

# TNS Hong Kong

## *Employee Commitment Survey June 2005*

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# What's this all about?

- As Hong Kong's evolution into a knowledge-based service economy continues, human capital has become the organisation's most valuable resource.
- After several years of an "employers' market", the job market is quickly picking up in line with the economic rebound and opportunities for skilled and experienced workers are becoming more plentiful.
- Hong Kong employees are now switching jobs at a rate not seen over the past two years, according to the "First Quarter 2005 Survey on Manpower Statistics" conducted by the Hong Kong Institute of Human Resource Management.
- The need to motivate and retain employees has never been more critical.

# How did we do it?

- The survey of n=1,245 full-time employees in Hong Kong was conducted via the TNS 6<sup>th</sup>dimension online access panel from June 2 - June 6, 2005.
- Results are presented with a maximum margin of error of +/- 2.8% at a 95% confidence level.

# Key Findings

- The Hong Kong workforce is characterised by a high proportion of Detached employees, who are disconnected from their employers and constantly on the lookout for new opportunities.
  - 3 in every 4 full-time workers fall into the Detached category.
- Higher levels of employee commitment are observed in the financial-services and real-estate industries, while manufacturing, construction, transportation and utilities score lower.
- Surprisingly, contrary to popular assumption, balance between work and personal life (or lack thereof) does not appear to be as powerful an influence on employee commitment compared with other factors. Rather, having interesting work is more important.
- Other key drivers of employee commitment are: supportive management, an inclusive and involving organisational culture, perception that remuneration levels are at parity with peers, effective internal communication, a clear career path and opportunities for training and development.

# Detailed Findings

# Employee Commitment Index

## Explanations

**The Commitment Index shows by a single number the degree of employee satisfaction and motivation.**

The Commitment Index is based on the answers given to the following questions:

- ◆ How satisfied are you with your employment at [Company] in general?
- ◆ Would you apply for a job at [Company] again?
- ◆ Would you recommend [Company] as an employer to your friends and acquaintances?
- ◆ How would you rate the motivation of your close colleagues within your department?
- ◆ How would you rate [Company]'s overall competitiveness in the market?

**Overall Satisfaction**

**Rejoining**

**Recommendation**

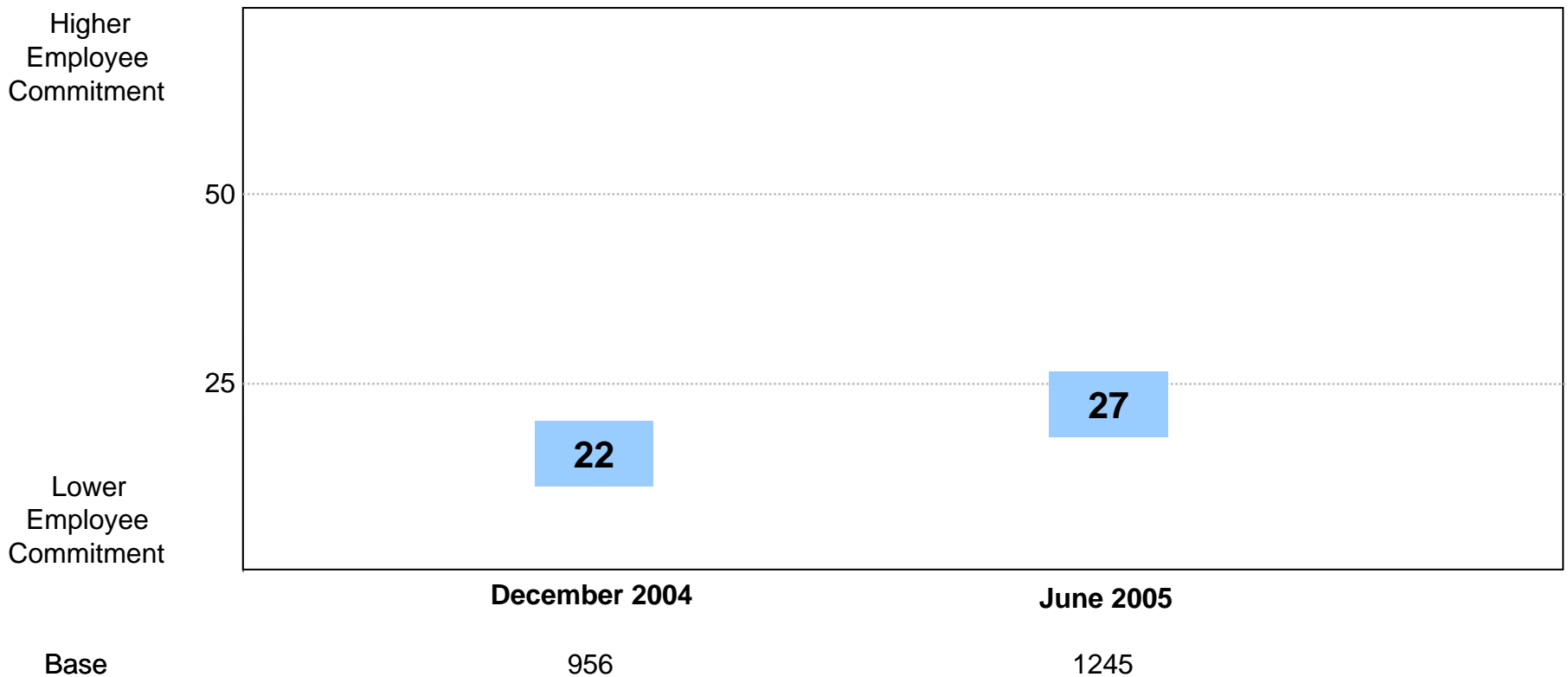
**Motivation of Colleagues**

**Market Strength**

**Commitment Index**

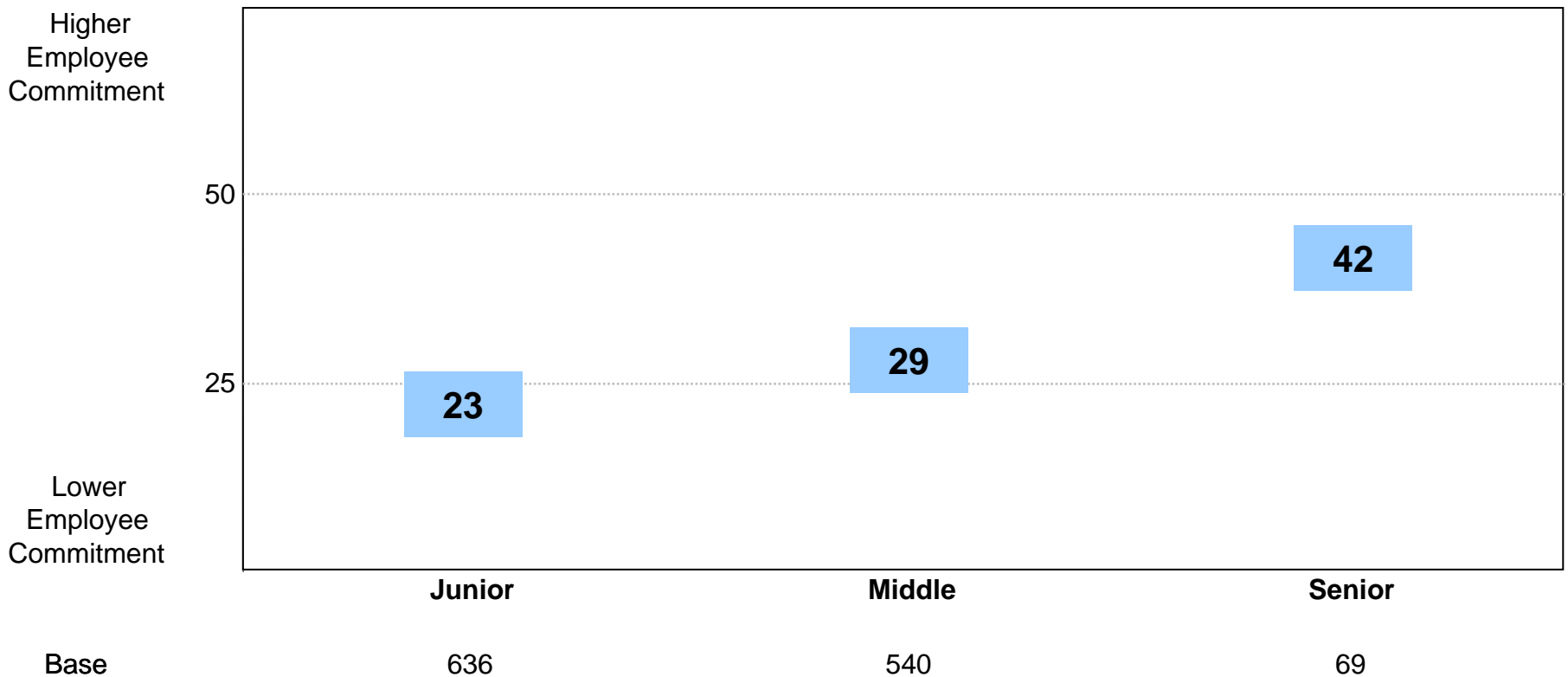
# Hong Kong Employee Commitment Survey

## Commitment Index Dec 2004 vs June 2005



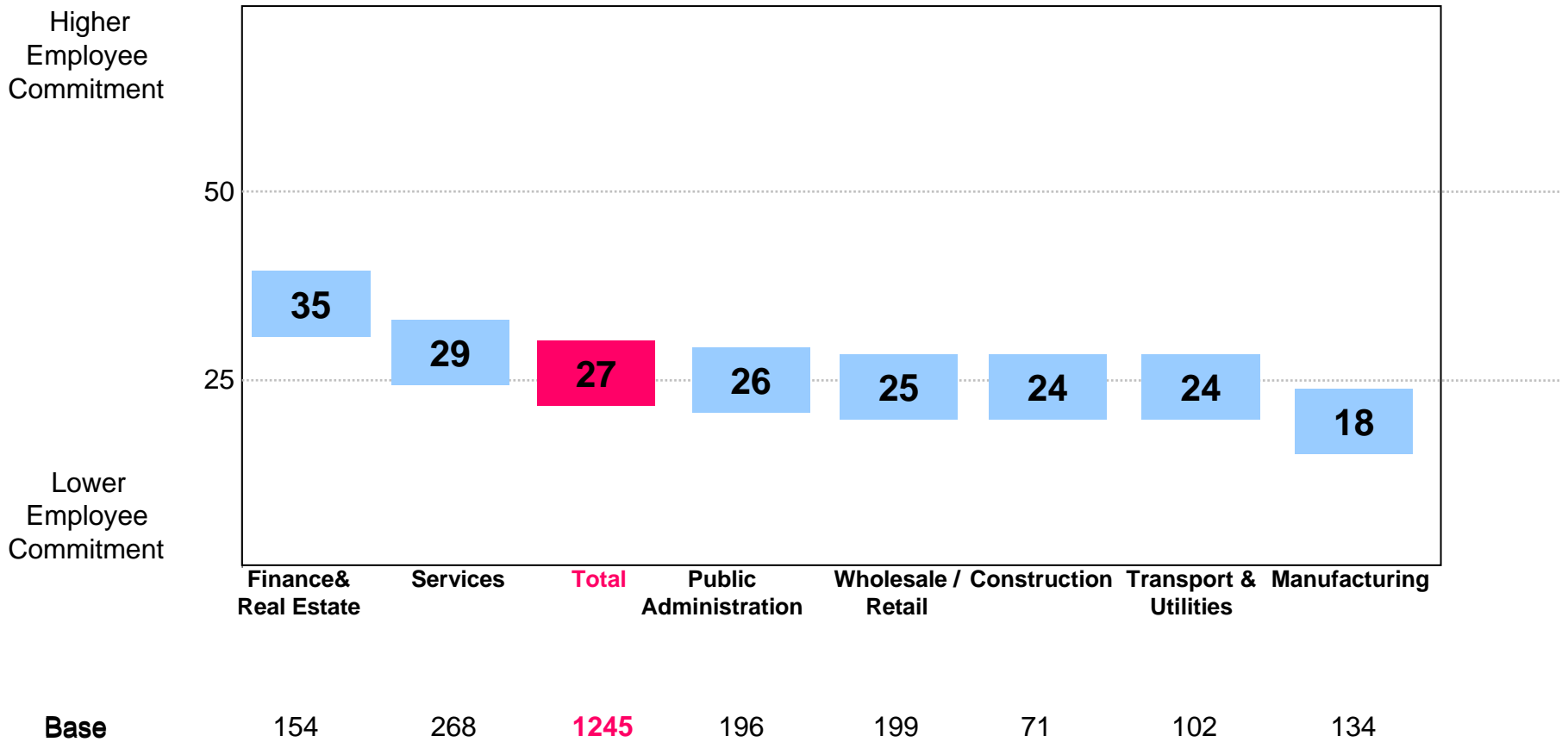
# Hong Kong Employee Commitment Survey Jun 2005

## Commitment Index by Seniority



# Hong Kong Employee Commitment Survey Jun 2005

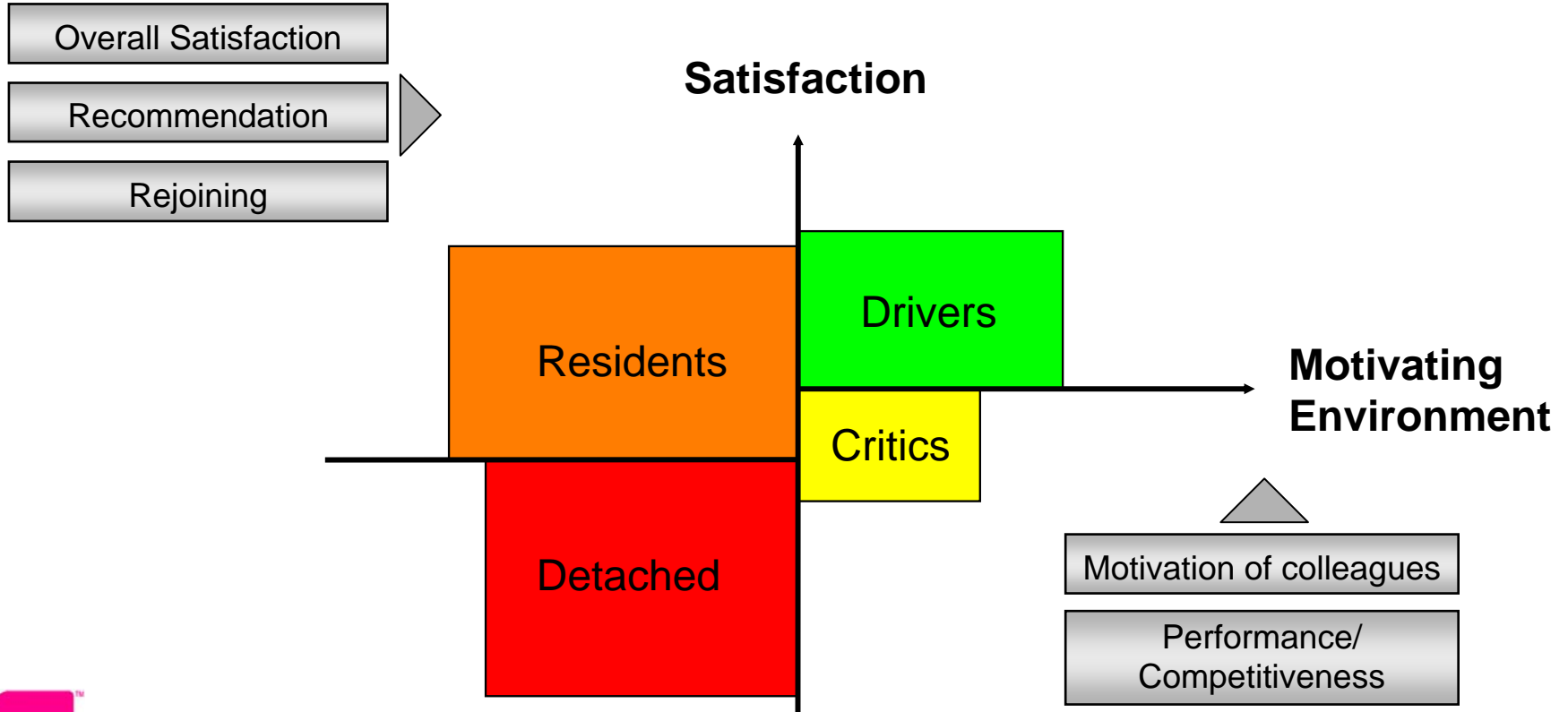
## Commitment Index by Industry



# Typology of Employee Situation

## Explanation

The Employee Typology explains the employees' situation within their working environment. This explanation is based on the two major dimensions driving the employees' commitment.



# Hong Kong Employee Commitment Survey Dec 2004

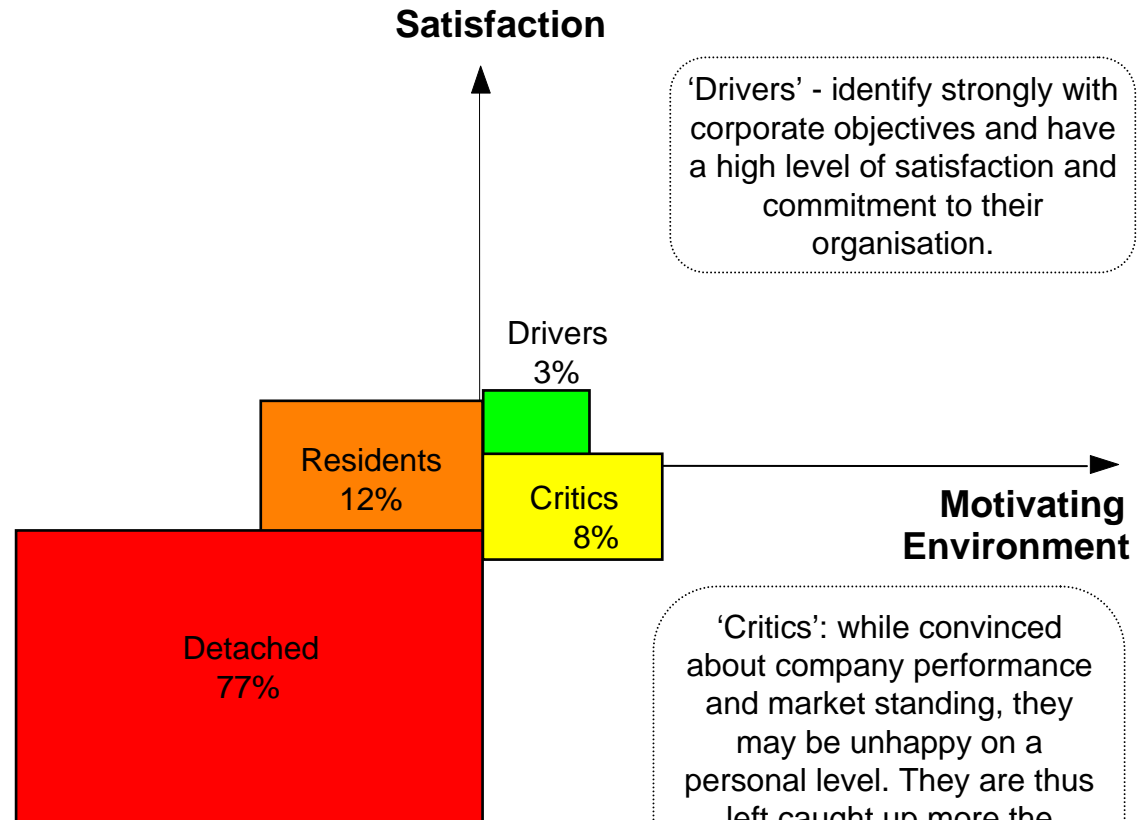
## Employee Typology

Commitment Index 22

'Residents' - satisfied, but not highly motivated. Such employees have a stabilising effect on the company

'Drivers' - identify strongly with corporate objectives and have a high level of satisfaction and commitment to their organisation.

'Detached' are dissatisfied, disconnected from the company and do not consider their work environment motivating. Such employees breed a negative climate within the organisation and are an underutilised resource



'Critics': while convinced about company performance and market standing, they may be unhappy on a personal level. They are thus left caught up more the pursuit of self-advancement and are open to changing jobs if opportunities show up

The large majority are generally dissatisfied, detached from their organization

# Hong Kong Employee Commitment Survey Jun 2005

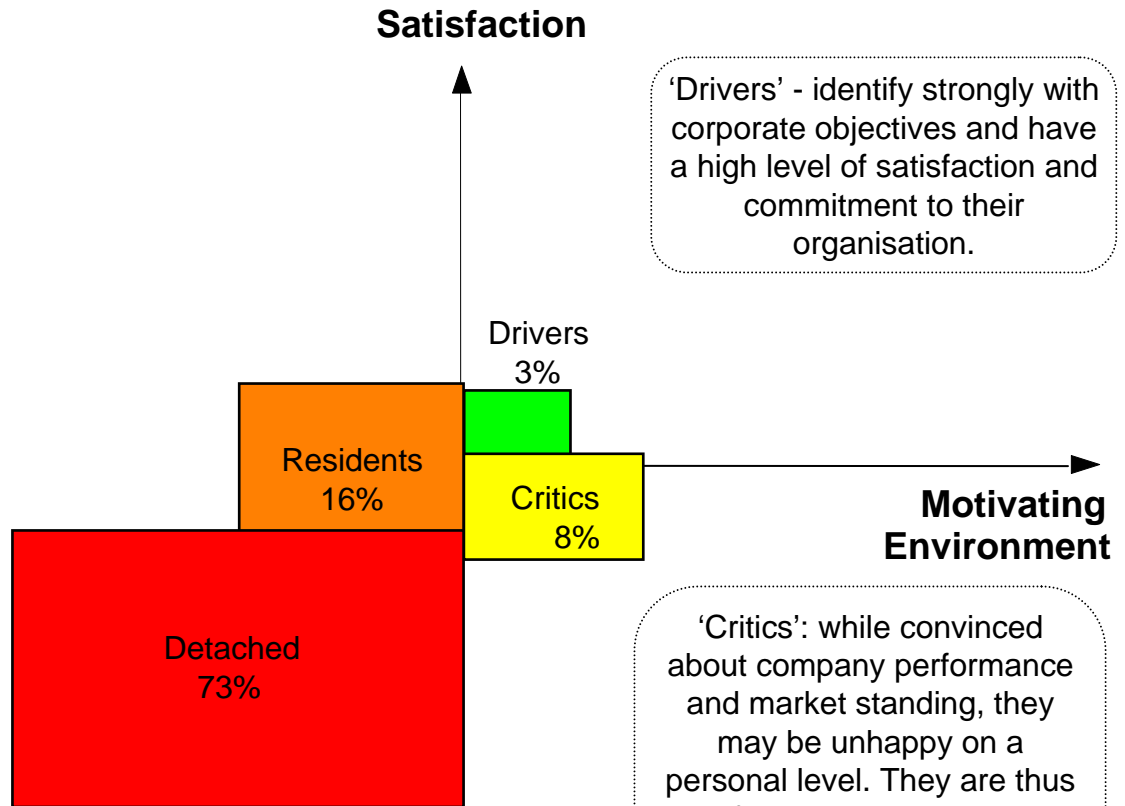
## Employee Typology

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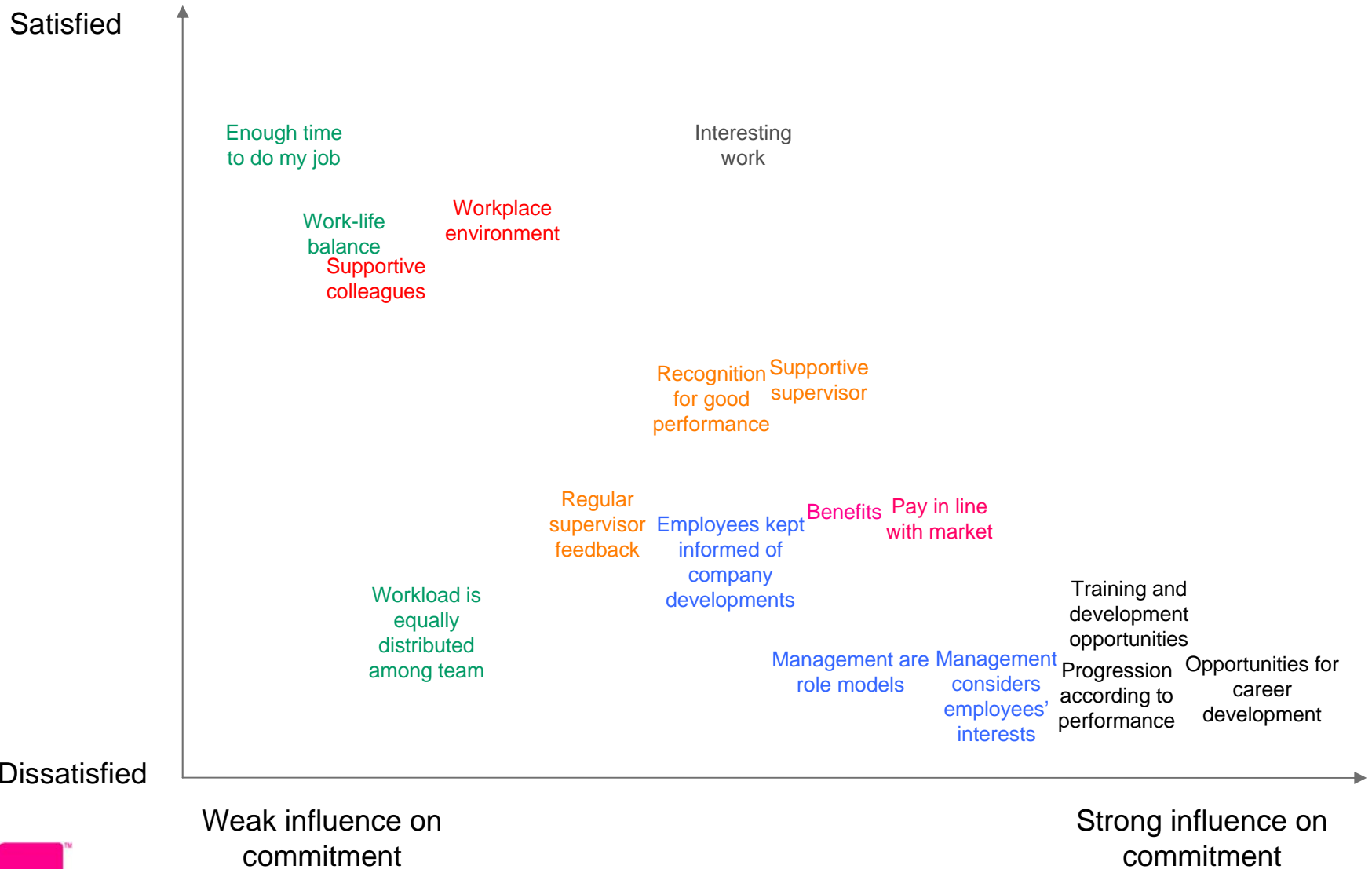
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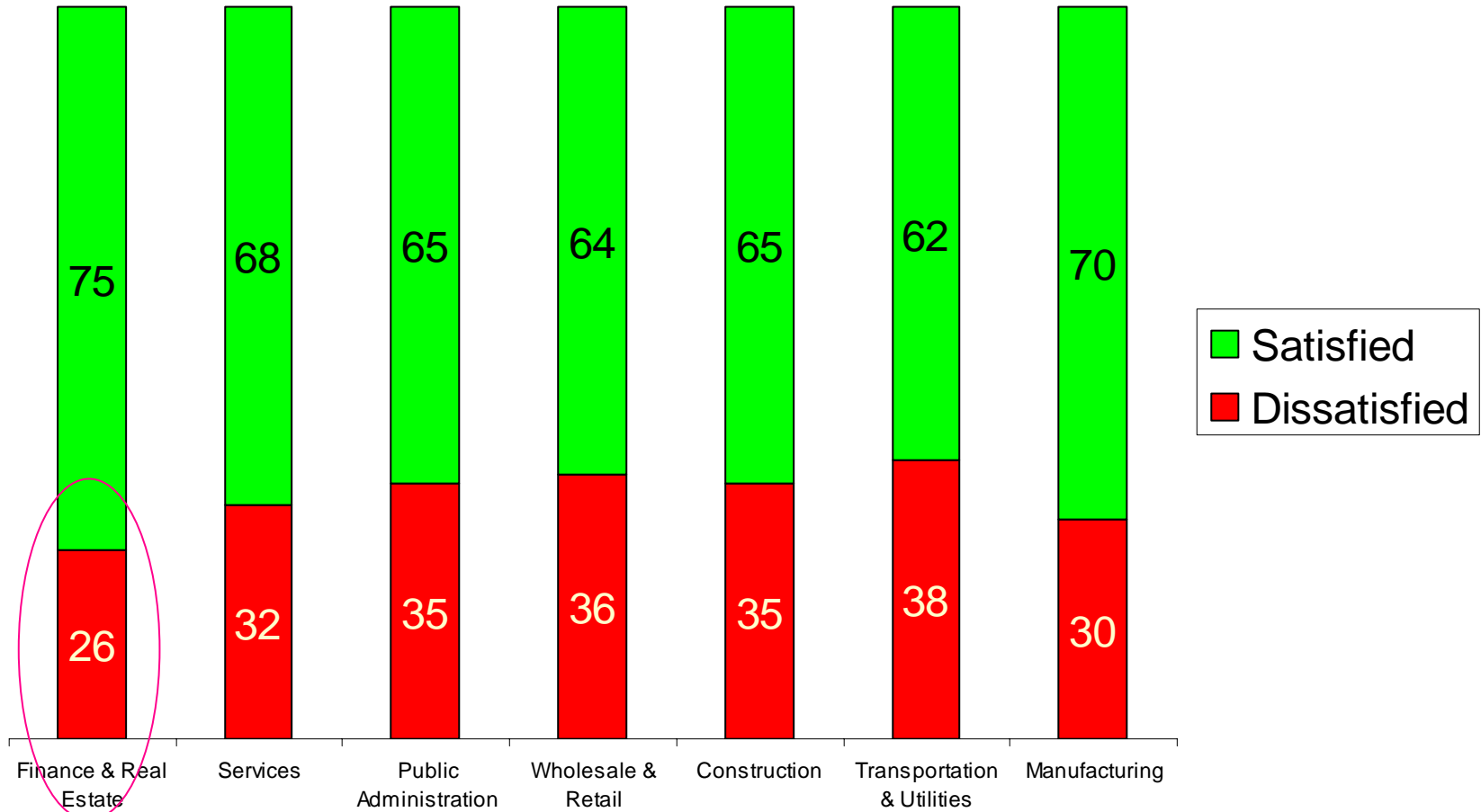
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# So, what really drives employee commitment?

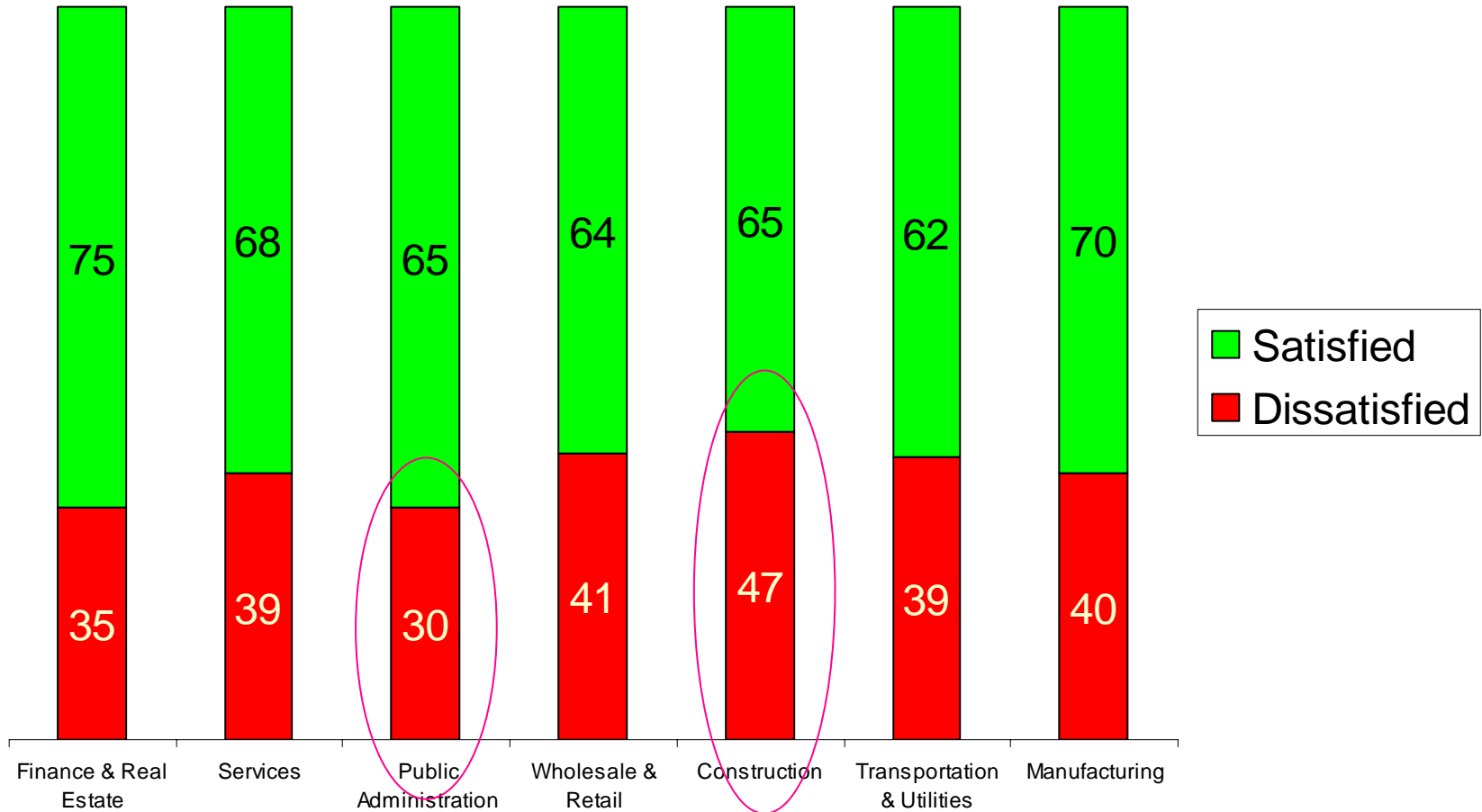


# Satisfaction rating:

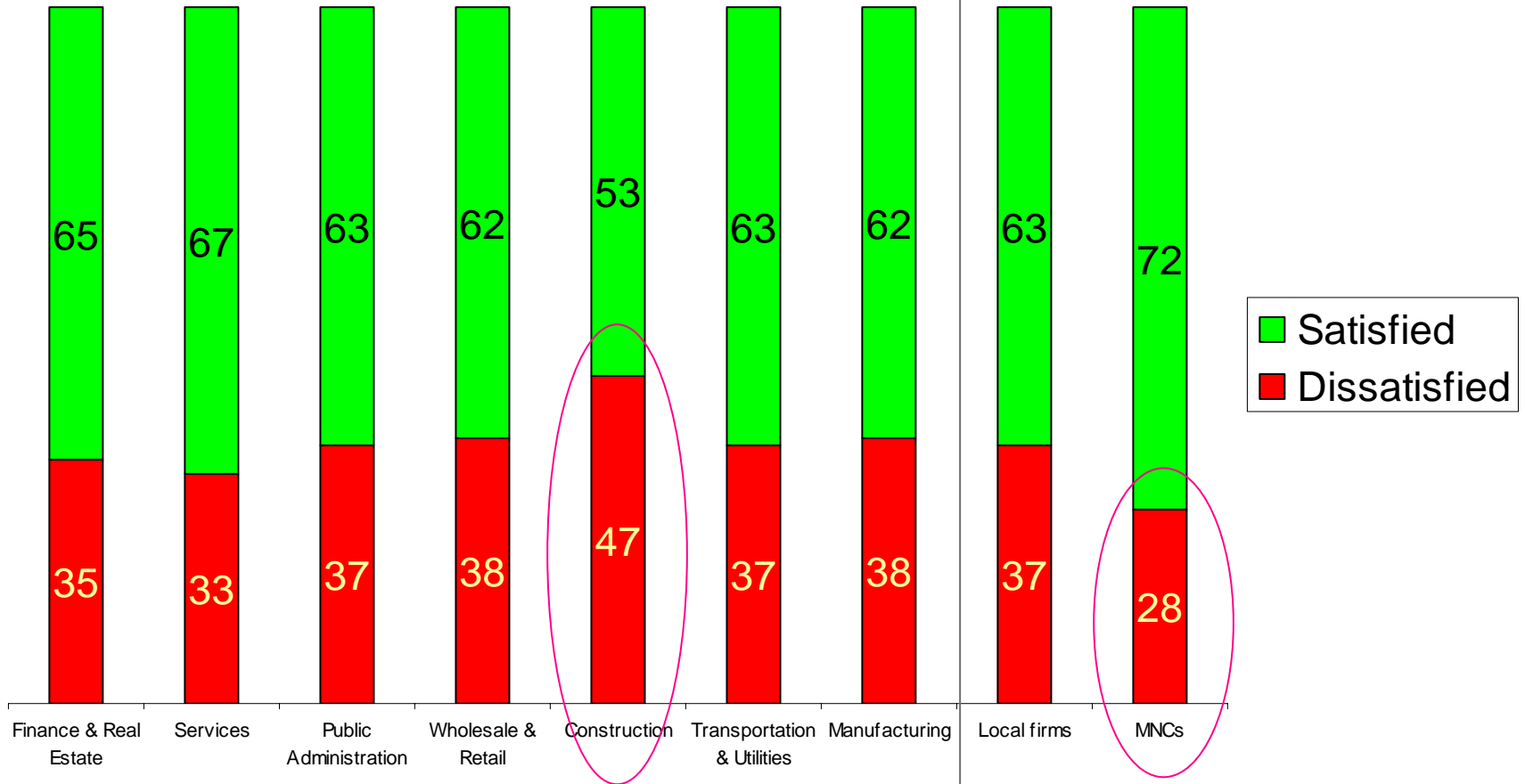
## Pay is fair compared with colleagues



# Satisfaction rating: Pay is in line with market

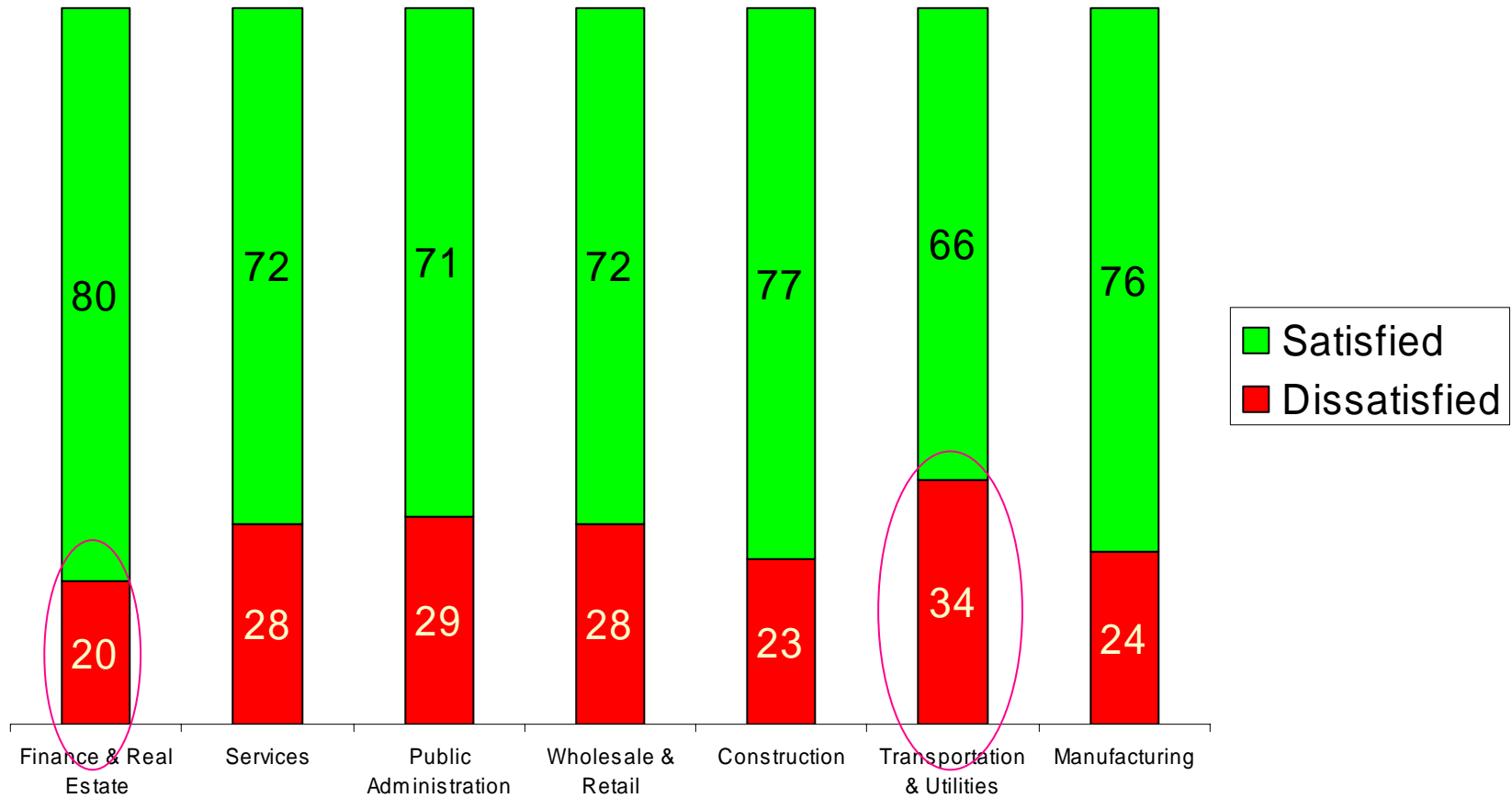


# Satisfaction rating: Benefits



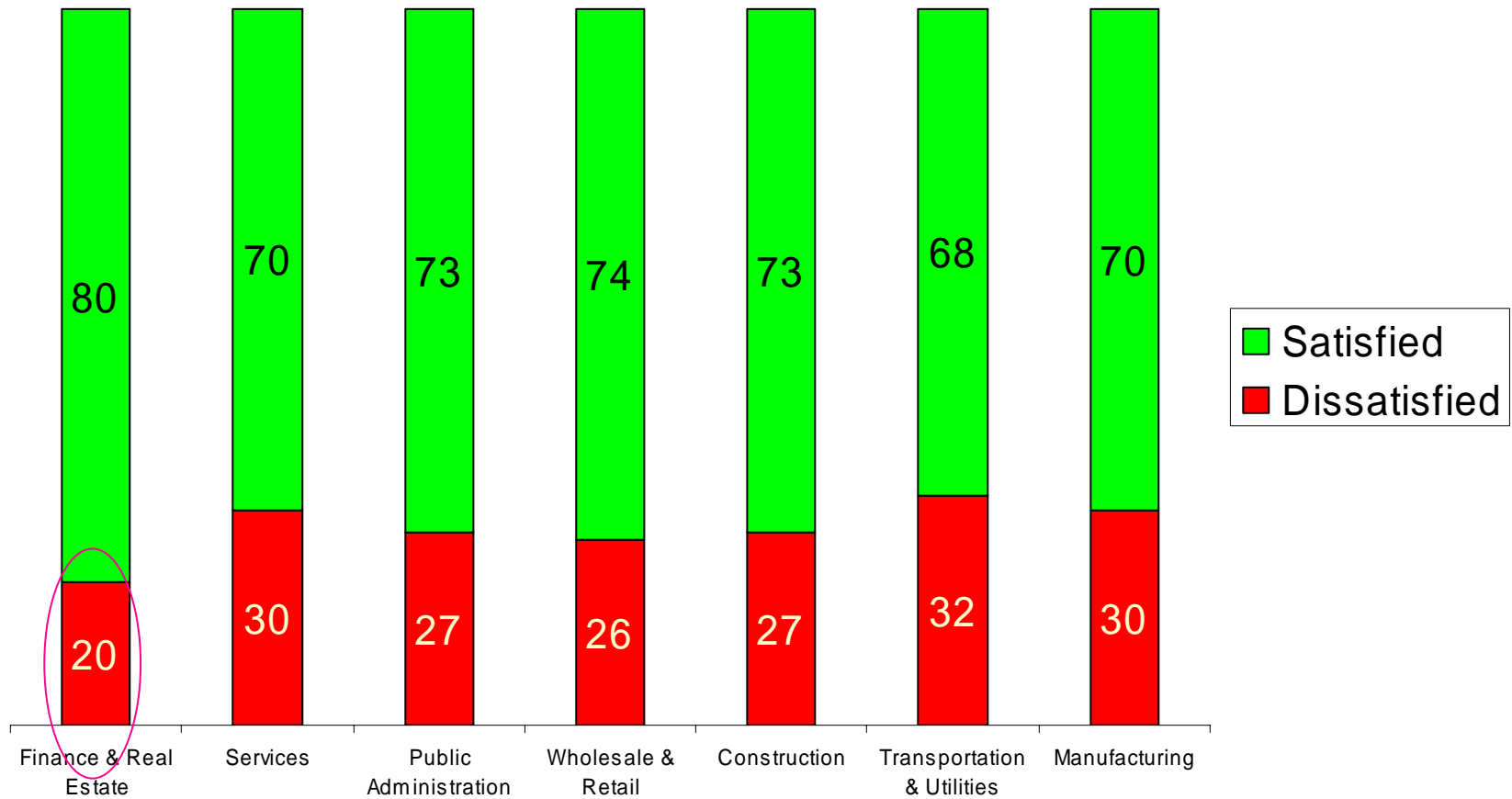
# Satisfaction rating:

## My supervisor supports my initiatives and ideas



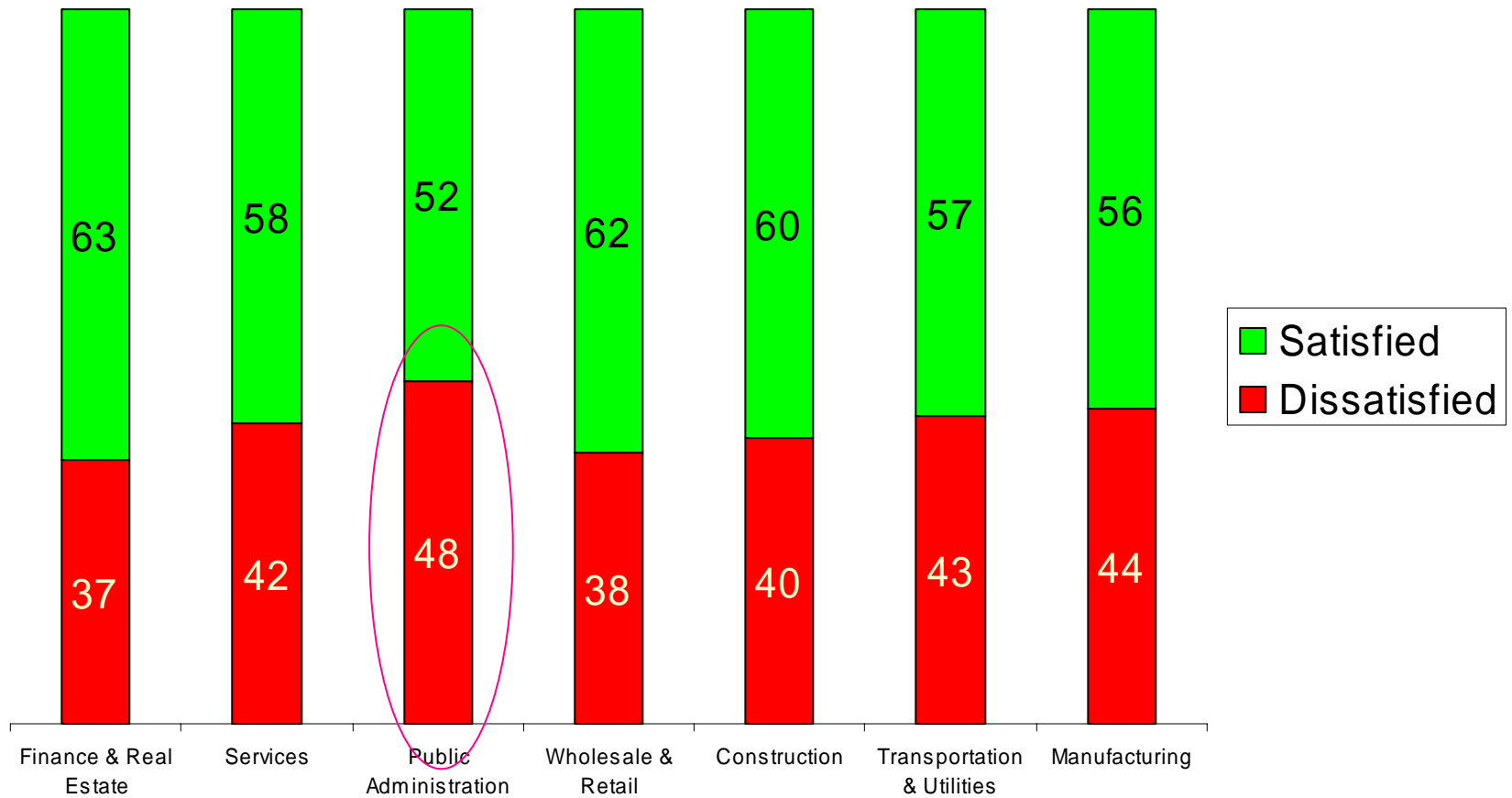
# Satisfaction rating:

## My supervisor appreciates and praises good performance



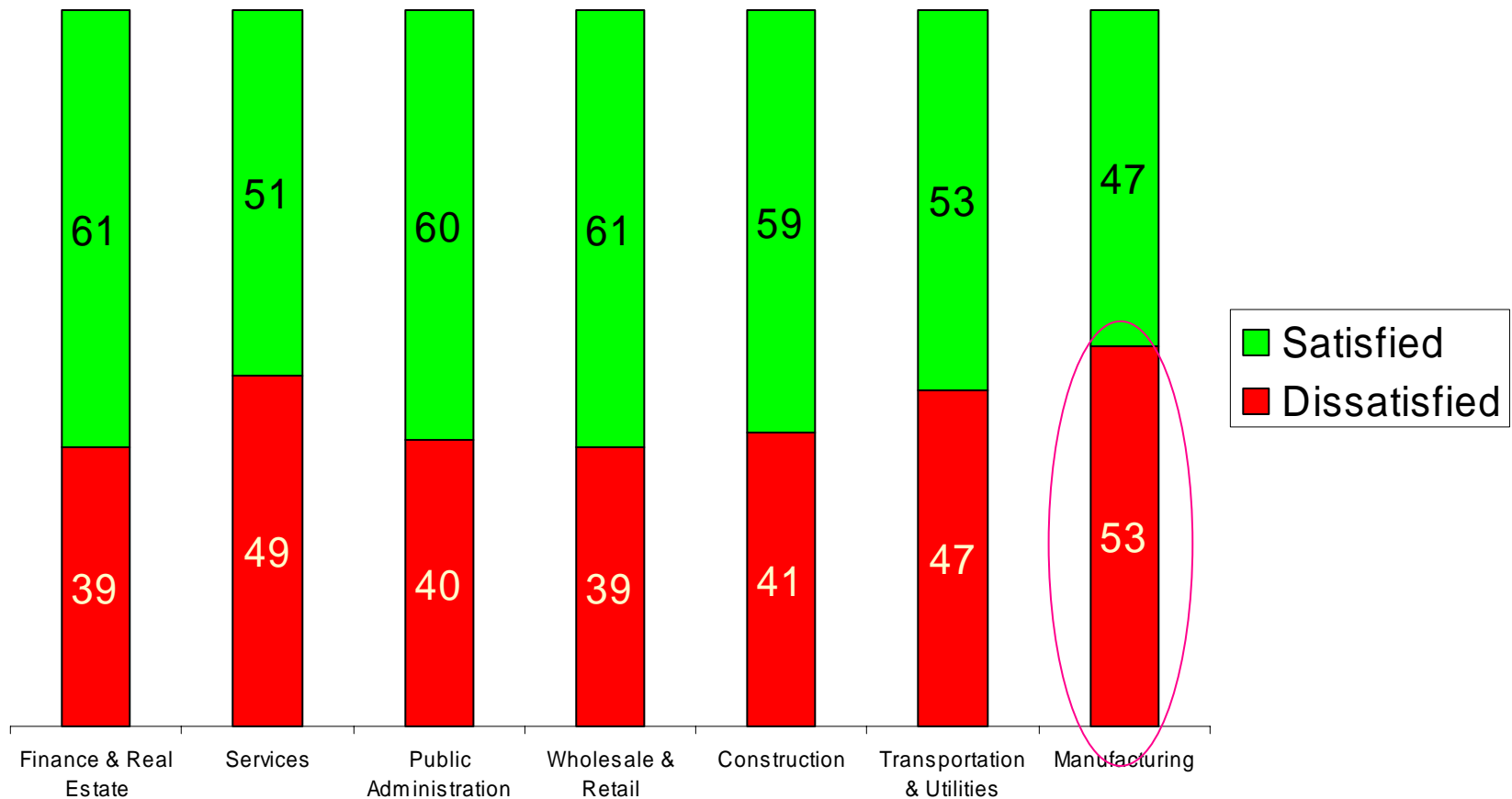
# Satisfaction rating:

## Senior managers are role models for leadership



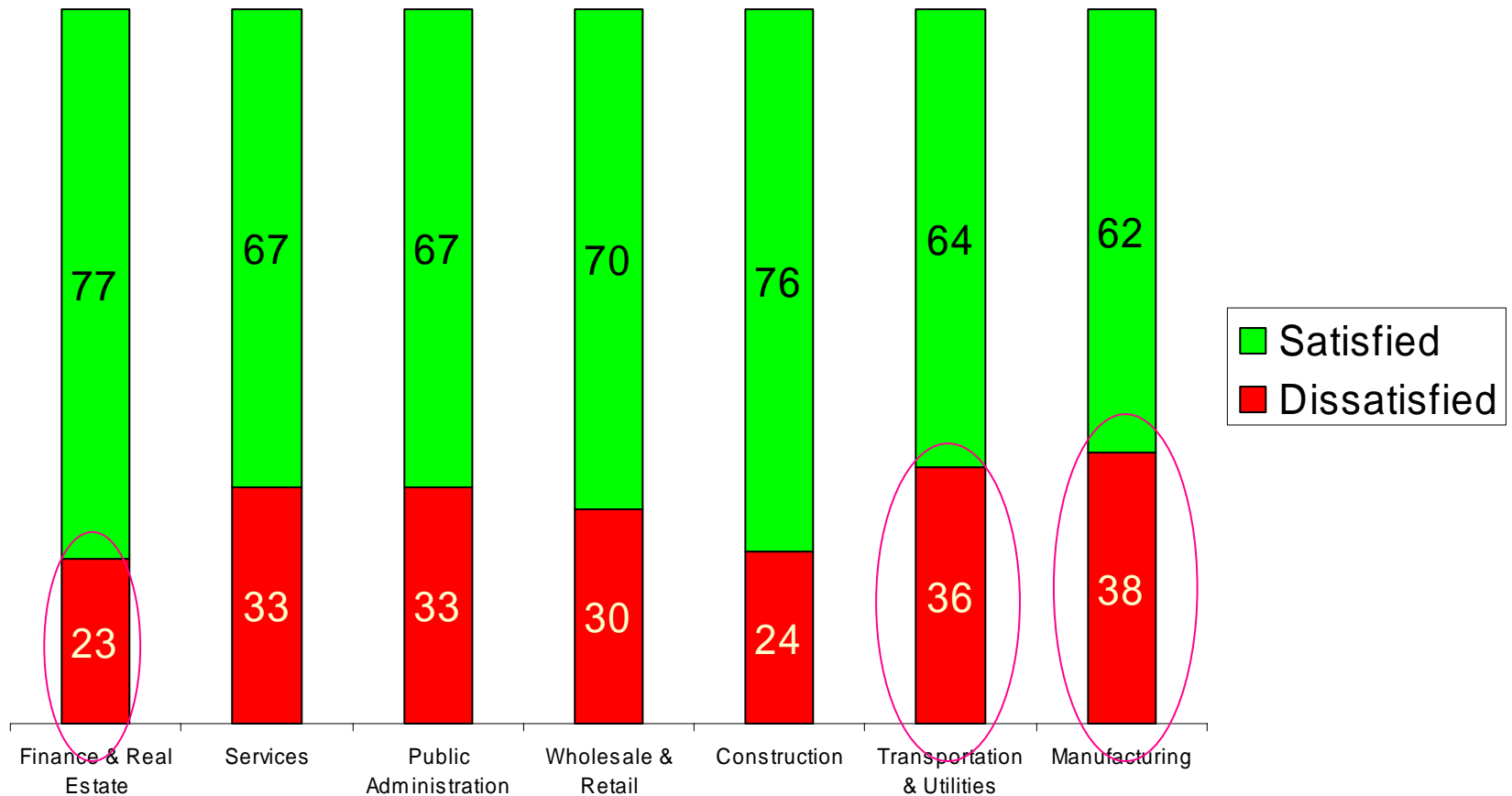
# Satisfaction rating:

Management considers employees' interests when making decisions



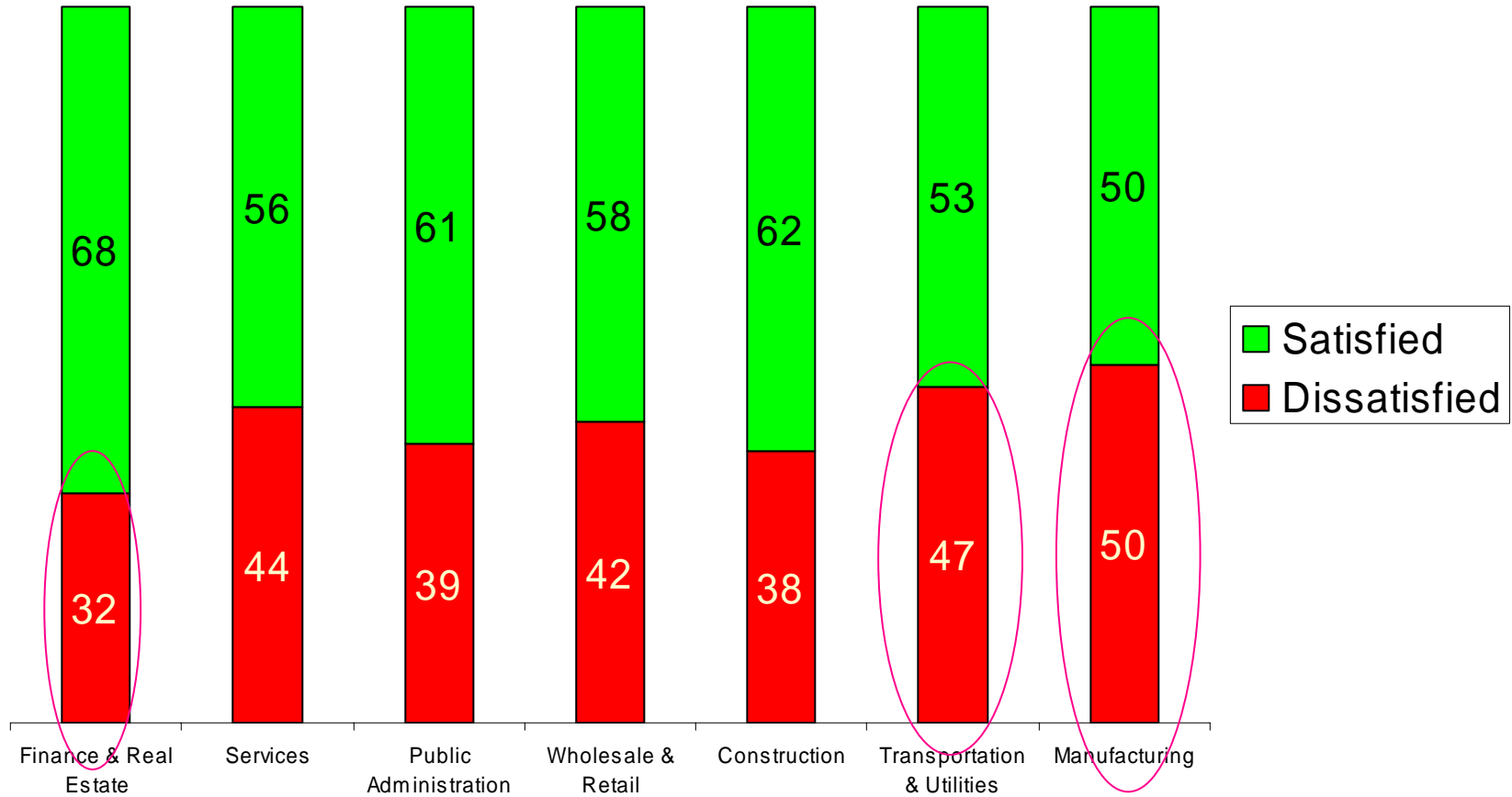
# Satisfaction rating:

## Internal communication regarding company strategy



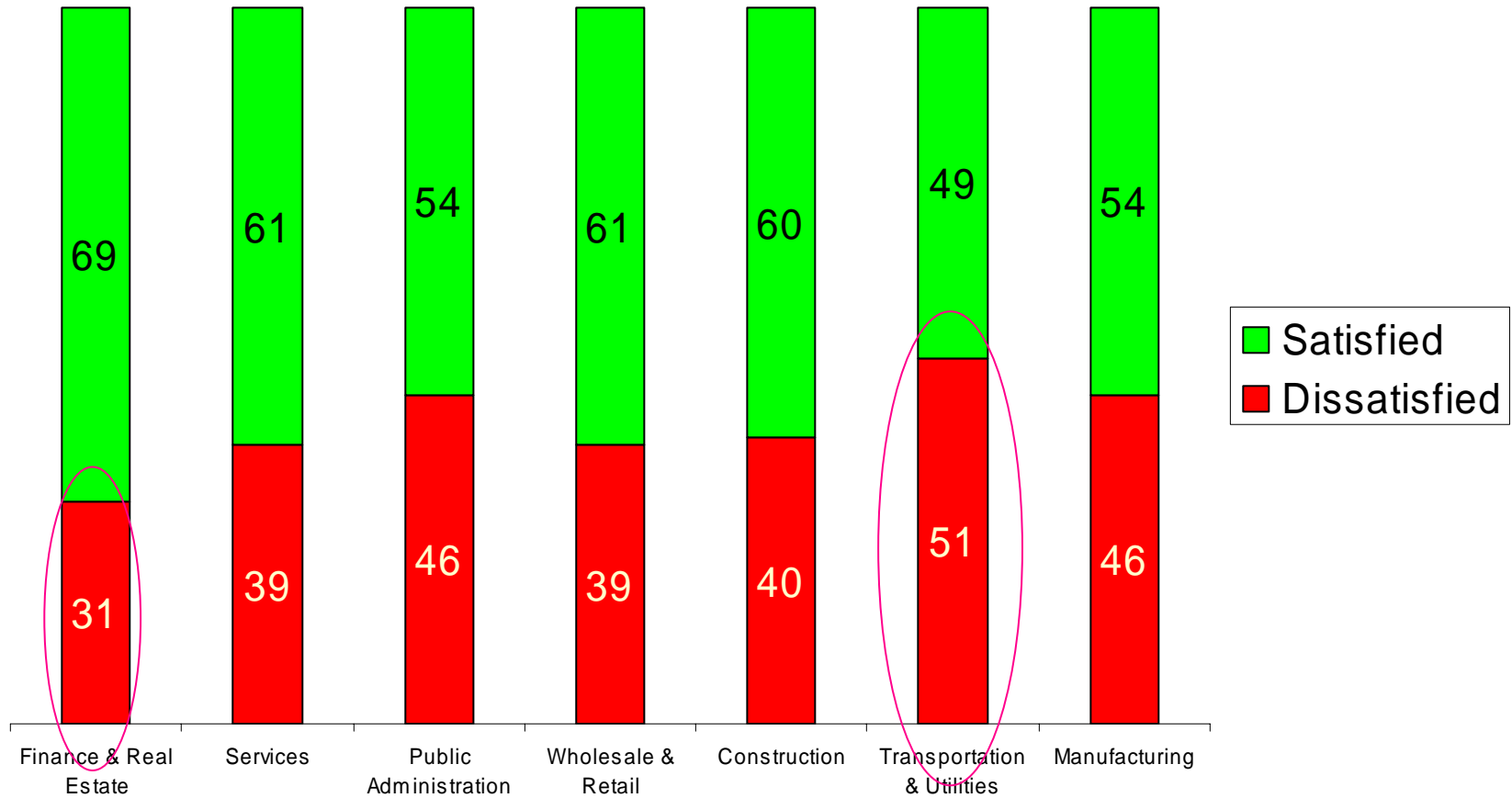
# Satisfaction rating:

## Opportunities for career development



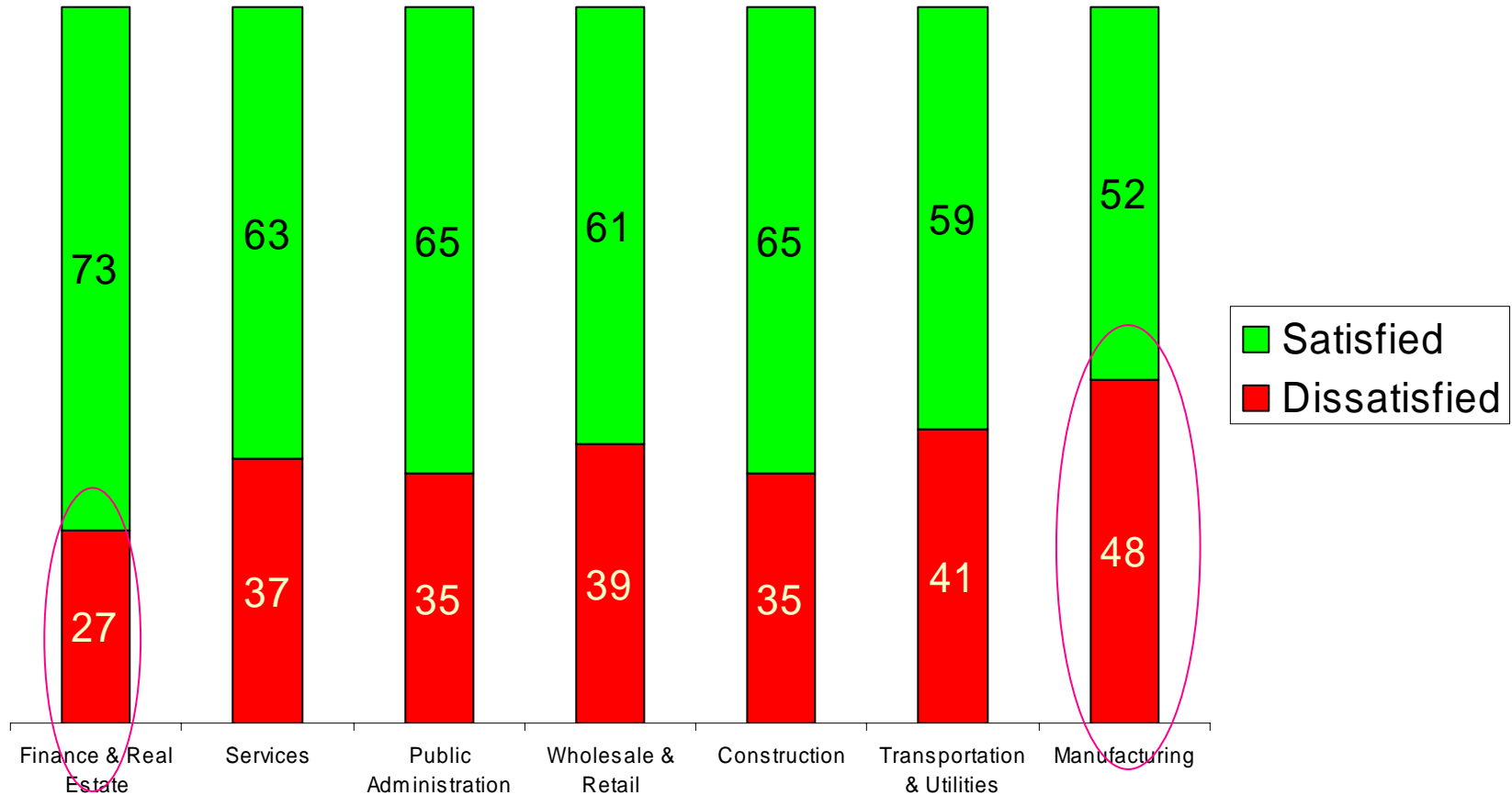
# Satisfaction rating:

## Progression according to performance and skills



# Satisfaction rating:

## Opportunities for job-related training



So...

It's about much more  
than just the money!

# So what do workers REALLY want?

- Employees want to be involved: to feel their voices are heard, and that they have a stake in the organisation's growth and success.
- While HK employees are in general satisfied with teamwork at the individual workgroup level, they feel that their employers perform poorly at providing support for their initiatives and recognising their contributions.
- While remuneration is a motivation, the key need is for assurance that one's pay is in line with that of colleagues and with the market as a whole.
  - Organisations should consider increasing benefits as well as, or even instead of, pay. This shows that the employer understands the real-life needs of workers and cares about their welfare.
  - Don't quietly raise pay: communicate to employees that pay levels are fair and commensurate with market rates.

# What workers want (cont'd.)

- A culture of appreciation, and recognition for good performance.
- To be kept informed of company strategy and developments.
- Clearly-defined career paths.
- Training and other opportunities for professional development.



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