

Randstad Survey: Attachment Levels between U.S. Employers and their Employees on the Rise

*Quarterly Randstad Attachment Index Launched to Help Employers
Understand Employee Attachment and Volatility Levels*

ATLANTA, September 16, 2011 - A new Ipsos survey released today from Randstad finds a majority of U.S. employees are highly engaged and happy in their jobs - despite predictions that many workers will seek new jobs once the job market strengthens. More than three quarters (78 percent) report feeling inspired to do their best at work; 76 percent are proud to work for their companies and 66 percent enjoy going to work every day. Likewise, employee volatility is decreasing with 60 percent of respondents reporting they are unlikely to give consideration to or accept a new job offer in the next six months.

The Randstad survey finds both employee engagement and retention levels are fairly high and trending upward, along with employees' level of attachment to their employer which rose five points from March to June 2011 on the Randstad Employee Attachment Index. The Attachment Index is a unique instrument for employers to use each quarter to gauge their employees' degree of attachment. Employee "attachment" is achieved by combining engagement and retention strategies to create a stronger bond with employees. Employers should be focused on attachment levels within their organizations because strong attachment can lead to greater employee motivation and ultimately increased productivity and profitability.

While attachment is strengthening, Randstad's research finds that almost a third (29 percent) of the most highly engaged employees are likely to seriously consider a new job within the next six months. Nearly 20 percent more of these most engaged workers would accept a job if offered in the next six months.

Employer-Employee Disconnects

The Randstad Attachment Index looks at employee engagement and retention levels as well as employers' perceptions of their employee's attitudes. Any disconnects can help employers understand volatility trends among their workforce. Findings show that employers overestimate across all categories of their employees' levels of engagement, particularly when it comes to feeling the company shares their values (an 18-point difference), trusting the leaders of their organization (an 18-point difference) and enjoying going to work every day (a 15-point difference).

Similarly, eight in 10 employers are confident that their companies' environment and culture help keep their best people on staff, and seven in 10 report that their organizations utilize programs and incentives to retain top talent. Yet, 51 percent of employers also report struggling to keep their best employees from leaving. Employees rank inadequate pay (38 percent), high

stress levels (24 percent) and lack of opportunities for advancement (23 percent) as the top three considerations for changing jobs.

Employees also “graded” their employers’ commitment to their workforce. Twenty-six percent of employees gave their companies a “D” or an “F” when it came to motivating them to go the extra mile and offering opportunities for advancement. Thirty-eight percent also do not believe their companies are making the right workforce investments for the future.

Identifying At-Risk Talent

The most optimal group of attached employees are those with high engagement and high retention – this accounts for 22 percent of the workforce. Workers with both low engagement and low retention make up 17 percent of the employee survey.

The most valuable at-risk group of employees are those with high engagement and low to moderate retention levels. This population of highly valuable and desirable employees at the most risk to leave makes up 15 percent of employees overall – a high number of workers at risk. Distinguishing these at-risk populations will help make employers aware of possible problems and better equipped to design and implement impactful programs focused on keeping the most valuable employees.

Additional Key Findings:

Components of Employee Attachment: Retention

- 29 percent of the most highly engaged employees are likely to seriously consider a new job within the next six months
- A 23-point gap exists between how important employees versus employers feel good pay and benefits are for organizations to show their commitment to employees
- 51 percent of employers report struggling to keep their best employees from leaving
- 71 percent of employers have trouble finding the right people for the right positions

Components of Employee Attachment: Engagement

- Top two priorities impacting how employees feel about their job: Feeling recognized and valued and enjoying going to work every day
- Most employees give high grades to their organizations for making sure employees have the tools and technology they need (82 percent gave employers an “A” or “B” grade) and for making employees feel valued (75 percent gave employers an “A” or “B” grade)
- Just under two-thirds of employees (64 percent) feel that their organization has met the expectations they had when they first started at the company
- More than half of employees (59 percent) feel more loyal and committed to their companies now than when they first started

For more information on The Randstad Employee Attachment Index and to access an executive summary of findings visit: www.randstad.com or www.randstadstaffing.com.

Methodology The Randstad Employee Attachment Index is comprised of findings from two waves of research targeting employers and employees. In the first employer wave, a national sample of more than 534 employers was interviewed online in March 2011. In the second wave, 546 employers were interviewed online in June. Participating employers work full-time at a company with at least 50 employees and are involved in hiring decisions.

In the first employee wave, a national sample of 1,010 adults who were employed full-time were interviewed online in March. In the second wave, a national sample of 3,436 full-time employed adults were interviewed online.

Weighting was used to balance demographics and ensure samples reflect the U.S. population of working adults.

Employees and employers were surveyed to compare notable differences in perceptions and attitudes. Two separate waves of research allow for trending and to track changes in perceptions and attitudes over time. Research into employee attitudes and perceptions will be conducted quarterly. Research into employer attitudes and perceptions will be conducted on an annual basis.