



Retention of Young Talents: Job Satisfaction, Engagement and Retention

HeadlineJobs Quality Workplace Index (2010 2nd Half)

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HeadlineJobs.hk

Stop Searching, Start Matching

Prepared by Sing Tao Research Dept (Nov 2010)

Outline of Presentation

- **Study Design**
- **Survey Findings**
 - **Job Satisfaction, Engagement & Retention – An Update**
 - **A Study on the Post 80s – Retention of Young Talents**
- **Discussion**



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
 - recognition
 - mentoring **
 - respect
 - ethos

** 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



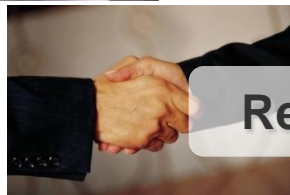
Compensation

- 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?

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?

Respect

At work, do your opinions usually seem to count?

Ethos

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



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)



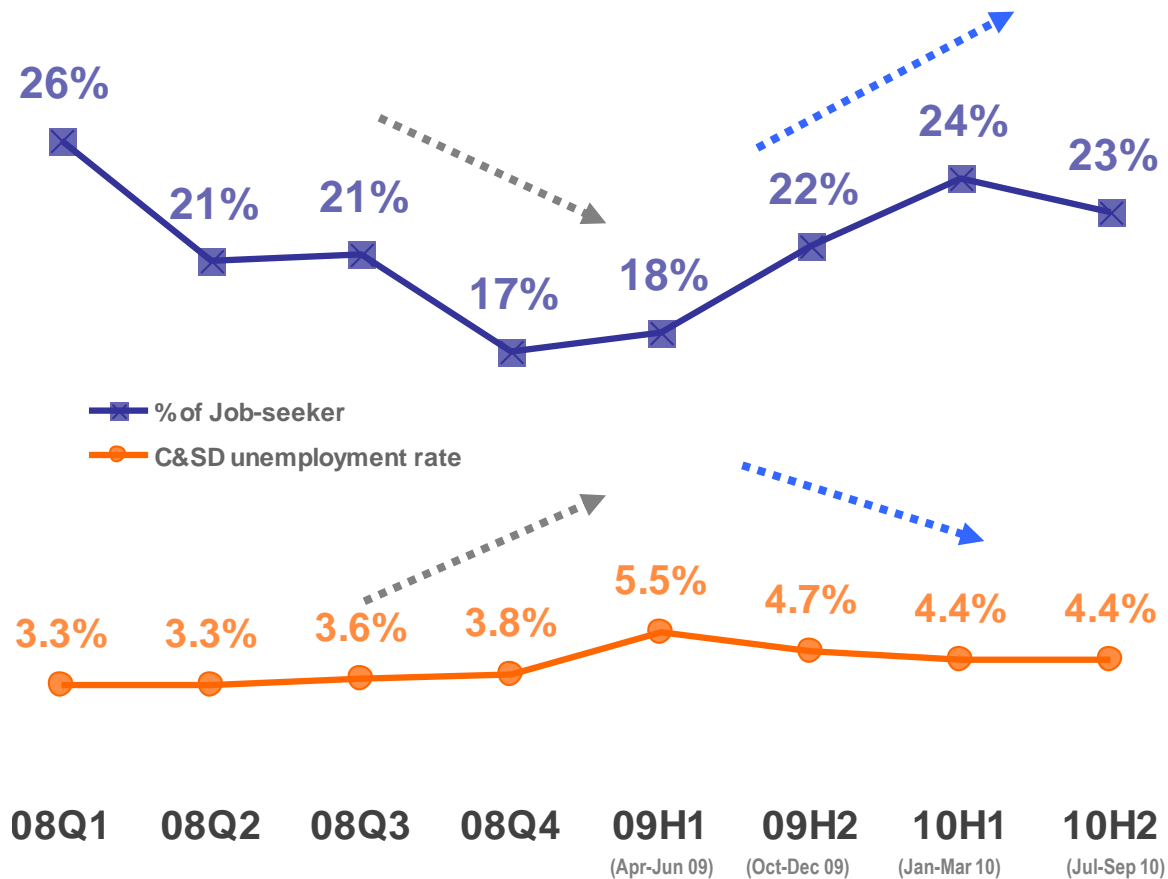
Findings (Part I)

Job Satisfaction, Engagement & Retention – An Update



Job Seeking Rate for Employees

During economic 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








Runners-up



* Excluding industries that did not have sample ≥ 30
Base: HK working population of age 18 or above; Employees
Source: HKUPOP, HeadlineJobs Quality Workplace Index

Relative Importance of Satisfaction Factors

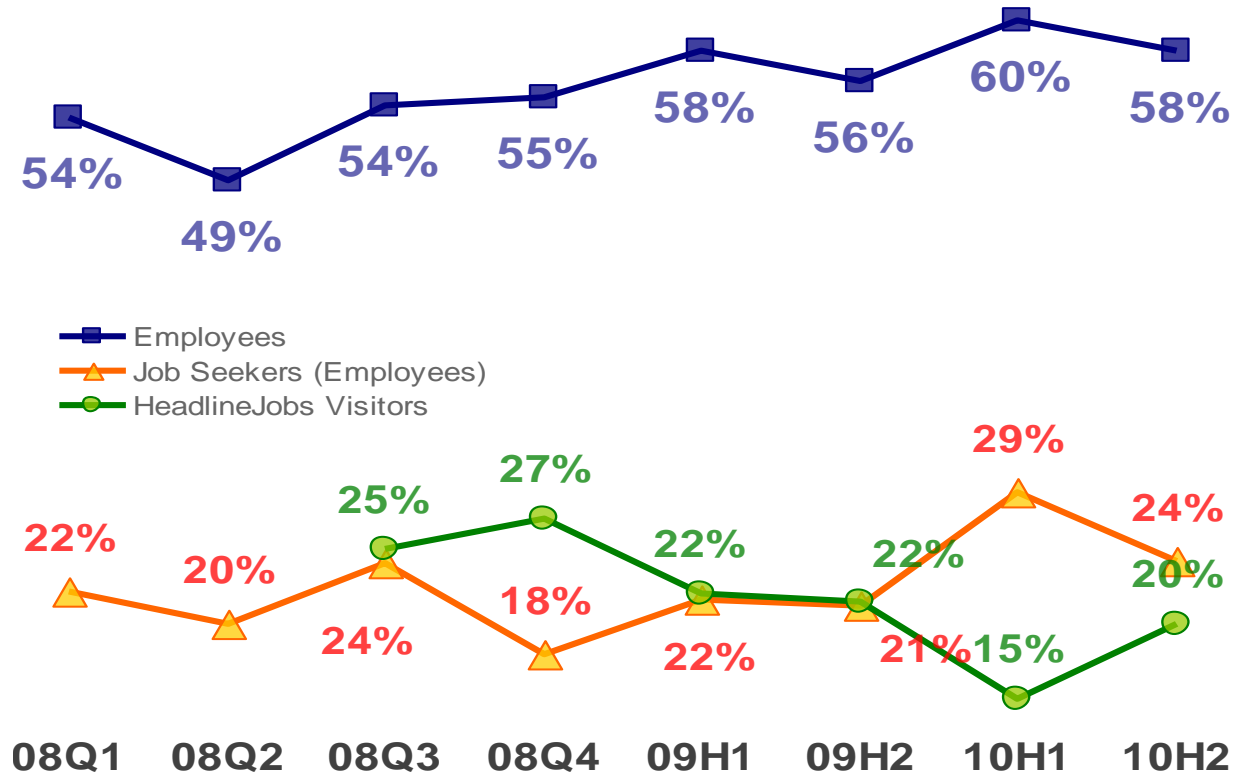
During economic recession and recovery

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



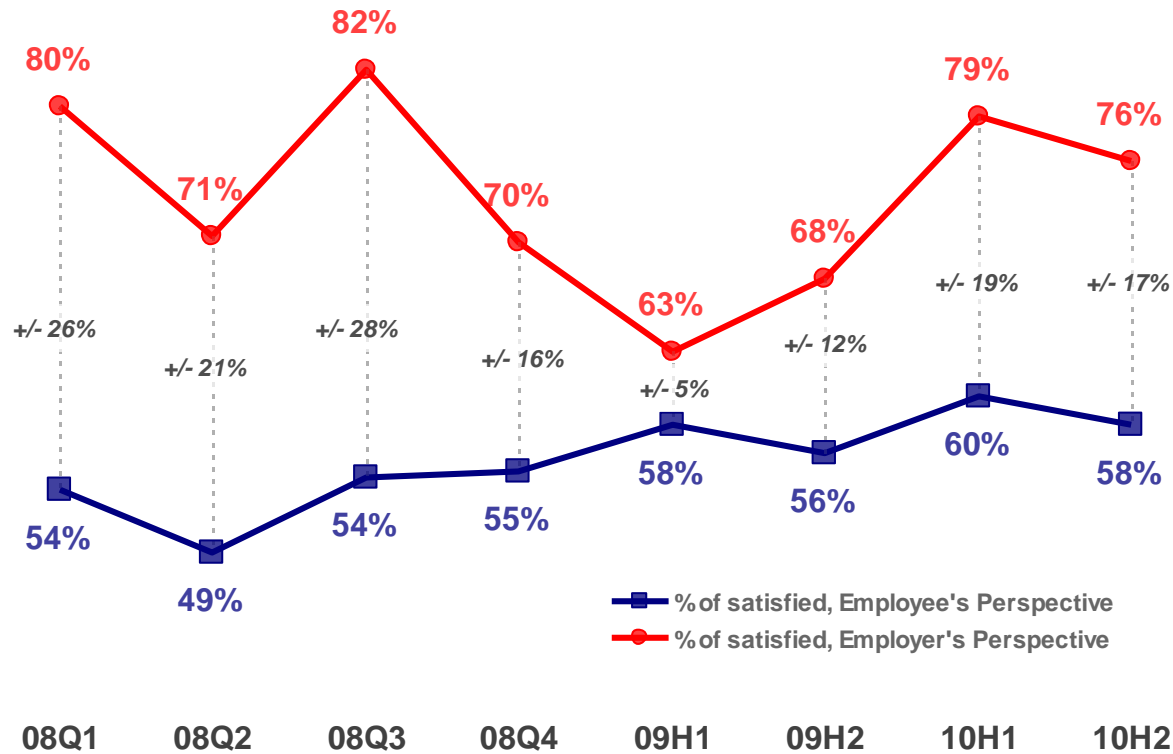
"% Satisfied" refers to the percentage of respondents who were very satisfied or quite satisfied with their current post of work.

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.

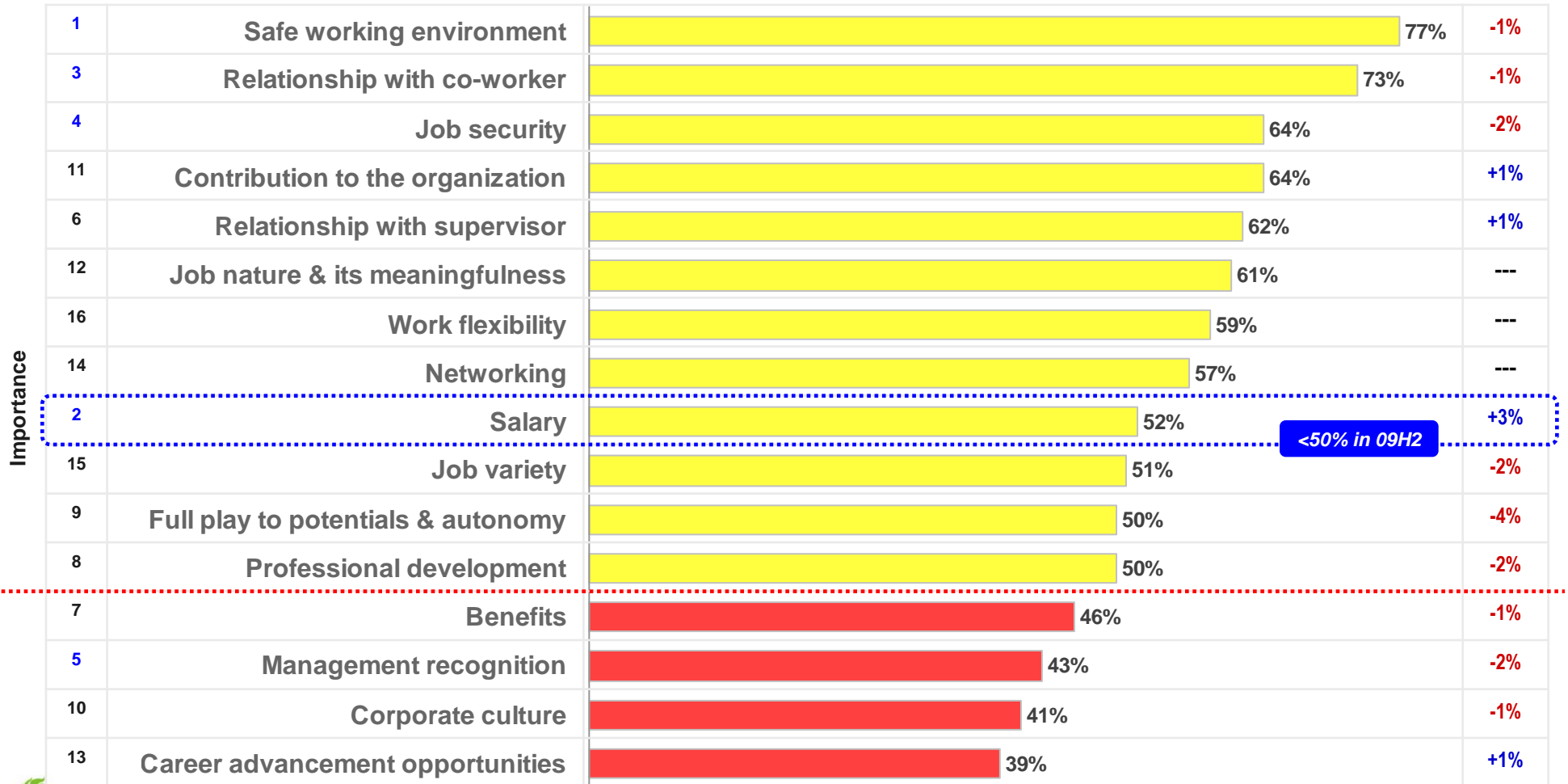
Target: Employers and employees of age 18 or above

Source: HKUPOP, HeadlineJobs Quality Workplace Index



Factors of Job Satisfaction Employee

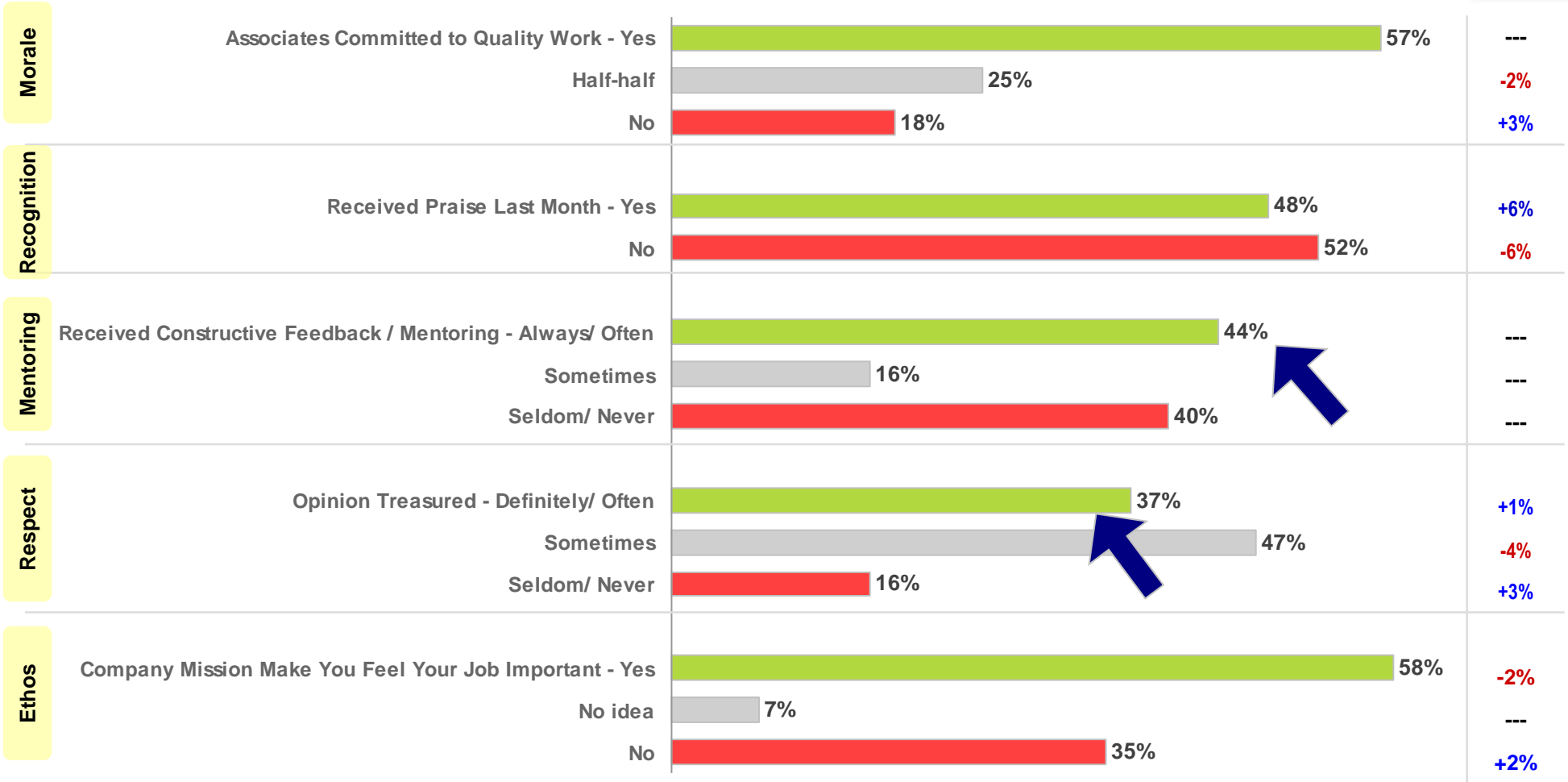
vs. 09H2



Employee Engagement Factors

Employees

vs. 09H2



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

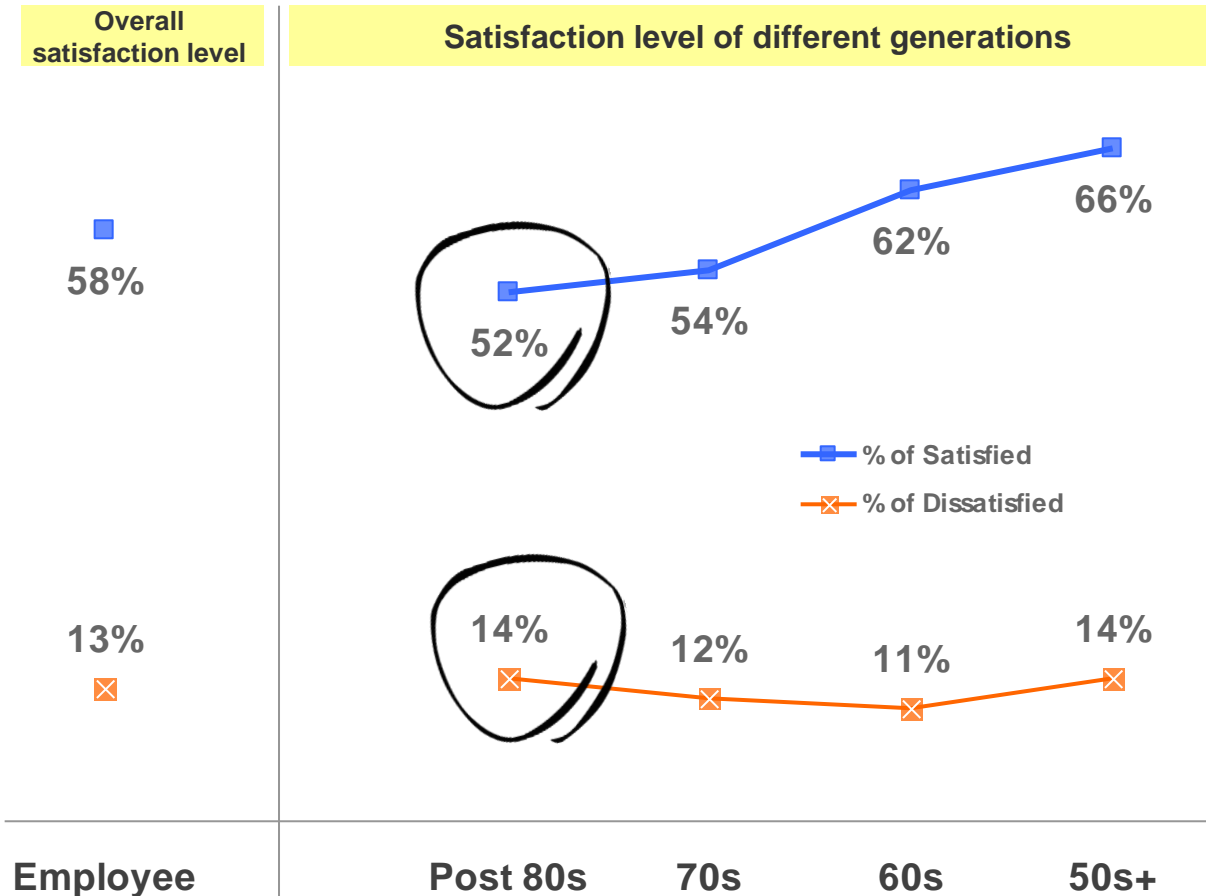
Findings (Part II)

A Study on the Post 80s – Retention of Young Talents



Job Satisfaction by Generation

The least satisfied generation: The Post 80s



"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 of Employees

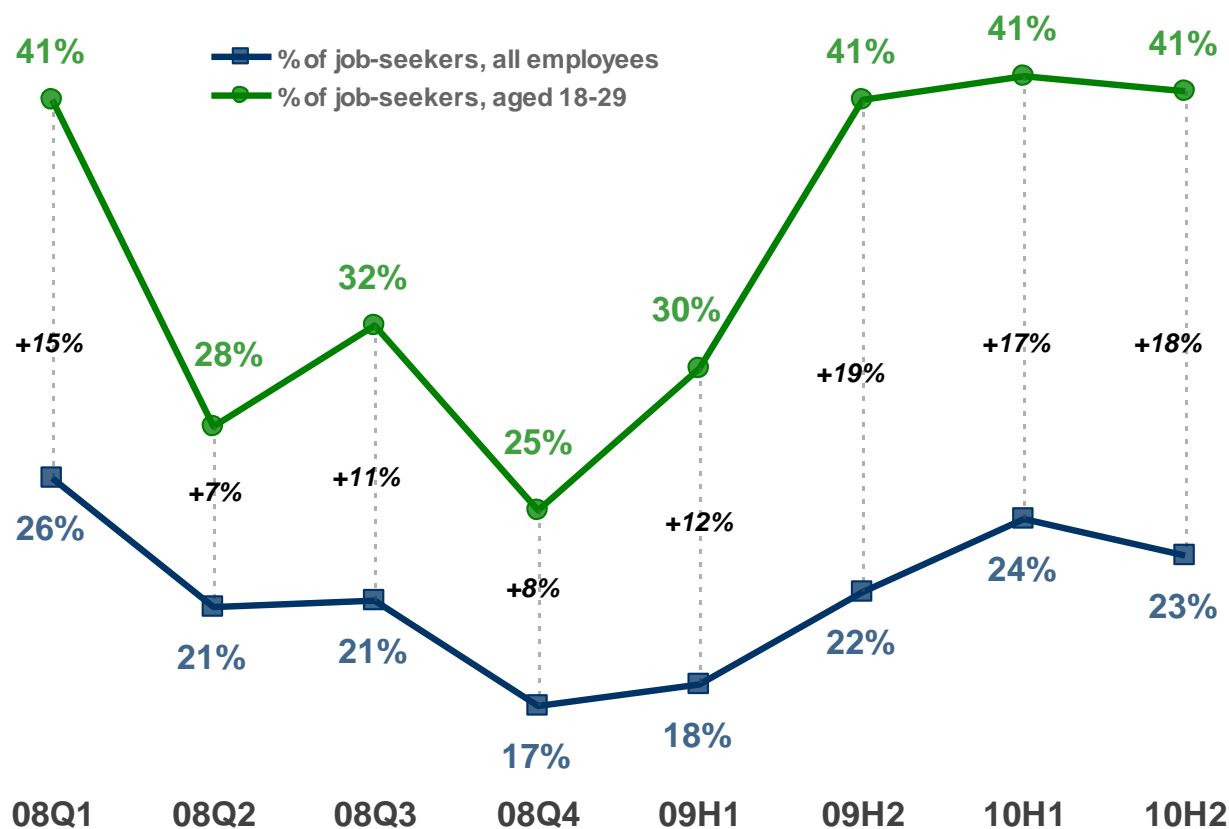
Young people across the years

Post 80s in our latest survey – Profile

- Average tenure of work – 3.4 years
- 34% aged 18-24; 66% aged 25-29
- 70% with tertiary education
- 93% single
- 37% working in SME
- 42% general white collar or asso. prof.

All employees – Profile

- Average tenure of work – 12.5 years
- 49% with tertiary education
- 56% married; 28% with young child
- 69% working in mid-to-large firms
- 45% mid-to-top management

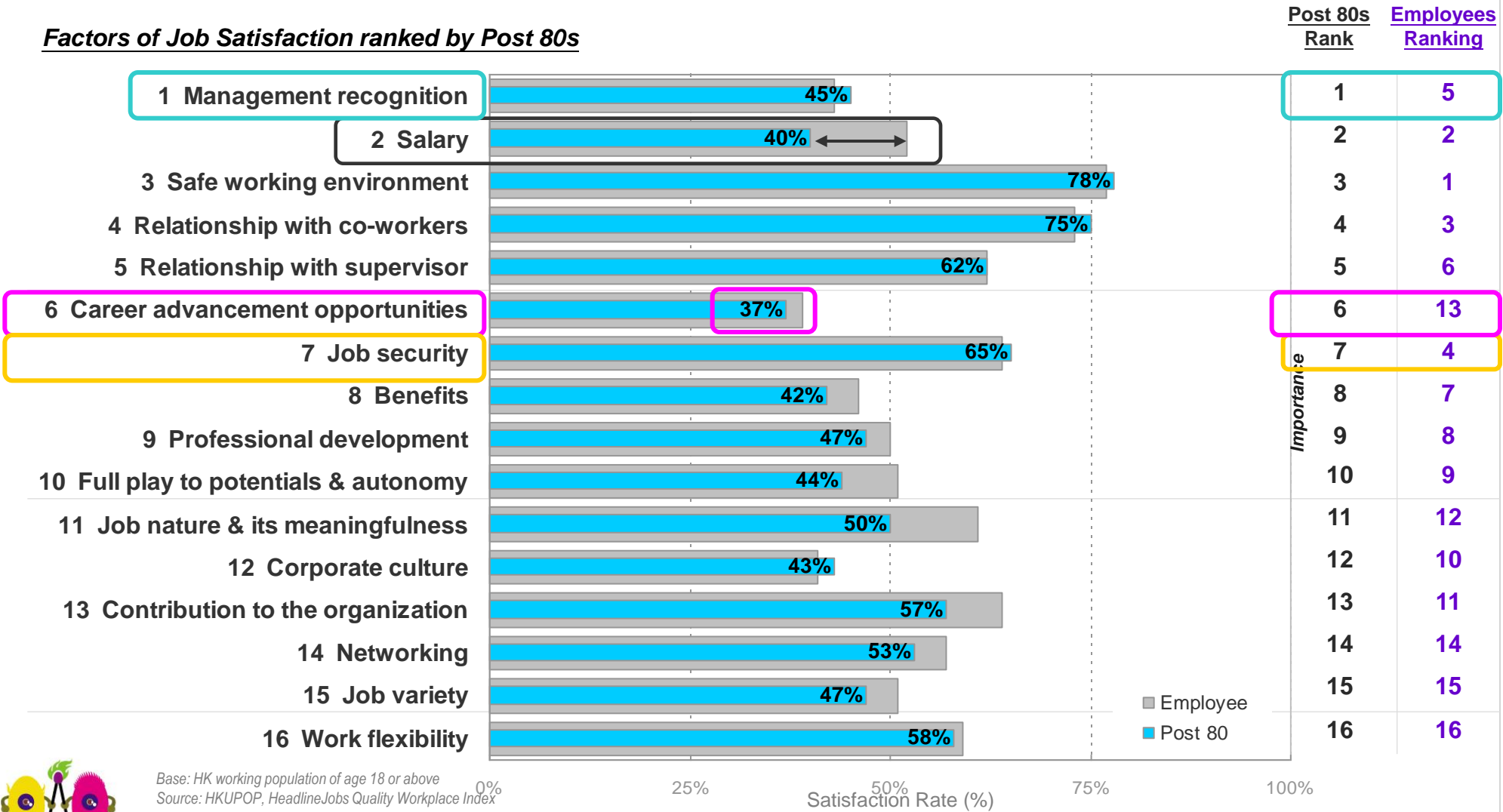


** Mid-to-top management includes CEO to Director, Professional, & Manager
 Base: HK working population of age 18 or above
 Source: HKUPOP, HeadlineJobs Quality Workplace Index

Factors of Job Satisfaction

The Post 80s

Factors of Job Satisfaction ranked by Post 80s



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

Engagement Factors - Recognition

Post 80s Job Seekers and Non Job Seekers

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%



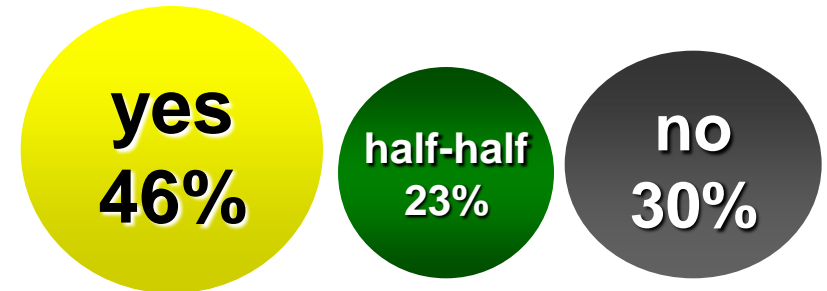
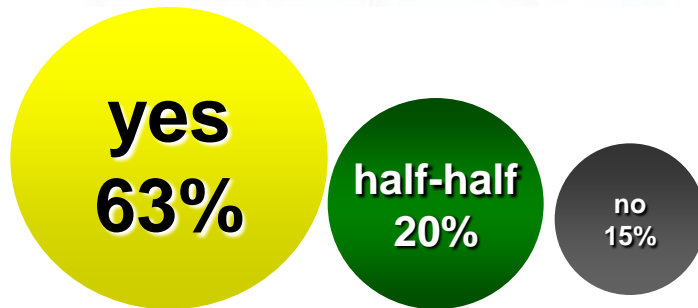
Engagement Factors - Morale

Post 80s Job Seekers and Non Job Seekers

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



VS



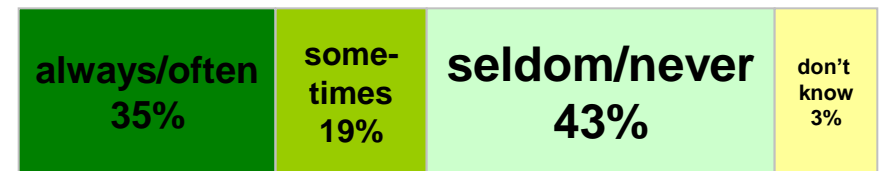
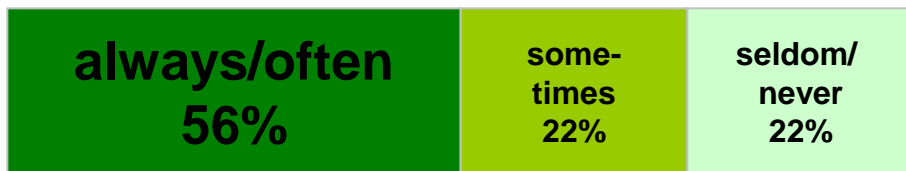
Engagement Factors - Mentoring

Post 80s Job Seekers and Non Job Seekers

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



VS



Engagement Factors - Respect

Post 80s Job Seekers and Non Job Seekers

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 - Ethos

Post 80s Job Seekers and Non Job Seekers

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



VS



yes 60%

no 36%

no idea 4%

yes 32%

no 58%

no idea 10%



Employee Engagement and Staff Retention

The Post 80s Generation

Actions to Enhance Staff Engagement and Retention to the Post 80s

Recognition

- Encourage delivering more praises

Morale

- Enhance staff morale

Mentoring

- Develop / enhance mentoring system

Respect

- Open channels for opinions

Ethos

- Promote company mission



Final Remarks

- Job satisfaction and staff retention are closely related, both during economic recession or recovery. Employee engagement is an important variable affecting job satisfaction and staff retention.
- Post 80s rank the 5 factors of engagement in this order of importance:
 - 1) recognition 2) morale 3) mentoring 4) respect 5) ethos
- All employees rank them in this order:
 - 1) morale 2) recognition 3) mentoring 4) respect 5) ethos
- Low recognition and poor mentoring are more important factors associated with the loss of young talents.
- When more data is collected, these factors can be analyzed across different occupational and industrial sectors, and customized tests can also be developed to suit the need of individual organizations.



Discussion

