

# Capita

2020 APAC Workforce Insights

## **Maintaining Permanent Staff's Happiness In This New Normal**



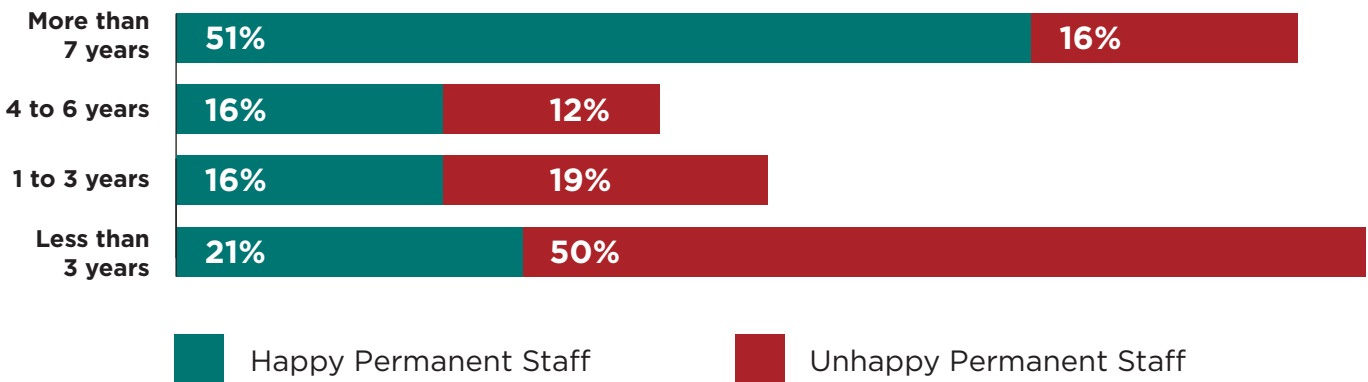
# Introduction

Even against the backdrop of a pandemic, talent management has taken on a greater importance within an organisation. A major aspect of this is will be employee happiness – a topic oftentimes misperceived by organisations as an easy task for HR leaders to manage. In reality, it is a complex issue that has crucial implications on your company’s survival and success.

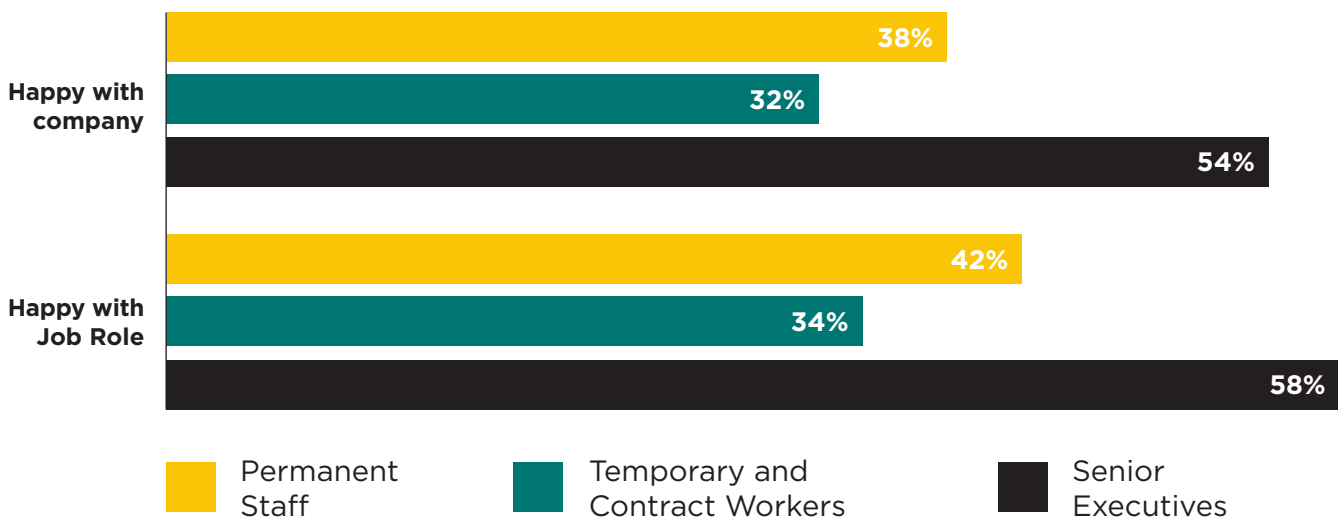
The 2020 APAC Workforce Insights provide an overview of Permanent Staff’s happiness levels in January 2020 (before Covid-19 was declared a pandemic by the World Health Organisation). This report will look at how companies can still gain from maintaining Permanent Staff’s happiness in the new normal.

## Keeping Permanent Staff happy was key to maintaining a **stable and productive workforce.**

We found that happier Permanent Staff were much more likely to want to stay with their company for 4 years or more. 51% of happy Permanent Staff wanted to stay for 7 years or more.

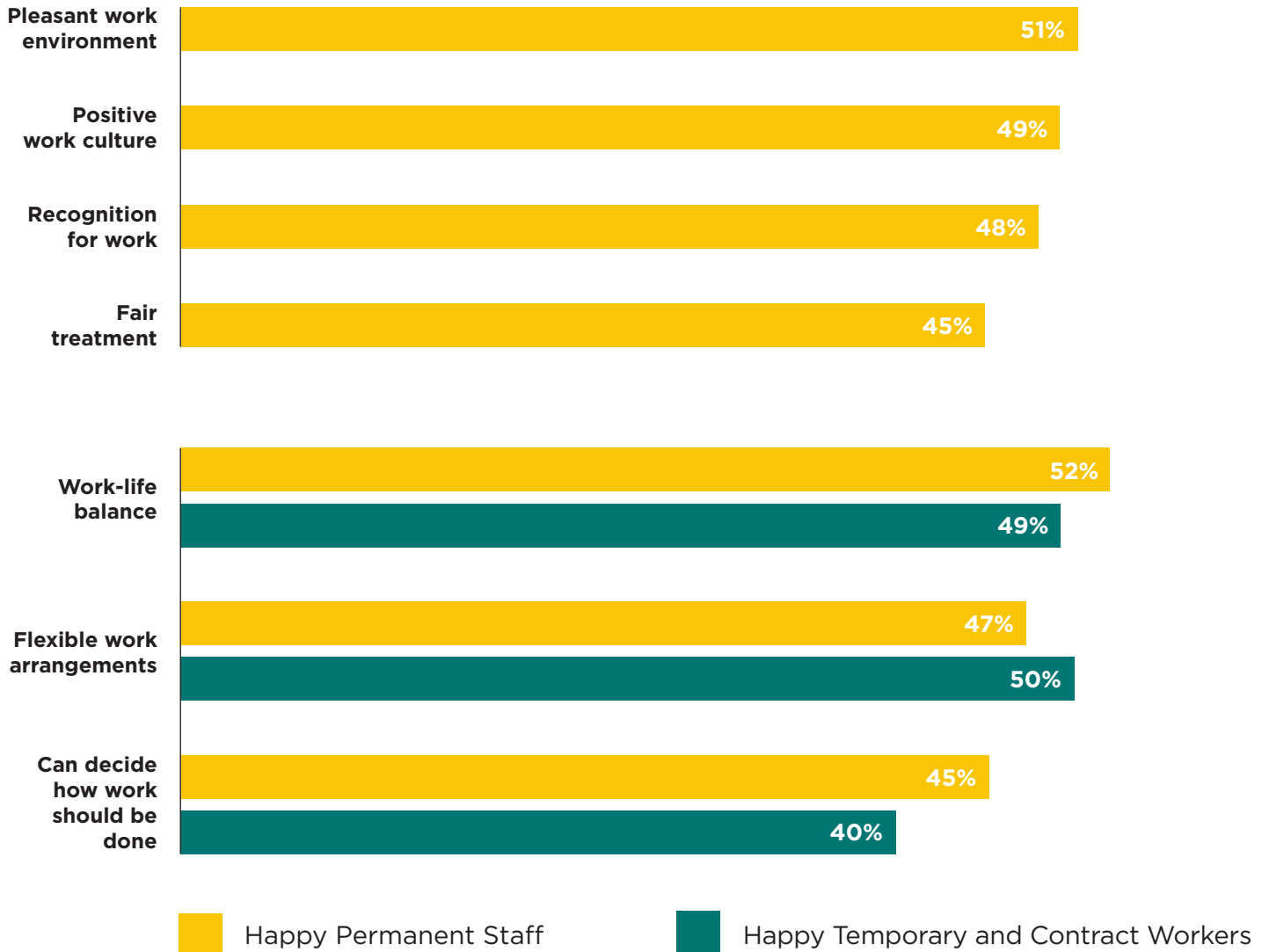


Only 2 in 5 Permanent Staff were happy with both their job roles and their companies.



# A positive work culture that is fair and provides recognition could maintain Permanent Staff's happiness at work.

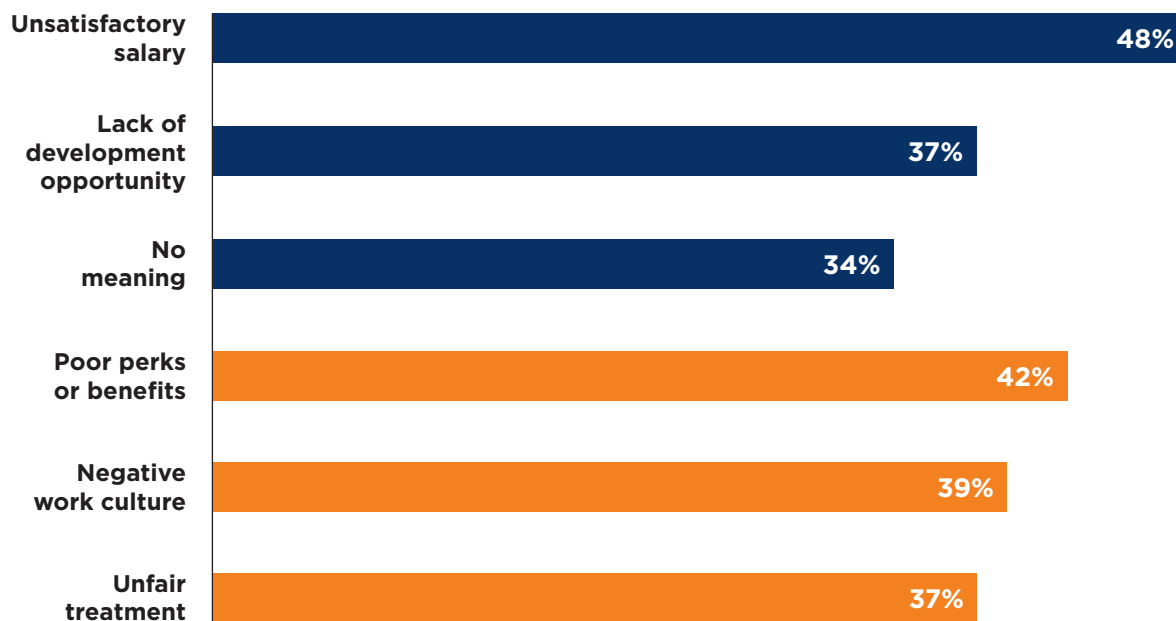
Further, Permanent Staff tended to place greater emphasis on having some work-life balance and job autonomy, as compared to Temporary and Contract Workers.



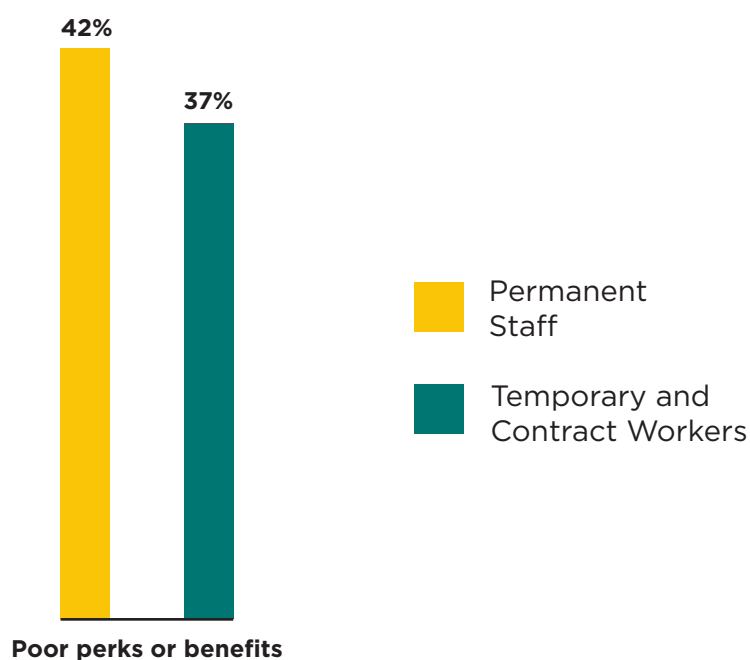
## Lack of development opportunities could contribute to Permanent Staff's unhappiness at work.

This could be due to Permanent Staff tending to focus on their career progression within their companies.

### What is the proportion of unhappy Permanent Staff who attributed their unhappiness to factors relating to their job role (in blue) or company (in orange)?



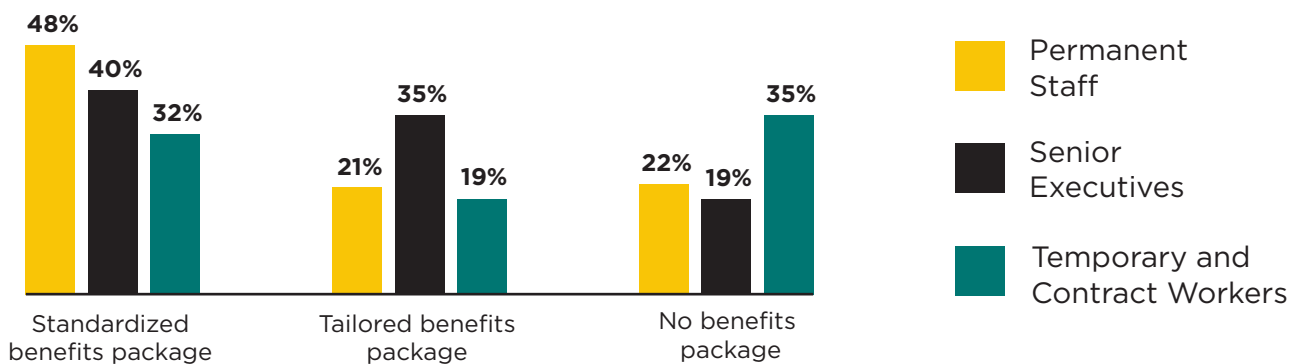
Poor perks or benefits was also a top factor for their unhappiness with their companies for both Permanent Staff and Temporary and Contract Workers.



# Permanent Staff were more likely to be on standardised benefits packages as compared to the rest of the workforce.

However, we found that 7 in 10 Permanent Staff believed there should be some customisation with their perks or benefits.

## How much of each workforce group is currently receiving standardised, tailored or no benefits packages?



## How much of each workforce group believe their benefits packages should be tailored?

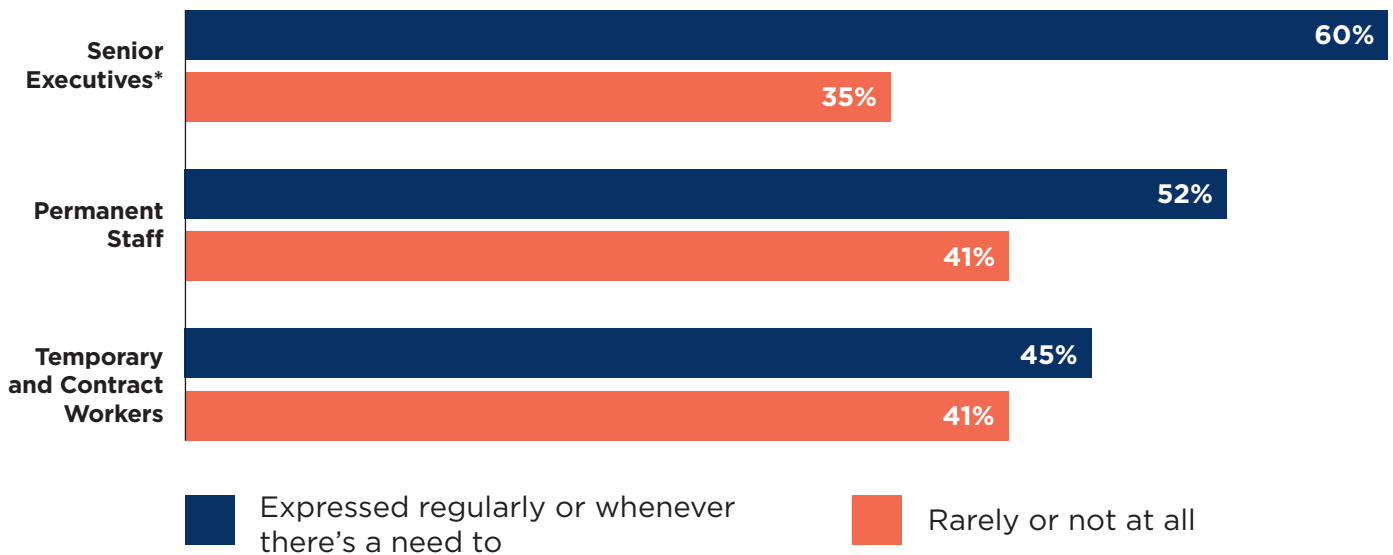


Employees have different needs and expectations, and these will continue to evolve even within this new normal. Employers should provide their employees with more options to customise their benefits packages to better suit their individual needs.

# Permanent Staff tend to perceive that their employers care when they have enough opportunities to express their concerns.

We found that about 2 in 5 Permanent Staff have little or no opportunity to express concerns to their superiors, similar to their colleagues in temporary and contract roles.

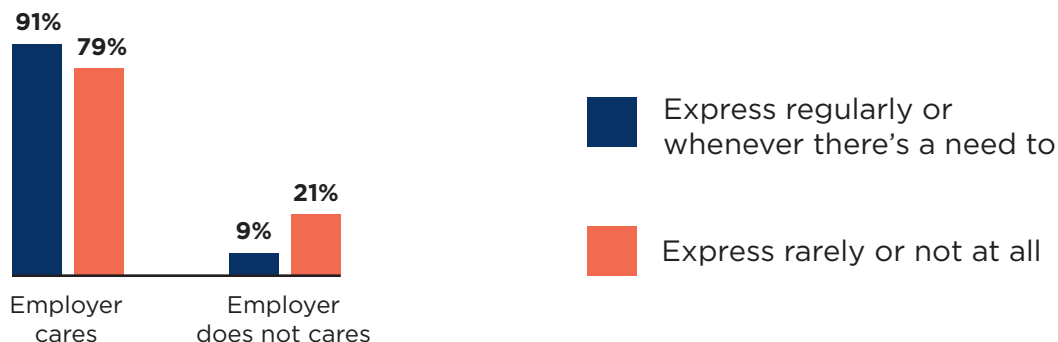
## How frequent are Permanent Staff having one-to-one conversations with their managers/superiors, as compared to the rest of the workforce?



\*Note: In this chart, Senior Executives refer to respondents who hold the title of Directors under board level and the positions above but are not the owner/ proprietor of the company.

For those who were given opportunities to express concerns regularly or whenever there is a need to, they are more likely to believe that employers care for them; and knowing that employers care for them is key to developing higher levels of happiness and productivity.

## How does a Permanent Staff's ability to express concerns impact their perception of their employer?



With the pandemic's impact likely to be felt for the immediate future, some employees may continue to struggle with anxiety and stress due to fear or uncertainty over their futures.

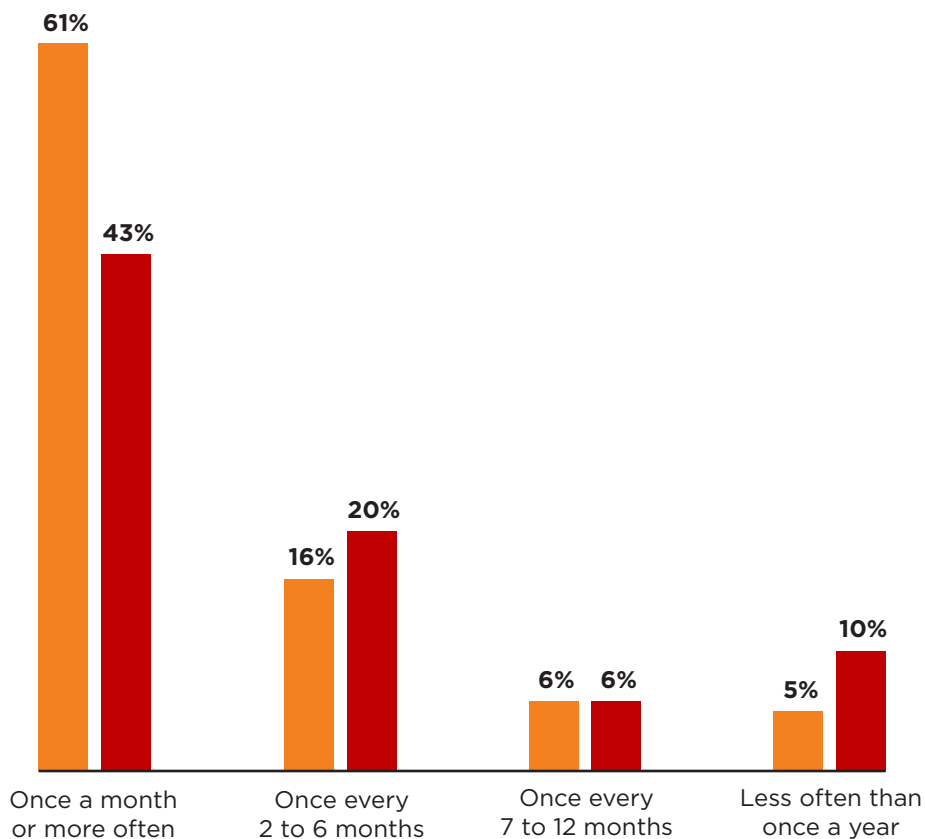
Hence, it is crucial for employers to keep their staff updated on the situation and constantly invite them to engage in sharing and discussion sessions. Employers should also be prepared to address concerns of their employees to improve their morale and happiness.

## Managers need to nurture a culture of trust so that their Permanent Staff can truly feel confident in speaking up.

We found that managers were having more one-to-one conversations with their employees than Permanent Staff wanted. However, some employees might not be so keen on having such conversations so regularly as they might not be comfortable with raising concerns with their superiors.

Managers should attempt to develop greater trust and rapport with their staff such that the latter would be willing to provide quality feedback during their one-to-one conversations.

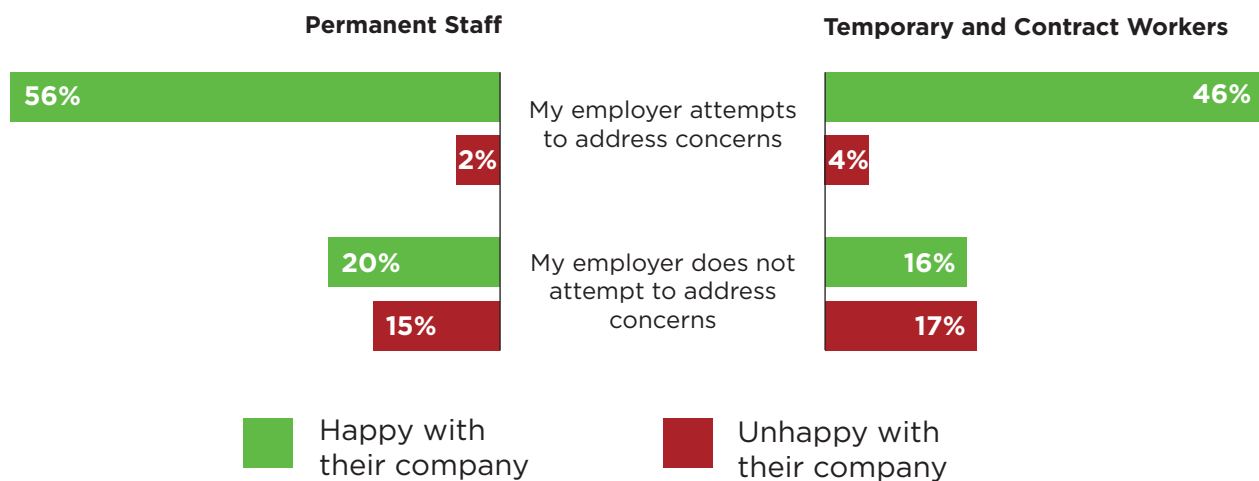
### How frequently do Permanent Staff have (in orange) and want (in red) one-to-one conversations with their managers?



Employers should address concerns brought up from their staff's feedback.

Employees who feel that their employers attempt to address their concerns at work are much more likely to be happier with their companies. This holds true for both Permanent Staff as well as Temporary and Contract Workers.

**How does employers attempting to address concerns affect the happiness of Permanent Staff (left) and Temporary and Contract Workers (right) with their company?**



To keep the workplace happy and productive, it is important that employers manage concerns from all staff with equal care and genuine intent. Employers should not just focus on what to say, but also how their concerns can be addressed. In this way, employees will feel that they are valued by their employers and that it is worth voicing their concerns.

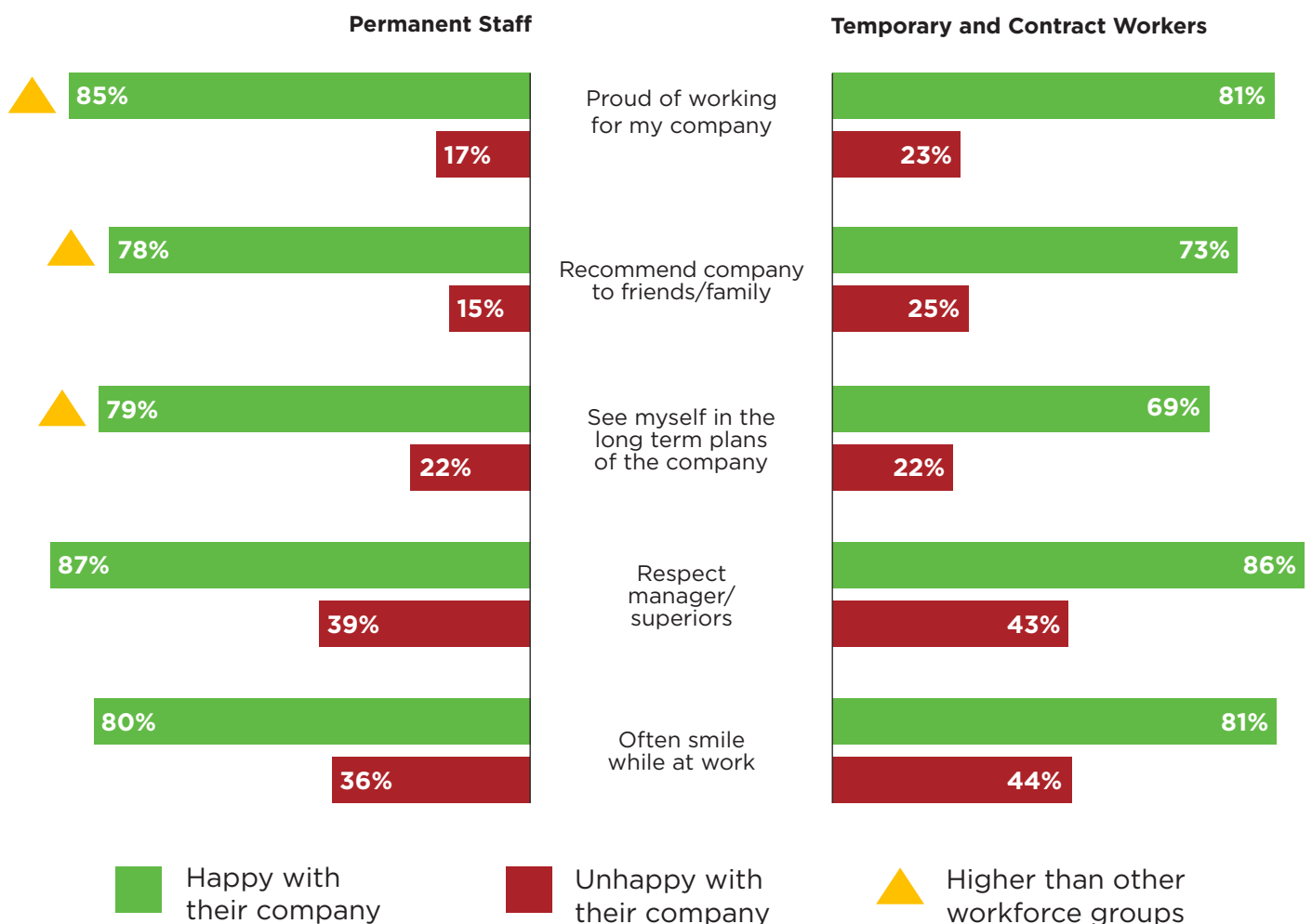


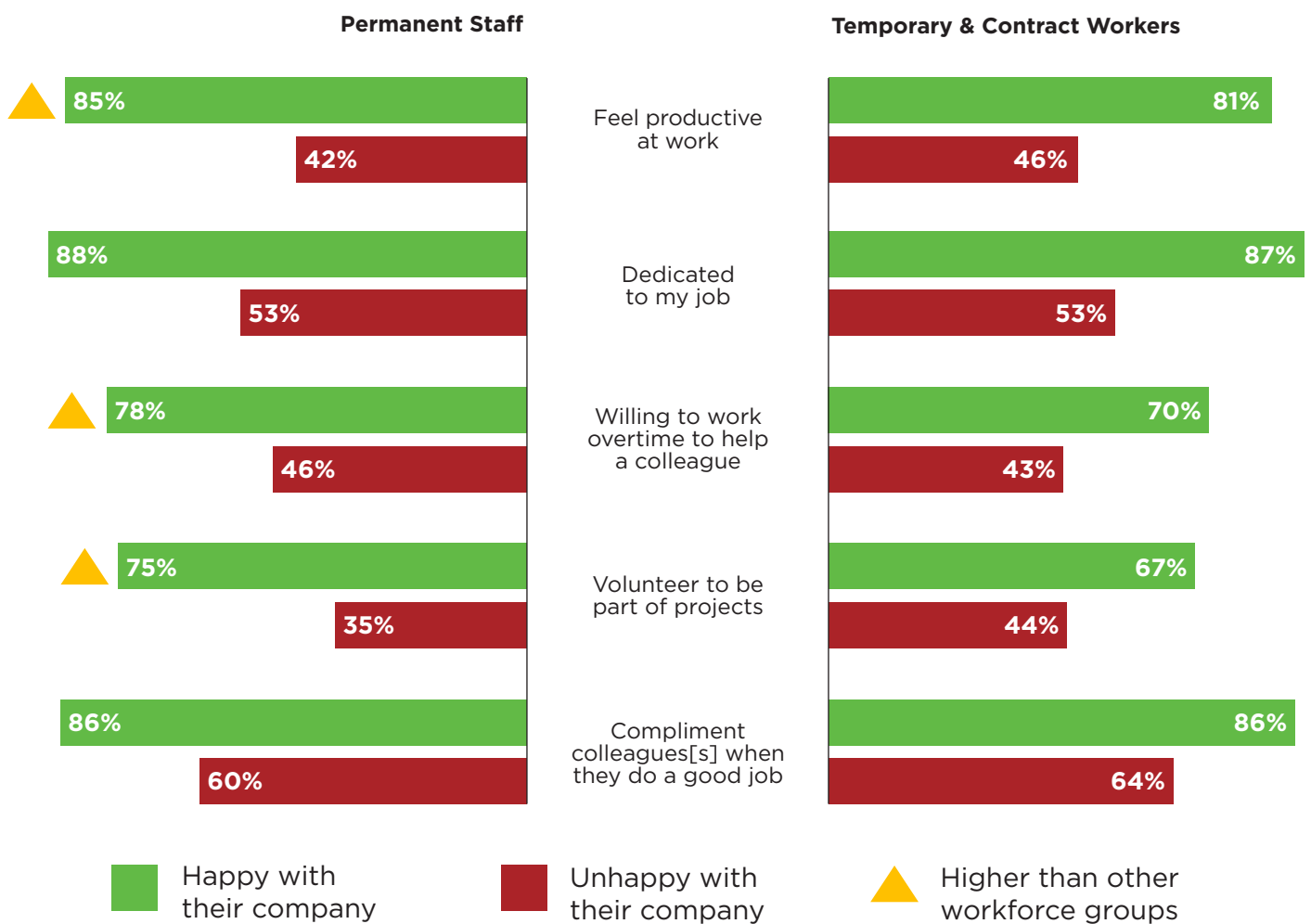
# Happy Permanent Staff tend to have higher levels of commitment and performance at work.

Happy Permanent Staff are as likely to feel dedicated to their jobs, respect their superiors and compliment their colleagues, as compared to Temporary and Contract Workers.

However, happy Permanent Staff are even more open to volunteering for projects and willing to work overtime than happy Temporary and Contract Workers. Happy Permanent Staff are also more likely to see a long-term future with their company as compared to their peers in temporary and contract roles.

## How does happiness of Permanent Staff (left) impact in the following areas, as compared to the Temporary and Contract Workers (right)?





Employers should recognise the similarities and subtle differences among different workforce groups when it comes to their happiness, performance levels and attitudes. Keeping employees happy and engaged can be complex in normal times, let alone during this new normal. Employers should take steps to maintain employees' physical and mental health, ensuring their spirits remain high.

Small doses of team bonding activities that includes both Permanent Staff and Temporary and Contract Workers can help to boost the morale of the whole workforce. Given the increase in flexible work arrangements and remote working, such care and consideration can also reduce feelings of isolation and improve cohesion among a distributed workforce.

