

# 2018 APAC WORKFORCE INSIGHTS

## Personalised Workforce: The Individual vs the Team



# CONTENTS

02	Summary
03	Trends
06	Key Drivers Behind the Trends
09	Impact
12	Methodology
12	Workforce Profile

## INTRODUCTION

There is an ongoing debate in the world of work regarding the importance of individuals versus teams, or more specifically, whether a great individual is worth more than a good team. Organisations that recognise that each employee's motivations, abilities and goals are specific to each individual are more likely to benefit from a more engaged workforce.

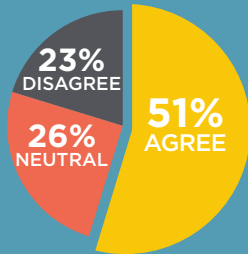
On the flipside, organisations that treat their staff with a 'one size fits all' philosophy are likely to experience poorer employee outcomes, which will negatively impact their productivity, innovation, capacity to manage change, and ultimately, their financial performance.

With this evolving workforce trend in mind, PERSOLKELLY embarked on a 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



Respondents tend to prefer to be treated as an individual than as part of a team



**India** valued individuality the most across the region

The main reasons for the preference towards individuality are the desire for

**69%**

individual skills and talents to be recognised, and

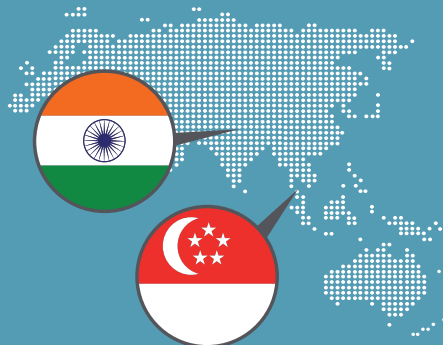
**60%**

for personal contributions to be rewarded

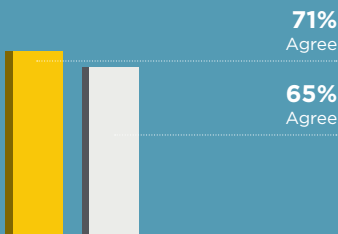
India and Singapore's motivations for their preference towards individuality were very similar and clear.



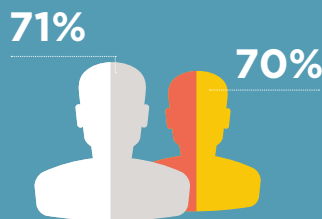
Both countries were in the **top 3** for wanting their individual skills and talents to be recognised (India - 76%; Singapore - 74%)



Both countries were in the **top 2** for wanting their personal contributions to be rewarded (Singapore - 67%; India - 66%)



Both candidates (71%) and hiring managers (65%) are more likely to attribute workers desiring recognition for their individual skills and talents as the main driver for the preference towards individuality



Fixed term/Contract (71%) and permanent full-time (70%) workers wanted their individual skills and talents to be recognised the most across work status



**The main impact** of the preference towards individuality in Vietnam was having managers who understand what motivates each of their team members in order to tailor their work experiences (64%)

**What do you think are the main challenges facing organisations today with regards to recruitment and retention of staff?**

*“Culture is everything and most corporate governance is focused on employee performance with little offered in terms of social development. Understanding individuals and appreciating their value within an organisation is often shadowed by KPIs.”*

*Hiring Manager*

## SUMMARY

The rising trend of flexible working and employees taking ownership of their careers has given weight to industry discussion around a work experience tailored to the individual.

With the shift in power from the employer to the employee, aided by technological advancements, organisations that show they can recognise and reward individuals for their talents and personal contributions will have an edge in the competition for talent.

Like so many societal trends often discussed, it would be easy to assume that younger generations entering the workforce more recently have changed the employment landscape, placing a greater emphasis on individual treatment over being treated as part of a team. However, the findings show similar preferences between Baby Boomers, Generation X and Generation Y, suggesting a move away from the generally accepted value of team unity is not yet a commonplace. That said, Generation Z are more likely to agree with the premise. As more of this younger cohort enter the workforce, the trend towards a personalised workforce could become more widespread.

The PERSOLKELLY 2018 APAC Workforce Insights show the key drivers in the shift towards a more personalised workforce, which are likely a desire for employees to be recognised for their individual skills and talents, for staff to be rewarded for their personal contributions, and expectations around autonomy and flexibility.

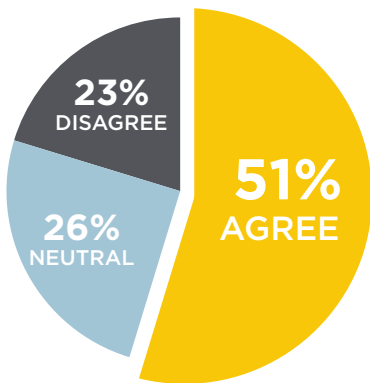
These findings could have long-term implications for organisations around their talent attraction and retention.

# TRENDS

People prefer to be treated as individual employees rather than being treated as part of a team.



The data suggests workers are seeking to control their own careers and work experiences, agreeing there is a desire to be treated individually, rather than uniformly with other team members.

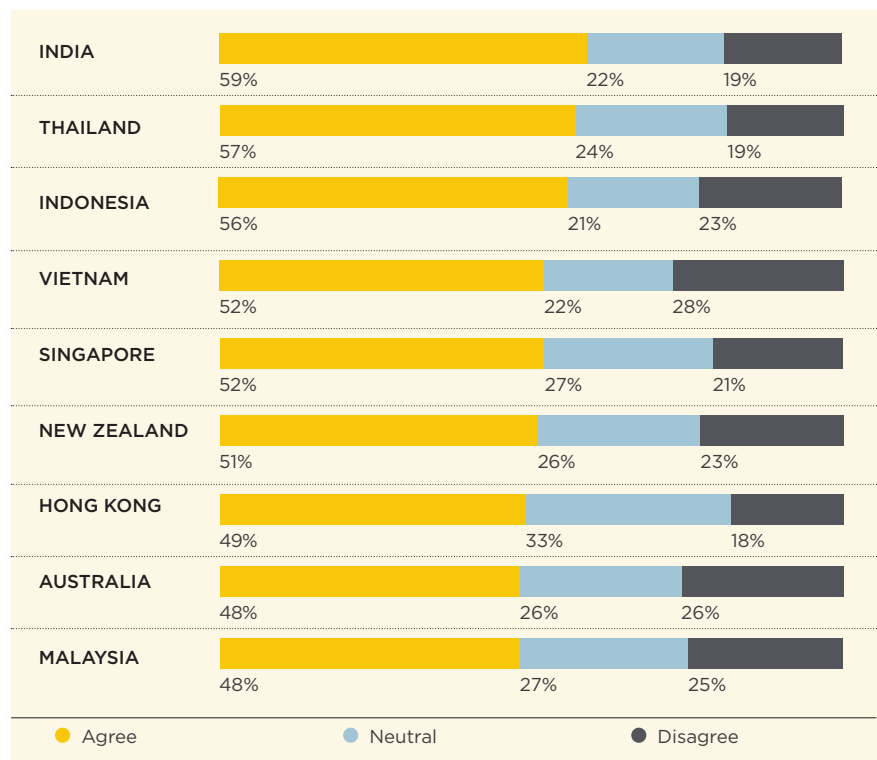


**2/3**

of Indian respondents believe jobseekers are looking for a role where they would be treated as an individual

## AGREEMENT BY COUNTRY

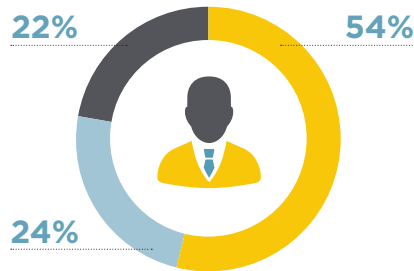
The value of individuality varies across the region. Almost 2/3 of Indian respondents believe jobseekers are looking for a role where they would be treated as an individual, the highest of any country surveyed.



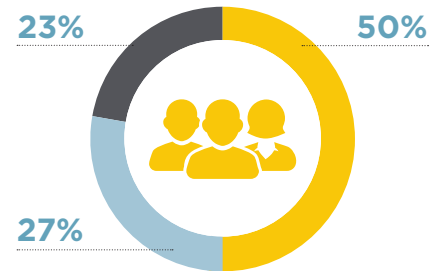
# TRENDS

## AGREEMENT BY ROLE

### HIRING MANAGERS:



### CANDIDATES:



## AGREEMENT BY INDUSTRY

### HIGHEST LEVELS OF AGREEMENT

56% ▲



Legal

55% ▲



Arts/Entertainment



Education

### LOWEST LEVELS OF AGREEMENT

42% ▼



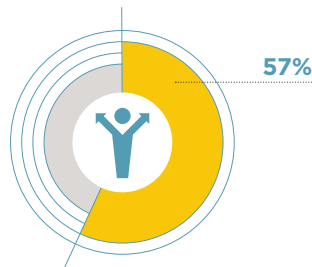
Science

● Agree ● Neutral ● Disagree

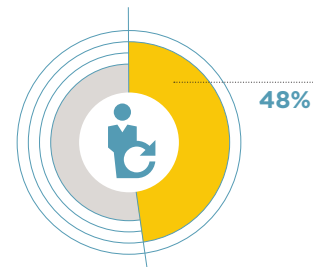
## AGREEMENT BY WORK STATUS

Freelancers are more likely to agree that workers today prefer to be treated as an individual rather than as part of a team. This is not surprising given the likelihood that freelancers have chosen this way of working so they can find roles that fit their individual circumstances and/or interests.

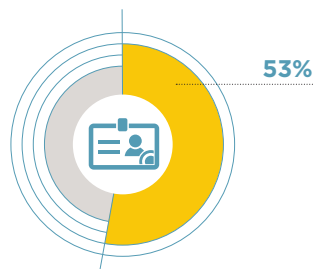
### Freelancer



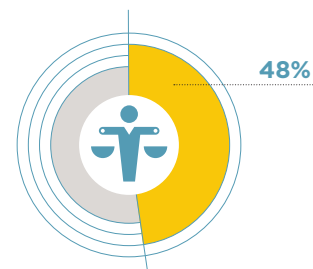
### Permanent part-time



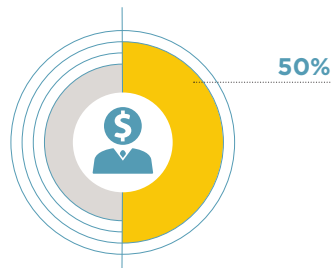
### Permanent full-time



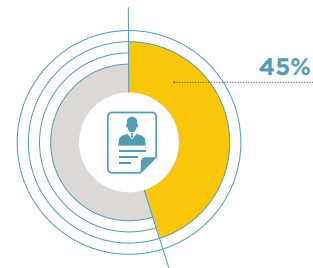
### Fixed term/Contract



### Casual/Temporary



### Looking for work



## AGREEMENT BY AGE

Whilst agreement is very consistent by age, Gen Z are more likely to agree that jobseekers are looking for individualised employment experiences. To better attract and retain young talent, managers need to increasingly understand what makes each team member tick, as well as their personal and career aspirations.



### What do you think are the main challenges facing organisations today with regards to recruitment and retention of staff?

*“Most staff prioritise personal goals over the company’s, with some focusing on their short-term career plans. As such, there is a need to balance longer term business objectives with individuals’ short-term goals.”*

*Hiring Manager*

## KEY TAKEAWAY

### Preference for ...

being treated as an individual is apparent in some pockets of the workforce but it is not yet universal. Although only minor at this stage, Gen Z appear to be breaking away from the rest of the workforce, placing greater emphasis on being managed as an individual rather than as part of a wider group. To better attract and retain young talent, managers need to increasingly understand what makes each team member tick, as well as their personal and career aspirations.

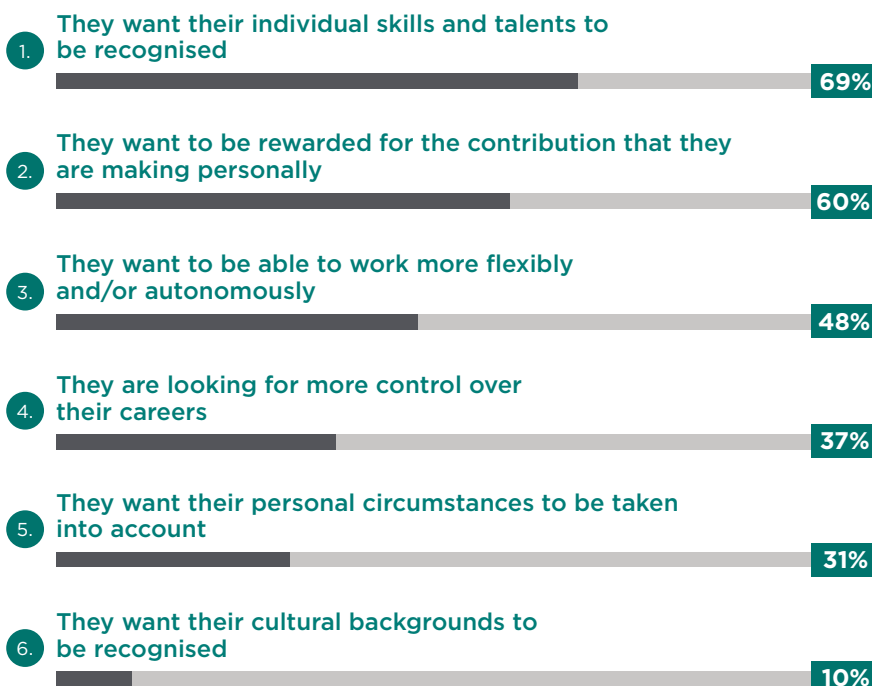
# KEY DRIVERS BEHIND THE TRENDS

A more competitive and highly-educated working environment, coupled with a greater pressure to succeed, may lead to some workers demanding a more personalised experience.



In some sectors, applicants see being treated as an individual, coupled with tailored goals and performance indicators which they can directly influence, as a faster way of succeeding in their role and being able to progress further in their career.

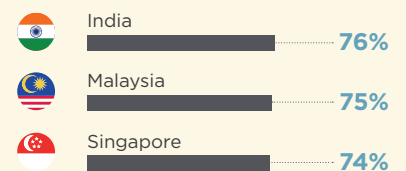
## WHY DO YOU THINK SOME PEOPLE MAY PREFER TO BE TREATED AS INDIVIDUAL EMPLOYEES RATHER THAN BEING TREATED AS PART OF A TEAM?



## DRIVERS BY COUNTRY

**They want their individual skills and talents to be recognised**

MOST IMPORTANT TO:

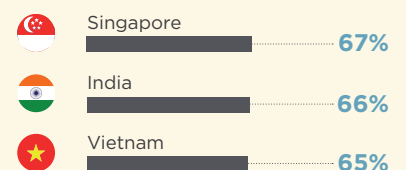


LEAST IMPORTANT TO:



**They want to be rewarded for the contribution that they are making personally**

MOST IMPORTANT TO:



LEAST IMPORTANT TO:





### They want to be able to work more flexibly and/or autonomously



### They are looking for more control over their careers



### They want their personal circumstances to be taken into account

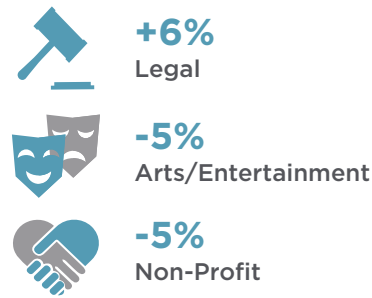


### They want their cultural backgrounds to be recognised

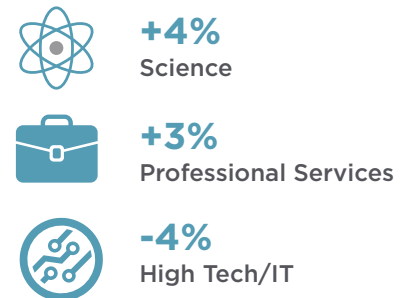


## DRIVERS BY INDUSTRY

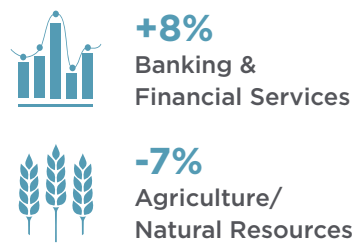
### Individual skills and talents recognised



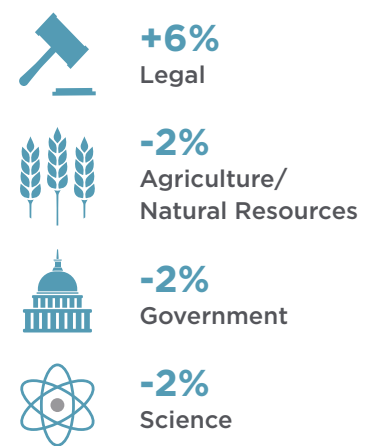
### Personal circumstances considered



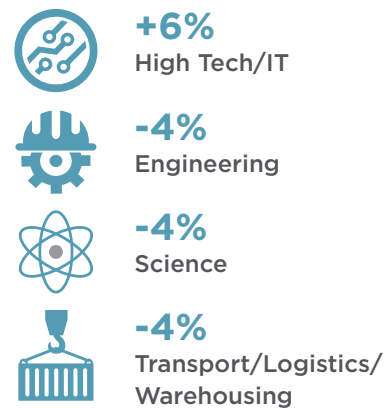
### Rewarded for personal contribution



### Cultural background recognised

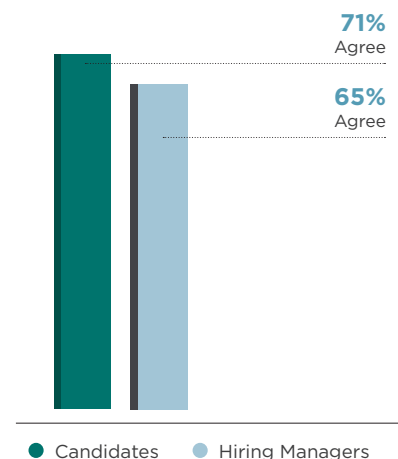


### Flexibility and/or autonomy

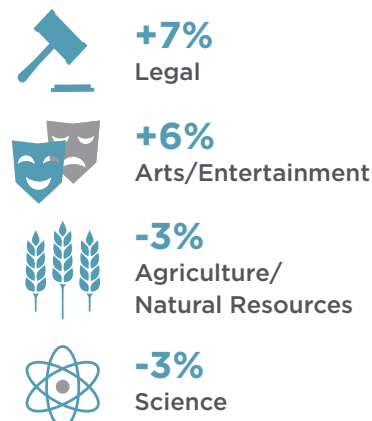


## DRIVERS BY ROLE

Results are similar by role apart from agreement with one statement. Candidates are more likely to cite people wanting their **individual skills and talents to be recognised** as a driver than Hiring Managers.



### Control over careers



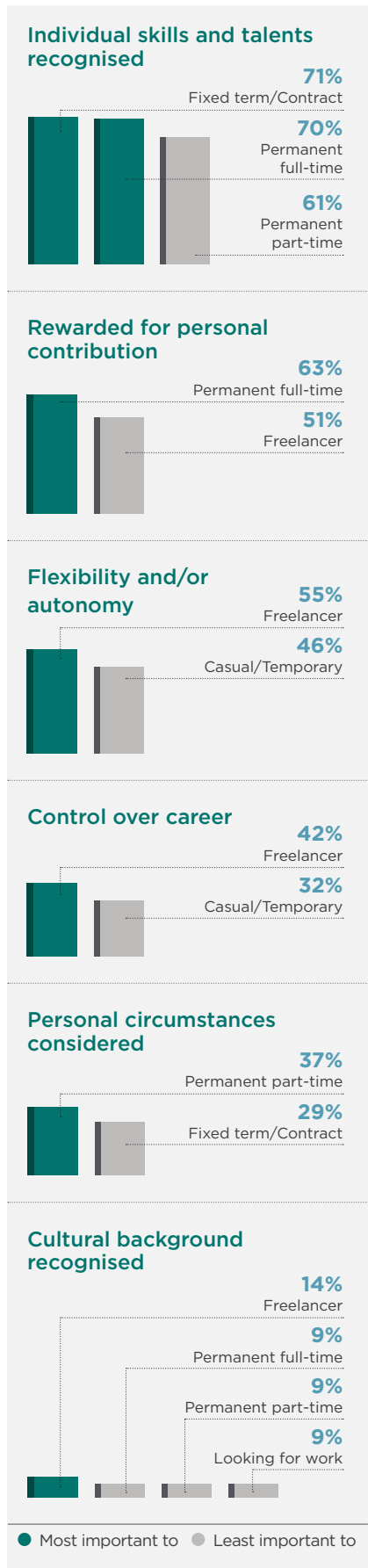
# KEY DRIVERS BEHIND THE TRENDS

**KEY TAKEAWAY**

**The preference...**

for individual skills and talents to be recognised and rewarded aligns with the emerging theme in HR of Employee Experience (EX). Similar to the concept of customer experience, a core element of EX is treating employees like individuals and designing an experience for them based on their needs and motivations. Developing an EX involves mapping the employee journey and identifying touchpoints such as the physical environment, tools and technology, as well as reward and recognition.

## DRIVERS BY WORK STATUS



## DRIVERS BY AGE

Older generations place more emphasis on wanting their individual abilities recognised. While wanting their cultural background to be considered was a low priority across the board, Generation Y and Z gave it more significance than Generation X and Baby Boomers, indicating its importance could increase in the near future.

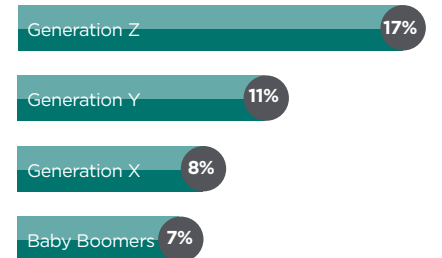
### Importance increases with age:

They want their individual skills and talents to be recognised



### Importance decreases with age:

They want their cultural backgrounds to be recognised



## What do you think are the main challenges facing organisations today with regards to recruitment and retention of staff?

*“The talent market has become very competitive. Therefore, it is a race for talent in terms of acquisition and retention. This also causes personnel cost pressure to the organisation.”*

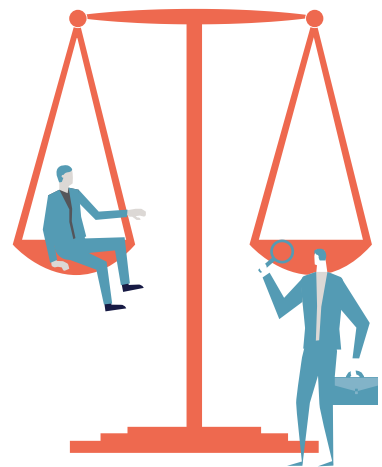
*Hiring Manager*

# IMPACT

What is the impact of job seekers preferring to be treated as individual employees rather than being treated as part of a team?



Our findings show that managers will increasingly be required to understand the individual motivations within their team and tailor their work experience accordingly.



## The art will come in striking the balance

between effectively managing individual needs whilst maintaining collaboration and team success.

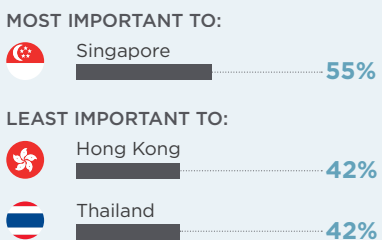
# IMPACT

## IMPACT BY COUNTRY

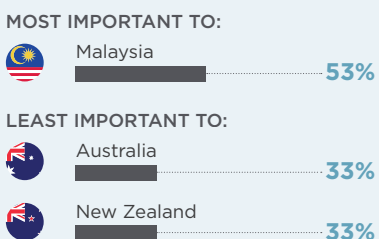
Managers need to understand what motivates each of their team members in order to tailor their work experience to suit them



Managers need to be able to manage individual needs effectively without sacrificing the objectives of the team



A loss of collaboration and teamwork



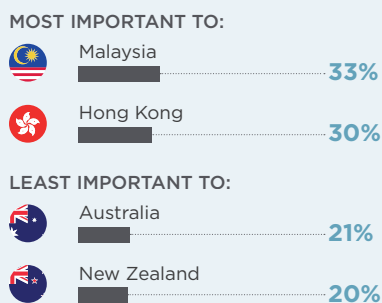
Staff may be more likely to stay with their employer as they have tailored their work experience to suit them



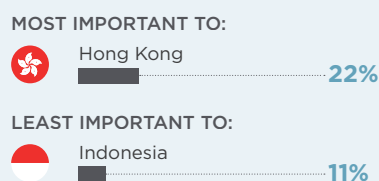
Focusing on individuality could be a unique value proposition for organisations



A negative impact on organisational cohesion and culture



Tailored employee contracts and benefits etc. are resource heavy for the business to manage



## IMPACT BY INDUSTRY

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

Managers need to understand what motivates each of their team members in order to tailor their work experience to suit them



**58%**  
Banking & Financial Services



**58%**  
Legal

Managers need to be able to manage individual needs effectively without sacrificing the objectives of the team



**58%**  
Banking & Financial Services



**58%**  
Legal

A loss of collaboration and teamwork



**45%**  
Banking & Financial Services

Staff may be more likely to stay with their employer as they have tailored their work experience to suit them



**46%**  
Non-Profit



**44%**  
Professional Services

Focusing on individuality could be a unique value proposition for organisations



**36%**  
Legal



**35%**  
Arts/Entertainment

A negative impact on organisational cohesion and culture



**27%**  
Arts/Entertainment



**27%**  
Banking & Financial Services



**27%**  
Engineering



**27%**  
Executive



**27%**  
Science

Tailored employee contracts and benefits etc. are resource heavy for the business to manage



**22%**  
Arts/Entertainment



**22%**  
High Tech/IT

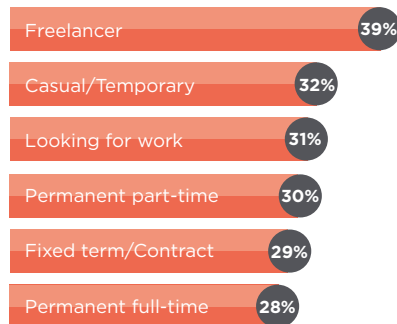


**22%**  
Legal

### IMPACT BY WORK STATUS

The item with the largest disparity of agreement (11%) amongst workers of different employment status relates to the potential for organisations to differentiate their employee offer, with freelancers most likely to see this as an advantage.

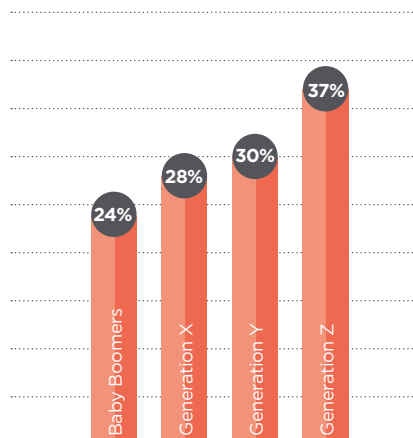
*Focusing on individuality could be a unique value proposition for organisations*



### IMPACT BY AGE

Agreement amongst the different generations also differed most on the potential for organisations to use a focus on individuality in their attraction and retention strategy, with younger workers expressing more interest than their older counterparts in how the trend could be harnessed as part of an employee value proposition.

*Focusing on individuality could be a unique value proposition for organisations*



### KEY TAKEAWAY



### Failure to ...

grant staff the personalised work experiences they increasingly desire will have the most talented employees searching for the exit. Managers who are willing to understand what motivates each individual team member and can tailor their work experience will retain their team's talent for longer. However, there is the risk of a loss of collaboration.

**What do you think are the main challenges facing organisations today with regards to the recruitment and retention of staff?**

*“Understanding and customisation of culture and environment to the changing demands of the generations, the lack of agility to change with the evolving needs of the talent, and the lack of capability to manage a diverse workforce.”*

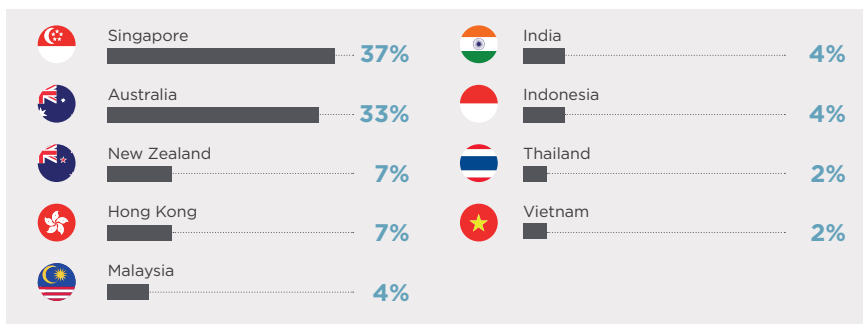
*Hiring Manager*

# METHODOLOGY

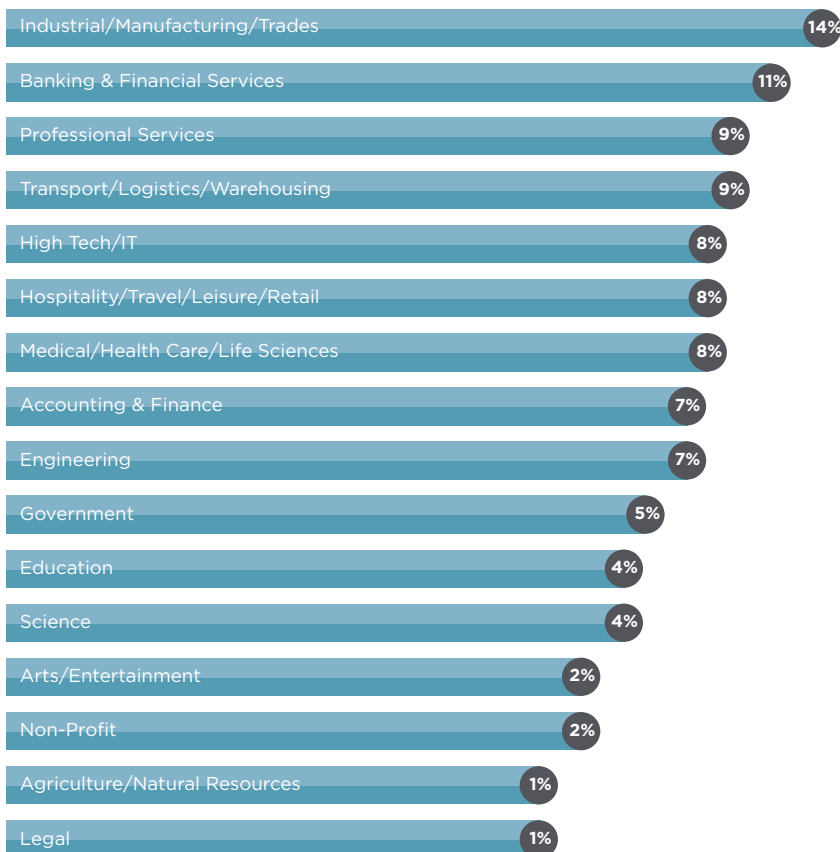
PERSOLKELLY and Insync undertook a quantitative research with hiring managers and candidates across Asia Pacific in October-November 2017. The survey explored the workforce trends that are likely to be impacting employers in 2018 and beyond. The data and insights in this report are based on the responses 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

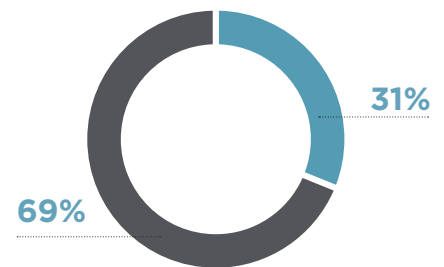
### COUNTRY



### INDUSTRY



### ROLE\*

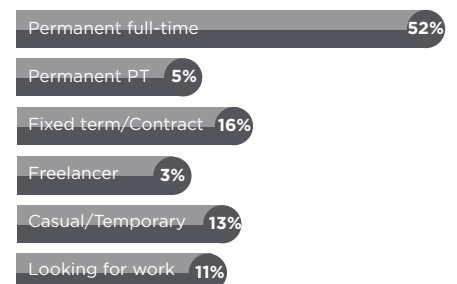


#### LEGEND

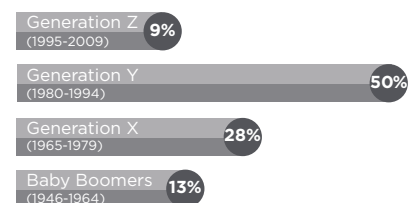
- Hiring Manager
- Candidate

\*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 HR solutions companies in Asia Pacific that provides comprehensive end-to-end HR services. 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 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](http://www.persolkelly.com)

