



FEED YOUR MIND

EMPLOYEE SATISFACTION & MOTIVATION 2007

SEEK INTELLIGENCE

2007 SURVEY OF EMPLOYEE SATISFACTION AND MOTIVATION IN AUSTRALIA

In a tight employment market it is more important than ever to understand what makes employees tick. The 2007 SEEK Intelligence Survey of Employee Satisfaction and Motivation has collected responses from over 5000 employees in Australia about how they view their work. As in past years we endeavoured to understand what attitudes employees have towards their jobs, what their prime motivations are, and what employees love and hate about their current jobs.

This year we have also focused on employee retention, including questions on loyalty, what drove people to leave their last job, and what employers can do to stop that happening again. We have examined in depth the process of seeking the ideal job, including what candidates look for in a new job, and how they think they will find it.

As was the case in 2006, employees are generally secure in their jobs; however happiness has dropped significantly from last year. Given the tight labour market, organisations can not afford to overlook their employees' happiness. They can't ignore the fact that the quality of overall management continues to be one of the most hated aspect of a job in the Australian workplace. This is second only to stress. Employees also remain concerned that their immediate managers are "all talk no action".

In order to attract and retain the best quality candidates, organisations must take measures to ensure employee confidence and commitment to management is respected, especially given this is the key reason employees leave their job.

The survey responses were collected from a broad online audience of employed people, of which 62% are looking for a new full-time job and the remaining looking for part time work/contract work.

2007 SURVEY OF EMPLOYEE SATISFACTION AND MOTIVATION IN AUSTRALIA

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THE TOP 10 INSIGHTS

1. Employee happiness across the Australian workforce has changed significantly in 2007. 45% of employees are unhappy at work (up from 37% in 2006), and happiness has decreased to 29% (from 37% in 2006).
2. What employees “love” about their job:

People I work with	22%
Benefits / Conditions	12%
My Boss	12%
3. What employees “hate” about their job:

Stress level	22%
Quality of management	21%
Feedback & appreciation	20%

Stress has overtaken quality of management as the most hated aspect of people’s jobs. That said, it is not a key reason why they actually left their last job.
4. Quality of management is the key reason that people leave their jobs (34% of respondents) and is also the second most important feature that people are looking for in a new job.
5. The most important factors when looking for a job:

Salary	50%
Quality of management	49%
Job security	43%
6. Money is top of mind for keeping employees in their current job. Employees want to be paid more, and to be rewarded for individual performance in order to stay. Almost one third would leave for more money.
7. Generation Y are particularly motivated by money. They would readily leave their current employer for more money or career development. Boomers are looking to achieve work / life balance and have less emphasis on career development.
8. To retain Generations X and Y, employers need to promote on merit rather than tenure. In addition, Generation Y would be keen to stay with an employer who increases their annual leave allowance.
9. As was the case in 2006, overall job security remains strong (at 25% this year). This continuing high level of security reflects an employment market where the employee holds much of the power; employees are looking for a new job not because they think they will *need* one, but because they *want* one.
10. Over 80% of Australian respondents are looking for a job on employment websites, and 93% are looking regularly!

EMPLOYMENT IN AUSTRALIA - SECURITY AND HAPPINESS

SATISFACTION – JOB SECURITY

Employees felt marginally more secure in 2006. The proportion of employees who think their job is 'more secure' than it was 12 months ago is at 25% in 2007, a finding largely consistent with that witnessed in 2006. Interestingly, there is a polarisation of respondents' feelings of security in the last 2 years, with more respondents feeling both More Secure and Less Secure.

JOB SECURITY TODAY, COMPARED TO 12 MONTHS AGO

	2004	2005	2006	2007
Less Secure	23%	30%	31%	29%
About the same	56%	52%	44%	46%
More secure	21%	18%	26%	25%

Feelings of security differ across industries. Construction, Legal, and HR & Recruitment employees are the most likely to feel more secure (at 33%) while Transport / Logistics (41%), Science & Technology, and Education & Training (both 39%) are the most likely to feel less secure. Perhaps surprisingly, in light of recent employment legislation changes, it appears that feeling more secure in 2007 is inversely related to one's salary. Some 30% of employees on less than \$15,000 state that they are more secure in 2007. This decreases to around 21% for those earning between \$50,000 and \$150,000 and drops further to 18% for those earning above \$150,000.

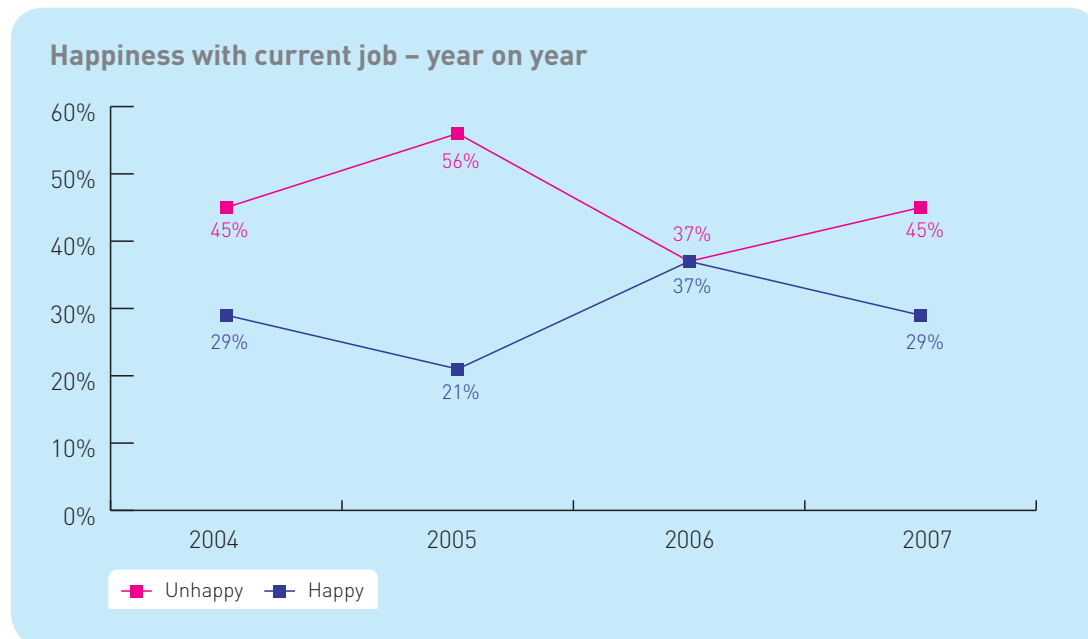
SECURITY IN CURRENT JOB – BY LOCATION

	Less Secure	About the same	More secure
ACT – Canberra	32%	45%	23%
NSW – Sydney	33%	41%	27%
NSW – regional	27%	53%	20%
NT – Darwin	21%	72%	7%
NT – regional	10%	60%	30%
QLD – Brisbane	27%	48%	25%
QLD – regional	31%	42%	27%
SA – Adelaide	26%	53%	11%
TAS – Hobart	22%	62%	16%
TAS – regional	30%	30%	40%
VIC – Melbourne	31%	45%	24%
VIC – regional	34%	46%	20%
WA – Perth	22%	48%	30%
WA – regional	30%	43%	15%

Employees based in regional Tasmania feel the most secure. The research shows that job security differs significantly between metropolitan and regional areas. In 2007 40% of employees in regional Tasmania, and 30% of those in Perth and regional NT, feel that their jobs are more secure than in 2006 – the best results for Australia. In contrast, the vast majority of employees in Darwin and Adelaide reported that their security was the same as last year or that they were less secure. The people in Australia that feel least secure about their jobs are in regional Victoria (34%), Sydney (33%), Canberra (32%), Melbourne (31%), and regional Queensland (31%).

SATISFACTION – HAPPINESS

CONSOLIDATION OF HAPPINESS IN 2007



29% OF RESPONDENTS ARE HAPPY IN THEIR CURRENT JOB BUT 45% ARE NOT!

Compared to 2006, a more negative picture of Australian employees' happiness has emerged in 2007. From a high of 37% happiness in 2006 (taking into account the proportion saying they are 'happy' and those saying they are 'very happy'), only 29% of employees regard themselves as happy with their job this year. Perhaps the more concerning finding is that the proportion of unhappy employees has climbed to 45% from 37% in 2006.

Both the decrease in happiness and increase in unhappiness represent statistically significant changes (at a 95% confidence interval). Underlying this change is an increase in the number of respondents saying that they dislike or hate the "stress level" of their jobs, the "feedback and appreciation" they receive (both up 7% points from 2006) and the "quality of management" (up 5% points).

HAPPINESS IN CURRENT JOB – BY JOB SECURITY

Not surprisingly, employees that are less secure in their jobs now, compared with the previous 12 months, are also less happy with their jobs. In fact, when you compare those in less secure jobs with those in more secure jobs, there are 3 times as many unhappy employees in less secure jobs. Of course, the reverse is also true; an increase in security is strongly related to happiness.

	Less secure	About the same	More secure
Unhappy	45%	42%	13%
Neutral	31%	49%	20%
Happy	17%	37%	46%

HAPPINESS IN CURRENT JOB – BY INDUSTRY

HR & RECRUITMENT IS THE HAPPIEST INDUSTRY

Happiness varies according to industry. In 2007 the happiest employees are those that work in HR & Recruitment. That these employees are also amongst the most secure probably reflects the strength of the Australian job market. More than half of the surveyed employees in a number of industries such as Retail, and Insurance & Superannuation reported that they are either unhappy or very unhappy. Those in Real Estate & Property are the most unhappy.

Happy – Top 5

HR & Recruitment	49%
Government / Defense	41%
Community & Sport	41%
Mining, Oil & Gas	38%
Education & Training	38%

Unhappy – Top 5

Real Estate & Property	60%
Insurance & Superannuation	59%
Science & Technology	56%
Transport / Logistics	54%
Accounting	53%

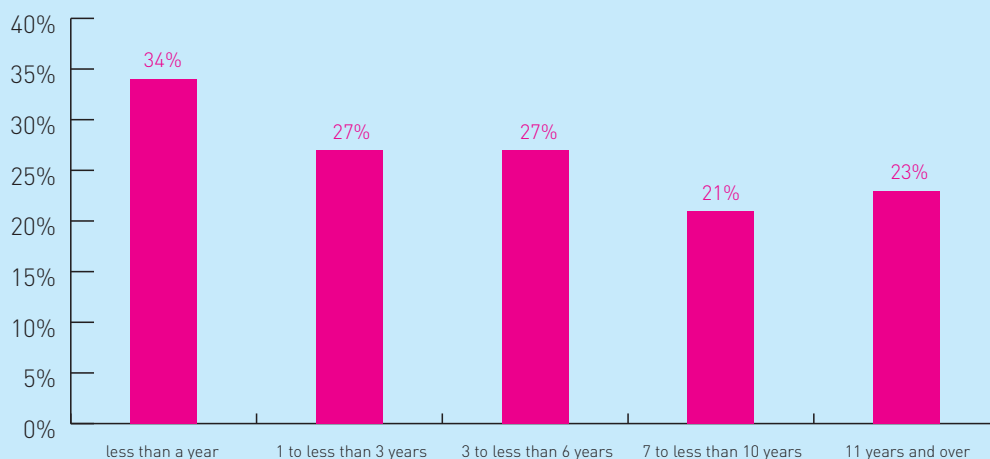
But what about people who are not employees at all, but are self-employed? Though the sample of respondents is small (n=33), 58% of those that are self-employed are happy in their jobs!

HAPPINESS – BY LENGTH OF EMPLOYMENT

Again in 2007, the survey shows that happiness in a job is linked to the length of time an employee has worked for their employer. Employees who have worked for an employer for less than 1 year appear to be the happiest. Happiness declines when an employee works for an organisation between 1 and 10 years. Interestingly, happiness slightly increases after 11 years or more of service.

The demographic profile of the employees surveyed indicates that about 75% have been in their current job for less than 3 years. Perhaps this consistent decline in happiness is what drives them to look for their next career opportunity.

Happiness in current job – by length of employment



HAPPINESS IN CURRENT JOB – BY SALARY

CAN MONEY BUY HAPPINESS?

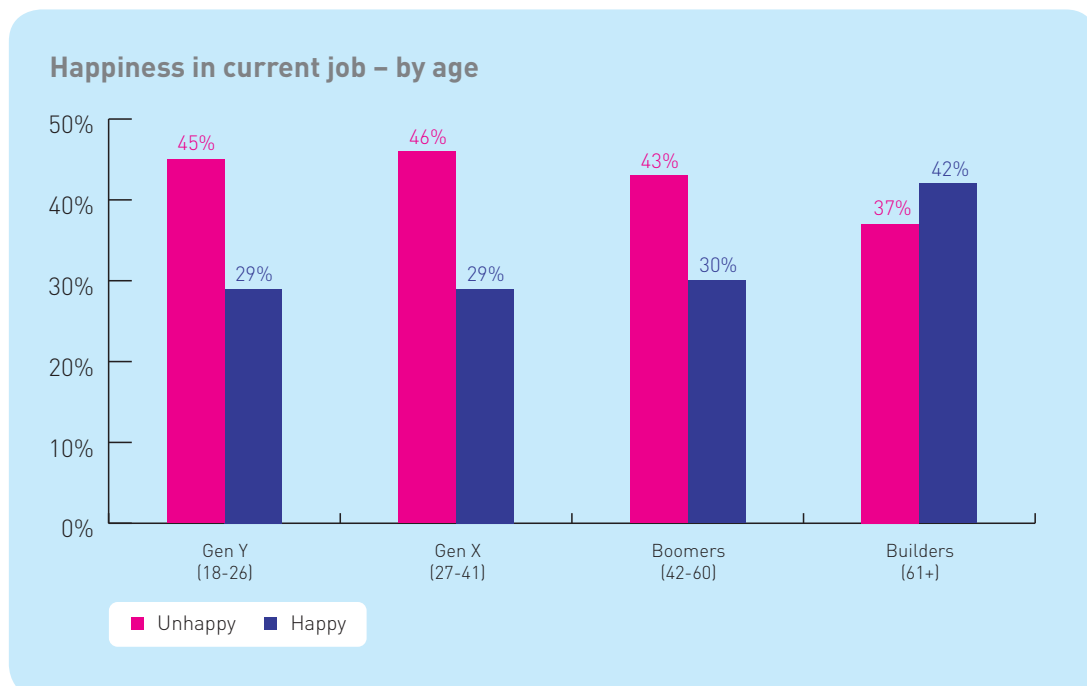
The amount of money an employee earns is at least somewhat related to happiness. The highest levels of happiness are seen amongst those earning more than \$70,000 per year. Those in the highest bracket (>\$150,000) are the happiest of all surveyed respondents at 39% happy. Of course money doesn't always buy happiness – those employees who earn less than \$15,000 are happier than those earning up to 3 times as much!

	less than \$15,000	\$15,000 - \$29,999	\$30,000 - \$49,999	\$50,000 - \$69,999	\$70,000 - \$124,999	\$125,000 - \$149,999	More than \$150,000
Unhappy	40%	44%	49%	45%	41%	45%	41%
Neutral	29%	30%	26%	26%	23%	24%	21%
Happy	30%	26%	25%	30%	36%	32%	39%

HAPPINESS IN CURRENT JOB – BY AGE

MATURE AGE EMPLOYEES ARE THE HAPPIEST

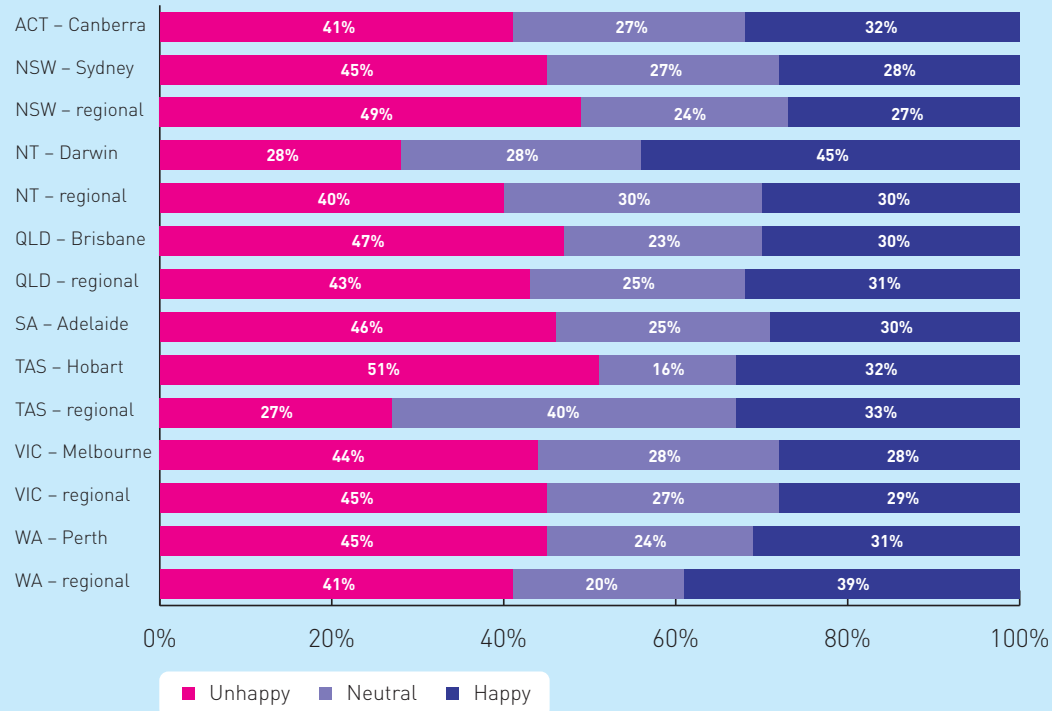
The 2007 survey shows little variation in happiness among employees aged less than 61. However, happiness climbs significantly once employees celebrate their 61st birthday. From a little under 30% of 18-60 year olds indicating that they are happy with their current job, this figure climbs to over 40% from the age of 61.



HAPPINESS IN CURRENT JOB – BY LOCATION

Happiness varies by region. Respondents from Darwin are the happiest of all regions with 45% reporting that they are happy in their current job. Regional Western Australian and Tasmanian employees are next. That said, Hobart residents are somewhat polarized; they also show the highest rate of unhappiness with their jobs. Regional NSW, regional Victorian and metropolitan employees are the least happy in their jobs.

Happiness by region



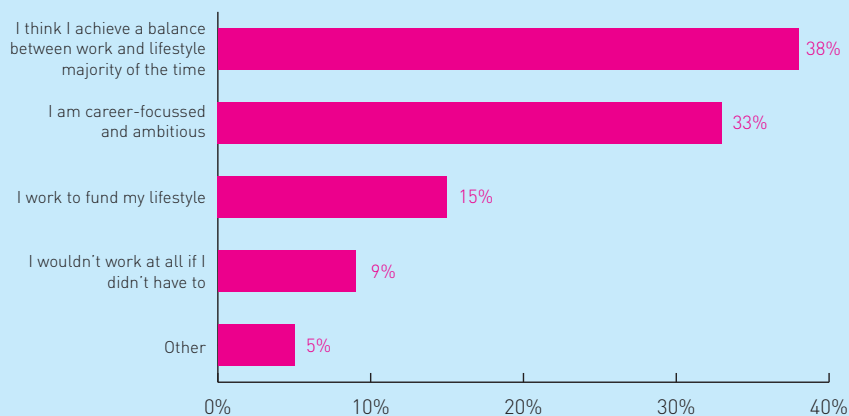
SATISFACTION AND MOTIVATION – LOVES & HATES

EMPLOYEES' ATTITUDE TO WORK

The vast majority of employees have a positive attitude towards work. Almost 40% of employees think that they achieve a balance between work and their lifestyle. Almost as many (33%) feel that they are career focused and ambitious. This general positive attitude is also reflected in the fact that only 9% of Australian employees wouldn't work if they didn't have to. Interestingly, this attitude pattern is not entirely consistent across age groups in the survey. Generation Y (18-26 year olds) are more career focused and ambitious than Generation X (27-41 year olds).

However, as employees head further toward the end of their careers, it appears that they take their foot off the accelerator a little and the desire for work - life balance takes over. As an illustration, around 45% of Boomer (42-60 year olds) employees feel that they achieve a balance between work and lifestyle against the Australian average of 38%.

Thinking about your attitude towards work, which of the following best describes you?

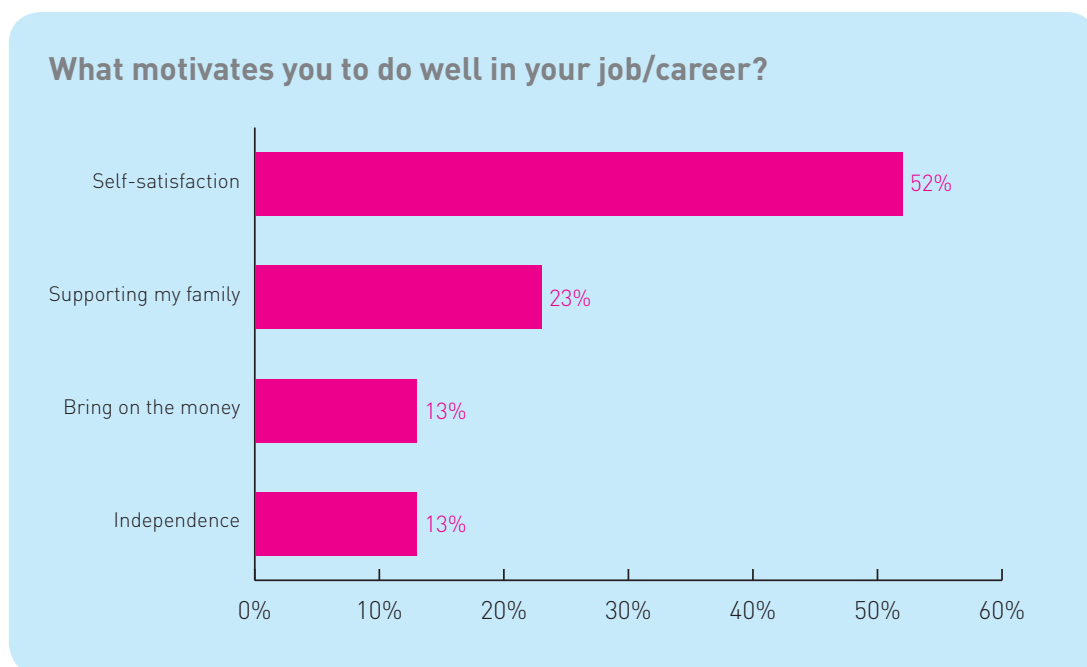


EMPLOYEES' MOTIVATION TO DO WELL IN THEIR CAREER

The positive attitude that employees feel is carried across into what motivates them to do well in their careers. Just as few Australians work to fund their lifestyle, a corresponding few are motivated by money as the main driver. Instead, Australians are motivated by self-satisfaction. This concept sits well with their attitude to work if we consider that Australians' needs for self-satisfaction extends into being satisfied in both their work and lifestyle as a whole, rather than being confined only to the workplace.

Employee motivation tends to be age related. While there is a strong overall indication that self-satisfaction is the key motivator, this is even more pronounced in older respondents. Some 73% of Builders (aged 61 and over) stated that this was their key motivator, while this was true of only 54% of employees from Generation Y. The reverse is true of money which is seen by 27% of Generation Y as the key motivator but only 12% of Builders.

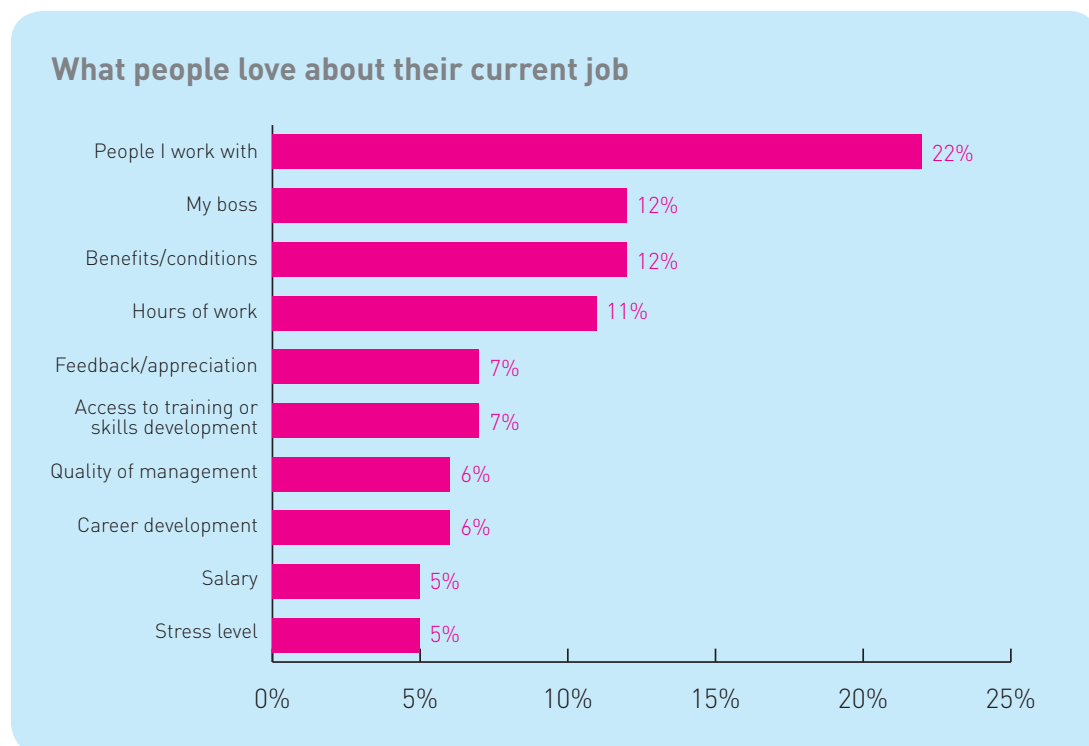
There were also gender differences in employee motivation, with 62% of females motivated by self-satisfaction against 54% of males, while 21% of males were motivated by supporting their family against 13% of females.



WHAT EMPLOYEES LOVE ABOUT THEIR JOB

For the fourth consecutive year, employees rate the people they work with as the most loved aspect of their current job. If it isn't the people they work with, employees rate the person they work for, their boss, as the second most popular feature of their job that they love. Employees who love the people they work with are highly likely to be happy in their jobs overall. 80% of employees who mentioned that they love their co-workers also rated themselves as happy or very happy in their jobs overall. This compares to only 1% of employees who hate the people they work with considering themselves to be happy or very happy.

Employees in the Community & Sport industry are particularly enamoured with their co-workers; 38% love the people they work with. Meanwhile, HR & Recruitment employees are not only the happiest employees overall, but almost a quarter of them love their boss. The stress level and their salary receive the least amount of love from employees.



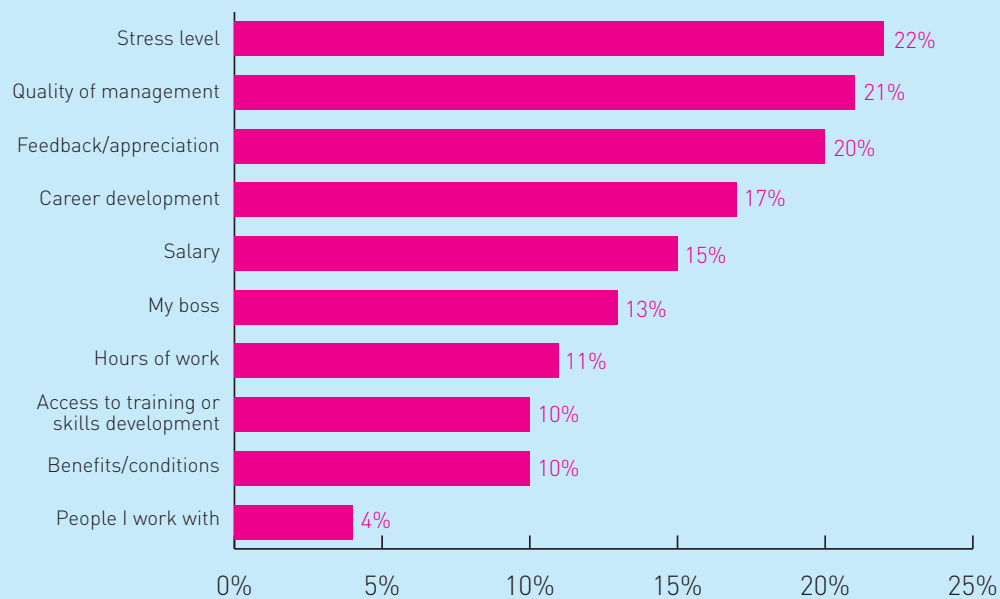
"I have the best boss who treats all her staff with respect so everyone works really hard and does their best for her"

– Survey Respondent

WHAT EMPLOYEES HATE ABOUT THEIR JOB

Unlike previous years, quality of overall management is not the most hated aspect of Australian employees' jobs. This year the stress level of the job is the most hated feature, though quality of management rates a close second. Rounding out the top 3 feedback and appreciation, or lack thereof, is hated by over 20% of employees. Consistent with employee loves, only 4% of employees hate the people they work with. Employees in Real Estate & Property have a high level of hate across a number of job components, leading the pack in stress level (37%), salary (33%), and quality of overall management (28%).

What people hate about their current job



EMPLOYEE LOVES & HATES – BY INDUSTRY

THE TOP FACTORS THAT PEOPLE LOVE AND HATE IN THEIR JOB BY INDUSTRY

Across all industries, “people I work with” is rated within the top 3 loves without exception. In terms of industry variation, Healthcare & Medical workers love the “training and development” opportunities while employees in Primary Industry love their “stress level”, and Graduates love the “feedback and appreciation” that they receive. Across industries, the top hates are almost universal; Australian employees hate the “stress level”, the “quality of overall management”, and the lack of “feedback and appreciation”.

Love		Hate	
Accounting			
People I work with	15%	Feedback and appreciation	23%
My boss	11%	Quality of overall management	22%
Benefits and conditions	9%	My stress level	22%
Administration			
People I work with	22%	My stress level	23%
My boss	14%	Quality of overall management	19%
Benefits and conditions	12%	Feedback and appreciation	18%
Advertising / Media / Entertainment			
People I work with	27%	Salary	21%
Benefits and conditions	13%	My stress level	20%
My boss	12%	Quality of overall management	19%
Banking & Financial Services			
People I work with	16%	My stress level	30%
Hours of work	11%	Quality of overall management	18%
My boss	9%	Feedback and appreciation	18%
Call Centre / Customer Services			
People I work with	26%	My stress level	30%
Benefits and conditions	10%	Quality of overall management	24%
Hours of work	9%	Feedback and appreciation	22%
Community & Sport			
People I work with	38%	My stress level	22%
My boss	19%	Salary	17%
Feedback and appreciation	13%	Quality of overall management	16%
Construction			
Benefits and conditions	18%	My stress level	18%
People I work with	13%	Quality of overall management	16%
My boss	11%	Feedback and appreciation	16%
Consulting & Corporate Strategy			
People I work with	28%	Career development	20%
Benefits and conditions	17%	Feedback and appreciation	16%
Hours of work	16%	My stress level	15%

Love

Education & Training

People I work with	17%
Benefits and conditions	15%
My boss	15%

Engineering

Benefits and conditions	13%
People I work with	12%
Hours of work	10%

Government / Defense

Benefits and conditions	20%
People I work with	15%
My boss	13%

Graduate / Entry Level

Benefits and conditions	14%
People I work with	14%
Feedback and appreciation	14%

Healthcare & Medical

People I work with	24%
Benefits and conditions	12%
Training and development	12%

HR & Recruitment

People I work with	32%
My boss	23%
Benefits and conditions	15%

Insurance & Superannuation

People I work with	15%
Hours of work	13%
My boss	9%

IT & Technical

People I work with	18%
Hours of work	9%
Benefits and conditions	9%

Legal

People I work with	30%
My boss	12%
Hours of work	11%

Manufacturing / Operations

People I work with	18%
Hours of work	7%
Benefits and conditions	6%

Hate

My stress level	24%
Quality of overall management	21%
Feedback and appreciation	18%

Quality of overall management	24%
Feedback and appreciation	21%
My stress level	17%

Quality of overall management	28%
Feedback and appreciation	19%
My stress level	18%

Salary	23%
My stress level	18%
Quality of overall management	14%

My stress level	25%
Feedback and appreciation	21%
Quality of overall management	20%

My stress level	17%
Quality of overall management	14%
Feedback and appreciation	13%

Quality of overall management	22%
Career development	22%
My stress level	20%

Quality of overall management	25%
Career development	20%
Feedback and appreciation	19%

Feedback and appreciation	26%
Quality of overall management	25%
Career development	23%

My stress level	29%
Feedback and appreciation	25%
Quality of overall management	23%

Love

Mining, Oil & Gas

People I work with	12%
Benefits and conditions	12%
My boss	10%

Primary Industry

People I work with	21%
My stress level	13%
Benefits and conditions	8%

Real Estate & Property

People I work with	14%
Hours of work	12%
Benefits and conditions	9%

Retail / Consumer Products

People I work with	28%
My boss	12%
Benefits and conditions	9%

Sales / Marketing

People I work with	20%
Benefits and conditions	11%
Hours of work	10%

Science & Technology

People I work with	22%
Hours of work	15%
Benefits and conditions	13%

Self Employed

People I work with	39%
Hours of work	36%
Benefits and conditions	36%

Trades / Personal Services

People I work with	18%
Hours of work	15%
My boss	14%

Transport / Logistics

People I work with	14%
Hours of work	12%
Benefits and conditions	9%

Volunteer

People I work with	17%
Hours of work	17%
Benefits and conditions	17%

Hate

My stress level	20%
Quality of overall management	20%
Feedback and appreciation	15%

Feedback and appreciation	25%
Career development	25%
My stress level	13%

My stress level	37%
Salary	33%
Quality of overall management	28%

My stress level	25%
Feedback and appreciation	24%
Quality of overall management	23%

My stress level	21%
Feedback and appreciation	21%
Quality of overall management	19%

Salary	30%
Feedback and appreciation	28%
Quality of overall management	28%

My stress level	18%
Salary	18%
Career development	12%

Quality of overall management	26%
My stress level	22%
Career development	21%

Feedback and appreciation	29%
Quality of overall management	25%
Career development	20%

My stress level	17%
Quality of overall management	17%
My boss	17%

SEEKING THE IDEAL JOB

WHAT CANDIDATES LOOK FOR IN A JOB

When looking for a job the most important factor is salary, with half of all respondents rating this as extremely important. Following close behind on 49% is the overall quality of management. This latter factor is not surprising given that it ranks as the second most hated aspect of employees' current jobs. Clearly, poor quality management is driving people to find a new job in places where management quality is considered to be of a higher standard.

While a larger proportion of employees are feeling more secure in their jobs this year, it is not something that they are willing to sacrifice. 43% of employees stated that job security is extremely important to them when looking for a new job. Rounding out the top 5 most important aspects in a new job are career development at 42% and benefits / conditions at 40%. Notably, the top three factors are identical to those that featured most prominently in 2006. The upshot is quite simply that in a tight labour market, employers and recruiters need to optimise their recruitment strategies to appeal to these desires.

"On top of a competitive salary, genuinely appreciating your staff and letting them know it helps create a much better environment."

– Survey Respondent

Factors important to employees when looking for a job (% mentioned)

1	Salary	50%
2	Quality of management	49%
3	Job security	43%
4	Career development	42%
5	Benefits/conditions (leave, flexible time etc.)	40%
6=	Variety and content of work	38%
6=	Workplace environment	38%
6=	People I work with	38%
6=	Hours of work	38%
10=	Access to training or skills development	28%
10=	Company reputation	28%
12	Low stress	27%
13	Company direction and goals	23%

IS A CORPORATE SOCIAL RESPONSIBILITY PROGRAM IMPORTANT TO EMPLOYEES?

In 2007, the SEEK Employee Satisfaction and Motivation survey asked employees if working for a company with a Corporate Social Responsibility (CSR) program is important. The answer is yes, but it will not be a deciding factor for the vast majority of employees. In fact, only 15% considered a CSR program to be a deal breaker while 69% considered it important but not a deciding factor for them. There is some variation across industry type; 33% of employees in the Community & Sport industry say they would only work for a company with a CSR program, while 22% of IT workers don't regard a CSR program as important. One might expect that employees who would only work for a company with a CSR program are younger but in fact the opposite is true. While 14% of Generation Y respondents regard a CSR program as crucial, this figure rises to 18% among Boomers, and 22% among Builders.

Yes, I would only work for a company with a CSR program	15%
Yes, it is important but not a deciding factor in what company I work for	69%
No, working for a company with a CSR program is not important to me	16%

MANAGEMENT QUALITIES THAT EMPLOYEES RESPECT THE MOST

"Listen to the workers, follow through on what has been said in meetings, deal with problems when they arise, be consistent, be a leader"

– Survey Respondent

As shown earlier in the report, overall quality of management is one of the most hated aspects of employees' current jobs. After salary, it is the second most important factor when looking for a new job. So in 2007 what aspects of overall management do employees respect? What is going to appeal to employees both in their current jobs and in any new position?

In 2007 the key aspects of overall management that employees respect the most are "the ability to follow up their words with action", closely followed by "openness and honesty". Clearly, employees want their manager to be honest at work and not over promise and under-deliver. Importantly, "ability to learn" is the least respected quality; perhaps employees hope that their managers have learned enough already.

Management qualities that employees respect (1-5 least – most)

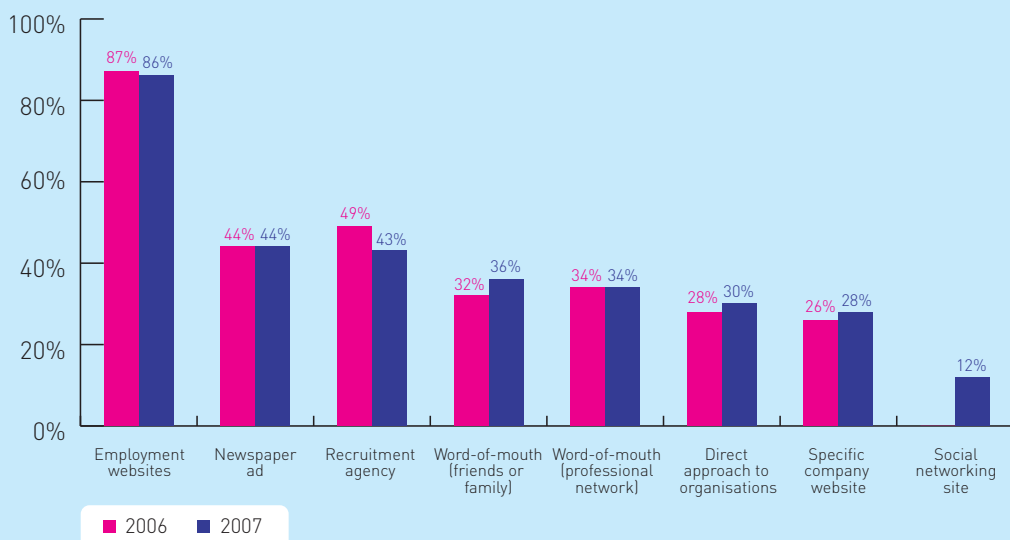
1	Management ability to follow up their words with action	4.62
2	Management openness and honesty	4.61
3	Management support of their team	4.48
4	Management ability to encourage and listen to suggestions	4.48
5	Management leadership	4.26
6	Management ability to provide regular feedback	4.19
7	Management ability to learn	4.14

HOW CANDIDATES EXPECT TO FIND OUT ABOUT THEIR NEXT JOB

Now that we have established what employees are looking for, we will explore how they will find out about their next job, and how long they think it will take.

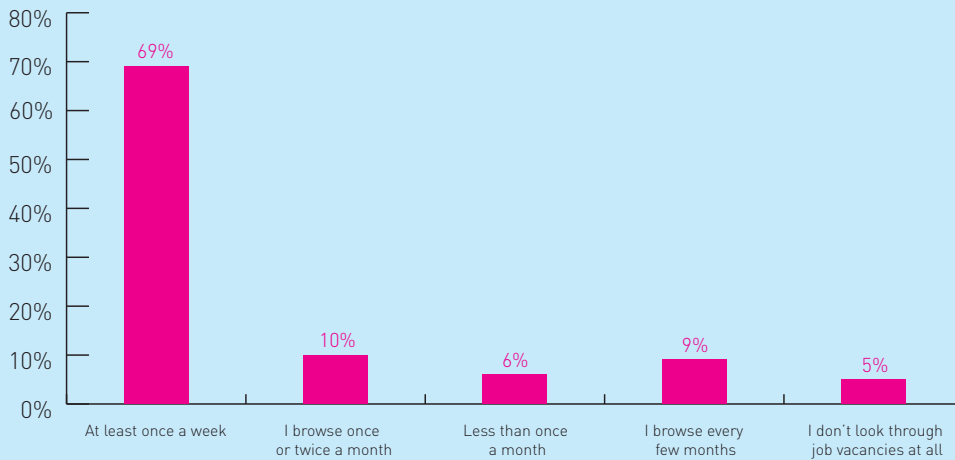
The 2007 survey shows that 86% of employees expect to find their next job using employment websites (on par with the 87% reported in 2006). A further 44% selected newspaper adverts and 43% expected to find out about their next job through a recruitment company. New for the 2007 survey is asking whether respondents expect to find out about their next job on a social networking site. Currently only 12% of employees think this will be the case, however the age distribution of those respondents is counter intuitive; Builders and Boomers are the most likely to say they will use a social networking site to find their next job while Generation Y respondents are the least likely to think that will be the case.

How candidates expect to find out about their next job



HOW OFTEN CANDIDATES BROWSE JOB ADS

Frequency of looking through job vacancies



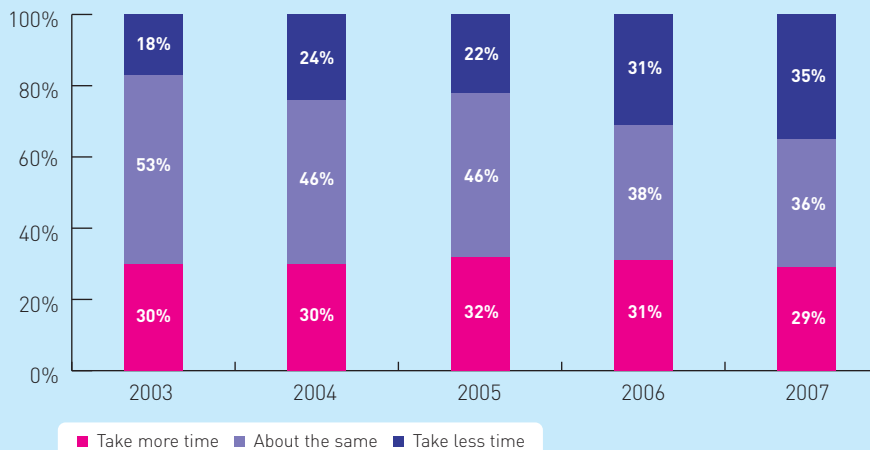
SO HOW AGGRESSIVELY ARE EMPLOYEES IN THE SURVEY LOOKING FOR A NEW POSITION?

In 2007 a high proportion of respondents, 93%, are looking through job vacancies on a regular basis. 69% of employees are looking through job vacancies at least weekly, while only 5% of employees are not looking for a new job at all.

HOW LONG WILL IT TAKE TO FIND A JOB IN 2007?

In 2006 there was a sharp increase in the proportion of employees that said it would take them less time to find a job than in the previous year. In 2007 it appears that employees are even more confident that it will take less time to find a job with 35% (up from 31%) of employees stating it will take less time. The proportion of employees that said it would take more time to find a job has fallen for the second year in a row; now 29% believe this to be true. Generation X and Y respondents are the most confident with 40% believing it will take less time to find a job than it would have last year.

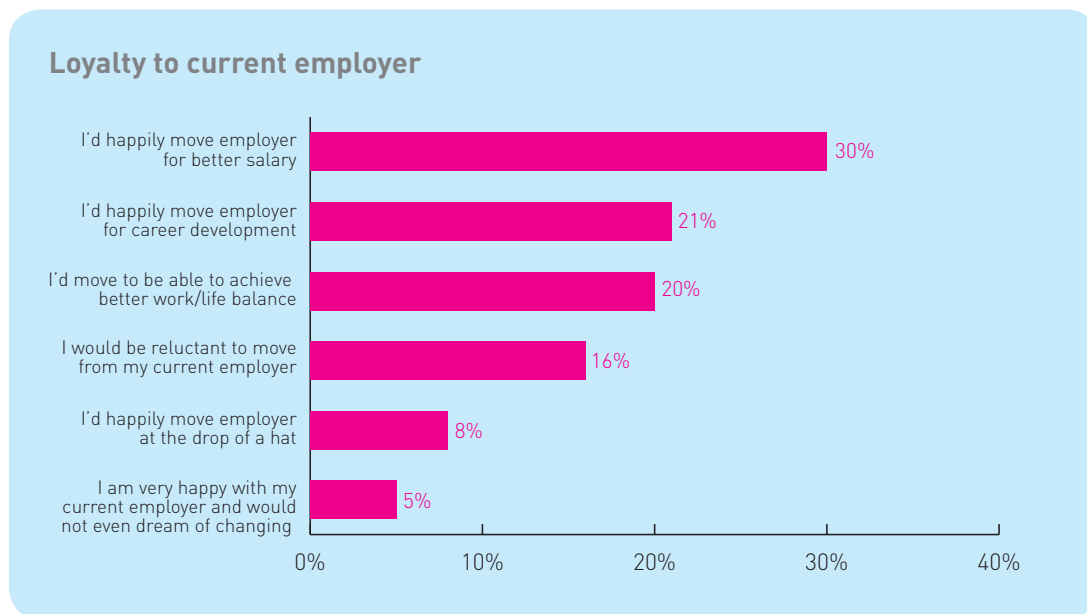
How long do you think it would take you to find work today, compared to 12 m



EMPLOYEE RETENTION

AUSTRALIAN EMPLOYEES ARE LOYAL (FOR THE RIGHT MONEY)

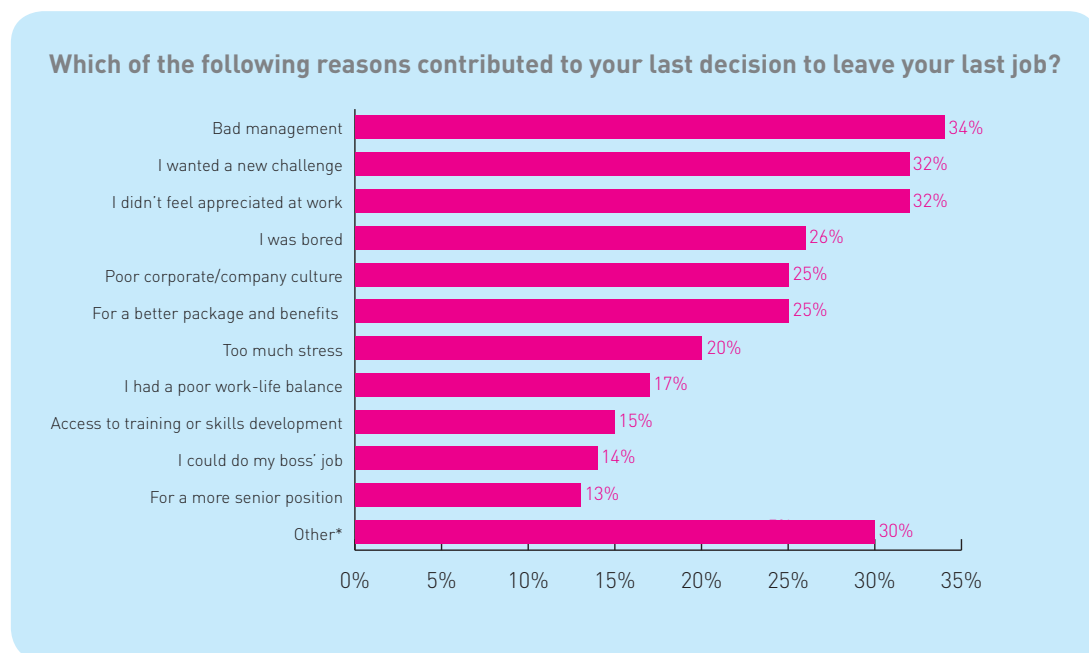
The key emerging theme is that employees are primarily motivated to change employers for a better salary. An employer who is not paying what an employee thinks that they are worth is vulnerable to that employee leaving. In addition, career development is a strong driver for changing employers. Interestingly, in line with employees' attitude to work, 21% of employees would sacrifice loyalty for the chance to achieve their desired work / life balance. Only 5% of employees consider themselves to be happy with their current employer and would not dream of moving, perhaps highlighting once again how mobile employees are.



WHY DID EMPLOYEES LEAVE THEIR LAST JOB?

While loyalty is dependent on salary, career development, and work-life balance, these are not necessarily the reasons that employees actually leave their jobs. Rather, the highest proportion of employees leave jobs because of bad management. This is consistent with the top hates of current jobs, and the top desires when seeking a new job. Consistent with bad management, the third most often mentioned reason for leaving was a lack of appreciation at work.

Wanting a new challenge was the second highest reason for leaving. The greatest disconnect between job hates and the actual reason for leaving is job stress. While stress is the most hated aspect of Australians' jobs, it appears that they think it to be a necessary evil. Only 20% of respondents reported that it contributed to them leaving their last job.



*The most commonly mentioned 'Other' reasons were redundancy, contract ending, moving interstate or overseas, or because of problems with their boss.

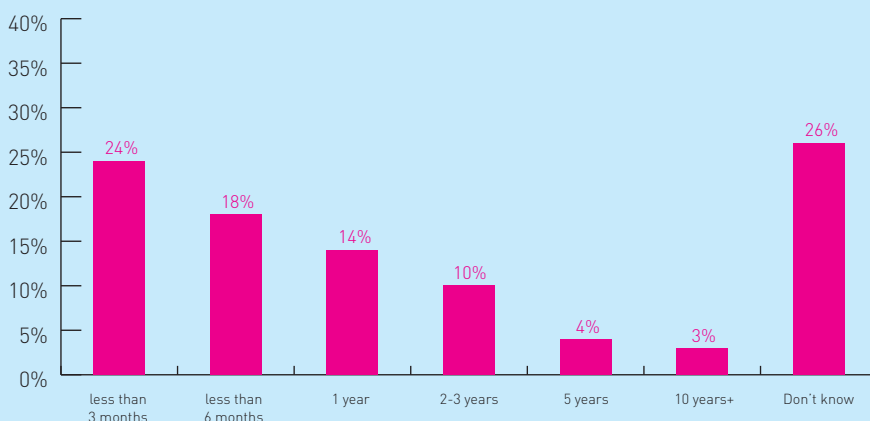
HOW LONG WILL EMPLOYEES STAY WITH THEIR CURRENT EMPLOYER?

Employees had a relatively short-term outlook for staying in their current position, with over 50% of Australians saying that they would be in their job for less than a year. This fits with the fact that these employees are mostly active jobseekers who don't think it will take them long to find a new job.

Unhappiness is a key contributor to the intention to leave a current job as soon as possible. 54% of respondents who were unhappy stated an intention to stay for less than 3 months, compared with 24% of respondents in the total sample.

In terms of generational snapshots, Generation Y is the most eager to move on. 73% of Generation Y respondents reported that they intended to leave their current employer in less than 1 year.

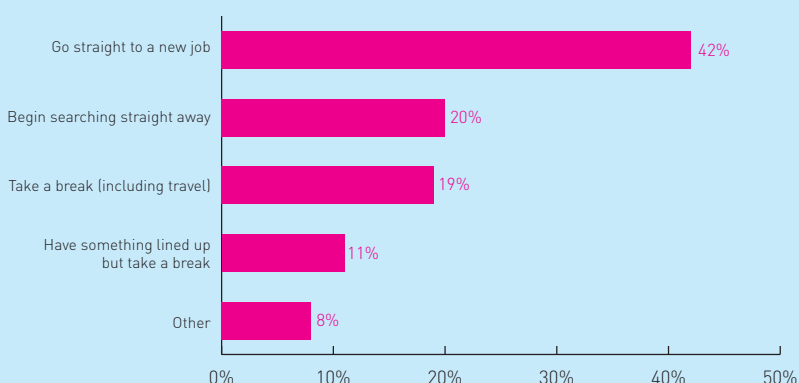
How long employees intend to stay with their current employer



WHAT EMPLOYEES DO BETWEEN JOBS

As shown earlier Australian employees have a positive attitude to work and are keenly motivated in their careers. This is reflected in the fact that most employees went straight into their new position when they finished their last job, or they started searching for a new job straight away. Around 30% of employees took a break between jobs, either to travel or just to rest, even though they had something new lined up.

Between finishing your last job and starting new job, which of the following did you do?



WHAT WOULD KEEP EMPLOYEES IN THEIR CURRENT JOB?

To retain staff the message is clear. Employees say that their current workplace would be improved by a similar set of criteria to those that they see as important when finding a new job. Primarily employees' needs centre on the provision of benefits that they feel entitled to. Almost three quarters of respondents selected "pay me more" and "reward individual performance" as the equal most popular responses. At face value it seems that Australian employees are perhaps greedy, however this is not necessarily the case. Only 25% of employees left their previous job for a better package or benefits.

After "pay me more" and "reward individual performance", work conditions and style of workplace played a key role. The third most important criterion is "Promotion on merit rather than tenure". An employer that promotes employees on merit will increase the chance that they will stay in their current organization. In fourth and fifth position were "challenge me at work" and "embrace change and innovation."

Also clearly apparent is what is not important to an employee. In Australia, access to training and development programs do not encourage people to stay in their current job. No component in the training and development area rated within the top 10 criteria overall.

In terms of gender differences, what is perhaps most striking is the lack of variability in rankings. There were two exceptions to this. Providing "confidential feedback for all employees" was favoured more highly by female respondents than male (ranked 7th vs 10th respectively). Male respondents ranked the opportunity to participate in "external training courses" higher than their female counterparts (ranked 8th vs. 11th respectively).

ELEMENTS TO IMPROVE THE WORKPLACE AND INCREASE THE LIKELIHOOD OF EMPLOYEES STAYING

Rank	Elements To Improve Your Workplace	Type	%
1	Pay me more	Benefits	74%
1	Reward individual performance	Benefits	74%
3	Promotion on merit rather than tenure	Conditions	66%
4	Challenge me at work	Conditions	65%
5	Embrace change and innovation	Conditions	62%
6	Subsidised health benefits	Benefits	58%
6	Good company ethics	Conditions	58%
8	Improved annual leave	Benefits	57%
8	Confidential feedback for all employees	Conditions	57%
10	Flexible working conditions	Conditions	56%
11	External training courses	Training & Development	54%
12	Location of where I work	Conditions	48%
13	Sponsored vocational training	Training & Development	45%
14	Internal training courses	Training & Development	43%
15	Career workshops and planning	Training & Development	42%
15	Job rotations	Training & Development	42%
17	Mentoring programs	Training & Development	40%
18	Parking facilities	Benefits	33%
19	Better maternity / paternity leave allowance	Benefits	29%
20	Subsidised childcare facilities	Benefits	28%

DO DIFFERENT GENERATIONS HAVE DIFFERENT NEEDS?

HAPPINESS AND JOB SECURITY

While happiness does not vary a great deal across generations, unhappiness does. Generation X are the most likely to be unhappy in their current job; 46% say that they are either unhappy or very unhappy. Generation Y show the lowest levels of unhappiness.

Generation Y are the demographic that feel most secure in their jobs. In contrast Boomers are feeling the least secure in their jobs compared to last year. These two features are probably illustrative of the current employment market. For Generation Y almost full employment is all that they have known through their career. On the other hand Boomers have seen periods of economic expansion matched by periods of recession, and probably feel that the current level of prosperity cannot last forever.

ATTITUDES AND MOTIVATIONS

In terms of attitude to their job and career, Boomers are the most likely to report that they are achieving work / life balance. They are also the group most likely to sacrifice loyalty to their current employer to achieve this aim. Boomers are the generation that is most likely to be motivated by self-satisfaction.

In contrast, Generation Y are least likely to feel that they are achieving work / life balance and are most likely to be working to fund their lifestyle. Generation Y are primarily motivated by money and would readily leave their current employer for more money or career development. For the most part, the attitudes and motivations of Generation X fall somewhere between Generation Y and Boomers. What distinguishes this group is that they are more career focused and ambitious than the other generations. Generation X are the most likely to be motivated by the need to support their family.

EMPLOYEE RETENTION

There is some variation in what respondents from different demographic groups say would improve their current workplace. For example, how "improved annual leave" is ranked is strongly age dependent. Generation Y respondents (18-26 year olds) ranked this seventh while Boomers (42-60 year olds) ranked it eleventh. Meanwhile Builders (61+ years) considered it one of the aspects least likely to improve their workplace, ranking it at 17.

Generation Y and Generation X respondents again differentiated themselves from their older counterparts when rating "promotion on merit rather than tenure". They ranked it third, while Boomers ranked it fifth, and Builders ranked it eighth. Of course, with age comes tenure so this finding is perhaps not completely unexpected.

RETENTION NEEDS FOR DIFFERENT GENERATIONS

Generation Y (18-26 year olds) – Top 10 keys to retaining staff

1	Pay me more	79%
2	Reward individual performance	76%
3	Promotion on merit rather than tenure	67%
4	Challenge me at work	64%
5	Subsidised health benefits	62%
6	Embrace change and innovation	61%
7	Improved annual leave	59%
8	Confidential feedback for all employees	58%
9	Good company ethics including community involvement	57%
10	Flexible working conditions	56%

Generation X (27-41 year olds) – Top 10 keys to retaining staff

1	Pay me more	75%
1	Reward individual performance	75%
3	Promotion on merit rather than tenure	66%
3	Challenge me at work	66%
5	Embrace change and innovation	62%
6	Improved annual leave	58%
7	Good company ethics including community involvement	57%
7	Subsidised health benefits	57%
7	Flexible working conditions	57%
10	Confidential feedback for all employees	55%
10	External training courses	55%

Boomers (42-60 year olds) – Top 10 keys to retaining staff

1	Reward individual performance	66%
2	Pay me more	62%
3	Challenge me at work	61%
4	Embrace change and innovation	60%
5	Promotion on merit rather than tenure	59%
6	Good company ethics including community involvement	58%
7	Confidential feedback for all employees	54%
8	External training courses	51%
9	Flexible working conditions	50%
10	Subsidised health benefits	48%

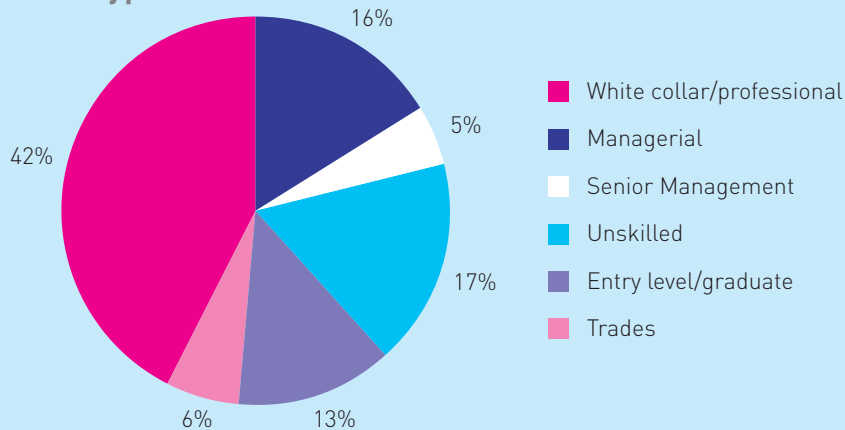
RESPONDENT PROFILE

EMPLOYMENT STATUS

The respondents to the survey are currently employed. Some 62% are employed on a permanent basis full-time, while the others are either casual (15%), part-time (11%), temporary (3%) or in a contract arrangement (7%)

The survey represents employees with a variety of skill level, from entry level / graduate positions to senior management reporting directly to a board. Of note, 75% of survey respondents have been in their jobs for less than 3 years.

Work type



QUALIFICATION

No formal qualification	2%
Secondary school	24%
Diploma or certificate	32%
Degree	25%
Post graduate diploma or certificate	10%
Masters or doctorate	7%

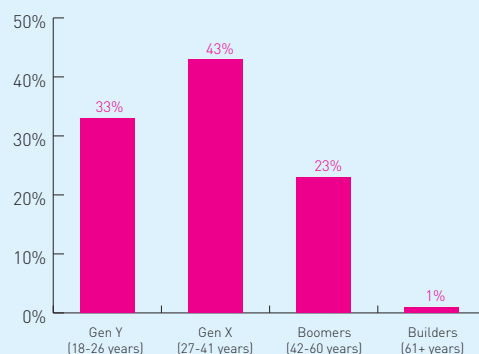
ORGANISATION SIZE

Less than 10	15%
Between 11-25	15%
Between 26-50	11%
Between 51-100	10%
Between 101-500	20%
Between 501-1000	7%
1000+	22%

LENGTH OF TIME WORKING FOR CURRENT EMPLOYER

less than a year	38%
1 to less than 3 years	37%
3 to less than 6 years	14%
7 to less than 10 years	6%
11 years and over	5%

AGE PROFILE



ABOUT THE SURVEY

The findings from the 2007 SEEK Intelligence Survey of Employee Satisfaction and Motivation in Australia are based on a sample of 5159 completed responses, collected by online survey.

The survey represents an online Australian audience. Invitations to participate in the survey were published online on seek.com.au, with 69% of respondents coming from SEEK. Invitations to participate in the survey were also sent in an email newsletter to over one million employees registered for Job Mail with SEEK and partner sites. The remaining 31% of respondents came from these sources. It is interesting to note year on year changes given that the sample is largely made up of SEEK jobseekers.

The sample represents both 'active' jobseekers who are actively looking for new employment, as well as 'passive' jobseekers, who are fully employed and may be browsing for new opportunities.

PEOPLEPULSE™

The employee feedback in this SEEK Intelligence research report was collated by SEEK using PeoplePulse™, an online research tool developed in Australia by Quinttessential Marketing Consulting. For further information on the PeoplePulse™ product or Quinttessential Marketing Consulting, please go to www.quinttessential.com.au/peoplepulse.htm.

ABOUT SEEK

SEEK Limited is the leading online employment and training site in Australia and New Zealand. SEEK is a media company using the Internet as its distribution channel.

SEEK manages seek.com.au, Australia's largest employment website and one of the best known Internet brands. At any one time around 200 000 employment vacancies are advertised on SEEK in Australia and well over 2 million unique visitors are drawn to the website each month, equivalent to over 20% of the working population.

Online advertising enquiries can be directed to SEEK's Customer Service team on 1300 658 700 or by email to listings@seek.com.au. If you prefer, you can also buy online – just visit www.seek.com for more information.

