



What Makes Employees Stay And What Draws them Away?

-- Workopolis survey finds money may entice, but day-to-day work and atmosphere determine satisfaction --

Workopolis -- March 27, 2001 -- A new study of Canadian white-collar workers finds that while increased salary may entice someone to a new job, day-to-day tasks and the company mission are key determinants in whether he or she will be content in the position.

The new *World of Work Study* was undertaken for Workopolis, Canada's leading provider of e-recruiting and job search solutions, by Ipsos-Reid and was conducted among 1,000 white-collar workers employed full time. This segment represents 36% of Canadians. This particular working segment was targeted in order to explore the specific issues for professionals, managers (and future managers) working in white-collar environments. The respondents were from across the country and a variety of industries. Some key findings:

- 89% said they were very or somewhat satisfied with their current job;
- 65% believed they could find another job right away if they were to lose theirs today;
- 52% agreed that *"my career is a big part of who I am."*

Why Stay? Why Go?

The study found a unique relationship between what determined job satisfaction, and what another employer could offer to draw an employee away.

The top five reasons for staying in a job were (in order of importance):

1. like the work (78%);
2. like the co-workers (68%);
3. like the mission and activities of the company (61%);
4. learning a lot (57%);
5. salary satisfaction (53%)

Corporate 'culture' ranked 8th with a 37% response.

The top five most appealing offers that another employer could make were (in order):

1. promotion from current position (45%);
2. profit sharing or stock options (39%);
3. fewer work hours (35%);
4. opportunity to work one day a week from home (34%);
5. different job responsibilities (28%)

A salary increase of 10% ranked 9th with a 22% response.

"The study highlights the complicated relationship between hard benefits, like salary, profit-sharing, and stock options, and the more intangible aspects of a job such as co-workers and perceptions of the company's mission," comments Kim Peters, President, Workopolis. "In fact, it is striking how important the company's purpose and vision seems to be to workers. That implies that it is very important for the company to effectively communicate that information in their recruiting process. They need to brand themselves as an employer of choice."

The Lure of Money

The survey found that a majority (62%) would change jobs for less than a 30% salary increase. However, the required salary jumps significantly as the degree of uncertainty about the opportunity increases. When asked what salary would be required to prompt a move when the candidate has some uncertainty about the new job, only 35% would change jobs for less than a 30% salary increase. This indicates that the greater certainty about the job opportunity and the company that can be provided in an offer, the lower the salary required to convince an employee to change employers.

"This underscores that employers cannot approach recruiting assuming that money is the sole motivator," says Peters. "There are a whole host of other factors that will determine whether an employee will stay or go."

In exploring what constitutes an ideal employer, the survey found that while the majority of the respondents worked at large companies, medium-sized companies of 21 to 50 employees were perceived as the most attractive places to work. Self-employment was the choice of only a hardy few:

- Self-employed/sole proprietor 9%
- Small company (less than 20 employees) 20%
- Medium (21-50) 28%
- Large (51 to 250) 21%
- Very large (more than 250) 21%

When asked what detracts most from their current job, respondents' most frequent choices were:

1. red tape and bureaucracy (37%)
2. office politics (24%)
3. paperwork (19%)
4. meetings (15%)
5. gossip (15%)

In addition, 27% said they experience "a great deal of tension at work" and 22% say their work often conflicts with personal responsibilities.

Pace of Change

The survey also explored the pace of job changes and found:

- 16% have changed employers within the last two years; 35% have changed jobs with the same employer in the last two years;
- 27% said they would likely change employers within the next two years; 37% said they would likely change jobs with their current employer in the same period.
- 34% keep their resume up-to-date because *"you never know when you might have to look for a new job."*

"We have been living in one of the lowest periods of unemployment," comments Peters. "But as the economy changes, it becomes more critical for people to ensure they are making the right career moves. This means companies must work even harder to attract prospective candidates and market themselves well as a prospective employer."

Study Methodology

The survey was conducted between January 26 and February 8, 2001. Results are considered accurate to within 3.1 percentage points, 19 times out of 20. The sample for the study was drawn from the Ipsos-Reid panel, which represents the general population. Panelists who work part-time, are self-employed, who are not employed, who indicate their occupation is blue-collar, or who work in agriculture, mining, fishing or forestry were excluded from the sample.

About Workopolis

Workopolis is Canada's leading provider of e-recruiting and job search solutions. It manages workopolis.com—Canada's biggest job site—with an average of 35,000 job postings daily and more than five million job searches per month, conducted by more than half a million unique visitors. Workopolis E-recruiting Solutions offers recruiting solutions software, applications, products and services for large and small Canadian companies.

Workopolis is a unique and complementary partnership of two Canadian media companies, Globe Interactive and Toronto Star Newspapers Ltd. workopolis.com incorporates tens of thousands of online job postings, in addition to all career listings from The Globe and Mail, The Toronto Star, the Kitchener-Waterloo Record, and the Hamilton Spectator.

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