

HKIHRM 2022 Topical Study

The Great Resignation

The Contrasting Perspectives of Employers & Employees

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Survey Partner



Research Objectives



- To understand what motivates employees to change or stay in their jobs
- To gauge how well employers understand why their employees choose to change jobs and explore effective ways to retain and attract talents
- To find out what types of roles are in shortage and the skill sets most sought after

Research Approach



* Recruited from HKIHRM databases

**Recruited from JobsDB database

Survey Findings

Top Business Challenges in 2022



Top HR Challenges in 2022

Talent retention

76%

Staff engagement

62%

Talent scarcity

33%

Reskilling & Upskilling

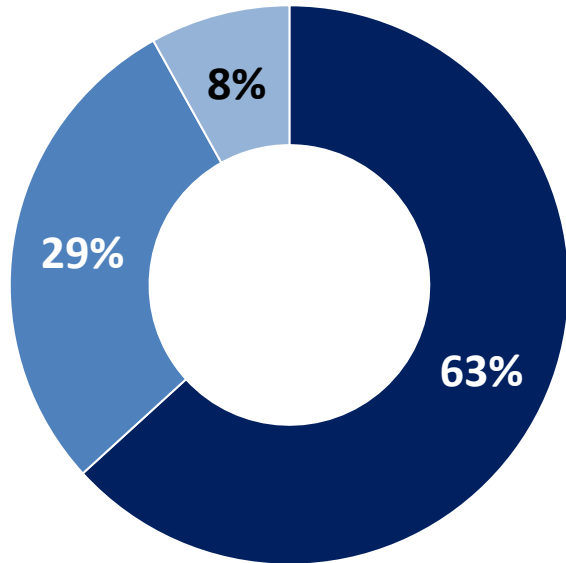
28%

Maintaining productivity

23%

Staff Turnover

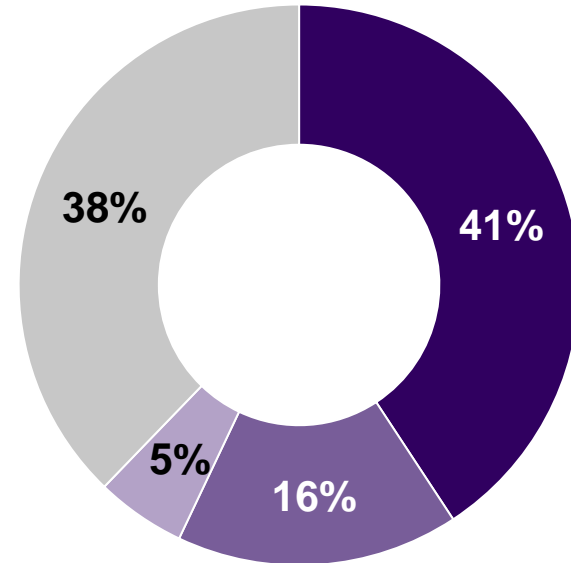
2022 Staff Turnover compared with 2021



■ Higher ■ Same level ■ Lower

Base : All responding organisations N=136

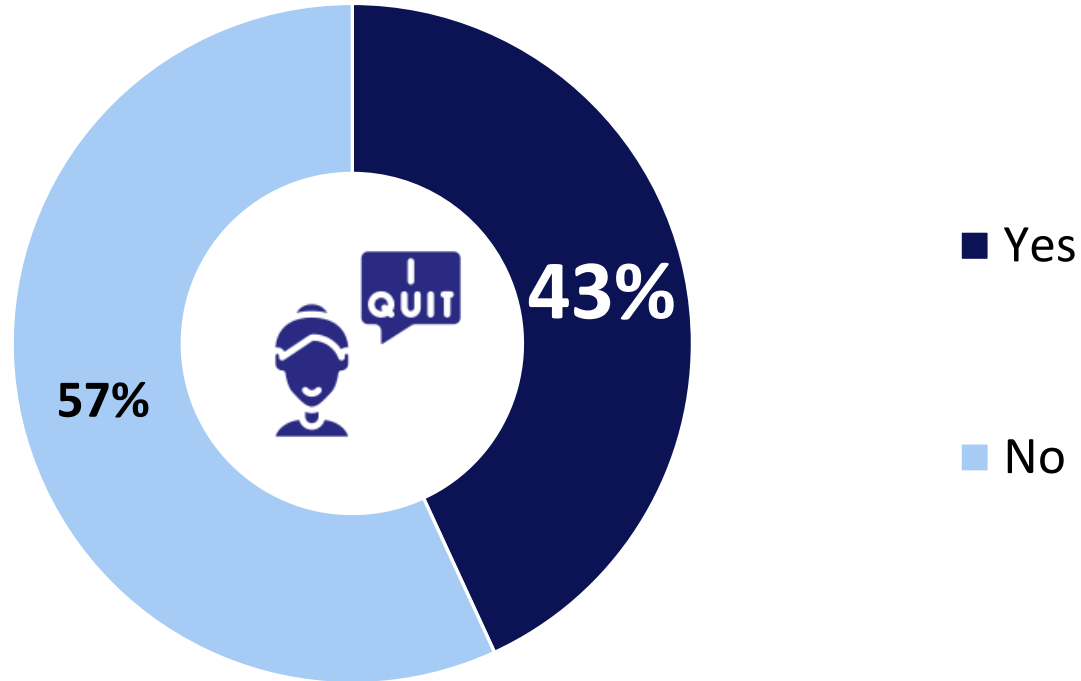
Expected Staff Turnover in next 12 months



■ Increase ■ No change ■ Decrease ■ Hard to say

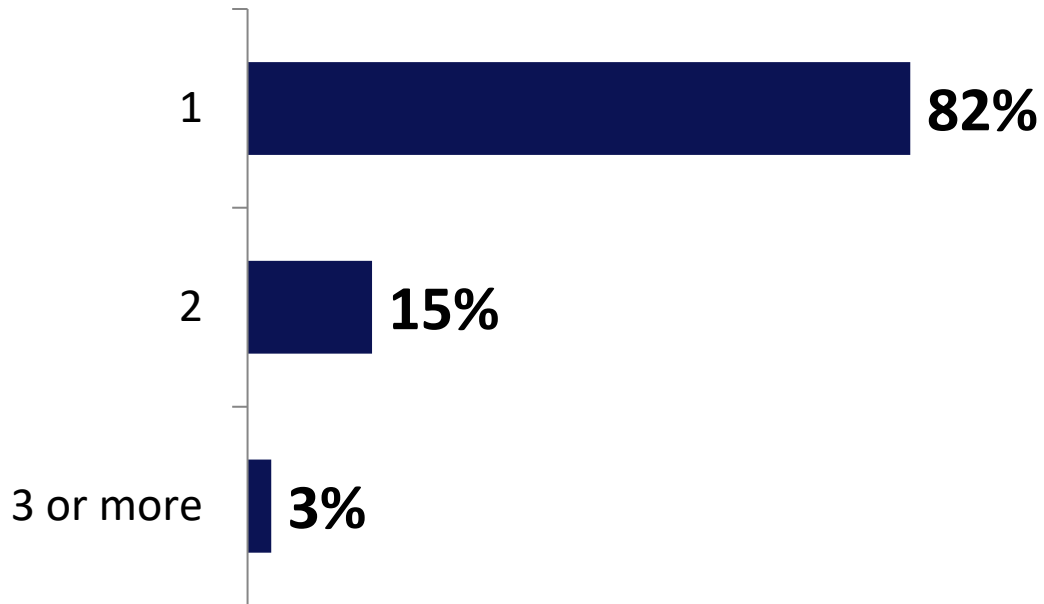
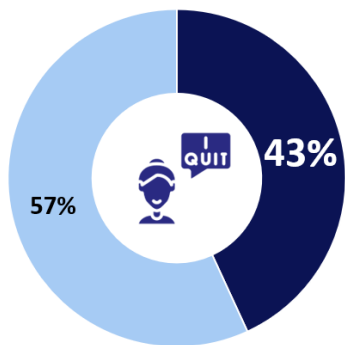
Base : All responding organisations N=135

Proportion of Employees Quitting a Job in Past 12 Months

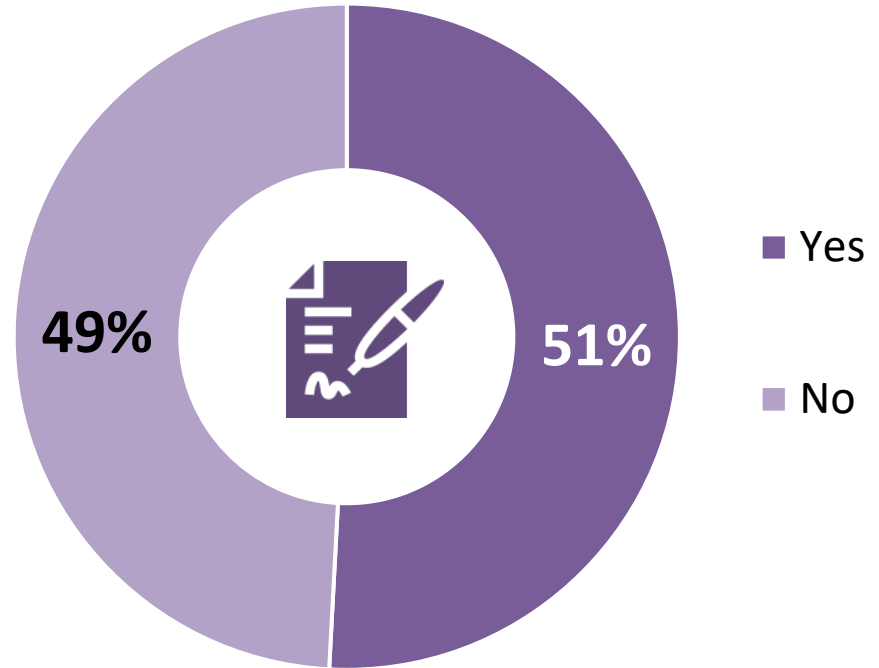
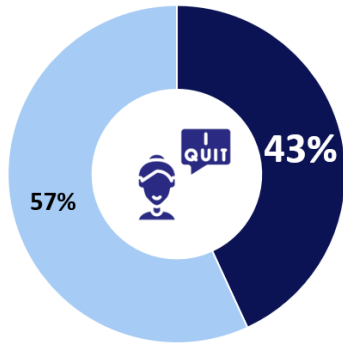


Base : All employee respondents N= 636
Icon made by juicy-fish from www.flaticon.com

Number of Job Changed



Quit with a Job Offer



It Pays to Job Hop



Salary



Employee Benefits



Work Life Balance



Management skills of managers



Flexible working arrangements



Career Prospects



■ New Job Better

■ Same

■ Old Job Better

Job Satisfaction Rating



* In next 12 months

Note : respondents were asked to rate on a scale of 1 to 10 where 1 represented highly dissatisfied and 10 represented very satisfied

Base : Responding employers N=133, junior employees N=416, senior employees N=203

Job Satisfaction Rating



Base : Responding employers N=133, junior employees N=482, senior employees N=151

Note : respondents were asked to rate on a scale of 1 to 10 where 1 represented highly dissatisfied and 10 represented very satisfied

Top Attrition Factors – JUNIOR staff

Employers' Assessment



Employees' Perspective



Top Attrition Factors – SENIOR staff

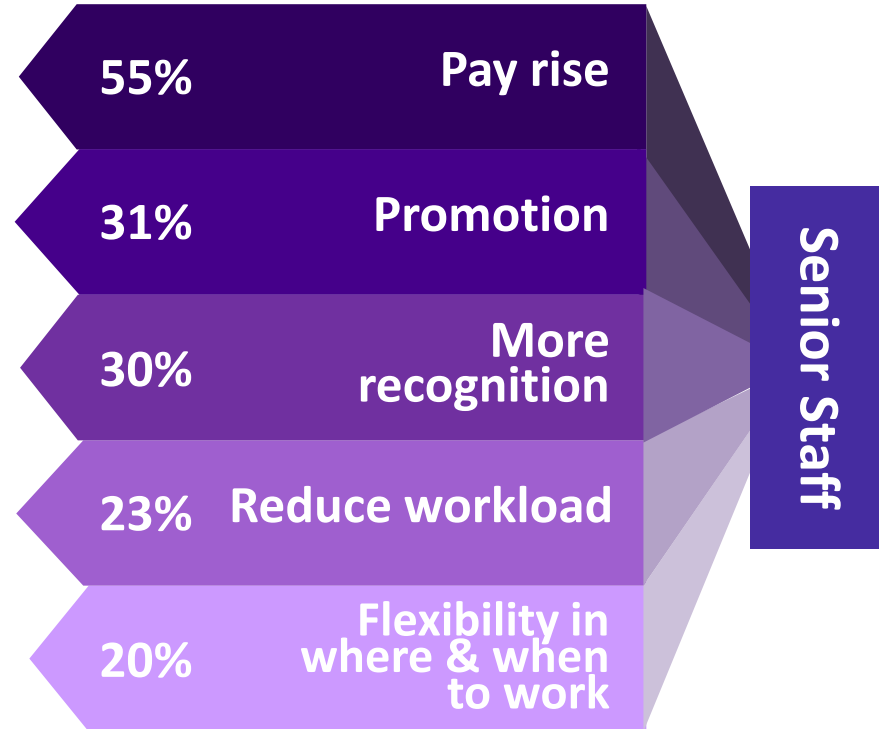
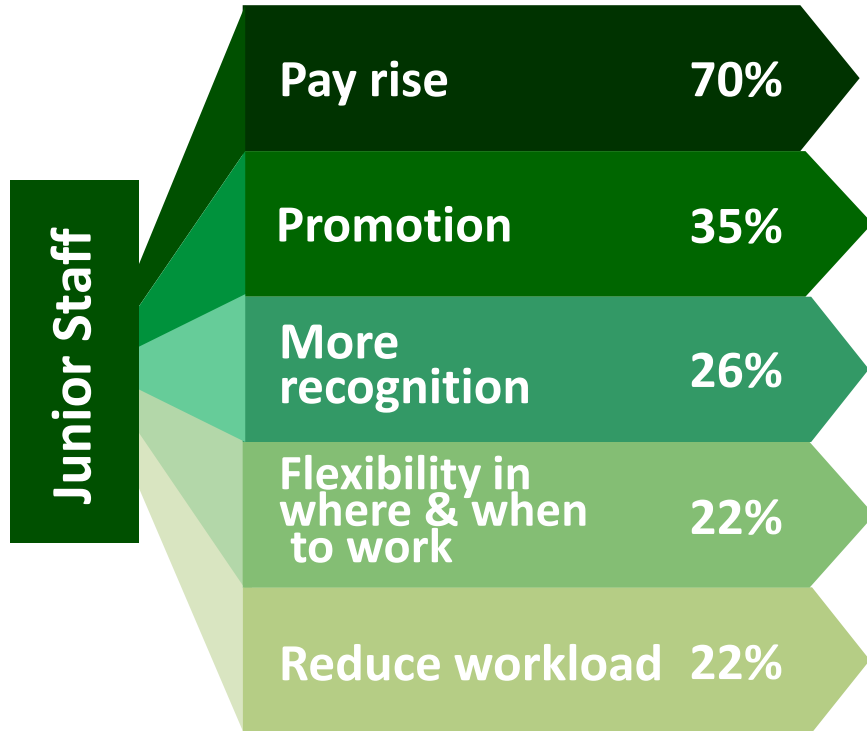
Employers' Assessment



Employees' Perspective

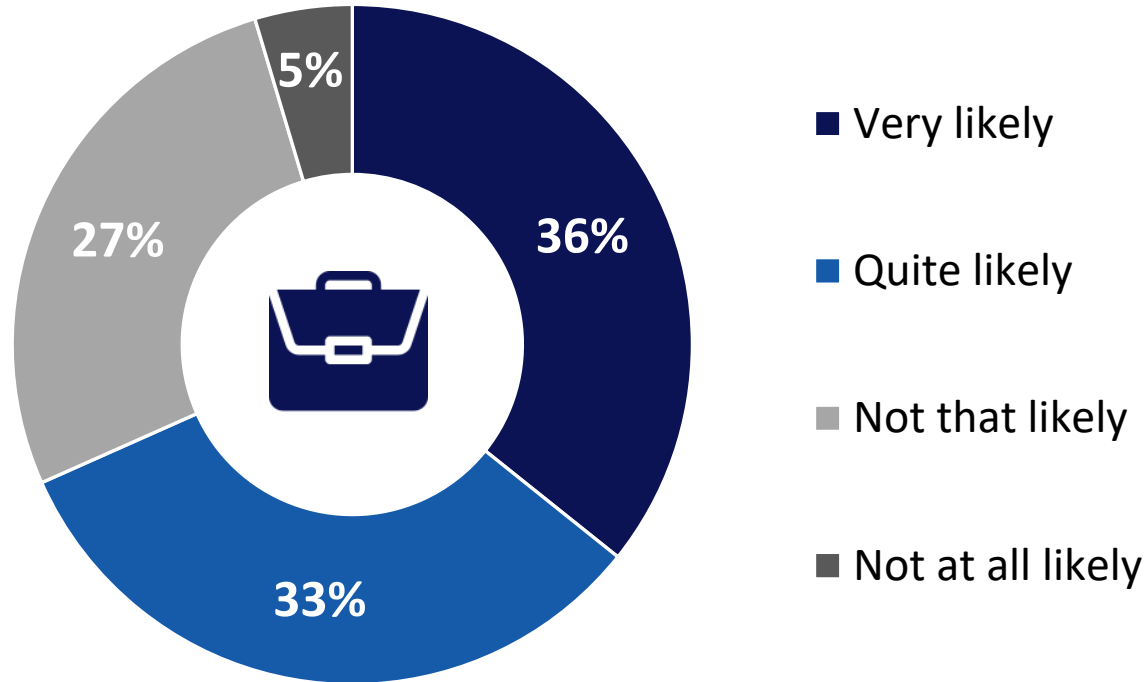


Top Retention Factors



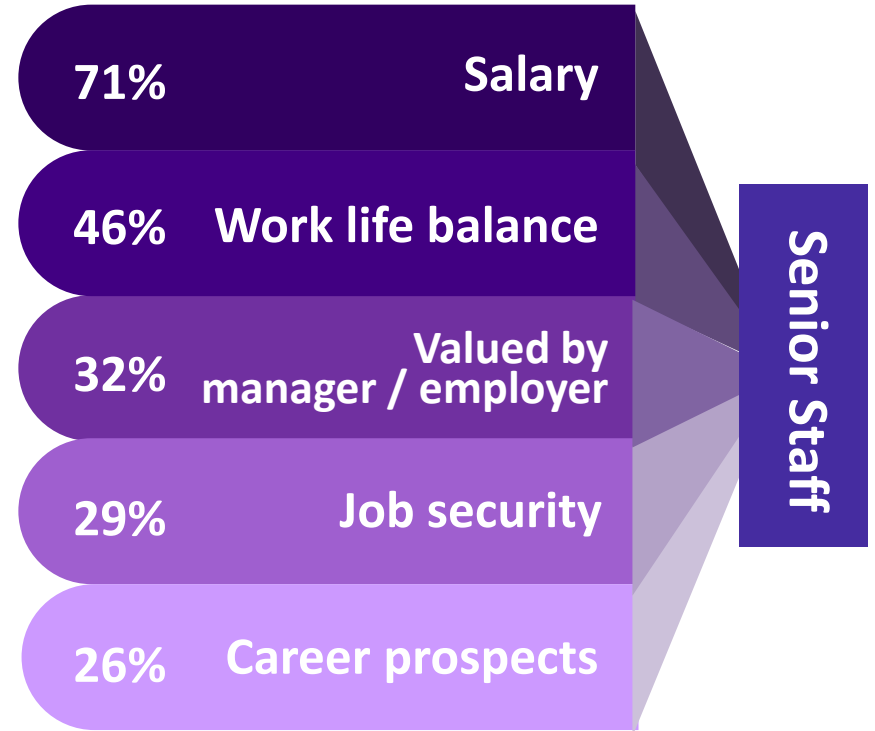
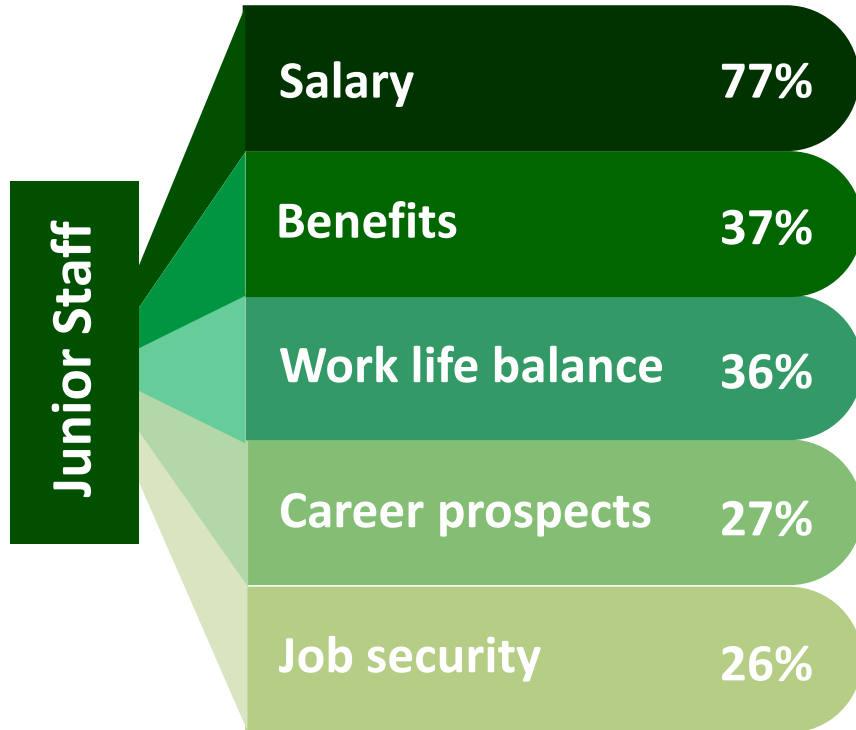
Bases : All responding junior level employees N=306
All responding senior level employees N=98

Looking for Another Job in Next 12 Months



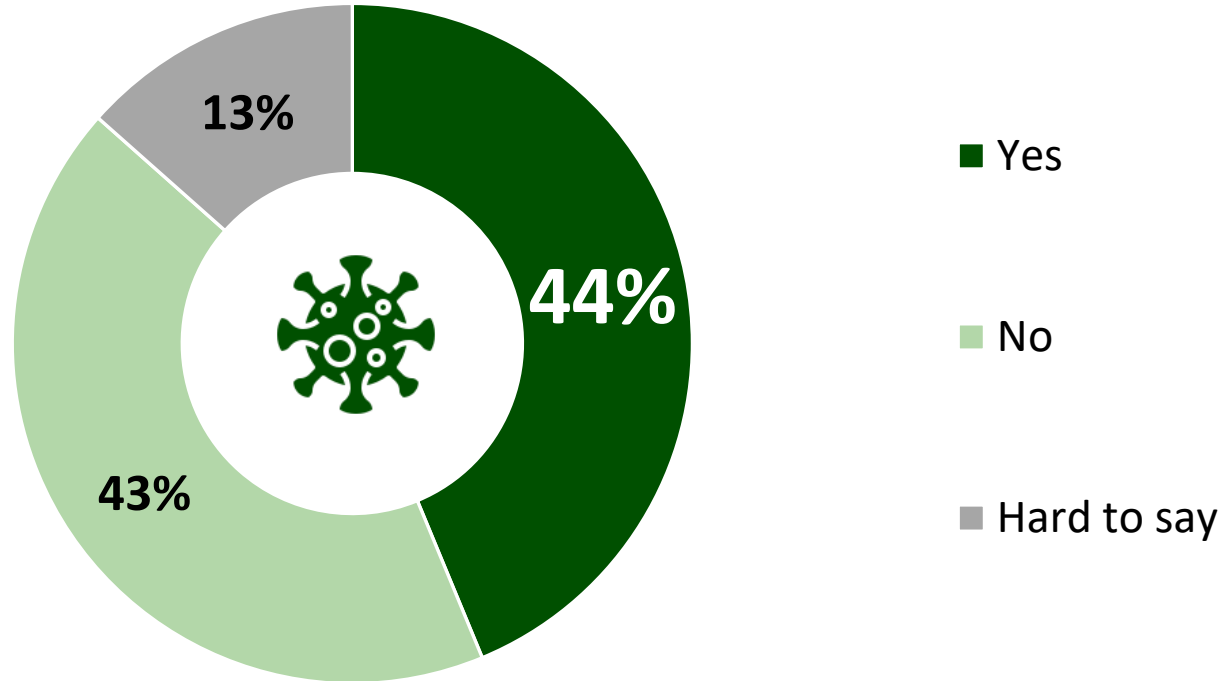
Base : All responding employees N=622
Individual percentages do not add up to 100% due to rounding
Icon made by mavadee from www.flaticon.com

What Matters when Deciding on a New Job?



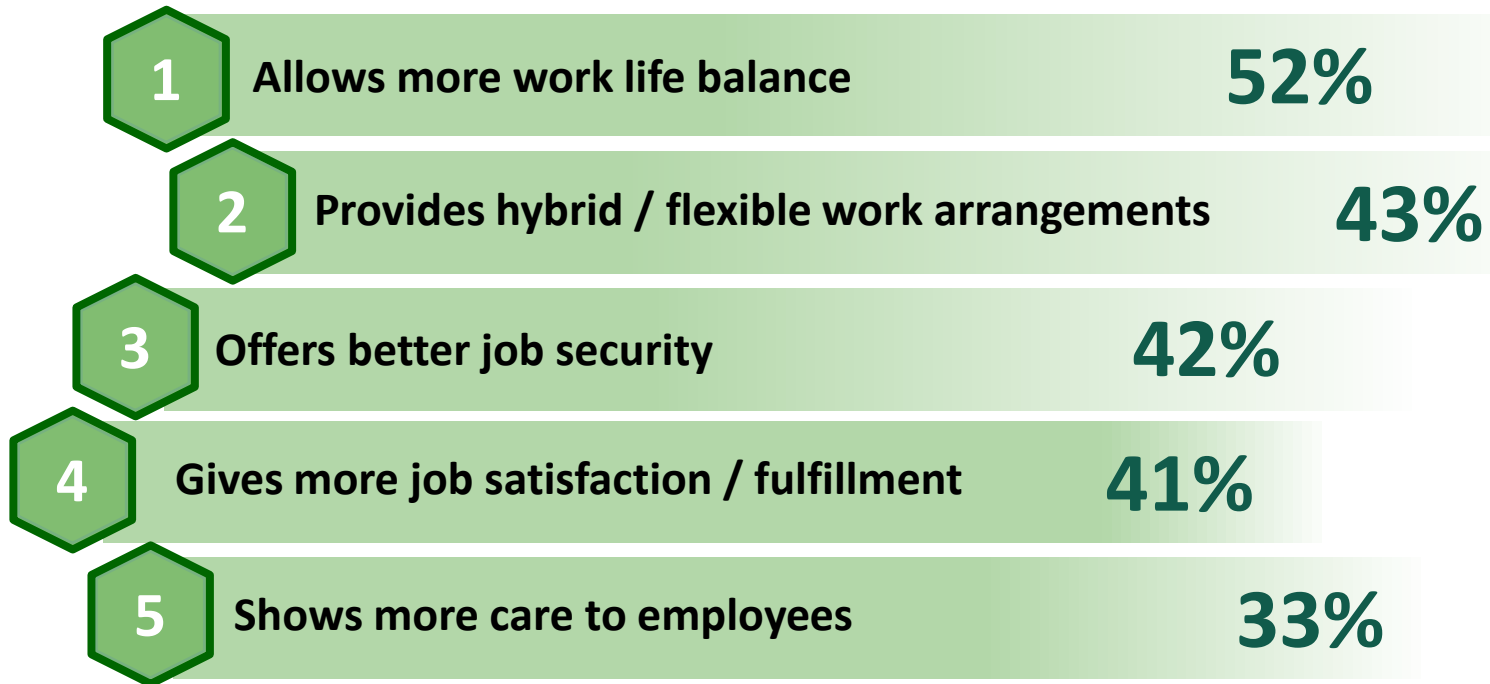
Bases : All responding junior level employees N=302
All responding senior level employees N=97

Has COVID-19 Affected the Choice of Job



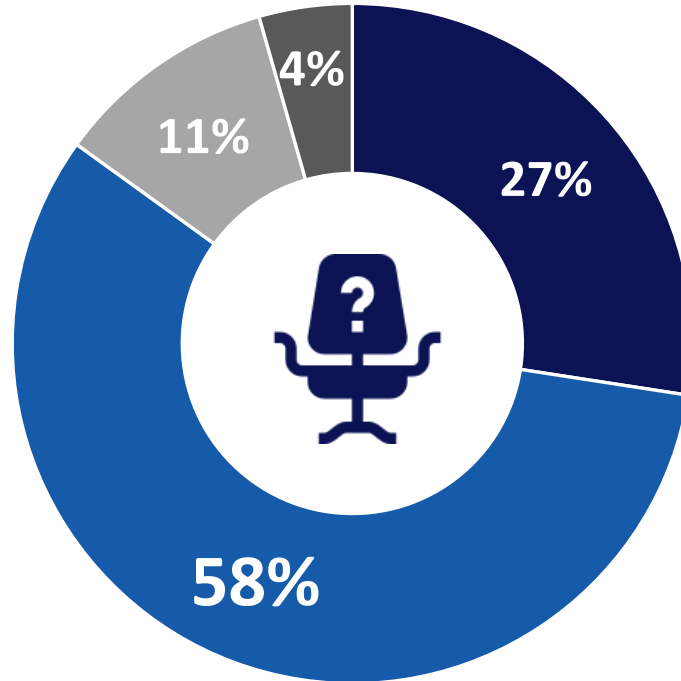
Impact of COVID-19 on Job Choices

Prefer a job that



Strategies to Cope with Talent Shortage

Is it Difficult to Fill Vacancies?



- Extremely difficult
- Quite difficult
- Not that difficult
- Not difficult at all

Roles Most Difficult to Filled

44%



IT & Internet
/Digital

17%



Engineering

17%



Sales

16%



Data Analytics

14%



Property
Management,
Facility
Maintenance,
Building Services

Skills in Demand

31%



Communication

30%



**Change
Management**

30%



**People
Management**

24%



**Adaptability /
Flexibility**

21%



**Creativity /
Innovation**

Strategies to Alleviate Talent Shortage / Retain Staff

1

Increase pay

50%

4

Enhance benefits

31%

2

Strengthen staff engagement

45%

5

Outsource work

27%

3

Hire part-timers / temp staff

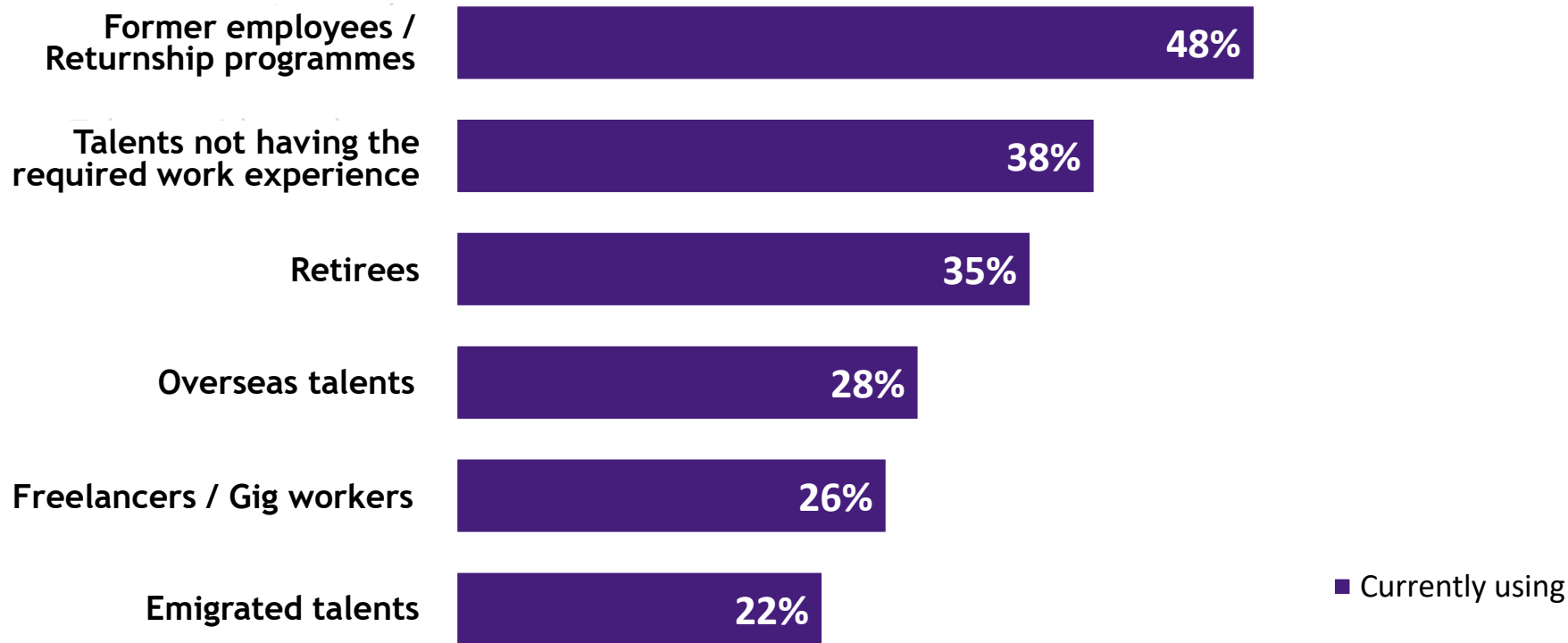
33%

6

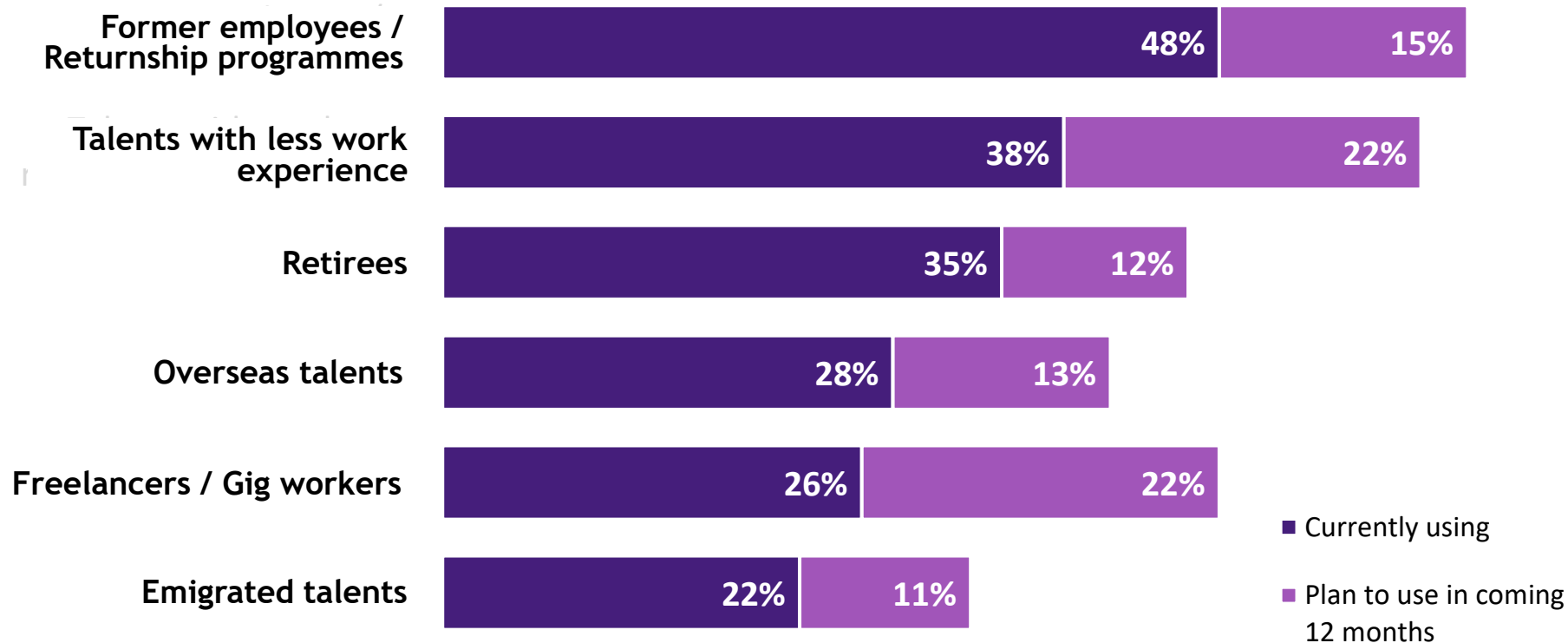
Automate job processes

26%

Under-used / Alternative Talent Pools



Underused / Alternative Talent Pools



Flexible Work Measures

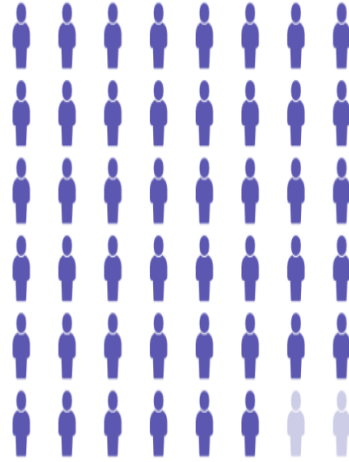
Implementation of Flexible Work Measures

39%



Before COVID-19

95%



August 2020

61%



August 2021

61%



August 2022

Flexible Work Measures Adopted by Employers



Working from home /
Hybrid work arrangement

39%



Flexible lunch hour

35%



Flexible working hours

35%



Staggered working hours

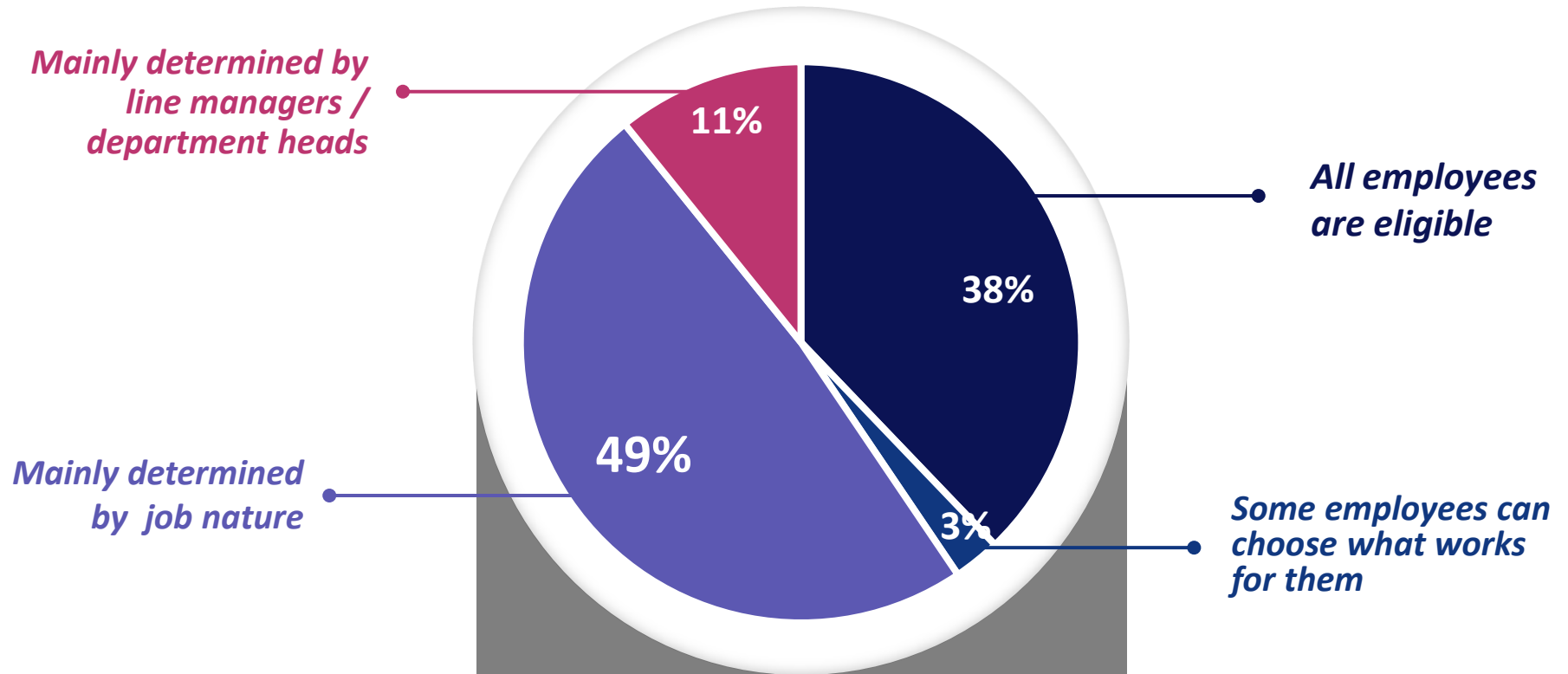
17%



Rotating days / weeks of in-office
presence with remote working

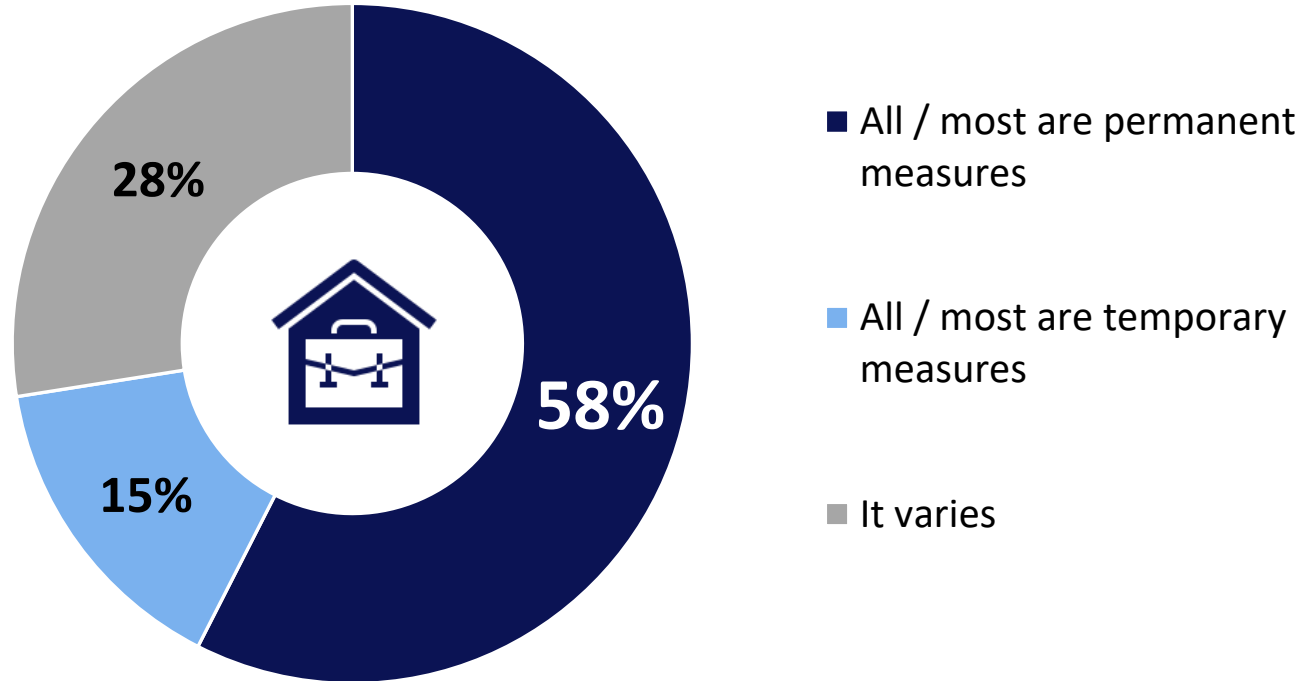
16%

Eligibility for WFH / Hybrid Work Arrangement



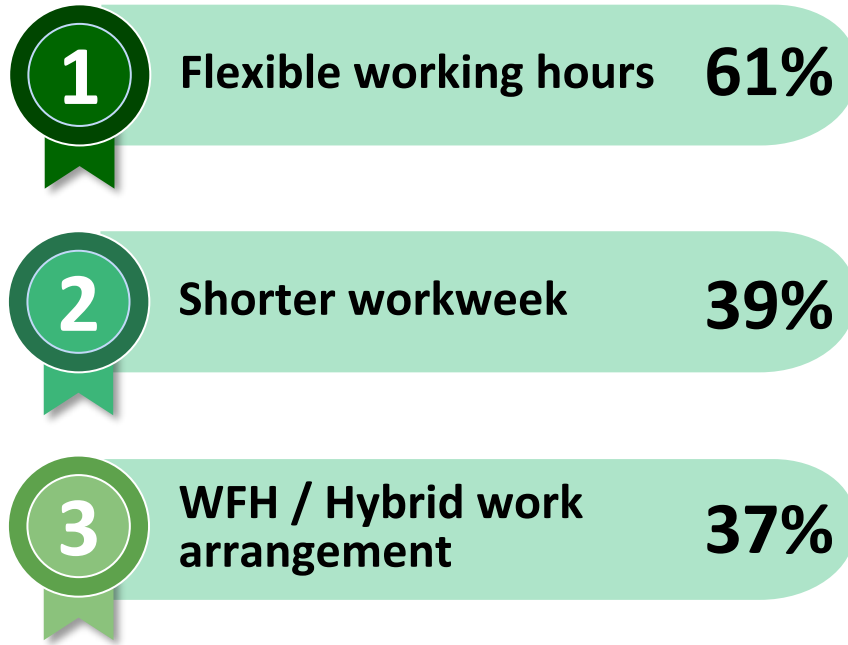
Base : All responding employers = 107

WFH / Hybrid Work Arrangement Permanent or Temporary

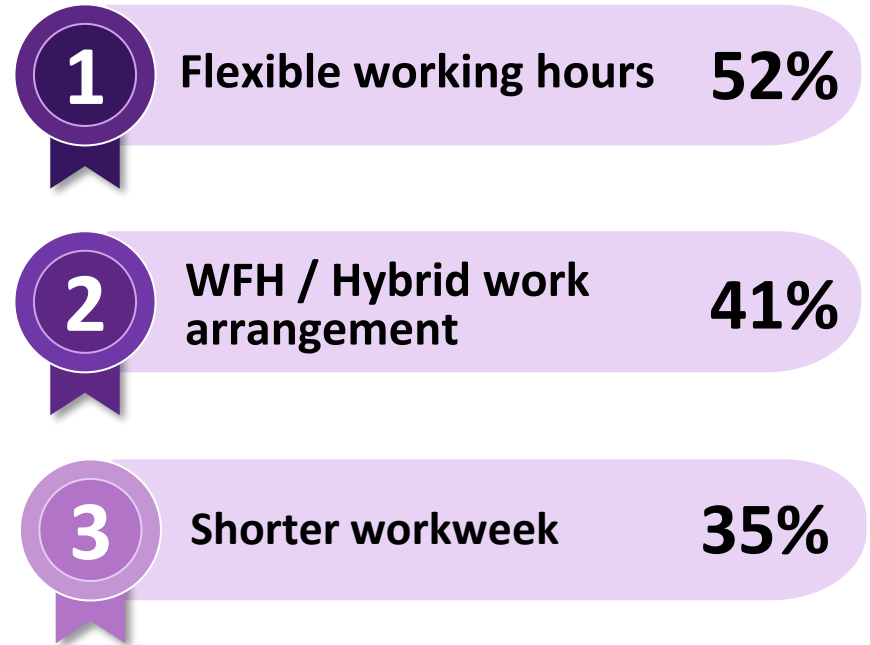


Flexible Work Measures Employees Preferred

Junior Staff



Senior Staff



Thank You