



seek

Satisfaction & Motivation Study 2010

NEW ZEALAND



The Seek Employee Satisfaction & Motivation Survey has been tracking how New Zealand employees are feeling, since 2004.

Unless shown, results are consistent across generations, regions, and industries

The majority of the presentation is based on a sample of currently employed respondents (n= 2996)

New analysis includes:

- Explore different segments / groups and understand the differences
- Clearer insight into the differences of Active vs Passive jobseekers
- Modelling in terms of understanding the key drivers of happiness and advocacy

Employee Job Security And Happiness



- Employees are becoming less concerned about their job and are more likely to say the economy isn't slowing down
- Following a drastic shift in July 2009, results are stabilising as confidence returns.

Employers can no longer be complacent and expect staff to be grateful for their job.

Staff want to be shown that their employer is committed to improving their:

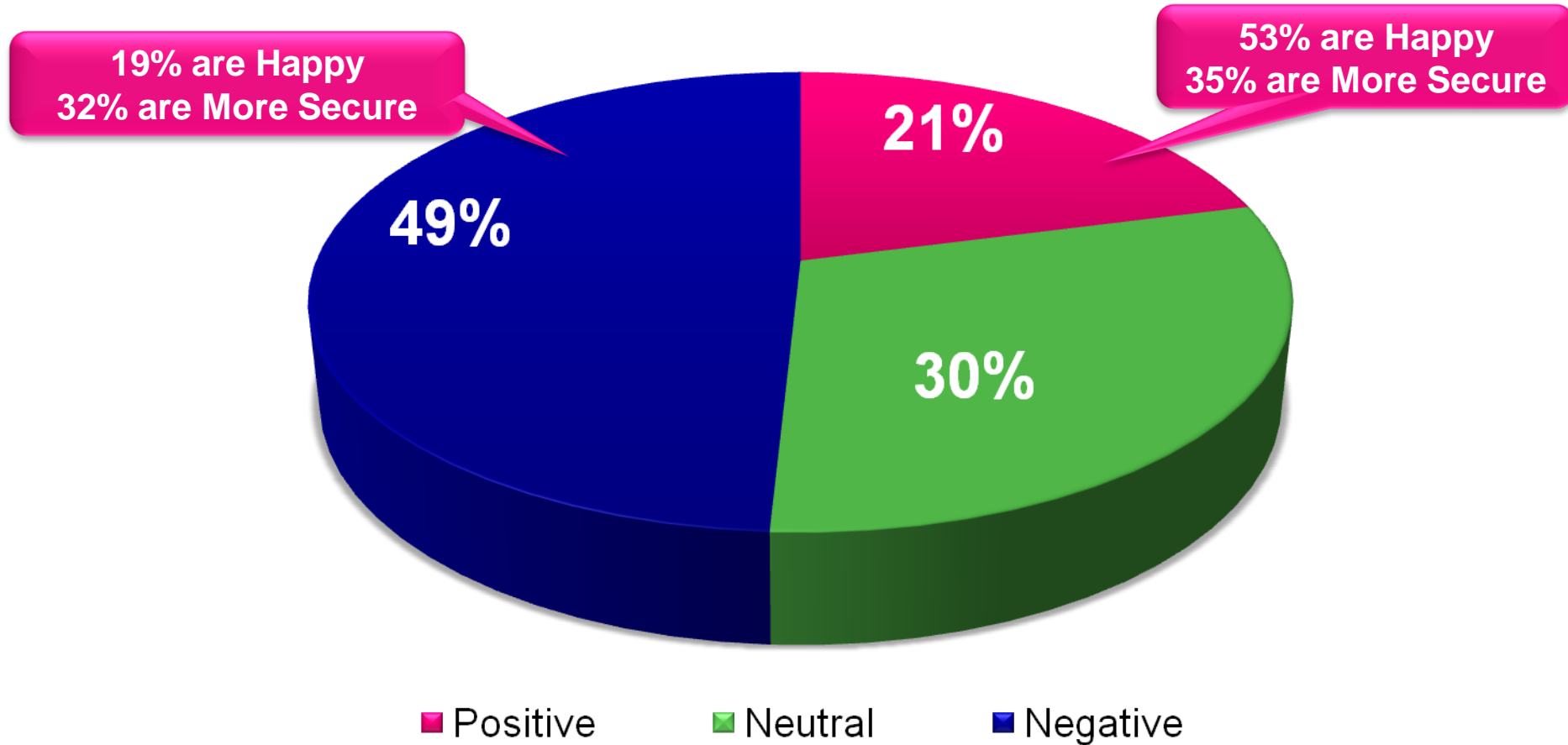
- self development (career training and progression)
- work environment (culture, morale)
- welfare (stress levels, feeling appreciated and engaged)

Employee Thoughts About Their Organisation



Only 1 in 5 Employees report Positive Morale at their Workplace

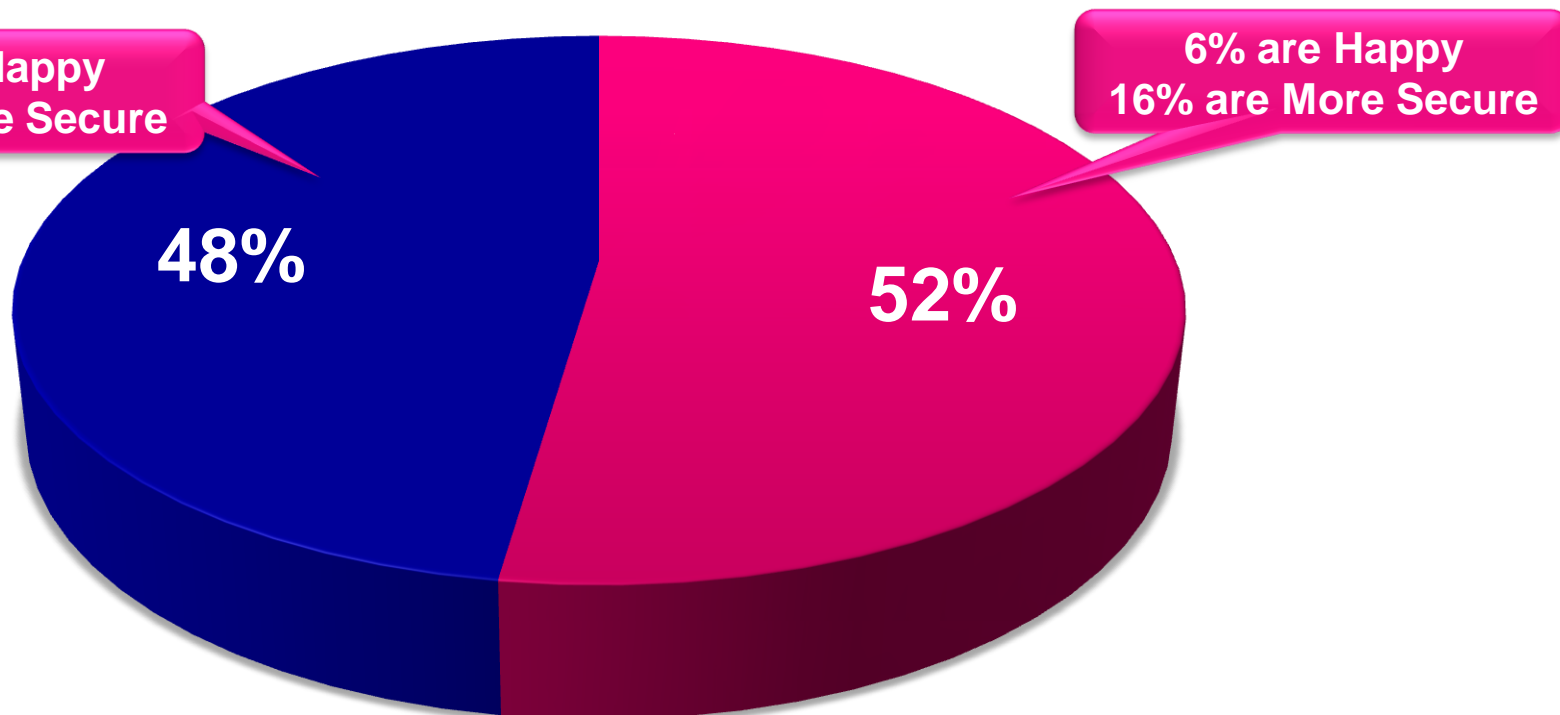
Q. How's the current morale in your workplace?



Note: Data shown is % '5 – There is a high positive energy' + 4, 3 – Neutral, and '1 – There is a low and negative energy' + 2
 Data shown for 'Happy' is % 'Very happy' + 'Happy'; data shown for 'More Secure' is % 'Much more secure' + 'Slightly more secure'
 Q14. How's the current morale in your workplace?
 Base: Respondents who are employed (n=2996)

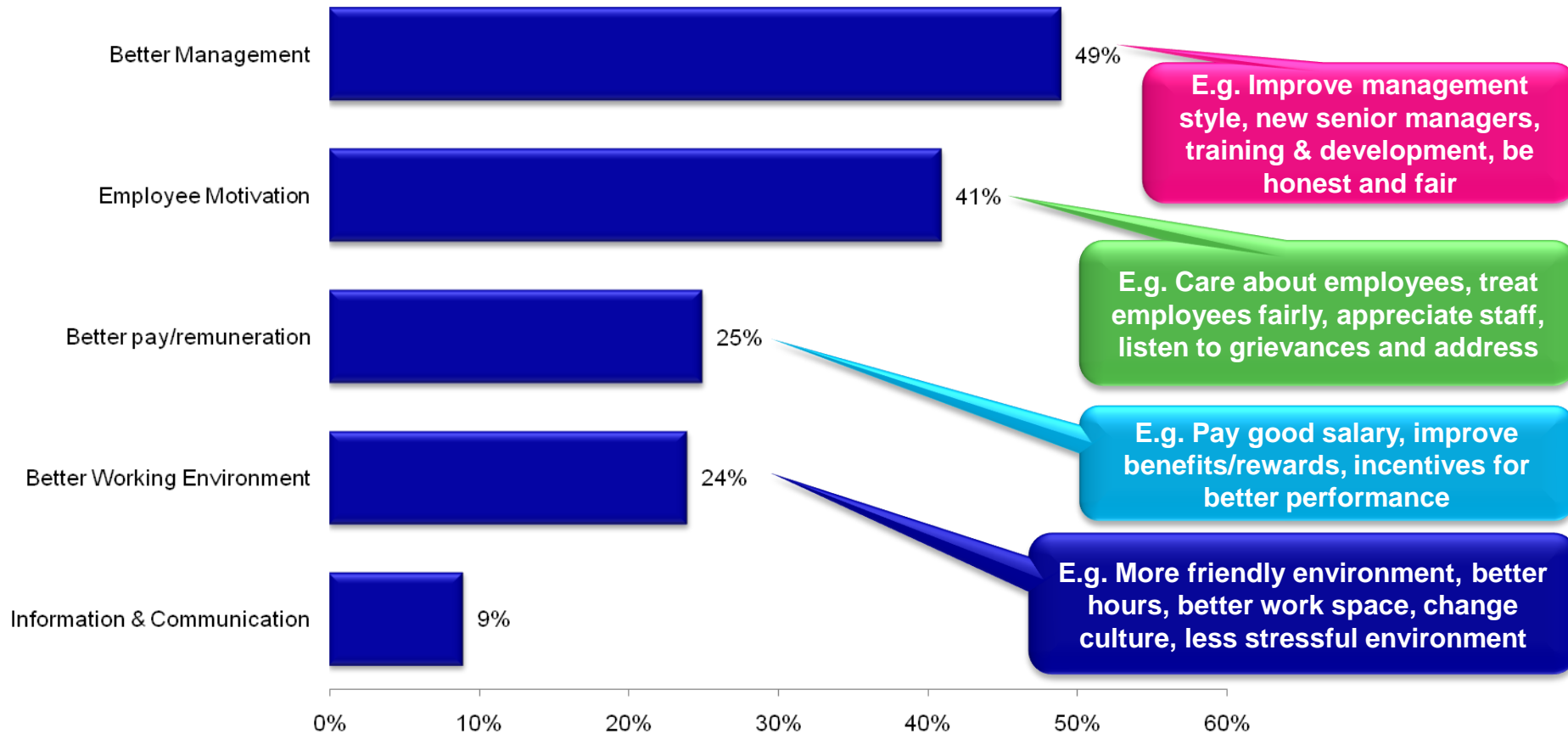
1 in 2 NZ Employees would Recommend their Workplace to a Friend

Q. If a friend was Seeking employment and your organisation was hiring, would you recommend your workplace to your friend?



- No, I wouldn't recommend it. It's not a great place to work
- Yes, it's a great place to work

Q. What would your company have to do to make you recommend them as a workplace? OPEN ENDED



Please tell us the best way your employer can keep you motivated? (OPEN ENDED QUESTION)
Base: Respondents who would not recommend their employer (n=1567)

What would make Employees Recommend their Workplace?

A lot more people skills and management skills. There is a huge lack of appreciation and openness for new ideas or ways of doing things

Better communication of company goals and a plan to reach these goals that individuals can see how they can contribute to the outcome

Better pay, more flexibility, and a better focus on employee satisfaction with a vibrant positive work environment

Cut the amount of work required or increase the salary to bring it into line with the amount of extra work done for no pay

Change the CEO, implement 360 reviews of management, start saying thank you. Stop breaching employment law.

HAPPY & MORE SECURE

89%

would recommend
organisation

2%

intend to leave in
the next 3 months

UNHAPPY & LESS SECURE

18%

would recommend
organisation

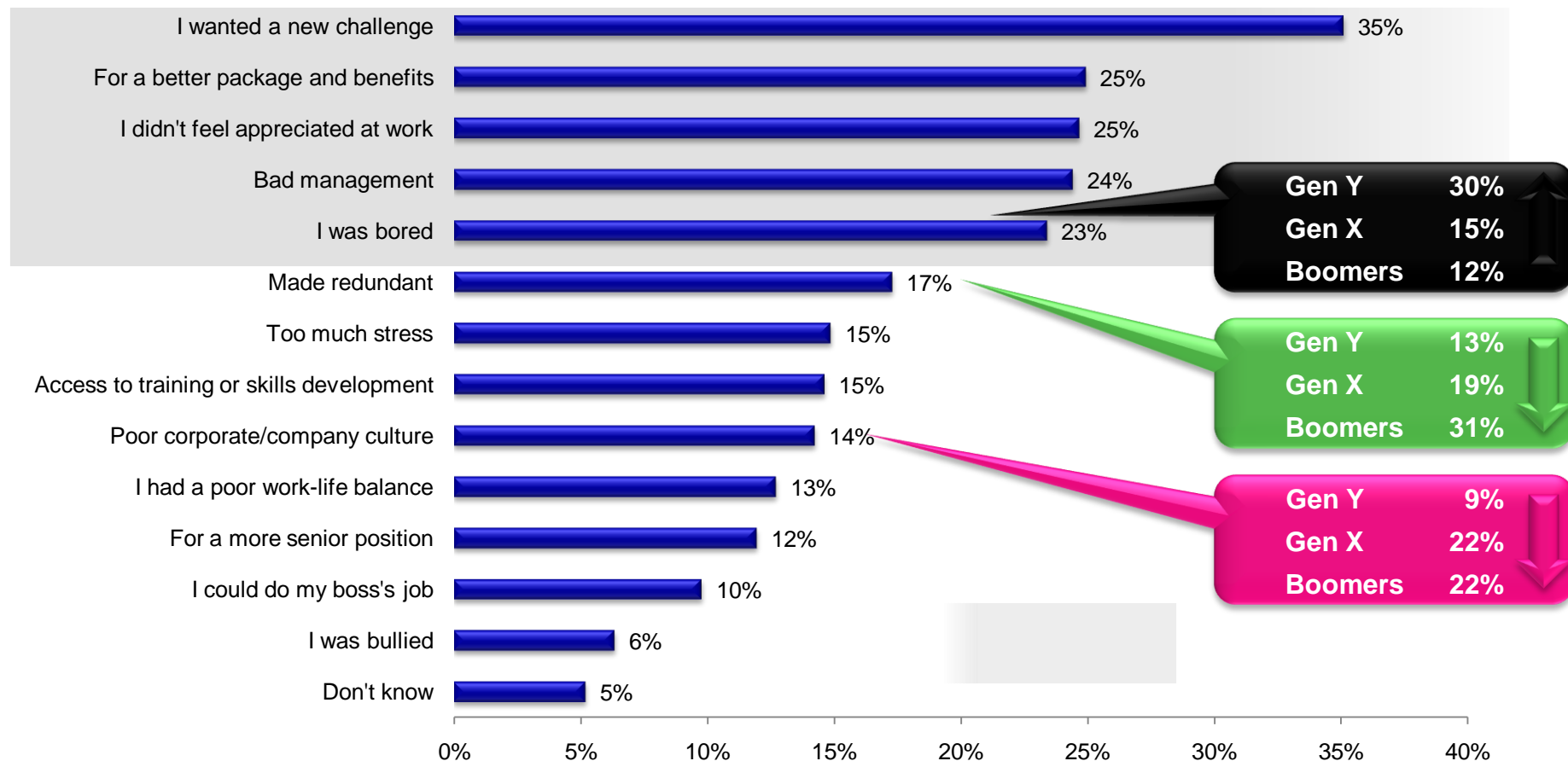
32%

intend to leave in
the next 3 months

Employee Retention



1 in 3 Employees leave to Seek New Challenges

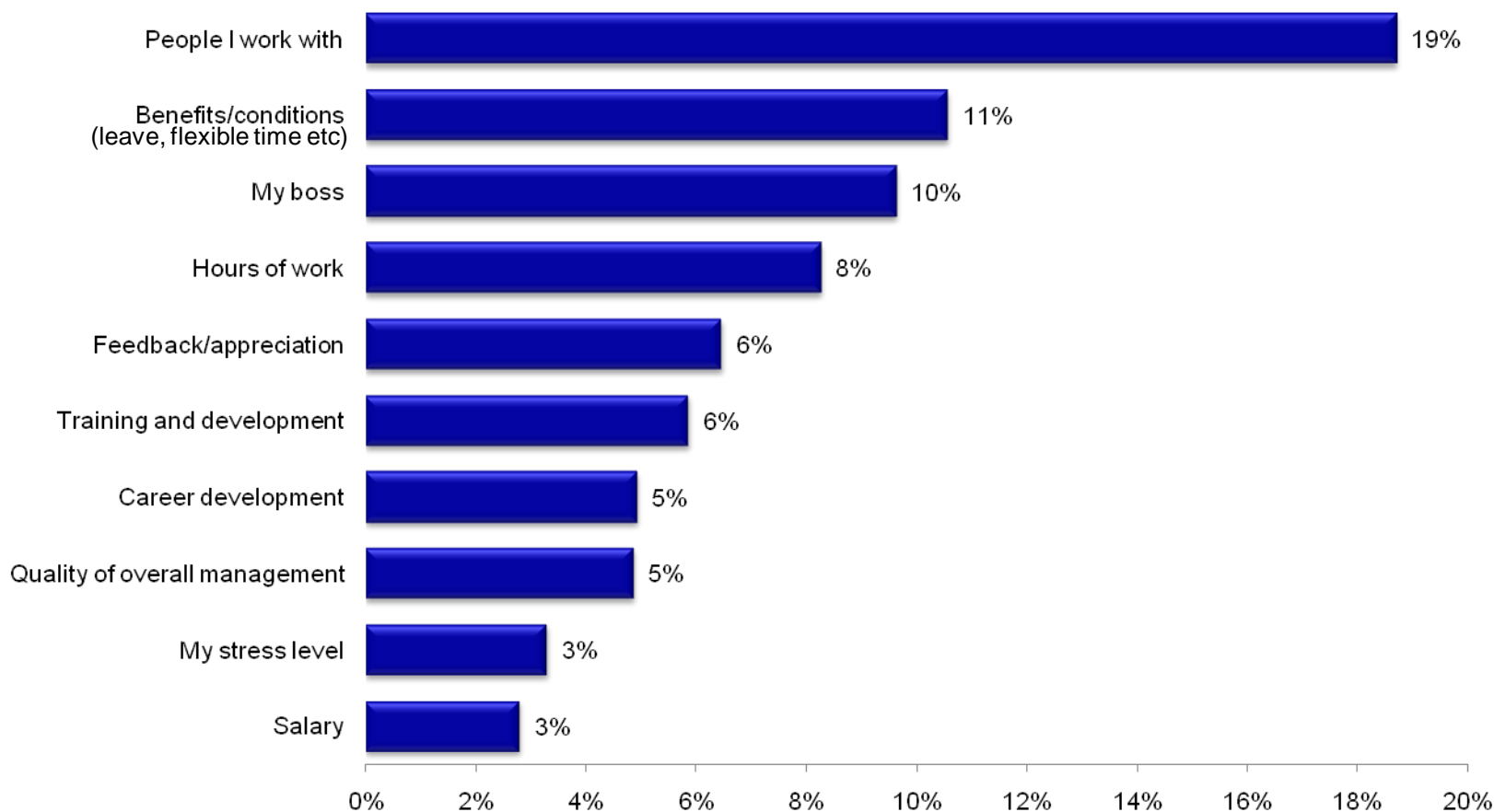


Note: Data shown is % mentioning as one of top 3 reasons.

Q8. Which of the following reasons contributed to your decision to leave your last job? Please rank top 3 reasons

Base: Those who have been working for current employer for less than a year (Feb 2010 n=786)

Q. Rate what you love about your current job.

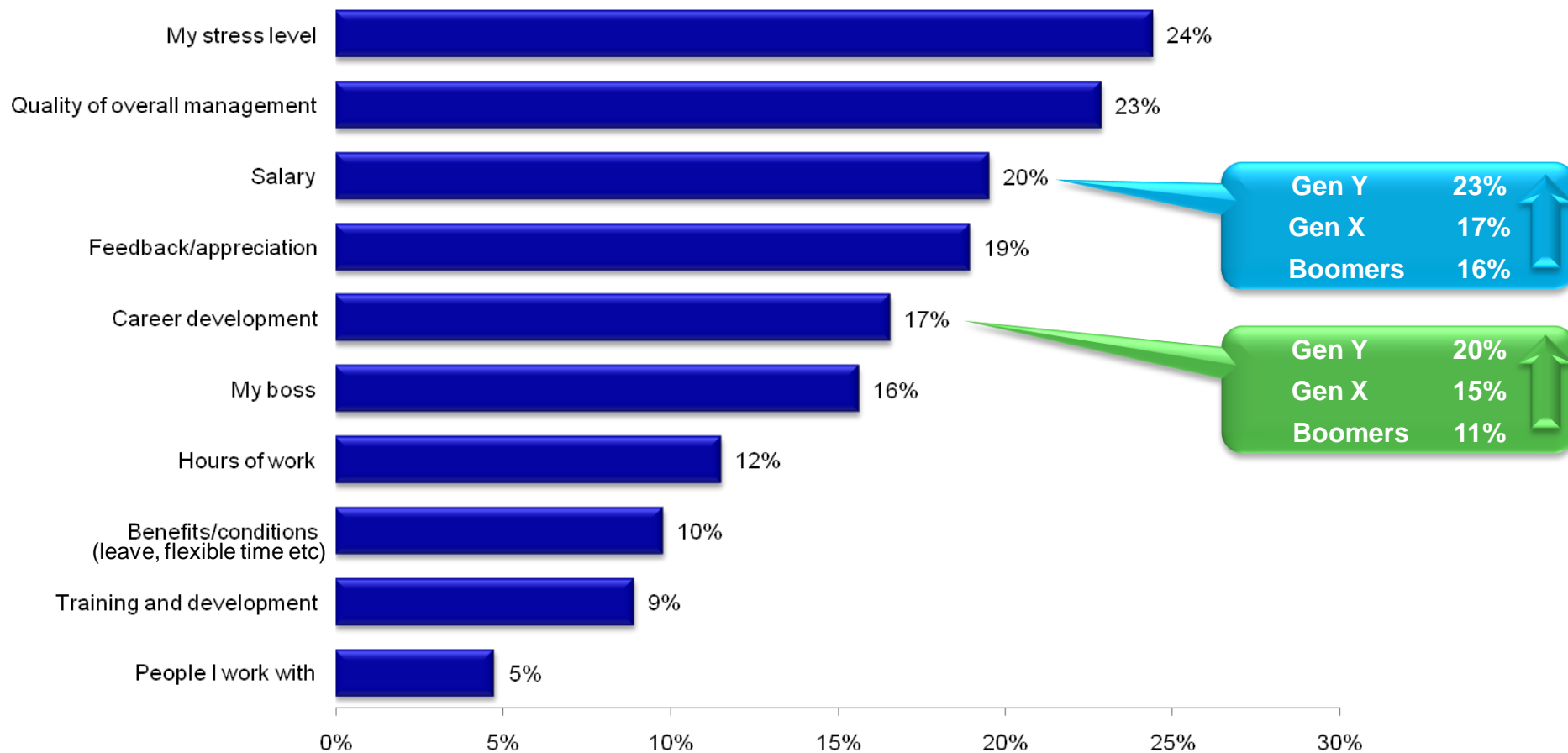


Note: % shown is love – top box

Q18. Rate what you love or hate about your current job:

Base: Respondents who are employed (n=2996)

Q. Rate what you hate about your current job.



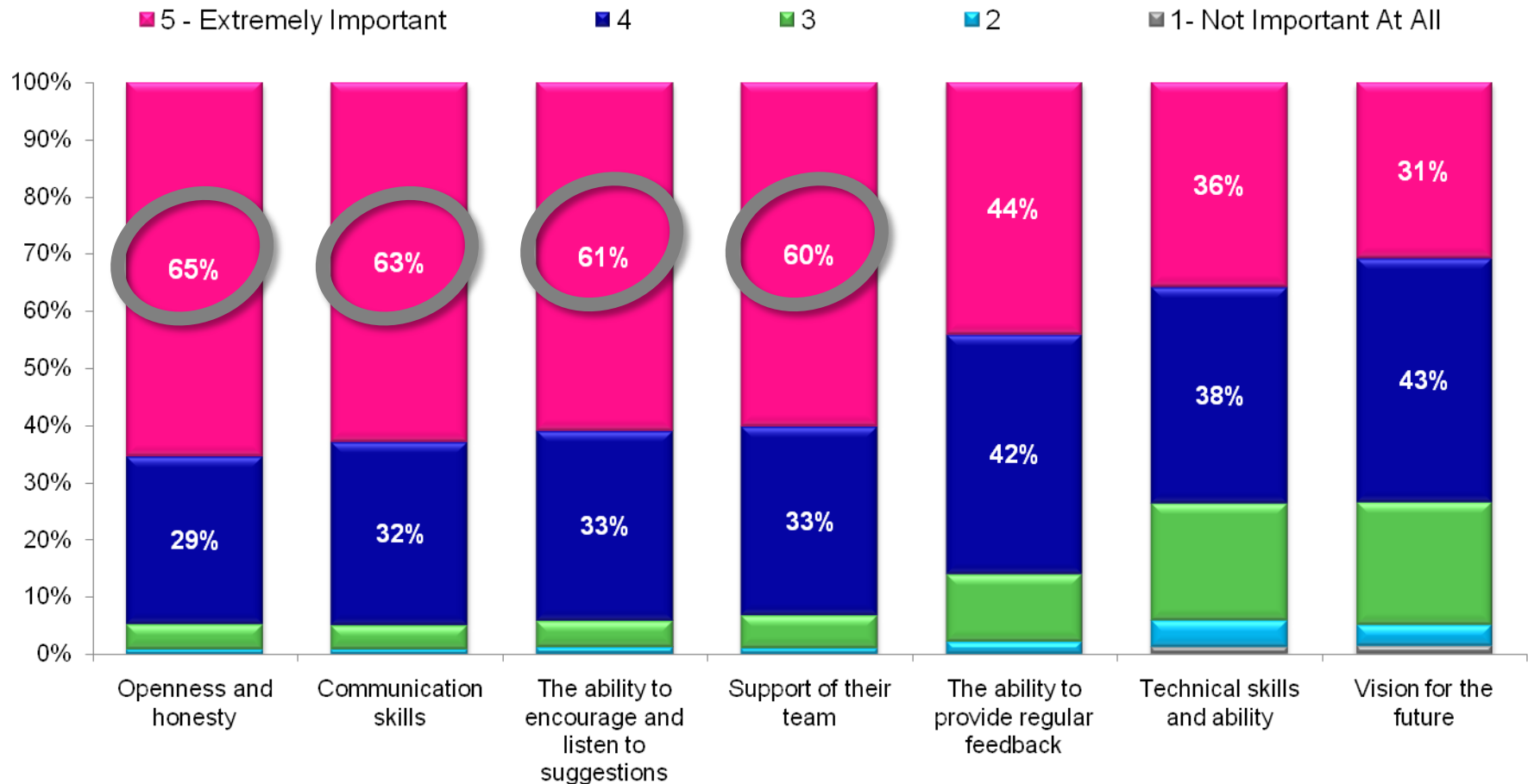
Note: % shown is hate – bottom box

Q18. Rate what you love or hate about your current job:

Base: Respondents who are employed (n=2996)

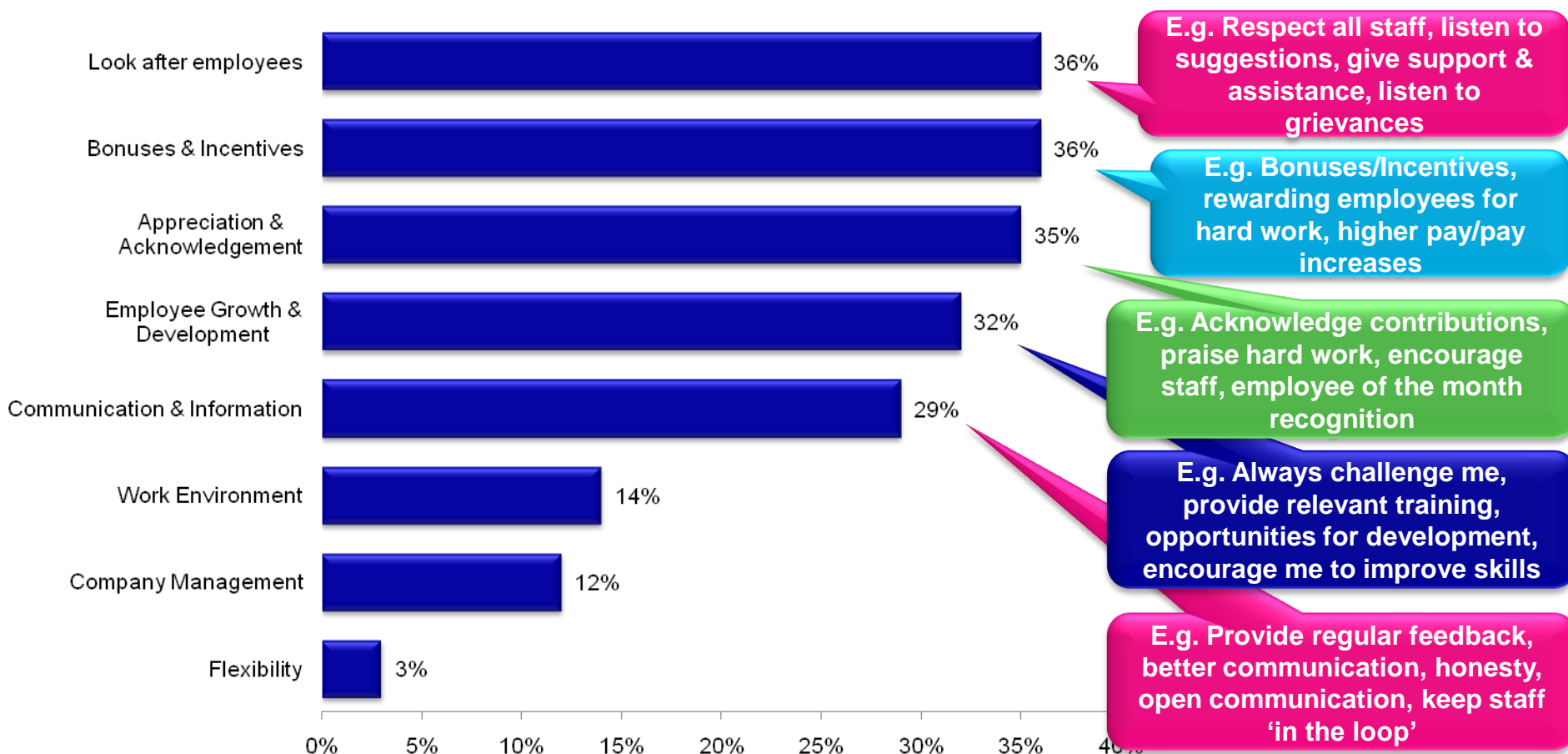
Openness, Honesty, & Communication most important traits in Managers

Q. In general, what management qualities are most important for your manager to have.



Q22. In general, what management qualities are most important for your manager to have
(Please rate them from 1=not at all important to 5=extremely important).
Base: Respondents who are employed (n=2996)

Q. Please tell us the best way your employer can keep you motivated? OPEN ENDED



Please tell us the best way your employer can keep you motivated? (OPEN ENDED QUESTION)
Base: Respondents who are employed (n=2996)

What Can Employers do to Motivate Employees?

The best way to motivate staff is incentive. Give employees a goal to work towards and turn it into a game. First person to reach the set goal gets something, ie. gift cards, store credit or a bonus in their next pay.

Feedback,
Challenge, and
Good Pay

An employer needs to be approachable, honest and trustworthy. Benefits are great but encouragement, support and professional development are worth more than a bonus here and there.

Be really clear about where we need to get to, write it down, send it to everyone, bring everybody together, make sure they understand it - then get out of the way and let people get it done.

By providing a culture of openness and collaborative working, ensuring that innovation and achievement is rewarded, and staff are supported and allowed to develop

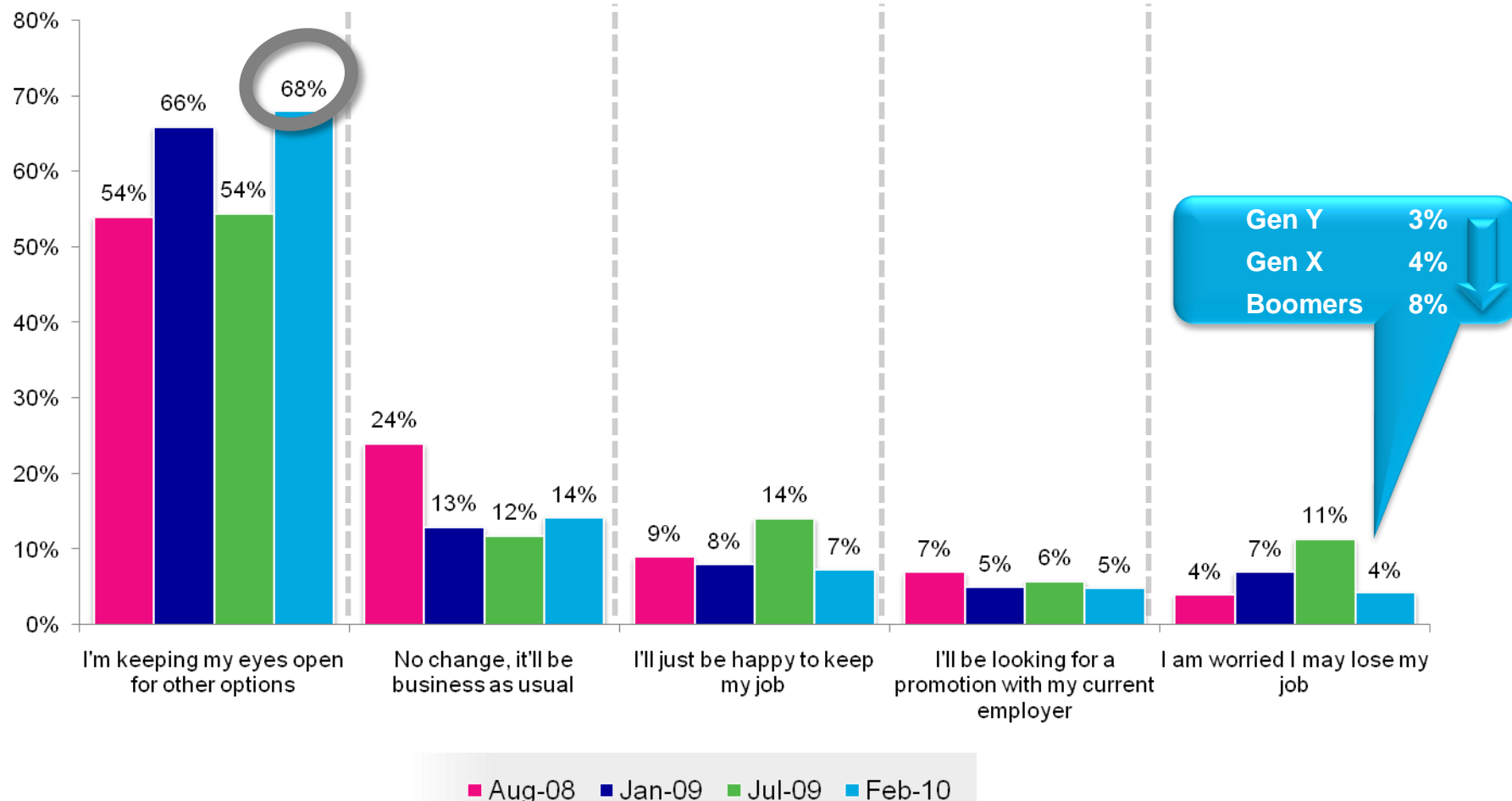
By setting challenges. I am motivated by the desire to exceed expectations. Rewarding with responsibility should be tempered with remuneration.

Employee Thoughts About The Future



7 In 10 Employees Keeping Eyes Open for other Options

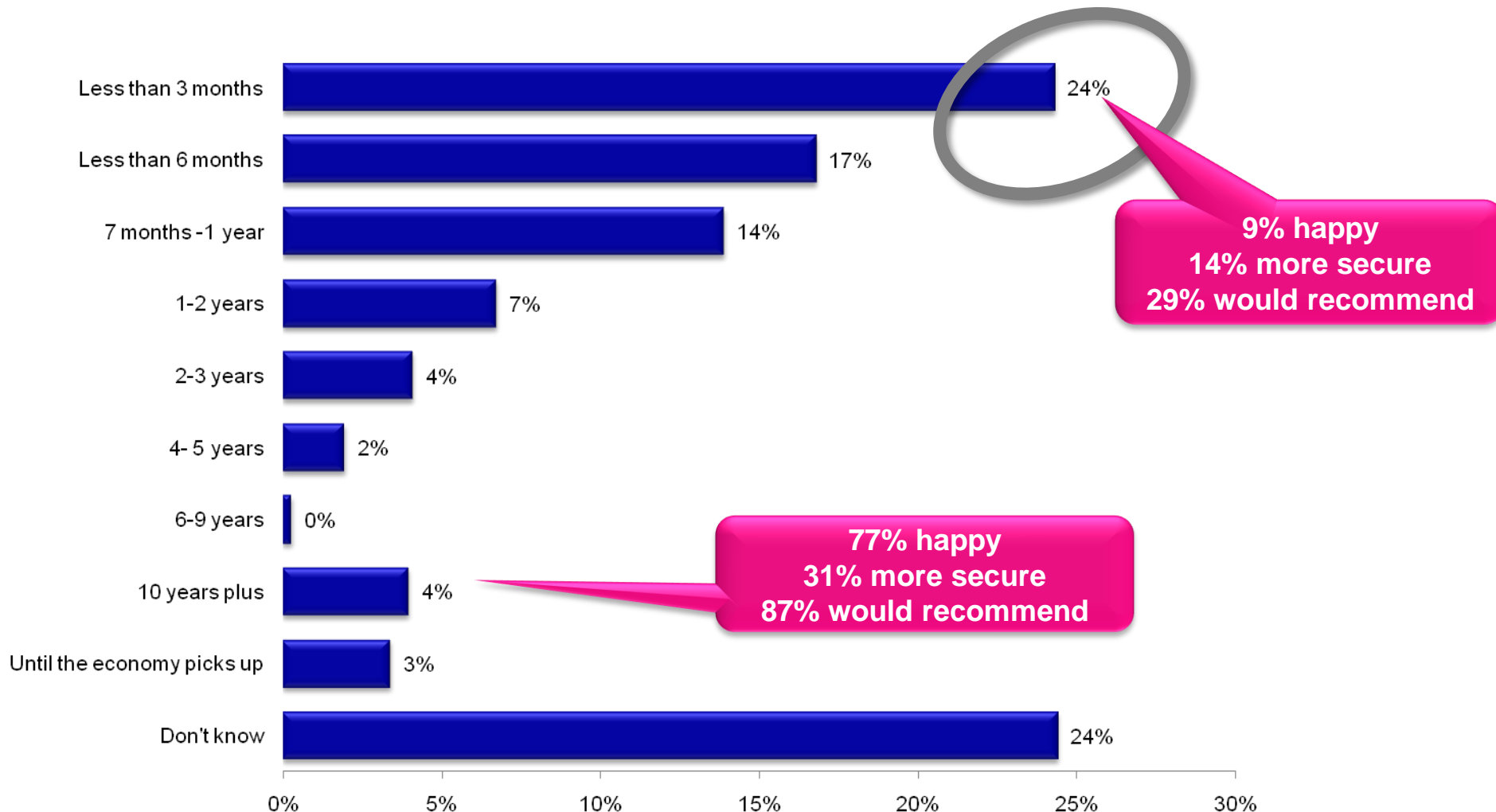
Q. In light of a slower economy in New Zealand, which statement best describes your attitude to work for the next 12 months



Q31. In light of a slower economy in New Zealand, which statement best describes your attitude to work for the next 12 months
 Base: Respondents who are employed (Feb 2010 n=2996; Jan 2009 n=1919; Aug 2008 n=3938)

1 in 4 Intend to Leave their Employer within the Next 3 Months

Q. How long do you intend to stay with your current employer?

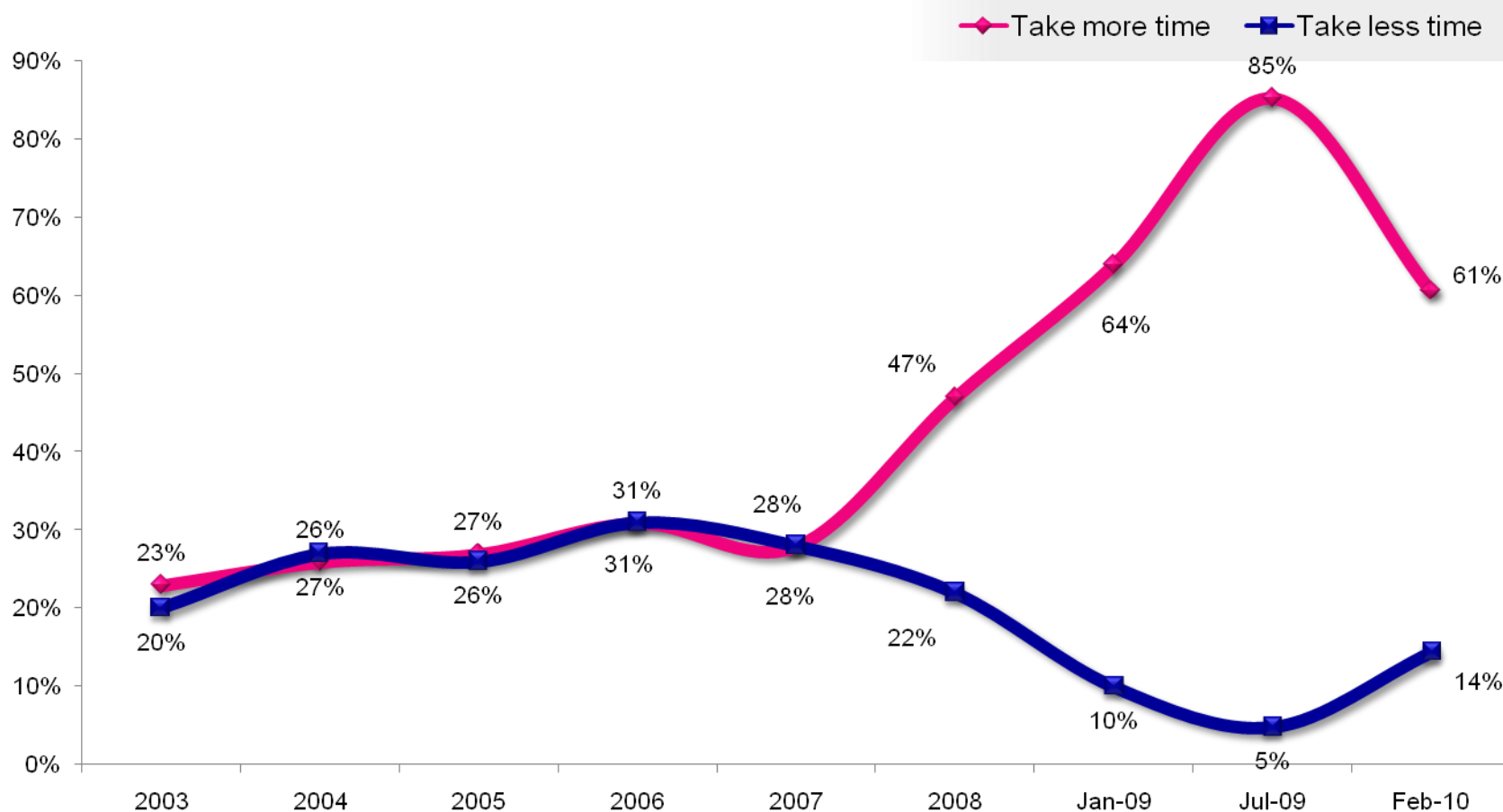


Q12. How long do you intend to stay with your current employer?

Data shown for 'Happy' is % 'Very happy' + 'Happy'; data shown for 'More Secure' is % 'Much more secure' + 'Slightly more secure'

Base: Respondents who are employed (n=2996)

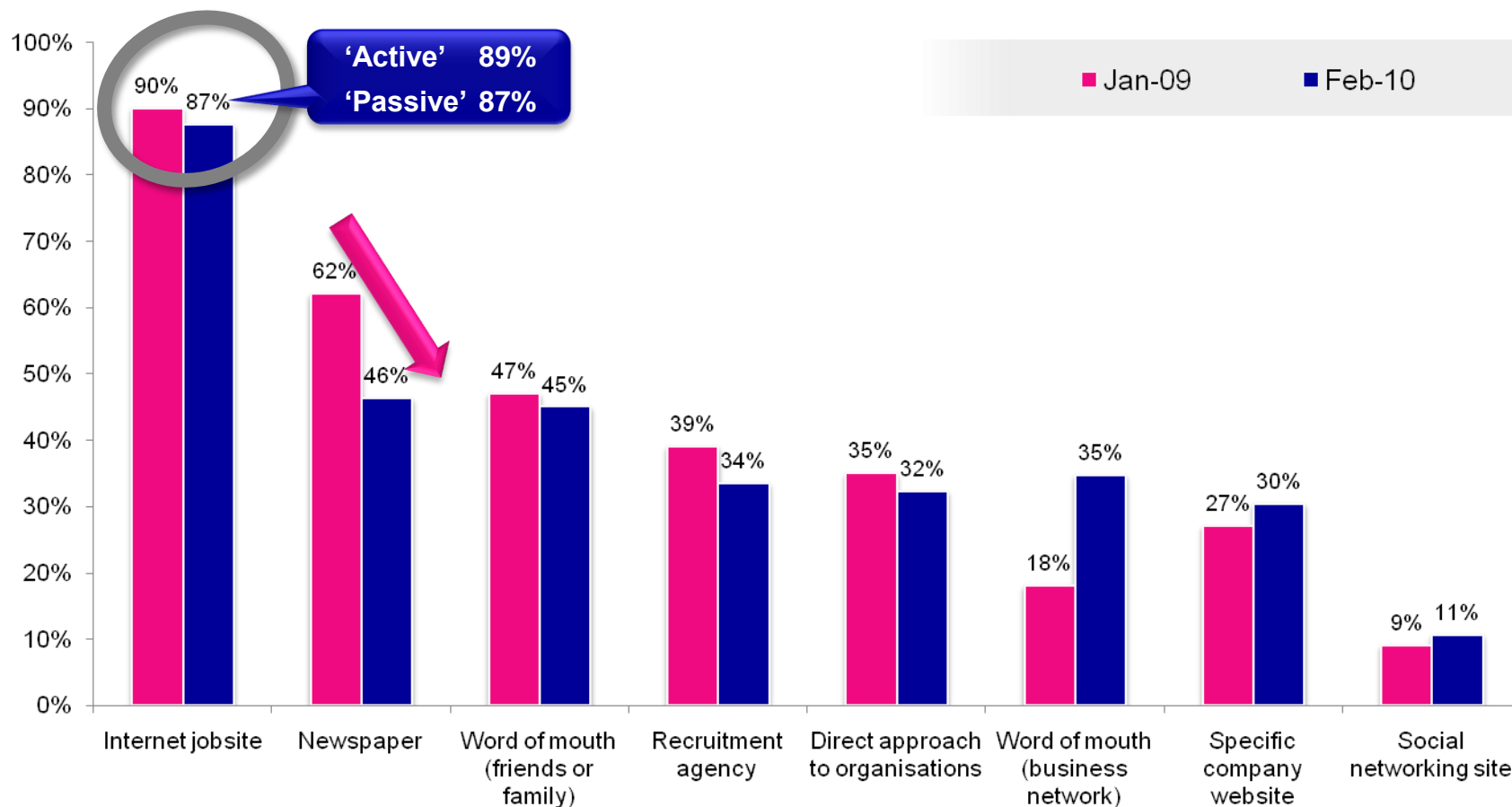
Q. How long do you think it would take you to find a job today compared to 12 months ago?



Q11. How long do you think it would take you to find a job today compared to 12 months ago?

Base: Respondents who are employed (Feb 2010 n=2996; Jul 2009 n=518; Jan 2009 n=1919; 2008 n=3938)

Q. How do you expect you would find out about your next job?

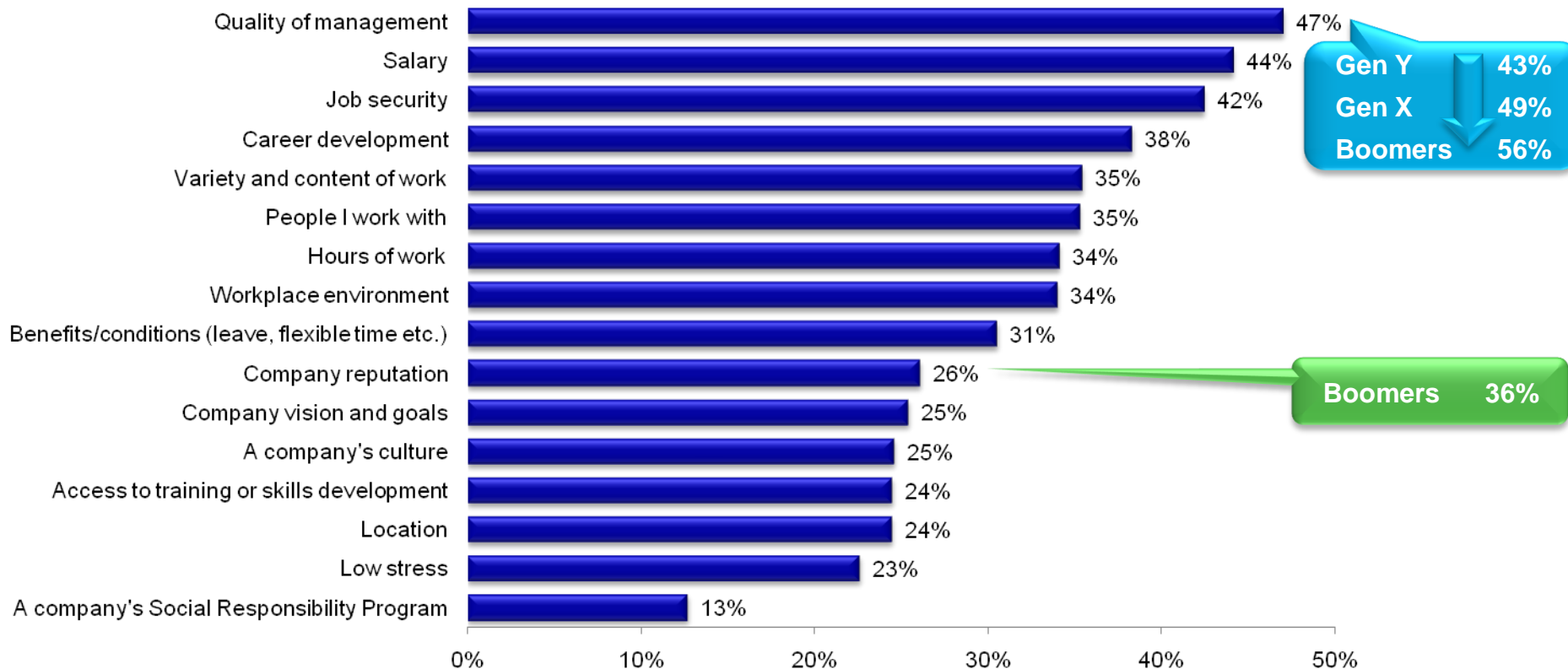


Q20. How do you expect you would find out about your next job?

Base: Respondents who are employed (Feb 2010 n=2996; Jan 2009 n=1919)

Candidates Looking for 'Quality Of Management' and 'Salary' in Next Job

Q. When looking for a job, how important are the following?



Note: Data shown is % extremely important

Q21. When looking for a job, how important are the following (From 1 = not important at all to 5=extremely important)

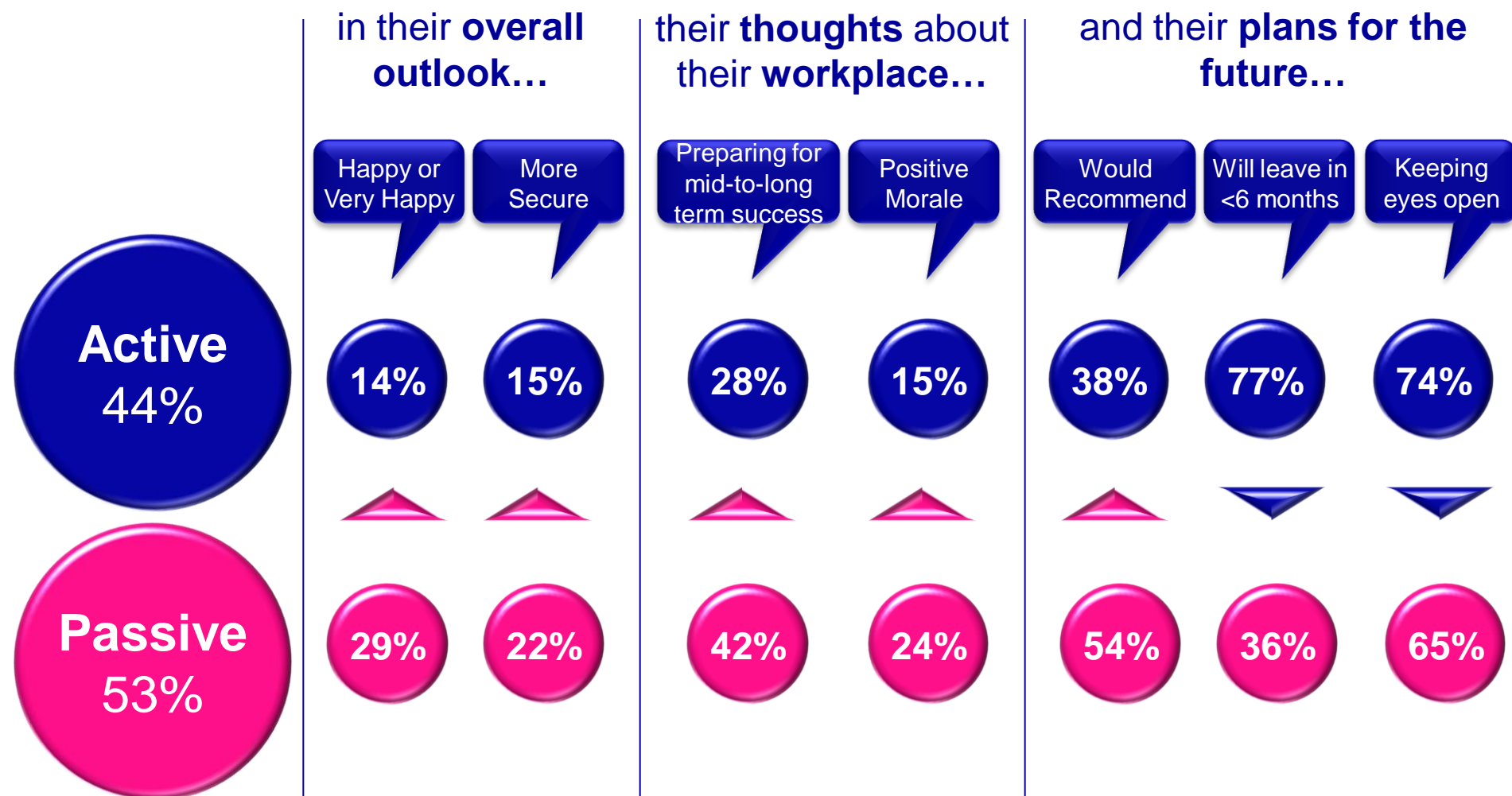
Base: Respondents who are employed (n=2996)

Group Differences



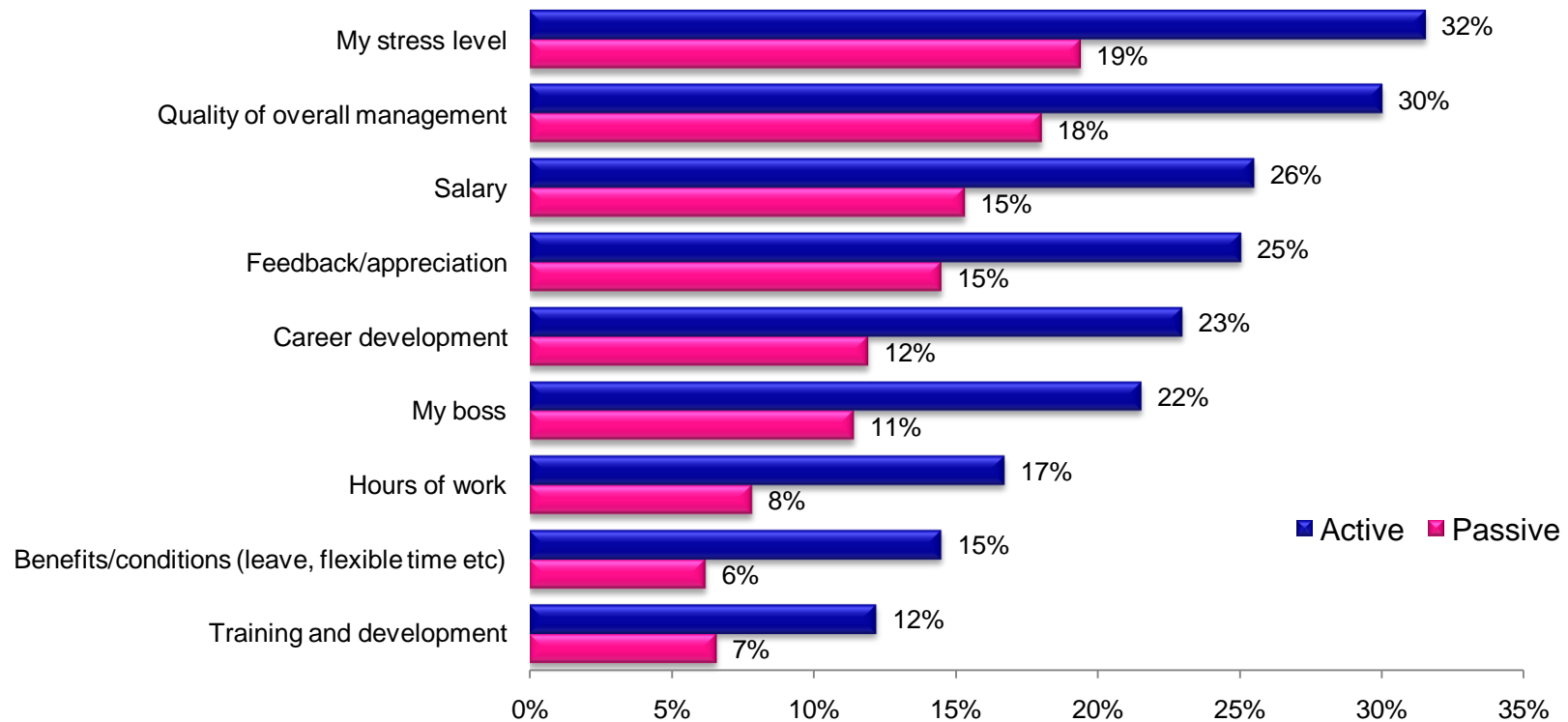
- The results in this report are largely reported at the aggregate level, however the data were analysed across various sub-groups including:
 - Active vs. passive job seekers
 - Happy and more secure employees vs. unhappy and less secure
 - Generation
 - Location
 - Industry
- Where significant and material differences were apparent, these are discussed in call-outs within the report
- However across the report, some consistent themes emerge around certain employee splits
- Some of these key themes are explored over the following pages...

Those who were actively looking for a job were consistently more negative than their 'passive' counterparts...



Active seekers were significantly more likely to hate many aspects of their current role...

Likelihood of hating...



Note: % shown is hate – bottom box. Q18. Rate what you love or hate about your current job:

Base: Active 'Actively looking for a job' (n=1309), Passive 'Browsing opportunities & will apply if the right job comes up'+ 'Just browsing to see what is available but not ready to apply' (n=1593)

While many things were consistent across industries, there were some differences. These centered around the impact of economic change, security, and approach to find new work...

Finance

Less likely to have experienced change
More likely to report focus on mid-to-long term success
Less likely to hate stress level
More likely to be looking for a promotion from current employer

IT

Most likely to 'love' their stress level
More likely to be worried they'll lose their job – but reasonably happy and secure
Less likely to use newspaper
Less likely to cite Job Security as important when looking for a job

Infrastructure & Resources

Less secure
More likely to have experienced change
Less likely to 'love' the people they work with
More likely to cite Job Security as extremely important when looking for a job

Education, Government & Health

These sectors comprise relatively happy and secure employees. Govt. & Education are attributed a strong emphasis on people, while Education boasts high levels of positive morale and advocacy, with employees less likely to leave in <6 months.

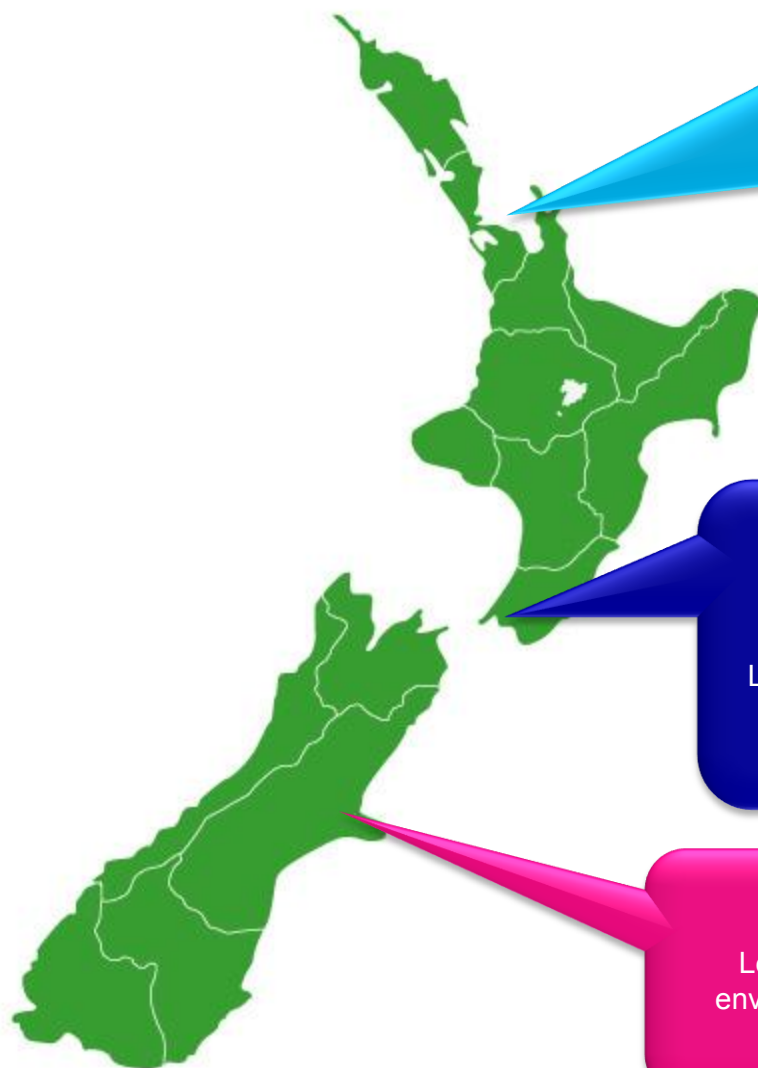
Sales Marketing & Communications

More likely to report a short-term focus on profits and cost-cutting, but seemingly comfortable as security and happiness are on par.

Service & Support

Very negative results all round. Less secure, less happy, and more likely to be actively looking to leave their current job. Many have been at their job <1 year but a majority plan to leave in <6 months. They are less likely to love their benefits/conditions and more likely to hate aspects of their workplace. Focus on Job Security, Career Development and Hours of Work.

For the most part, results were consistent across New Zealand. Some key geographical findings are as follows:



Auckland – Confident but Demanding

More likely to have taken on extra responsibility or taken a pay cut

More likely to look at job ads every day

More likely to 'hate' the career development, benefits/conditions, and training and development at their current workplace

Confident about finding new work - more likely than counterparts to expect it to take less time than a year ago

Less likely to use a newspaper to find new job

Wellington – Professional but Laid Back

Less likely to say 'there is a high positive energy

Less likely to use a newspaper to find new job

Less likely to cite job security as 'extremely important' when looking for a job

Less likely to expect it to take 'a lot more time' to find new role

Christchurch & Canterbury - Relaxed

Less likely to cite Career development (31% vs. 38%), Workplace environment (26.% vs. 34%), or location (16% vs. 24%) as 'extremely important' when looking for a job

There are Clear Trends across the Generations

There were clear themes across generations, with Gen Y tending to be more upbeat, confident about their future, and positively disposed...

in their **overall outlook...**

More Secure

24%



16%



13%

their **thoughts** about their **workplace...**

Making sure staff are happy

10%



6%

6%

Positive Energy

25%



17%

17%

their experiences of **economic change...**

More hours

14%



18%



21%

Less hours

19%



11%



13%

Pay cut

11%



15%

15%

and their **behaviour**

Recommend

51%



44%

45%

Gen Y
44%

Gen X
53%

Boomers
53%

Further Analysis



What are the key drivers of 'happiness' amongst New Zealand Employees?



What are the key drivers of employee recommendation?



Overall, **19% of employees** report that they **feel 'more secure'** than 12 months ago

The single biggest predictor of whether or not an employee will feel 'More Secure' is the morale within their workplace...

If there is a **negative energy** at their workplace



only **13%** feel 'More Secure'

If there is a **neutral energy**



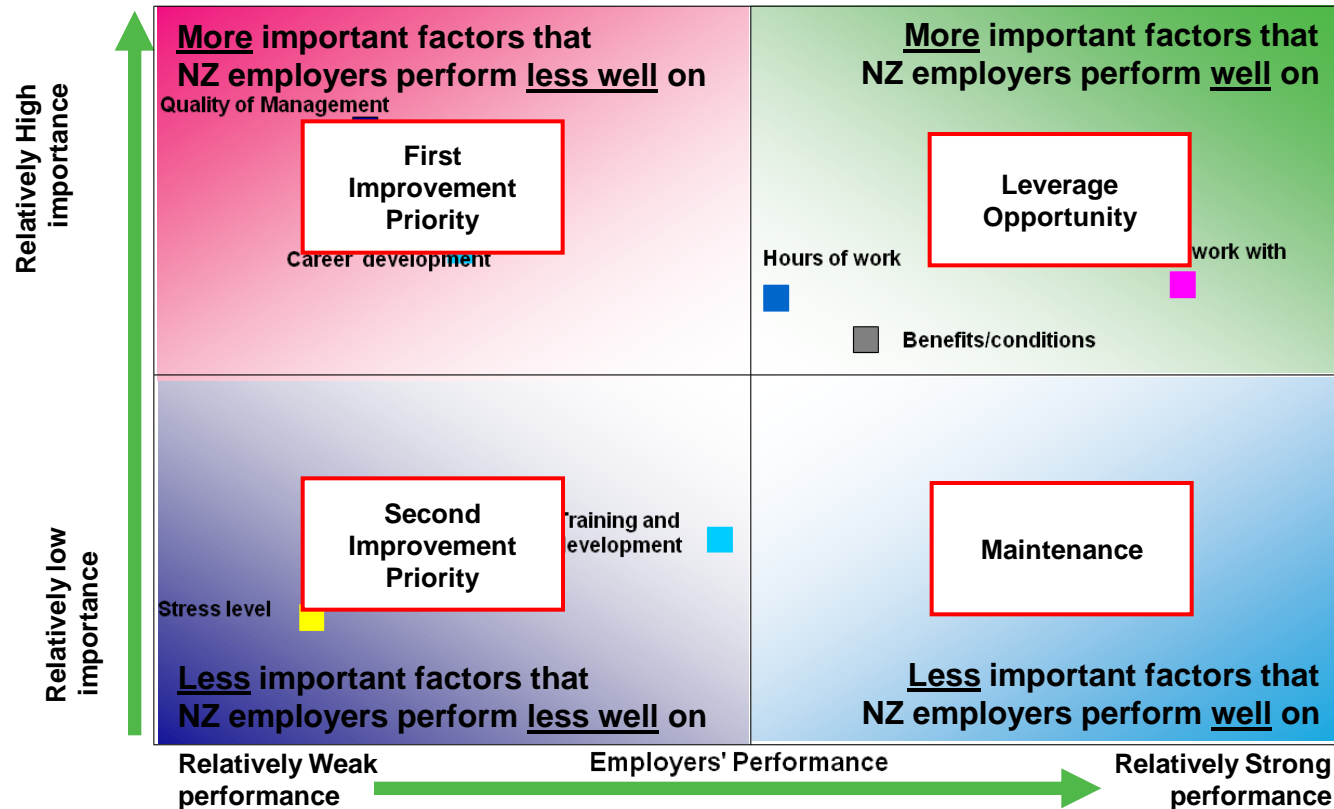
21% feel 'More Secure'

If there is a **positive energy**



67% feel 'More Secure'

Performance-Impact Chart: How to read



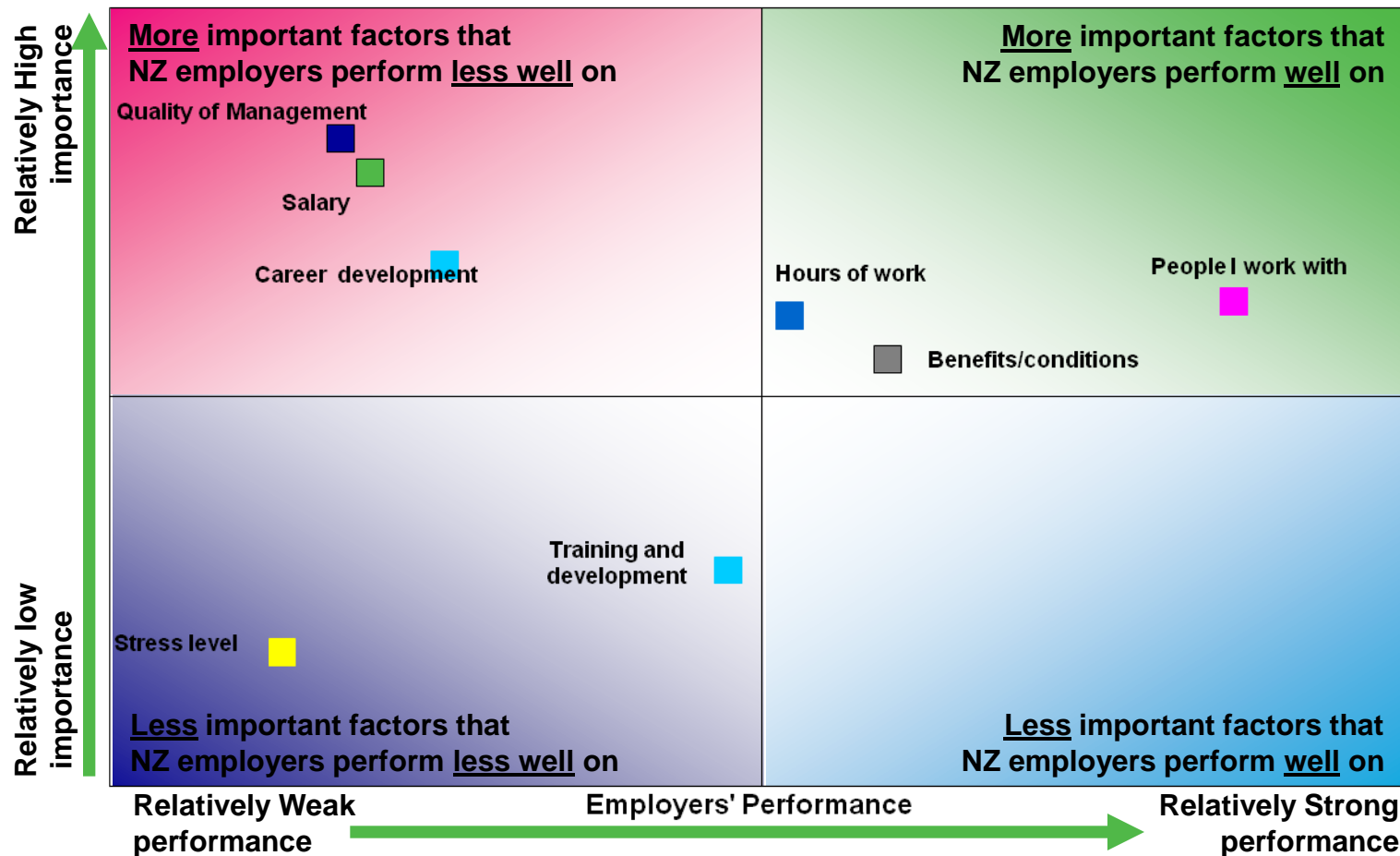
First Improvement Priority: High importance when employees are looking for a job, employers perform relatively poorly. Items in this quadrant should be 1st priority for action

Second Improvement Priority: Lower importance when employees are looking for a job, employers perform relatively poorly. Attributes in this quadrant should be the 2nd priority for action

Leverage Opportunity: High importance when employees are looking for a job, employers performs relatively well. Communicating these attributes would be a key advantage

Maintenance: Lower importance when employees are looking for a job, employers performs relatively well. Maintaining focus in these areas would be an advantage

How Well are NZ Employers Performing on the Most Important Factors?



People I work with is both important and highly rated. Quality of overall management, Salary, and Career Development are areas of relative weakness for NZ employers

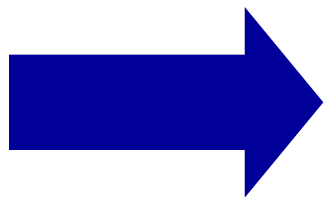


Key Insights And Recommendations



2. Employee job security and happiness

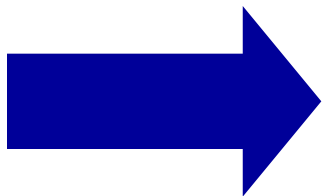
- Confidence is increasing, with fewer people worried about their job/career and a higher proportion saying they do not think the NZ economy is slowing
- Job security improved markedly this year, with an increase to those feeling more secure than a year ago, and a corresponding decrease to those feeling less secure
- Happiness remains low with the proportion of people saying they are 'unhappy' or 'very unhappy' on the rise
- Happiness is closely associated with the emphasis an organisation places on its people



**As security increases, employees are becoming less happy.
To address this, employers should demonstrate a clear
focus on people by engaging employees in meaningful two-
way dialogue**

4. Employee thoughts about their organisation

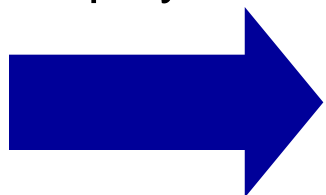
- 1 in 2 employees saw their organisation's main priority as short-term profits and cost-cutting
- 1 in 3 employees felt their organisation's main priority was pre-preparing for mid-to-long term success come the economic upturn
- 1 in 5 reported positive morale in their workplace. Those whose organisation placed a lot of emphasis on people were dramatically more likely to report positive morale
- Nearly 1 in 2 would recommend their employer to a friend. Those that didn't, most commonly cited management quality as the main area needing improvement



As with Happiness, morale was closely associated with an organisation's emphasis on people. To improve employees' perceptions employers should demonstrate a commitment to their people through communication and engagement

5. Employee retention

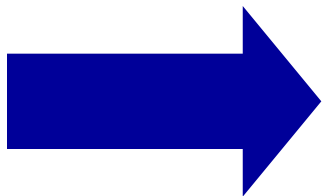
- 1 in 3 NZ employees left their last job to seek new challenges
- The next most common reasons were securing a better package/better benefits, not feeling appreciated, and bad management. Gen Y were more likely to leave due to boredom, while Boomers had the highest redundancy
- 1 in 5 employees 'love' the people they work with – especially Gen Y
- 1 in 4 employees 'hate' their stress level
- The most important management qualities are openness, honesty, and communication
- The top two ways employers can motivate employees are looking after employees on a personal level, and bonuses/incentives



Retention is closely linked to happiness, so can be improved by addressing the key drivers of happiness: stress levels, management quality, manager behaviour and career development

6. Employee thoughts about the future

- Nearly 7 in 10 employees are 'keeping their eyes open' for other options
- 2 in 5 plan to leave their employer in the next 6 months
- 3 in 5 expect the job search to take longer than it would have a year ago, though Gen Y are more optimistic than the older generations
- Jobsites such as Seek remain the most popular destination for finding a new role
- Quality of Management remains the single most important factor when looking for a new role, followed by salary, job security, and career development



Though employees' confidence is shaky, many plan to leave in the very short term. To minimise turnover, employers should focus on improving employees' sense of happiness and security



Thank you!

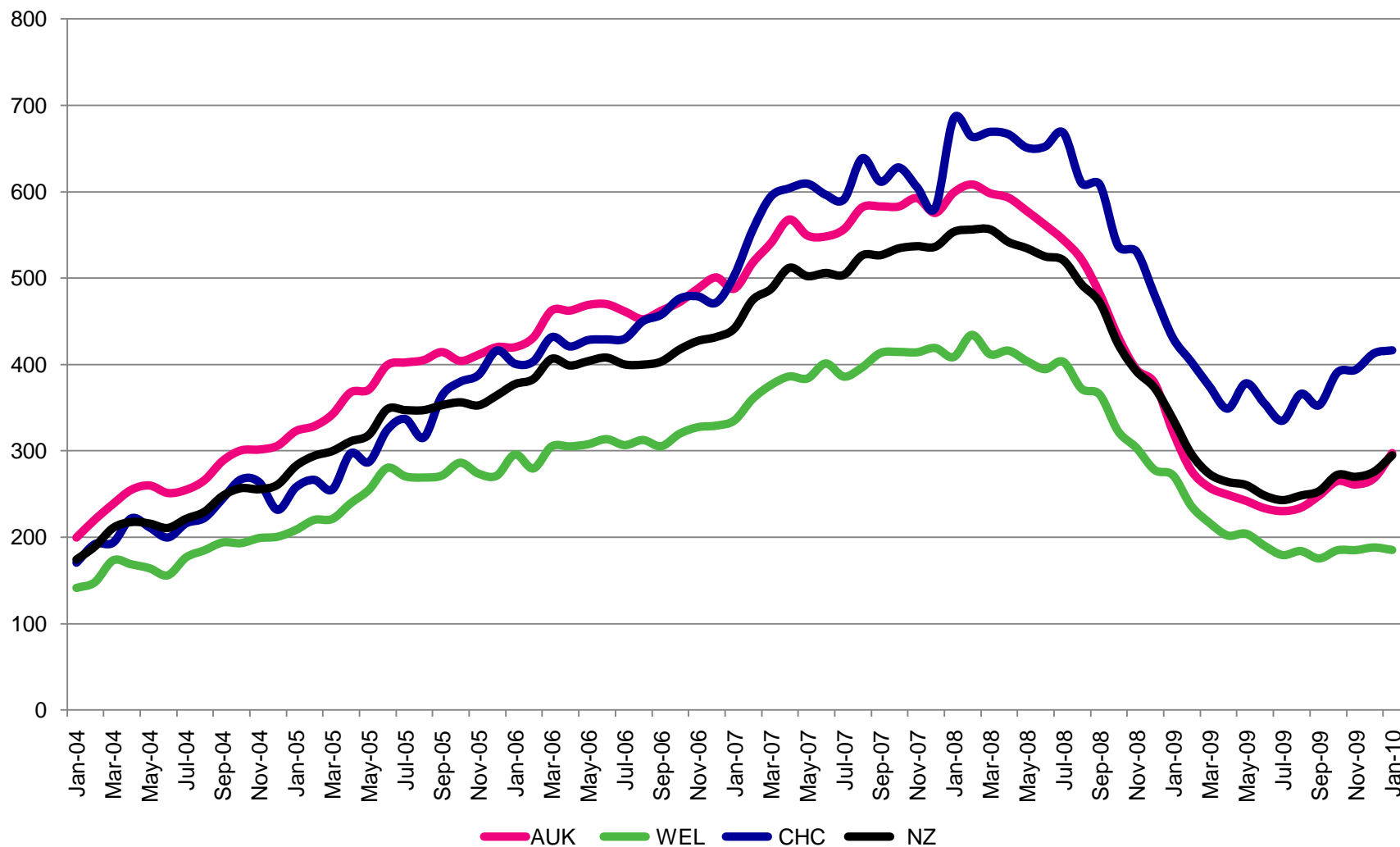


Appendix



- **Job Security:** Recovering following a dip in 2009
- **Happiness:** Remains low while the proportion unhappy increases
- **Impact of the Economy:** 1 in 2 have experienced change in response to the weakened economy; these people are less positive and less engaged, particularly if changes were mandatory
- **Advocacy:** 1 in 2 would recommend their employer to a friend
- **Loves and Hates:** Employees 'love' the people they work with, and 'hate' their stress level
- **Intentions:** 2 in 5 plan to leave their employer in the next 6 months; nearly 7 in 10 are 'keeping their eyes open' for other options
- **Leaving:** 1 in 3 left their last job to seek new challenge
- **Finding a new role:** Jobsites remain most popular avenue

New Job Ads Index – by region



1. Marketplace insights

- Early 2009 continued the 2008 trend of decreasing no. of job ads, but this trend began to reverse in mid-2009
- The Christchurch Job Index saw the greatest recovery, while Wellington saw the least
- January 2010 saw a strong upward shift in Job Ad Index across all types of work, but with the strongest increases evident for Part Time / Casual/Vacation
- From the period December 2008 to December 2009
 - Full time employment down 2.6%
 - Part time employment down 2.0%
 - Total hours worked down 3.2%
 - Persons not in employment up 4.6%



During the period December 2008 – December 2009...

Full time
employment



2.6%

Part time
employment



2.0%

Total hours
worked



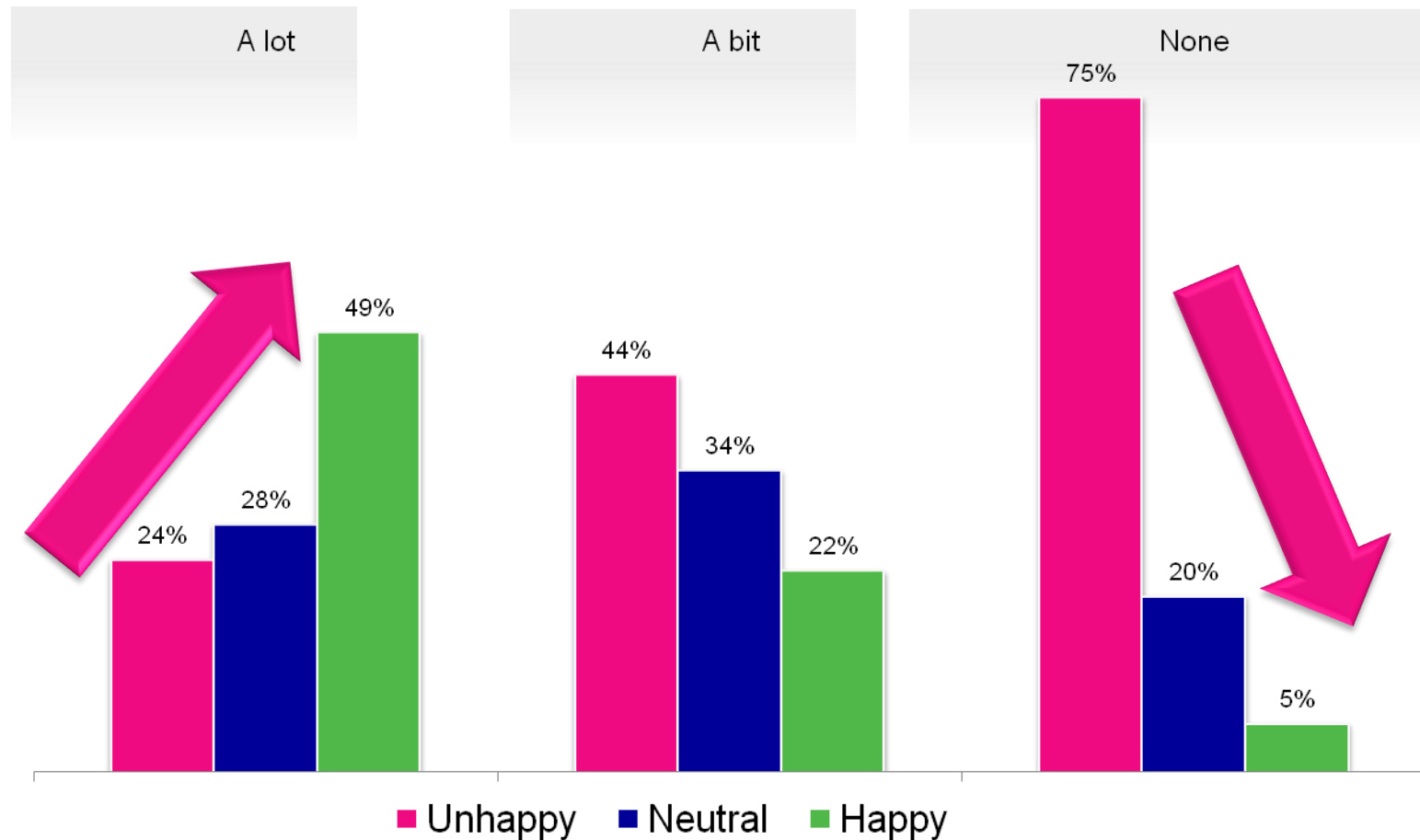
3.2%

Persons not in
employment



4.6%

Q. What emphasis does your organisation place on its people?

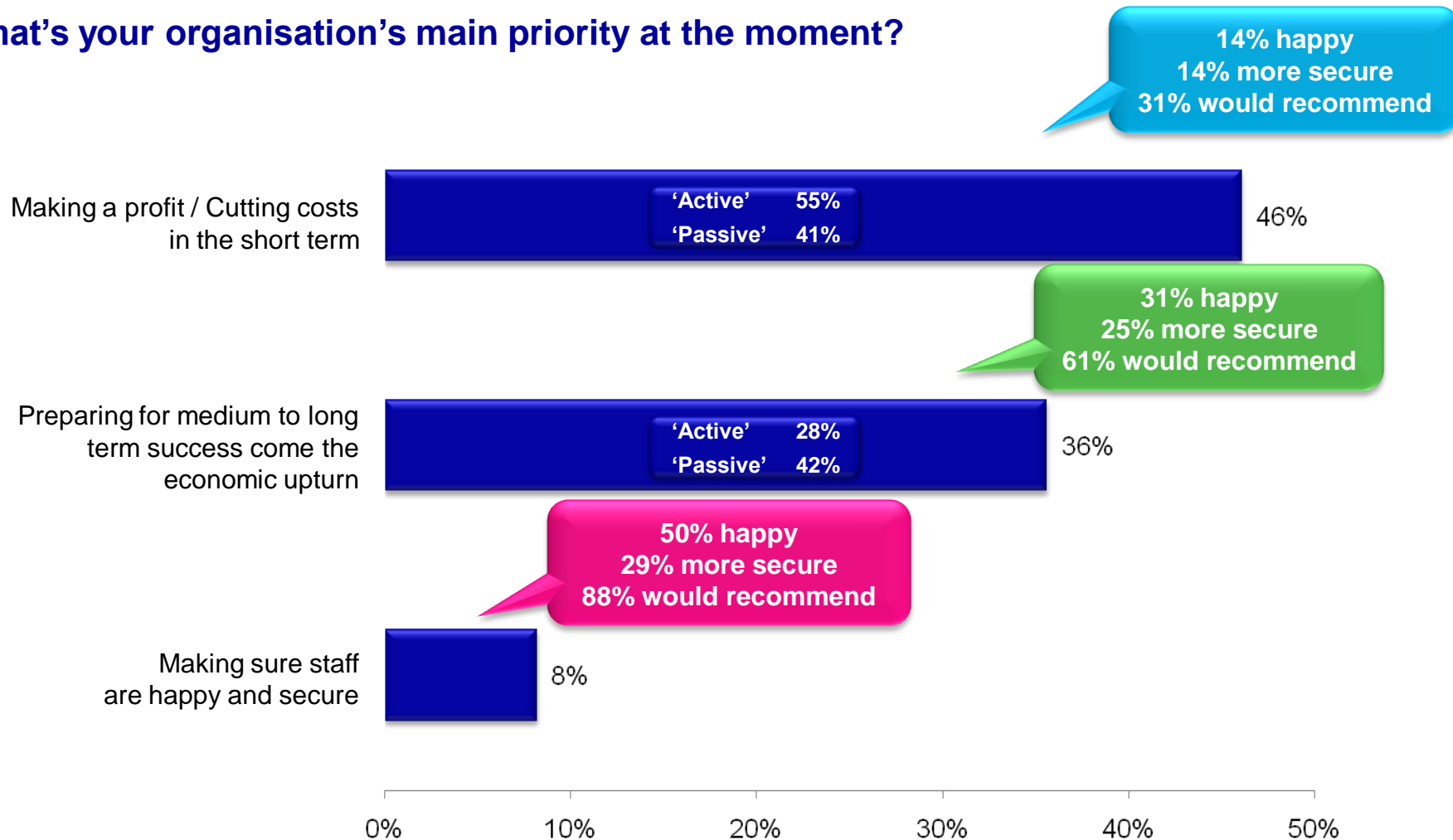


Q10. How happy are you with your current job?

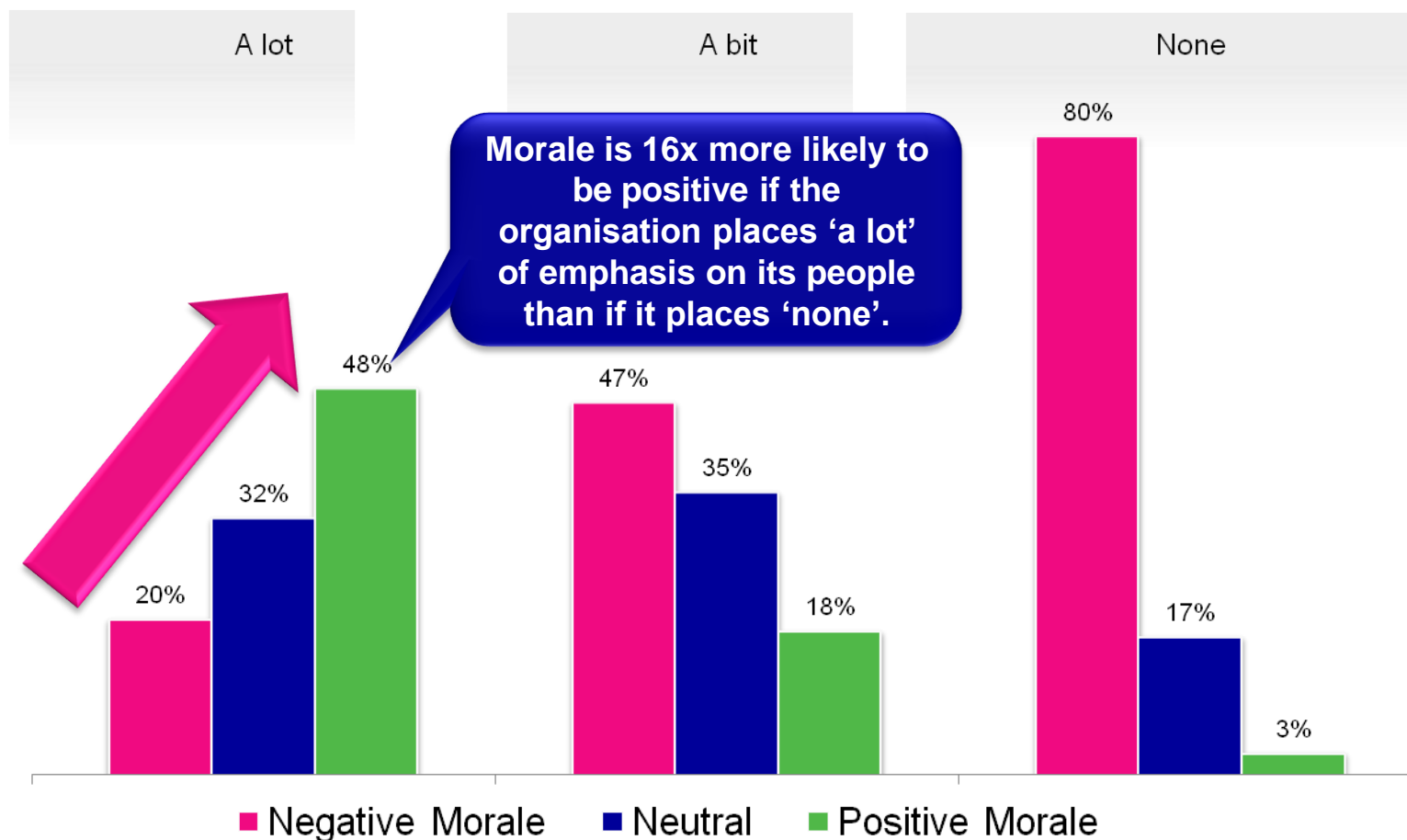
Q23. What emphasis does your organisation place on its people?

Base: Respondents who are employed ('A lot' n=682; 'a bit' n=1528; 'none' n=786)

Q. What's your organisation's main priority at the moment?



Q. What emphasis does your organisation place on its people?

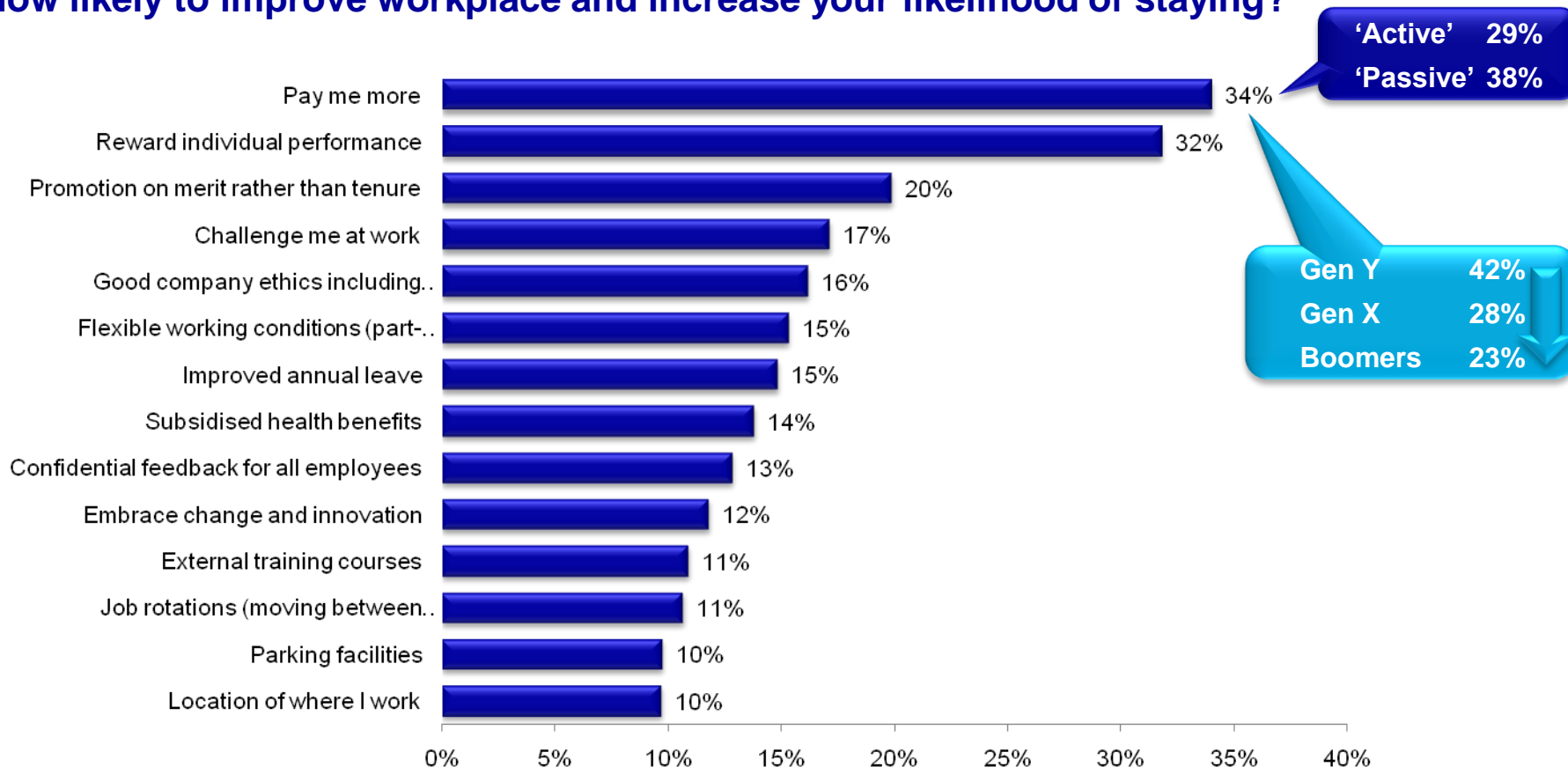


Q14. How's the current morale in your workplace?

Base: Respondents who are employed ('A lot' n=682; 'a bit' n=1528; 'none' n=786)

Base: Respondents who are employed (2010 n=2996)

Q. How likely to improve workplace and increase your likelihood of staying?



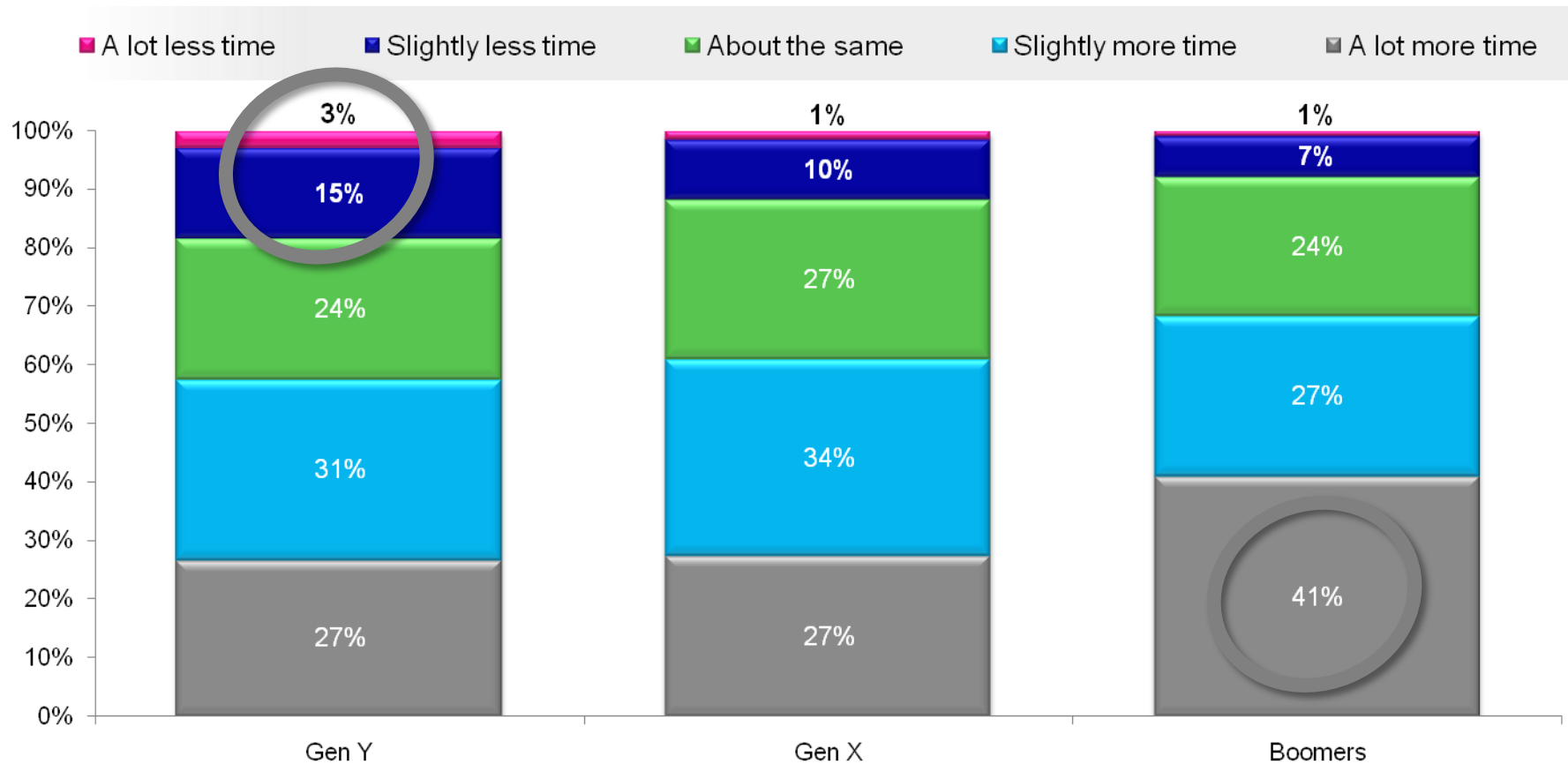
Note: Data shown is % extremely likely

Q17. How likely would each of the following be to improve your workplace and increase your likelihood of staying with your current employer? (1-5)

Base: Respondents who are employed (n=2996)

Gen Y most Confident about Finding New Job; Boomers less so

Q. How long do you think it would take you to find a job today compared to 12 months ago?



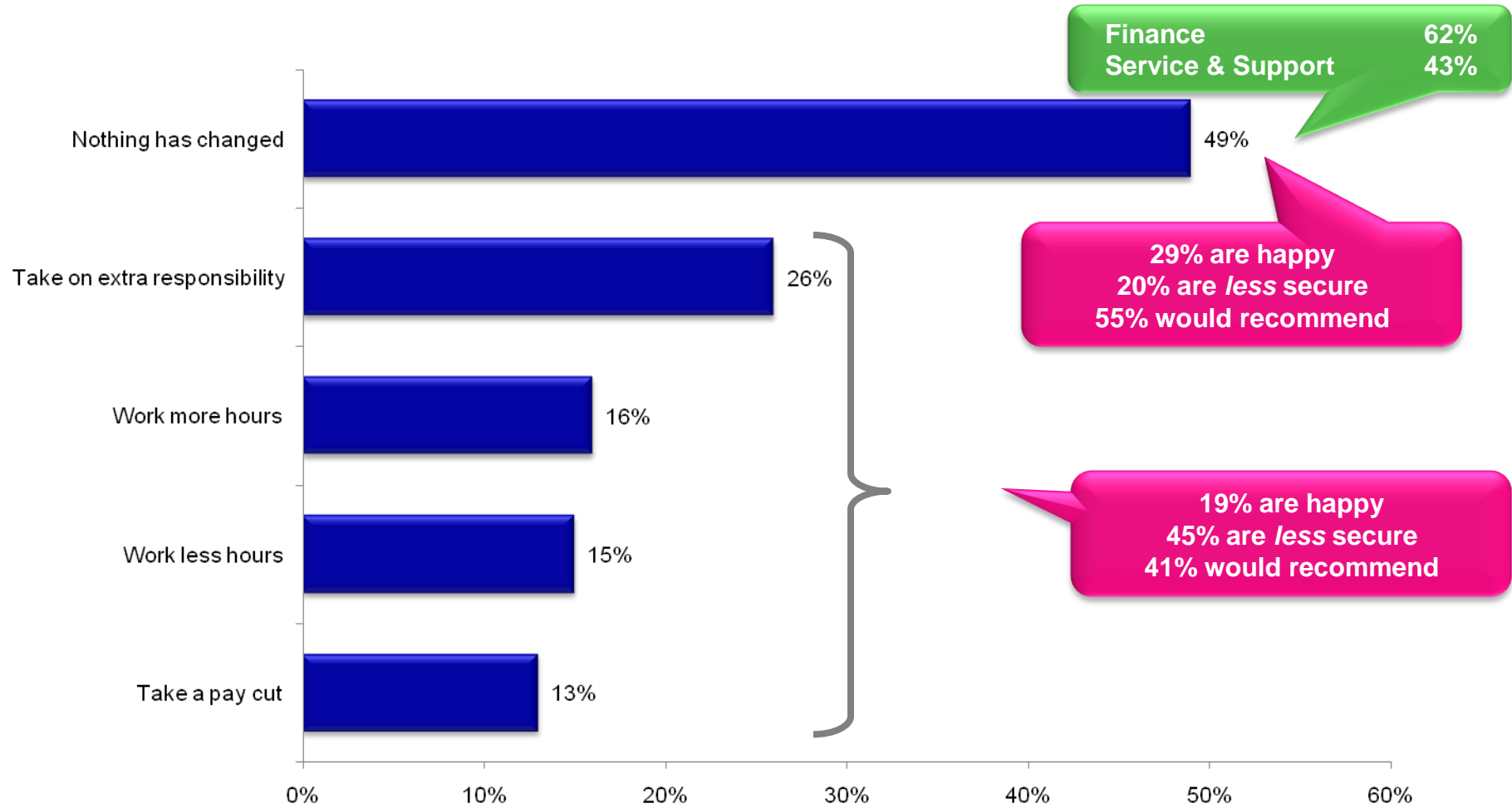
Q11. How long do you think it would take you to find a job today compared to 12 months ago?

Base: Respondents who are employed (Gen Y n=1491; Gen X n=1011; Boomers+ n=456)

Economic Impact On Employees Over The Last 12 Months



Q. Since the slowing of the economy, to keep your current job have you had to ...



Q13. Since the slowing of the economy, to keep your current job have you had to ...

Data shown for 'Happy' is % 'Very happy' + 'Happy'; data shown for 'Less Secure' is % 'Much less secure' + 'Slightly less secure'

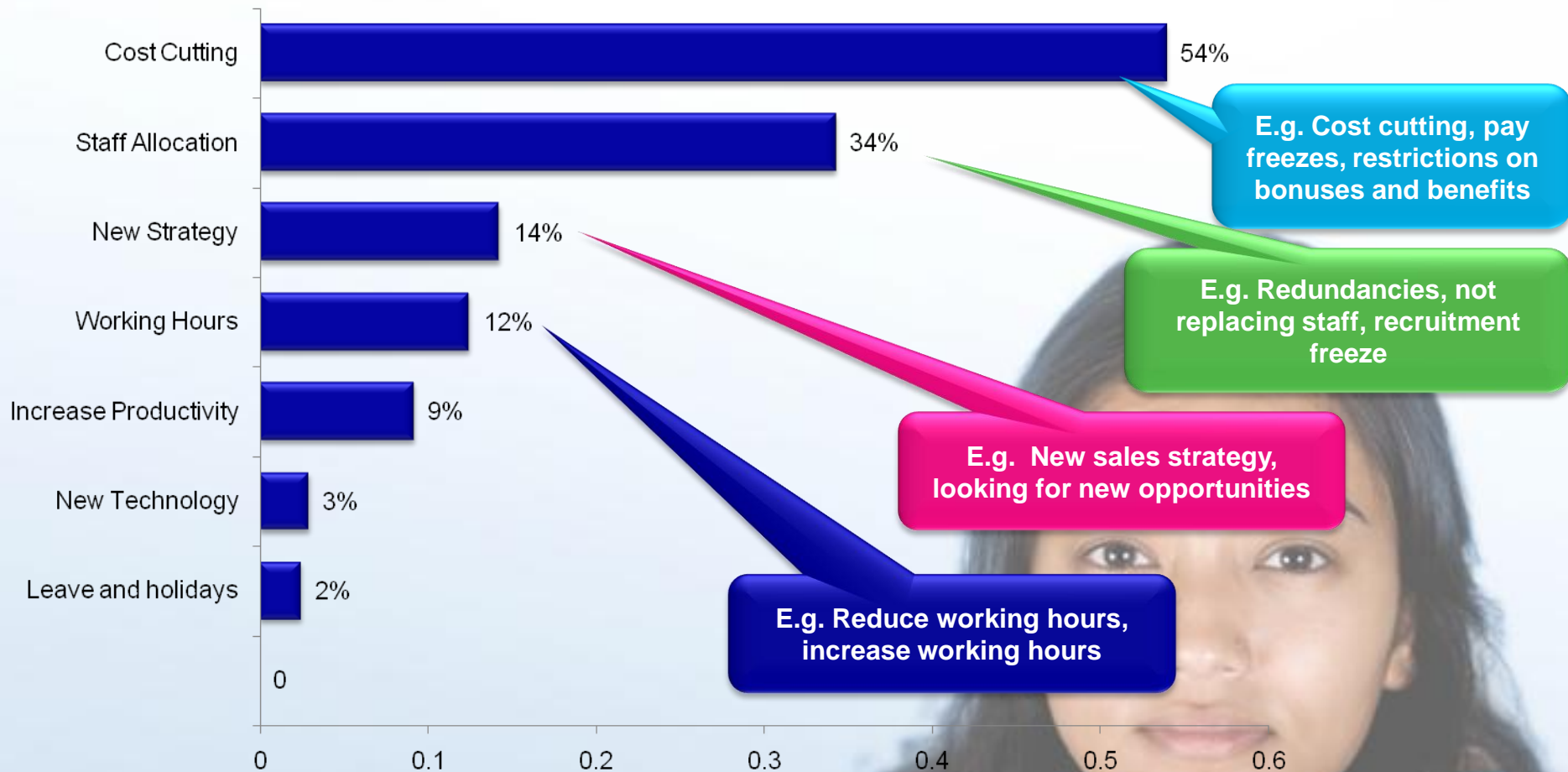
Base: Respondents who are employed (n=2995)

Whether or not an employee experiences changes to their work-life in response to economic conditions has a powerful effect on their subsequent attitudes and behaviour

Employees who have been affected by workplace changes are generally less happy, less secure, more likely to be actively seeking and plan to leave in <6 months, and less likely to recommend their employer



Q. What policies has your employer introduced? OPEN ENDED



Q15. What policies has your employer introduced? OPEN ENDED

Base: Respondents whereby employer implemented new policies to help reduce the impact of the slowing economy in your workplace (n=1340)

Q. What policies has your employer introduced? OPEN ENDED

Staff who leave are not replaced; if their positions are essential then people are promoted internally rather than bringing new staff in

All new employees are on part-time contracts but working full-time hours

More accountability demanded in day to day processes

Establishment of new Business Development position. Expansion of business into adjacent areas

A cut on spending, such as the upgrade of technology and supplies; changing suppliers to obtain more competitive pricing

Q. Did your company implement new policies to encourage voluntary cut backs or were you just told?

**13% VOLUNTARY
POLICY**

28% Happy

23% More secure

54%
would recommend
organisation

**65% MANDATORY
POLICY**

16% Happy

15% More secure

35%
would recommend
organisation

Note: 21% gave 'Other' response including actions such as 'changes to role', 'casual work', 'a bit of both', 'no bonus', 'non-replacement of staff', 'self employed and work became less', 'overtime without pay', 'workload increased but staff didn't', and more

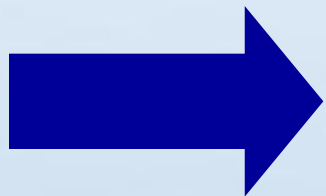
Data shown for 'Happy' is % 'Very happy' + 'Happy'; data shown for 'Secure' is % 'Much more secure' + 'Slightly more secure'

Q13a. Did your company implement new policies to encourage voluntary cut backs or were you just told?

Base: Respondents who work less hours, work more hours or take a pay cut (n=1120)

3. Impact of the economy on employees over last 12 months

- 1 in 2 employees reported that nothing had changed at their workplace since the slowing of the economy
- Those employers that introduced policies to reduce the impact of the slowing economy tended to focus on Cost Cutting and Stall Allocation
- Employees affected by changes following economic change are less happy, less secure, and less engaged in terms of advocacy and future intentions
- Employee outcomes are markedly more positive when changes are introduced as voluntary initiatives as opposed to mandatory policy



For the most part, employees understand that the economy has slowed. If employers are to mitigate the negative effect of cost-cutting exercises they should introduce initiatives on a voluntary, opt-in basis wherever possible

Appendix Sample and Methodology



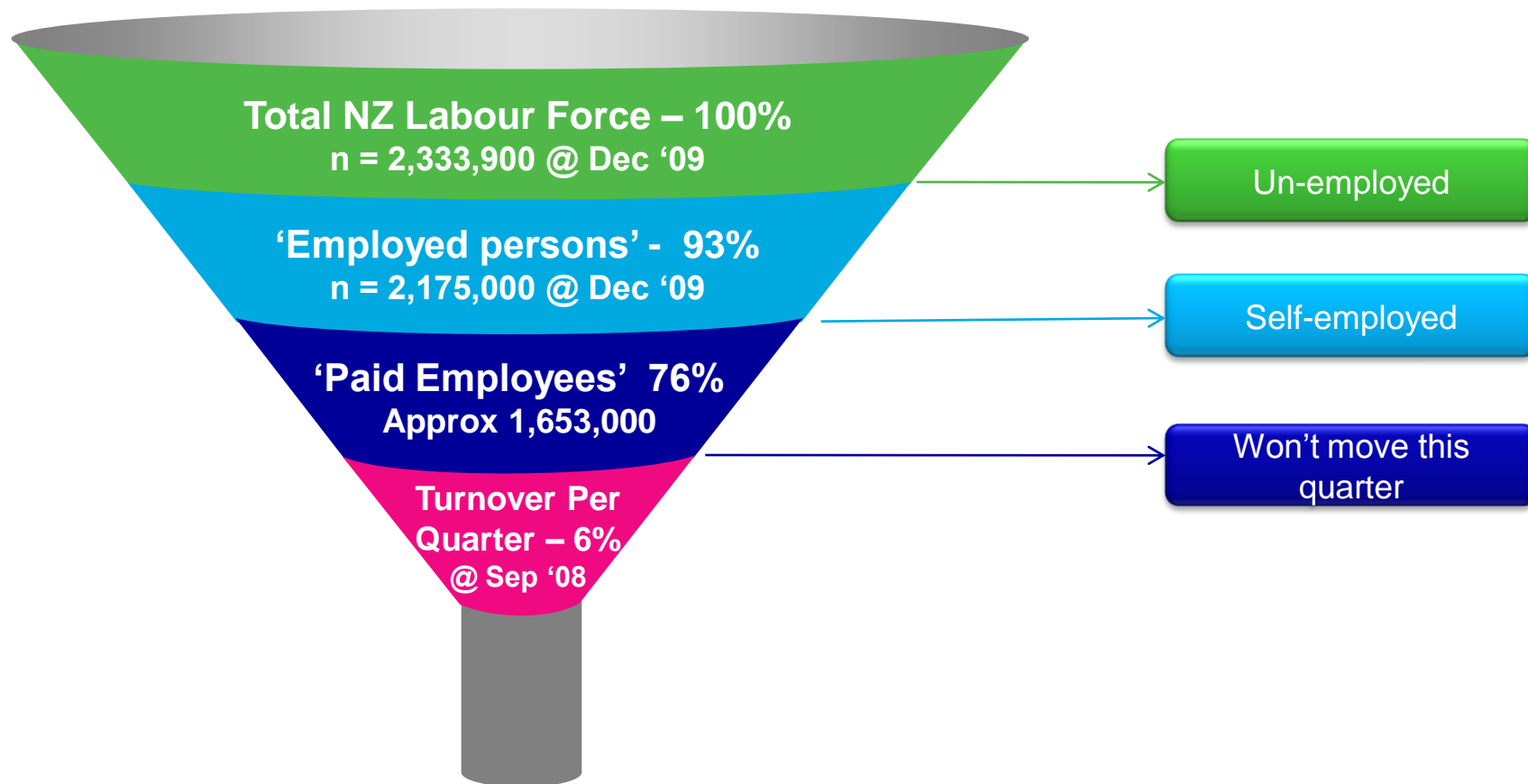
Online survey conducted between 29th January – 22nd February 2010

n=2996 completed responses New Zealand wide that are currently employed

Survey was approximately 8-10 minutes in length

Sample consisted of:

- Mix of ages 18+
- Mix of 'Work Type' (i.e., Managerial, White Collar, Trades etc...)
- Mix of highest level of education completed
- Mix of respondents working in Government Not for profit, Public and Private companies
- Mix of male and female responses

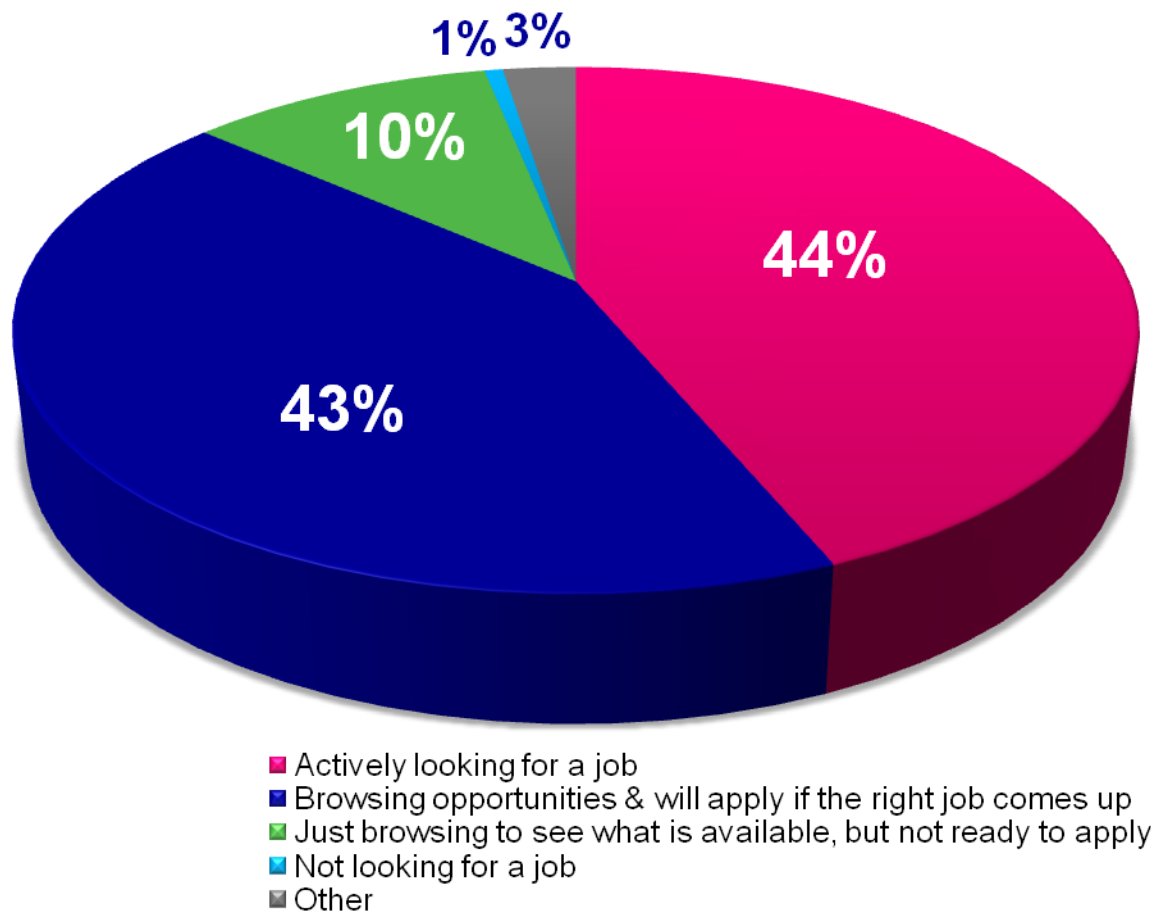


**99,180 'active' New Zealand
Jobseekers each quarter**

Respondent Profile



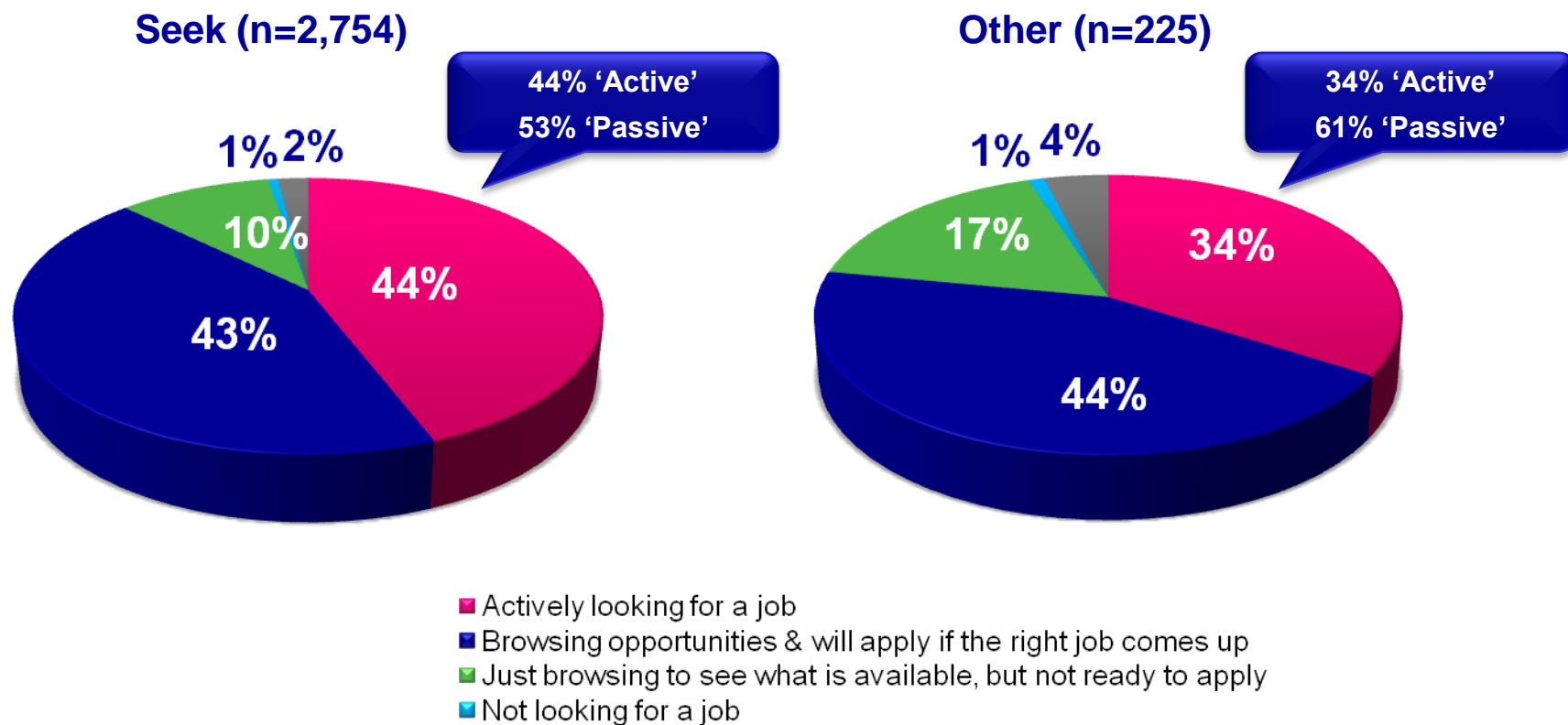
Reason for visiting Seek



Q. Why have you visited Seek today?

Base: Respondents who are employed (n=2996)

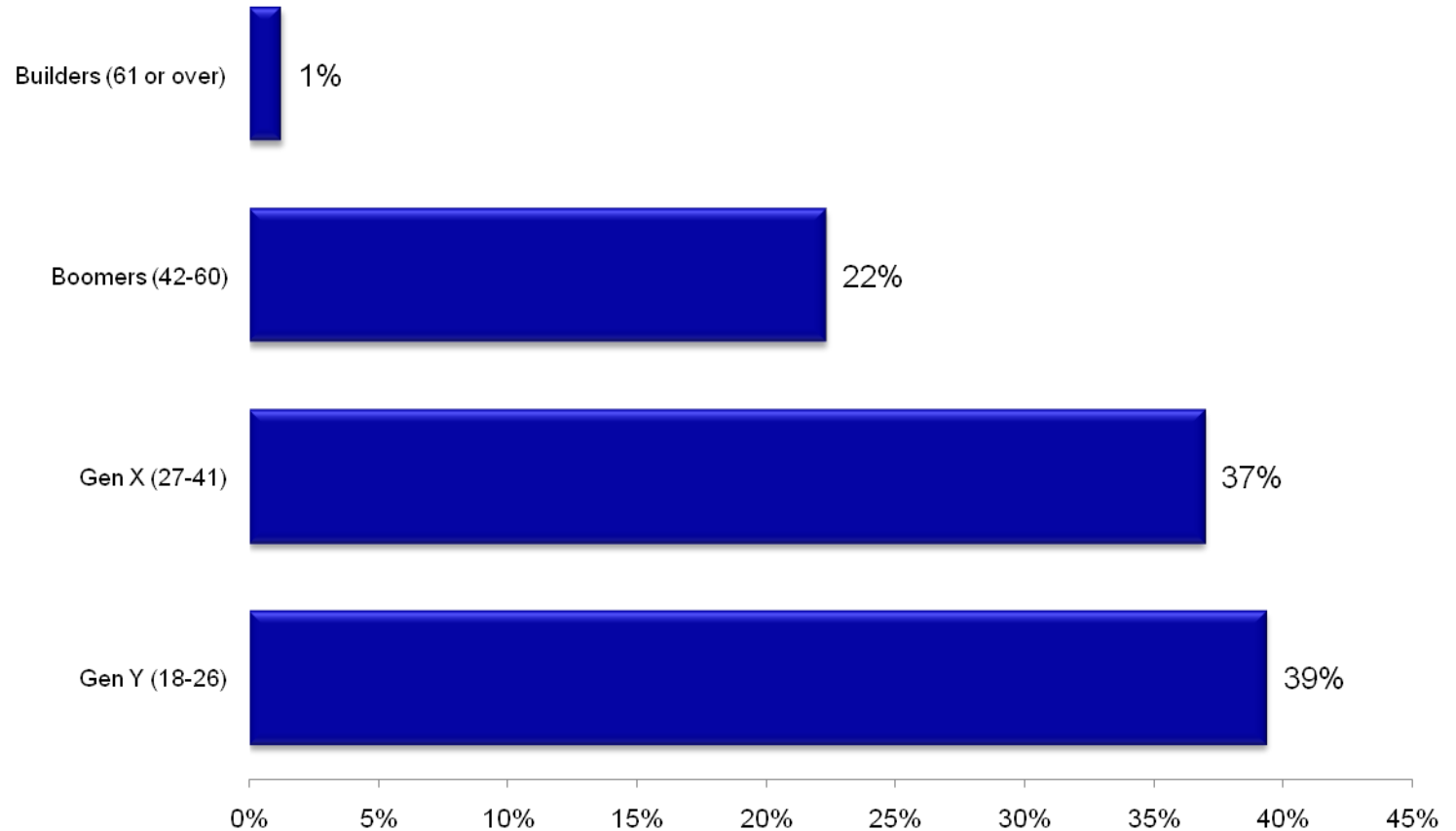
Reason for visiting Seek by Survey Origin (Seek vs. Xtra/Yahoo)



Q. Why have you visited Seek today?

Base: Respondents who are employed (n=2996)

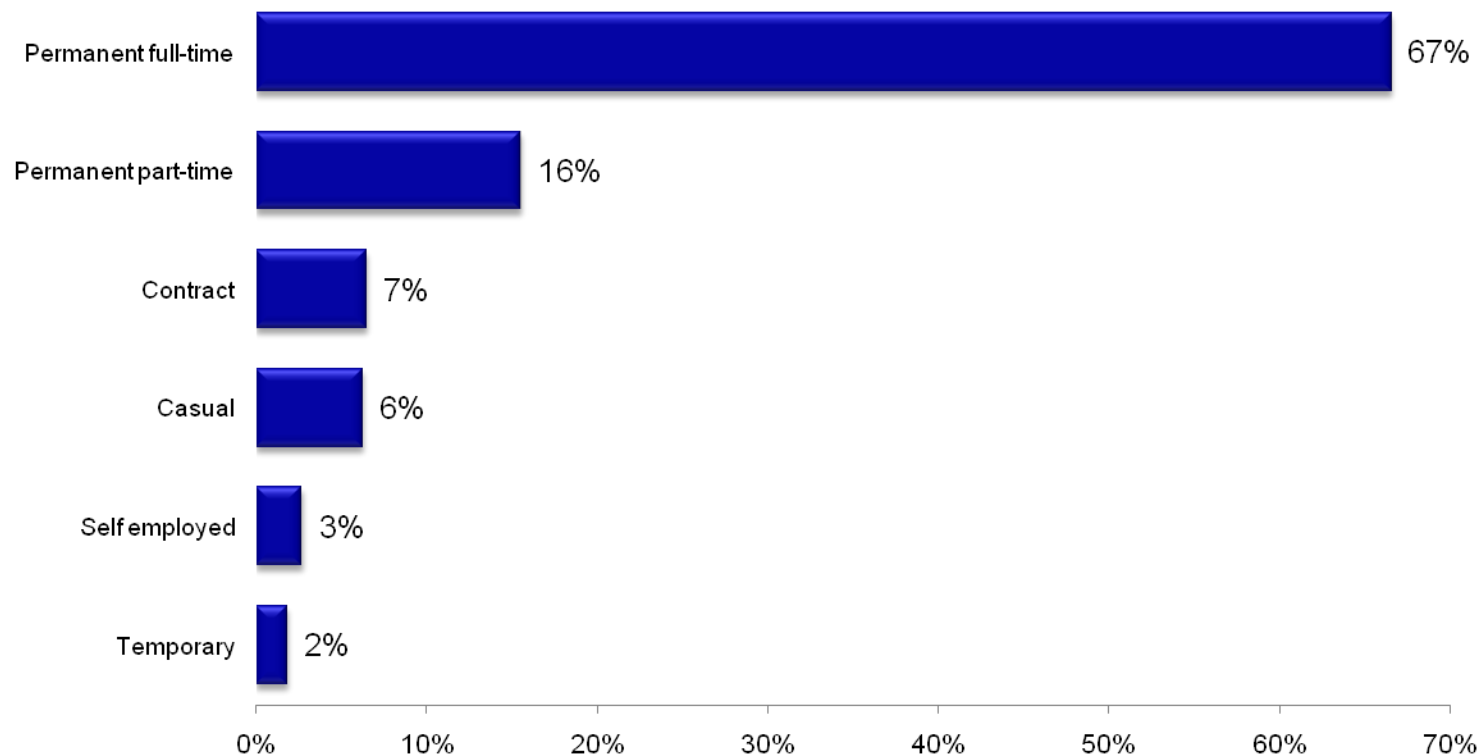
Age of Survey Respondents



Q26. What is your age group?

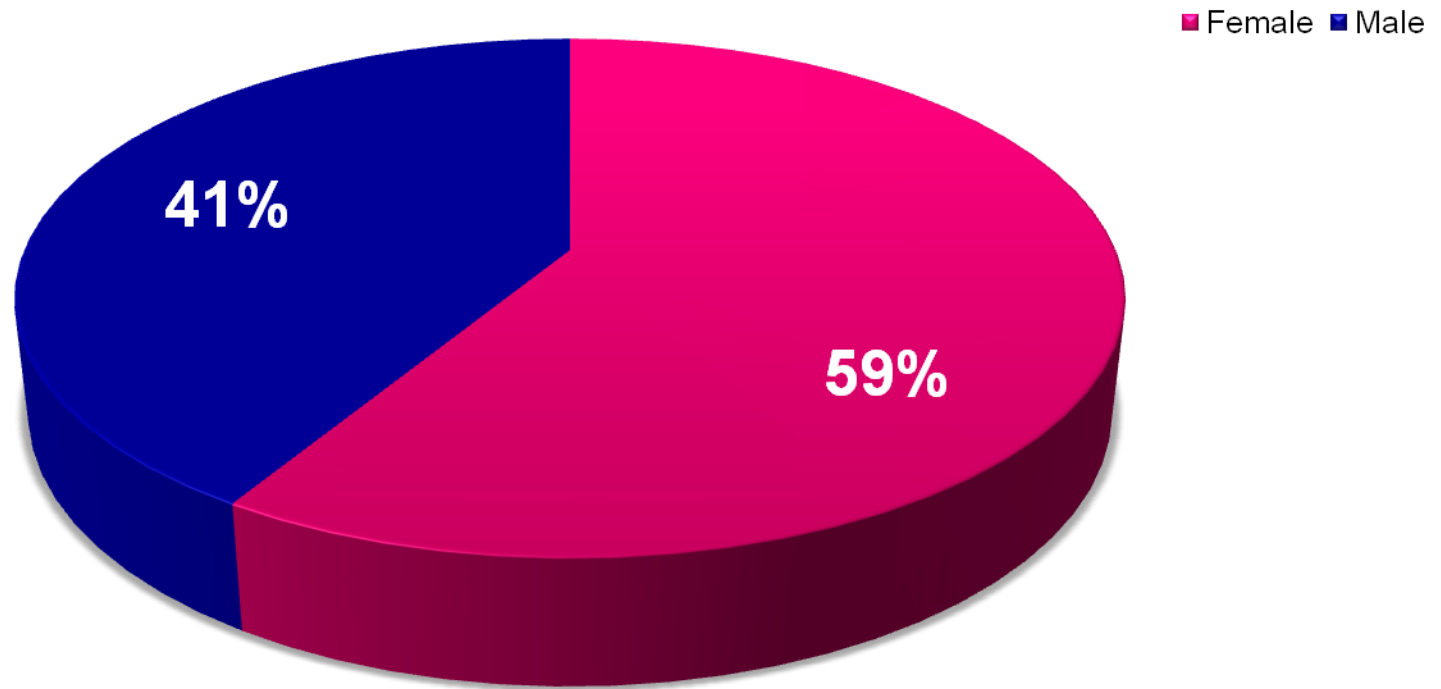
Base: Respondents who are employed (n=2996)

Current Employment Status of Survey Respondents



Q 2 On what basis are you currently employed?
Base: Respondents who are employed (n=2996)

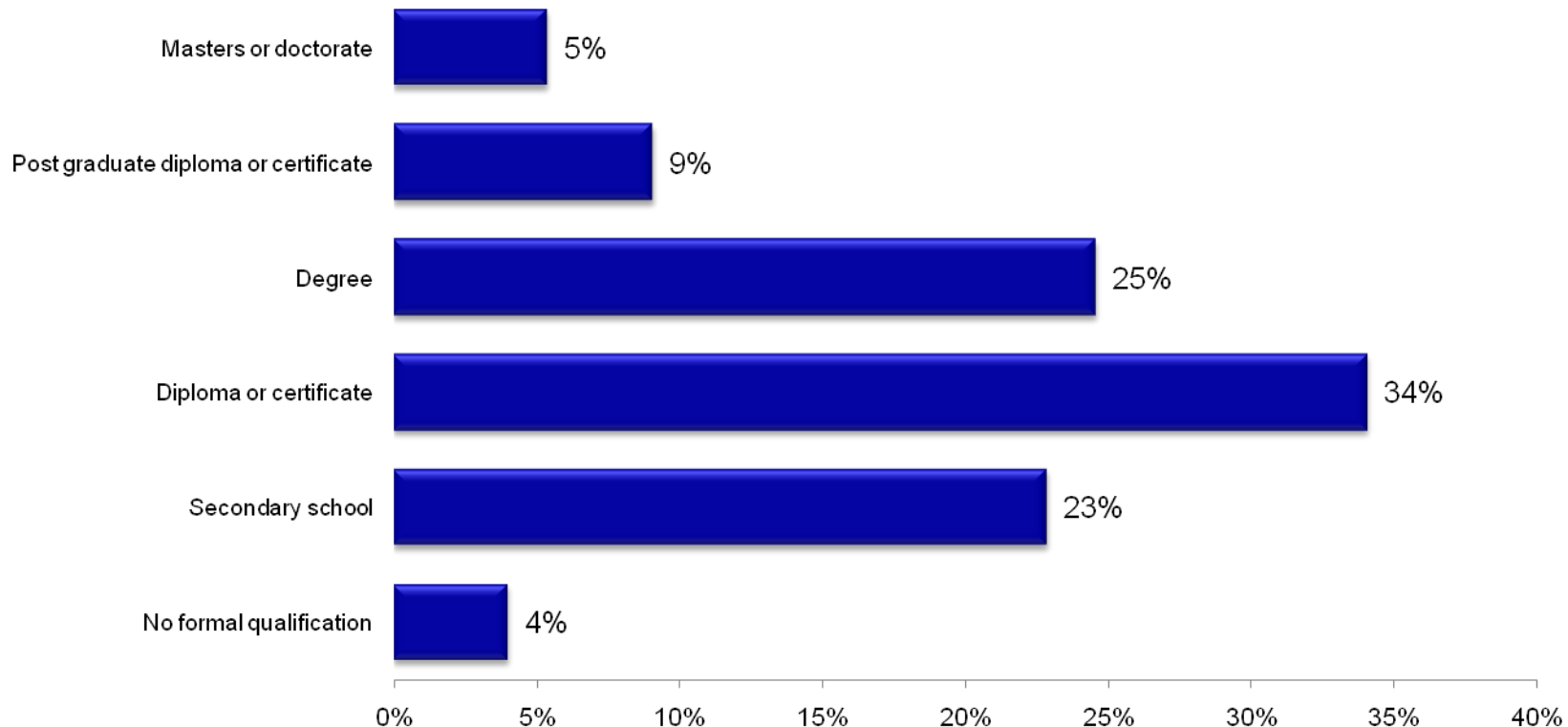
Gender of Survey Respondents



Q29. Are you...

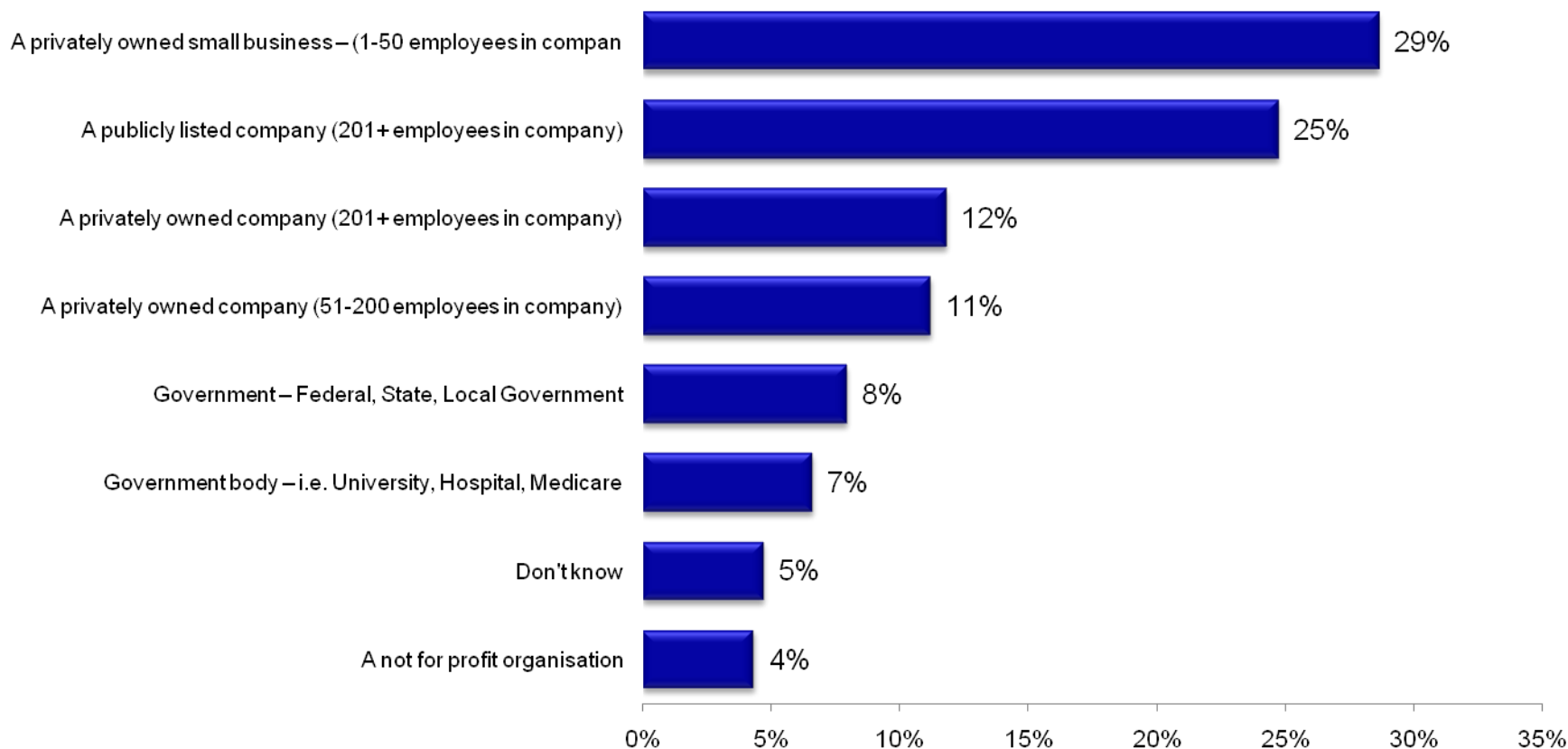
Base: Respondents who are employed (n=2996)

Highest Qualification Completed of Survey Respondents



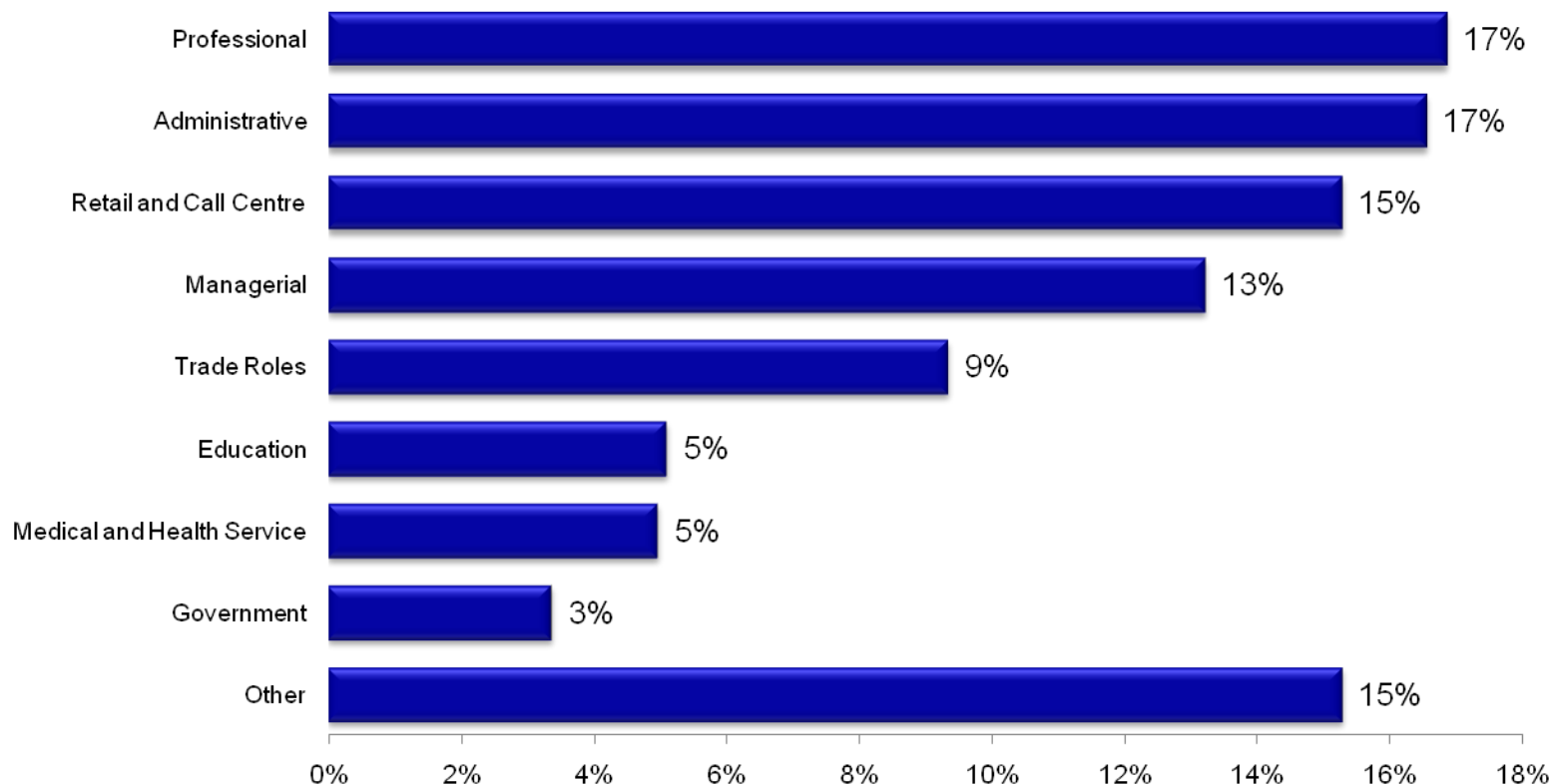
Q31. What is the highest qualification you have completed to date?
Base: Respondents who are employed (n=2996)

Organisation Types that Survey Respondents Currently Work In



Q32. Which of the following best describes the type of organisation you currently work in?
 Base: Respondents who are employed (n=2996)

Work Type of Survey Respondents

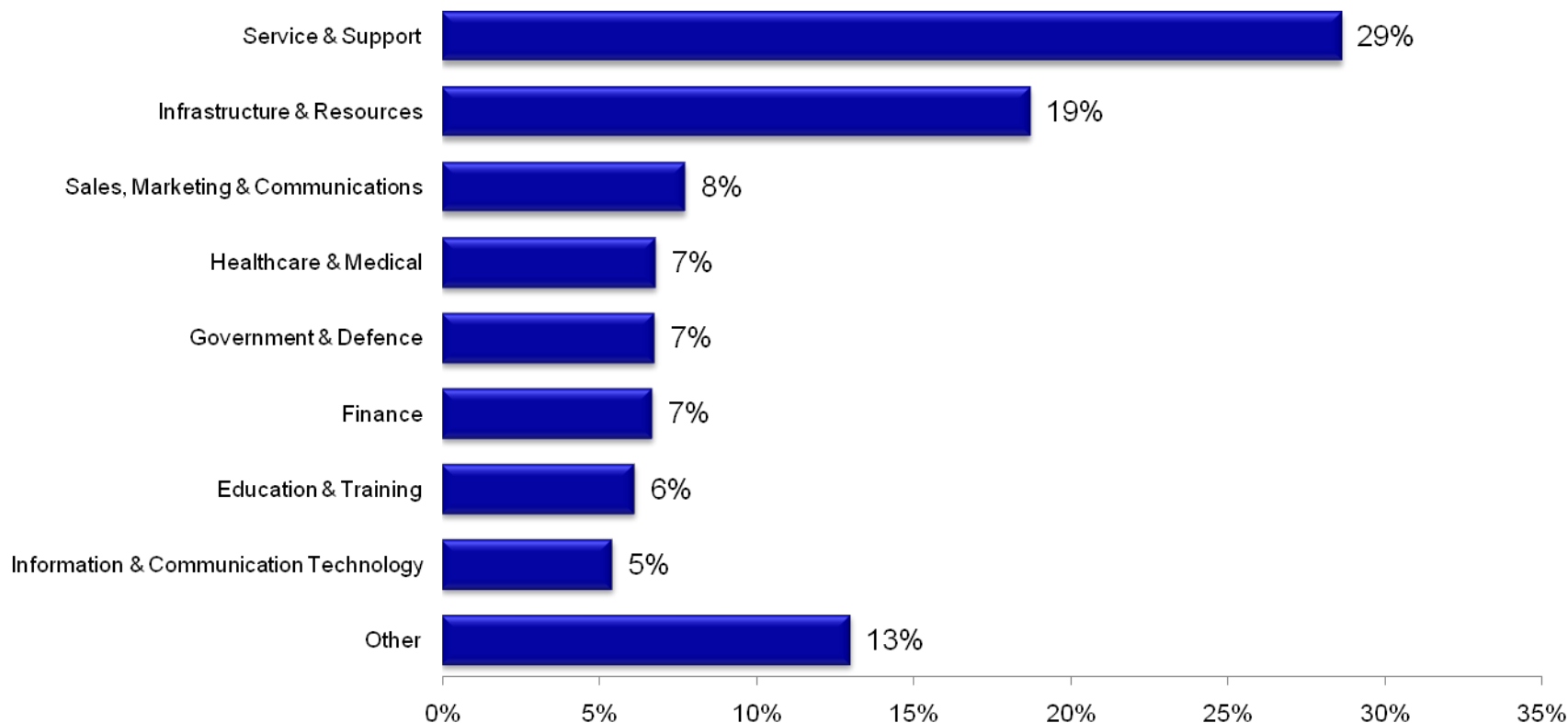


Please note 'other' includes: Hospitality, Security, Transport, Cook / Kitchen Hand

Q30. How would you describe your type of work ?

Base: Respondents who are employed (n=2996)

Industry of Survey Respondents

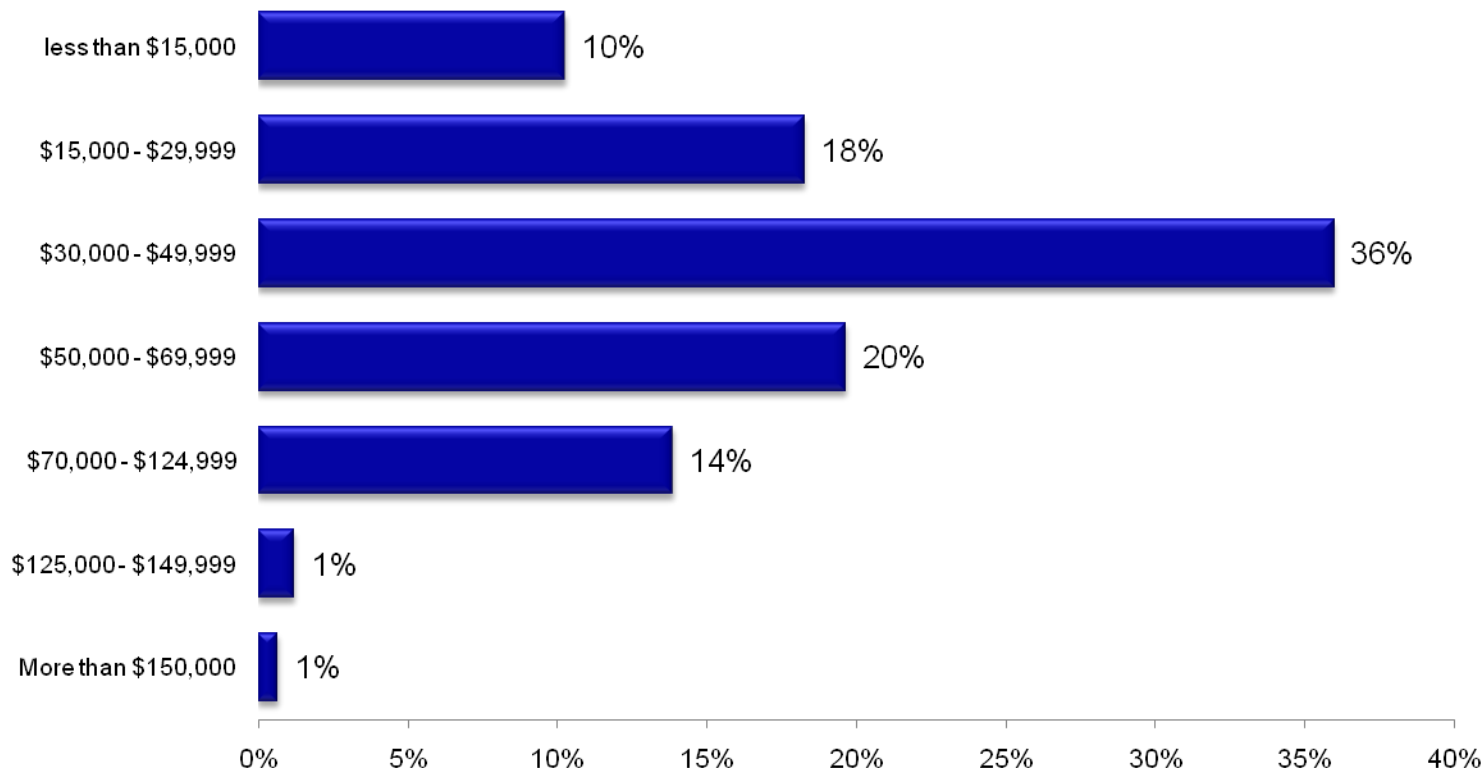


Please note 'other' includes: Hospitality, Security, Transport, Cook / Kitchen Hand

Q31. Which of the following best describes the industry your company operates in ?

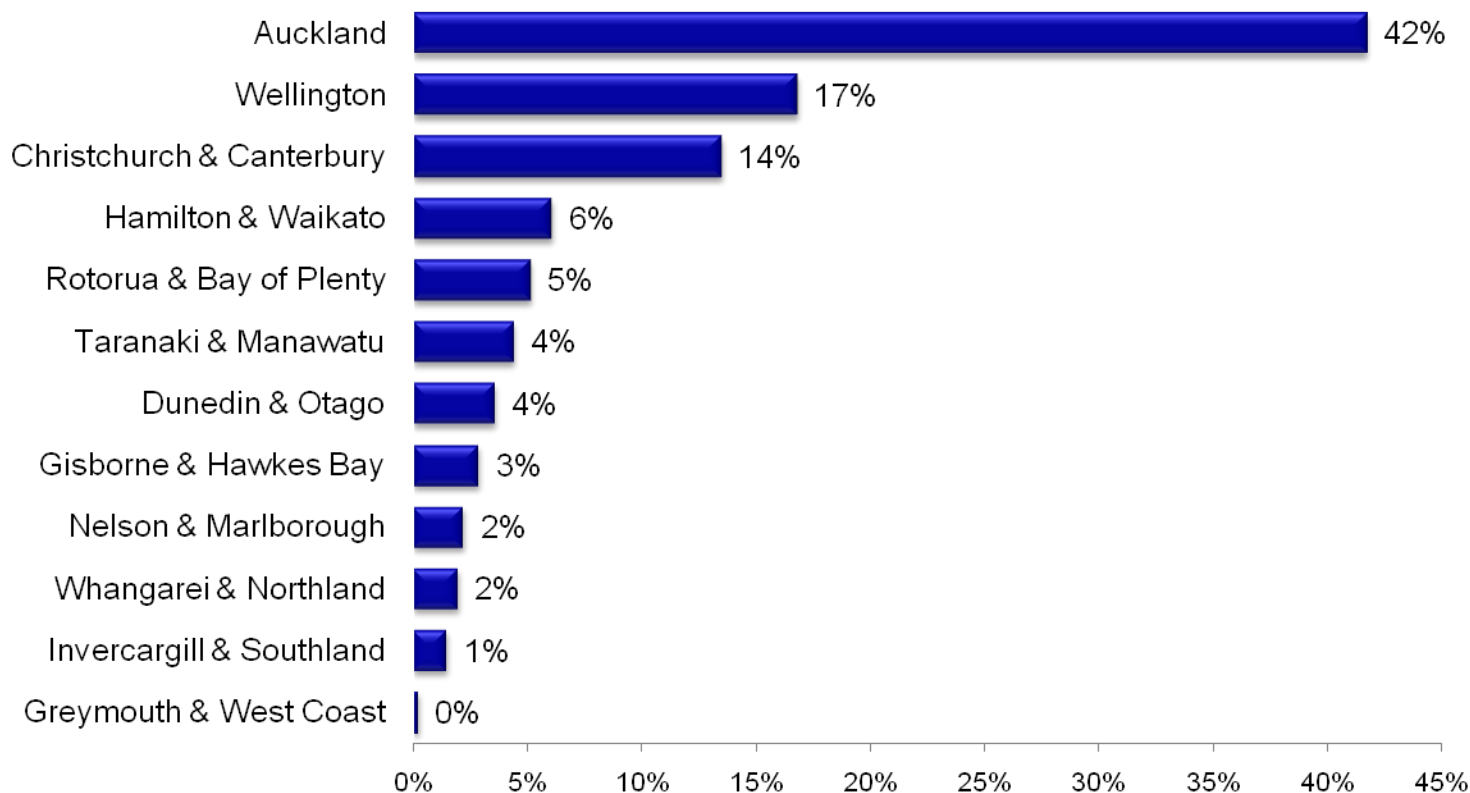
Base: Respondents who are employed (n=2996)

Most Recent Salary/Pay Package of Survey Respondents



Q32. What was your most recent annual salary/pay package?
Base: Respondents who are employed (n=2996)

Region of Survey Respondents



What region do you live in?
Base: Respondents who are employed (n=2996)