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What Keeps Employees Engaged With Their Workplace?

December 2006 Survey Results

Managing the Future Survey Series Survey 2



no limits

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What keeps employees engaged with their workplace?

By Australian Institute of Management VT
29 November 2006

For further information regarding the results of this survey, please contact the AIM Consulting Department on 03 9534 8181 or email consulting@aimvic.com.au.

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Executive Summary

The Australian Institute of Management undertook a comprehensive national study in September and October 2006 to determine the main factors that influence an employee's decision to leave or stay with a company, the average length of service (tenure) and if employee engagement is influenced by company, individual or management related issues.

The survey also aimed to assess if Australian employees are working to their full potential and whether they feel motivated and inspired in their current position.

Almost 3,000 (2,928) people participated in the e-mail survey, with employee levels comprising:

- 96 business owners (3.3% of respondents)
- 160 CEOs/executives (5.5% of respondents)
- 498 senior managers (17.1% of respondents)
- 715 middle managers (24.6% of respondents)
- 265 line/unit managers (9.1% of respondents)
- 426 team leaders/supervisors (14.6% of respondents)
- 751 general staff/team members (25.8% of respondents)

Main conclusions

- Contrary to many global studies on employee satisfaction, this survey shows that a majority of Australian employees believe they work for a great company and generally have a positive view of their organisation.
- Older and more senior employees are generally more committed to their organisation than younger employees.
- Disengaged employees generally feel undervalued, have negative opinions of their managers, perform less than others, have higher absenteeism rates and are less committed and satisfied with their jobs.
- Australian managers rated highly in factors that are essential in building and sustaining employee relationships, however they did not rate as highly in providing inspiration and motivation. Australian managers also need to improve the way they manage employee performance.

- The survey reveals that meaning, purpose and relationships are the key motivational influences in retaining employees. Interestingly, these factors strongly outweigh pay and benefits as retention factors. Senior managers are more likely to stay with an organisation where they have meaning and purpose and new and interesting challenges. Less senior employees see relationships with their co-workers as most important in staying with an organisation.
- Nearly one in three employees at the general staff level are not working to their full potential.
- While this study demonstrates that Australian companies seem to be doing well in building positive workplace cultures, the workforce, particularly generations X and Y, is still very mobile, with nearly a quarter of this sample indicating that they intend to change jobs within 12 months. No career advancement prospect was cited as the main reason for their intention to leave.
- Overall, the findings suggest that keeping employees engaged in such a mobile workforce, in an employment market that is experiencing record low unemployment, will require innovative and creative strategies. No longer will simply paying employees more or being nice to them guarantee long term commitment. Meaning, challenges, diversity, relationships, and advancement opportunities seem to be the key engagement triggers in the current employment environment.

Introduction

With the labour market heading towards zero unemployment, the workforce ageing rapidly, and the brain-drain becoming a real nuisance to many professions, the hottest strategic issue for most progressive organisations is *how to attract and retain talented employees*. The *war for talent* as termed by McKinsey, is quickly elevating the importance of human capital, which, for many organisations, is becoming their major competitive edge.

Employee engagement has become the Human Resources theme of the moment and deservedly so. Identifying and understanding the various workplace elements that influence an employee's decision to stay and commit to the organisation has to be a priority human resource focus that has direct bottom-line impact.

Particularly when the current environment provides employees with a vast array of employment choices and higher than usual pay levels.

It is accepted now that the days of keeping employees from cradle to grave are well and truly over. It is also acknowledged that the employee's decision to leave a workplace is often outside the employer's control (e.g. better opportunities elsewhere). This situation, however, only serves to increase the need for employers to work harder at employee engagement.

The purpose of this second survey in the Australian Institute of Management Victoria and Tasmania (AIM VT)'s *Managing the Future – Survey Series* was to determine the main factors that influence an employee's decision to leave or stay with a company, the average length of service (tenure) and if employee engagement is influenced by company, individual or management related issues.

The survey also aimed to assess if Australian employees are working to their full potential and whether they feel motivated and inspired in their current position. It is hoped that the findings of this study can provide important insights to assist in the development of employee engagement strategies.

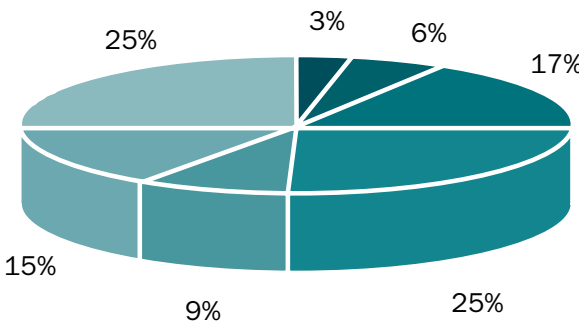


The Study Sample

The e-mail survey was distributed nationally to AIM's membership base with 2,928 individuals responding to this survey. This provided a rare sample of respondents that could be considered fairly representative of the broader business community. AIM's membership

base comprises major corporations and SMEs across a vast range of industries and not-for-profit sectors. Responses were also elicited across the full range of employee seniority levels as follows:

Employee Levels



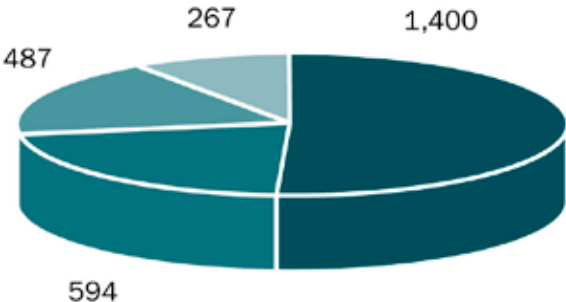
- Business Owners
- CEO's/Executives
- Senior Managers
- Middle Managers
- Line/Unit Managers
- Team Leaders/ Supervisors
- General Staff/ team members

The majority - 1,949 or 66.6% - of respondents were from organisations with 100 or more employees; 310 or 10.6% of participants were from companies with between 50 and 100 employees; a further 421 were from companies with between

10 to 50 employees; and 248 respondents or 8.5% were from companies with 10 or less employees.

Just over 53% of respondents were female and around half - 1,563 or 53.4% - were aged between 29 and 45.

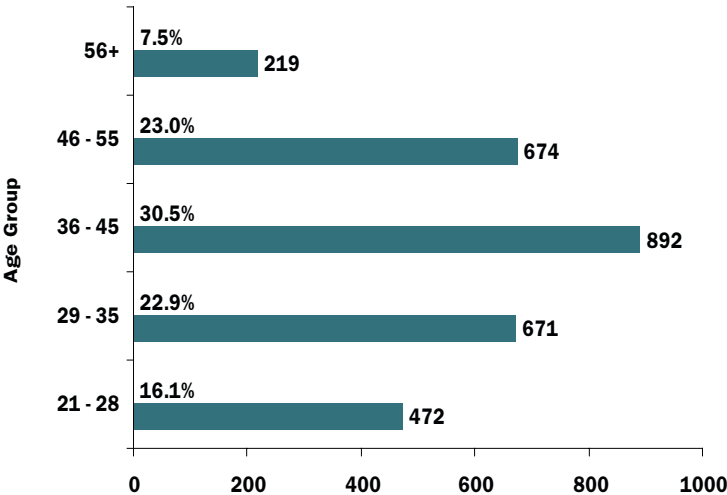
National Distribution



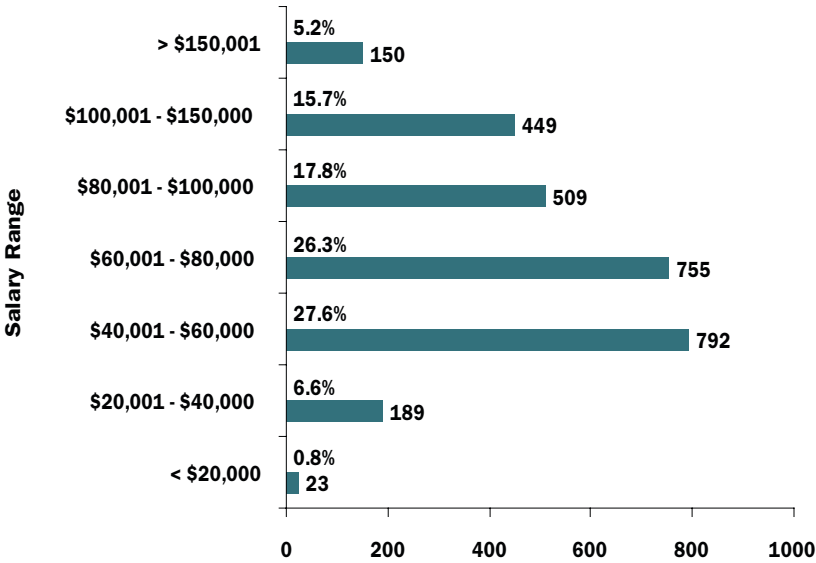
- VIC
- QLD
- NSW
- WA

The Study Sample

Age Distribution



Salary Range



Key Findings

Employee opinion of the organisation

In this section the study attempted to determine how employees felt about their organisation, as distinct to how they felt about their manager, work colleagues, or the job itself.

Participants were asked their level of agreement to the following statements:

- I work for a great company
- I am strongly committed to this company
- My company is socially responsible
- The cultural values of my company align with my own
- I feel valued by the company I work for

The results of this section were generally positive, some interesting results included:

- Overall nearly 90% of employees from this sample agreed that they work for a great company
- Satisfaction with the company is more likely to exist amongst more senior employees
- Older employees have the lowest satisfaction rating amongst this sample

- Employees generally feel very committed to their organisation (83.1%) although the levels of agreement drop considerably among lower level and younger employees
- Employees believe their organisations to be very socially responsible and are generally aligned to the values espoused within their company
- Approximately 4 out of 10 employees planning to leave their company do not feel valued compared to 1 in 10 of engaged employees

Some comments from this section included:

“My Company is an extraordinary Company”

“The dream employer”

“The best company to work for”

“Constant restructuring is killing the company’s cohesion”

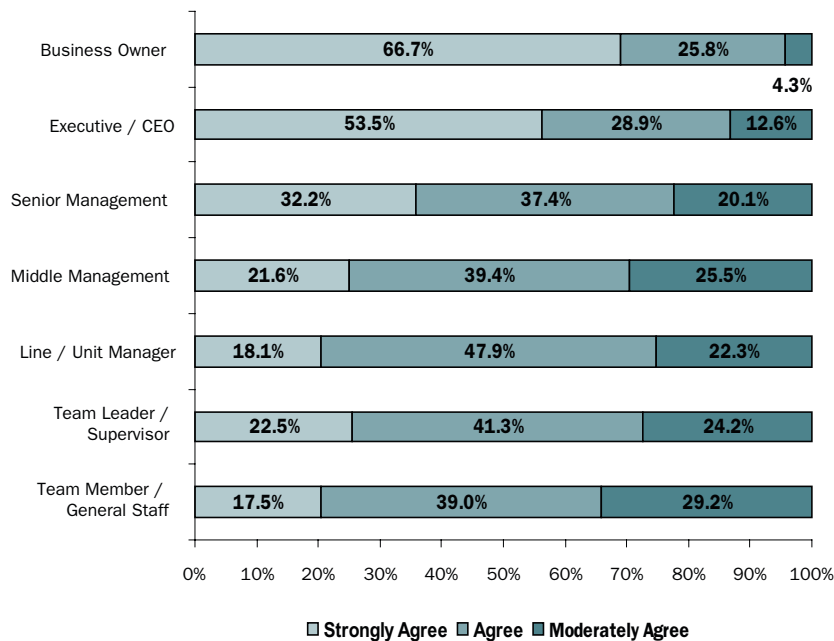
“Lack of commitment from employees is detrimental to the company”

“I actually believe in my job”

“The workplace culture is dysfunctional – stuck in the 1950’s”

“Great philosophy, people focused and community based”

Survey response to the statement - “I work for a great company”.



Key Findings

Employee opinions of management

Attitudes to management skills formed a key part of the survey, with participants asked to indicate their level of agreement with seven statements relating to their manager. The following are the findings of the most salient results.

The first statement, *“I am satisfied with the relationship I have with my manager”* drew a positive response from 78.3% of survey participants.

The weighted figures indicate that only half the disengaging employees agreed with this statement, compared to nearly 9 out of 10 engaged employees. Not surprisingly therefore, satisfaction with direct managers is a contributing factor to employee disengagement.

Comments across all groups ranged from:

“My problem is not with my Manager, but the Executives”

“There is a lack of honesty from my Manager”

“I couldn’t have wished for a greater manager”

The results from the statement, *“My manager is good at managing people”* indicated that only 1 in every 10 employees disagreed. The two major groups who disagreed with this statement were senior management at 25.5% and middle managers at 25.6%. These results suggest that almost 1 in every 4 participants in these groups feel that their manager is not good at managing people.

When weighted by age group, it was the younger participants (21 to 28) who have the highest level of disagreement at 33.3%, or 1 in 3. Some comments from this group included:

“60% of my colleagues have left under this management”

“Uneducated and non-proactive management”

When asked to indicate their level of agreement with the statement, *“My manager supports my development goals”*, 76.4% agreed to some extent and 13.3% indicated a level of disagreement. The weighted figures showed that around half the disengaging employees disagreed with this statement and approximately 8 out of 10 engaged employees agreed

The younger age group (21 to 28) was most likely to agree (83.3%), while those aged 36 to 45 were most likely to disagree. Critical comments included:

“There is a definite lack of manager contact and support”

“My learning curve is stagnate”

In terms of equality, 69.6% of survey participants indicated a level of agreement regarding the statement *“My manager treats all employees equally”*, leaving 22.3% indicating a level of disagreement. Of these, 5.2% strongly disagreed with this statement. These results suggest that around 1 in every 4 participants in the above categories disagree that their manager treats all employees equally.

While those in the age group of 29 to 35 have the highest level of agreement at 71.9%, participants in the next age group up have the highest level of disagreement at 25.1%. Most of the comments focused on gender inequality.

“There is still a ‘boys club’ operating”

“There are no promotion opportunities for women here – just men”

“The company is gender-biased with little advancement”

The statement *“My manager motivates and inspires me”* elicited agreement from a relatively low 63.7% of survey participants, leaving 24.1% with a level of disagreement. These results suggest that around 1 in every 4 participants from general staff through to senior managers feel that their manager does not motivate or inspire them.

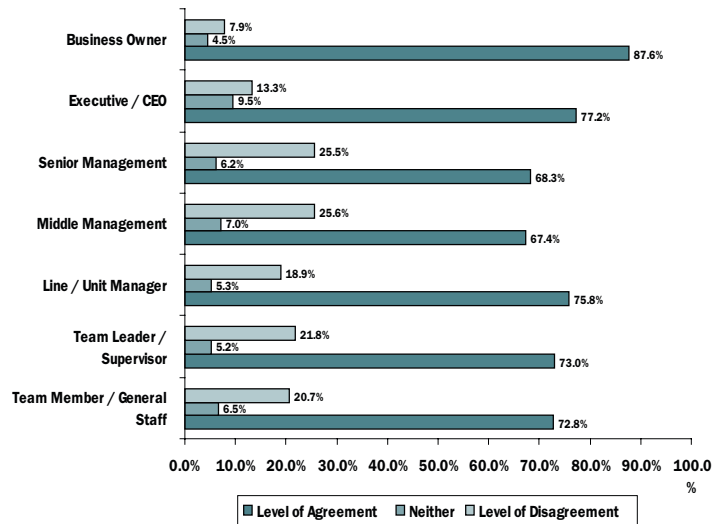
The figures showed that roughly 5 out of 10 disengaging employees disagreed with this statement, compared to only 1-2 out of 10 engaged employees. Some very positive comments from participants included:

“I am constantly inspired by my managers”

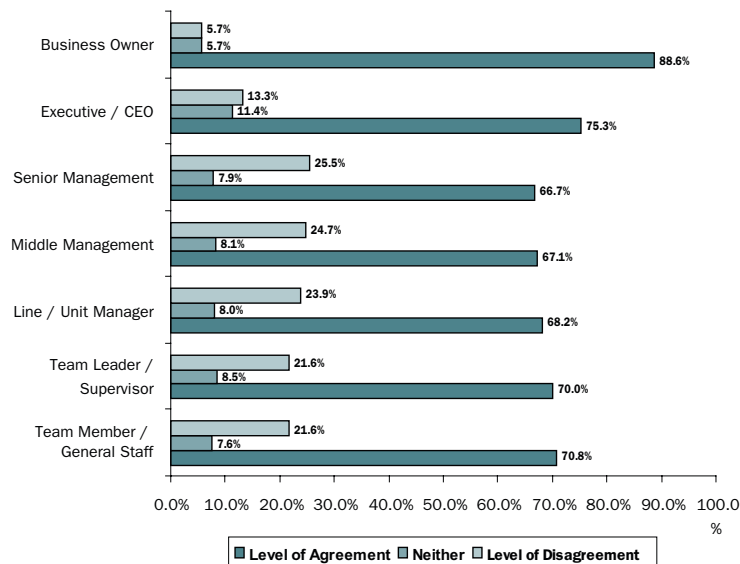
“I want to be a brilliant mentor, just like my manager”

Key Findings

Survey response to the statement - "My manager is good at managing people".



Survey response to the statement - "My Manager treats all employees equally".



Employee tenure

The survey aimed to ascertain how long employees intended to remain with their current employer and then to investigate the reasons for choosing to leave or stay.

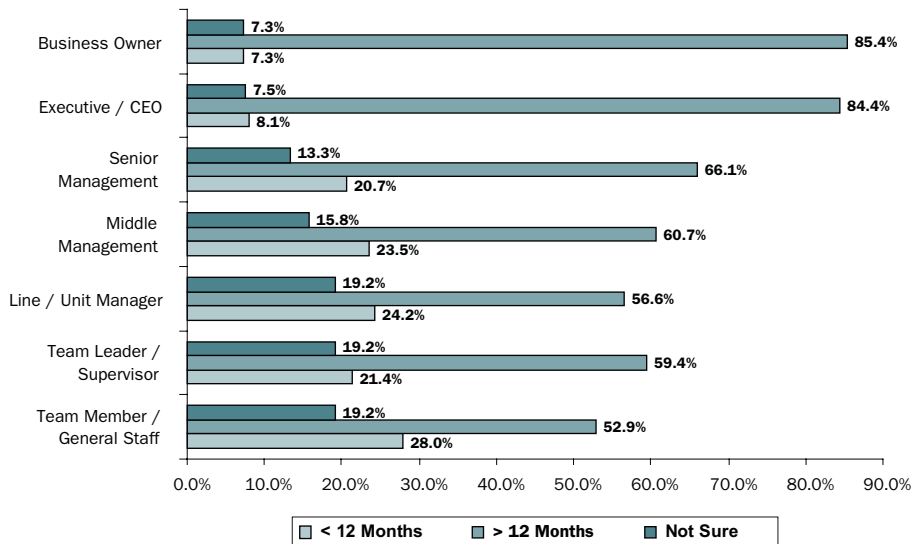
The first part of this question asked survey participants to select a time frame regarding the statement, "How much longer do you think you will remain with your current employer?" 61.2% of survey participants indicated that they see themselves remaining with their current employer for longer than 12 months, leaving 22.5% indicating that they will leave within 12 months.

Further calculations indicating that approximately 30.5% will leave within 12-18 months, and a total of 42.5% will leave within 18-24 months, confirmed that the Australian workforce is very mobile.

The weighted results suggest that just over 1 in 4 participants in the team member/general staff category will leave in the next 12 months. It also showed that 1 in 4 participants will begin disengaging within 12 months of recruitment. When interpreted by age group, the average results show 30.3% of employees aged 21-35 will leave their current position within the next 12 months.

Key Findings

Survey response to the statement - "Approximately, how much longer do you think you will remain with your current employer?"



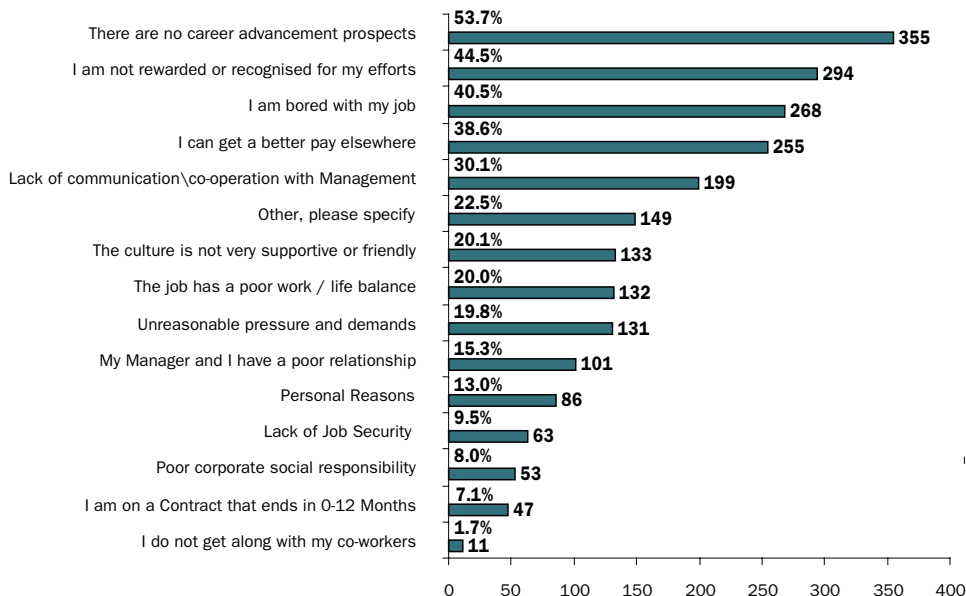
Reasons to disengage

So why do people elect to leave a position? In a bid to answer this question, survey participants that indicated they would leave within 12 months were asked to indicate the *most important reasons* why. The top reasons were:

- There are no career advancement prospects (53.7%)
- I am not rewarded or recognised for my efforts (44.5%)
- I am bored with my job (40.4%)
- I can get a better pay elsewhere (38.6%)

Survey participants that selected a period between 0 and 12 months in question 22 were directed to the question -

"You said you would remain with your employer no more than 12 months; please indicate the most important reasons why".



Key Findings

Apart from participants in the 56+ age group, the above results suggest that 1 in every 2 employees is leaving their employer due to lack of career opportunities. Other findings included that in general:

- Lower level employees were more likely to leave the organisation due to career opportunities and levels of pay
- Middle to senior managers were more likely to leave due to lack of reward and recognition frameworks
- Nearly 1 in 2 general staff members were leaving due to boredom with their current job

Staff retention factors

While the above factors of this study aimed to determine why employees are intending to leave, this section of the study focused on factors that were keeping employees engaged. Survey participants that indicated they would not be leaving their employment for 12 months or more were asked to indicate the *most important factors* that are keeping them engaged. The top reasons were:

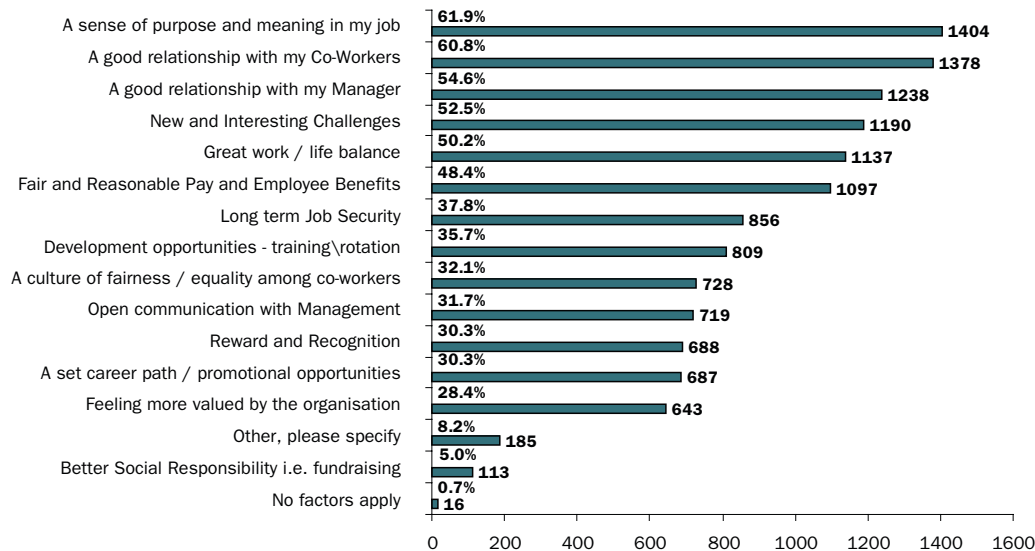
- A sense of purpose and meaning in my job (61.9%)
- A good relationship with my co-workers (60.8%)
- A good relationship with my manager (54.6%)
- New and interesting challenges (52.5%)

When interpreted against employee age, the weighted results indicate that a sense of purpose and meaning in their job is most important to the older age groups (73.7% aged 56 or over and 70.2% aged 46 to 55).

Conversely, it is a good relationship with co-workers that is the most important factor for employees aged between 21 and 28 (68.5%) and 29 to 35 (61.3%). By position type, this factor rated most important to team leaders and supervisors, with a result of 68.3%.

Having a sense of purpose and meaning in the job is most important to executives and CEOs, with the highest result in this group at 83.2%. This group also achieved the highest result for rating new and interesting challenges as an important reason for staying (72.5%)

Survey participants that selected a period of 12 months or more in question 22 were directed to the following question -
“You indicated that you would remain with your company for longer than 12 months or are not sure; please indicate the most important factors that are keeping you there”.



Workplace performance and absenteeism rates

Participants were asked to rate their level of agreement to the statement, *“I am working to my full potential”*. This elicited some level of agreement from 71.3% of survey participants, leaving 23.2%, or 1 in 4 employees indicating a level of disagreement.

The weighted results suggest that almost 1 in every 3 participants that fall into the general staff/team member category disagree that they are working to their full potential.

Furthermore, the results indicate that participants in the combined age groups of 29 to 45 have the highest level of disagreement at

25.9% (231), which suggests that 1 in every 4 employees between 29 and 45 are not working to their full potential.

“There is no point trying if I will never be noticed”

“I am only here because of the location”

“I work here because I have friends here”

The study also attempted to determine whether absenteeism rates could be an indicator of employee disengagement. The tenure results were interpreted by number of days of taken in the last 12 months.

Key Findings

The results did indicate that those expecting to remain in their current job for more than 12 months have lower absenteeism rates. On average, of those employees expecting to leave within the next 12 months, 41.9% took more than 4 or more days off in the last 12 months compared to 29.7% of employees intending to stay longer than 12 months. This result indicates that absenteeism rates could form one of the indicators of employee disengagement.

General workplace factors

Survey participants were asked if they agreed with the statement *"I am offered good training and development opportunities"*. 78.7% indicated a level of agreement but nearly 15%, or 1 in every 6 employees, disagreed with this statement.

When asked to indicate their level of agreement with the statement, *"My opinions are listened to"*, 83.8% of survey participants indicated

a level of agreement and 11.0% disagreed to some level.

Again it was mostly executives who strongly agreed with the statement (52.2%) compared to only 8.9% of team members/general staff, suggesting that a strong positive response is more likely from participants at a senior level or with more developed careers.

When asked whether they agree or disagree that *"I am paid a fair wage for what I do"*, 77.9% of participants indicated a level of agreement regarding the statement. The results indicate that approximately 1 in every 6 employees disagrees that they are paid a fair wage.

Asked whether they agree with the statement, *"I am satisfied with my current job"*, 72.1% of survey participants agree at some level, leaving 1 in every 5 employees who disagree. The highest result for disagreement was from general staff/team members at 26.0%, which suggests that almost 1 in every 4 participants in the general staff/team member category is not satisfied with their current position

Summary & Conclusion

Employee opinions of their organisation

Overall, the survey showed that the majority of Australian employees believe they work for a great company. This is contrary to many global studies that often reveal high levels of dissatisfaction and cynicism amongst employees. According to this sample the “company” in itself generates high levels of satisfaction, is socially responsible, and strongly aligned to personal values.

Not surprisingly, more senior employees rated their organisation higher than lower level employees, and younger employees have generally lower levels of commitment than older employees. Strategically, this suggests that a greater level of focus is necessary to engage younger and lower level employees, as work conditions tend to be more controlled and less stimulating.

Employee opinions of management

The results of this section indicate that employees appear to have fairly positive views of their managers but these views vary significantly across the various sub-groups. For instance, more than half the employees intending to leave within the next 12 months rated high levels of dissatisfaction with their direct manager compared to only 10% of employees choosing to stay long-term. Also, nearly 1 in 3 employees between 21-28 years old do not believe their managers are good at managing people. This is of particular concern when considering this group is the hardest to engage, and is a shrinking pool of new entrants into the workforce.

Inequality was another concerning feature regarding this section. Nearly 1 in 4 employees believe their manager does not treat all employees equally, with many of the comments indicating that gender issues remain prevalent in workplaces.

Apart from the above trends, in general, these results do suggest that Australian managers are gaining the approval of their employees and are doing a pretty good job at engaging their workers. This should be celebrated.

Why disengage?

Even though, in general, this study reveals employees are satisfied with their company, there is strong evidence that the workforce is still very mobile, particularly among Generation X and Y employees. Nearly a quarter of the survey sample indicated they intend to change jobs within 12 months, citing no career advancement prospects as their main reason for leaving.

While these findings support other studies that show, in particular, Gen Y as being very mobile, this study does provide some reasons for the mobility which could form part of an attraction and retention strategy. For instance, in attracting Gen Y candidates, organisations should clearly discuss and provide very clear career advancement pathways when advertising and interviewing for positions.

Pay and career advancement opportunities were the two most cited reasons for disengaging at the general staff level. This result, while not surprising, does present significant challenges, particularly for smaller sized businesses where positions are few and pay levels can be the difference between profit and loss.

For middle to senior managers reward and recognition was the most selected reason for wanting to leave their organizations. This is distinct from salary levels and alludes to broader employee benefits and perhaps more importantly, general recognitions of achievements

Why stay?

Employees that intended to stay longer than 12 months were asked to select the reasons why they wanted to stay with their organisation. The objective of this question was to ascertain whether the reasons people leave are related to the factors that make them stay. The results showed that this is not always the case.

Meaning, purpose, and relationships were the key motivational influences in remaining with their current employer according to this sample. Interestingly, these factors strongly outweighed pay and benefits as retention factors. Senior managers are more likely to stay with an organisation where they have meaning and purpose and new and interesting challenges. Less senior employees see relationships with their co-workers as most important in staying with the organisation.

These results add an element of complexity, as the reasons that employees leave an organisation may be different to what they believe will keep them there.

The results show that for the people who are leaving, only 11% chose a poor relationship with their co-workers as their primary reason for leaving. Yet of those people intending to stay, 60.8% rated their relationship with their co-workers as the most important factor keeping them at work.

This suggests an ideological component to employees’ motivation to stay. While we want to believe that relationships should be the most important factor in the workplace, our life circumstances will often necessitate that we are well rewarded and have a secure career. Employers may find however, that as employment opportunities improve, relationship factors may well become more prominent in determining why employees leave their jobs.

Workplace Performance and Absenteeism

Managers in this study have received positive results in relation to approval and satisfaction from their employees. However, the finding that almost a third of employees at the general staff level do not feel they are working to their full potential is of some concern, as this is directly related to managers’ ability to extract the optimum performance from their direct reports.

These results together suggest that, while Australian managers are able to gain the approval of their employees, they may not be as capable at drawing optimum performance from them. This conclusion is supported by studies that consistently rate Australian managers lower than other nations in providing constructive performance feedback.

Our “she’ll be right” attitude may generate mateship, but it’s not generating performance at work.

And just in case there was any more doubt remaining about the high cost of disengaged employees. This study also found that disengaged employees will take more time off work, as well as not performing to their optimum levels.

In summary, the results of this survey demonstrate that disengaged employees are very costly. They tend to under-perform, they have higher rates of absenteeism, and are less committed and satisfied with the organisation. Perhaps even more pertinent, is that they are becoming more costly to replace as employment rates plummet.

Organisations have irrefutable evidence for the need to establish effective employee engagement strategies. Strategies that aim to not just keep employees at work, but keep them psychologically engaged

Summary & Conclusion

and stimulated.

Based on these findings, engagement strategies should recognise and be relevant to the various employee categories and age groups and include some of the following elements:

- Promote and map out career pathways and developmental opportunities.
- Train up managers to support and coach employees along their career progression.
- Create a transformational leadership culture, where individuals become well connected to the organisation's purpose and overall mission.
- Implement strategies that generate more positive workplace relationships across all teams.
- Structure workplace functions and tasks to enable diversity and variation that will challenge and stimulate the workforce.
- Implement reward and recognition frameworks that extend beyond monetary incentives, to ensure employees feel valued and recognised.
- Provide adequate training for any manager that has direct reports,

to ensure they are capable of managing employee performance while sustaining positive workplace relationships.

- Monitor and address disengagement warning signals such as escalating absenteeism, reduced commitment, under-performance, detached or negative workplace relationships with co-workers and managers.

Many of the above recommendations may be almost impossible to adopt for smaller businesses. One advantage that smaller businesses do have however, is a greater ability to foster stronger workplace relationships, as organisational dynamics become less complicated with less people. Also, the direct relationship with the owner of the organisation makes it easier for clearer communication and closer alignment with the business mission and purpose. Anecdotally, there is strong evidence to suggest that many employees prefer the small business environment due to the generally more personable culture.

See attached Results Data – Appendix for complete data

This study will form the benchmark for the AIM Employee Engagement Model.

**For more information please contact Serge Sardo.
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Appendix

1. Perception Of The Company

Survey participants were asked to indicate their level of agreement with the following statement – “I work for a great company”.

Figure 1.1 Survey Participants were asked to indicate their level of agreement with the statement – “I work for a great Company”.

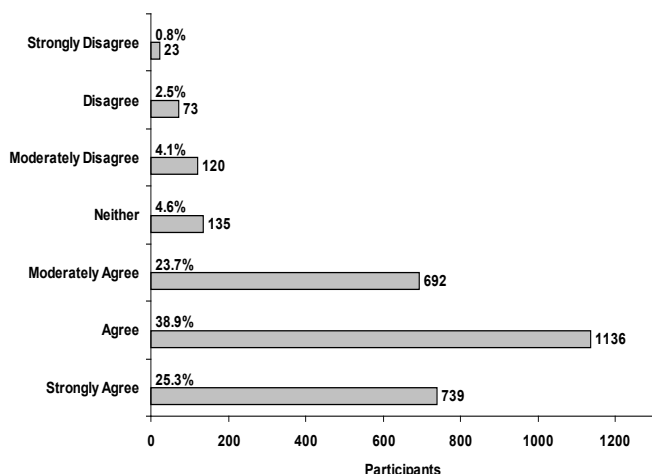


Figure 1.2 Position group interpretation of Figure 1.1

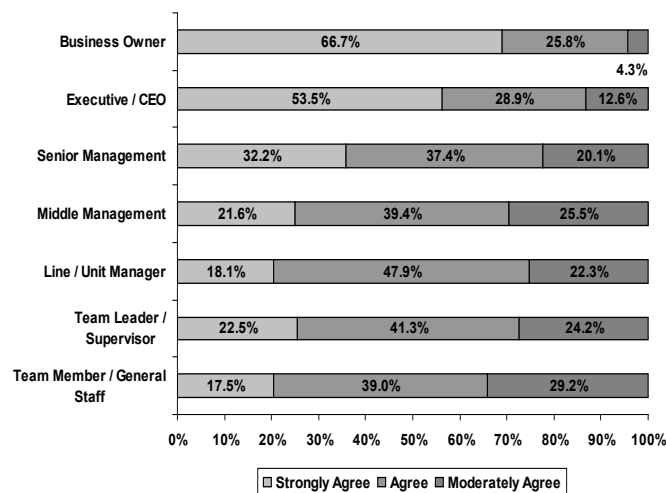


Figure 1.3 Projected Tenure interpretation of Figure 1.1

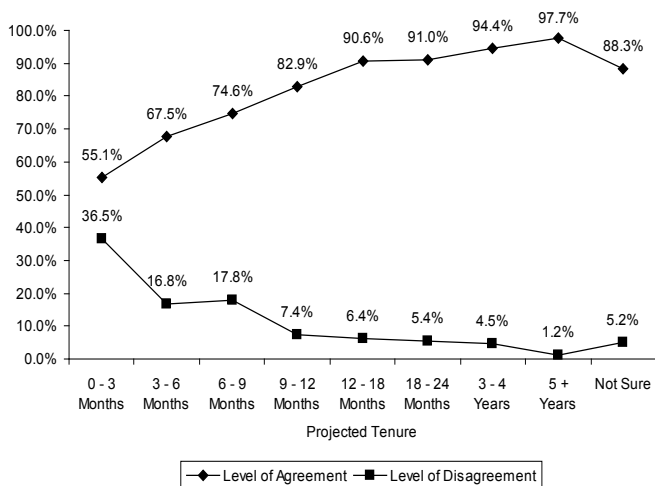
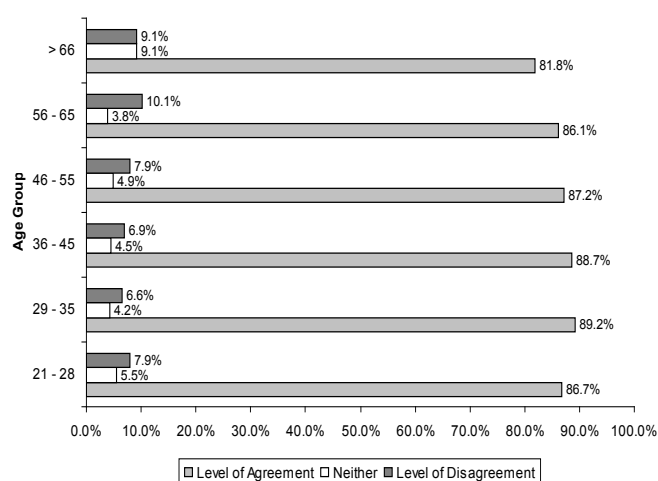


Figure 1.4 Age Group interpretation of Figure 1.1



Key Findings – Perception Of A Company

88 per cent (2567) of participants agreed they work for a great company. More than 7% (216) indicated a level of disagreement and less than 1% (23) strongly disagreed.

Interpreted by position type, results indicate 7.5% (131) of team members and general staff strongly agreed with the statement compared to 53.5% (400) of executives. This indicates a strong level of agreement is more likely if the participant is in a later stage of a career or is in a more senior position.

Interpreted by projected tenure (question 22, page 50), weighted results indicate there is a relationship between how long an employee

will remain in their current role with their agreement that they work for a great company. For example, 70% (526) of participants that wish to leave their current position within 12 months agree they work for a great company compared to almost 93% (699) of participants who see themselves in the position for 12 months or more. Of those that disagree that they work for a great company, 19.6% (147) wish to leave within 12 months.

Interpreted by age group, results indicate 29 to 35 year olds have the highest level of agreement (89.2%). Participants in the 56 to 65 year old age group have the highest level of disagreement at 10%.

Appendix

2. Social Responsibility

Survey participants were asked to indicate their level of agreement with the following statement – “My company is socially responsible”.

Figure 2.1 Survey Participants were asked to indicate their level of agreement with the statement – “My company is socially responsible”.

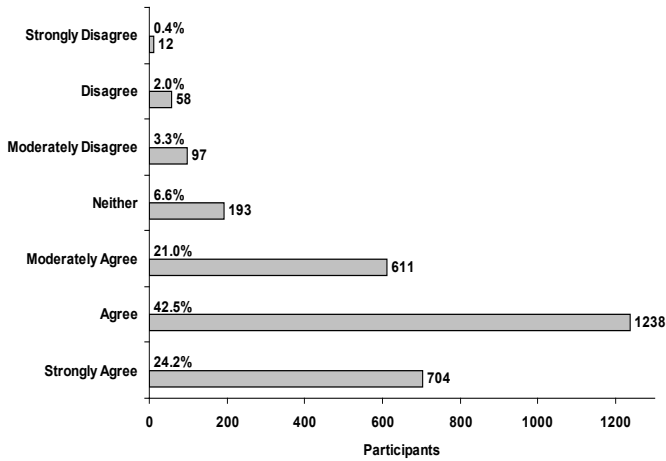


Figure 2.2 Position group interpretation of Figure 2.1

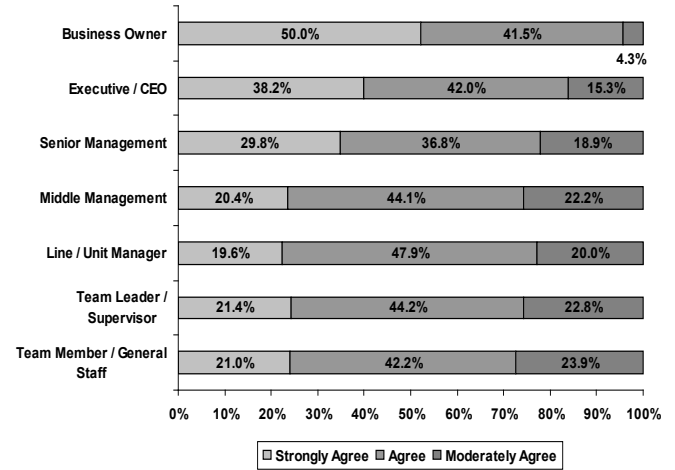


Figure 2.3 Projected Tenure interpretation of Figure 2.1

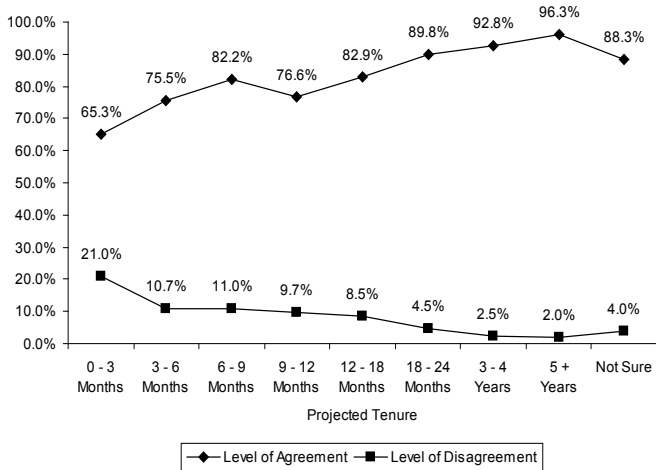
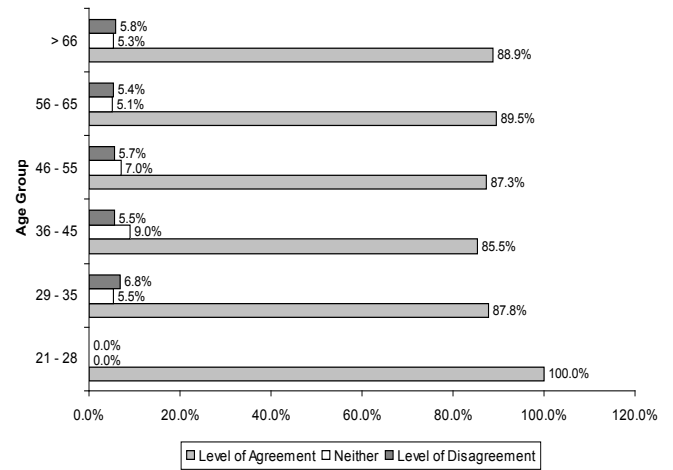


Figure 2.4 Age Group interpretation of Figure 2.1



Key Findings – Social Responsibility

Almost 88% (2553) of survey participants indicated they agree that their company is socially responsible. 5.4% (167) disagreed and less than 0.5% strongly disagreed.

Interpreted by position type, results indicate 21% of team members and general staff strongly agreed, compared to 38% (286) of executives. This indicates that a stronger level of agreement is more likely if the participant is in a later stage of their career or in a more senior/responsible position, with 2 out of every 5 executives strongly agreeing that their company is socially responsible.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months have an average agreement of 75%, compared to those who wish to remain for longer than 12 months (90%) These figures indicate approximately 7.5 out of 10 disengaging employees and 9 out of 10 engaged employees agree that their company is socially responsible.

Interpreted by age group, results indicate participants aged 21 to 28 have the highest level of agreement - 100% (678).

Appendix

3. Cultural Values

Survey participants were asked to indicate their level of agreement with the following statement – “The cultural values of the company align with my own”

Figure 3.1 Survey Participants were asked to indicate their level of agreement with the statement – “The cultural values of the company align with my own”.

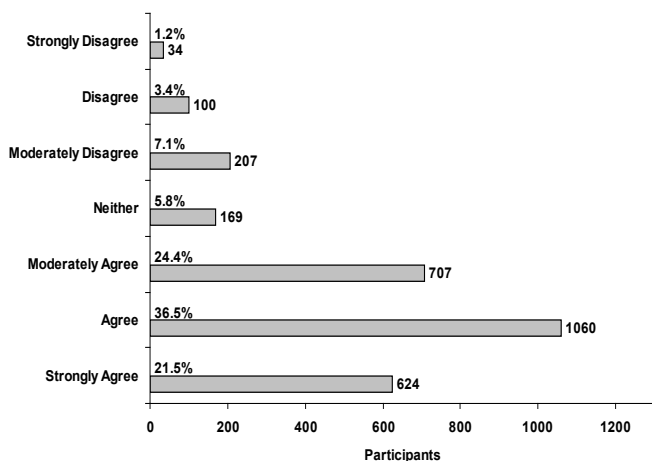


Figure 3.2 Position group interpretation of Figure 3.1

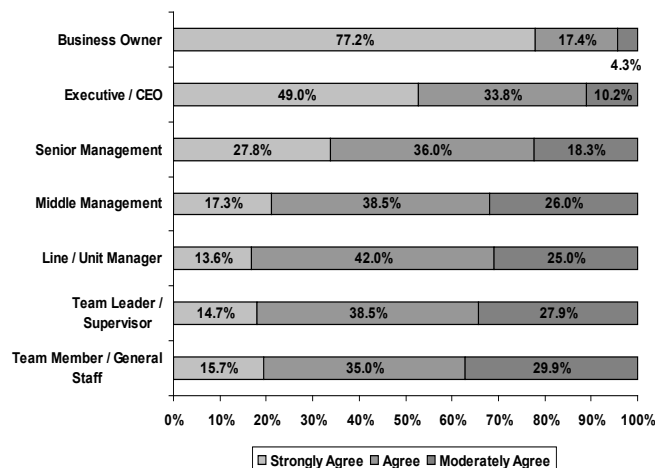


Figure 3.3 Projected Tenure interpretation of Figure 3.1

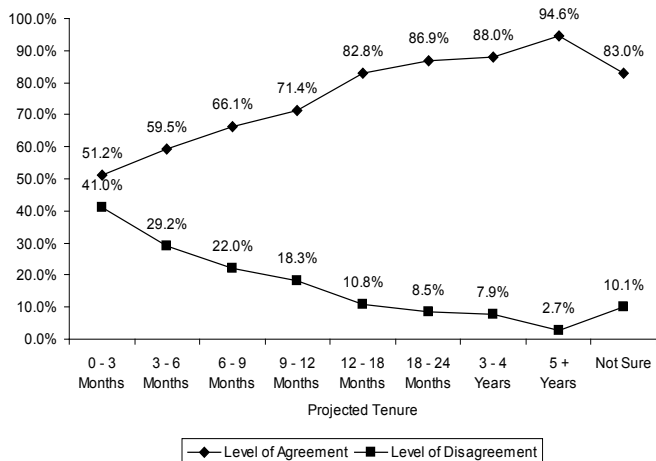
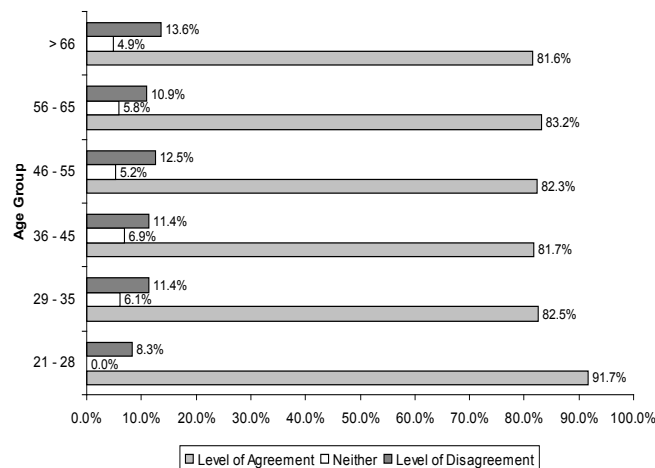


Figure 3.4 Age Group interpretation of Figure 3.1



Key Findings – Cultural Values

More than 80% (2391) of survey participants agreed at some level that the cultural values of the company align with their own. Almost 12% (341) indicated a level of disagreement.

Interpreted by position type, weighted results indicate fewer junior employees (general staff to unit managers) on average indicated a strong level of agreement (14.5%) compared to executives (49.0% or 372) and business owners (77.2% or 576).

Interpreted by projected tenure, results indicate that employees wanting to leave their current position within the next 12 months show an average agreement level of 62% (463), compared to those that wish to remain for longer than 12 months at 88% (657). The figures indicate that approximately 6 out of 10 disengaging employees agree that the cultural values of the company align with their own, compared to 9 out of 10 “engaged” employees who agree.

Interpreted by age group, results indicate participants aged 21 to 28 have the highest level of agreement (92%), and participants aged over 66 have the highest level of disagreement (almost 14%).

Appendix

4. Feeling Valued In The Workplace

Survey participants were asked to indicate their level of agreement with the following statement – “I feel valued by the company I work for”

Figure 4.1 Survey Participants were asked to indicate their level of agreement with the statement – “I feel valued by the company I work for”.

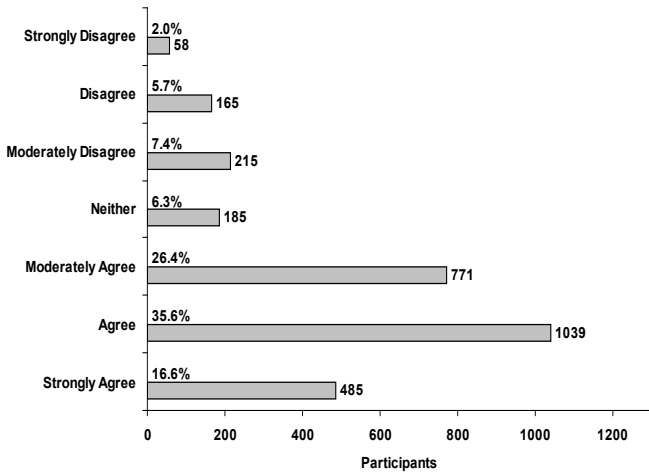


Figure 4.2 Position group interpretation of Figure 4.1

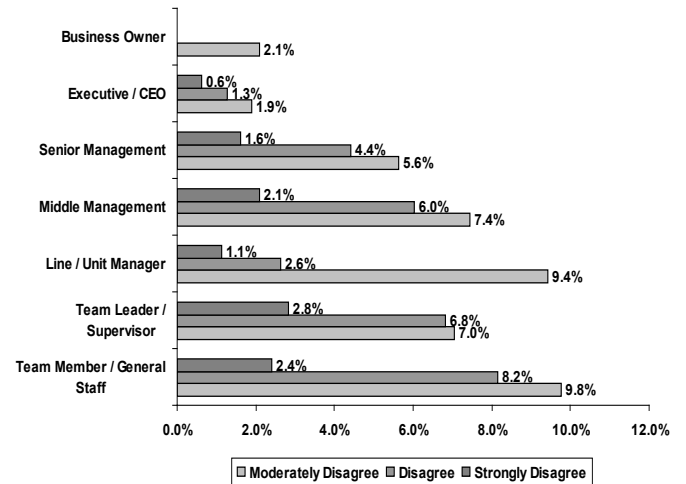


Figure 4.3 Projected Tenure interpretation of Figure 4.1

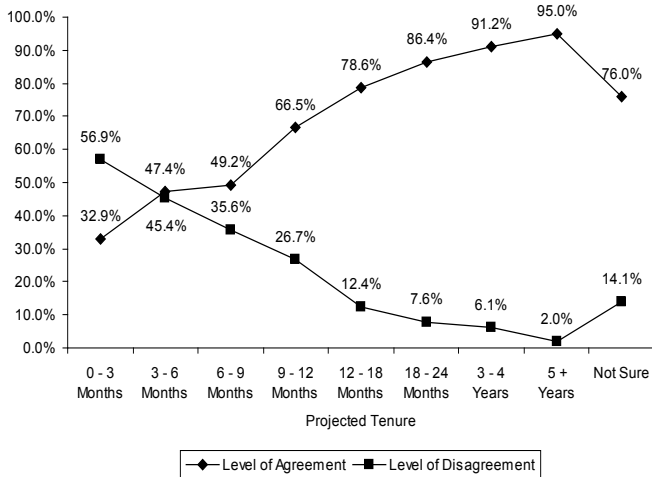
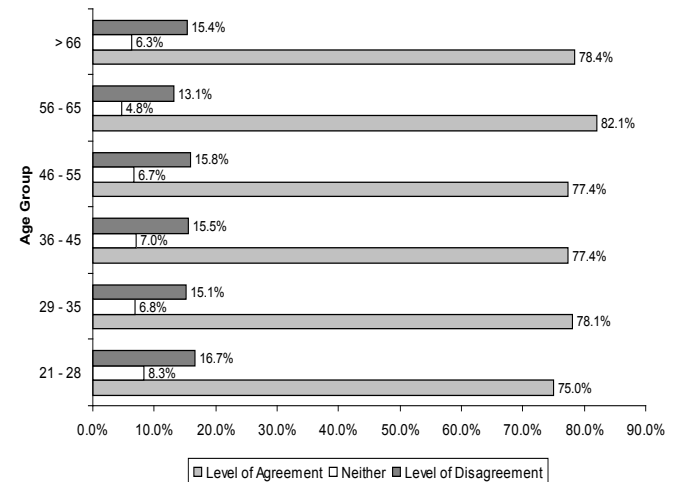


Figure 4.4 Age Group interpretation of Figure 4.1



Key Findings – Feeling Valued In The Workplace

Nearly 79 % (2295) of people surveyed agreed, at varying levels, that their company makes them feel valued and 15% (438) indicated a level of disagreement. Overall, 1 in 6 participants disagreed that they are valued by their company.

Interpreted by position type, results indicate 20.4% (153) of junior employees including team members and general staff disagree compared to almost 4% (28) of executives. This indicates a level of agreement is more likely if the respondent is in a later or more senior stage of their career.

Interpreted by projected tenure, the weighted results indicate employees wanting to leave their current position in the next 12 months show an average disagreement level of 41.5% (313), compared to those that wish to remain for longer than 12 months (7%). This indicates that approximately 4 out of 10 disengaging employees disagree with the statement compared to 1 out of 10 “engaged” employees who disagree.

Interpreted by age group, results indicate respondents aged 56 to 65 have the highest level of agreement (82%). Respondents aged 21 to 28 have the highest level of disagreement (6.7%).

Appendix

5. Training & Development Opportunities

Survey participants were asked to indicate their level of agreement with the following statement – “I am offered good training and development opportunities”

Figure 5.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am offered good training and development opportunities”.

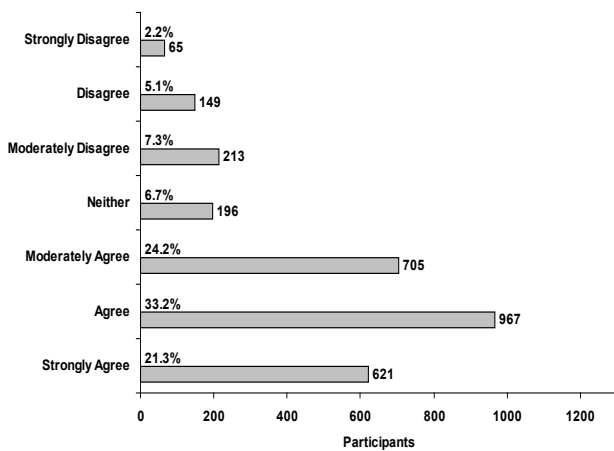


Figure 5.3 Projected Tenure interpretation of Figure 5.1

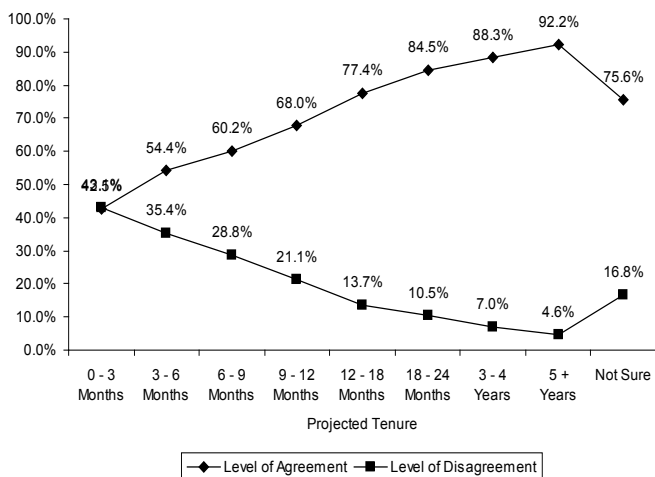


Figure 5.2 Position group interpretation of Figure 5.1

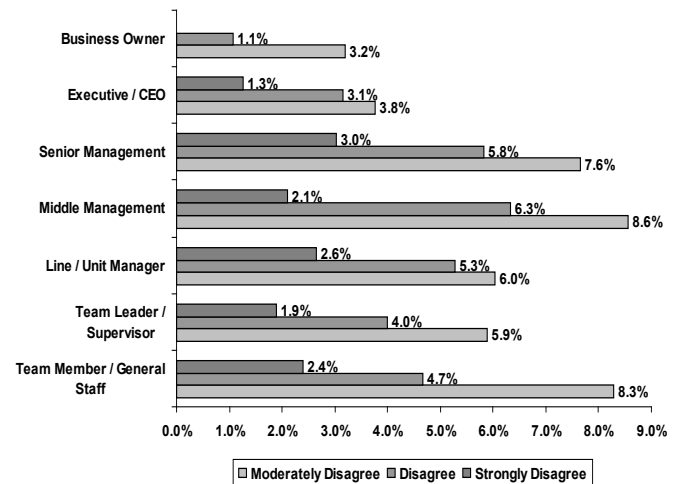
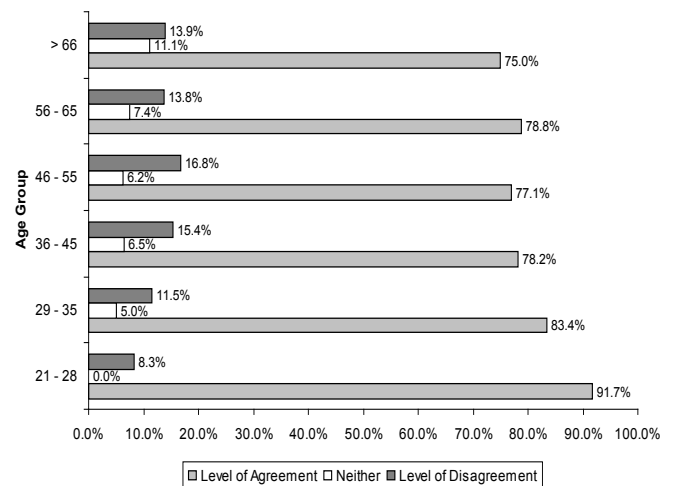


Figure 5.4 Age group interpretation of Figure 5.1



Key Findings – Training And Development

Almost 80% (2293) of respondents agreed on some level that they are offered good training and development opportunities. 14.6% (427) indicated a level of disagreement and just over 2.2% (65) of respondents strongly disagreed.

Interpreted by position type, results indicate 17% (127) of middle managers, 16.4% (123) of senior managers and 15% of team members and general staff disagree that they are offered good training and development opportunities. This suggests that one in 6 participants from these groups believe that they do not receive adequate training and development opportunities.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average disagreement level of 32% (241), compared to 9% of those that plan to remain for longer than 12 months.. These figures indicate that approximately 3 out of 10 disengaging employees disagree with the statement compared to less than 1 out of 10 of engaged employees.

Interpreted by age group, results indicate respondents aged 21 to 28 have the highest level of agreement (almost 92%). Participants aged 46 to 55 have the highest level of disagreement (almost 17%).

Appendix

6. Employee Commitment

Survey participants were asked to indicate their level of agreement with the following statement – “I am strongly committed to this company”

Figure 6.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am strongly committed to this company”.

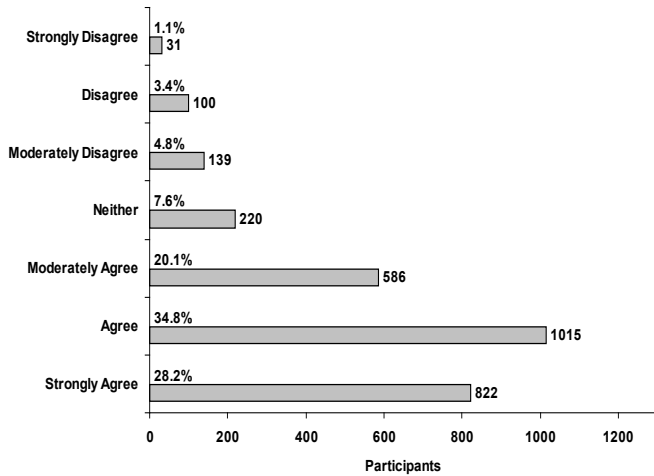


Figure 6.2 Position group interpretation of Figure 6.1

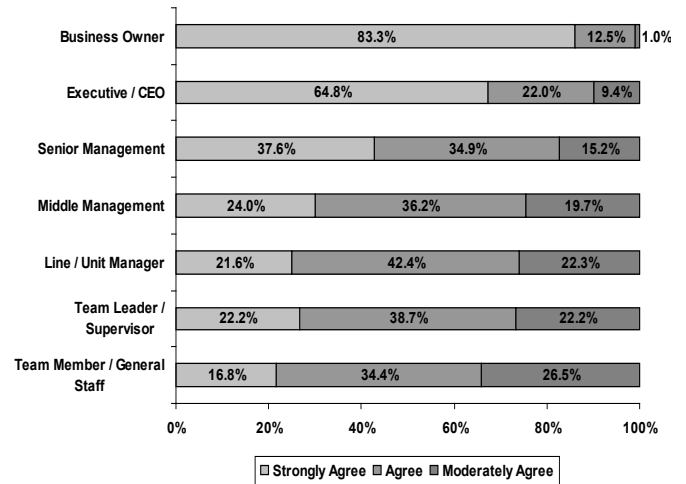


Figure 6.3 Projected Tenure interpretation of Figure 6.1

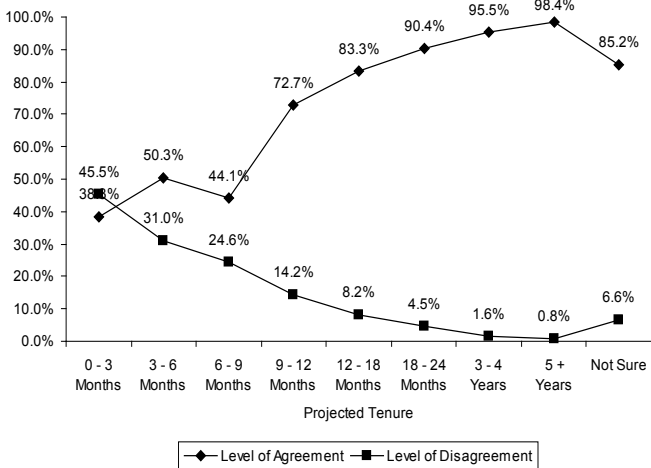
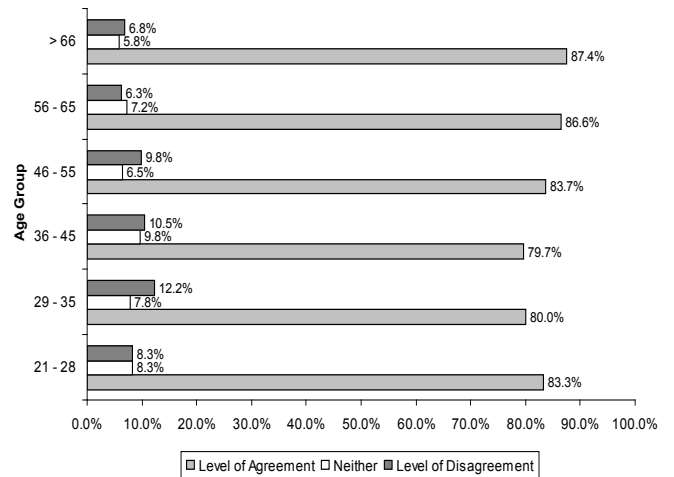


Figure 6.4 Age group interpretation of Figure 6.1



Key Findings – Employee Commitment

83% (2423) of respondents agreed they are strongly committed to the company, with about 9% (270) indicating a level of disagreement, indicating approximately 1 in every 10 employees disagree that they are strongly committed to their company.

The majority of respondents who indicated strong agreement are executives (64.8%), indicating a strong level of agreement is more likely if the respondent is in a later stage of their career.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 51% (388), compared to those that wish to remain for longer than 12 months (92%).

This indicates approximately 5 out of 10 disengaging employees agree to this statement, and 9 out of 10 engaged employees agree.

Interpreted by age group, results indicate participants aged over 66 have the highest level of agreement (87%) and respondents aged between 29 and 35 have the highest level of disagreement (12%).

Appendix

7. Communication

Survey participants were asked to indicate their level of agreement with the following statement – “My opinions are listened to”

Figure 7.1 Survey Participants were asked to indicate their level of agreement with the statement – “My opinions are listened to”.

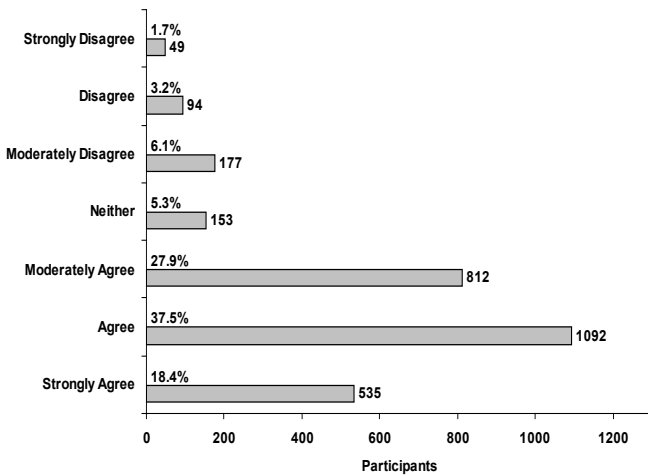


Figure 7.2 Position group interpretation of Figure 7.1

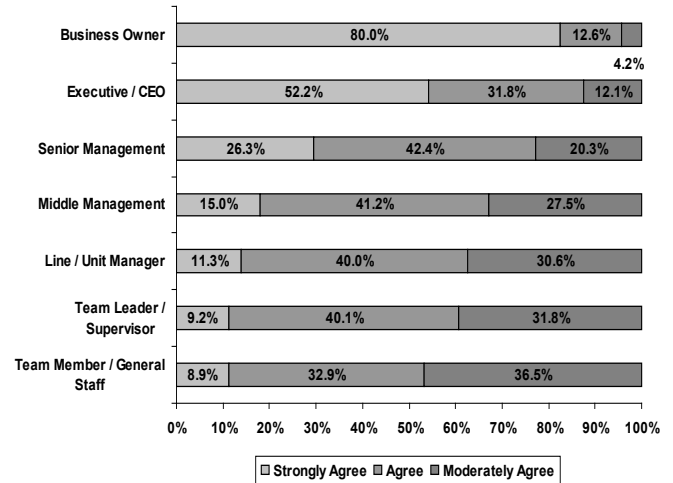


Figure 7.3 Projected Tenure interpretation of Figure 7.1

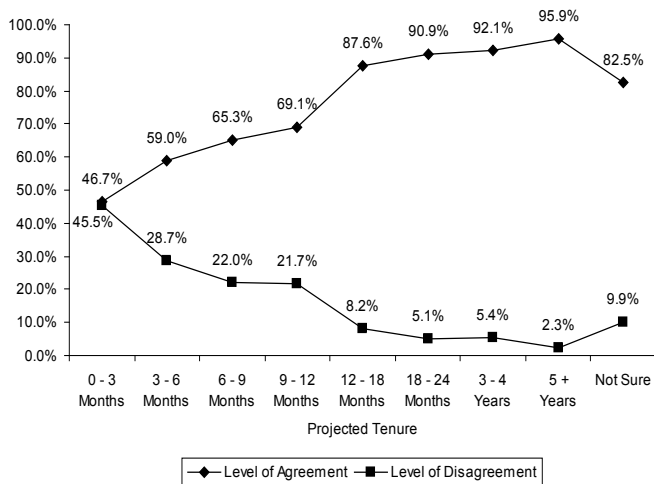
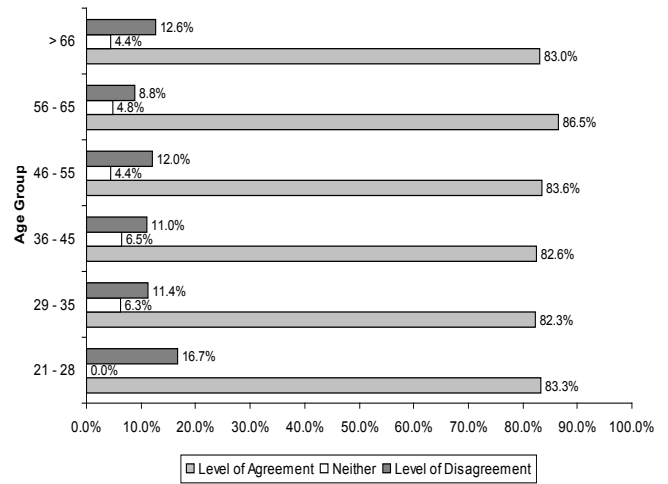


Figure 7.4 Age Group interpretation of Figure 7.1



Key Findings – Communication

84% (2439) of survey respondents agreed on some level that their opinions are listened to in their company and 11% (320) disagreed. This indicates that approximately one in 10 respondents does not believe that their opinions are listened to.

Interpreted by position type, results indicate 9% of team members and general staff strongly agreed to the statement compared to 52% (389) of executives, indicating a stronger level of agreement among participants in a later or more senior stage of their career.

Interpreted by projected tenure, results indicate employees wanting to leave their current position in the next 12 months show an average agreement level of 60% (453), compared to those that wish to remain for longer than 12 months (92%).

The figures indicate approximately 6 out of 10 disengaging employees agree to this statement, and 9 out of 10 “engaged” employees agree.

Interpreted by age group, results indicate participants aged 56 to 65 have the highest level of agreement (86.5%) and respondents aged 21 to 28 have the highest level of disagreement (almost 17%).

Appendix

8. Pay And Remuneration

Survey participants were asked to indicate their level of agreement with the following statement – “I am paid a fair wage for what I do”

Figure 8.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am paid a fair wage for what I do”.

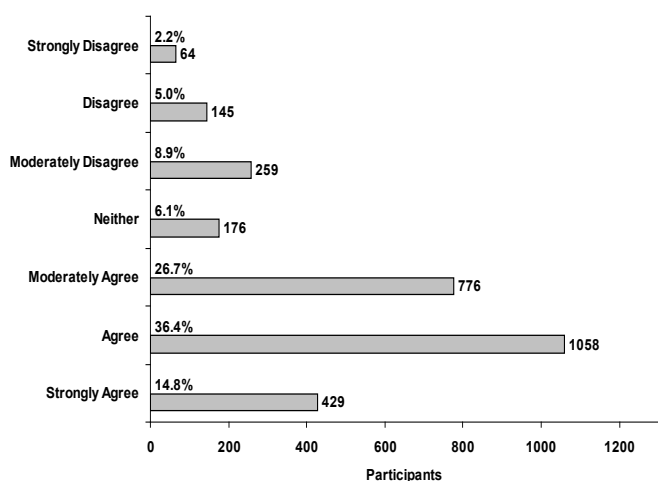


Figure 8.2 Position group interpretation of Figure 8.1

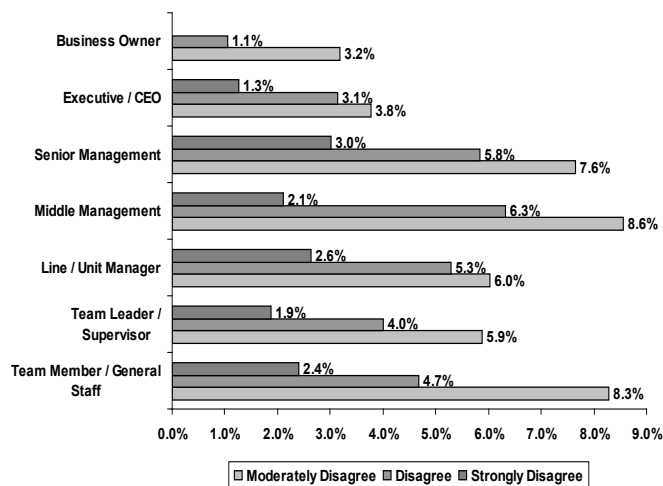


Figure 8.3 Projected Tenure interpretation of Figure 8.1

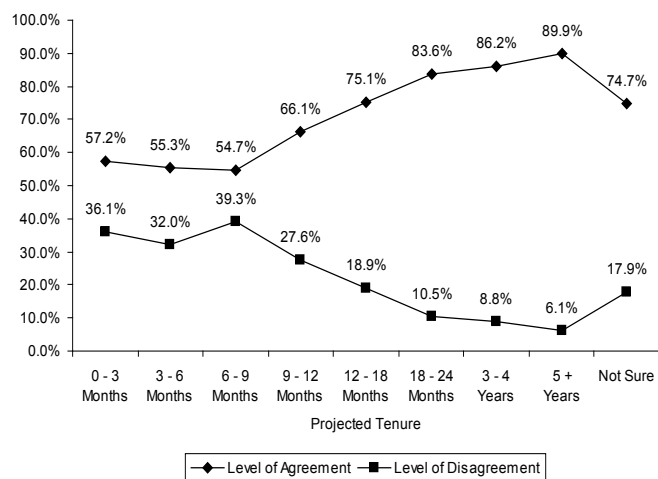
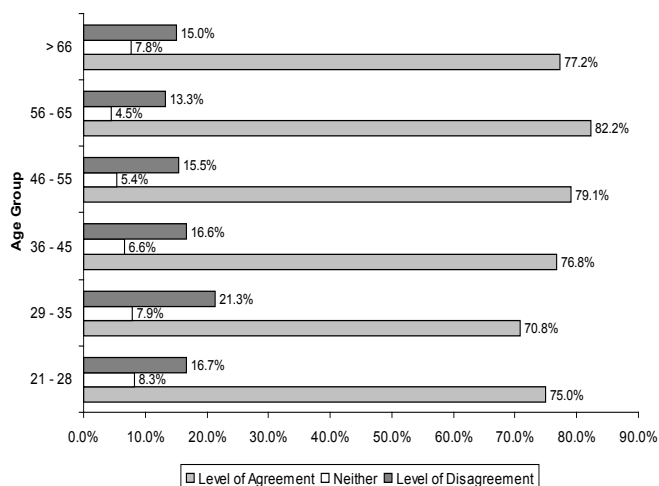


Figure 8.4 Age Group interpretation of Figure 8.1



Key Findings – Pay and Remuneration

80% (2263) of respondents agreed that they are paid a fair wage for what they do, leaving 16% (468) indicating a level of disagreement. This indicates approximately 1 in 6 employees disagrees that they are paid a fair wage.

Interpreted by position, the results indicate 17% (127) of middle managers, 16% (120) of senior managers and 15% (115) of team members and general staff disagree that they are paid a fair wage, indicating 1 in 6 respondents from these groups do not believe they receive a fair wage in their current position.

Interpreted by projected tenure, results indicate employees wanting to leave their current position in the next 12 months show an average disagreement level of almost 34% (253), compared to 11% of those that wish to remain for longer than 12 months. This indicates about 3 out of 10 disengaging employees disagree that they are paid a fair wage, and 1 out of 10 “engaged” employees disagree.

Interpreted by age group, results indicate respondents aged 56 to 65 have the highest level of agreement (82%). Respondents aged 29 to 35 have the highest level of disagreement (21%).

Appendix

9. Reward and Recognition

Survey participants were asked to indicate their level of agreement with the following statement – “My efforts are recognized by the company”

Figure 9.1 Survey Participants were asked to indicate their level of agreement with the statement – “My efforts are recognized by the company”.

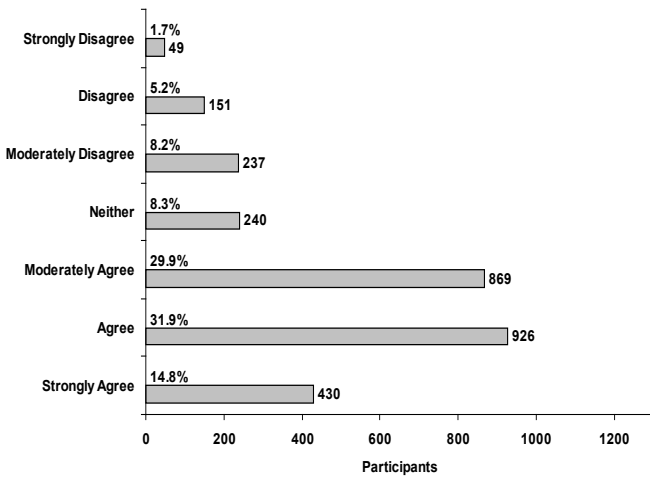


Figure 9.2 Position group interpretation of Figure 9.1

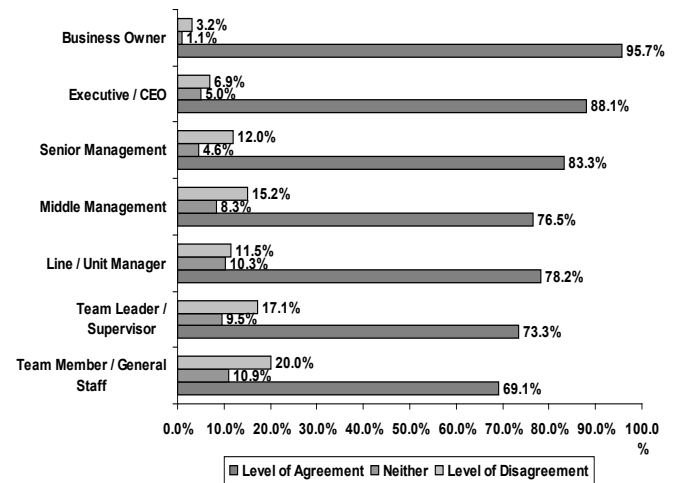


Figure 9.3 Projected Tenure interpretation of Figure 9.1

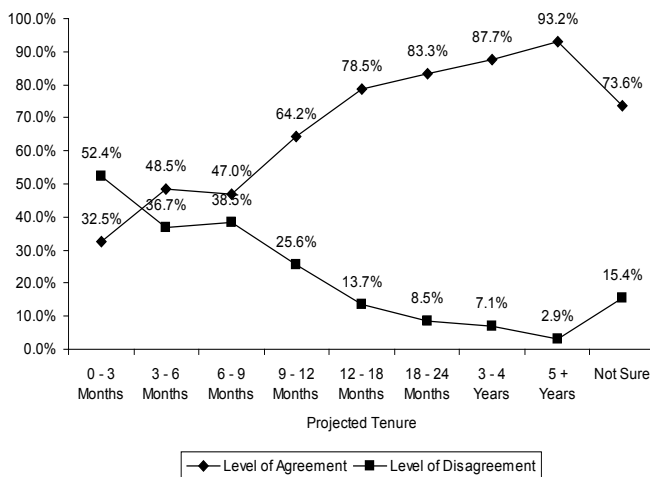
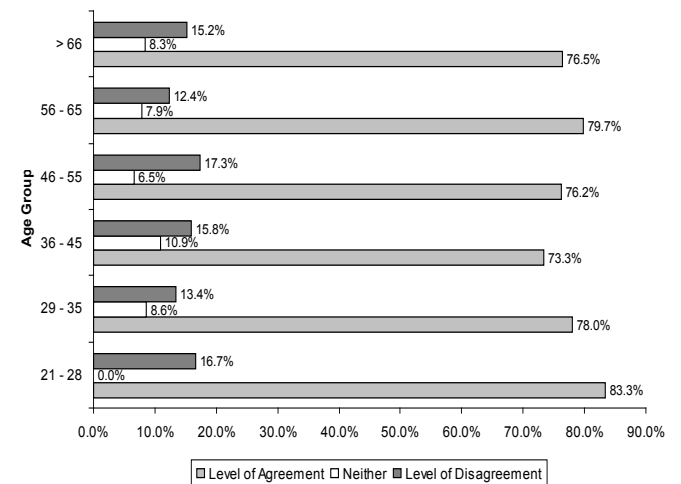


Figure 9.4 Age group interpretation of Figure 9.1



Key Findings – Reward and Recognition

Almost 77% (2225) of survey respondents agreed at some level that their efforts are recognised by the company, and 15% (437) disagreed. This indicates that approximately 3 out of every 4 employees agree that their efforts are recognised by their company.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 48% (360), compared to those that wish to remain for longer than 12 months (86% or 641). This indicates that approximately 5 out of 10 disengaging employees agree with this statement, and almost 9 out of 10 engaged employees who agree.

When the results are interpreted by age group, they indicate respondents aged 21 to 28 have the highest level of agreement (83%). Participants in the age group 46 to 55 have the highest level of disagreement (17%) and across all age groups about 1 in 6 participants do not feel their efforts are rewarded and recognised by the company they work for.

Appendix

10. Employee Potential

Survey participants were asked to indicate their level of agreement with the following statement – “I am working to my full potential”

Figure 10.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am working to my full potential”.

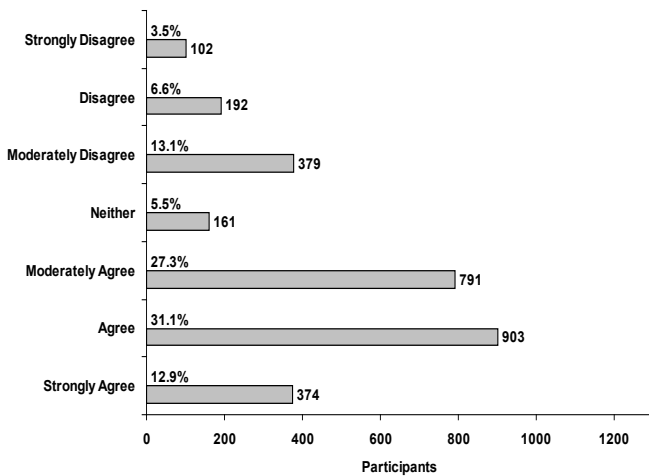


Figure 10.2 Position group interpretation of Figure 10.1

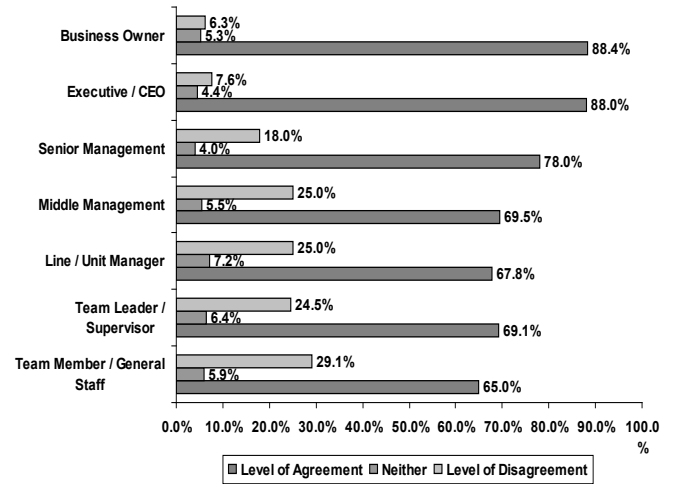


Figure 10.3 Projected Tenure interpretation of Figure 10.1

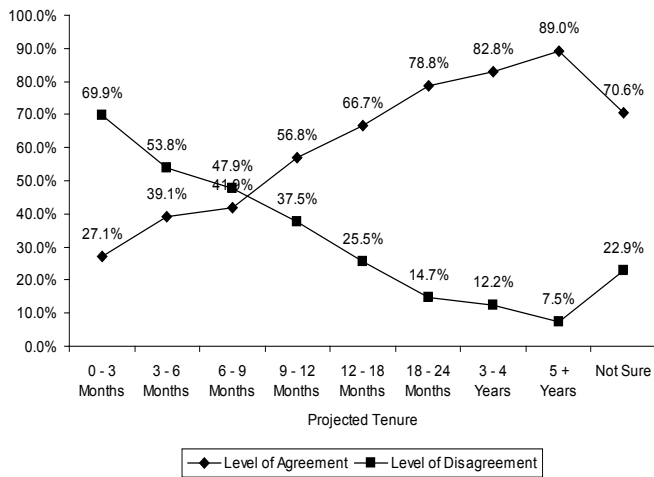
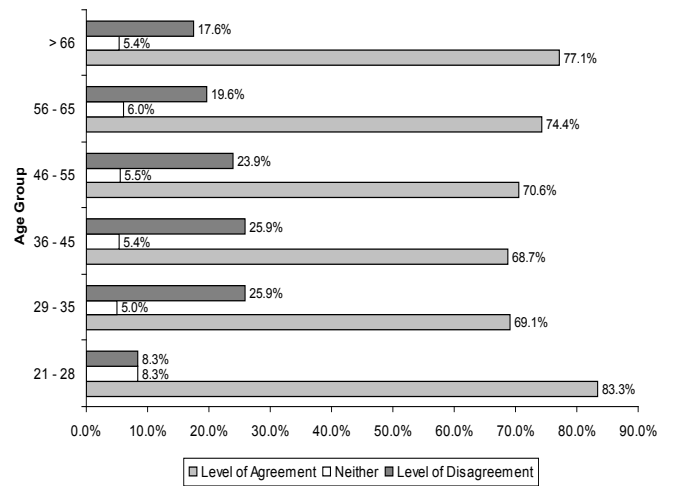


Figure 10.4 Age Group interpretation of Figure 10.1



Key Findings – Employee Potential

71% (2068) of respondents agreed that they are working to their full potential and 23% (673) disagreed. This indicates that 1 in every 4 employees do not believe they are working to their full potential.

Interpreted by position, results indicate that the four groups from general staff/team members through to middle managers share an average disagreement level of 25% (186). The highest result was from general staff/team members at 29.1% (216). This result suggests that almost 1 in every 3 participants that fall into the general staff/team member category disagree that they are working to their full potential.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average disagreement level of 42% (316), compared to those that

wish to remain for longer than 12 months (15% or 111). This indicates that approximately 4 out of 10 disengaging employees disagree that they are working to their full potential and almost 2 out of 10 engaged employees disagree.

Interpreted by age group, results indicate that respondents aged 21 to 28 have the highest level of agreement at 83% (743). Respondents aged between 29 to 45 have the highest level of disagreement (26% or 231), suggesting that 1 in 4 employees between 29 and 45 do not believe they are working to their full potential.

Appendix

11. Job Satisfaction

Survey participants were asked to indicate their level of agreement with the following statement – “I am satisfied with my current job”

Figure 11.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am satisfied with my current job”.

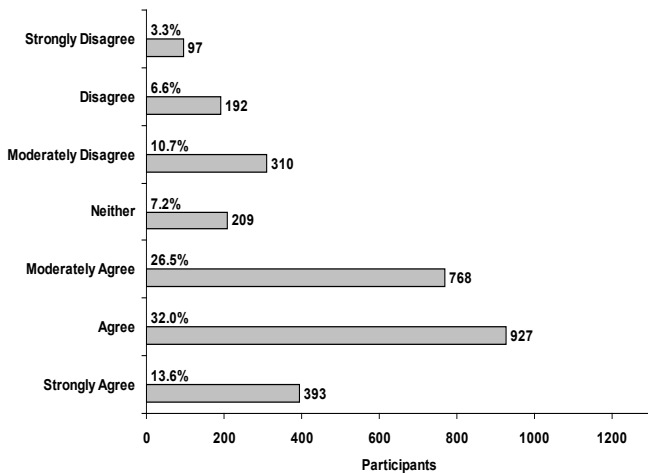


Figure 11.2 Position group interpretation of Figure 11.1

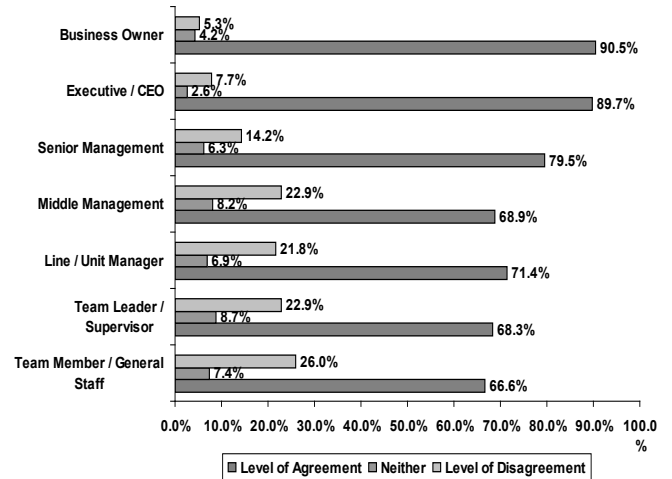


Figure 11.3 Projected Tenure interpretation of Figure 11.1

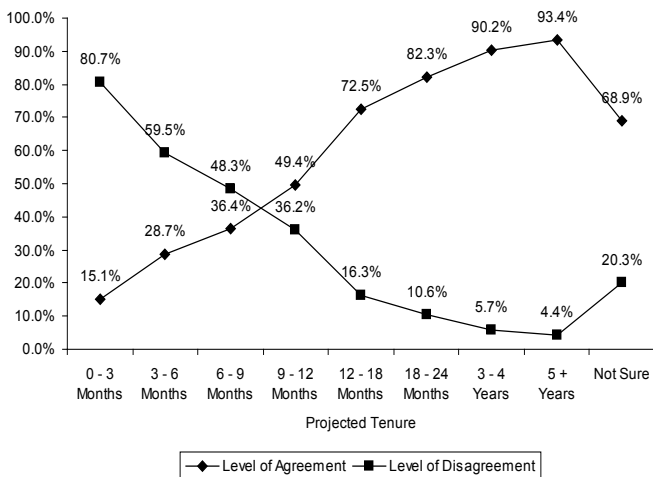
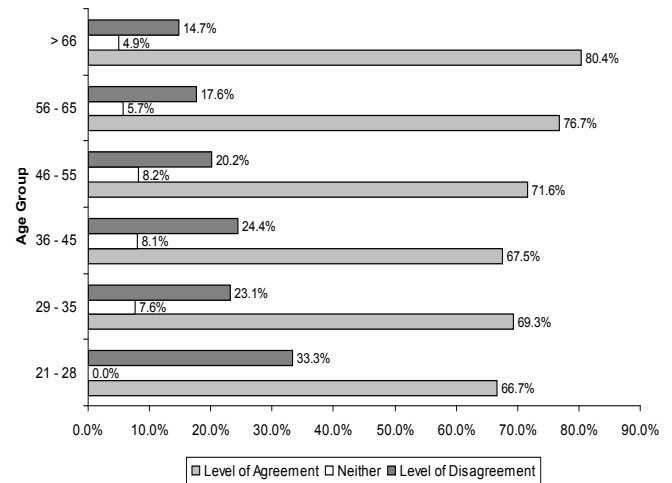


Figure 11.4 Age Group interpretation of Figure 11.1



Key Findings – Job Satisfaction

72% (2,088) of survey respondents said they are satisfied with their current job, and almost 21% (509) disagreed. This indicates that 1 in 5 employees are not satisfied with their current job.

Interpreted by position type, results indicate that employees from general staff/team members through to middle managers share an average disagreement level of around 23.4% (175). This suggests that almost 1 in every 4 participants that fall into more junior positions are not satisfied with their current position.

Interpreted by projected tenure, the weighted results indicate that employees wanting to leave their current position in the next 12 months show an average disagreement level of 56% (420), compared to those that wish to remain for longer than 12 months, of whom 9% are dissatisfied with their present job.

This indicates that about 1 in 2 disengaging employees are dissatisfied with their present job compared to about 1 out of 10 engaged employees.

Interpreted by age group, results indicate more than 80% (717) of respondents aged over 66 agree they are satisfied with their current job, compared to respondents aged 21 to 28, who have the highest level of disagreement (33.3% or 297). This suggests 1 in 3 respondents aged 21 to 28 are not satisfied with their current job.

Appendix

12. Challenges

Survey participants were asked to indicate their level of agreement with the following statement – “My work is interesting and challenging”

Figure 12.1 Survey Participants were asked to indicate their level of agreement with the statement – “My work is interesting and challenging”.

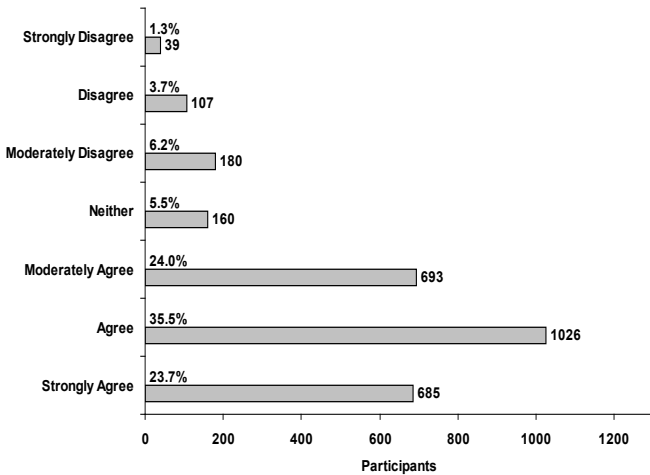


Figure 12.2 Position group interpretation of Figure 12.1

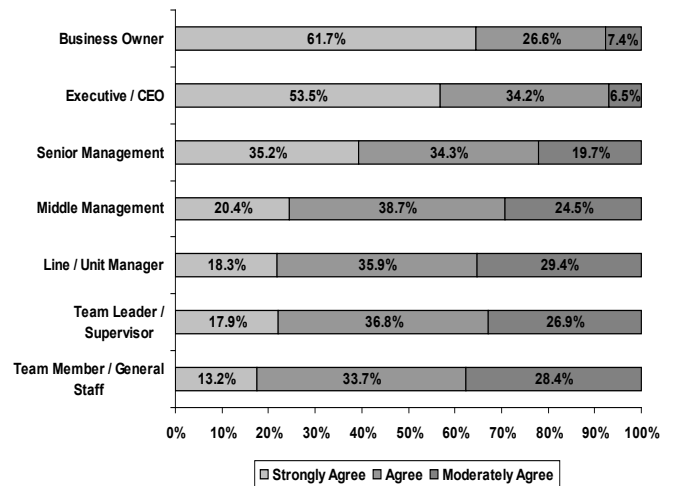


Figure 12.3 Projected Tenure interpretation of Figure 12.1

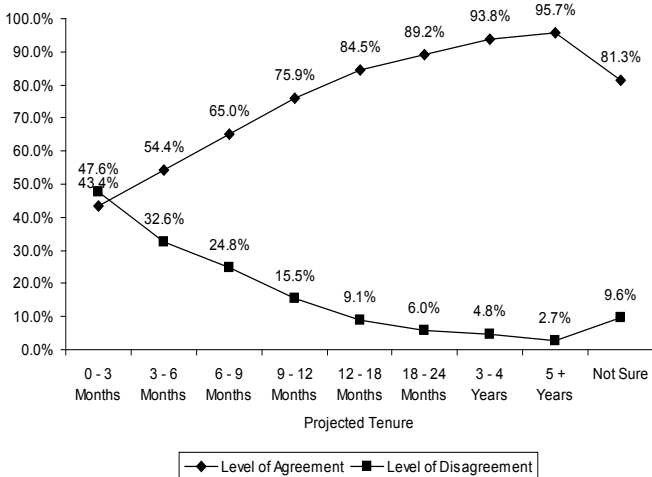
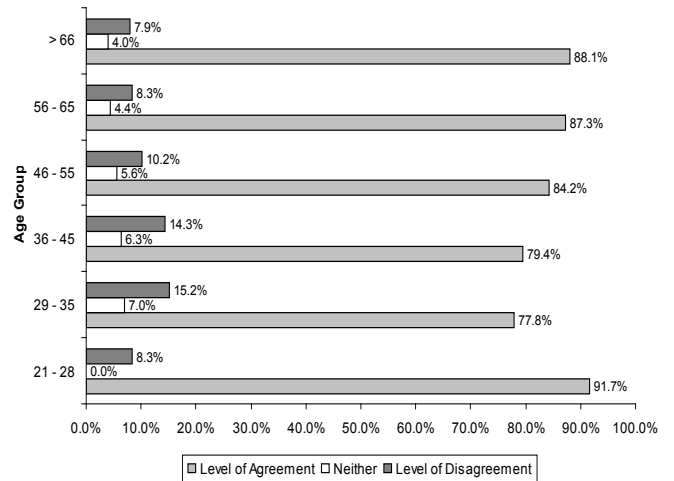


Figure 12.4 Age Group interpretation of Figure 12.1



Key Findings – Challenges

83% (2396) of survey respondents indicated agreement that their work is interesting and challenging and 11.2% (326) indicated disagreement. This indicates 1 in 10 employees do not believe their work is interesting and challenging.

Interpreted by position type, results indicate 13% (98) of team members and general staff strongly agree with this statement, compared to 53.5% (397) of executives.

Interpreted by projected tenure, results indicate 30% (225) of employees wanting to leave their current position in the next 12 months disagree that their work is interesting and challenging,

compared to almost 6% (42) of those that wish to remain for longer than 12 months. Approximately 3 out of 10 disengaging employees disagree that their work is interesting and challenging compared to 2 out of 10 engaged employees who disagreed.

Interpreted by age group, results indicate that participants aged 21 to 28 have the highest level of agreement (92%). Participants aged 29 to 35 have the highest level of disagreement (15.2%).

Appendix

13. Management Skills - Relationships

Survey participants were asked to indicate their level of agreement with the following statement – “I am satisfied with the relationship I have with my manager”

Figure 13.1 Survey Participants were asked to indicate their level of agreement with the statement – “I am satisfied with the relationship I have with my manager”.

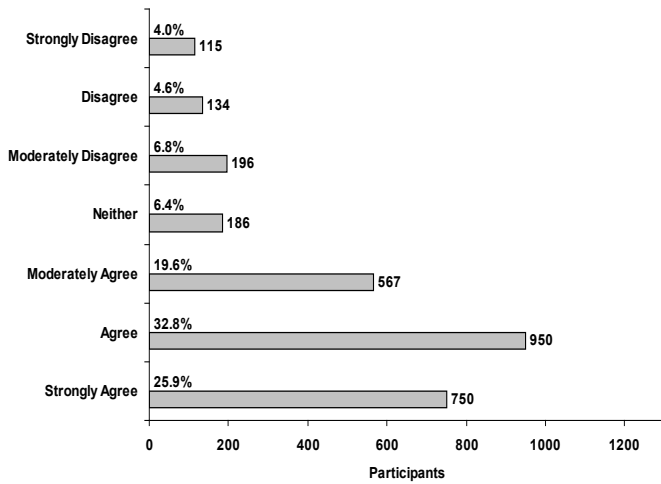


Figure 13.2 Position group interpretation of Figure 13.1

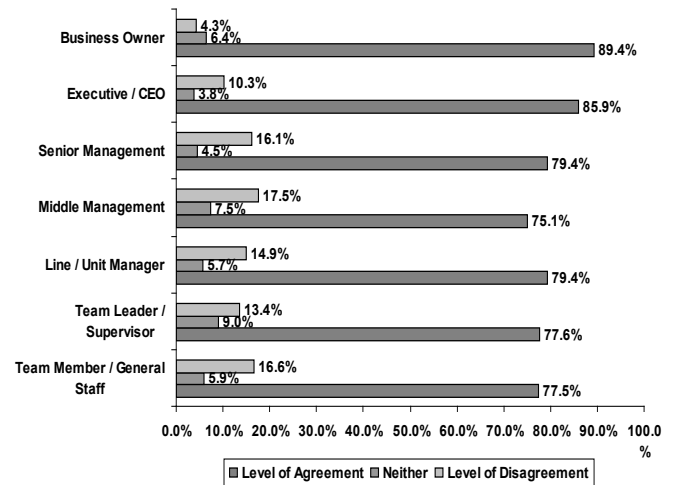


Figure 13.3 Projected Tenure interpretation of Figure 13.1

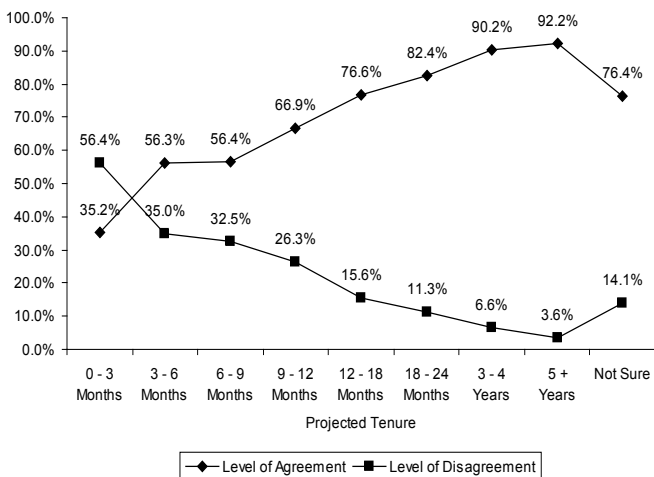
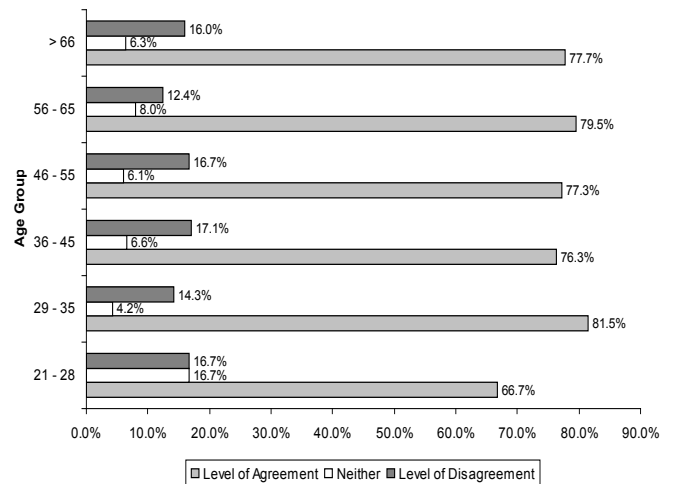


Figure 13.4 Age Group interpretation of Figure 13.1



Key Findings – Management Relationship Skills

78% (2267) of respondents indicated agreement with the statement that they are satisfied with the relationship they have with their manager and 15.4% (445) indicated a level of disagreement.

Interpreted by position type, the weighted results indicate that general staff/team members and general managers through to senior managers share an average disagreement level of 16%, with the highest result from middle managers at 17.5%. This suggests that almost 1 in every 6 respondents from these employee categories are not satisfied with the relationship they have with their manager.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 54% (400), compared to those that wish to remain for longer than 12 months, at 85% (635). This indicates that approximately 5 out of 10 disengaging employees agreed with this statement compared to almost 9 out of 10 engaged employees.

Interpreted by age group, results indicate that participants aged 29 to 35 have the highest level of agreement (81.5%) and respondents aged 36 to 45 have the highest level of disagreement at (17%).

Appendix

14. Management Skills - Managing

Survey participants were asked to indicate their level of agreement with the following statement – “My manager is good at managing people”

Figure 14.1 Survey Participants were asked to indicate their level of agreement with the statement – “My Manager is good at managing people”.

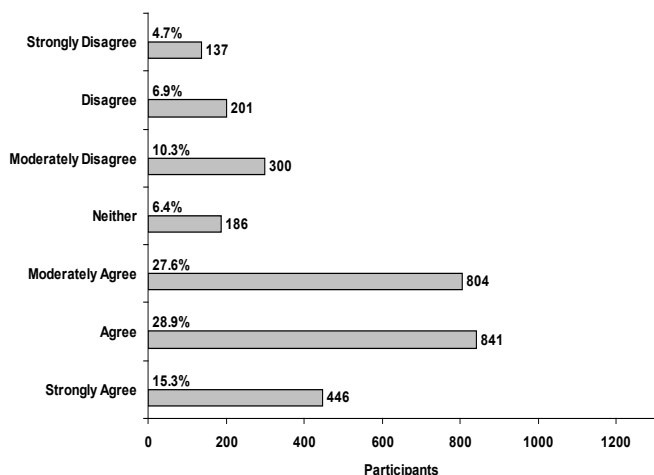


Figure 14.3 Projected Tenure interpretation of Figure 14.1

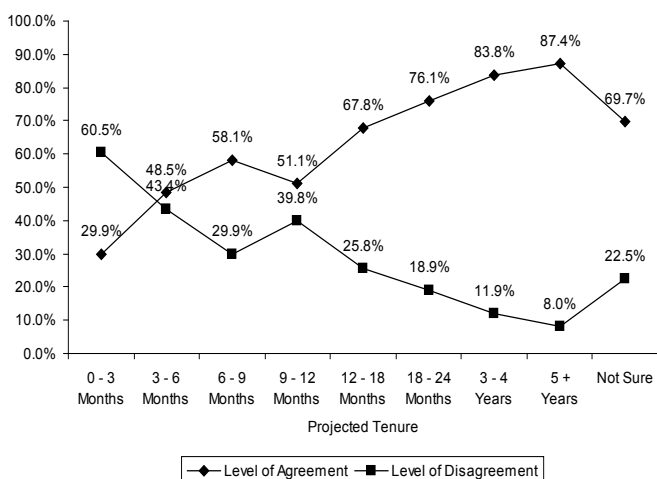


Figure 14.2 Position group interpretation of Figure 14.1

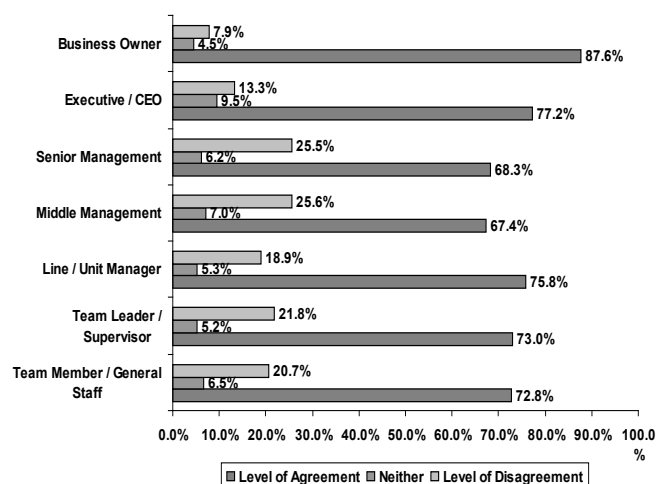
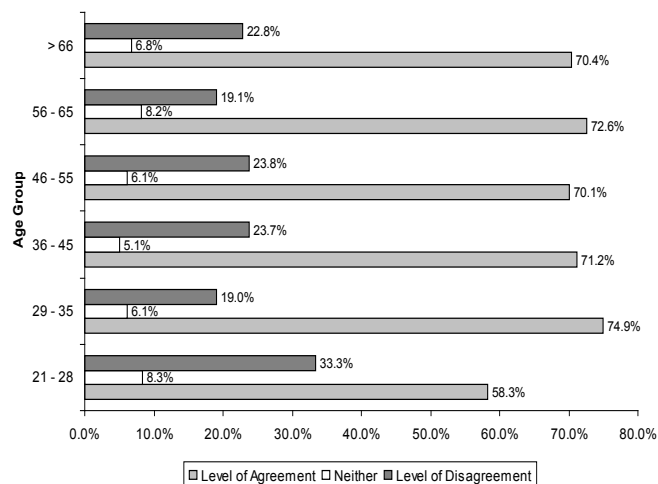


Figure 14.4 Age group interpretation of Figure 14.1



Key Findings – Management Skills (Managing)

78% (2267) of respondents indicated agreement with the statement that they are satisfied with the relationship they have with their manager and 15.4% (445) indicated a level of disagreement.

Interpreted by position type, the weighted results indicate that general staff/team members and general managers through to senior managers share an average disagreement level of 16%, with the highest result from middle managers at 17.5%. This suggests that almost 1 in every 6 respondents from these employee categories are not satisfied with the relationship they have with their manager.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 54% (400), compared to those that wish to remain for longer than 12 months, at 85% (635). This indicates that approximately 5 out of 10 disengaging employees agreed with this statement compared to almost 9 out of 10 engaged employees.

Interpreted by age group, results indicate that participants aged 29 to 35 have the highest level of agreement (81.5%) and respondents aged 36 to 45 have the highest level of disagreement at (17%).

Appendix

15. Management Skills - Communication

Survey participants were asked to indicate their level of agreement with the following statement – “My manager communicates clearly”

Figure 15.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager communicates clearly”.

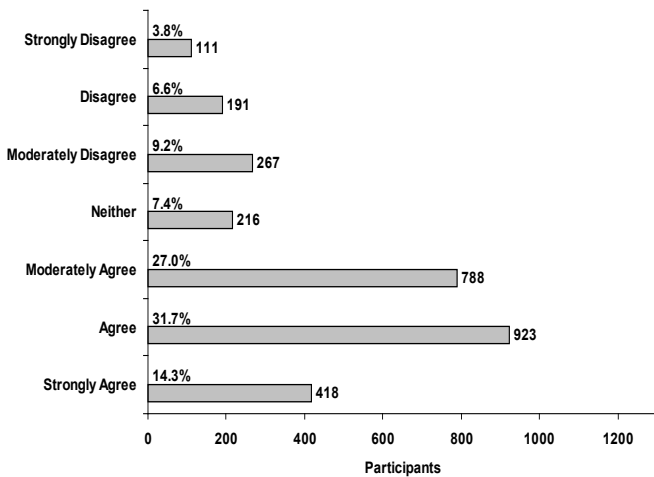


Figure 15.2 Position group interpretation of Figure 15.1

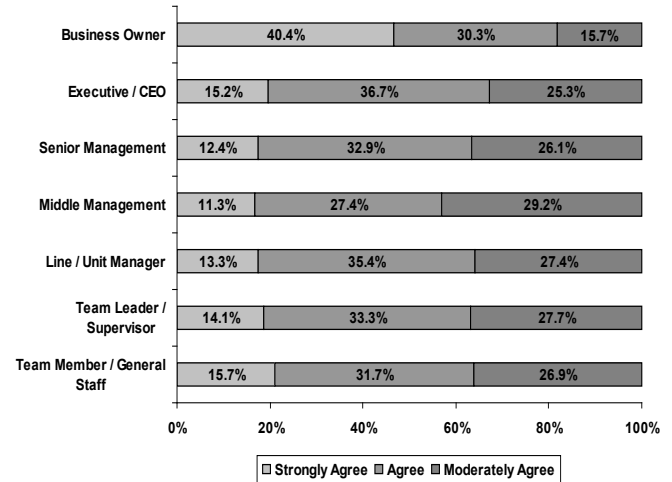


Figure 15.3 Projected Tenure interpretation of Figure 15.1

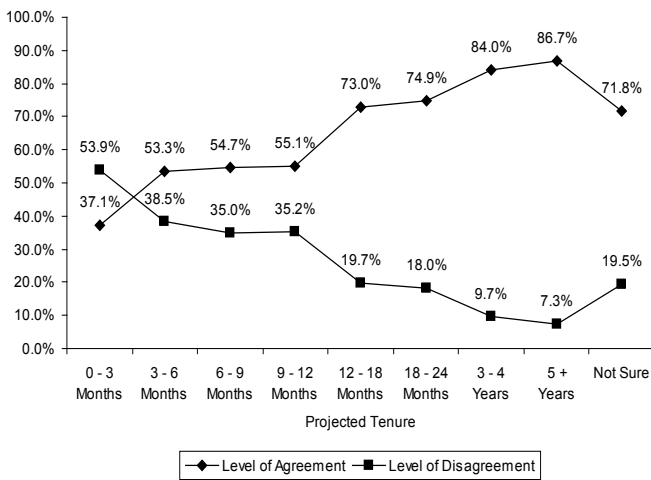
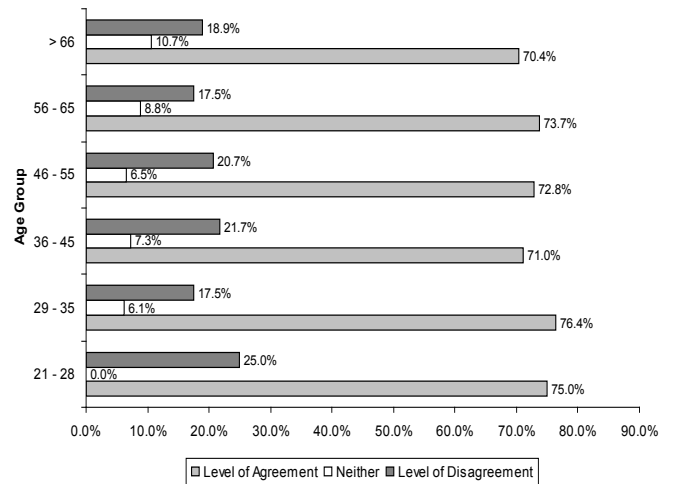


Figure 15.4 Age group interpretation of Figure 15.1



Key Findings – Management Skills (Communication)

73% (2129) of respondents agreed that their manager communicates clearly and 19.5% (569) disagreed, indicating that 1 in every 10 employees does not believe that their manager communicates clearly.

Interpreted by projected tenure, results indicate that almost 41% of employees wanting to leave their current position in the next 12 months believe their manager does not communicate clearly, compared to 14% of those that wish to remain for longer than 12 months. These figures indicate that approximately 4 out of 10 disengaging employees disagreed with this statement, compared to approximately 1 out of 10 engaged employees.

Interpreted by age group, results indicate respondents aged 29 to 34 have the highest level of agreement (76%) and respondents aged 21 to 28 have the highest level of disagreement (25%). This suggests 1 in 4 participants between the ages of 21 and 28 do not believe their manager communicates clearly.

Appendix

16. Management Skills - Support

Survey participants were asked to indicate their level of agreement with the following statement – “My manager supports my development goals”

Figure 16.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager supports my development goals”.

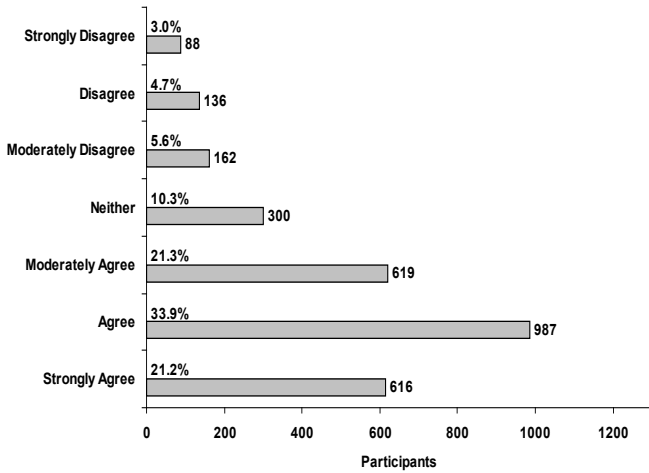


Figure 16.2 Position group interpretation of Figure 16.1

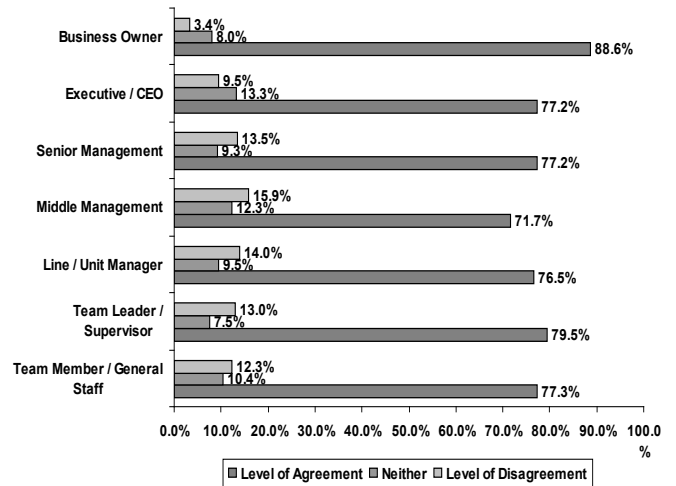


Figure 16.3 Projected Tenure interpretation of Figure 16.1

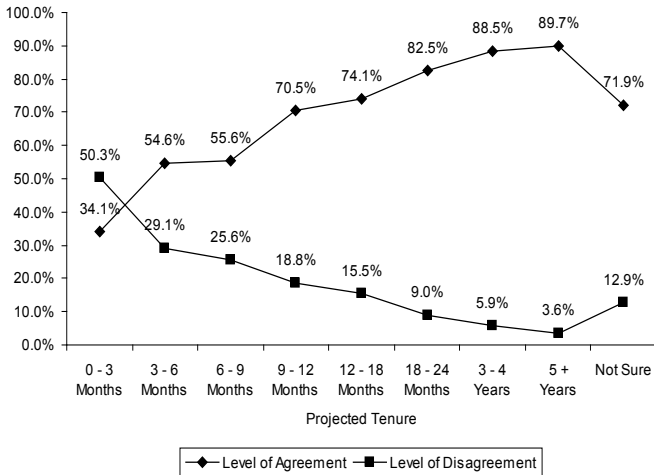
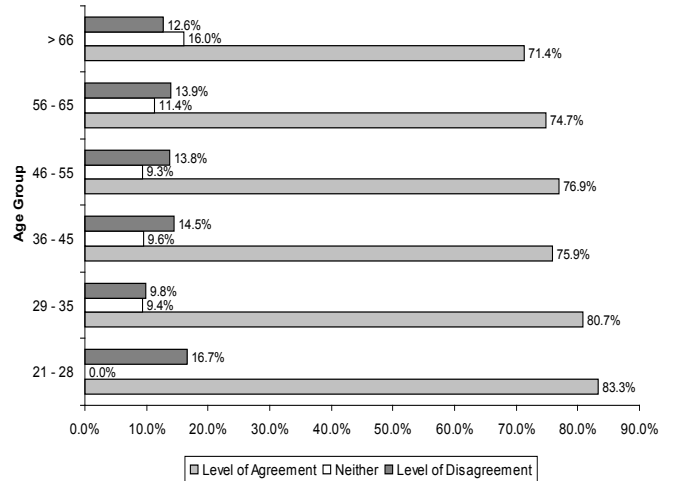


Figure 16.4 Age Group interpretation of Figure 16.1



Key Findings – Management Skills (Support)

76% (2222) of respondents agreed that their manager supports their development goals and 13% (386) indicated a level of disagreement. This indicates that about one in every 10 employees do not believe that their manager supports their development goals.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 54% (403), compared to 84% of those that wish to remain for longer than 12 months. This indicates that approximately 5 out of 10 disengaging employees believe their

managers do not support their development goals and about 8 out of 10 “engaged” employees agree.

Interpreted by age group, results indicate that participants aged 21 to 28 have the highest level of agreement at 83.3% and participants aged 36 to 45 have the highest level of disagreement at 14.5%.

Appendix

17. Management Skills - Equality

Survey participants were asked to indicate their level of agreement with the following statement – “My manager treats all employees equally”

Figure 17.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager treats all employees equally”.

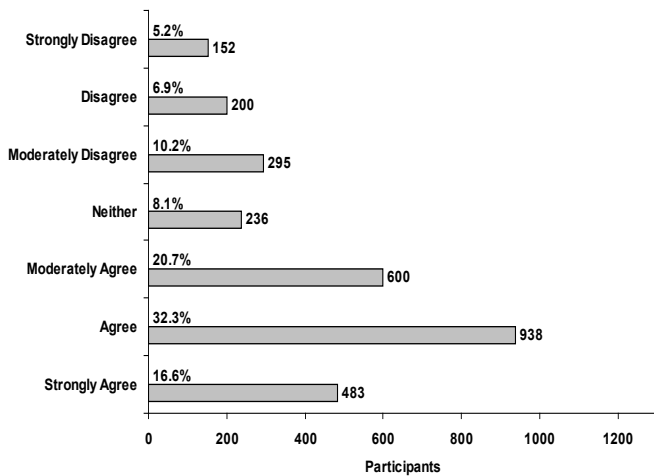


Figure 17.2 Position group interpretation of Figure 17.1

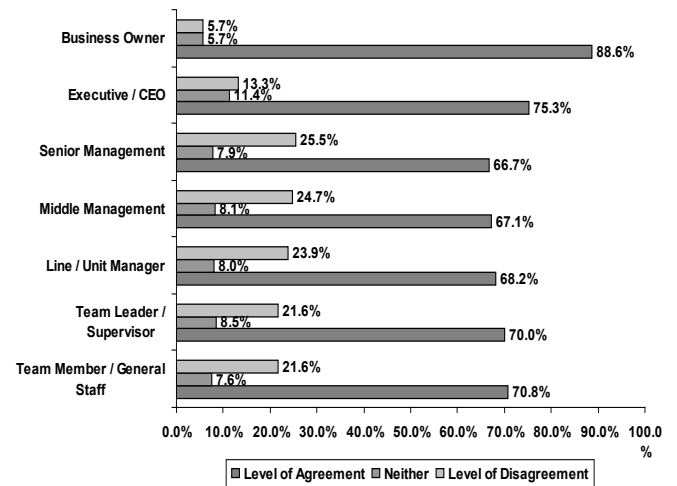


Figure 17.3 Projected Tenure interpretation of Figure 17.1

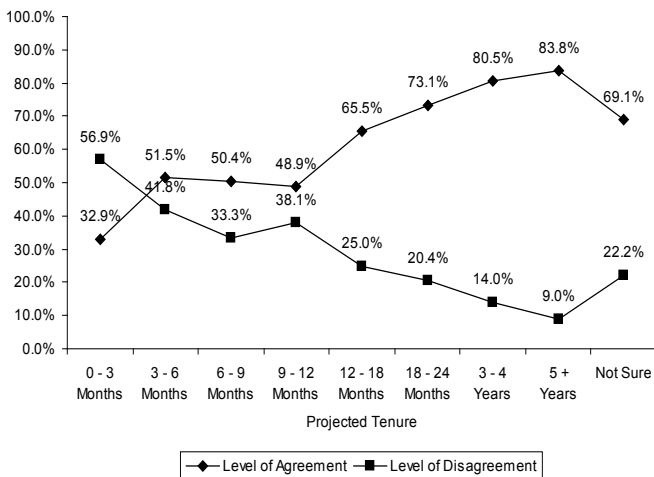
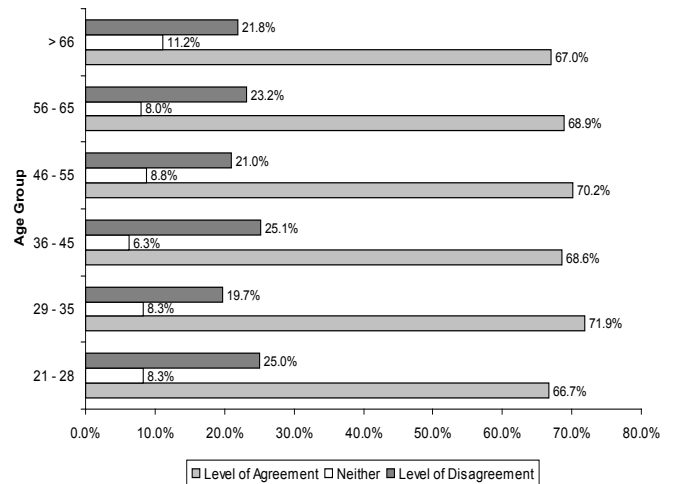


Figure 17.4 Age group interpretation of Figure 17.1



Key Findings – Management Skills (Equality)

70% (2021) of respondents agree that their manager treats all employees equally, and 22% (647) indicate a level of disagreement. This indicates that 1 in 10 employees does not believe that their manager treats all employees equally.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 46% (343), compared to those that wish to remain for longer than 12 months, 76% (566). These figures indicate that around 5 out of 10 disengaging employees agreed with

this statement, and almost 8 out of 10 engaged employees agreed. Interpreted by age group, results indicate that participants aged 29 to 35 have the highest level of agreement (72%). Respondents aged 36 to 45 have the highest level of disagreement (25%). This suggests that 1 in every 4 participants aged between 36 and 45 believes that their manager does not treat all employees equally.

Appendix

18. Management Skills – Problem Solving

Survey participants were asked to indicate their level of agreement with the following statement – “My manager is good at problem solving”

Figure 18.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager is good at problem solving”.

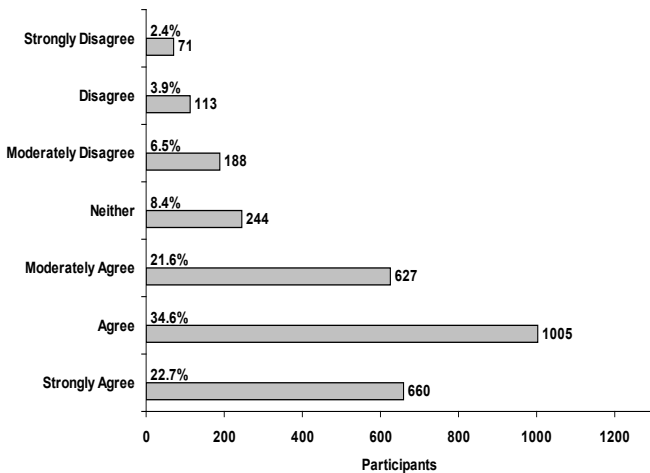


Figure 18.2 Position group interpretation of Figure 18.1

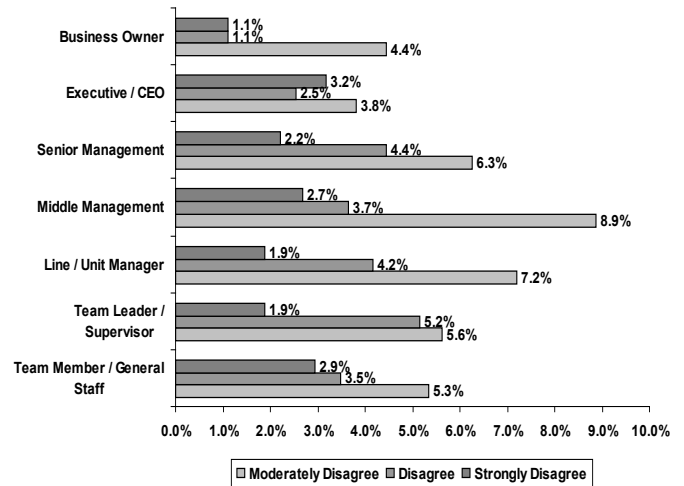


Figure 18.3 Projected Tenure interpretation of Figure 18.1

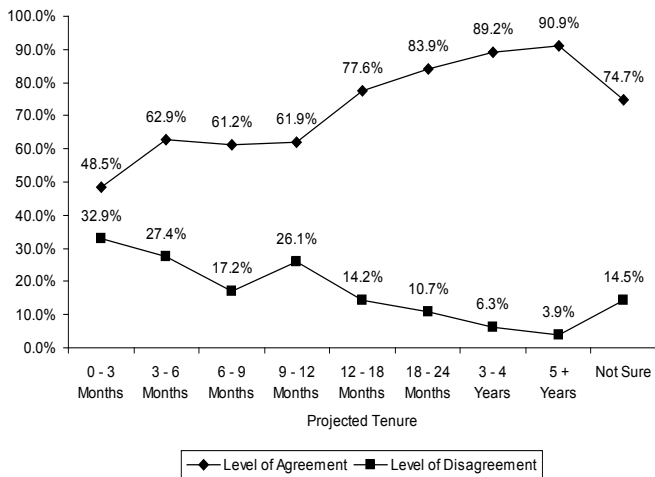
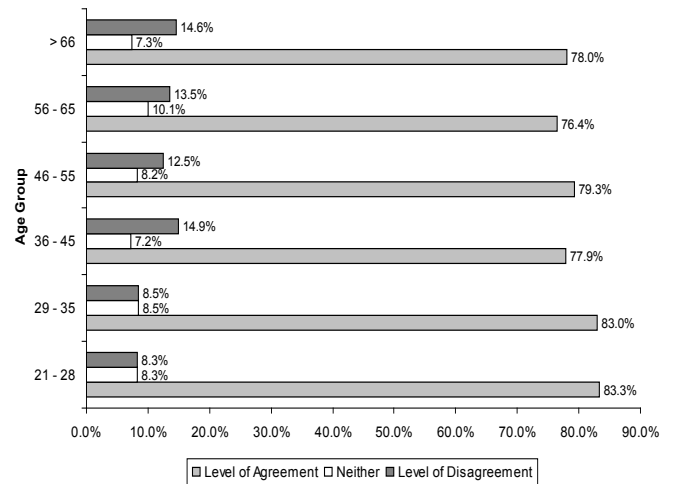


Figure 18.4 Age group interpretation of Figure 18.1



Key Findings – Management Skills - Problem Solving

79% (2292) of survey participants agree that their manager is good at problem solving and 13% (372) indicating a level of disagreement. This indicates approximately 1 in every 10 employees does not believe that their manager is good at problem solving.

Interpreted by position type, results indicate that the middle management category shows the highest level of disagreement (15.3%). This suggests that around 1 in every 6 mid level managers do not believe that their manager is good at problem solving.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average agreement level of 59% (438), compared to those that wish to remain for longer than 12 months (85%). These figures indicate that approximately 5 to 6 of 10 disengaging employees agreed with this statement and approximately 8 to 9 engaged employees agreed.

Interpreted by age group, results indicate respondents aged 21 to 28 have the highest level of agreement (83%) and respondents aged 36 to 45 have the highest level of disagreement at (15%).

Appendix

19. Management Skills - Appreciation

Survey participants were asked to indicate their level of agreement with the following statement – “My manager appreciates me”

Figure 19.1 Survey Participants were asked to indicate their level of agreement with the statement – “My Manager appreciates me”.

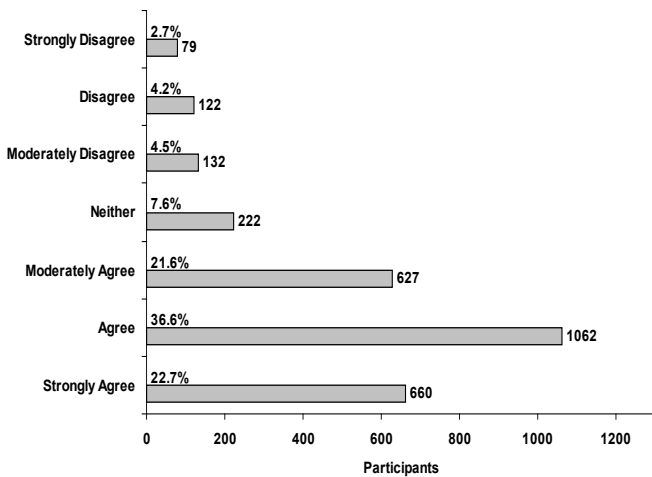


Figure 19.2 Position group interpretation of Figure 19.1

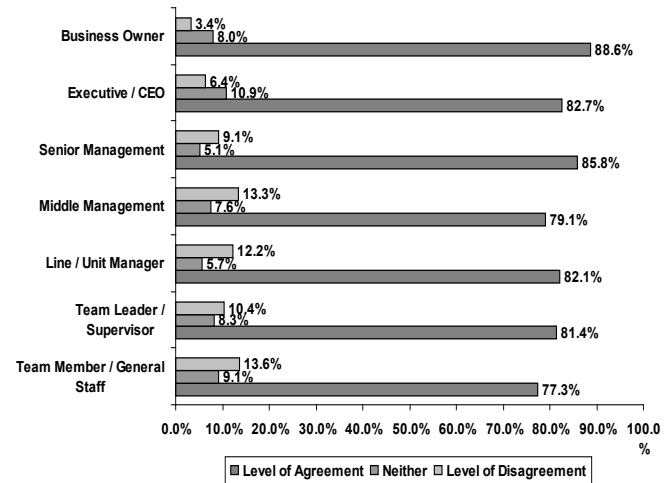


Figure 19.3 Projected Tenure interpretation of Figure 19.1

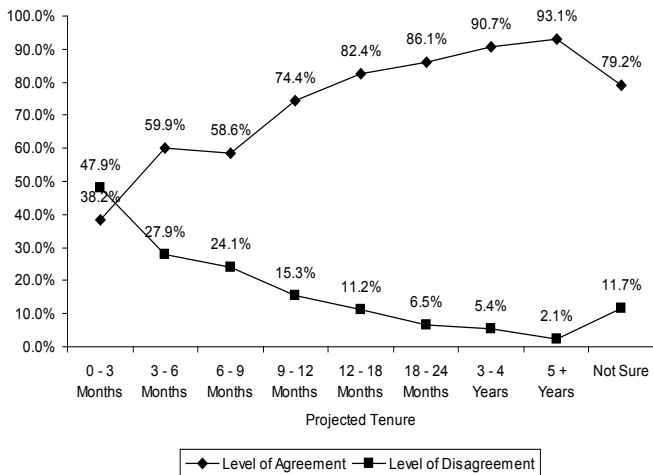
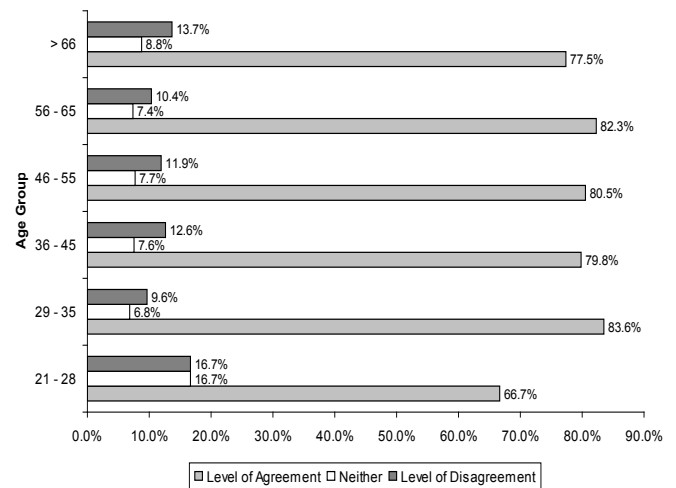


Figure 19.4 Age group interpretation of Figure 19.1



Key Findings – Management Skills (Appreciation)

81% (2349) of survey respondents agreed that their manager appreciates them, and 11.5% (333) indicated a level of disagreement. This suggests that about 1 in every 10 employees do not believe that their manager appreciates them.

Interpreted by position type, results indicate that the highest levels of disagreement (146%) were for team members/general staff followed by middle management (13%) and line and unit managers (12%).

Interpreted by projected tenure, results indicate that 58% of employees wanting to leave their current position in the next 12 months agree that their managers appreciate them compared to 99% of those that wish to remain for longer than 12 months. This indicates that approximately 6 out of 10 “disengaging” employees agreed with this statement, and close to every 9 out of 10 “engaged” employees agreed.

Interpreted by age group, results indicate that participants aged 29 to 35 have the highest level of agreement (84%) and respondents aged 21 to 28 have the highest level of disagreement (17%).

Appendix

20. Management Skills – Goals And Objectives

Survey participants were asked to indicate their level of agreement with the following statement – “My manager sets clear goals and objectives”

Figure 20.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager sets clear goals and objectives”.

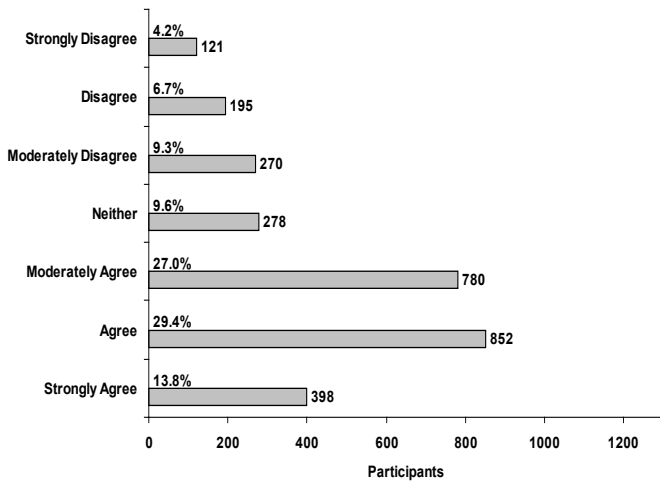


Figure 20.2 Position group interpretation of Figure 20.1

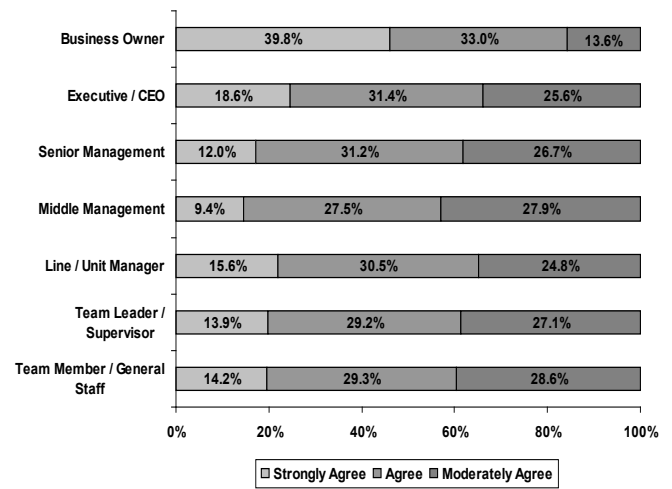


Figure 20.3 Projected Tenure interpretation of Figure 20.1

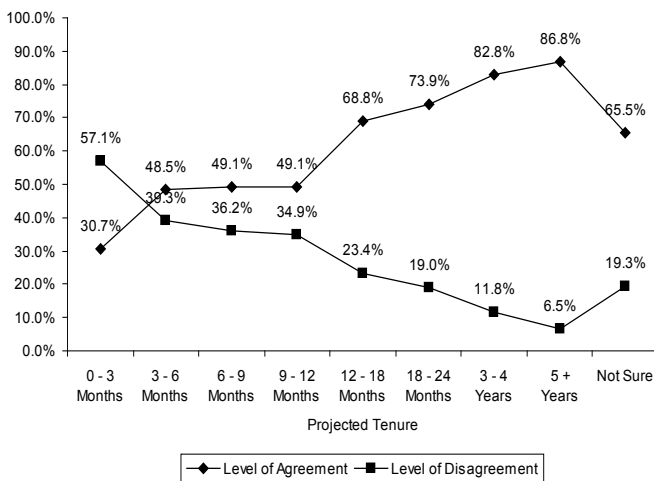
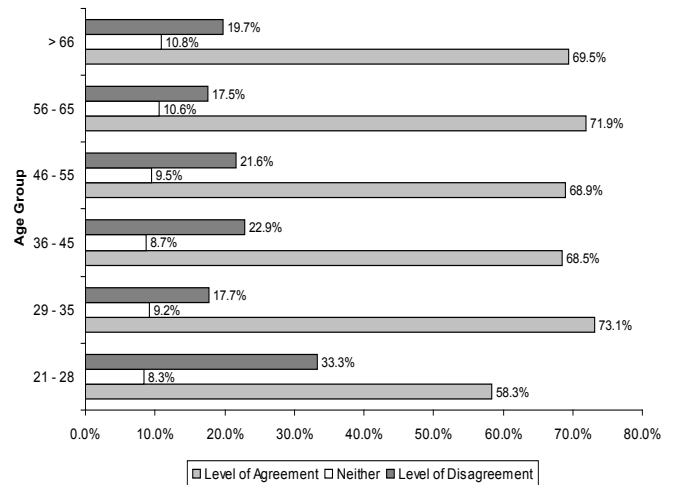


Figure 20.4 Age group interpretation of Figure 20.1



Key Findings – Management Skills (Goals And Objectives)

81% (2349) of respondents agreed that their manager sets clear goals and objectives and 20% (586) disagreed, indicating that approximately 1 in every 10 employees disagree that their manager sets clear goals and objectives.

Interpreted by position type, results indicate that fewer middle managers (9%) and senior managers (12%) strongly agreed that their manager sets clear goals and objectives.

Interpreted by projected tenure, results indicate that employees wanting to leave their current position in the next 12 months show an average disagreement level of 42% (302), compared to those that wish to remain for longer than 12 months (15%). These figures indicate that approximately 4 out of 10 disengaging employees disagreed with this statement, and approximately 1 to 2 out of 10 engaged employees disagreed.

Interpreted by age group, results indicate that respondents aged 29 to 35 have the highest level of agreement (73%). Participants aged 21 to 28 have the highest level of disagreement (33.3%).

Appendix

21. Management Skills – Motivation and Inspiration

Survey participants were asked to indicate their level of agreement with the following statement – “My manager motivates and inspires me”

Figure 21.1 Survey Participants were asked to indicate their level of agreement with the statement – “My manager motivates and inspires me”.

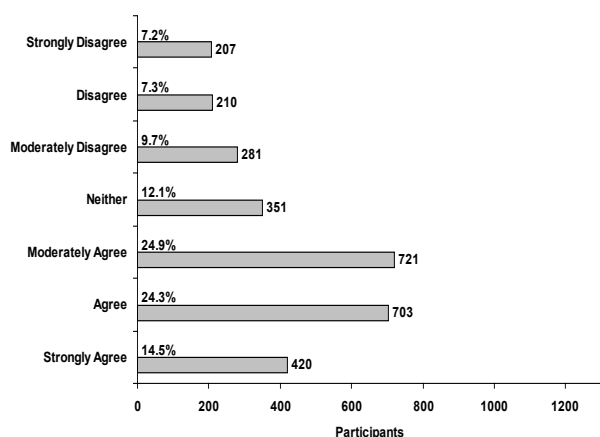
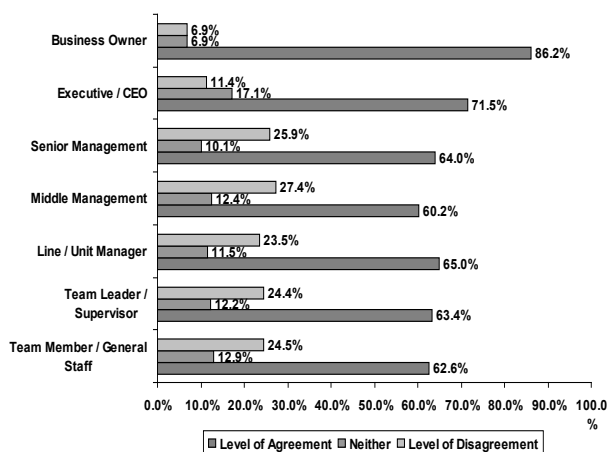


Figure 21.3 Projected Tenure interpretation of Figure 21.1



Key Findings – Management Skills (Motivation)

64% (1844) of survey participants agreed that their manager motivates and inspires them and 24% (698) indicated a level of disagreement. This indicates that approximately 1 in every 10 employees disagree that their manager motivates and inspires them. 7% (207) of survey participants strongly disagreed that their manager motivated and inspired them.

Interpreted by position type, results indicate that the middle managers had the highest result from participants that disagreed, at 27.4 (204) and the averaged of all groups from team members / general staff to senior managers was 25.1% (187). These results suggest that around 1 in every 4 participants from general staff through to senior managers disagree that their manager motivates and inspires them.

Figure 21.2 Position group interpretation of Figure 21.1

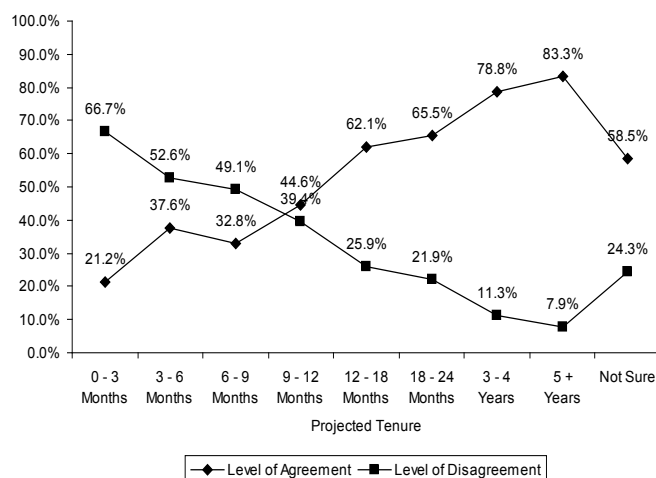
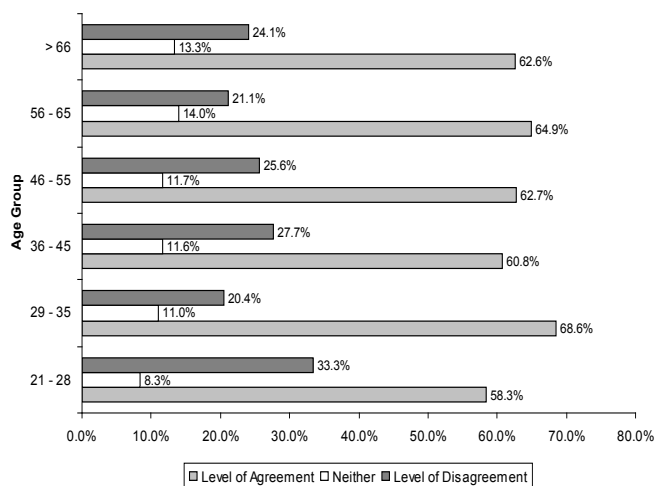


Figure 21.4 Age group interpretation of Figure 21.1



When the results are interpreted by projected tenure, the weighted results indicate that employees wanting to leave their current position in the next 12 months show an average disagreement level of 51.9% (388), compared to those that wish to remain for longer than 12 months, at 16.8% (125). These figures indicate that approximately 5 out of 10 disengaging employees disagreed with this statement, and approximately 1 to 2 out of 10 engaged employees disagreed.

When the results are interpreted by age group, the weighted results indicate that participants in the age group of 29 to 35 have the highest level of agreement at 68.6% (612). Participants in the age group of 36 to 45 have the highest level of disagreement at 27.7% (247).

Appendix

22. Tenure

This section analyses the period in which employees believe they will remain in their current position with their current employer.

Survey participants were asked to select a time frame regarding the following statement – “Approximately, how much longer do you think you will remain with your current employer?”

Figure 22.1 Survey Participants were asked to indicate
“Approximately, how much longer do you think you will remain with your current employer”.

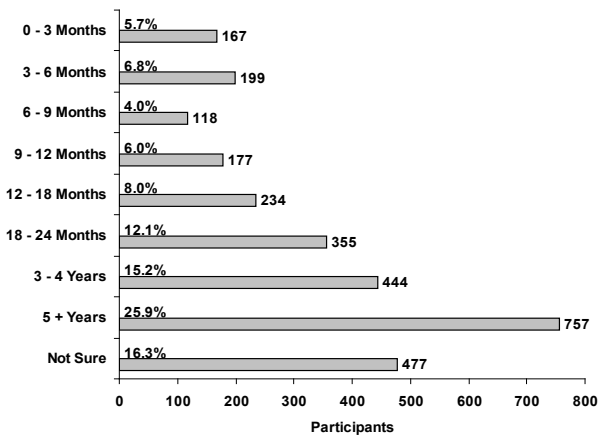


Figure 22.2 Position group interpretation of Figure 21.1

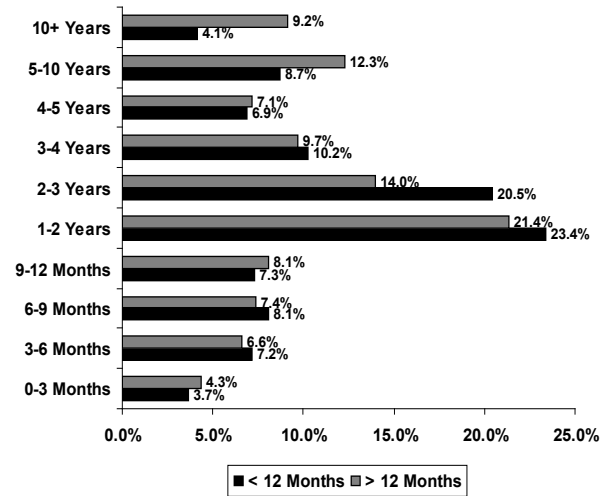


Figure 22.3 Projected Tenure interpretation of Figure 21.1

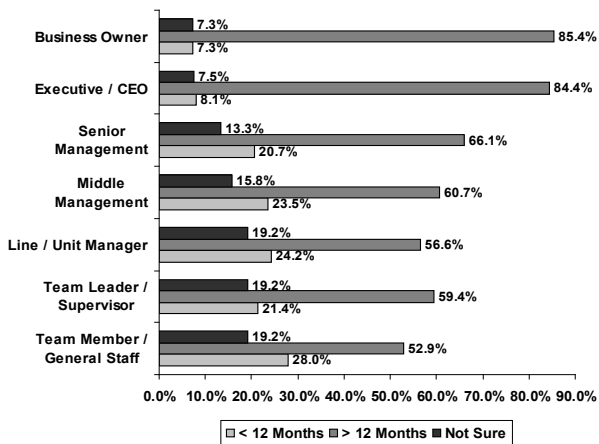
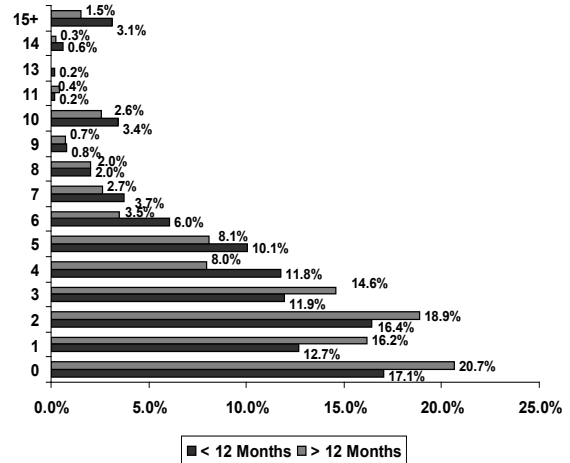
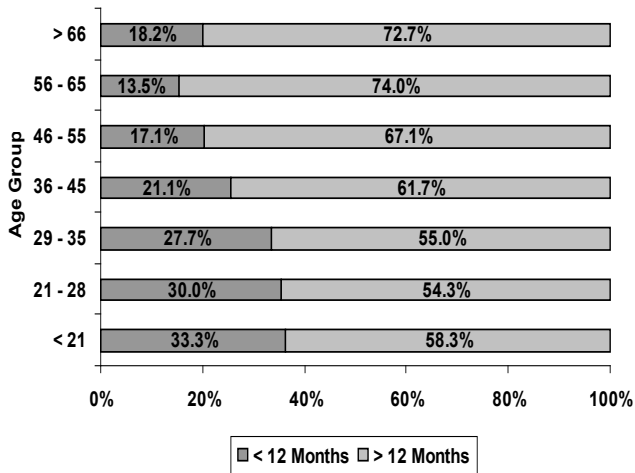


Figure 22.4 Age group interpretation of Figure 21.1



Appendix

Figure 22.5 Age Group interpretation of Figure 22.1
'Not Sure' option has been excluded.



Key Findings- Tenure

22% of respondents indicate they will leave their employer within 12 months and 61% indicated they see themselves remaining with their current employer for longer than 12 months. Results show that approximately 30.5% (895) will leave within 12-18 months, and a total of 42.5% (1247) will leave within 18-24 months. 16% (477) of respondents were not sure when or if they will look at leaving their employer.

Interpreted by position type, results indicate that 28% (210) of the participants in the team member/general staff group will leave their current employer within 12 months while 8% (465) of executives and CEOs will leave. This suggests that just over 1 in 4 junior employees will leave their employer in the next 12 months.

Interpreted by current position length, results indicate that 23% (146) of respondents that wish to leave their employer in the next 12 months have been in their current position for 1 to 2 years. 26% (164) of the employees wishing to leave in the next 12 months have been in their current position for 12 months or less. This result suggests that 1 in 4 participants will begin disengaging within 12 months of recruitment.

Interpreted by age group, figures indicate that 30% (270) of respondents aged between 21 and 35 will leave their current position within the next 12 months.

Appendix

23. Employee Disengagement – The Factors

Survey participants that select a period between 0 and 12 months in question 22 were directed to the following question – “You said you would remain with your employer no more than 12 months; please indicate the most important reasons why”

Figure 23.1 Survey Participants were asked to select the most important reasons as to why they will leave their current employer in the next 12 months.

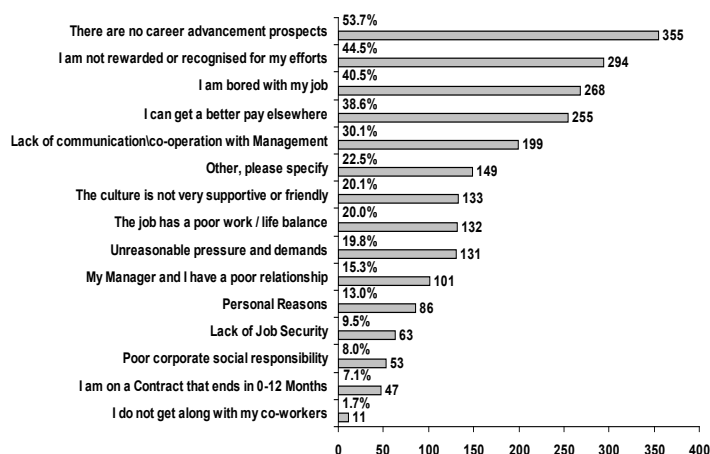


Figure 23.2 Age Group interpretation of the 4 top reasons selected in Figure 23.1

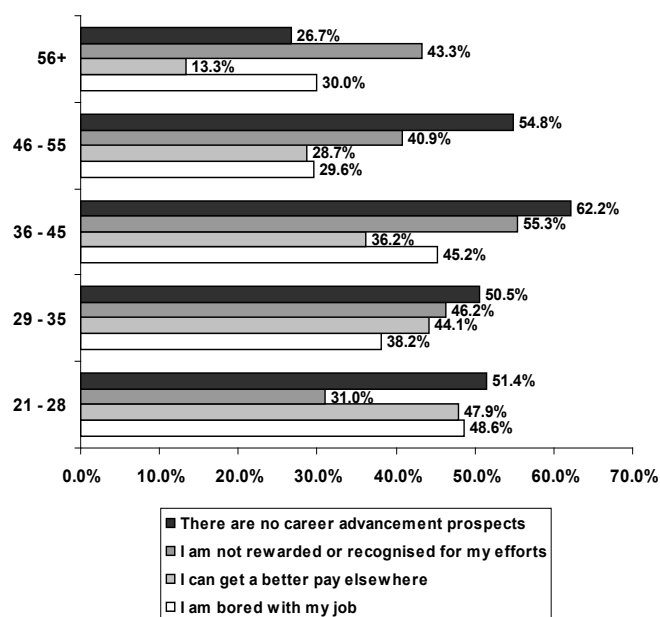


Figure 23.3 Position type interpretation of the main reason from Figure 23.1

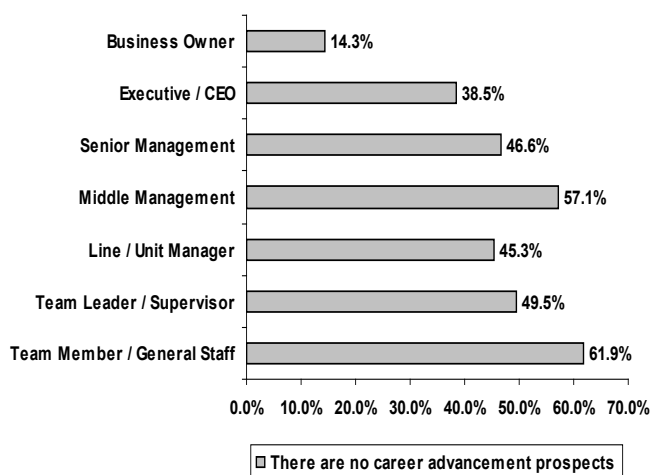
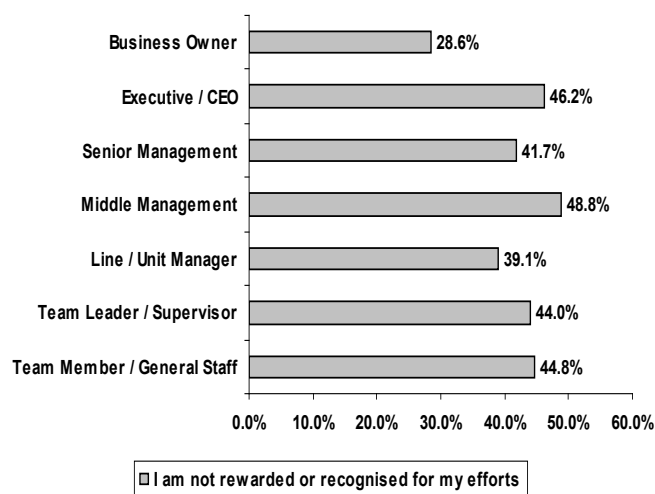


Figure 23.4 Position type interpretation of the second reason from Figure 23.1



Appendix

Figure 23.5 Position type interpretation of the third reason from Figure 23.1

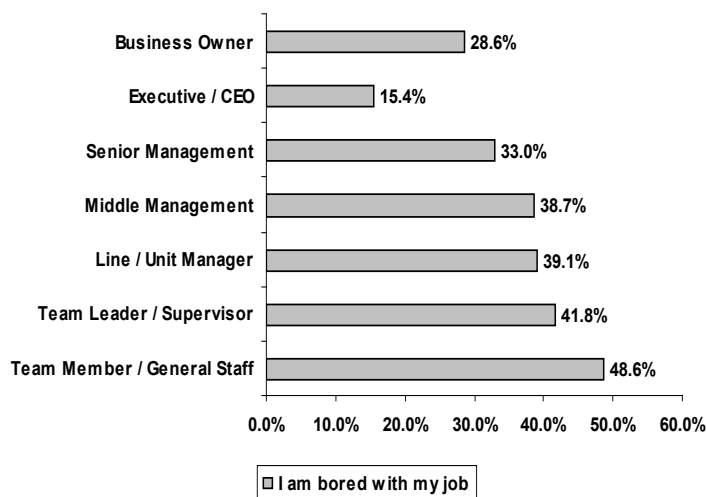
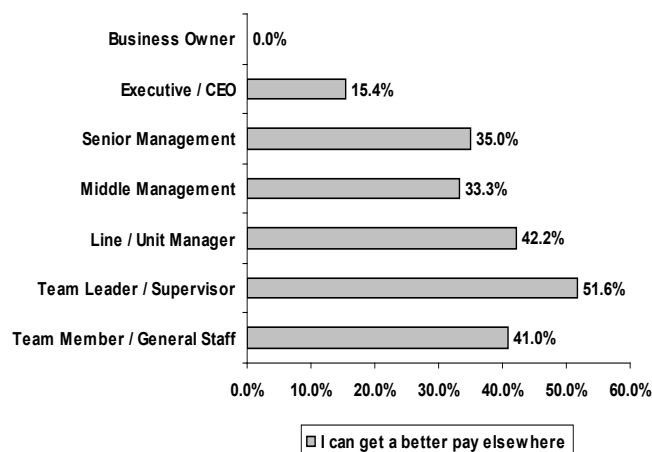


Figure 23.6 Position type interpretation of the fourth reason from Figure 23.1



Key Findings – Employee Disengagement – The Factors

The key reasons an employee said they were leaving their current role within 12 months were:-

There are no career advancement prospects – 53.7% (355)

I am not rewarded or recognized for my efforts – 44.5% (294)

I am bored with my job – 40.4% (268)

I can get better pay elsewhere – 38.6% (255)

When the results were interpreted against employee age, the weighted results indicated that respondents aged between 36 and 45 were the most concerned with no career advancement prospects (62% or 555 respondents). This was followed by 46 to 55 year olds (55%) and 21-28 year olds (51%). Apart from respondents in the 56-plus age group, these results suggest that 1 in every 2 employees are leaving their employer due to lack of career opportunities.

Interpreted by position group, the weighted results indicate that team members and general staff are the most concerned with a lack of career opportunities, with a result of 61.9% (465).

In regards to reward and recognition, middle managers were the most concerned (49%).

In regards to job satisfaction, 49% (365) of team members and general staff indicated they are bored with their current job.

52% of team leaders and supervisors indicated that they are concerned with their level of pay, and will look elsewhere for better benefits

Appendix

24. Employee Engagement – The Factors

Survey participants that selected a period of 12 months or more in question 22 were directed to the following question – “You indicated that you would remain with your company for longer than 12 months or are not sure; please indicate the most important factors that are keeping you there.”

Figure 24.1 Survey Participants were asked to indicate the most important factors that are keeping them in their current place of employment.

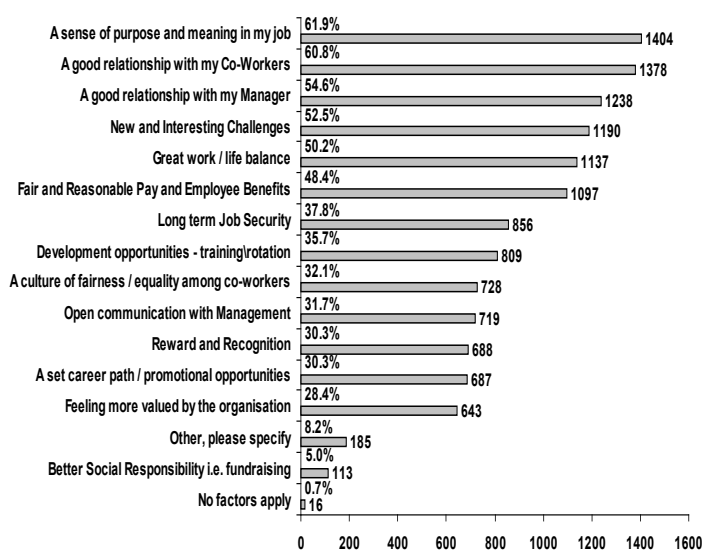


Figure 24.3 Position Group interpretation of the top reason from Figure 24.1

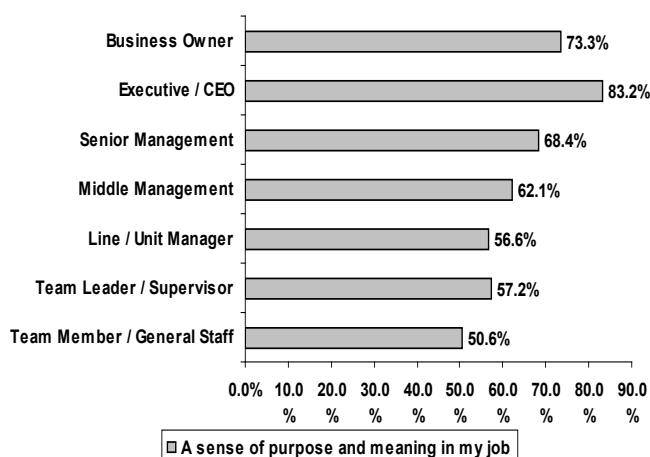


Figure 24.2 Age Group interpretation of the top 4 factors indicated in Figure 24.1

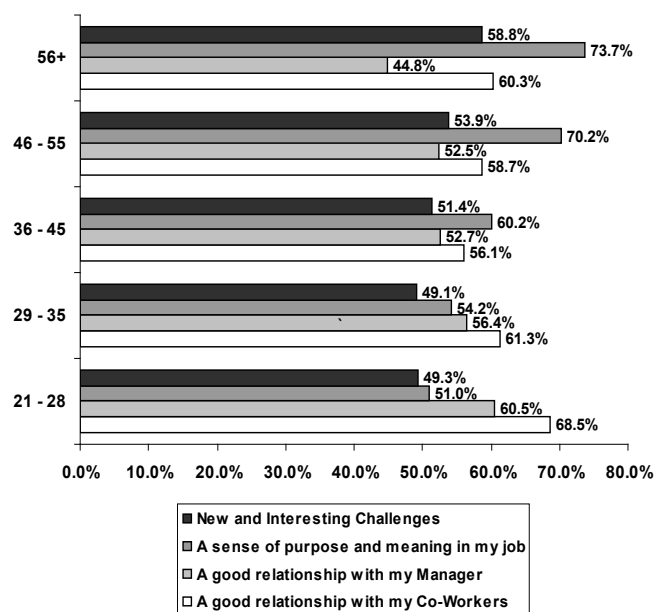
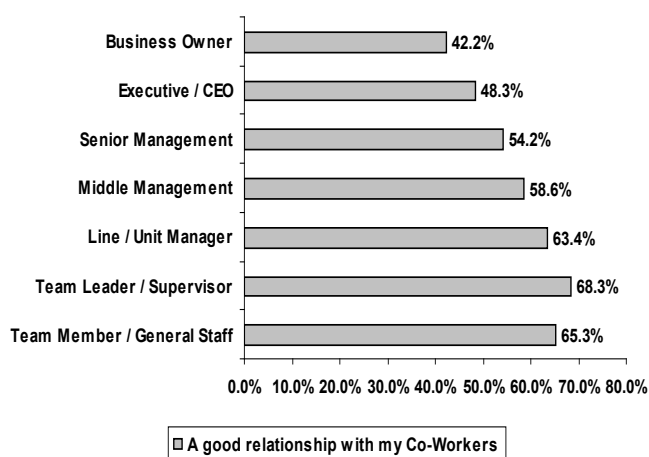


Figure 24.4 Position Group interpretation of the second reason from Figure 24.1



Appendix

Figure 24.5 Position Group interpretation of the third reason from Figure 24.1

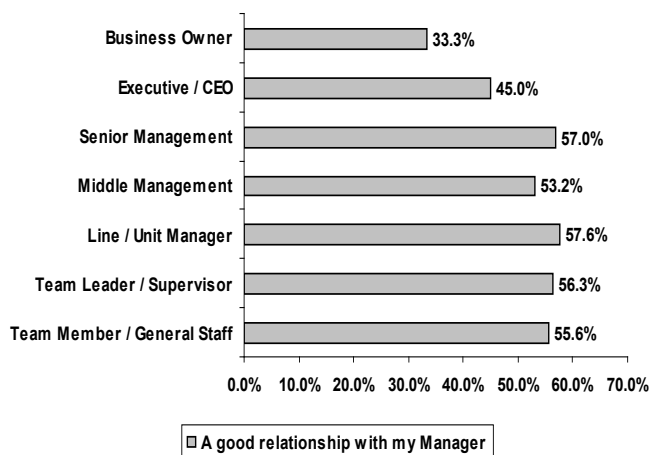
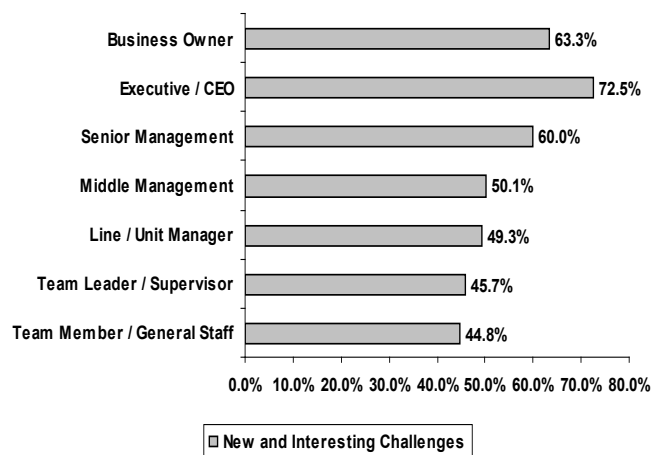


Figure 24.6 Position Group interpretation of the fourth reason from Figure 24.1



Key Findings – Employee Engagement – The Factors

If an employee selected not sure or 12-plus months in question 22, they were asked to indicate the main reasons as to why they were staying their current role. The top reasons were:

- A sense of purpose and meaning in my job – 62% (1404)
- A good relationship with my co-workers – 61% (1378)
- A good relationship with my manager – 55% (1238)
- New and interesting challenges – 52.5% (1190)

Interpreted against employee age, results indicate that a sense of purpose and meaning in their job is most important to 74% (657) of employees aged 56 or over. This is followed closely by employees in the age group 46 to 55 (70%). A good relationship with co-workers was the most important factor for employees aged between 21 and 28 (68.5%), followed closely by employees aged 29 to 35 (61%).

Interpreted by position group, 83% of executives and CEOs have the highest result in regards to having a sense of purpose and meaning in their job.

Team Leaders and supervisors rate the most important factors to be a good relationship with their co-workers (68.3%).

The relationship one has with their manager rated highest for line and unit managers (58%).

New and interesting challenges achieved the highest result from executives and CEOs with 72.5% (544) of this group rating this factor highly.

The key reasons an employee said they were leaving their current role within 12 months were:-

- There are no career advancement prospects – 53.7% (355)
- I am not rewarded or recognized for my efforts – 44.5% (294)
- I am bored with my job – 40.4% (268)
- I can get better pay elsewhere – 38.6% (255)

When the results were interpreted against employee age, the weighted results indicated that respondents aged between 36 and 45 were the most concerned with no career advancement prospects (62% or 555 respondents). This was followed by 46 to 55 year olds (55%) and 21-28 year olds (51%). Apart from respondents in the 56-plus age group, these results suggest that 1 in every 2 employees are leaving their employer due to lack of career opportunities.

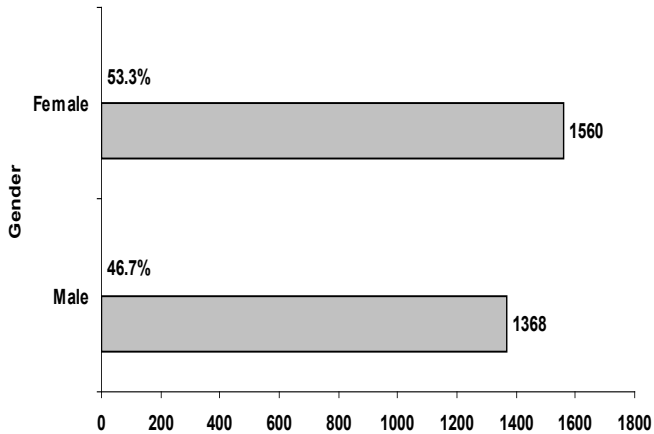
Interpreted by position group, the weighted results indicate that team members and general staff are the most concerned with a lack of career opportunities, with a result of 61.9% (465).

Appendix

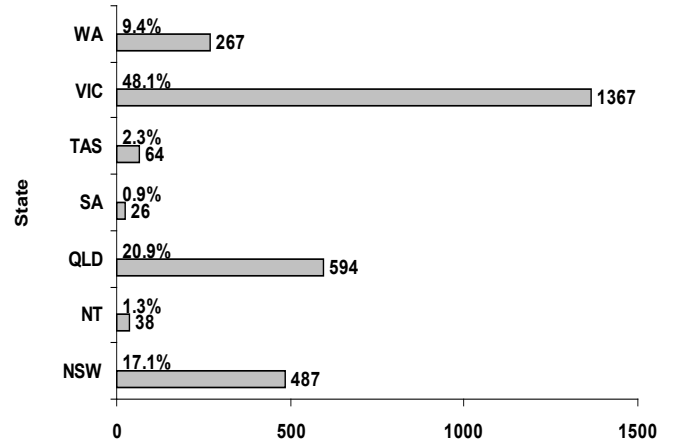
25. Survey Demographics

Exactly 2928 survey participants were part of this survey. Below are the demographic details of their backgrounds.

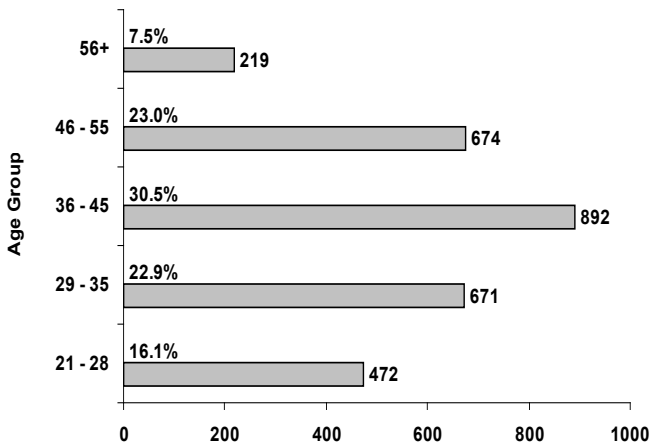
Gender



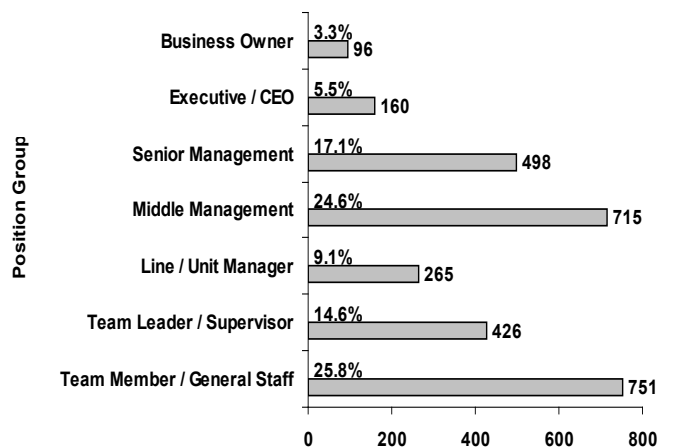
State



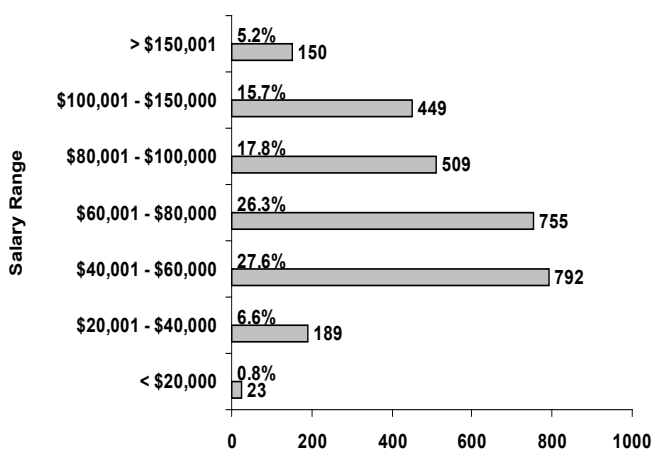
Age Group



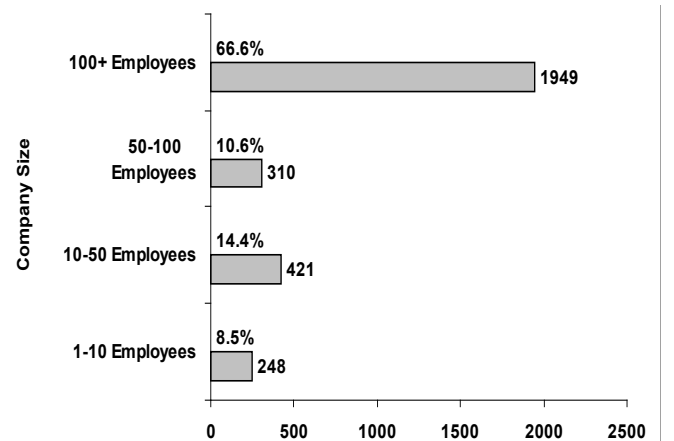
Position Group



Salary Range



Company Size



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no limits