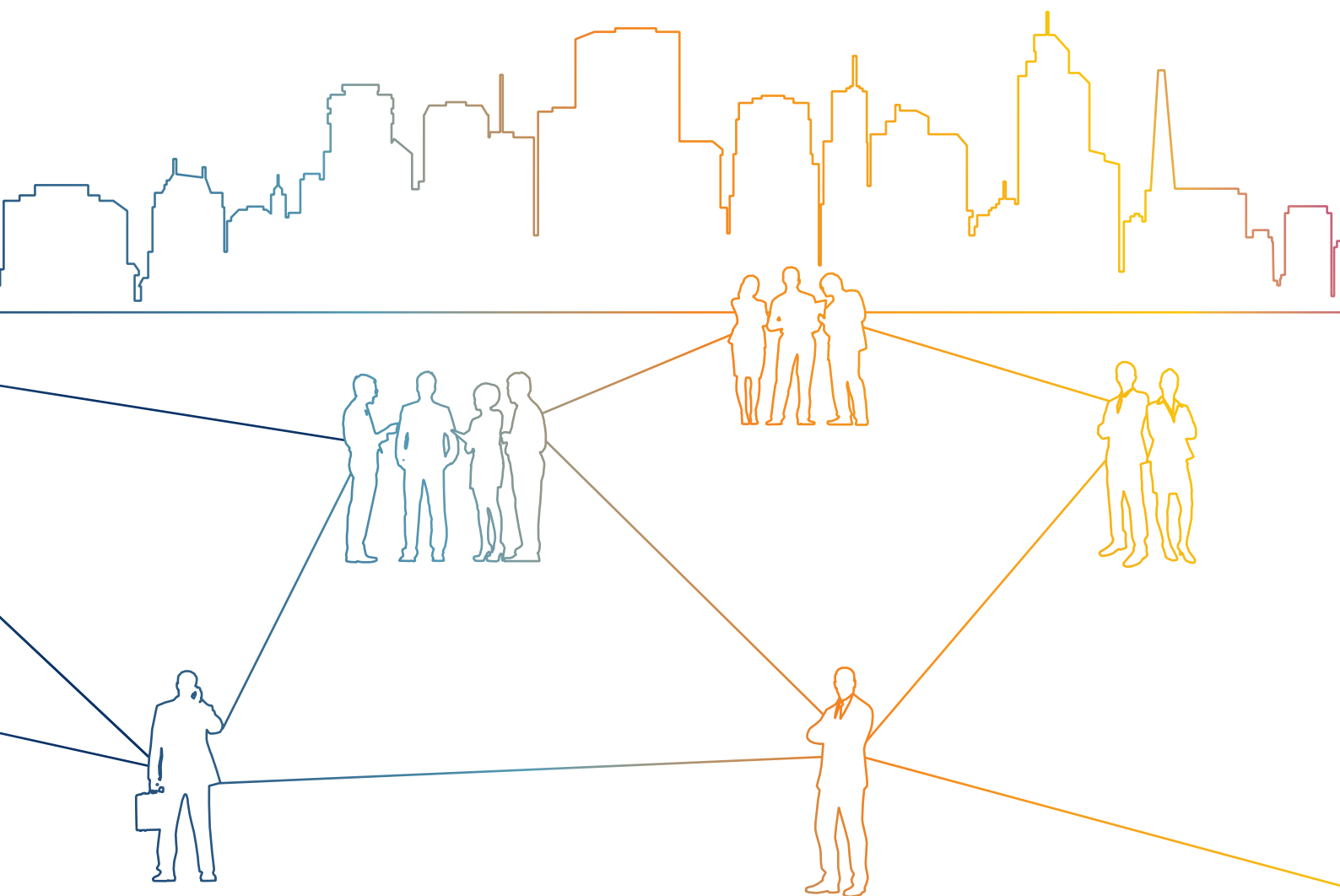


2018 APAC WORKFORCE INSIGHTS

Q2 2018

The Value of Values



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01	Summary
03	Trends
06	Key Drivers Behind the Trends
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INTRODUCTION

Much has been said about the new world of work with rapid changes being driven by technological, demographic and cultural factors. Employees today have a growing demand for meaning and purpose and are looking to work for organisations that provide autonomy, agility and mobility, enabling staff to feel a sense of purpose and to have more control over their conditions, working style and development. Employers will now face a variety of challenges involving a diverse and polarising workforce, and juggling the need for increased productivity and efficiency with resources through economy of scale.

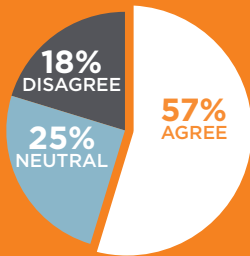
With this evolving workforce trend in mind, PERSOLKELLY embarked on quantitative research through an online survey with hiring managers and candidates between the ages of 20 – 70 years old, across a wide range of industries and nine regions in Asia Pacific (APAC) from October – November 2017.

The survey, commissioned across Australia, Hong Kong, India, Indonesia, Malaysia, New Zealand, Singapore, Thailand and Vietnam, obtained 9,295 responses.

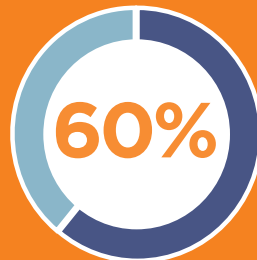
The primary objective of this survey is to explore the key insights of the changing workforce amongst different generations and sectors, and how these trends might create impact in the employment scene across the APAC region in 2018 and beyond. These insights will help employers creatively respond to the changing workforce needs in attracting more relevant talent and retaining valuable employees.

APAC WORKFORCE INSIGHTS SURVEY 2018

To what extent do employees take their organisation's values into account when considering their career opportunities?



Almost 2/3 agree that a manager's values, more than the organisation's, are the main point of reference for employees considering whether to stay or seek opportunities elsewhere.



60% of Hiring Manager believe their values can influence their team members' career decisions.



68% of Indonesian workers place greater importance on their manager's values than any other country's respondents.

INDUSTRY WITH HIGHEST LEVELS OF AGREEMENT

60% ▲



Banking & Financial Services



Legal



High Tech /IT



Generation Y are most likely to agree people generally take their manager's values into account more than the company's values.

Why do some people take a manager's values into account more than the company's?



50%

want to fit into their team and culture and feel a sense of belonging

What is the impact of people taking their manager's values into account more than the company's values?



Organisations need to make sure that managers are embedding the company values, so there is consistency across the business (53%)

ORGANISATIONS



Increased employee satisfaction and productivity when an employee's values match their managers (49%)

EMPLOYEES

What is the biggest challenge facing jobseekers today?

'Competition and finding the right 'fit'. There is no longer a prescribed set of attributes or skills that will guarantee you a job in most industries - even a degree has less weight than it used to. So now employers are looking for someone with the right values & attitude as well as some intangible 'things'.'

Candidate

SUMMARY

Organisational culture is becoming increasingly important and is more visible than ever before. Technology has resulted in a rebalance of power from employers to employees. Networking tools enable people to easily monitor the job markets for new opportunities, and details about an organisation's culture are freely available online with both positive and negative insights shared widely.

Well-embedded values and behaviours drive culture and many organisations have adopted around five or six values as being important to their success. Many also link those values to the behaviours they expect from their employees, some also go further and identify the behaviours that aren't accepted or supported in relation to each value. But how many organisations can say that their values are so deeply embedded into their DNA that those values become part of the organisation's way of life? Not many. Too many announce their values and rarely refer to them again. Most don't include them as part of their employee induction or build them into their recognition or reward systems.

At the manager level however, things are very different with values and behaviours much more visible and tangible. The best managers know what they value and recognise the importance of ethical behaviour. They exhibit both their values and their ethics in their management style and actions. These ethics and values are visible because they live them in their actions every single day.

In most cases, candidates apply for a role with an organisation, rather than a role with an individual manager but once on board, to what extent do employees take their organisation's values into account when considering their career opportunities? Given the close working relationships employees usually have with their immediate team, are the values held by their manager more important?

The PERSOLKELLY 2018 APAC Workforce Insights show that a manager's values, more than an organisation's, are indeed the main point of reference for employees considering whether to remain with an organisation or to seek opportunities elsewhere. This is driven by a need to belong and a desire to fit into the team culture. This is largely perceived as positive but it does have a number of important implications for businesses.

TRENDS

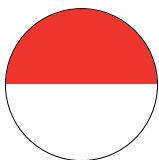
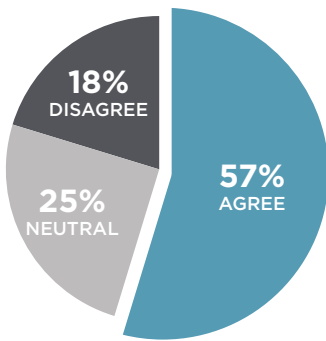
When considering their career opportunities at an organisation, people generally take their manager's values into account more than the company's values.



Good managers form positive relationships with their staff, act as role models and show employees how the organisation strategy and values should be exemplified. They act as a conduit for information and as a facilitator to the rest of the organisation.

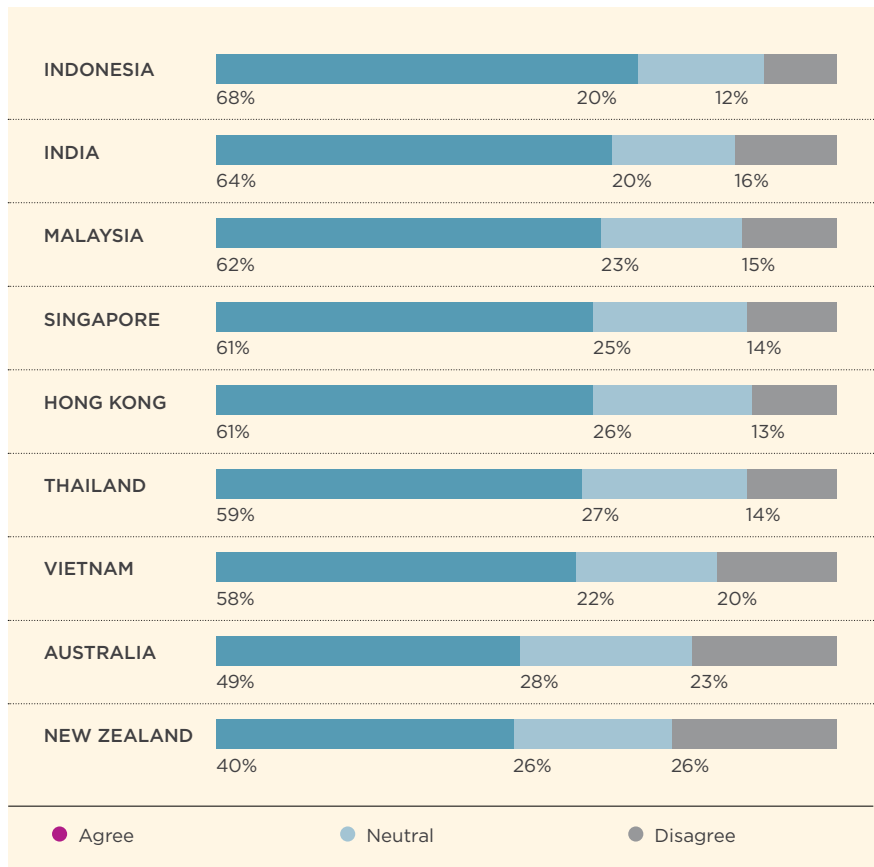
AGREEMENT BY COUNTRY

There is a high degree of variability by country.



Indonesian

workers place greater importance on their manager's values than any other country's respondents.



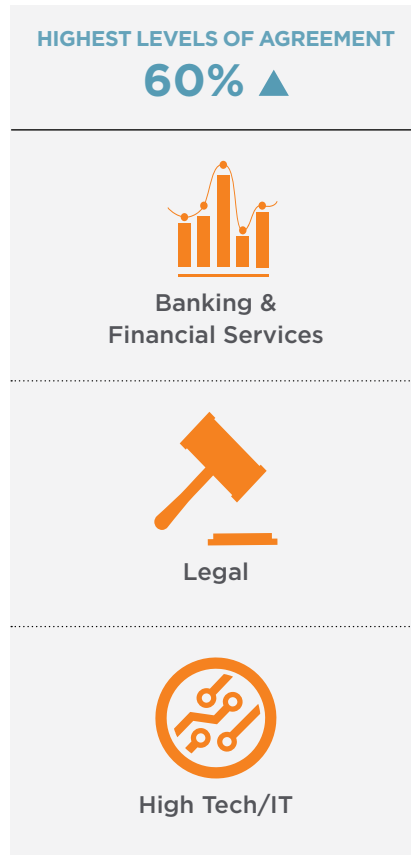
TRENDS

KEY TAKEAWAY

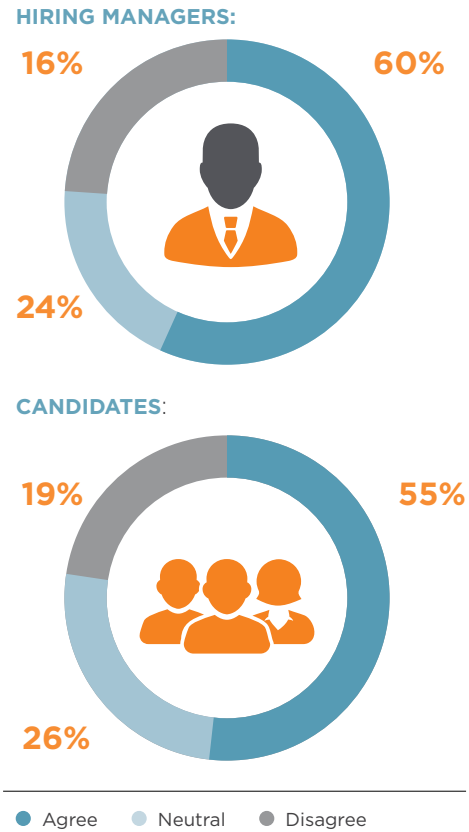
Employees can...

build strong relationships with effective, empowering managers and may follow if the manager moves on and the overall organisation culture is defective.

AGREEMENT BY INDUSTRY



AGREEMENT BY ROLE



60%

of Hiring managers believe their values can influence their team members' career decisions.

What is the biggest challenge facing jobseekers today?

'Connecting to the right organisation, one that demonstrates a good fit to the candidate's culture, values and ways of working.'

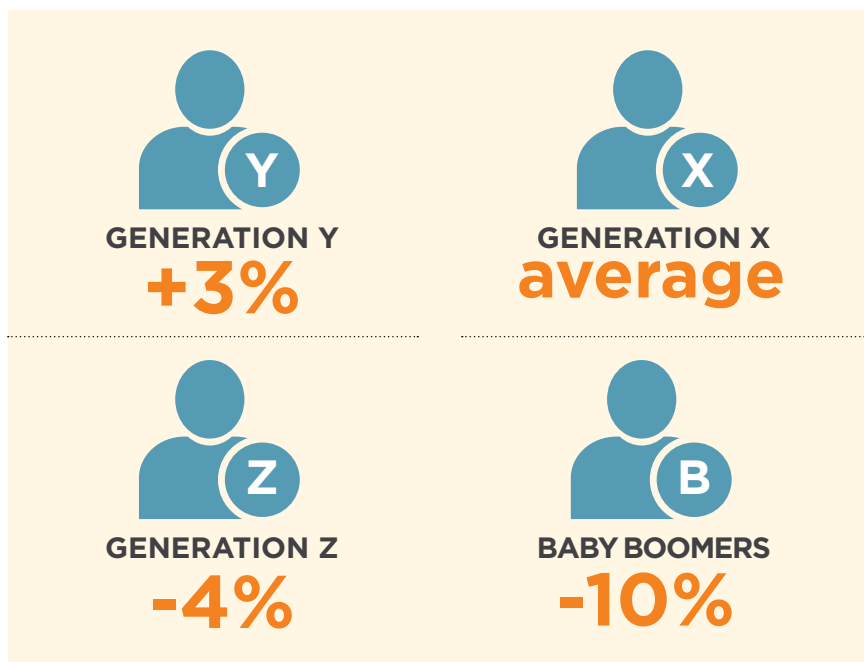
Candidate

AGREEMENT BY WORK STATUS

Significantly more full-time than part-time staff agree they take the manager's values into account over the organisation's. This suggests face time may have a big influence on how much significance a worker places on their manager's values.



AGREEMENT BY AGE



KEY TAKEAWAY



In today's environment of change, ...

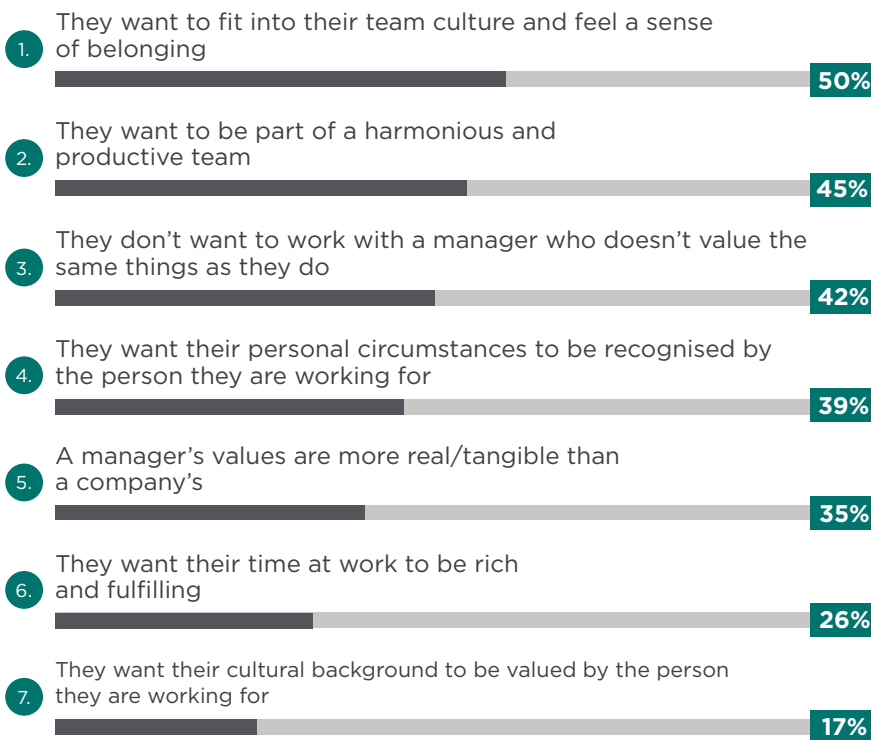
acquisitions, mergers and new market entrants, organisational culture is constantly shifting. Organisations must recognise that culture needs to be driven from the top down. Senior leaders must be held accountable for building a strong and enduring culture based on corporate values, rather than leaving it up to individual managers to build culture only at team level.

KEY DRIVERS BEHIND THE TRENDS

Employees who feel connected to their team will have higher levels of engagement and as a result will be more productive and resilient.

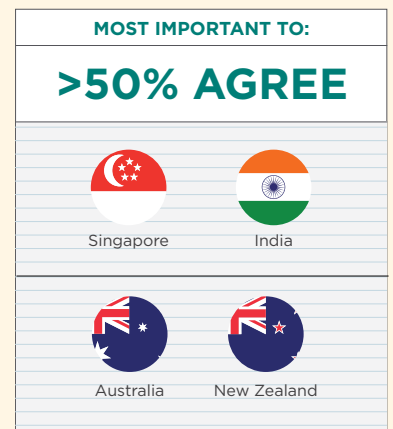


WHY DO SOME PEOPLE TAKE A MANAGER'S VALUES INTO ACCOUNT MORE THAN THE COMPANY'S?

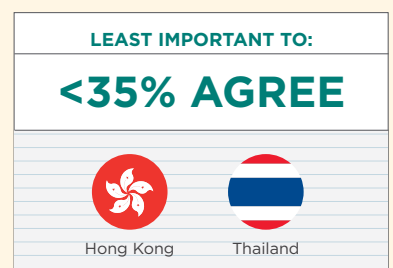


DRIVERS BY COUNTRY

They want to fit into their team culture and feel a sense of belonging

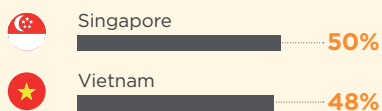


They want to be part of a harmonious and productive team

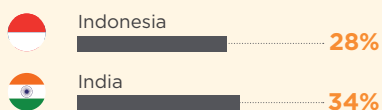


They don't want to work with a manager who doesn't value the same things as they do

MOST IMPORTANT TO:



LEAST IMPORTANT TO:



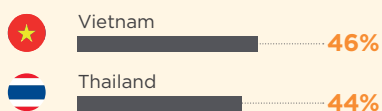
They want their personal circumstances to be recognised by the person they are working for

MOST IMPORTANT TO:



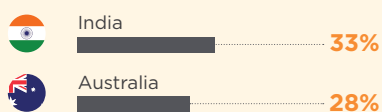
A manager's values are more real/tangible than a company's

MOST IMPORTANT TO:



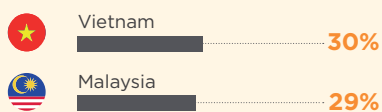
They want their time at work to be rich and fulfilling

MOST IMPORTANT TO:



They want their cultural background to be valued by the person they are working for

MOST IMPORTANT TO:



DRIVERS BY INDUSTRY

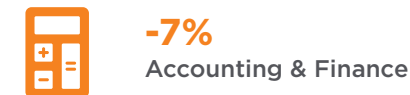
They want to be part of a harmonious and productive team



They don't want to work with a manager who doesn't value the same things as they do



They want their personal circumstances to be recognised by the person they are working for



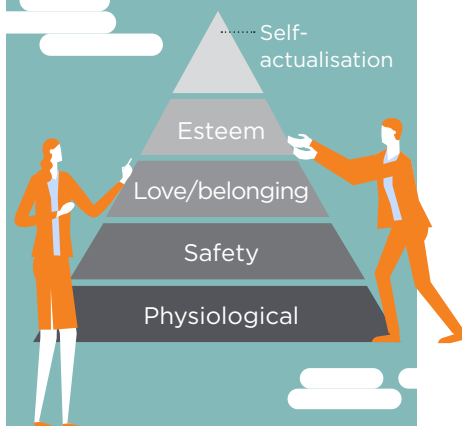
They want their time at work to be rich and fulfilling



They want their cultural background to be valued by the person they are working for



KEY TAKEAWAY



Considering...

why some people may take their manager's values into account more than the company's values shows the importance of team connection, and the need for employees to fit in and belong. This finding relates to the classic and still widely referenced Maslow's hierarchy of needs, a motivational theory in psychology that comprises a five-tier model of human needs, often depicted as hierarchical levels within a pyramid.

Our most basic need is for physical survival, and this will be the first thing that motivates our behaviour. However, the desire to belong also plays a big role, which includes friendship, intimacy, trust and acceptance, receiving and giving affection and love, affiliating and being part of a group (family, friends, work).

KEY DRIVERS BEHIND THE TRENDS

KEY TAKEAWAY

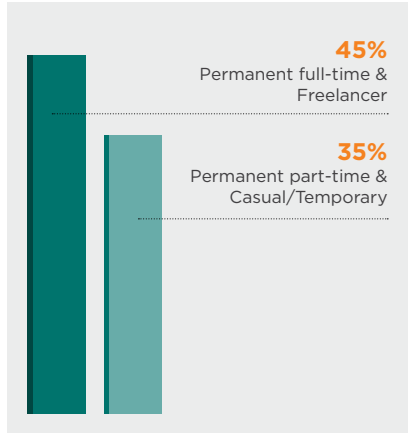


Leaders at all levels...

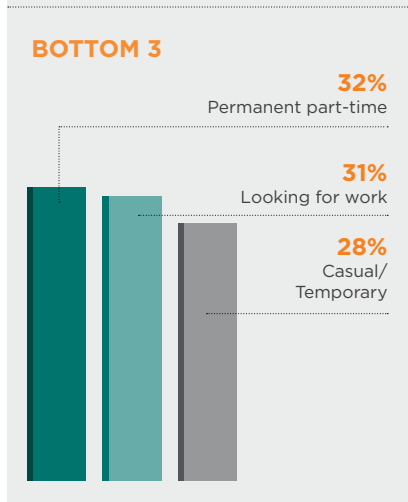
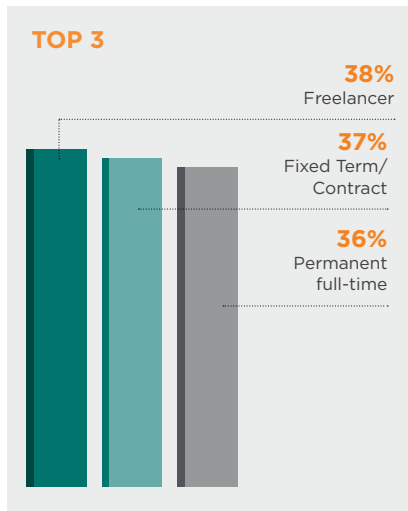
need to understand the behaviours associated with the organisational values, and be developed and supported to authentically live these values every day. Policies, processes and systems also need to be aligned to the culture and reflective of the desired values and behaviours.

DRIVERS BY WORK STATUS

They don't want to work with a manager who doesn't value the same things as they do



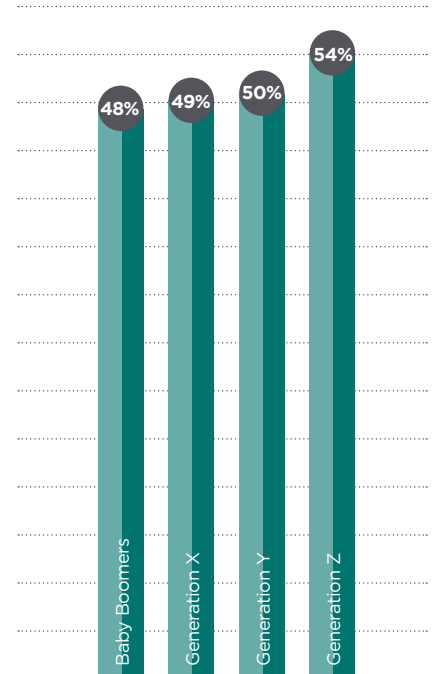
A manager's values are more real/tangible than a company's



DRIVERS BY AGE

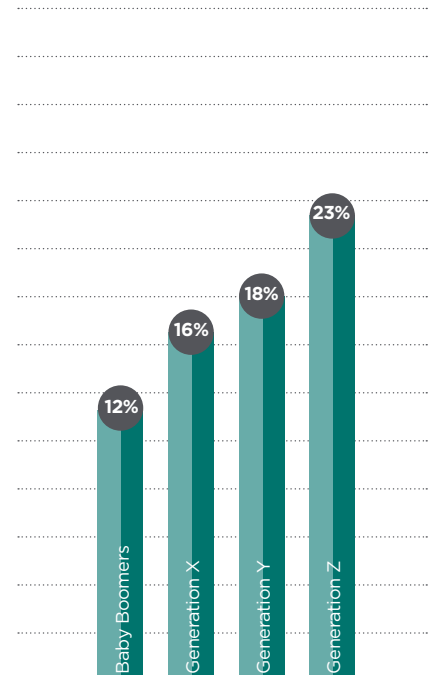
They want to fit into their team culture and feel a sense of belonging

Importance decreases with age



They want their cultural background to be valued by the person they are working for

Importance decreases with age



IMPACT

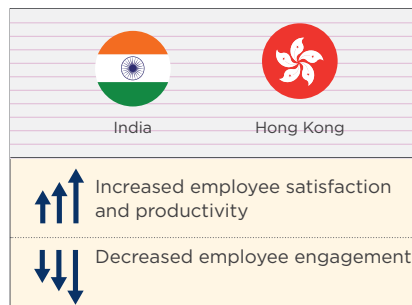
What is the impact of people taking their manager's values into account more than the company's values?



The results show that organisations need to harness the power that high-performing managers have with regards to employee engagement; at the same time there is a risk to the organisation when managers are not reflecting the sanctioned values and behaviours.

1. Organisations need to make sure that managers are embedding the company values, so there is consistency across the business **53%**
2. Increased employee satisfaction and productivity when an employee's values match their manager's **49%**
3. Managers need to be transparent about their culture and values **39%**
4. Managers need to identify new employees' values to ensure they are consistent with those of the team **38%**
5. If staff are less connected to the organisation's values, there may be problems if the manager leaves **37%**
6. Decreased employee engagement if the manager's values are not authentic **33%**

IMPACT BY COUNTRY



IMPACT

What is the biggest challenge facing jobseekers today?

'People tend to highly focus on salary but incline to ignore their other needs when they look for work today. In other words, people would concentrate on salary offered by the company rather than the company background, values, etc.'

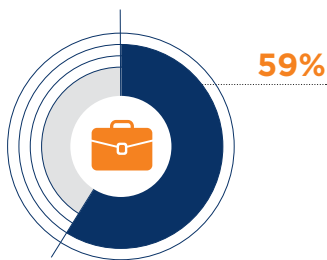
Candidate

IMPACT BY INDUSTRY

Industries with the highest level of agreement for each proposed impact:

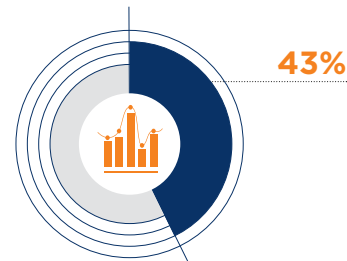
Organisations need to make sure that managers are embedding the company values, so there is consistency across the business

PROFESSIONAL SERVICES



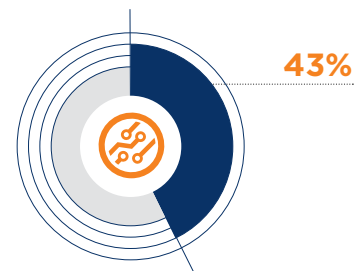
Members need to be transparent about their culture and values

BANKING & FINANCIAL SERVICES



If staff are less connected to the organisation's values, there may be problems if the manager leaves

HI TECH/IT

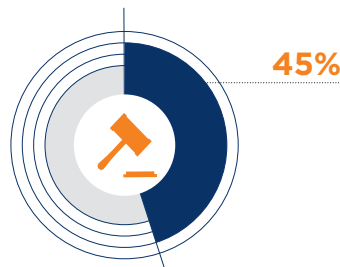


MEDICAL/HEALTH CARE/ LIFE SCIENCES



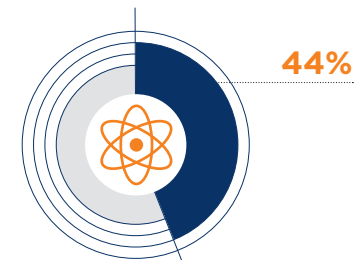
Managers need to identify new employees' values to ensure they are consistent with those of the team

LEGAL



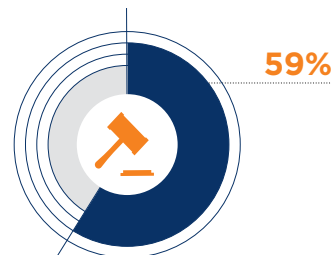
Decreased employee engagement if the manager's values are not authentic

SCIENCE

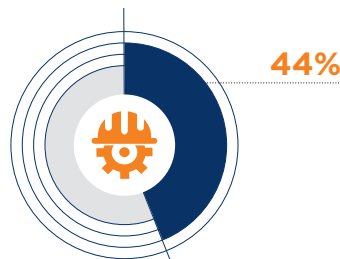


Increased employee satisfaction and productivity when an employee's values match their manager's

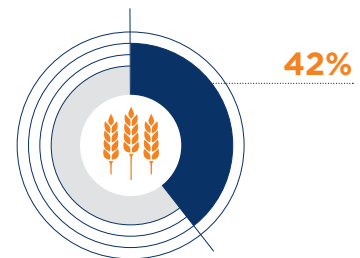
LEGAL



ENGINEERING

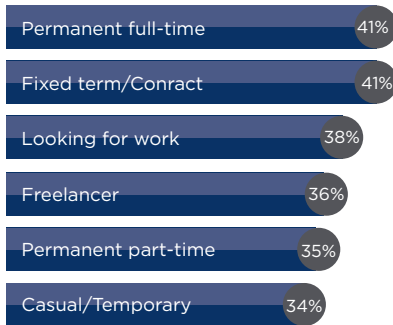


AGRICULTURE/NATURAL RESOURCES



IMPACT BY WORK STATUS

Workers across all categories are in agreement with the top two potential impacts, but are split on the need for managers to be transparent about their culture and values:



What is the biggest challenge facing jobseekers today?

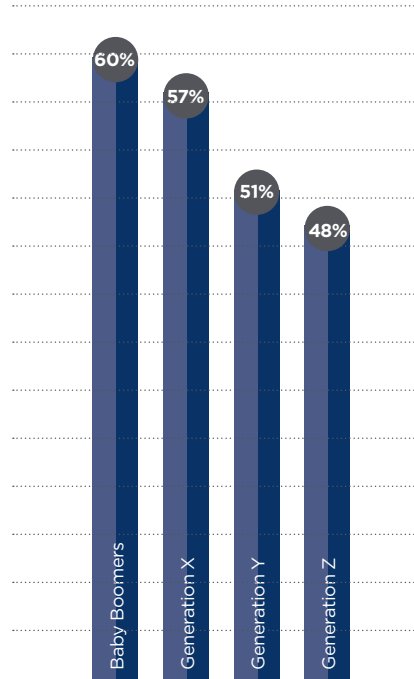
'Finding a job that fits their values and aspirations offering them sufficient monetary compensation and personal satisfaction.'

Candidate

IMPACT BY AGE

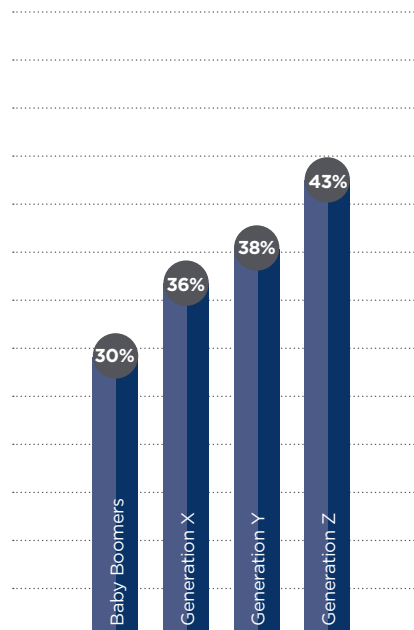
Organisations need to make sure that managers are embedding the company values, so there is consistency across the business

Importance increases with age



If staff are less connected to the organisation's values, there may be problems if the manager leaves

Importance decreases with age



KEY TAKEAWAY



Organisations should ...

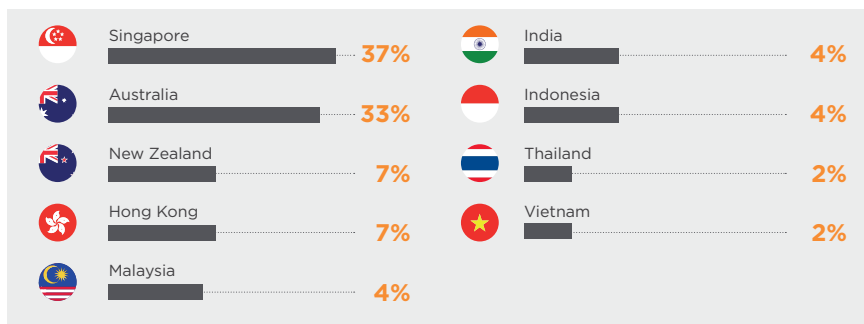
invest in training with their managers to ensure they are embedding the company values, so there is consistency across the business. Effective teams are the building blocks of organisations and are crucial to the successful implementation of organisational strategy. Harmonious teams communicate effectively and support team members to perform well. They work in the best interests of the organisation by ensuring their individual and team performance is high, and that their work contributes to the bigger plan. Productivity, culture and the bottom line are all impacted when an ineffective leader doesn't nurture their team in line with company values.

METHODOLOGY

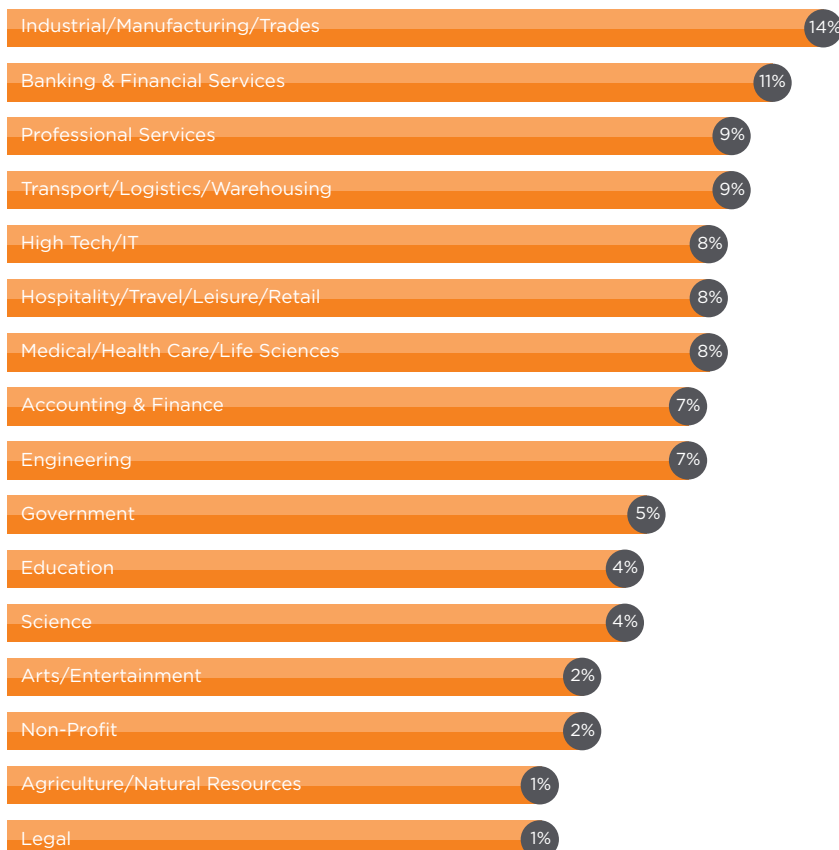
PERSOLKELLY and Insync undertook quantitative research with hiring managers and candidates across Asia Pacific in October-November 2017. The survey explored the workforce trends that are likely to be impacting employers in 2018 and beyond. The data and insights in this report are based on the responses of 9,295 hiring managers and candidates. Percentages don't always total 100% as respondents could select more than one option for certain questions.

WORKFORCE PROFILE

COUNTRY



INDUSTRY



ROLE*

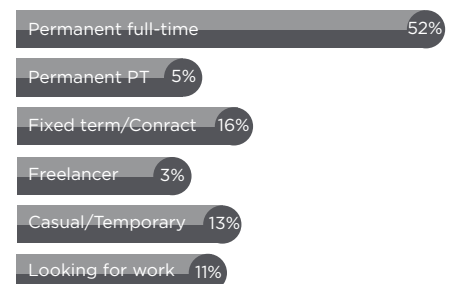


LEGEND

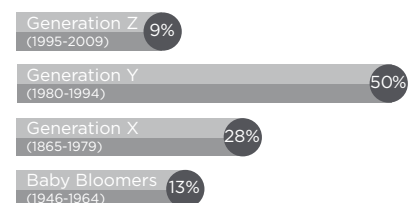
- Hiring Manager
- Candidate

*Respondents were asked whether hiring staff is a key part of their role. Respondents were then categorised based on their response. Hiring managers were instructed to answer the survey based on their experience of hiring staff for their organisation; whilst candidates were asked to respond based on their personal experience as a worker.

WORK STATUS



GENERATION



ABOUT PERSOLKELLY

PERSOLKELLY is one of the largest recruitment companies in Asia Pacific that provides comprehensive end-to-end HR solutions. It combines resources and operational expertise of its key brands i.e., Kelly Services, Capita, PERSOL in Asia Pacific, First Alliances, BTI Executive Search, and PERSOLKELLY Consulting.

Headquartered in Singapore, PERSOLKELLY spans over 50 offices across 13 countries/regions including: Australia, China, Hong Kong, India, Indonesia, Korea, Malaysia, New Zealand, Philippines, Singapore, Taiwan, Thailand and Vietnam.

PERSOLKELLY is a joint venture between PERSOL Holdings, Japan's second largest recruitment firm and Kelly Services Inc., a global leader in workforce solutions.

www.persolkelly.com

