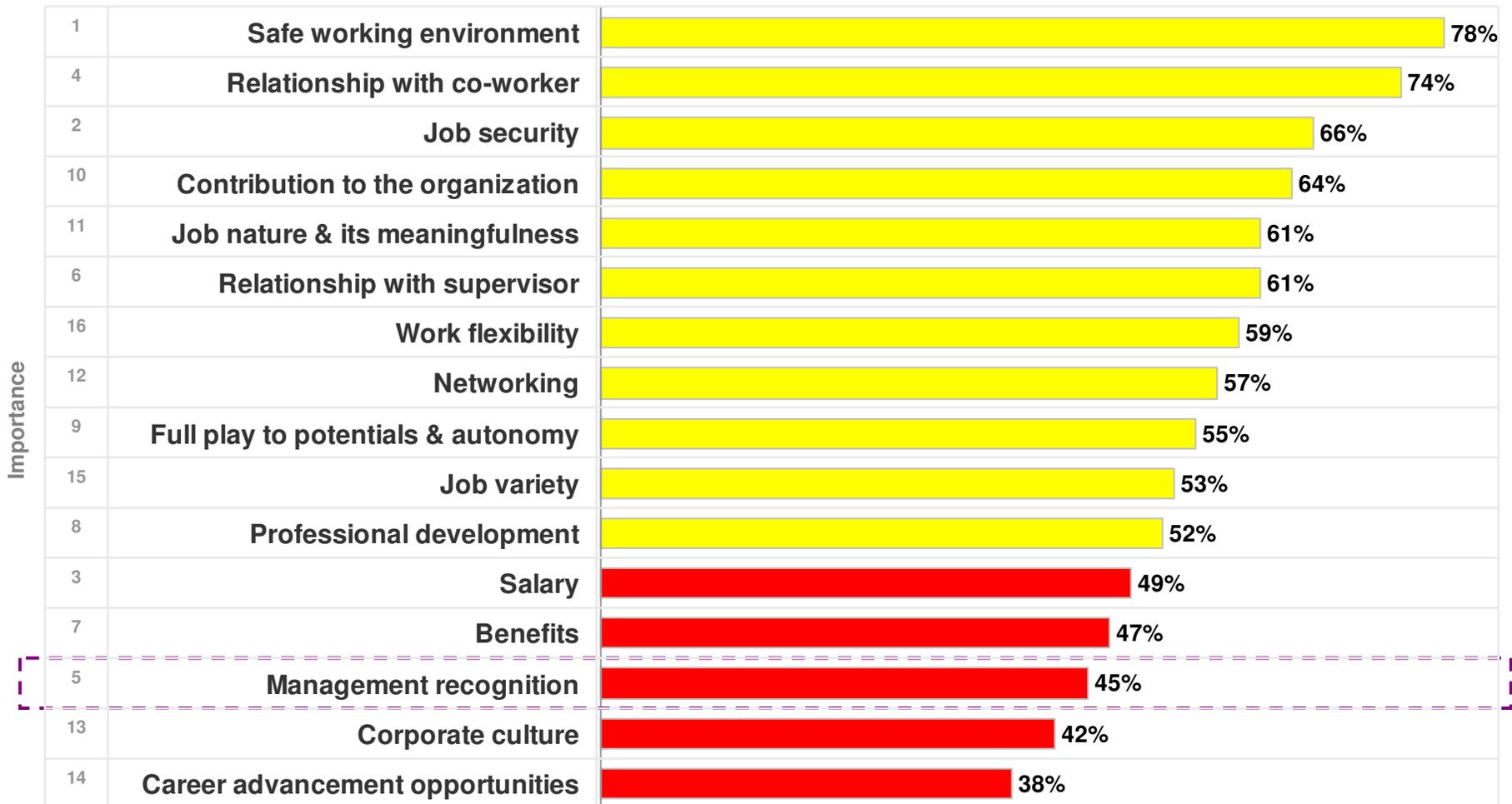
# Recognition

**Q: In the last month, have you received recognition or praise from your supervisor for doing good work?**



Base: Employees of age 18 or above  
Source: HKUPOP, HeadlineJobs Quality Workplace Index

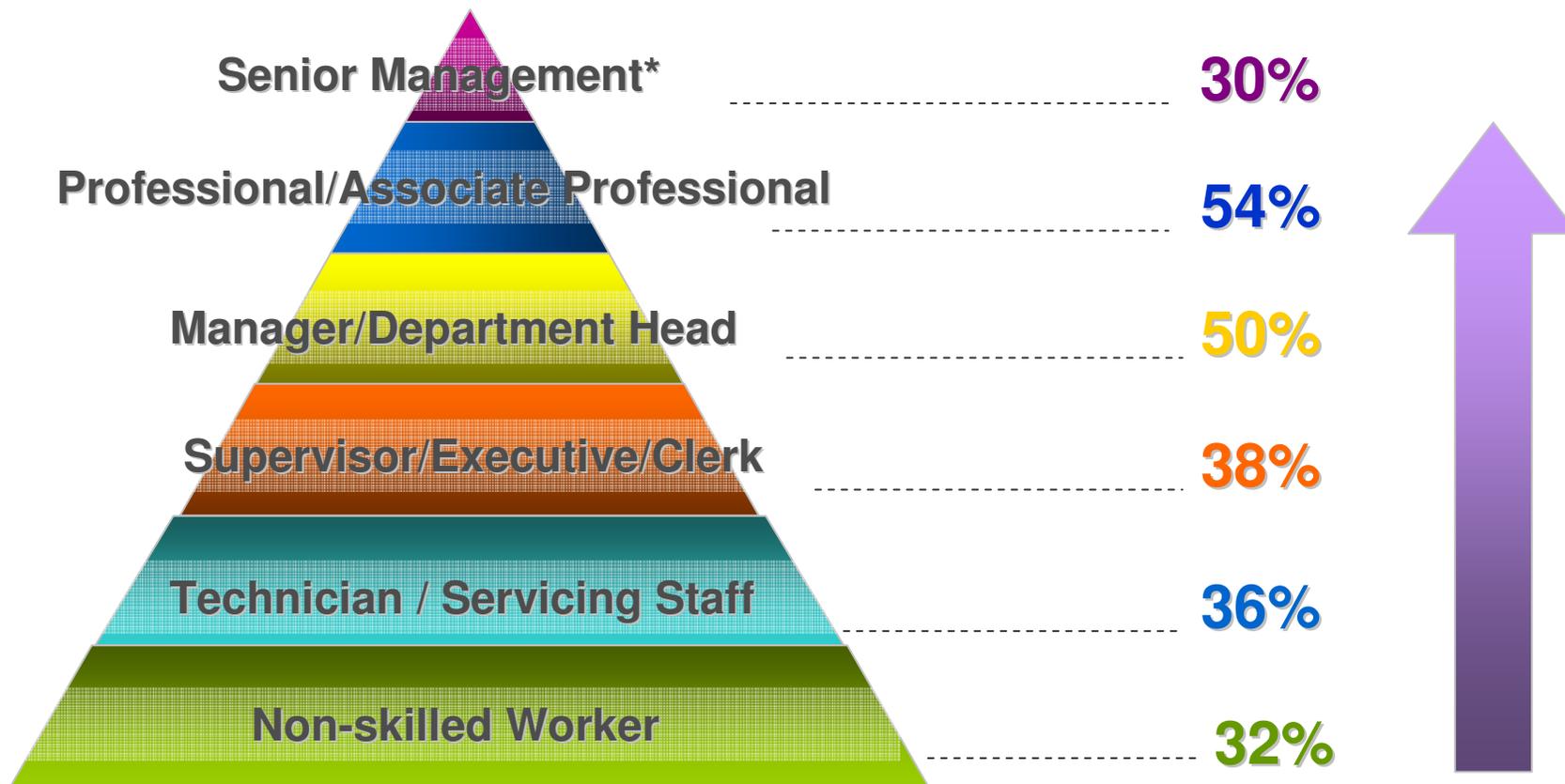
# Job Satisfaction: Recognition-related factor



Base: HK working population of age 18 or above  
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

# Recognition at different levels

**Q: In the last month, have you received recognition or praise from your supervisor for doing good work?**



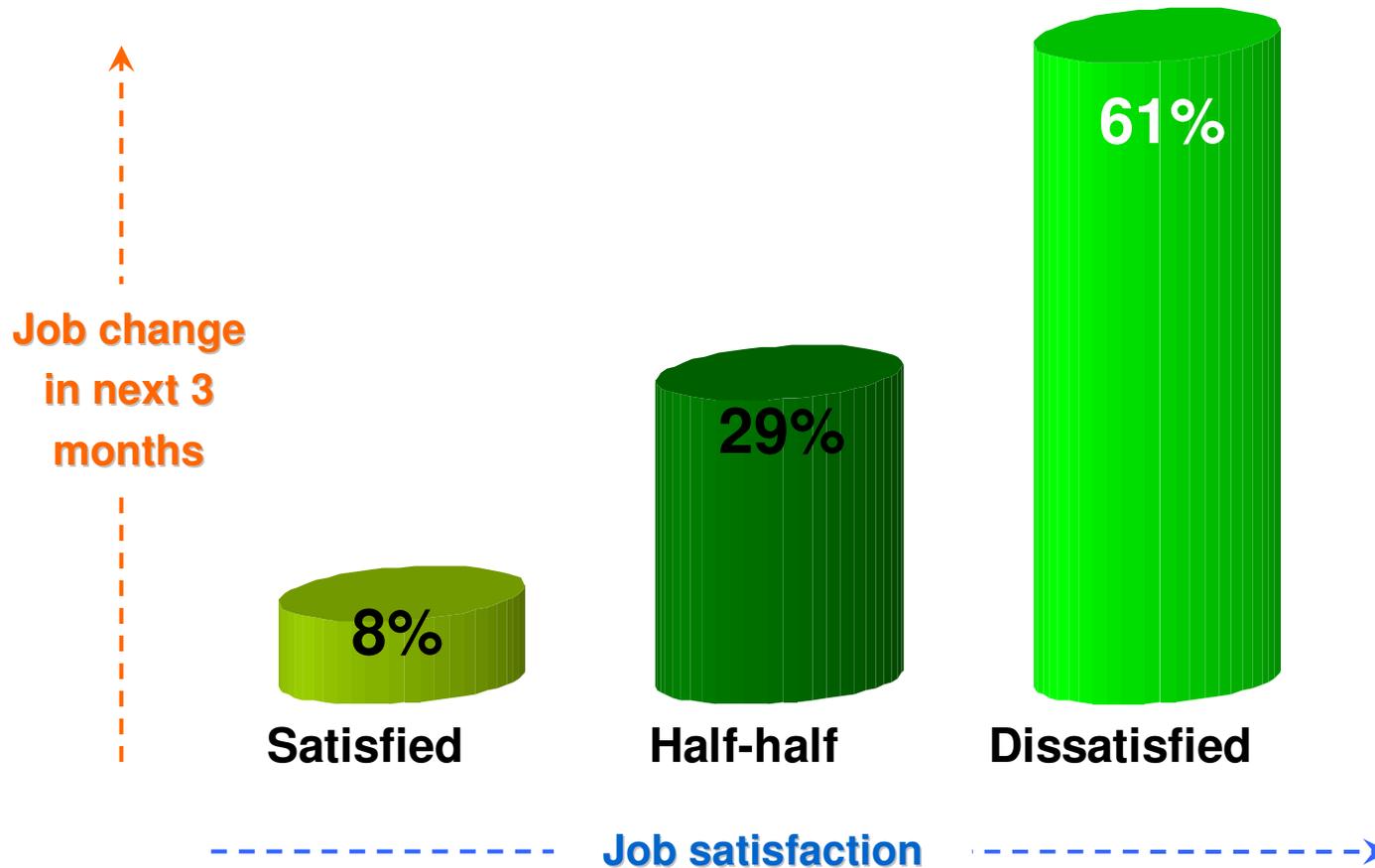
\* Small sample size (<30)

Base: Employees of age 18 or above

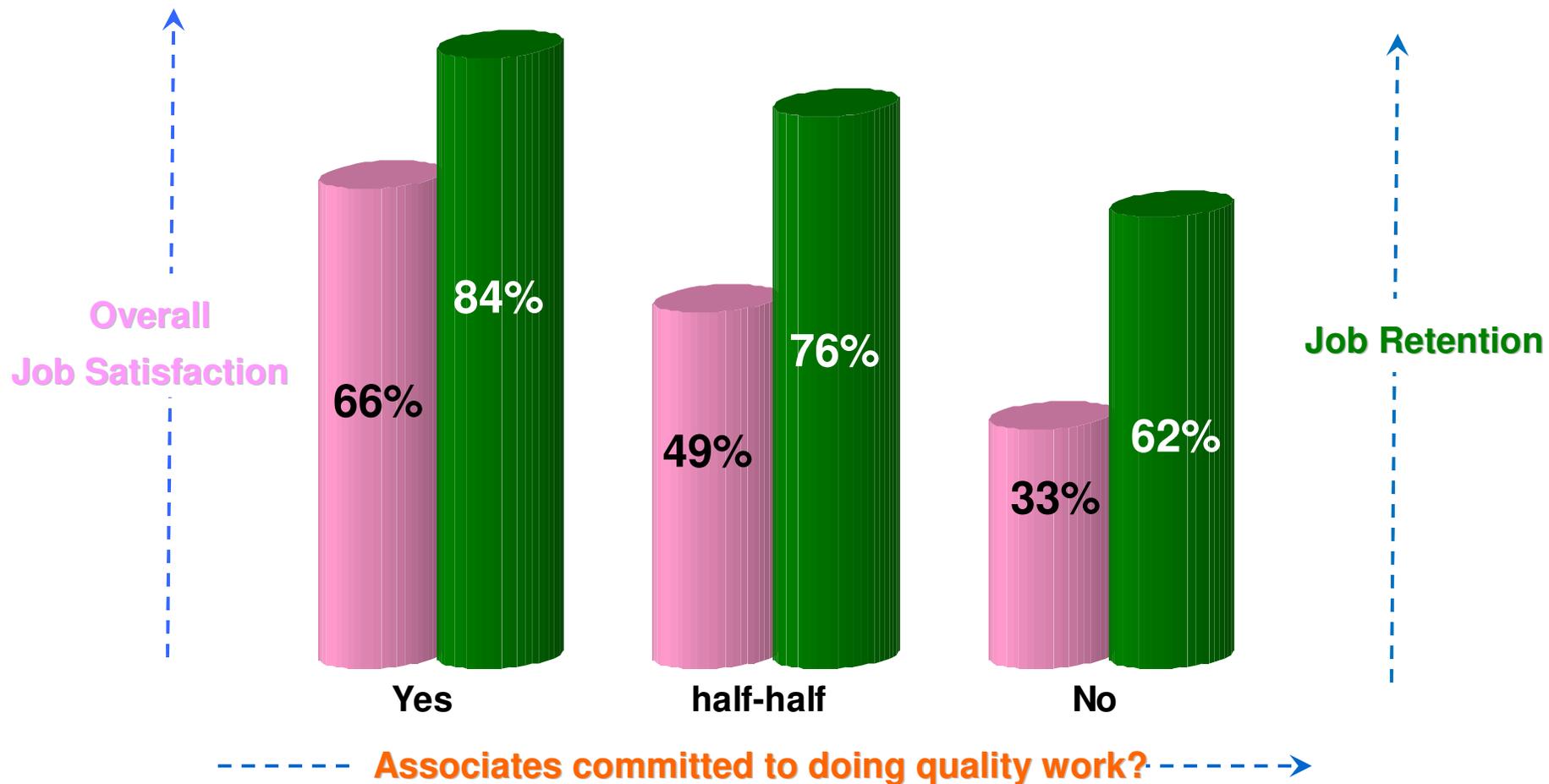
Source: HKUPOP, HeadlineJobs Quality Workplace Index



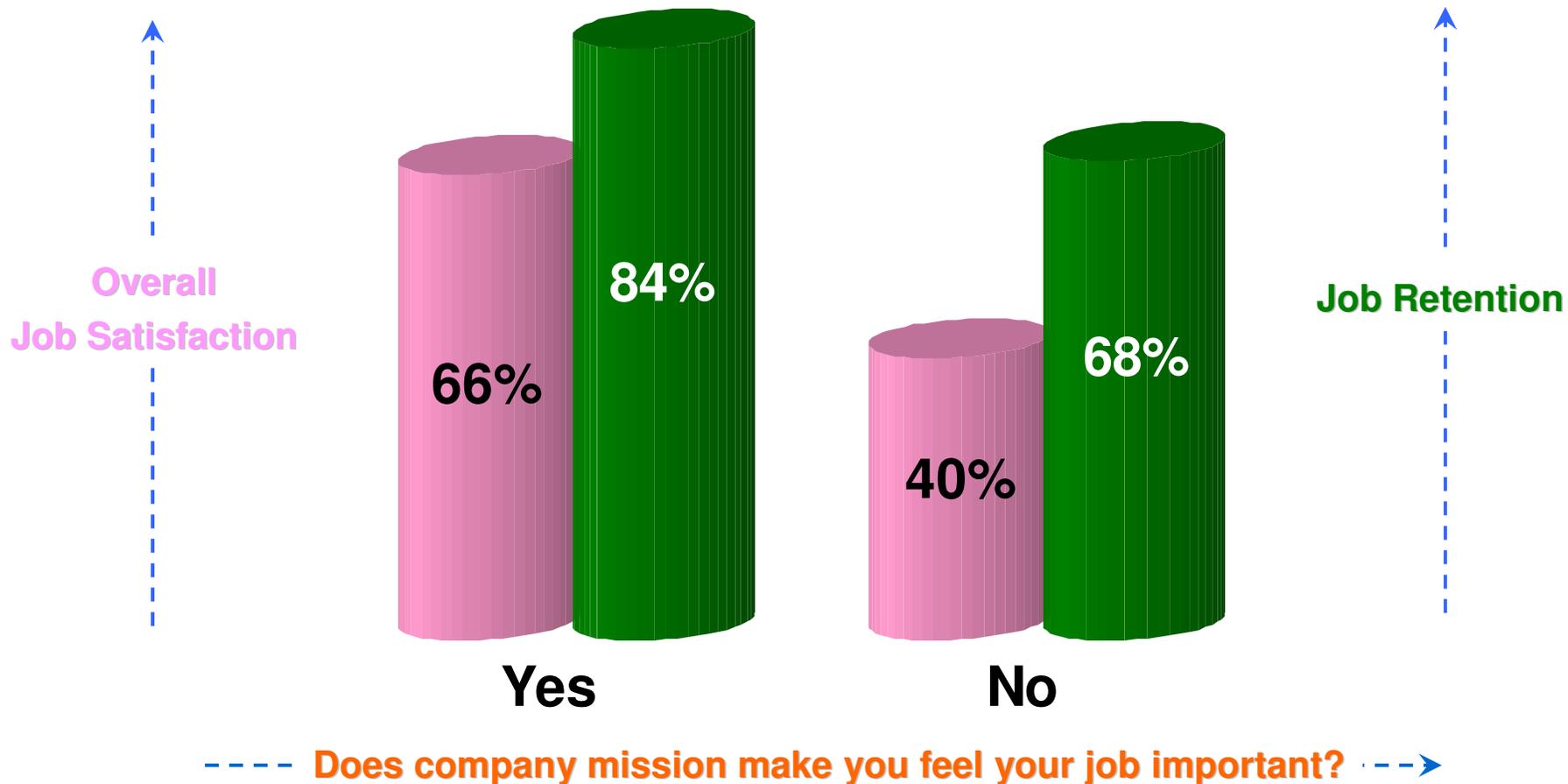
# Job Satisfaction and Staff Retention (recap)



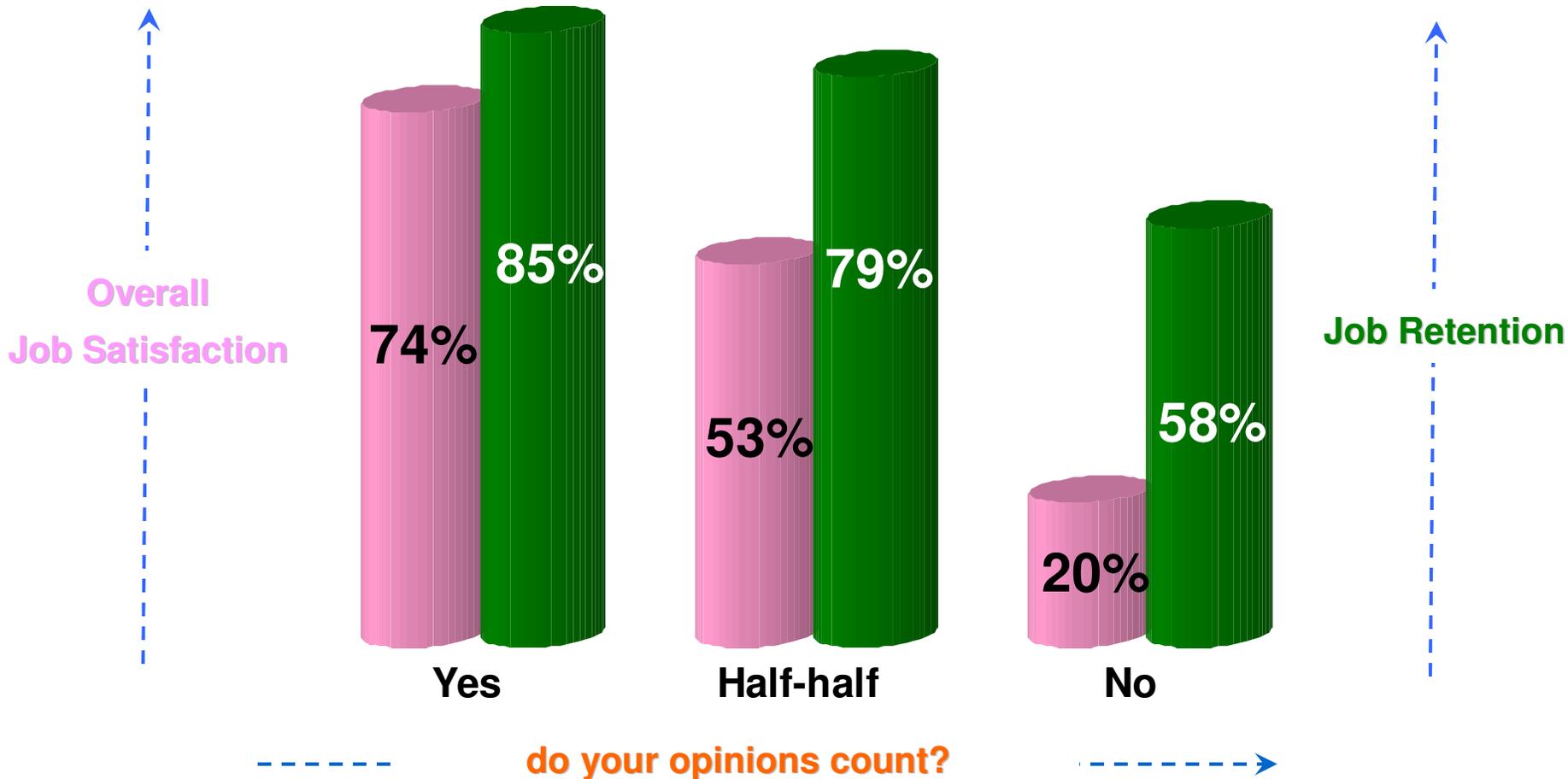
# Morale, Satisfaction and Retention



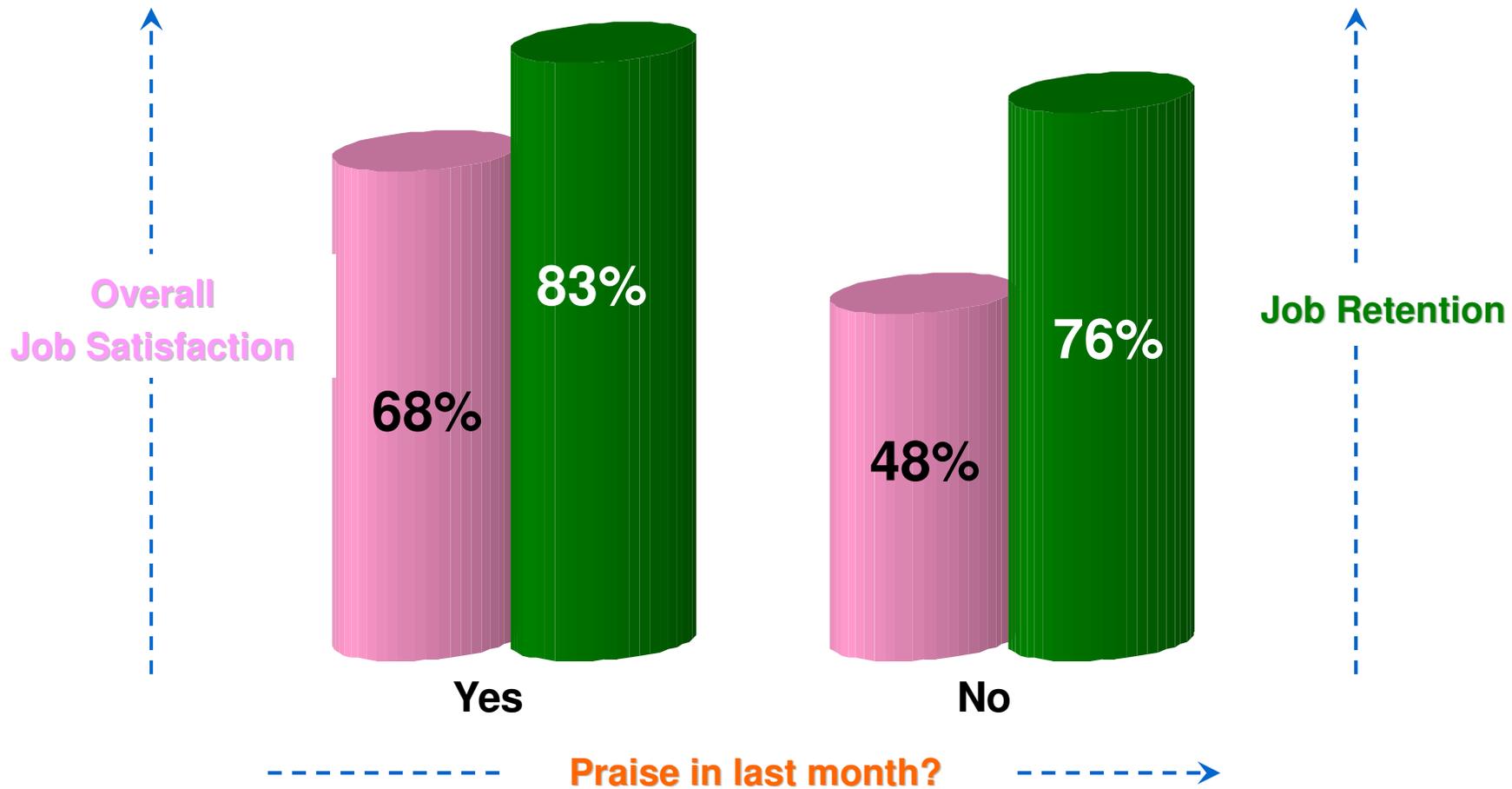
# Ethos, Satisfaction and Retention



# Respect, Satisfaction and Retention



# Recognition, Satisfaction and Retention



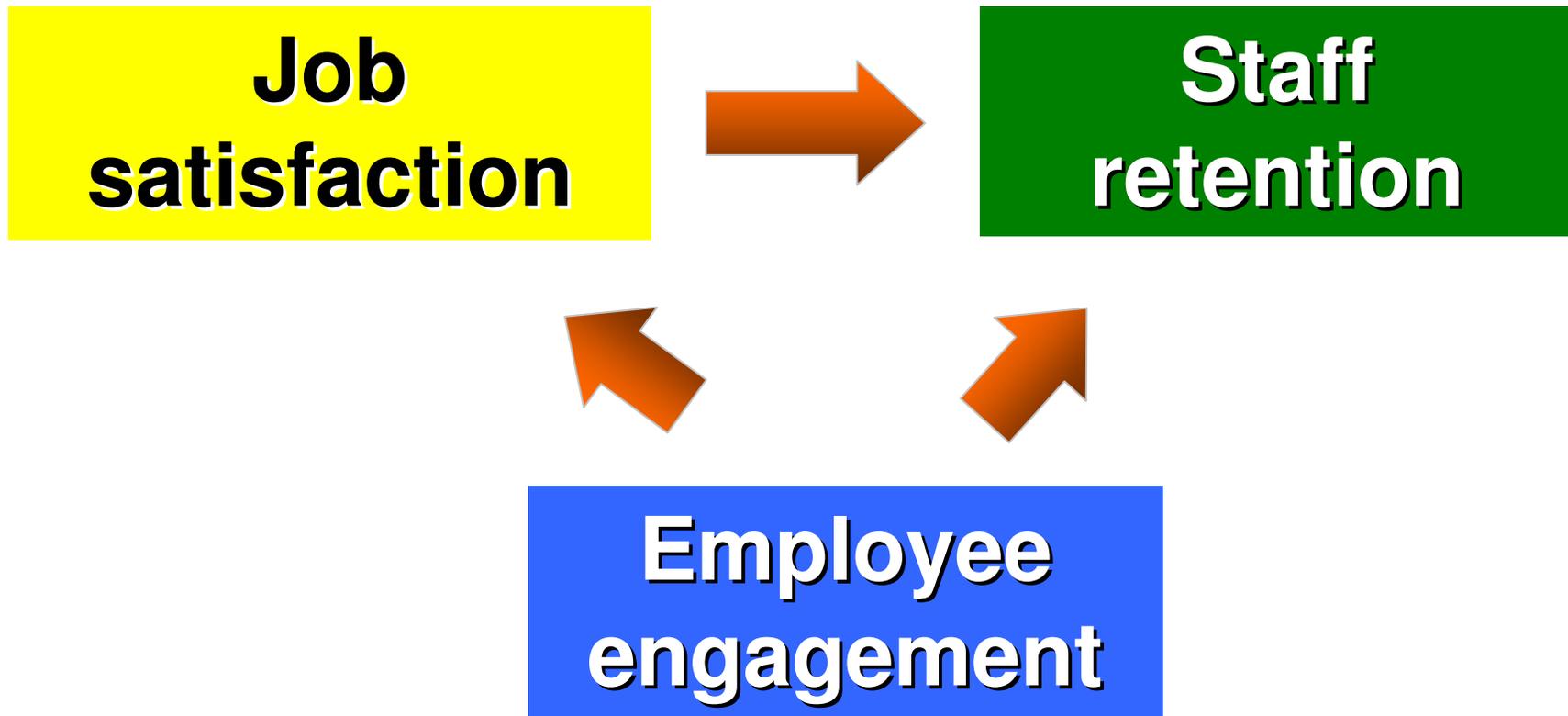
# Employee Engagement and Staff Retention

## Result of discriminant analysis:

1. Respect – opinion treasured
2. Recognition – praise from supervisors
3. Morale – commitment to quality work
4. Ethos – company mission



## A Job Retention Model (recap)



# Job Satisfaction: 5 Main Drivers and 16 Factors (recap)



## 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



## Job Engagement: 4 Main Factors (recap)

### Morale

Overall speaking, are your associates committed to doing quality work?

### Ethos

Does the mission/purpose of your company make you feel your job important?

### Respect

At work, do your opinions usually seem to count?

### Recognition

In the last month, have you received recognition or praise from your supervisor for doing good work?



# Satisfaction, Engagement, Retention (aggregated)



## Recognition

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

## Respect and Recognition



## Relationship

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

## Morale



## Job Nature

- Job Nature and Meaningfulness
- Job Variety
- Corporate Culture

## Ethos



## Compensation

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



## Advancement

- Professional Development
- Career Advancement Opportunities



## Final Remarks

- **Quality Workplace Index surveys have repeatedly shown that job satisfaction and staff retention are closely related, amidst economic downturn or recovery.**
- **Our latest survey introduces employee engagement as a variable of job satisfaction and staff retention, yielding very useful results.**
- **Looking ahead, when sufficient data is collected over time, more sophisticated analyses on different job and industrial sectors could be performed, on the relationships among job satisfaction, employee engagement and staff retention.**
- **Customized tests can also be developed to suit the need of individual firms to facilitate the retention of talents.**



**Thank You!**

