



September 17, 2013

Employers Have a Direct Impact on Employee Job Satisfaction According to Global Survey by Kelly Services(R)

Latest Findings From Kelly Global Workforce Index(TM)

TORONTO, ON -- (Marketwired) -- 09/17/13 -- Employees in Canada 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).

The survey found that 68 percent of Canadian respondents believe their direct manager or supervisor has a significant impact on their job satisfaction or engagement.

The latest findings from the [Kelly Global Workforce Index](#) (KGWI) also show that only one-third of respondents in Canada who switched jobs in the past year are happy in their new roles.

Kristin Supancich, Vice President and General Manager of Canadian Operations for Kelly Services, said direct managers and supervisors have 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. What employees are saying is that they want their managers to open up with them and better explain responsibilities and expectations."

When asked what direct managers and supervisors could do better (aside from salary/benefits or promotion), employees most frequently cited more training opportunities (60 percent); clearer responsibilities, goals and objectives (49 percent); and more transparent communications (33 percent).

Results of the survey also show:

- Slightly more than one-third (35 percent) of workers feel totally committed to their current employers.
- "More interesting or challenging work" is identified as the top factor that makes employees feel more committed or "engaged" with their jobs.
- More than two in five (44 percent) say they actively look for better job opportunities or evaluate the external job market, even when they are happy in their job.
- 40 percent say that they would be likely to recommend their employer to a friend or colleague as an employment opportunity, with opportunities for personal growth/advancement noted most frequently as the most influential factor.

Supancich 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."

Complete findings are published in a new report, *Employee Engagement and Retention* (**include link**). For more information about the *Kelly Global Workforce Index* and key regional and generational findings, please visit the Kelly[®] [Press Room](#). Canadian results can be found by visiting kellyservices.ca.

About the Kelly Global Workforce Index™

The Kelly Global Workforce Index is an annual survey revealing opinions about work and the workplace from a generational viewpoint. Approximately 122,000 people from the Americas, APAC and EMEA participated in the survey. Results will be published throughout 2013 on a variety of topics such as employee retention, social media and technology, and the changing

workplace. Visit kellyservices.com to review findings on the current topic.

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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Source: Kelly Services

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