



Employers Directly Impact Employees' Job Satisfaction According to Global Survey by Kelly Services®

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Latest Findings From Kelly Global Workforce Index(TM)

TROY, MI -- (Marketwired) -- 09/17/13 -- Employees in the United States indicate that their direct supervisors are a key influencer when it comes to job satisfaction and engagement, according to [the Kelly Global Workforce Index \(KGWI\)](#), an annual survey conducted by [Kelly Services](#) (NASDAQ: KELYA) (NASDAQ: KELYB).

The survey found that 61 percent of U.S. respondents believe their direct manager or supervisor has a significant impact on their job satisfaction or engagement. The KGWI canvassed responses from more than 120,000 respondents in 31 countries, including more than 18,000 in the United States.

Steve Armstrong, Senior Vice President and General Manager of U.S. Operations for Kelly Services, said managers and supervisors play a pivotal role in influencing job satisfaction and retention, but many are not heeding the warnings.

"It is sometimes said that employees don't leave companies, they leave managers. Kelly's research shows that employees prefer to work for managers who clearly communicate with them and explain responsibilities, expectations and opportunities," Armstrong said.

When asked what direct managers and supervisors could do better (aside from salary/benefits or promotion), employees most frequently cited more training opportunities (49 percent); clearer responsibilities; goals and objectives (34 percent); and more transparent communications (24 percent).

Results of the U.S. findings also include:

- Just over one-third (36%) of workers feel totally committed to their current employer.
- "More interesting or challenging work" is identified as the top factor that makes employees feel more committed or "engaged" with their job.
- 42 percent say that they would be likely to recommend their employer to a friend or colleague as an employment opportunity, with company culture/reputation noted most frequently as the most influential factor.

Armstrong said there is clearly a significant share of the workforce that is not fulfilled in their jobs, and this suggests the need for managers to take proactive steps to address this underlying discontent.

"Managers who concentrate on improving communications and providing more opportunities for personal development will have a better chance of maximizing their investment in people and skills," he added.

Complete findings are published in a new report, [Employee Engagement and Retention](#). For more information about the *Kelly Global Workforce Index* and key regional and generational findings, please visit the Kelly® [Press Room](#) or [www.kellyservices.com](#).

About the Kelly Global Workforce Index™

The Kelly Global Workforce Index (KGWI) is an annual global survey revealing opinions about work and the workplace. Approximately 122,000 people across the Americas, EMEA and APAC regions responded to the survey. This survey was conducted online by RDA Group on behalf of Kelly Services.

About Kelly Services®

Kelly Services, Inc. (NASDAQ: KELYA) (NASDAQ: KELYB) is a leader in providing workforce solutions. Kelly offers a comprehensive array of outsourcing and consulting services as well as world-class staffing on a temporary, temporary-to-hire, and direct-hire basis. Serving clients around the globe, Kelly provides employment to more than 550,000 employees annually. Revenue in 2012 was \$5.6 billion. Visit [www.kellyservices.com](#) and connect with us on [Facebook](#), [LinkedIn](#), & [Twitter](#). Download [The Talent Project](#), a free iPad app by Kelly Services.

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