

2020 APAC Workforce Insights

**Keeping Temporary and Contract Workers
Happy In This New Normal**



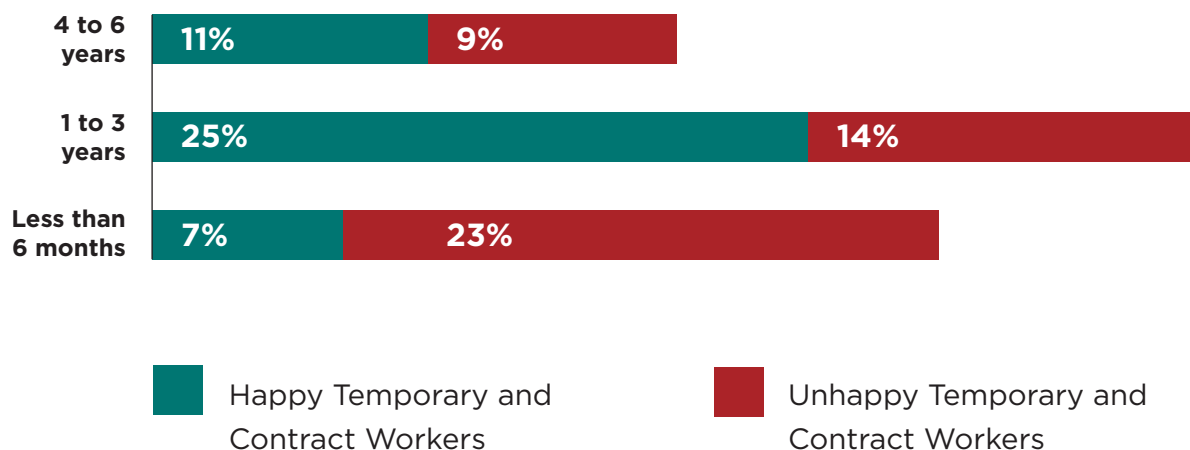
Introduction

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 Temporary and Contract Workers’ happiness levels in January 2020 (before Covid-19 was declared a pandemic by the World Health Organisation). This report will look at how driving happiness of Temporary and Contract Workers can continue to benefit companies, especially as more businesses turn to these workers to stay nimble and adaptable amid the pandemic.

Happy Temporary and Contract Workers can reduce turnover costs and raise productivity.

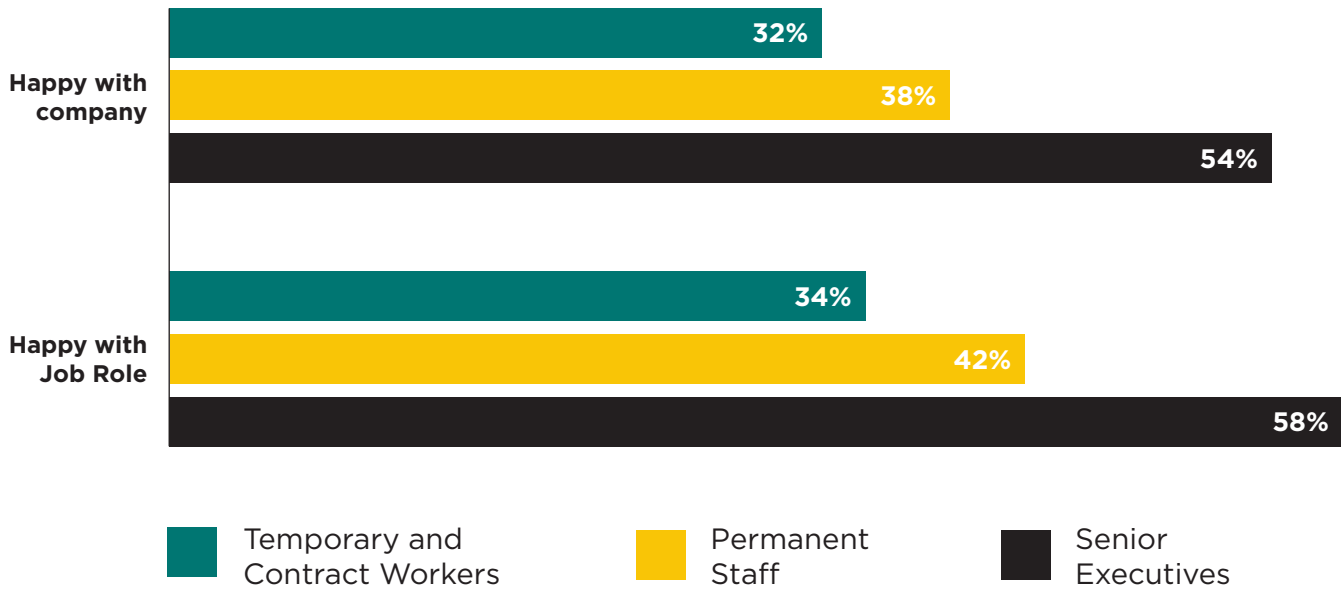
We found that happier Temporary and Contract Workers were more likely to want to complete their current contract or project – with the average duration of a short-term contract being between 1 to 3 years. Some wanted to stay at their company beyond their current agreement, possibly converting to a permanent hire. Likewise, unhappy Temporary and Contract Workers were more likely to end their contracts prematurely, for example, leaving after less than 6 months.



With the economic uncertainty of Covid-19, businesses are downsizing their workforces and looking to stay lean and nimble. Temporary and Contract Workers will be even more important for businesses. Companies should keep their Temporary and Contract Workers happy to maintain their workforce’s productivity and reduce turnover costs.

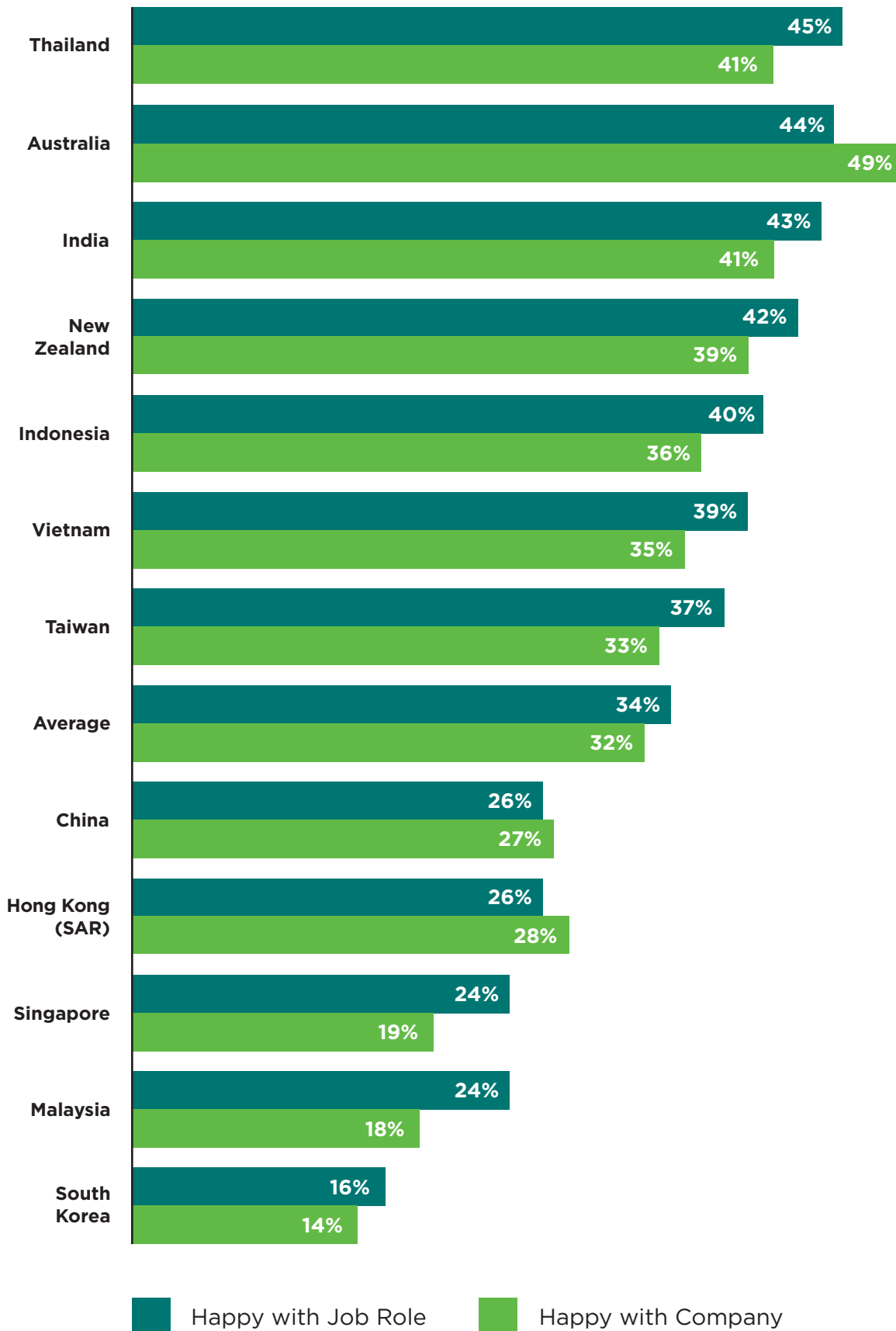
Only 1 in 3 Temporary and Contract Workers were happy.

Our survey found that Temporary and Contract Workers were the least happy workforce group, as compared to their peers in permanent roles and executive positions.



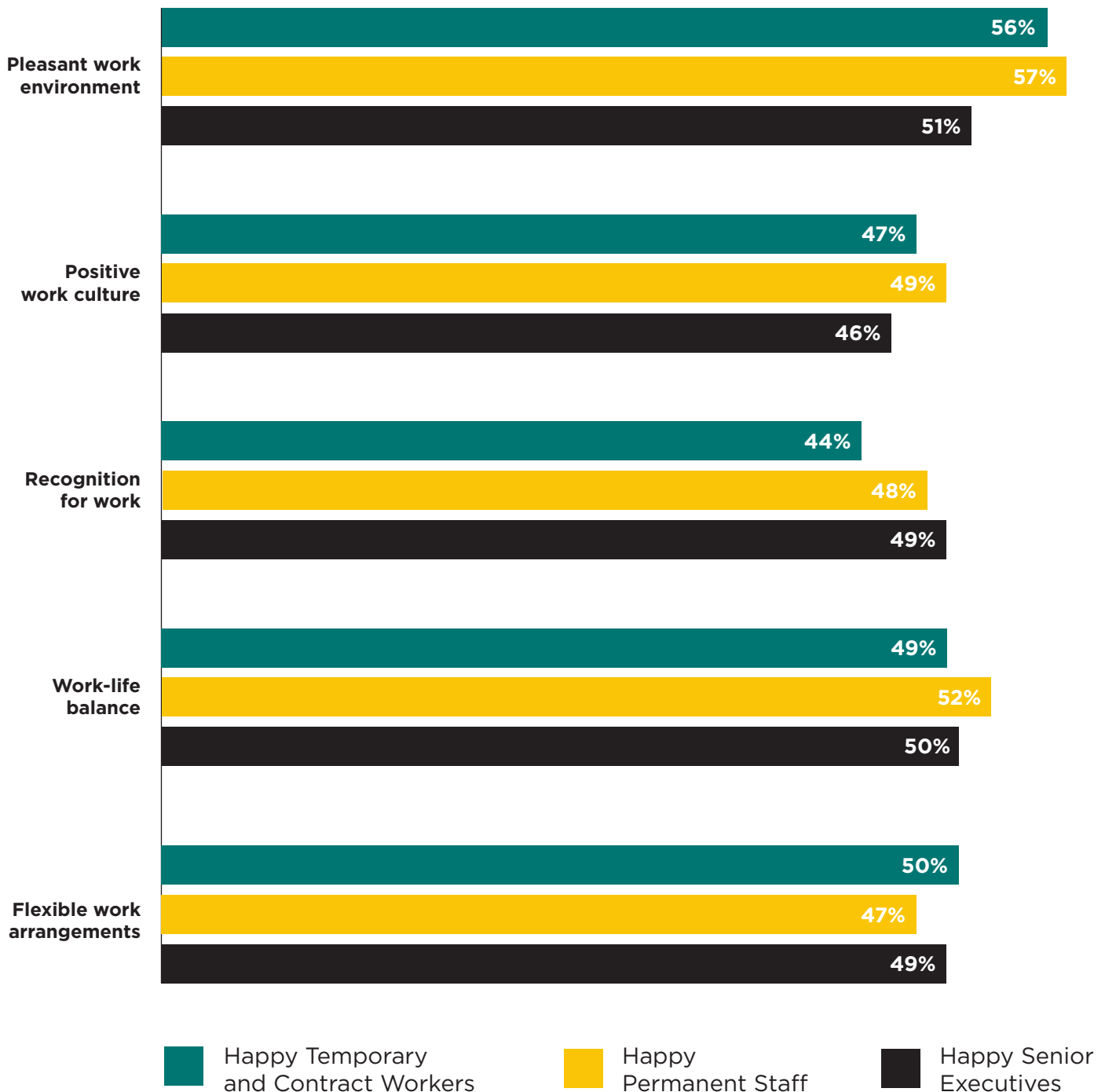
Across the Asia Pacific region, Temporary and Contract Workers in South Korea, Malaysia and Singapore seem to be the unhappiest in the region, with less than a quarter happy with their companies and job roles.

How happy were Temporary and Contract Workers with their job role and their company across the region?



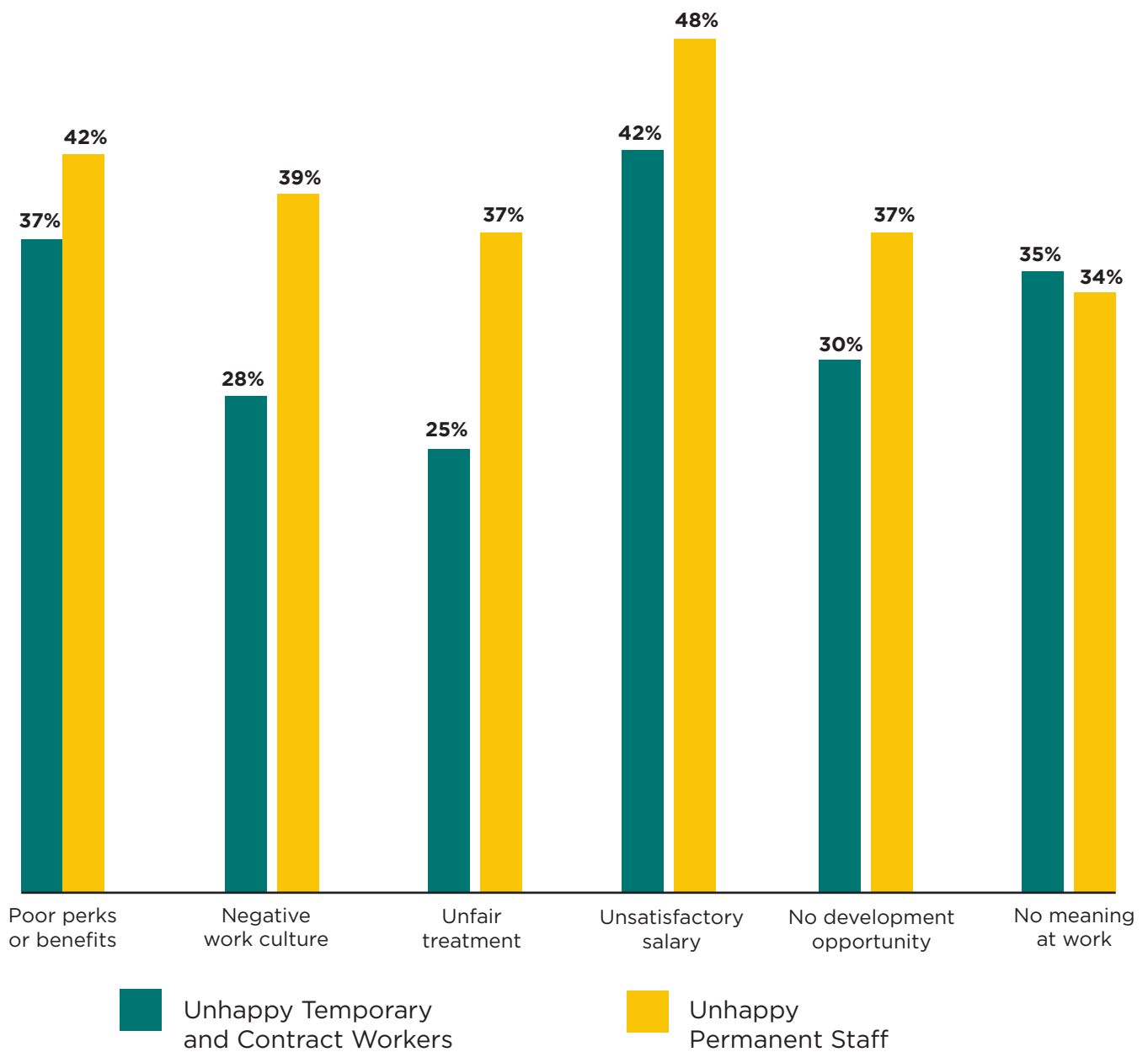
Temporary and Contract Workers were happiest in a pleasant working environment that offers enough flexibility.

Flexibility could be one of the main motivations for taking up temporary or contract work in the first place. Companies should bear this in mind and provide enough flexibility for their Temporary and Contract Workers.



Such flexibility should be extended to the perks and benefits offered to Temporary and Contract Workers.

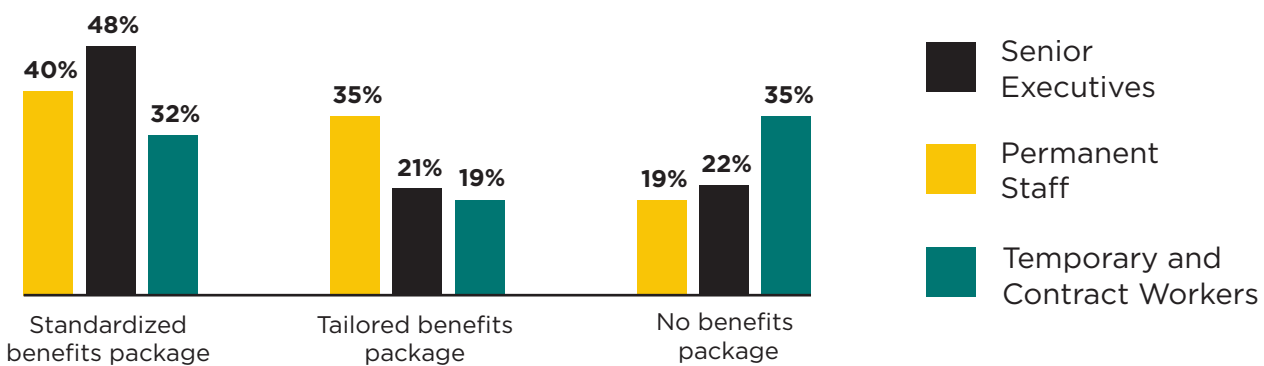
This could help to reduce the unhappiness of Temporary and Contract Workers over their poor perks or benefits.



Temporary and Contract Workers should be provided with some customisation for their benefits package.

We found that Temporary and Contract Workers were least likely to receive a benefits package, as compared to Permanent Staff and Senior Executives.

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



Temporary and Contract Workers were also found to be least likely to receive tailored benefits packages. Most Temporary and Contract Workers believed that their companies should not only provide a benefits package, but to also offer some flexibility in choosing their preferred perks or benefits.

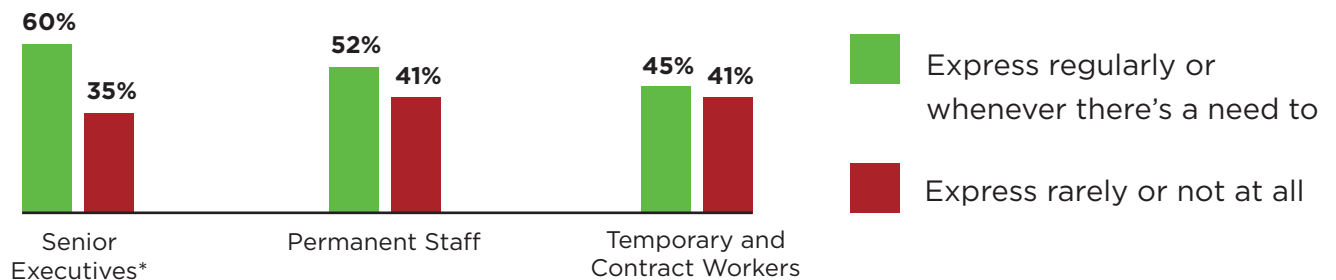
How much of each workforce group believe their benefits packages should be tailored?



Managers should make time for their Temporary and Contract Workers and establish rapport with them at work.

We found that Temporary and Contract Workers tend to have the least opportunities to express concerns to their superiors. Managers may not feel the need to invest time and effort into building their relationships with their Temporary and Contract Workers, given their short-term or limited tenure at the company. However, in this new normal of more distributed workforces, this may worsen the feeling of isolation and lack of belonging among Temporary and Contract Workers.

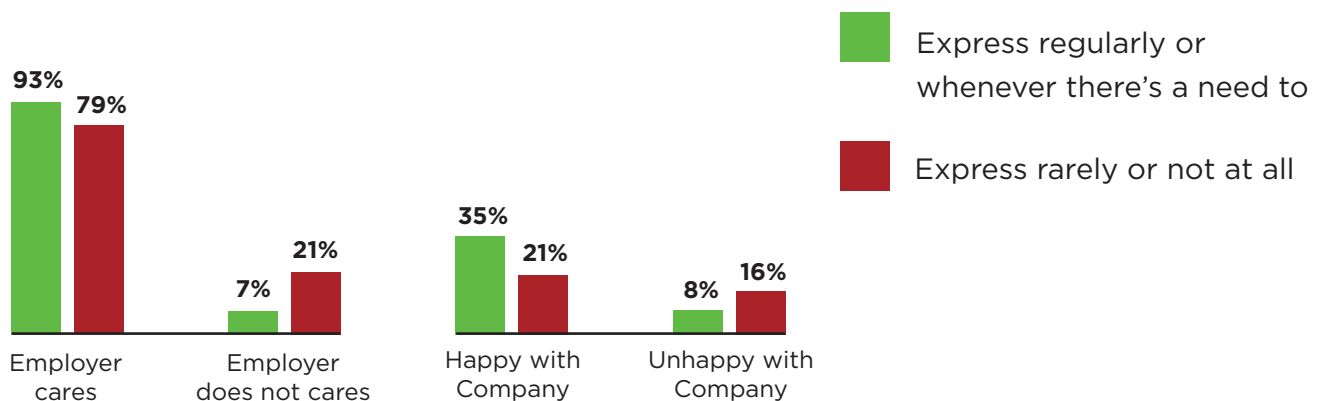
How frequent are Temporary and Contract Workers having one-to-one conversations with their managers/superiors, as compared to the rest of the workforce?



*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.

Temporary and Contract Workers who are given regular opportunities to express concerns are more likely to feel their employers' care. This can contribute to an increase in their happiness levels.

How does Temporary and Contract Workers' ability to express concerns impact their perception of their employer (left) and happiness at work (right)?



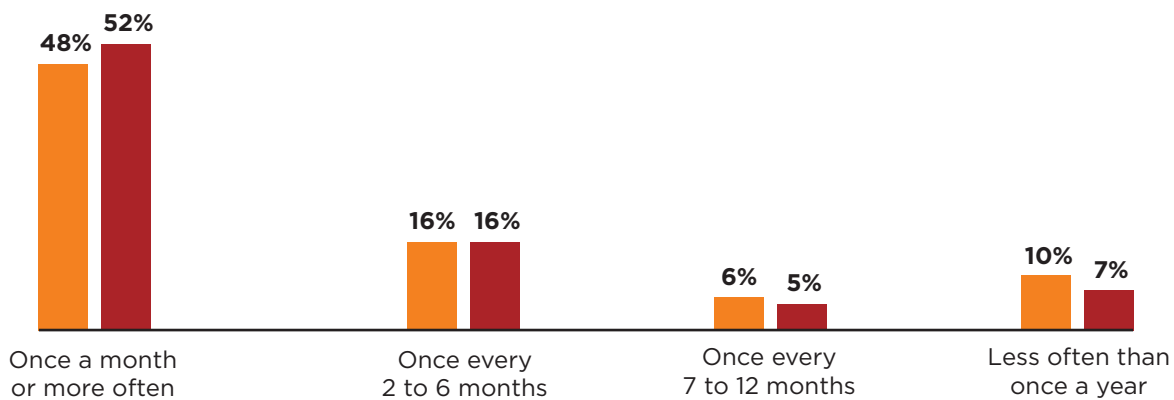
As more companies turn to Temporary and Contract Workers to fill short-term business needs, it is important for companies to pay more attention to these workers. Their happiness can have a ripple effect on the overall levels of happiness and productivity of the wider workforce.



Temporary and Contract Workers do want regular one-to-one conversations with their managers.

Our survey found that Temporary and Contract Workers were having one-to-one conversations with their managers at their desired regularity. Managers should continue with their efforts to engage with their Temporary and Contract Workers.

How frequently do Temporary and Contract Workers have (in orange) and want (in red) one-to-one conversations with their managers?

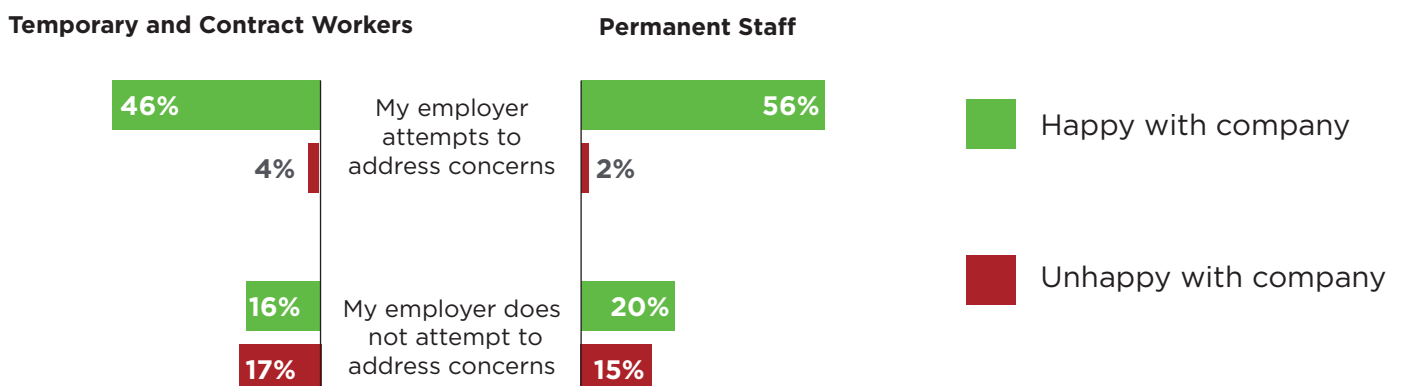


Addressing concerns raised by Temporary and Contract Workers could enhance their happiness at work.

Employees tend to feel discouraged when they see issues unresolved, especially when they raised those issues. This cuts across temporary, contract or permanent employees.

Employers need to remain aware of their employees' concerns so that they can be addressed swiftly, before small, minor issues snowball into major performance detractors. Doing so in an open and honest manner can also help to strengthen the trust and relationship between managers and their staff.

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



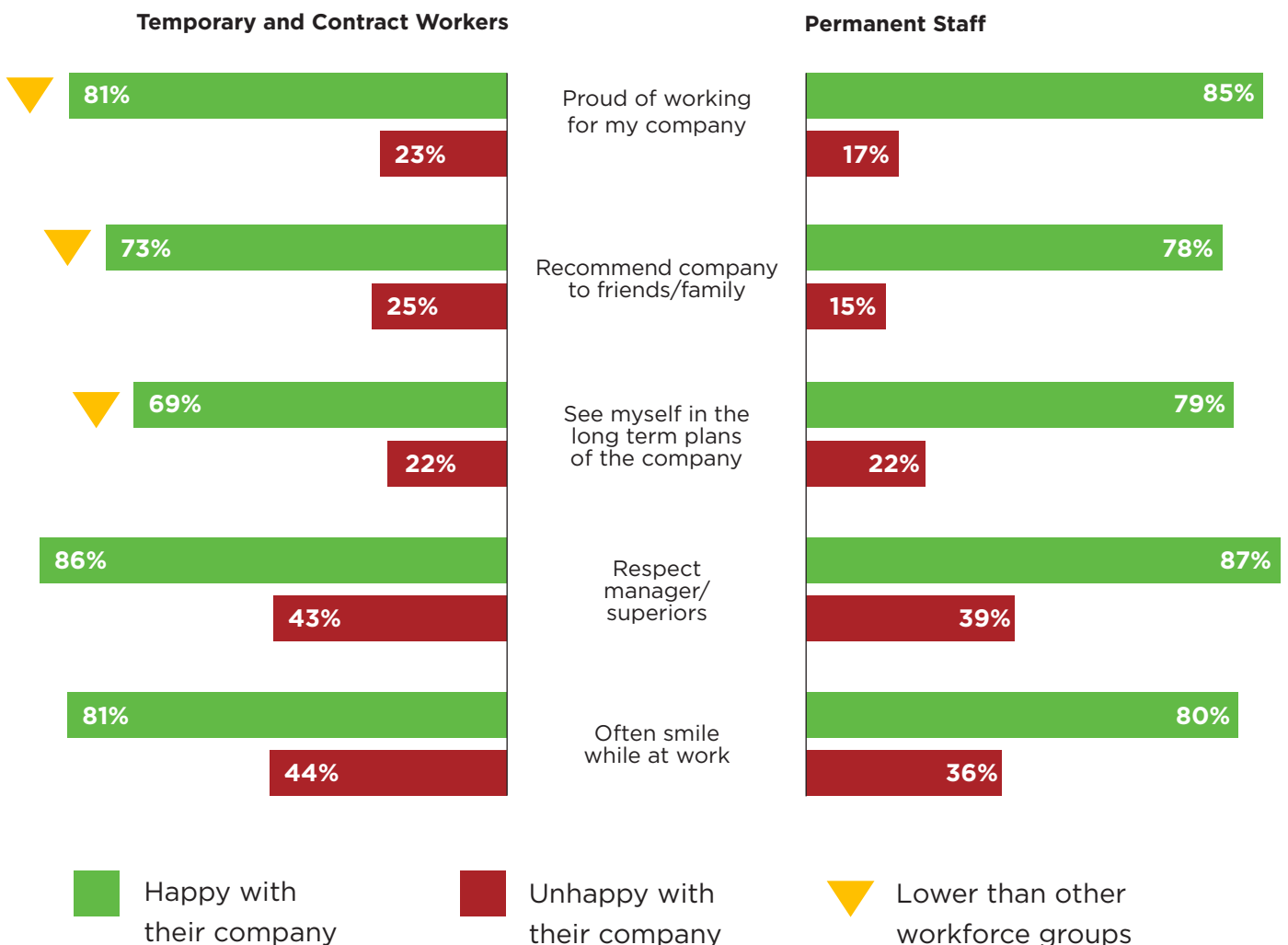
Promoting a happy workplace can be beneficial to the overall workplace.

Temporary and Contract Workers are increasingly made up of highly skilled professionals. As companies stay nimble amid this new normal, the proportion and importance of Temporary and Contract Workers will continue to grow.

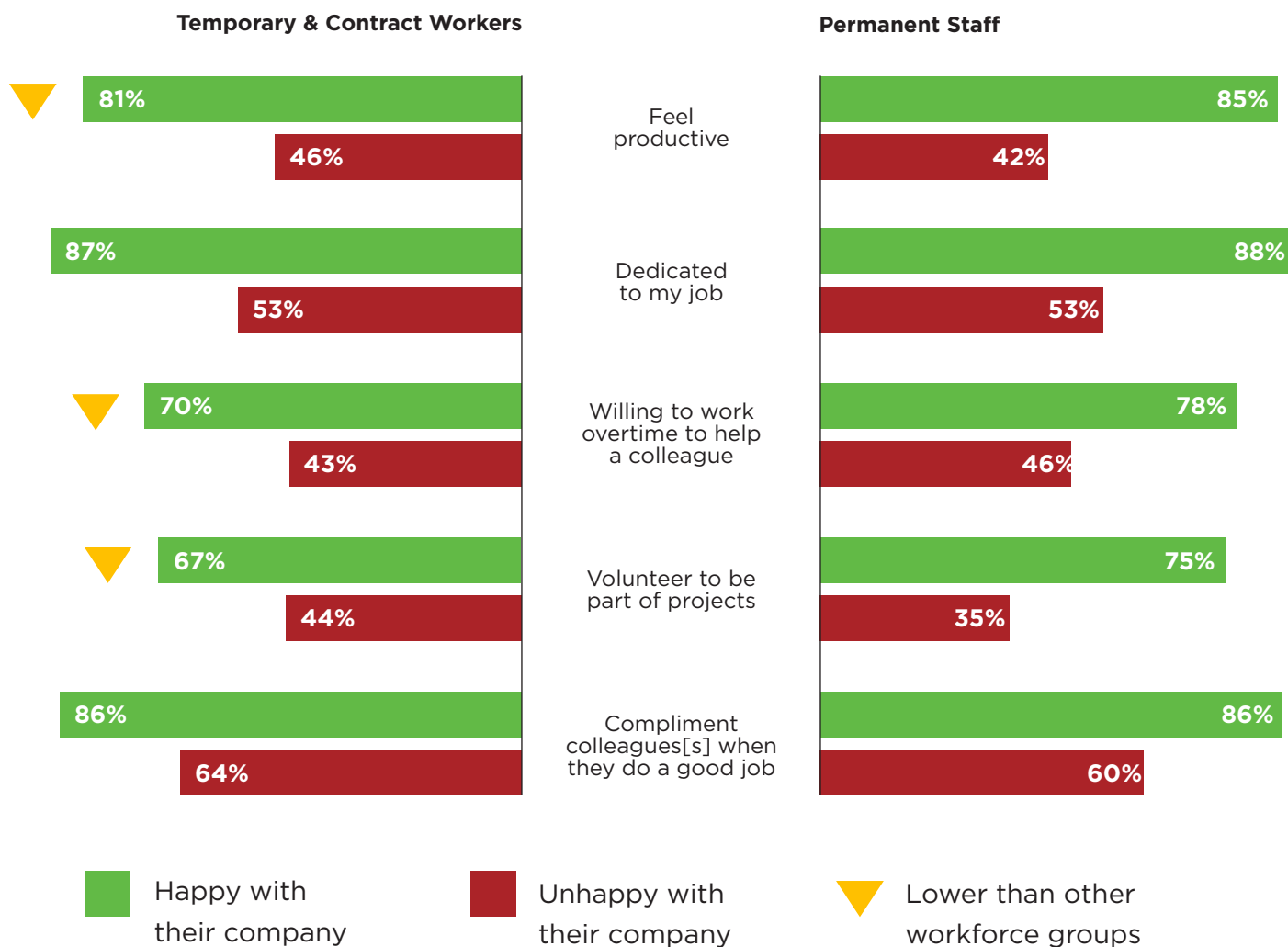
Like their counterparts in permanent positions, happy Temporary and Contract Workers tend to be dedicated to their jobs, respect their superiors and compliment their colleagues. These are important traits of a happy and positive workforce.

Happy Temporary and Contract Workers are still less likely to see themselves in the long-term plans of the company and volunteer for additional projects, as compared to their peers in permanent positions. This should not come as a surprise, given their short-term and limited tenure.

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



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



Managing a workforce made up of temporary, contract and permanent employees is both beneficial and highly complex. To enhance the overall experience of their entire workforce, employers must also understand the different types of needs of their Temporary and Contract Workers. Only then can a company's overall workforce remain happy and productive in this new, uncertain normal.

