

# ACQUISITION AND RETENTION IN THE WAR FOR TALENT

KELLY GLOBAL WORKFORCE INDEX™



**KELLY**

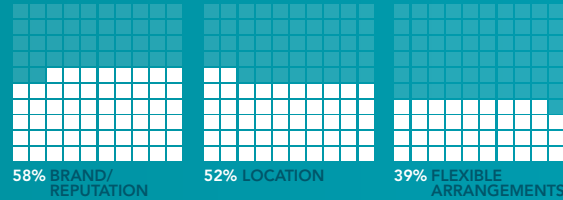
# THE MODERN WORKFORCE

## ACQUISITION AND RETENTION IN THE WAR FOR TALENT

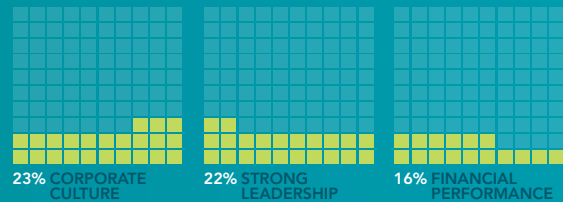
### THE "MEANING" OF WORK ACCORDING TO EMPLOYEES

- Ability to excel/develop 74%
- Connection with co-workers 41%
- Alignment to personal values 41%
- Connection to corporate strategy 31%
- Community involvement 28%

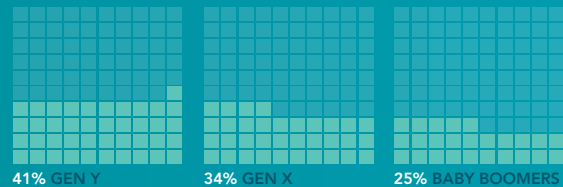
#### EVALUATING POTENTIAL EMPLOYERS



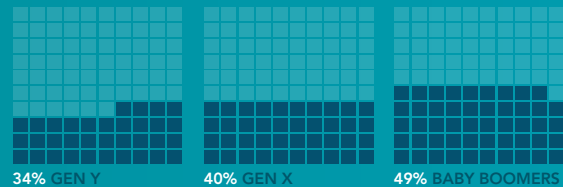
#### POTENTIAL EMPLOYER ATTRIBUTES



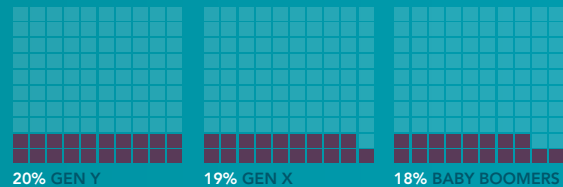
#### IMPORTANCE OF PERSONAL GROWTH/ADVANCEMENT



#### IMPORTANCE OF FULFILLMENT/WORK-LIFE BALANCE



#### IMPORTANCE OF COMPENSATION/BENEFITS



#### JOB JITTERS

**37%**

frequently think about quitting their jobs. Gen X is the most restless, with 43% perpetually thinking of resigning.



#### JOB SWITCHING

**66%**

of employees intend to search for a job with another organization within the next year.



#### EMPLOYER RECOGNITION

**44%**

feel valued by their employer.



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## THE KELLY GLOBAL WORKFORCE INDEX 2012

The *2012 Kelly Global Workforce Index (KGWI)* brings together the findings from almost 170,000 respondents from 30 countries. It shows the results of diverse forces impacting the contemporary workplace, including generational and geographic diversity, technology, employee empowerment, and the widespread use of social media. In this

first installment of the 2012 KGWI findings, employees provide a candid insight into the factors that help steer them into the right job. They reveal the issues that are important to them, the people who influence their job choices, the importance of social media in the job search, and the particular corporate attributes that attract

them. There is also a glimpse into the elements that come in to play when employees think about leaving their jobs, and a guide to what employers can do to help retain their best performers.

As in previous years, the 2012 KGWI has a special focus on the generational perspective of the

workplace, with an emphasis on the three main workforce generations – Gen Y (age 19-30), Gen X (age 31-48) and Baby Boomers (age 49-66). The survey captures the views of employees and candidates across the Americas, APAC and EMEA regions.

## CONSTANT CHANGE—THE NEW NORM IN THE MODERN WORKPLACE

Employees across the globe have experienced unprecedented economic turmoil, and they are restless. Many are unhappy in their jobs and are actively looking for new opportunities. Even those who are content in their jobs are seeking greater engagement and “meaning” from their work.

Employees and candidates are astute observers of a brand’s presence in the market and corporate culture as they decide the most desirable places to work, and they are clear-minded about the factors that keep them at work.

There is also a shift in the mindset of many workers, who derive real meaning from

their work and seek greater opportunities for personal development and growth.

The new norm has employees keeping one eye open for the next opportunity. Unless employers can offer meaningful work and ongoing opportunities for growth, many feel it is in their best interest to keep their careers in a perpetual state of motion.

# DESIRED EMPLOYER ATTRIBUTES

→ When it comes to attracting employees, there are a few key signals that candidates and prospective employees detect, which tell them much about a prospective employer.

Globally, respondents say two factors — corporate culture (23%) and strong market presence/leadership (22%)—are the top two considerations when deciding to apply for a job. These factors eclipse all others including financial performance, longevity, reputation for innovation, and corporate social responsibility.

However, in the Americas, it's a slightly different story. Longevity ranks first (24%), followed by corporate culture (19%) and strong market presence/leadership (19%).

When considering applying for a job, what organizational attribute influences you the most? (By region)

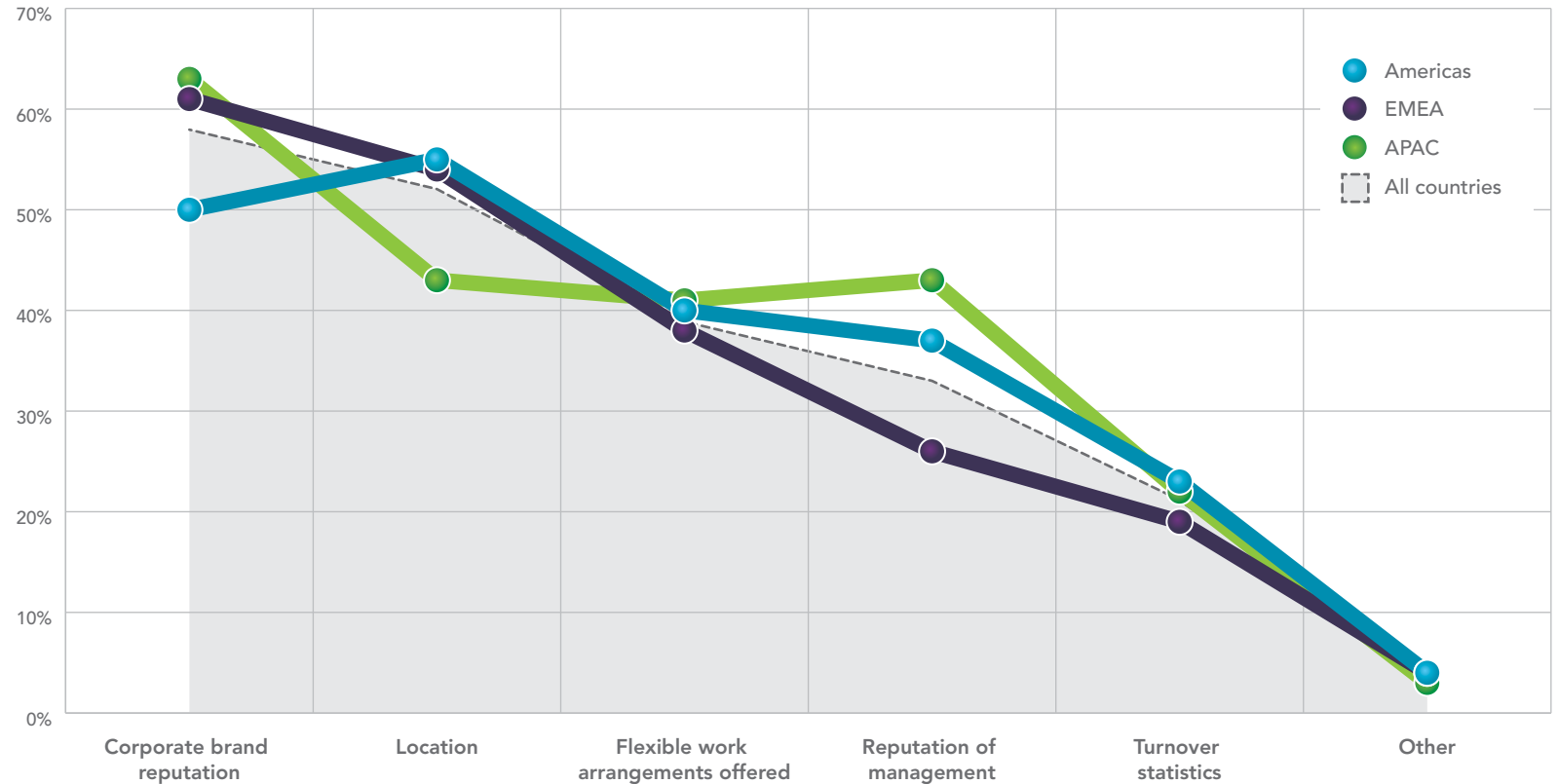


# EVALUATING EMPLOYERS

→ What is clear from the findings is that employees and those looking for work are exercising a high degree of discretion in deciding the best career path.

When evaluating potential employers, the most important factor is corporate brand/reputation (58%) followed by location (52%). Indeed, the corporate brand is significantly more important than the reputation of management. In essence, the corporate brand is becoming the employment brand, especially for skilled professional and technical workers.

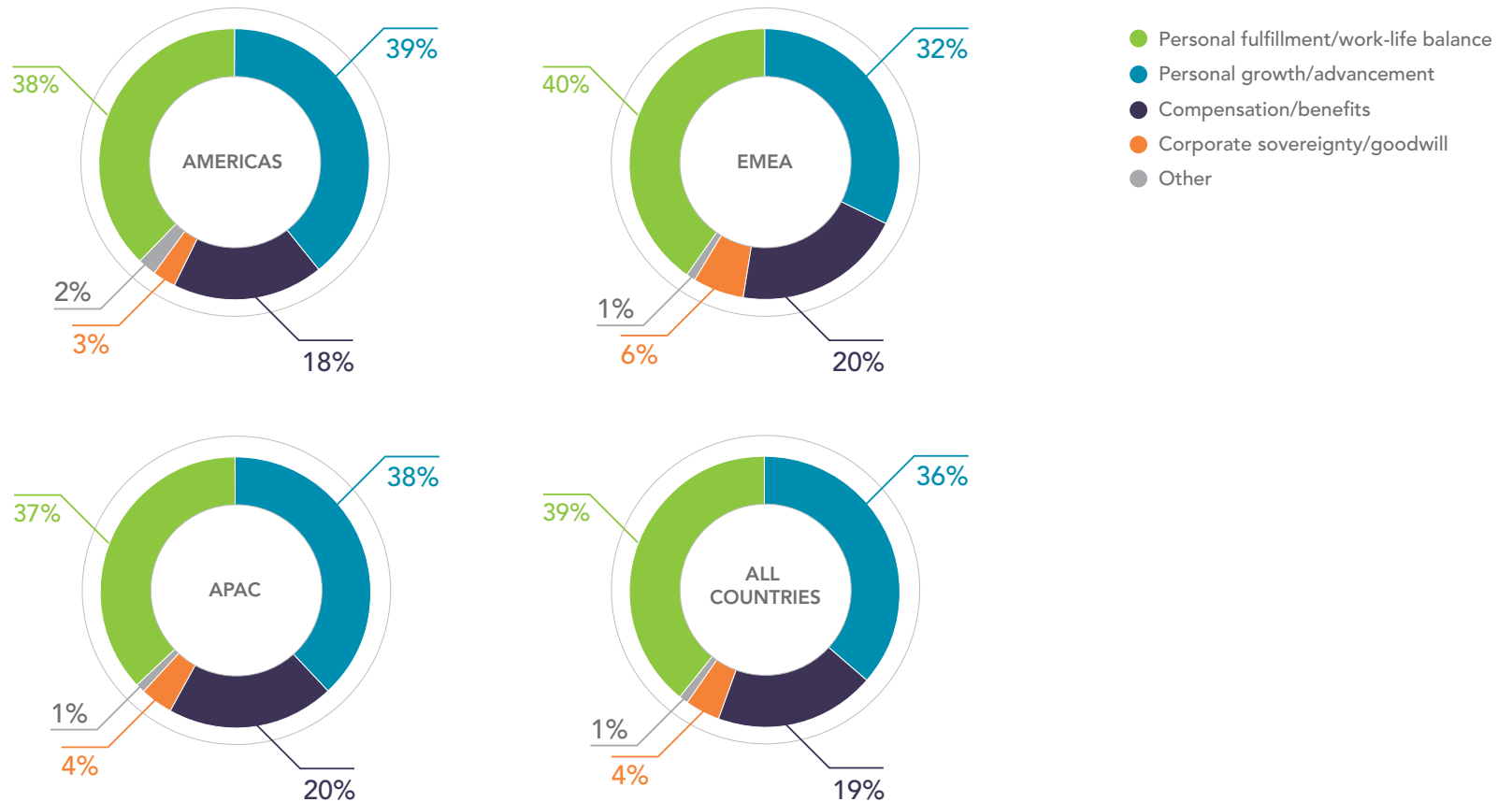
What factors do you use to evaluate potential employers? (By region)



# FACTORS THAT DRIVE JOB CHOICE (BY REGION)

→ When deciding on one position over another, employees say that personal fulfillment/work-life balance (39%) and personal growth/advancement (36%) are the most important considerations. They are both more relevant to a job decision than the compensation/benefits, nominated by 19%.

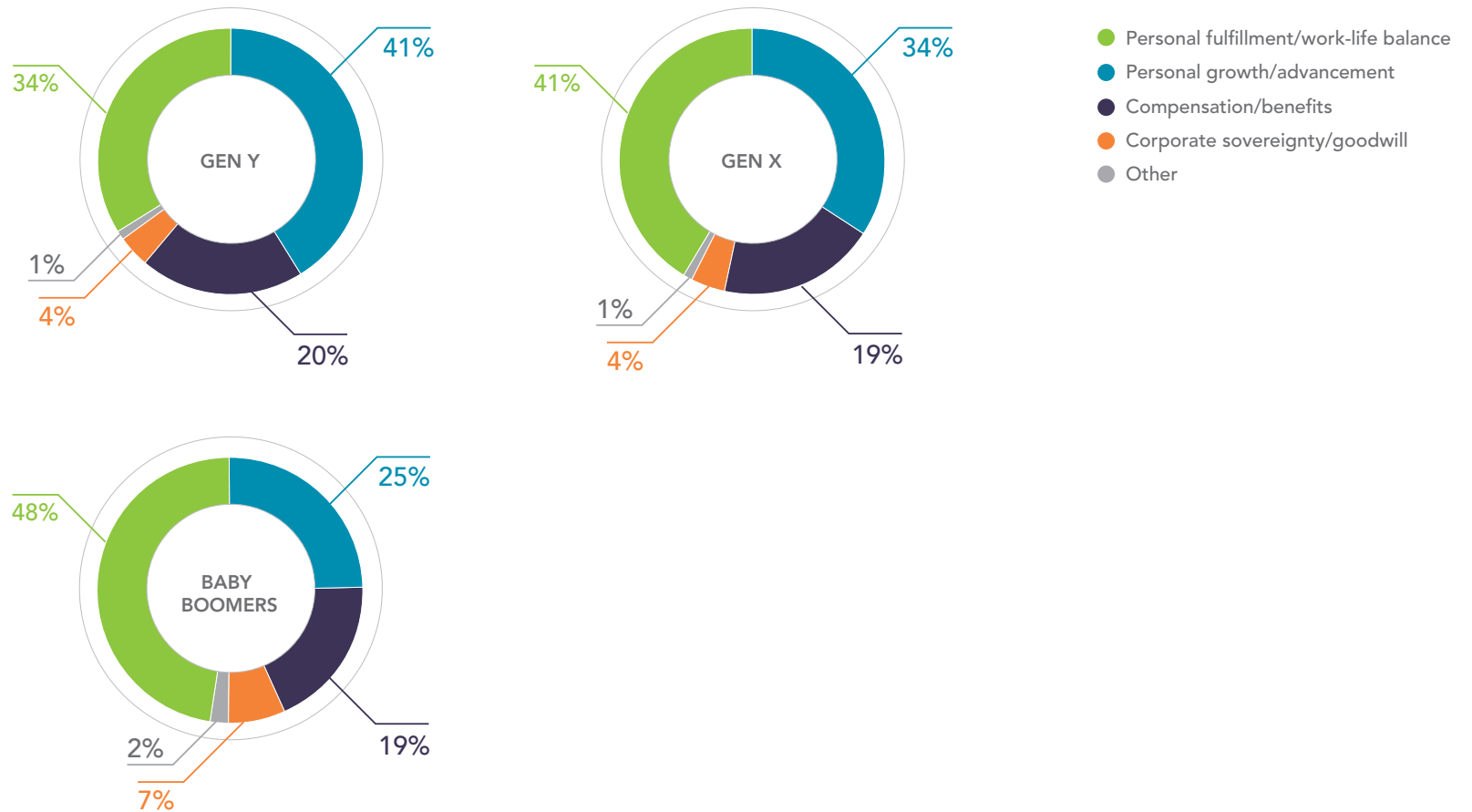
Which of the following factors would drive your decision to accept one job/position over another? (By region)



# FACTORS THAT DRIVE JOB CHOICE (BY GENERATION)

→ Across the generational groups, the way that individuals weigh up job choices varies as people grow older. Personal fulfillment/work-life balance becomes progressively more important as people mature, and is the predominant consideration among Baby Boomers. But for Gen Y, the leading consideration is personal growth/advancement—an outlook that reflects their near-term career priorities.

Which of the following factors would drive your decision to accept one job/position over another? (By generation)

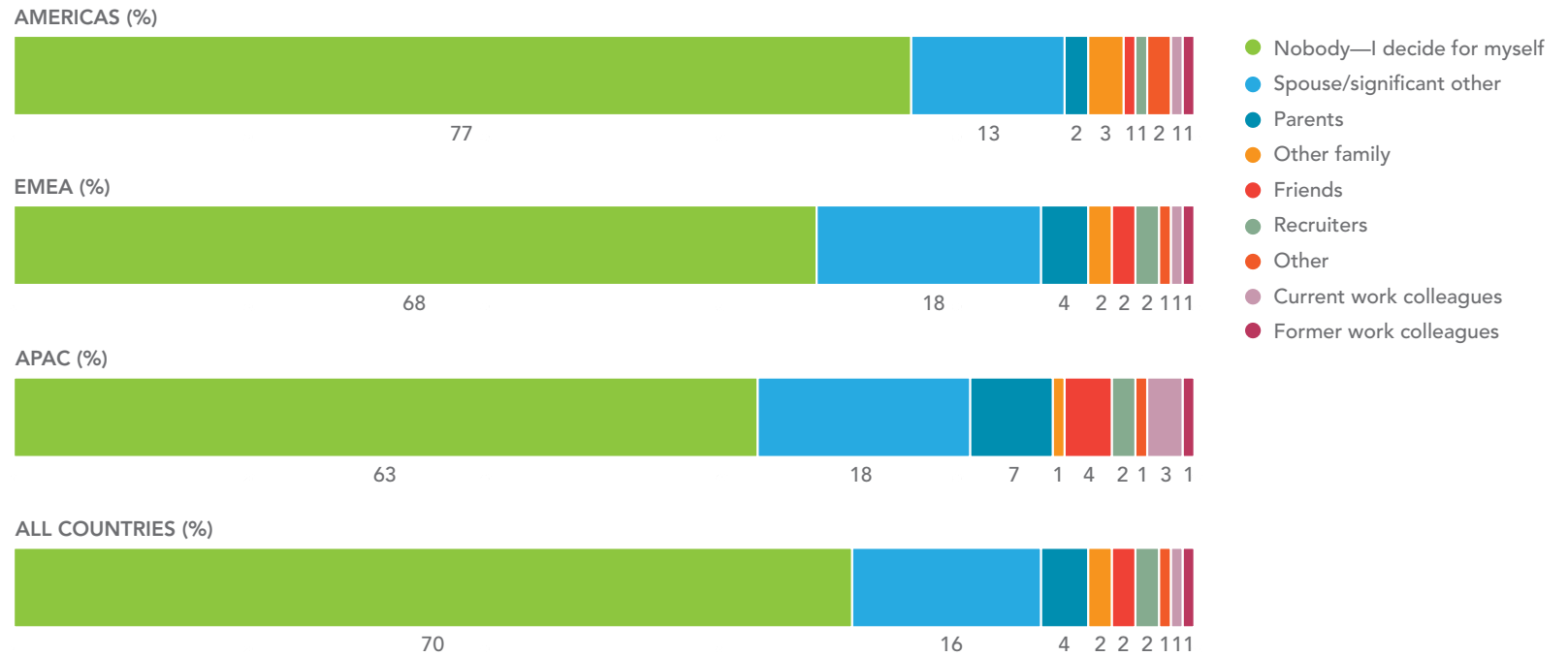


# INFLUENCE ON JOB SELECTION (BY REGION)

→ When it comes to deciding on a job, there are many people who have an influence on a prospective employee—parents, spouses, friends, and recruiters—but the overwhelming majority of respondents say that, ultimately, their own judgment prevails.

Some 70% say that they decide for themselves about job choices. This is highest in the Americas (77%) and lowest in the APAC region (63%).

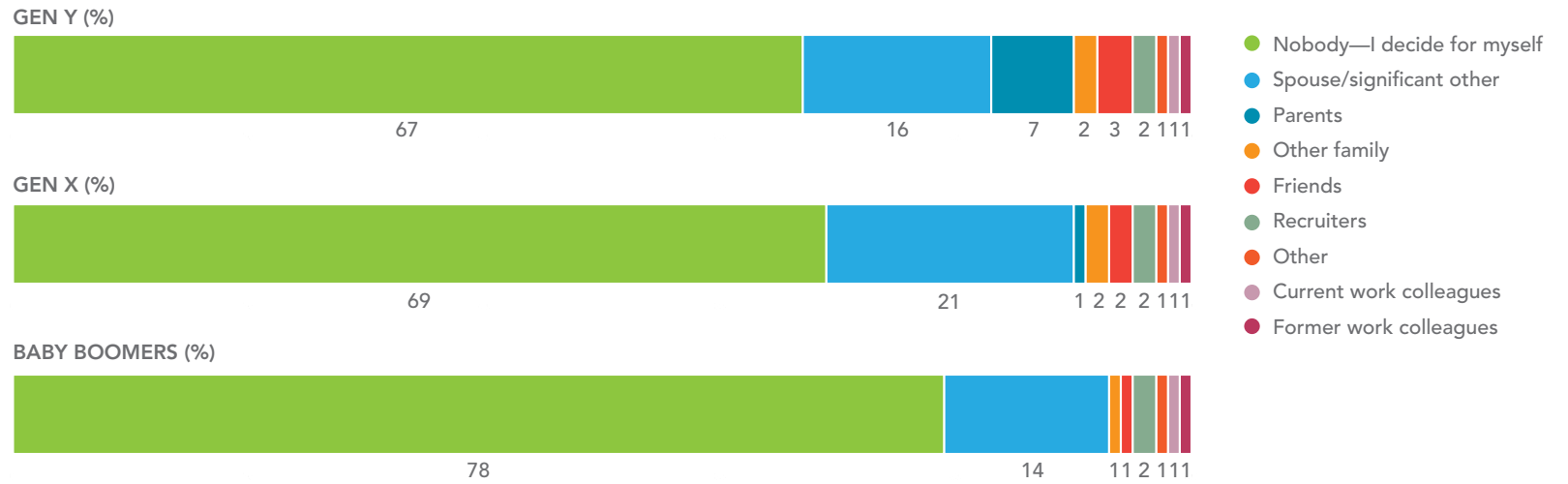
Who has the most influence in determining your choice of job? (By region)



# INFLUENCE ON JOB SELECTION (BY GENERATION)

→ The spouse plays a more important role in job decisions among Gen X than in other generations, while parents play a more influential role with Gen Y.

Who has the most influence in determining your choice of job? (By generation)



# SOCIAL MEDIA AND JOB DECISIONS

→ While the influence of spouses, friends and parents might be modest, there are a growing number of employees and candidates who are turning to social media to assist in making career choices.

Approximately four-in-10 (41%) use their social media network when making career or employment decisions. This is highest in APAC, where more than half (58%) use their social media network, compared with only 40% in EMEA and 33% in the Americas.

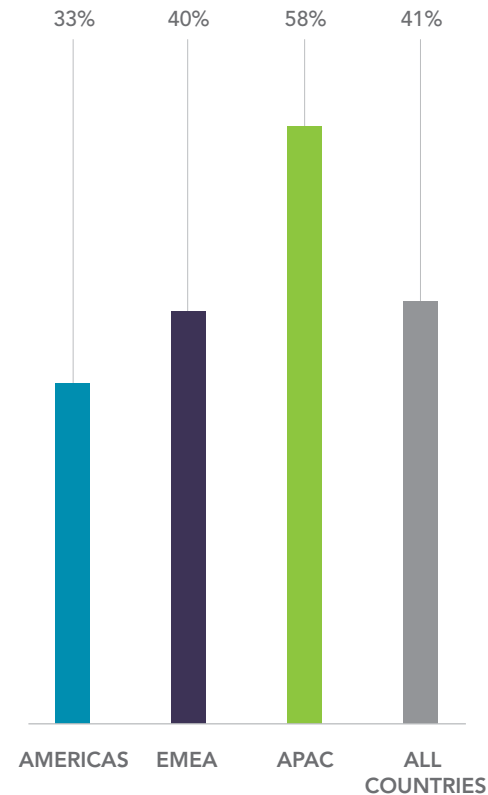
Workers with a professional and technical skillset (P/T) are more likely to use their social media network when making career decisions, compared to non-P/T workers (48% and 36%, respectively).

Interestingly, the attraction of social media in career decision-making is not confined to younger generations. A significant number of Baby Boomers and Gen X are joining Gen Y online to test their job options.

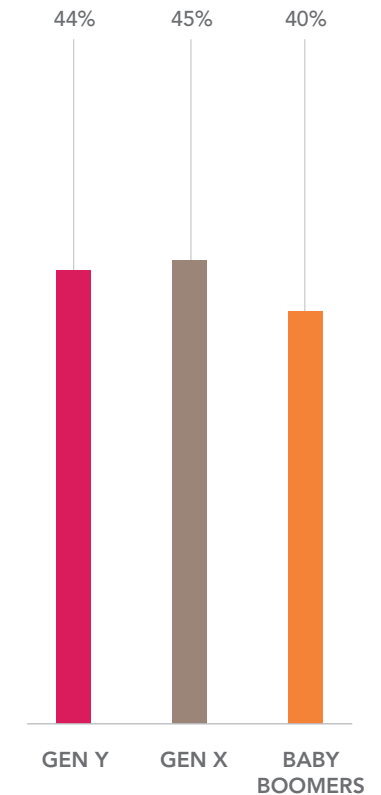
More than one-quarter (30%) are more inclined to search for jobs via social media rather than via traditional methods.

- Within the APAC region, nearly half (48%) are inclined to search for jobs via social media rather than via traditional methods, which is significantly more than within the Americas (26%) and EMEA (24%).
- The younger generations, Gen Y (32%) and Gen X (30%), are more likely to do so, as compared to the older generations (Baby Boomers 26%).
- Workers with P/T skill sets are more likely to do so (31%) as compared to non-P/T workers (29%).

Do you use your social media network when making career/employment decisions? (% Yes by region)



Do you use your social media network when making career/employment decisions? (% Yes by generation)



## OPPORTUNITIES TO DEVELOP INTERESTING/ CHALLENGING WORK—THE KEYS TO RETENTION

While employees are particularly interested in personal fulfillment and development in their work, many are not finding this from their current employment.

The survey findings show that many workers feel under-valued, and frequently think about resigning. A threshold issue for many employees is the question of how

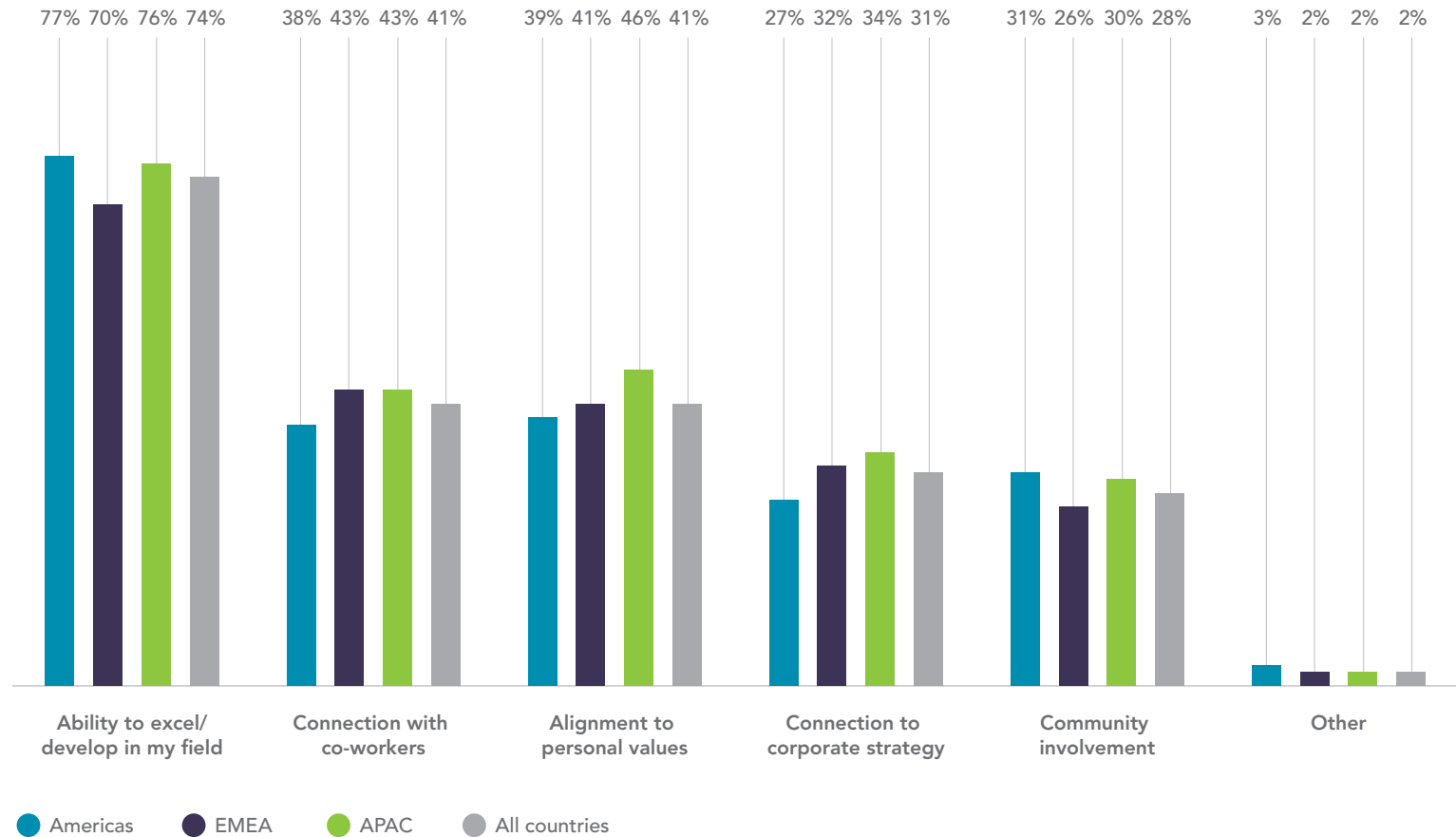
they derive “meaning” from their work or vocation. It’s a question that goes to the heart of what stimulates and motivates individuals, and indeed a workforce.

# UNDERSTANDING THE "MEANING" OF WORK (BY REGION)

→ The survey finds that, from a range of options, the ability to excel or develop is the key to individuals deriving meaning from their work, identified by 74% of respondents. It easily surpasses all other factors, including connection with co-workers, alignment with personal values, connection to corporate strategy and community involvement.

There is also a higher priority placed on the ability to excel or develop in both the Americas and APAC than in EMEA.

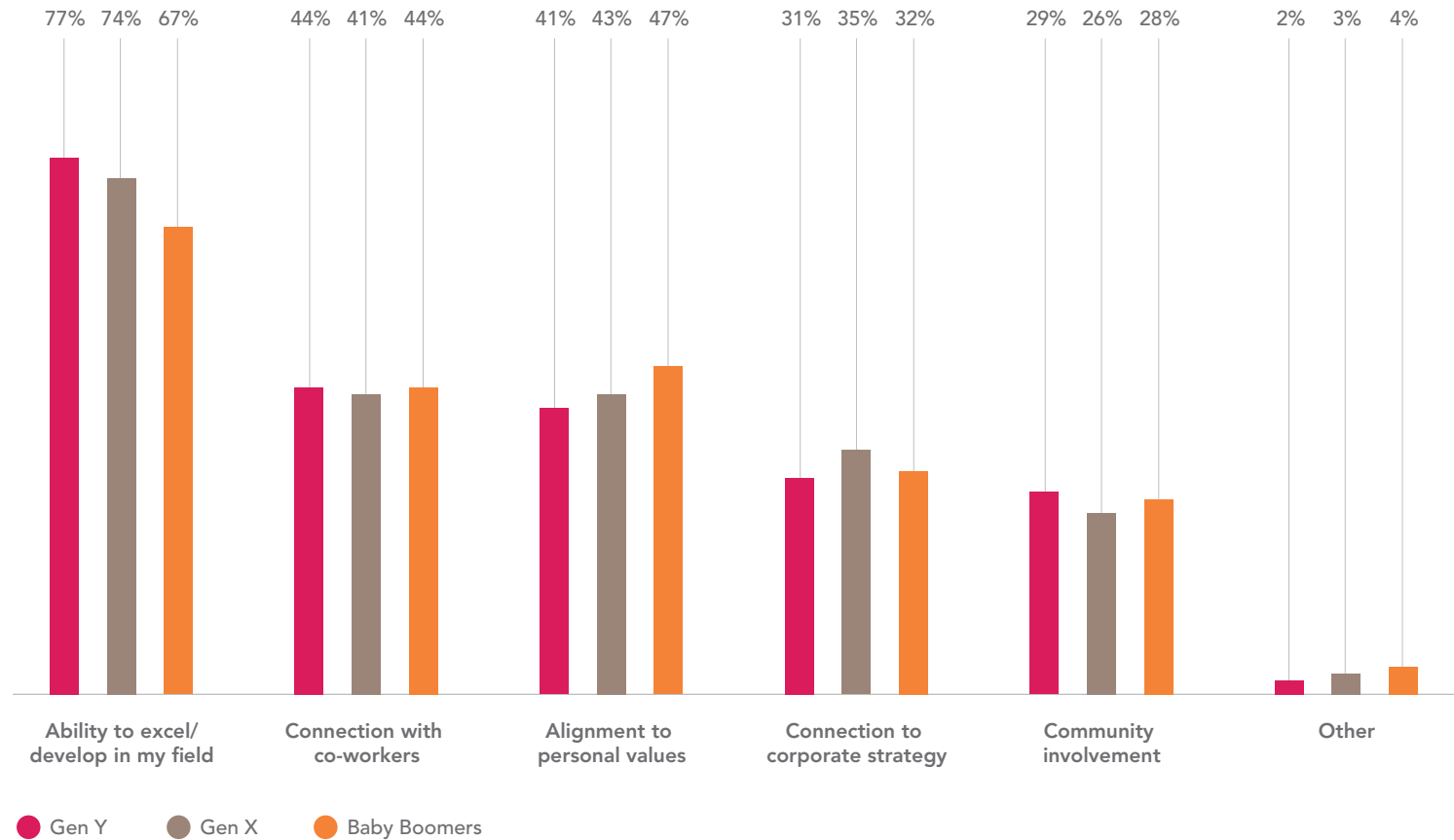
How do you define or derive "meaning" from your work? (By region)



# UNDERSTANDING THE "MEANING" OF WORK (BY GENERATION)

→ The focus on personal development is most pronounced among younger workers.

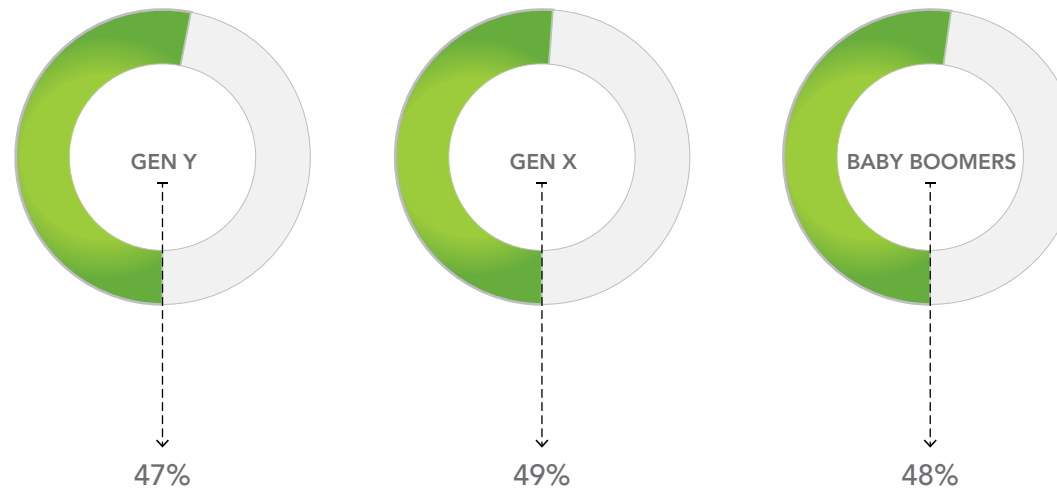
How do you define or derive "meaning" from your work? (By generation)



# JOB FULFILLMENT

→ When employees are asked about their current job and whether they derive a sense of meaning from their work, only about half say they are gaining any real sense of purpose. All of the workplace generations are experiencing this void in their work ethos.

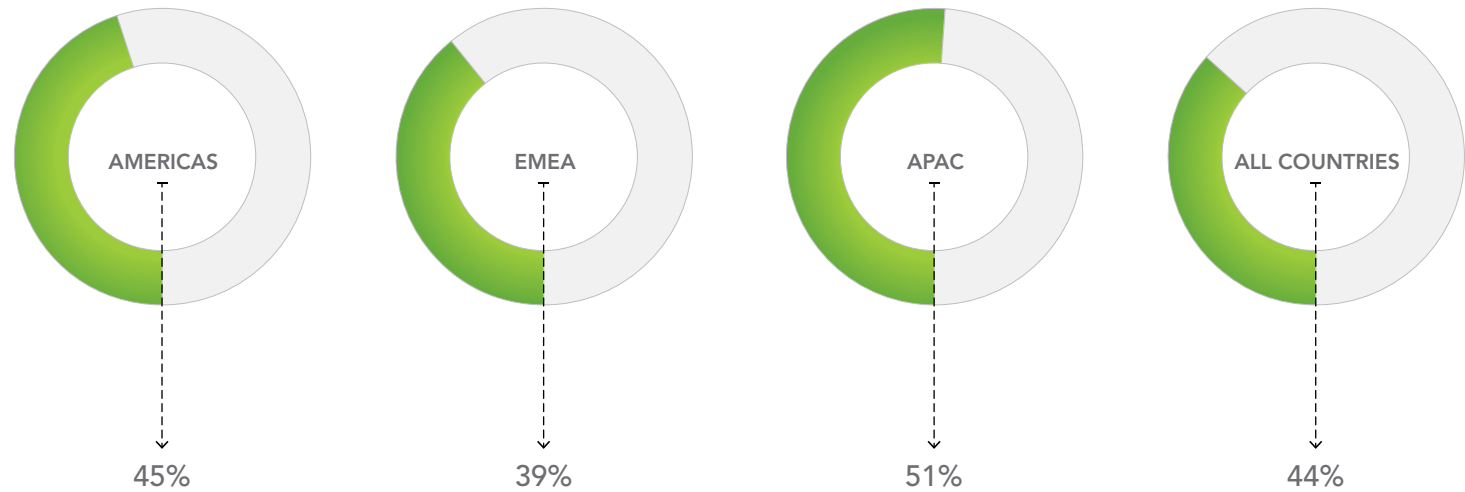
Does your current employment provide you with a sense of "meaning?" (% Yes, by generation)



# EMPLOYER RECOGNITION

→ Similarly, when employees are asked whether they feel valued by their employer, fewer than half of all respondents are made to feel worthy. Globally, only 44% say that they feel valued by their employer, with the highest in APAC (51%), followed by the Americas (45%) and EMEA (39%).

Do you feel that you are valued by your current employer? (% Yes, by region)

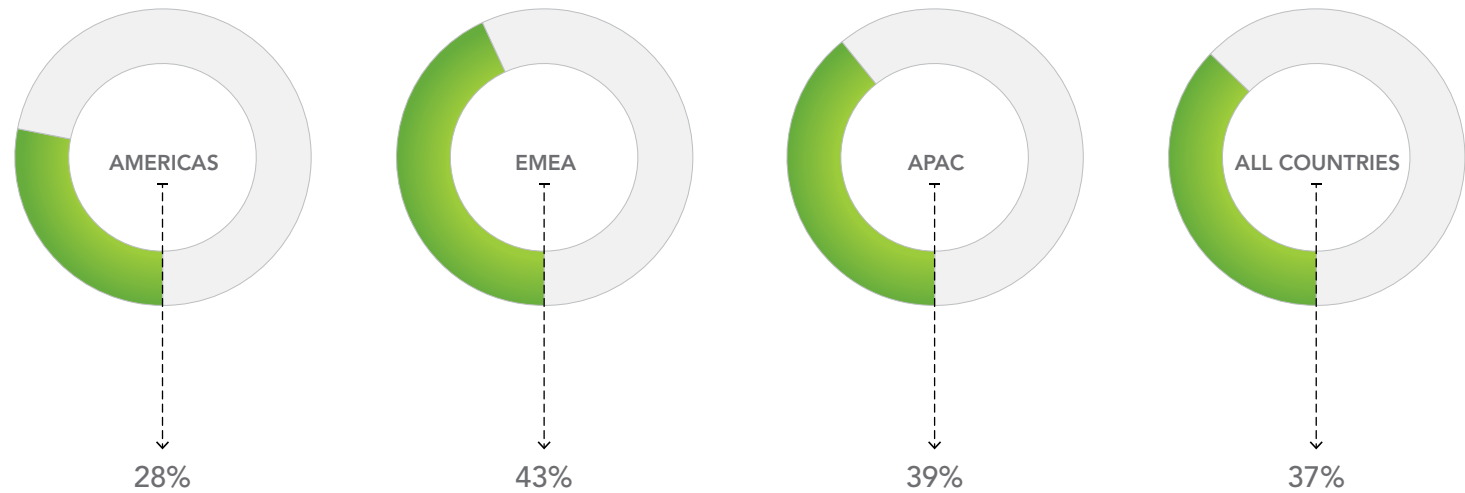


# JOB JITTERS (BY REGION)

→ Given this fairly lackluster mood among the workforce, it's not surprising that, for many, there is a fairly constant thought of quitting.

More than one-third (37%) frequently think about quitting their job and leaving their employer. This is higher in EMEA (43%), than in APAC (39%) and the Americas (28%).

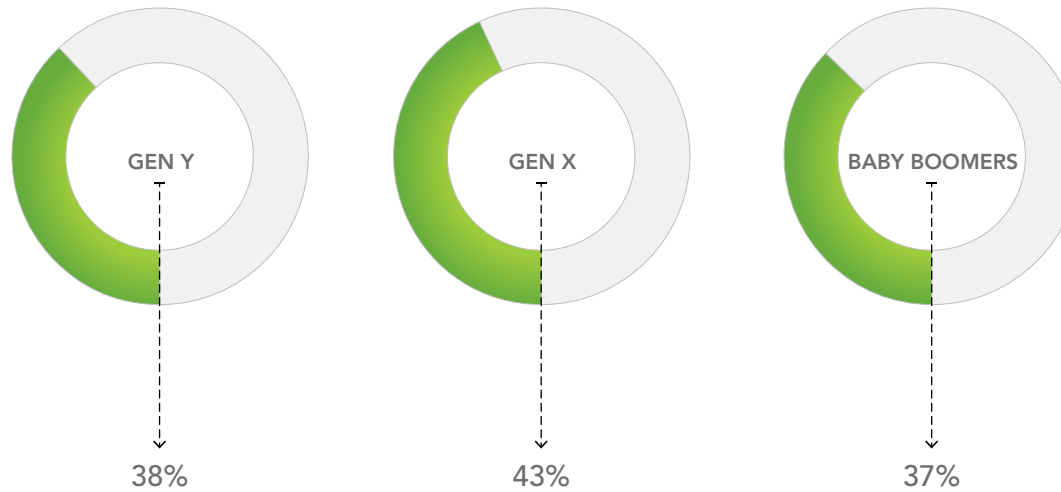
Do you frequently think about quitting your current job and leaving your employer? (% Yes, by region)



# JOB JITTERS (BY GENERATION)

→ Generation X is the most restless in this regard, with 43% frequently thinking of quitting, higher than Gen Y (38%) and Baby Boomers (37%).

Do you frequently think about quitting your current job and leaving your employer? (% Yes, by generation)

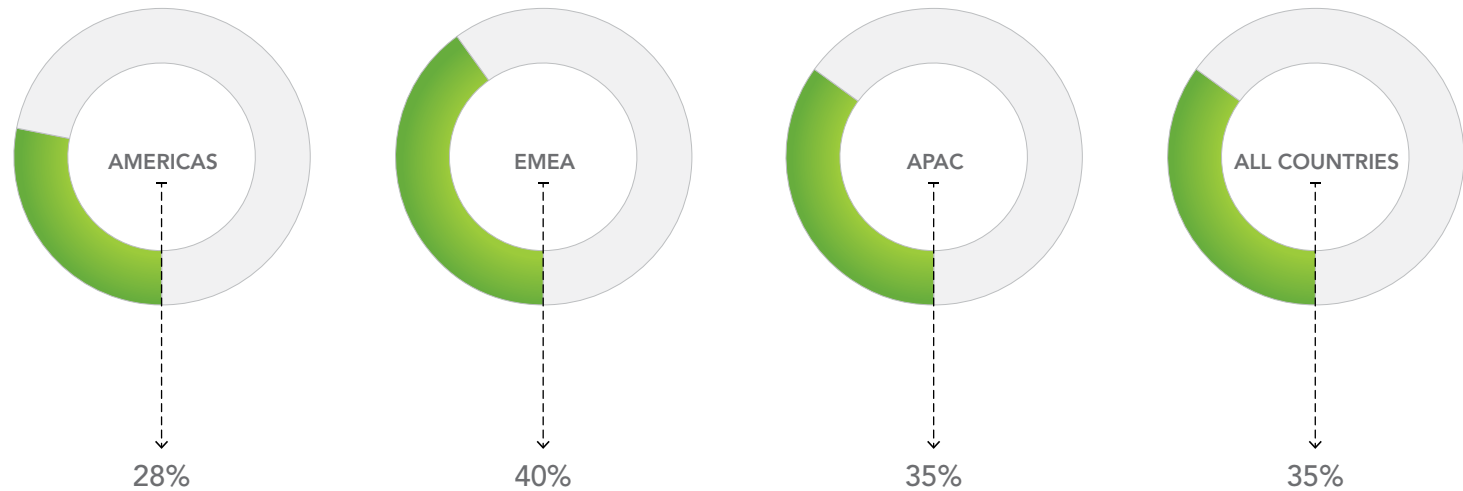


# CONFRONTING JOB ANGUISH (BY REGION)

→ For employers, this critical mass of individuals who are perpetually thinking of resigning represents a large potential cost, in terms of recruitment and business disruption. Employers will occasionally have some warning that employees are dissatisfied and considering resigning, but mostly it will come as a surprise and too late to resolve.

More than one-third (35%) say they are not likely to inform their employer of their potential plans to move to another organization. Within the EMEA region, four-in-10 (40%) are not likely to inform their employer of such potential plans to resign, compared with 35% in APAC and 28% in the Americas.

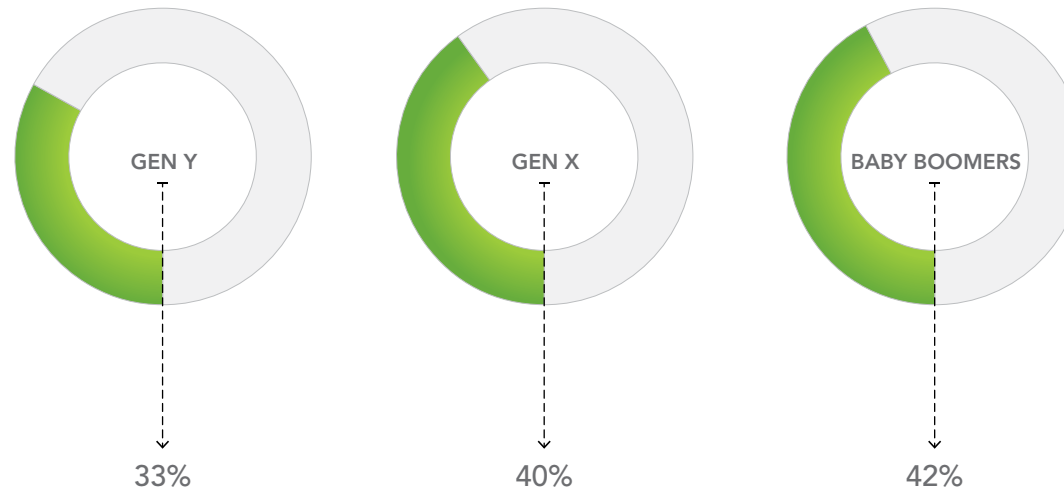
How likely are you to share your potential plans to move to another organization with your employer, with the thought that this may result in changes that may motivate you to stay? (Total unlikely, by region)



# CONFRONTING JOB ANGUISH (BY GENERATION)

→ Across the generations, Baby Boomers (42%) and those in Generation X (40%) are the least likely to share such plans with their employer. Gen Y is more likely to express dissatisfaction and provide the opportunity for it to be resolved.

How likely are you to share your potential plans to move to another organization with your employer, with the thought that this may result in changes that may motivate you to stay? (Total unlikely, by generation)

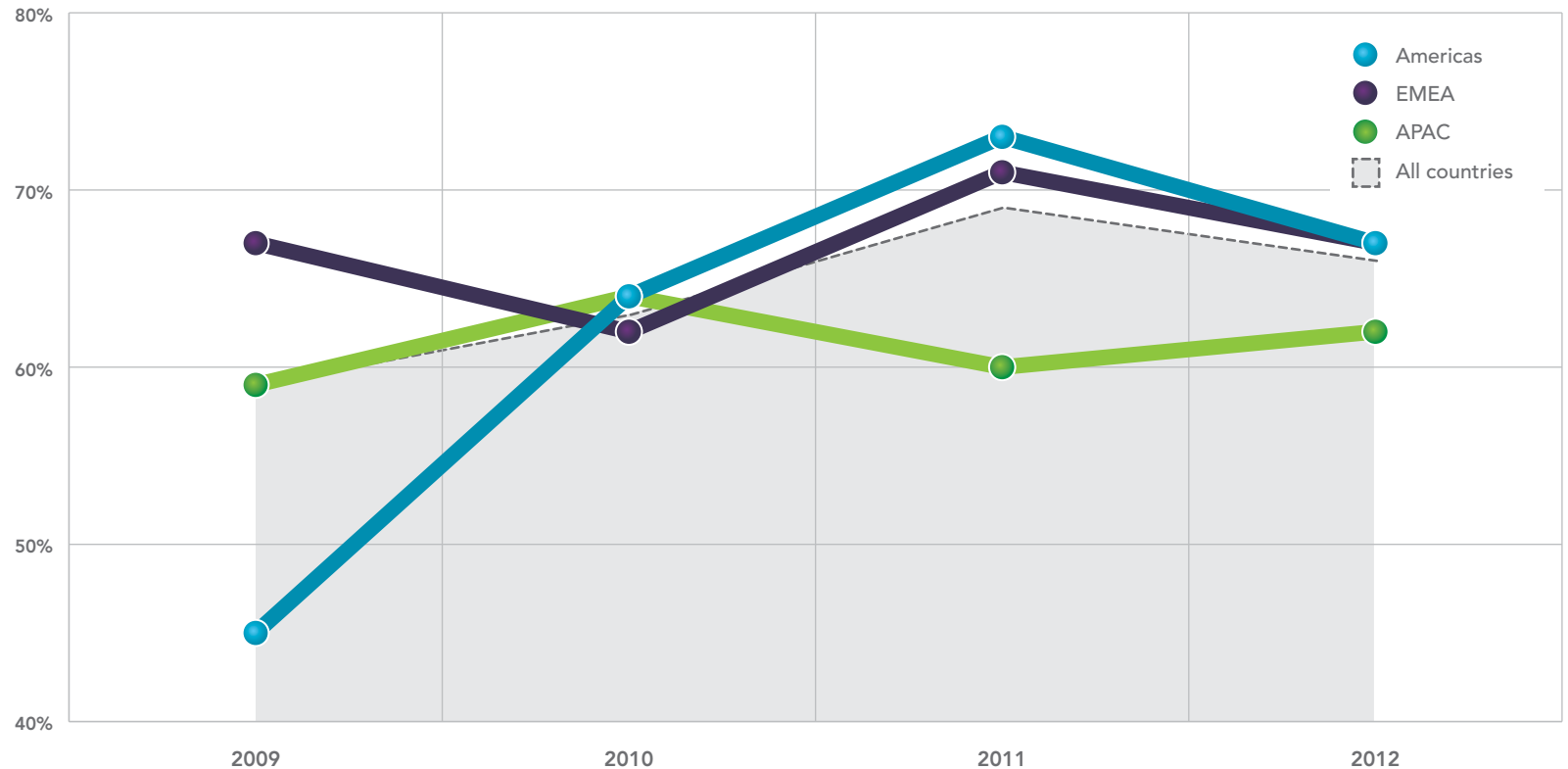


# JOB SWITCHING

→ At any given time, a large section of the workforce is in a state of flux. Globally, two-thirds of workers (66%) intend to look for a job with another organization within the next year, which represents a significant increase from the level in 2009, when 59% intended to look for a job elsewhere.

The dissatisfaction is most pronounced in the Americas, where 67% intend to look for a new job, compared with only 45% in 2009. In APAC, 62% plan to look for a new job, up from 59% in 2009, while in EMEA the proportion remains steady at 67%.

Do you intend to look for a job with another organization within the next year? (% Yes, by region)



# JOB HAPPINESS

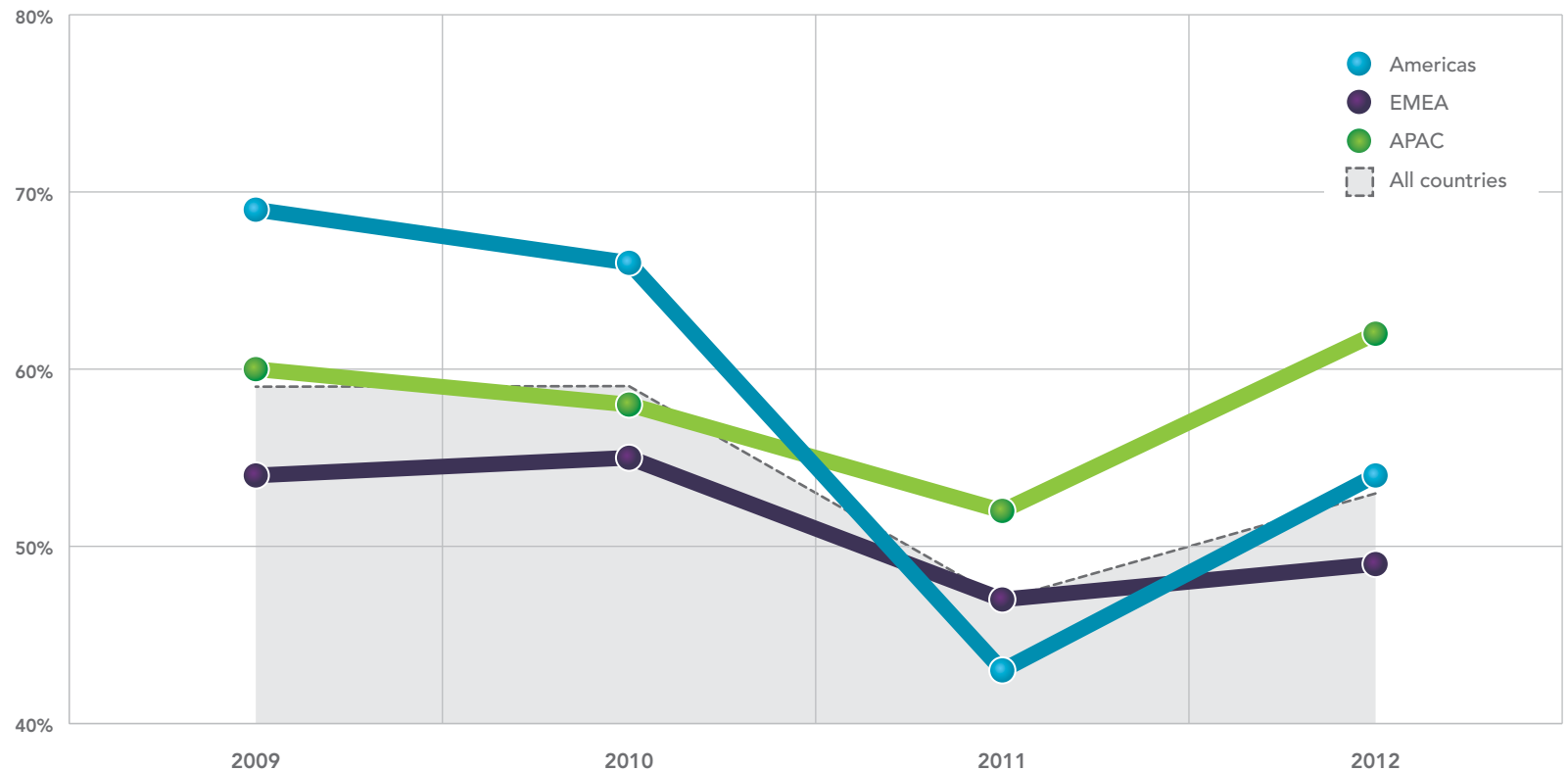
→ Significantly fewer workers are happy in their jobs now than a few years ago, although there has been some turnaround in the past 12 months from the depths of the global financial crisis.

Globally, 53% say they are happy in their jobs, down from 59% in 2009, but above the recent low of 47% reached in 2011.

The decline in job happiness over the past three years has occurred in both the Americas and EMEA. APAC has bucked the trend, with workers there more content than in 2009, possibly as a consequence of the more muted Asian economic downturn.

In the Americas, the percentage of employees happy in their jobs declined from 69% to 54% between 2009 and 2012. In EMEA, it has fallen from 54% to 49% over the same period.

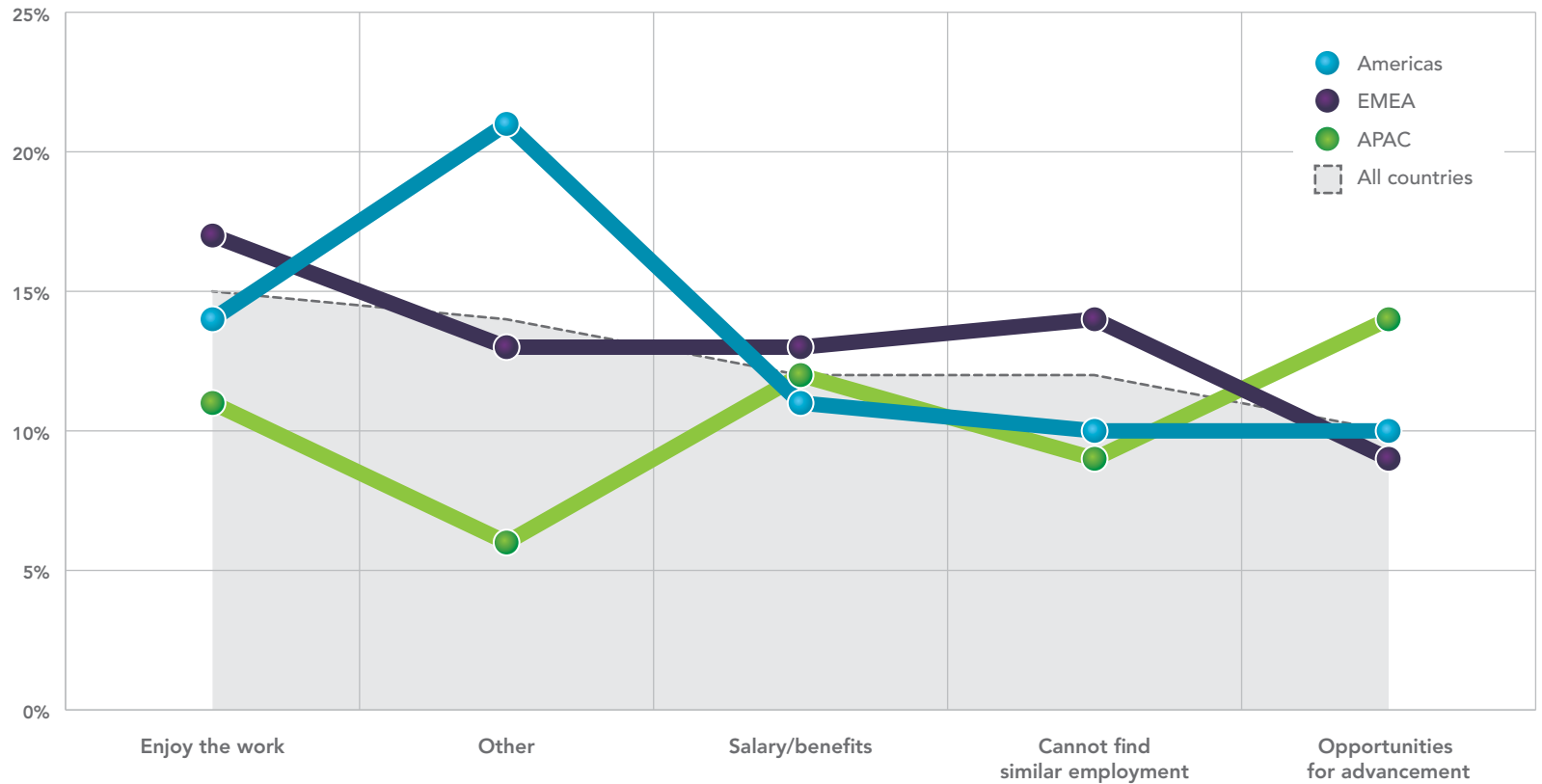
Are you happy in your job? (% Yes, by region)



# WHY EMPLOYEES STAY

→ When weighing up alternative employment or staying with their present employer, respondents say that the primary reasons they stay with their current employer are that they enjoy the work (15%), salary and benefits (12%) and they cannot find similar employment (12%).

What is the primary reason that you remain with your current employer? (Top five, by region)

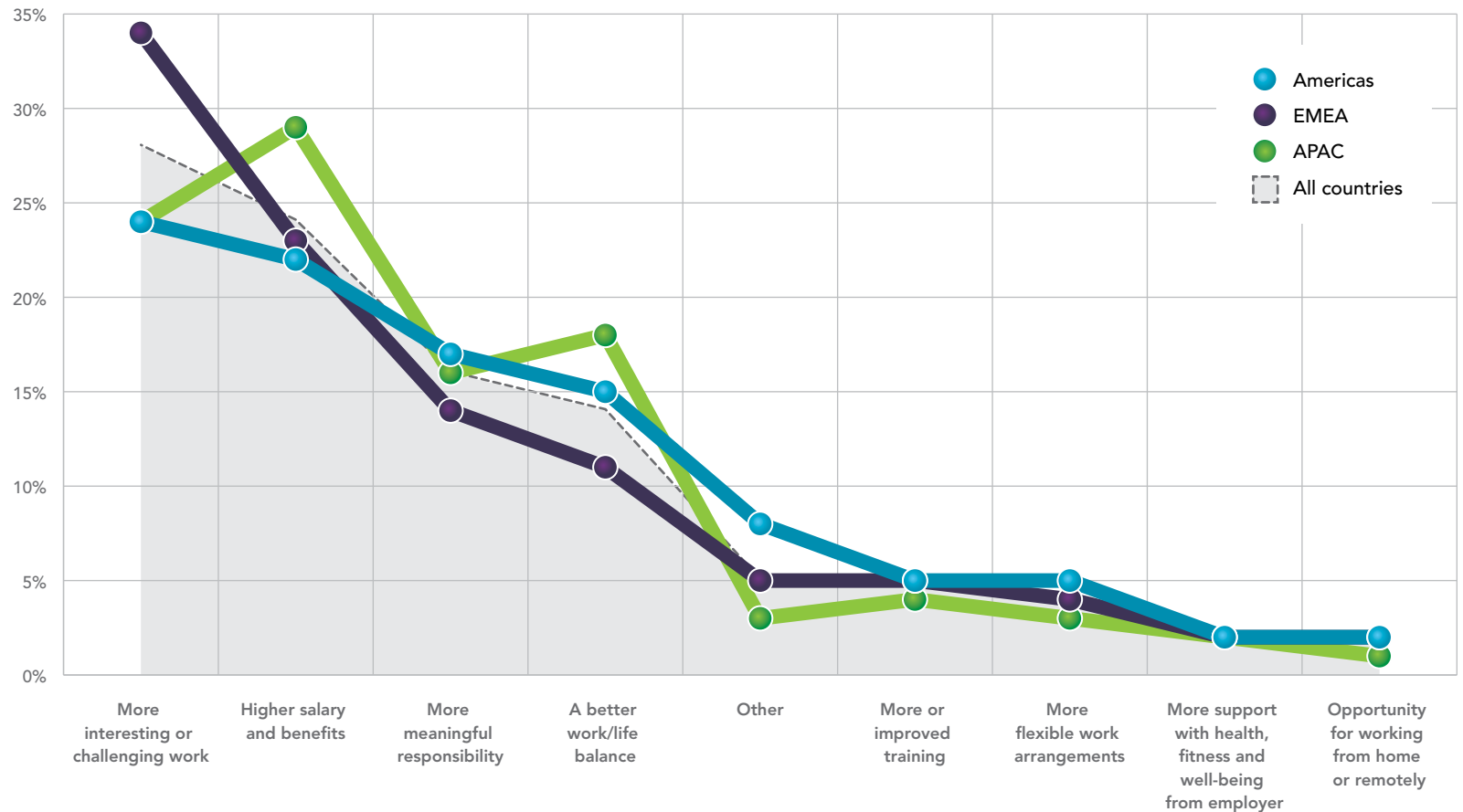


# INTERESTING AND CHALLENGING WORK

→ The top two factors that would make workers feel more committed/engaged with their employer remained consistent from last year: 1) more interesting/challenging work (29% in 2011, 28% in 2012), 2) higher salary and benefits (26% in 2011, 24% in 2012).

- Across the regions, interesting/challenging work is ranked highest within EMEA (34%).
- In terms of feeling committed and engaged, interesting/challenging work is cited significantly more among professional and technical (P/T) workers compared to non-P/T skilled workers (31% and 26%, respectively).
- While opportunities for advancement and interesting and challenging work are important to all employees in terms of retention and engagement, these are particularly cited by professional and technical workers.

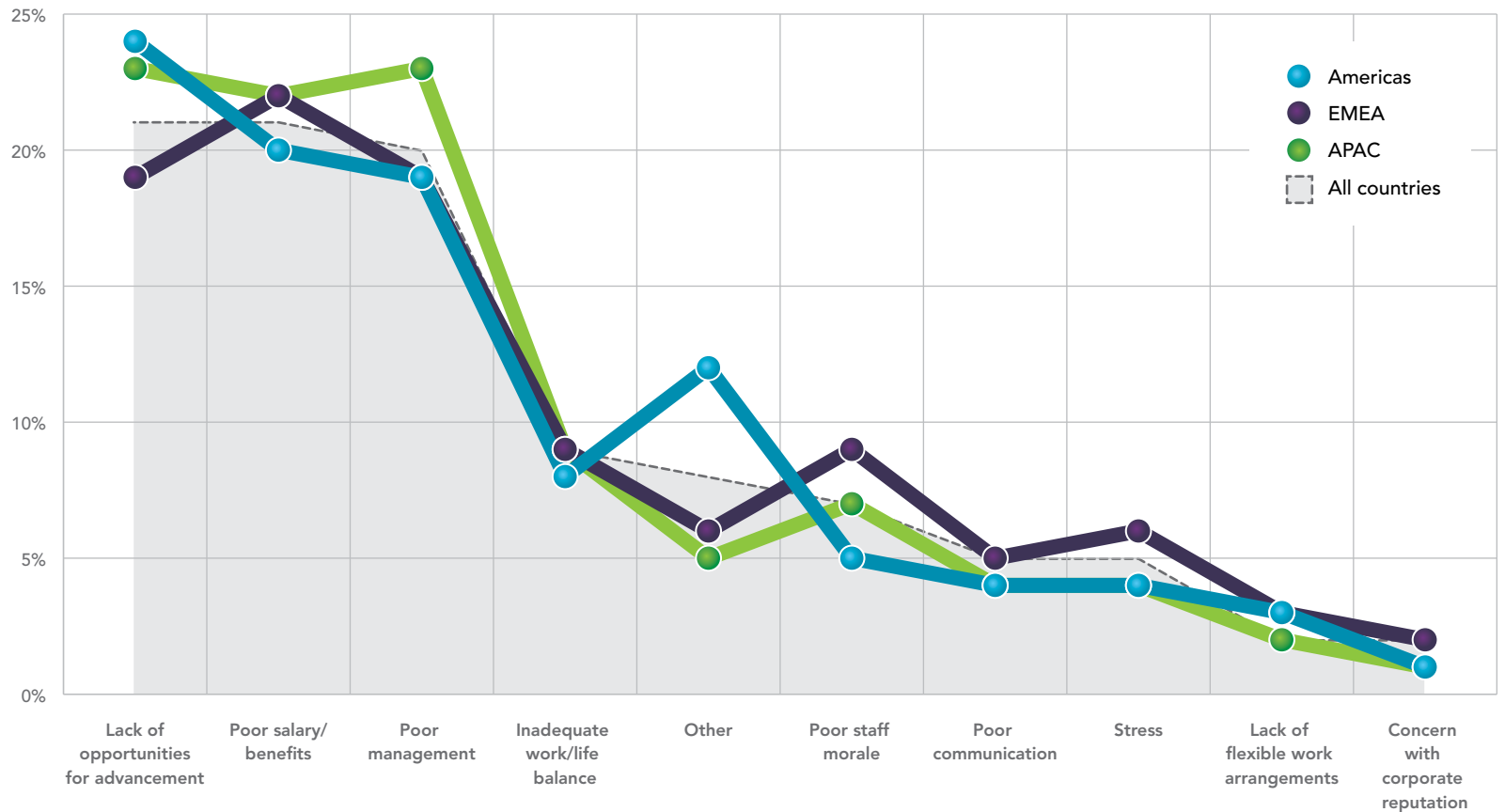
What one factor makes you feel more committed or "engaged" with your job? (By region)



# OPPORTUNITIES TO DEVELOP

→ In terms of what would most likely cause workers to leave their current employer, aside from salary/benefits, lack of opportunities for advancement (21%) and poor management (20%) rank highest.

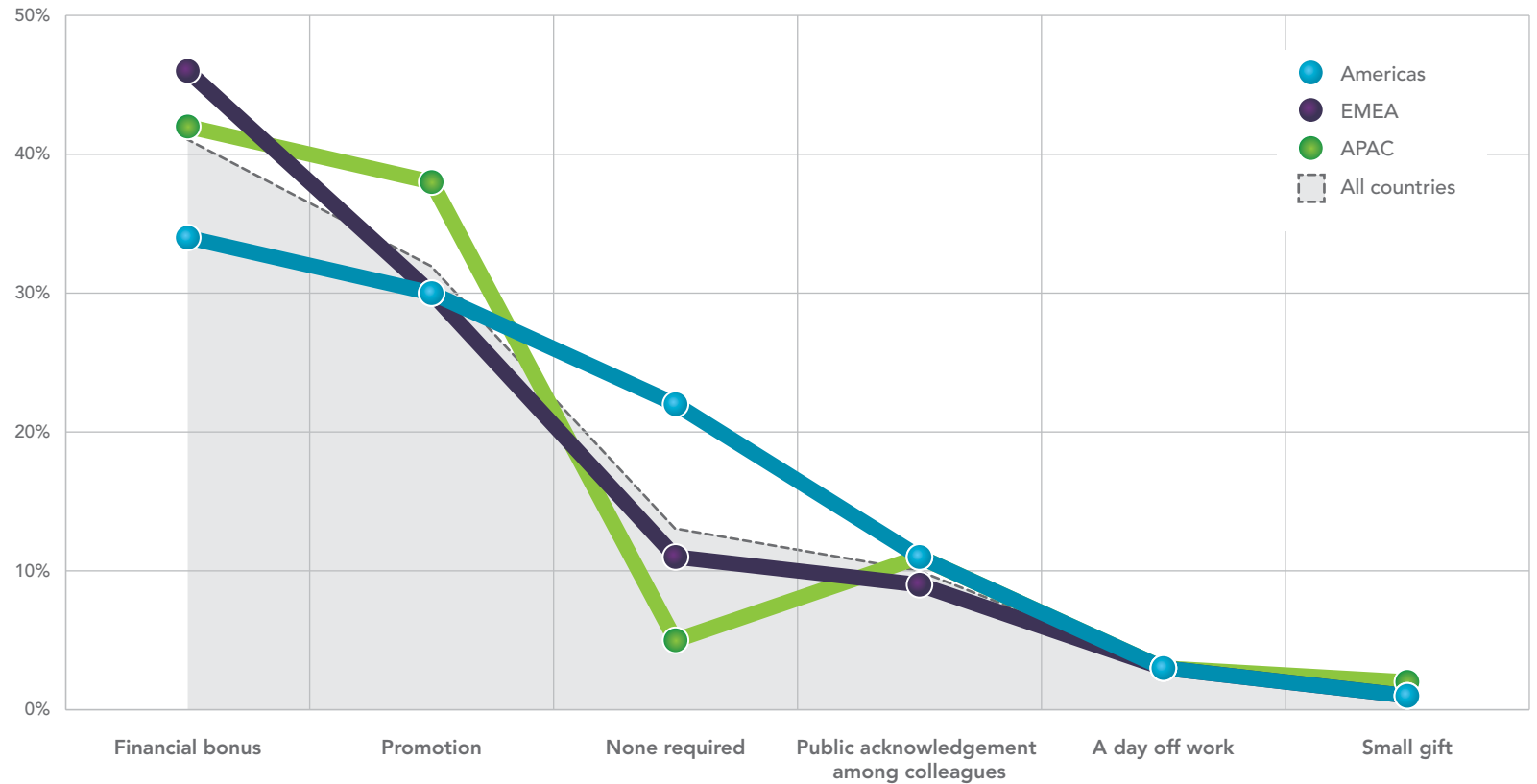
What factors would most likely cause you to leave your organization? (By region)



# REWARDING PERFORMANCE (BY REGION)

→ Across the board, the preferred way of being rewarded for a job well done is a financial bonus (41%), followed by a promotion (32%), while 13% say none is required. The attraction of a promotion ranks almost equal with a financial bonus in the Americas and APAC, while in EMEA a financial bonus is the standout form of reward.

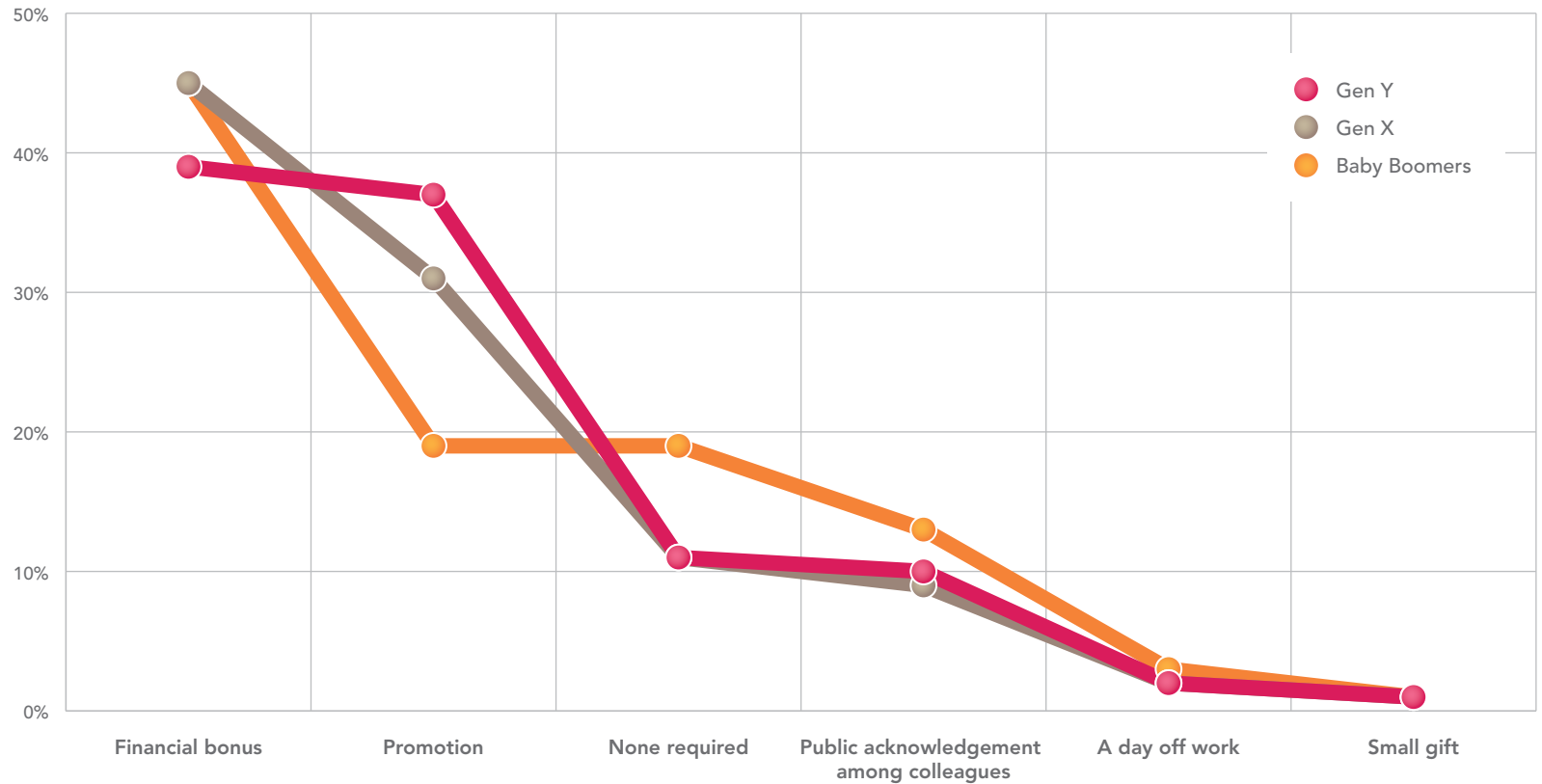
What is your preferred way of being rewarded for good performance at work? (By region)



# REWARDING PERFORMANCE (BY GENERATION)

→ Generation X and Baby Boomers strongly favor a financial bonus for good performance, while Gen Y is almost just as happy with a promotion.

What is your preferred way of being rewarded for good performance at work? (By generation)



# STAYING OR LEAVING?

Those exploring job opportunities have access to a diverse range of sources of information, and an unprecedented opportunity to drill into the organization to assess its career potential.

The KGWI findings suggest that organizations seeking to attract and retain the most highly talented candidates need to do more than just focus on their HR performance; brand recognition and corporate culture are central to the way they are perceived in the broader labor market.

In a similar vein, existing employees are virtually brand ambassadors for the business. They are sought out by future employees, and play a critical

role in communicating attributes such as business culture and management style.

The differing attitudes among the generations to issues such as rewards, job satisfaction, and personal development reflect a more widespread HR and management challenge that characterizes many workplaces.

Essentially, what is good for one generation is not necessarily good for another. Multi-

generational work groups and teams pose particular problems for managers, who themselves are frequently coping with their own generational challenges.

The findings suggest that in the period after the global financial crisis, employees remain in a state of uncertainty. The difficult economic and business climate has contributed to a degree of anguish over job security and career prospects, and this has resulted in agitation and restlessness.

The economic recession that cut across most of the developed world left deep scars. It's not surprising that as employees scan the labor market, they are both more selective and more certain about what they want from work.

And if they can't get it in the current jobs, they're not likely to sit around waiting.

#### ABOUT THE KELLY GLOBAL WORKFORCE INDEX

The *Kelly Global Workforce Index* is an annual survey revealing opinions about work and the workplace. More than 168,000 people across the Americas, EMEA and APAC regions responded to the 2012 survey. This survey was conducted online by RDA Group on behalf of Kelly Services.

#### ABOUT KELLY SERVICES®

Kelly Services, Inc. (NASDAQ: KELYA, KELYB) is a leader in providing workforce solutions. Kelly® offers a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire and direct-hire basis. Serving clients around the globe, Kelly provides employment to more than 550,000 employees annually. Revenue in 2011 was \$5.6 billion. Visit [www.kellyservices.com](http://www.kellyservices.com) and connect with us on [Facebook®](#), [LinkedIn®](#), & [Twitter®](#).

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