



Retention of Young Talents: Job Satisfaction, Engagement and Retention

HeadlineJobs Quality Workplace Index (2010 2nd Half)

Prepared by Sing Tao Research Dept (Nov 2010)



Technical Details



Survey Methodology

Survey Design

Co-developed by HKUPOP and HeadlineJobs, present'n prepared by Sing Tao Research & Development Dept

Main Survey: Working Class

Survey Approach

Random telephone survey using CATI system

Fieldwork Period

Sep 9-21, 2010

Target Respondents

HK working population of age 18 or above

Sample Size

N = 1,016

Weighting

Sourced from C&SD - General Household Survey (Apr-Jun 2010) on HK working population of age 15+

Supplementary Survey: Active Job-Seekers

Survey Approach

Online survey (conducted by HeadlineJobs)

Target Respondents

HeadlineJobs visitors (N=338)



Headlinejobs readers – Young & Well Educated Respondents' profile

Base: Employees	Main survey	Supplementary online survey
Total	100%	100%
Male	50%	39%
Female	50%	61%
Age 18-24	8%	18%
Age 25-34	29%	50%
Age 35-44	28%	24%
Age 45-59	32%	8%
Age 60+	3%	0%
Primary or below	6%	0%
Secondary	45%	37%
Tertiary or above	49%	63%
C-suite	7%	1%
Directors/General managers/VPs	1%	8%
Managers/Department heads	14%	17%
General Staffs	58%	55%
Professionals/ Asso. Professionals	20%	18%

Base: Employees	Main survey	Supplementary online survey
Accounting/Auditing	6%	10%
Legal/Company Secretary	1%	1%
Design	2%	3%
Engineering	9%	5%
Management	9%	6%
Administration	10%	17%
Human Resources	1%	5%
Marketing	4%	5%
Purchasing/Merchandising	3%	10%
Sales	11%	9%
Operation/Production	6%	5%
Public Relation	2%	1%
Internal/Business Support	11%	3%
Security	2%	2%
Education	9%	5%
Cleaning	3%	1%
Transport & Logistics	6%	10%
Medical support/Counseling	4%	1%
Discipline Force	1%	0%



A Simple Model of Staff Retention

Job satisfaction

- 5 drivers
 - compensation
 - recognition
 - relationship
 - job nature
 - advancement
- 16 attributes

Staff retention

Question: Will you consider looking for a new job in the coming three months?

Employee engagement

- 5 factors
 - morale
 - ethos
 - respect
 - recognition
 - mentoring **

** mentoring – new factors added in the latest wave
Base: HK working population of age 18 or above
Source: HKUPOP, HeadlineJobs Quality Workplace Index



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



Employee Engagement: 5 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?

New
Question

Mentoring

How often do you receive constructive Feedback and mentoring from your supervisor?



Findings

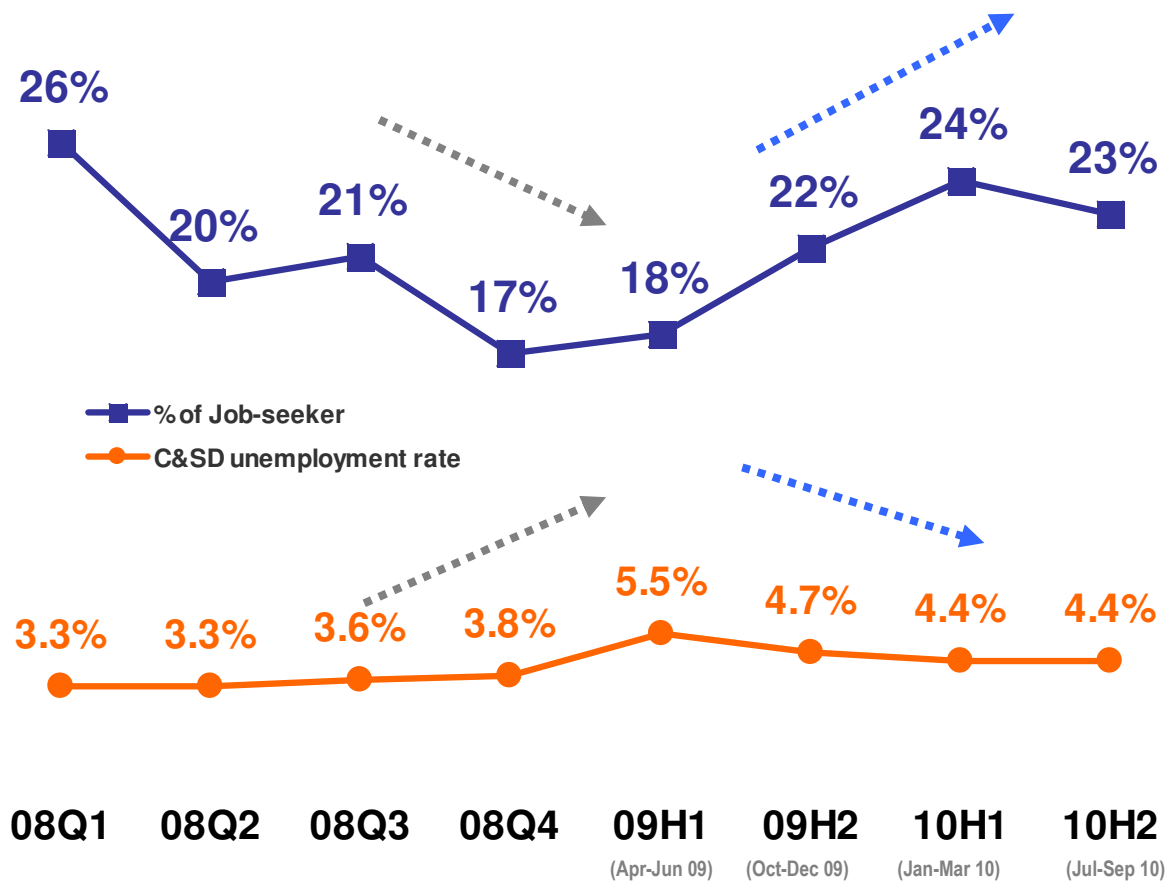
Part I

Update: Job Satisfaction, Engagement & Retention



Job Seeking Rate for Employees

During Economy Recession and Recovery



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



Job Seeking Rate for Employees

By Industry*

Top 1



Last Year: **15%**

Top 2



22%

Top 3



16%



Relative Importance among Satisfaction Factors

During Economy Recession and Recovery



Compensation



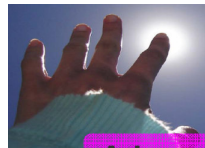
Recognition



Relationship



Job Nature



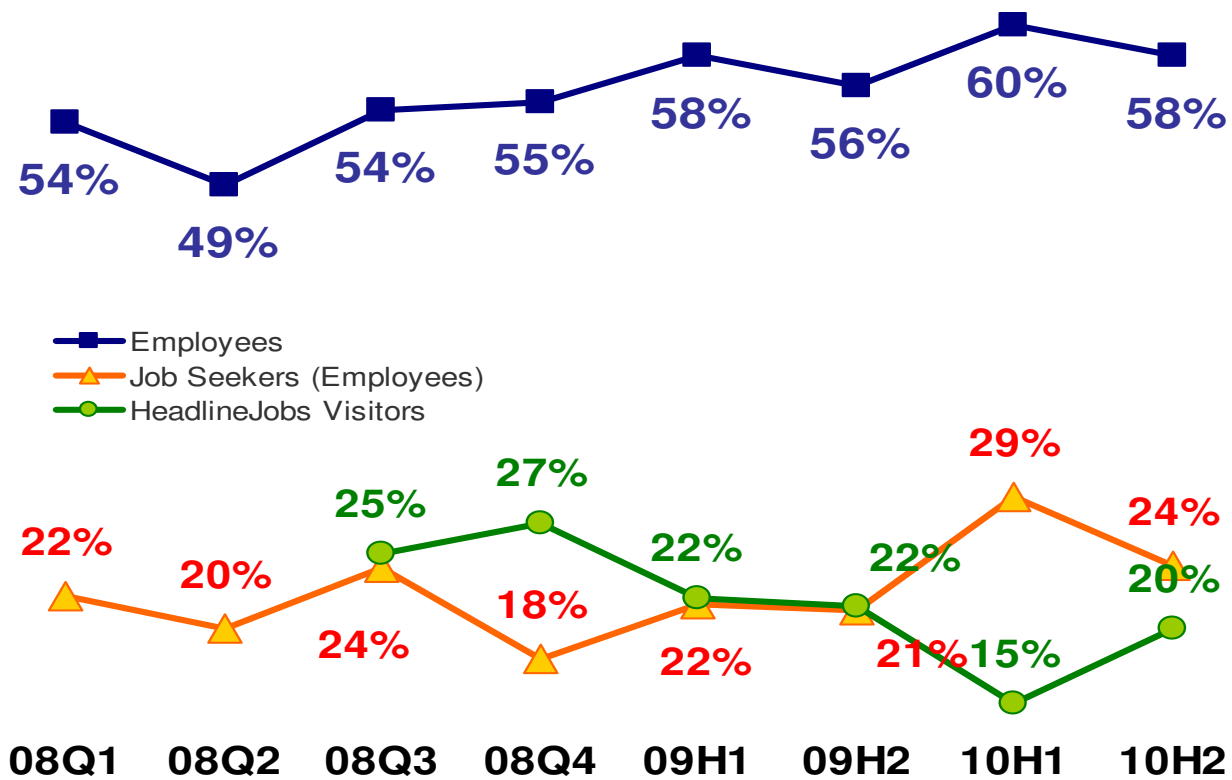
Advancement

Importance	2008 Q4 – Financial Tsunami	2009 H2 – Post Recession	2010 H2 – Recovering
<u>1</u>	Job Security	Safe Working Environment	Safe Working Environment
<u>2</u>	Safe Working Environment	Job Security	Salary
<u>3</u>	Salary	Salary	Relationship with Co-workers
<u>4</u>	Relationship with Co-workers	Relationship with Co-workers	Job Security
<u>5</u>	Relationship with Supervisor	Management Recognition	Management Recognition

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



Job Satisfaction Levels Compared



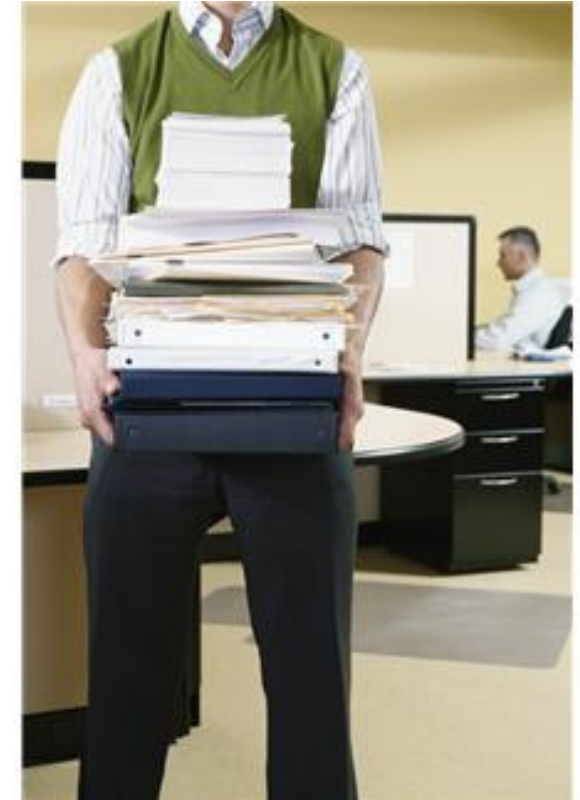
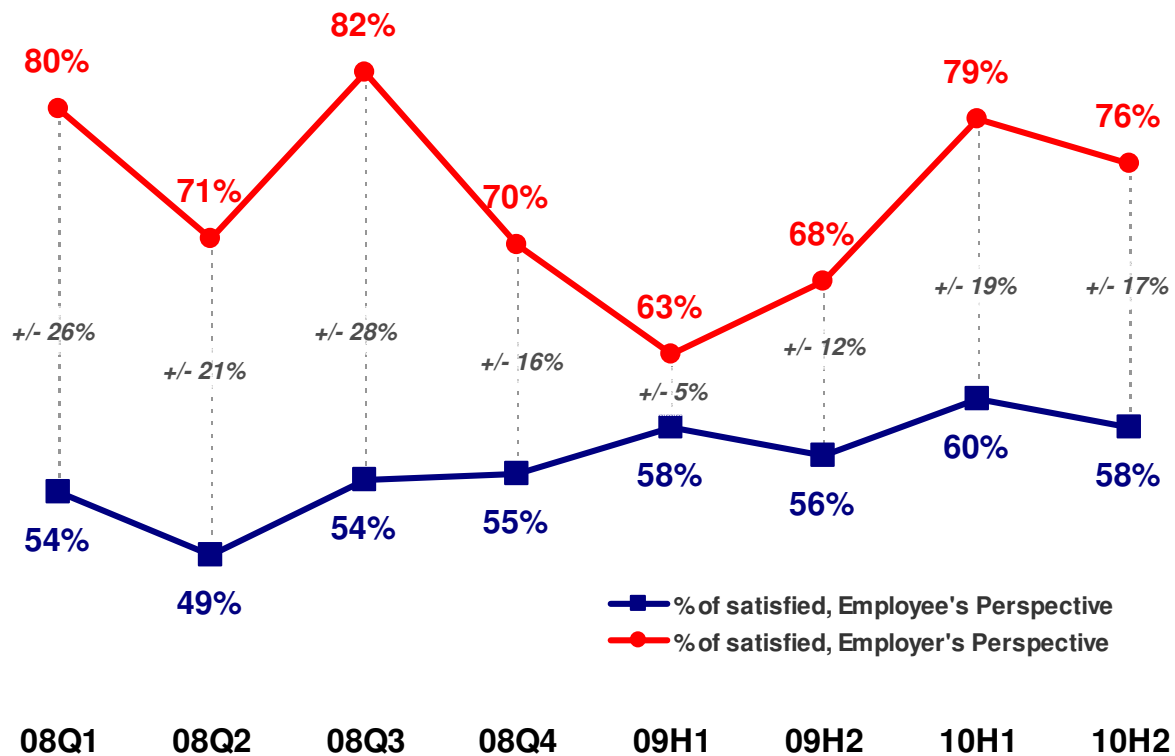
"% Satisfied" refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work.

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



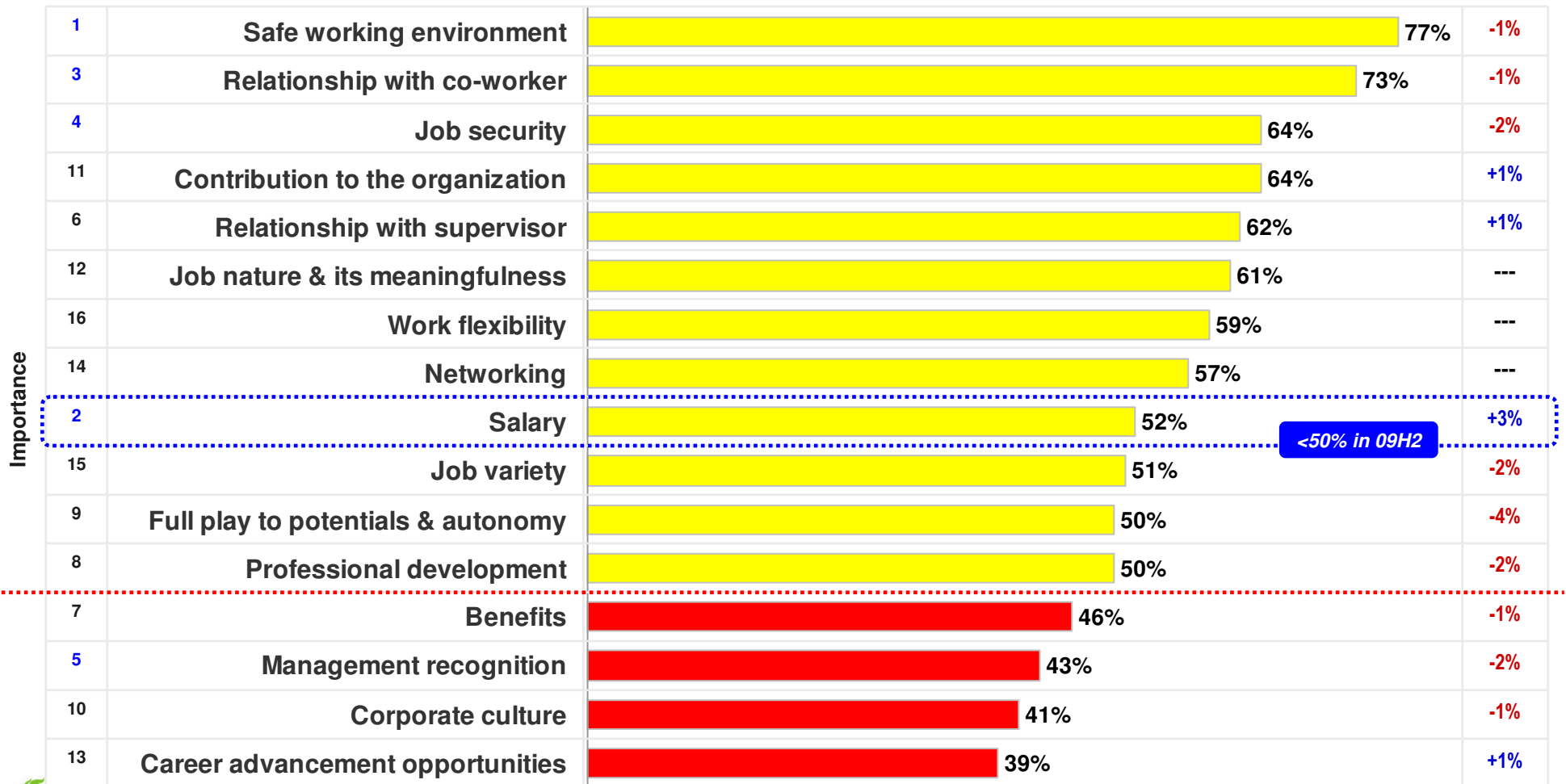
"% Satisfied" refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work.
 Target: Employers and employees of age 18 or above
 Source: HKUPOP, HeadlineJobs Quality Workplace Index



Factors of Job Satisfaction

Employee

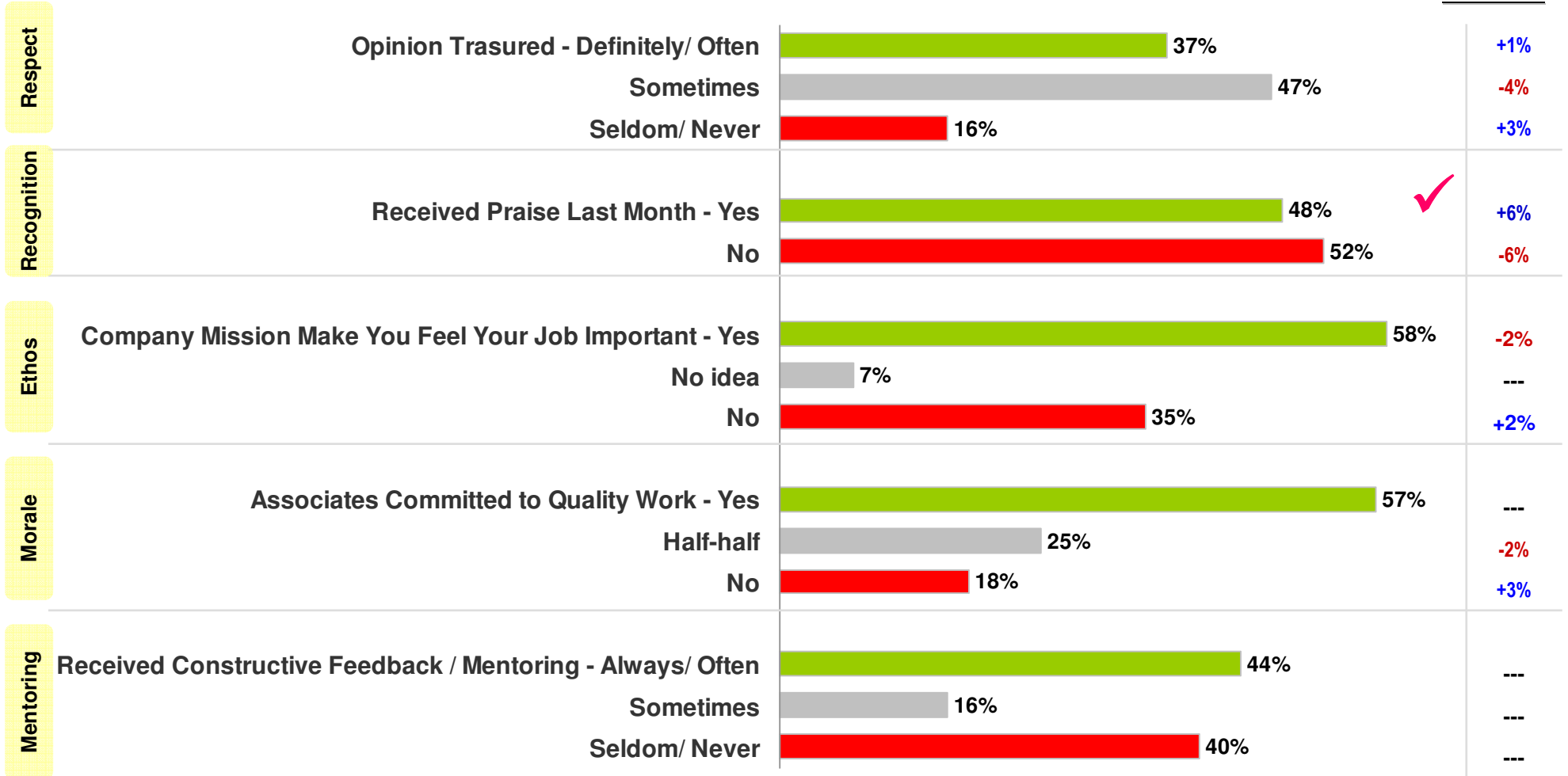
vs. 09H2



Employee Engagement Factors

Employees

vs. 09H2



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

Findings

Part II

Retention of Young Talents – Job Satisfaction, Engagement & Retention



Job Satisfaction by Generation

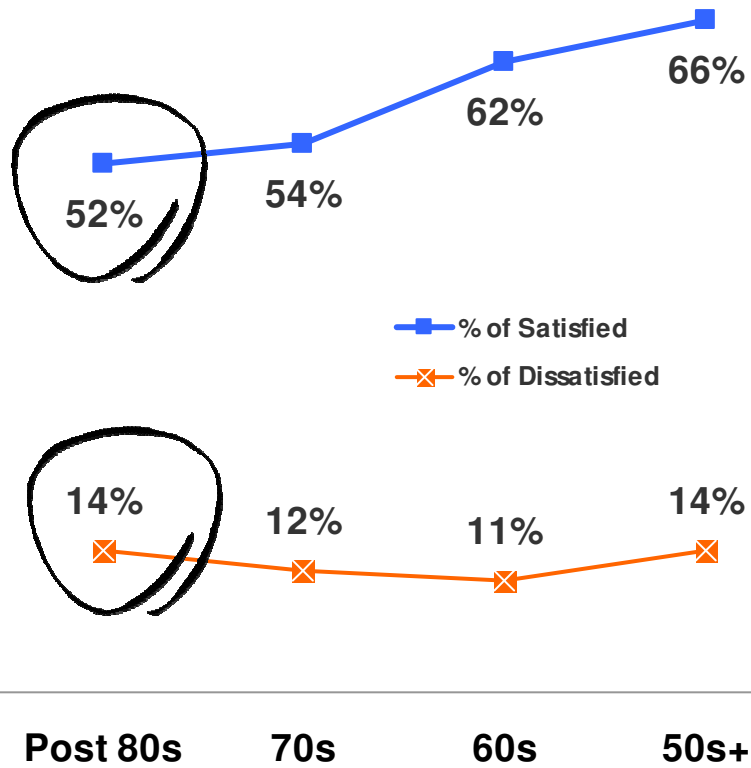
The least satisfied generation: The Post 80s

Overall satisfaction level

58%

13%

Satisfaction level by Generation



"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: HK working population of age 18 or above (employees only)
Source: HKUPOP, HeadlineJobs Quality Workplace Index



Job Seeking Rate for Employee

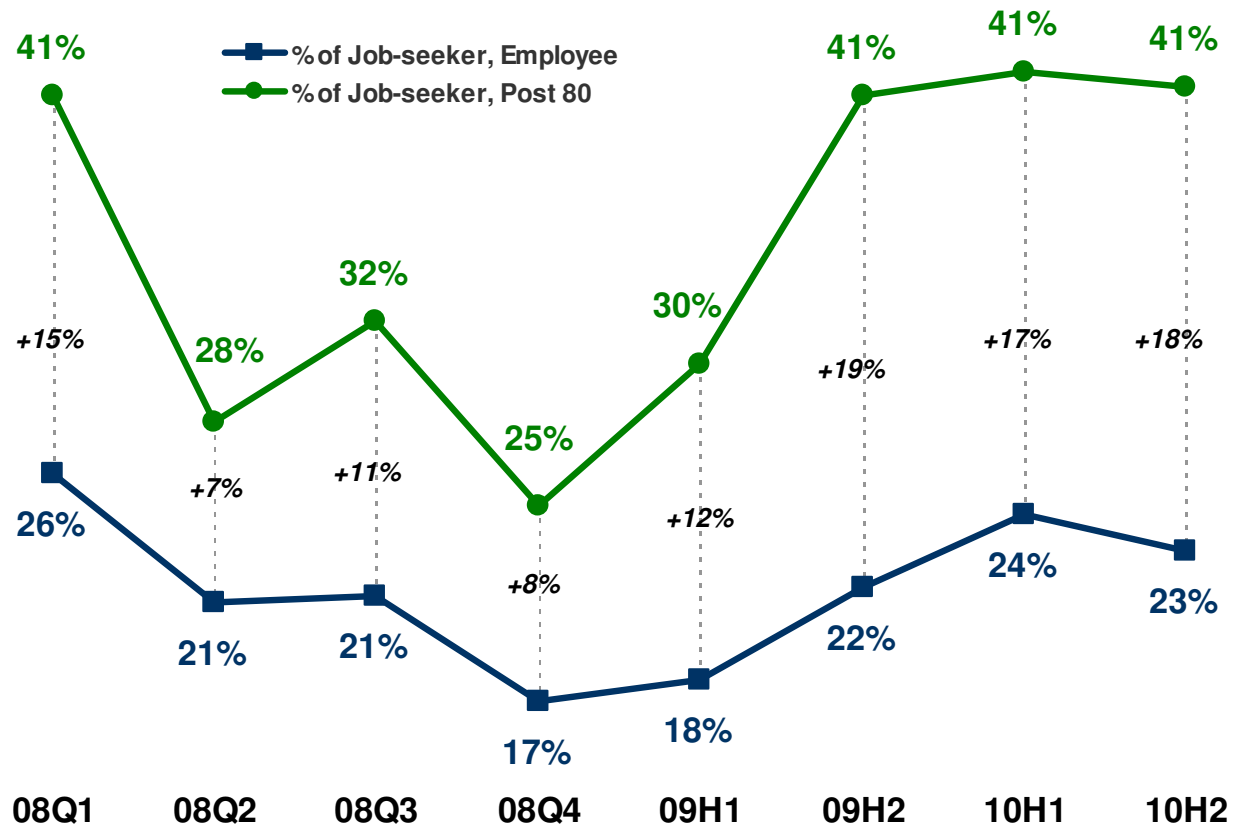
The Post 80s

Post 80 – Profile

- Average Tenure of Work – 3.4 Years
- 66% aged 25-29; 34% aged 18-24
- 70% Tertiary educated
- 93% Single
- 37% Work in SME
- 42% General White Collar/ Asso. Prof

General Population – Profile

- Average Tenure of Work – 12.5 Years
- 49% Tertiary educated
- 56% Married; 28% with Young Child
- 69% Work in Mid-to-large Firm
- 45% Mid-to-top management



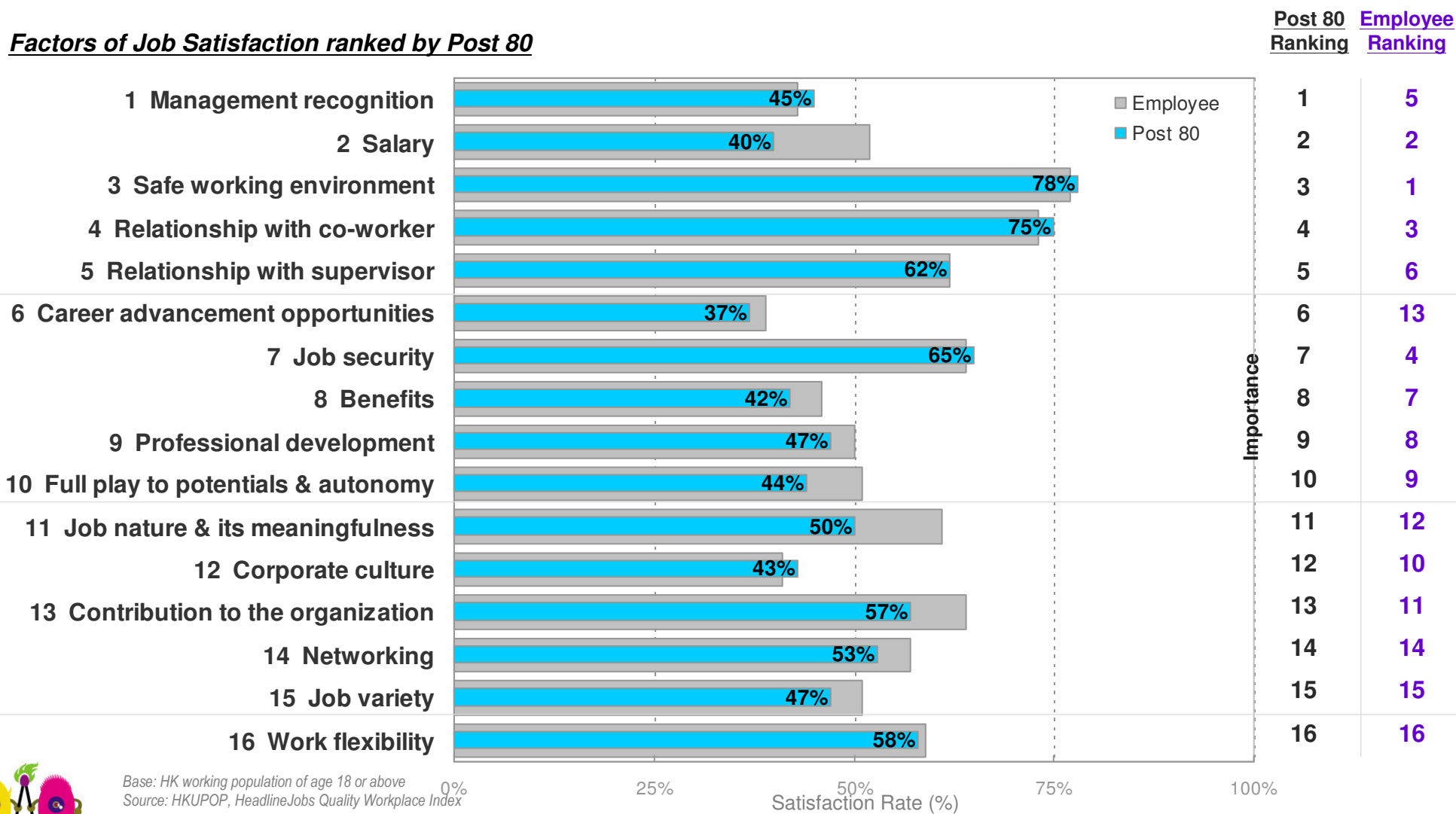
** Mid-to-top management includes CEO to Director, Professional, & Manager
 Base: HK working population of age 18 or above
 Source: HKUPOP, HeadlineJobs Quality Workplace Index



Factors of Job Satisfaction

The Post 80

Factors of Job Satisfaction ranked by Post 80



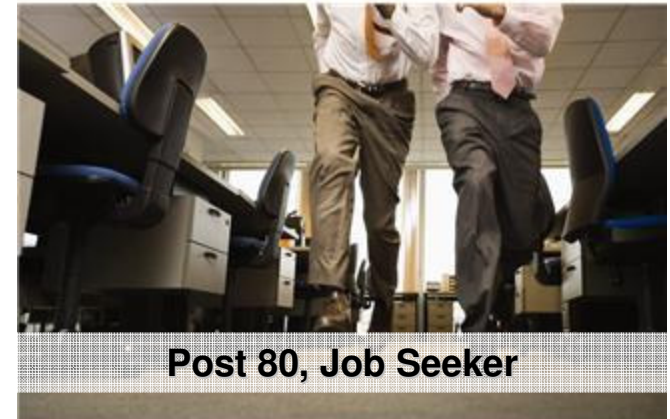
Base: HK working population of age 18 or above
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

Engagement Factors - Recognition Post 80 Job Seeker and Non Job Seeker

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



VS



Yes 62%

No 38%

Yes 46%

No 54%



Engagement Factors - Respect Post 80 Job Seeker and Non Job Seeker

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



VS



Always/ Often 40%
Sometimes 51%
Seldom/ Never 9%

Always/ Often 28%
Sometimes 55%
Seldom/ Never 17%



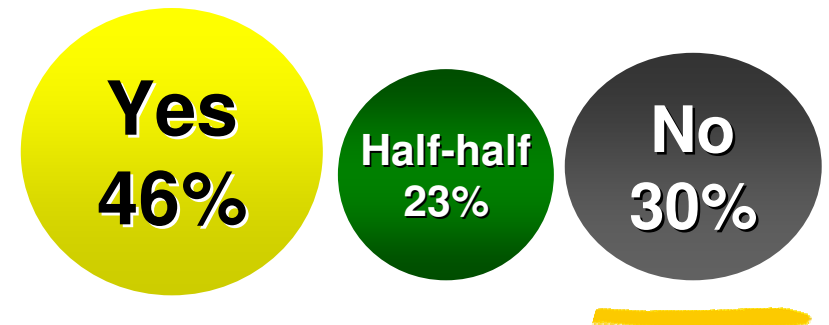
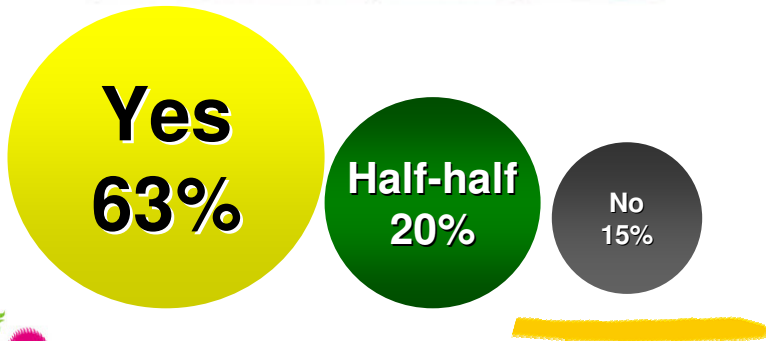
Engagement Factors - Morale

Post 80 Job Seeker and Non Job Seeker

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



VS



Engagement Factors - Ethos

Post 80 Job Seeker and Non Job Seeker

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



Post 80, Non Job Seeker

VS



Post 80, Job Seeker

Yes 60%

No 36%

No Idea 4%

Yes 32%

No 58%

No Idea 10%



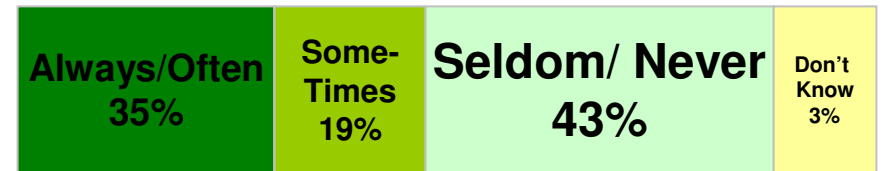
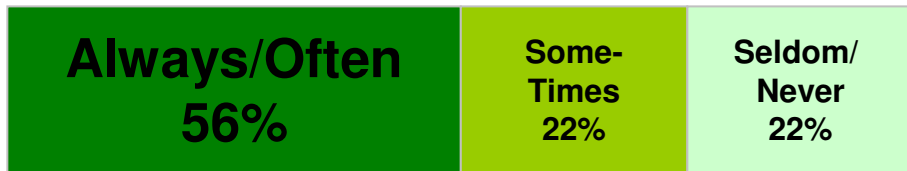
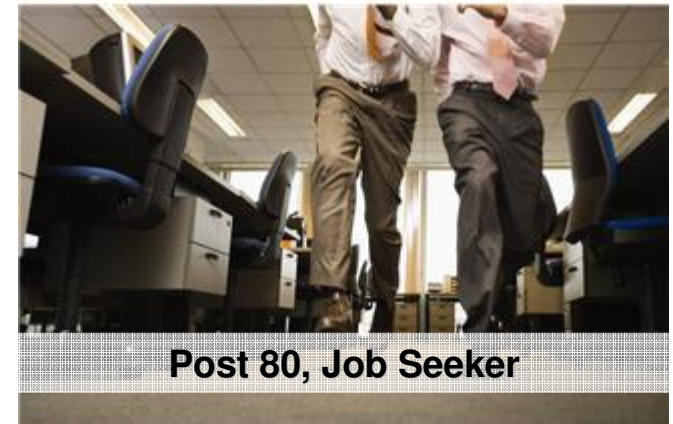
Engagement Factors - Mentoring

Post 80 Job Seeker and Non Job Seeker

Q: How often do you receive constructive feedback and mentoring from your supervisor?



VS



Employee Engagement and Staff Retention Post 80s Generation

Actions to Enhance Staff Engagement and Retention to the Post 80

Recognition

- Encourage delivering more praises

Respect

- Open channels for opinions

Mentoring

- Develop/ enhance mentoring system

Ethos

- Promote company mission

Morale

- Enhance staff morale



The End

