

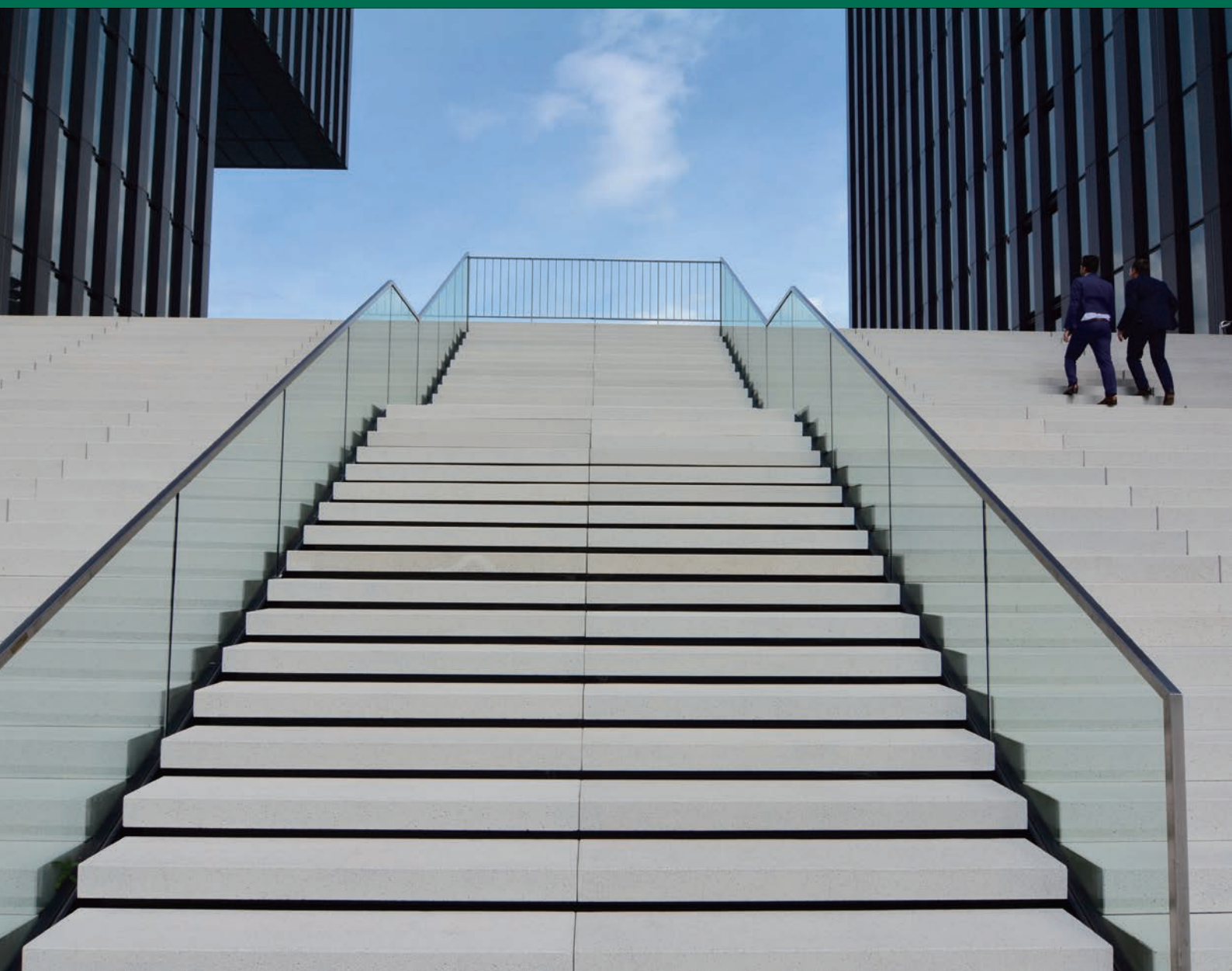
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Recruit
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Job Seeker Trends 2017

Level of Satisfaction Gained by Changing Jobs



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Kazumasa Sakurai, Yukio Okubo

December 2017

AT A GLANCE

The Boston Consulting Group and Recruit Works Institute conducted, for the third year running, one of the largest global surveys on the experiences and perceptions of people looking for employment. The results provide a snapshot of job search trends and raise important themes for both job seekers and human resources (HR) departments.

JOB SATISFACTION

We focused this year on job satisfaction, with 74% of respondents saying that changing jobs increased their satisfaction. Those who took a job abroad found greater satisfaction than those who remained in the same country. We note that 62% of job seekers had an interest in working abroad or had already moved to a different country in 2016, with 52% of them desiring a new work experience.

COMPENSATION IN CHINA AND INDIA

Salary and benefits are important factors in the job search anywhere, but especially in China and India, where 35% and 30% of job seekers, respectively, changed jobs because they were dissatisfied with compensation.

SOCIAL NETWORKING SITES

An average of 34% of those surveyed used SNSs at some stage of the job search; of those, 19% applied directly to job offers made via SNSs.

FOR THE THIRD YEAR RUNNING, The Boston Consulting Group and Recruit Works Institute set out to capture a truly global view of the job search process. (See sidebar “About the Research.”) Our survey of more than 13,000 individuals from 13 countries shed light on the job search process used by job seekers in these diverse countries, their level of satisfaction in their new jobs, and additional factors such as the triggers, needs, and interests that prompted them to seek or change jobs.

This year’s survey focused in particular on analyzing the level of satisfaction that job seekers obtained from having changed jobs. This issue is important not only for the job seekers themselves but also for the companies that hire them, as it relates to both acquiring and retaining qualified employees.

Many survey respondents revealed that they were able to improve their work situation, although younger job seekers overall had a higher level of satisfaction with their new jobs than their elders. Satisfaction was also particularly high in China and India compared to the other countries we surveyed. We also discovered that those who found jobs through permanent-employment agencies or social networking sites (SNSs) had a higher level of satisfaction than those who found work using other job search methods. In addition, those who moved to a different country for their new job fared better in terms of job satisfaction than those who stayed in the same country.

If companies are to enhance job satisfaction and gain an edge in today’s increasingly harsh global competition for talent, they will require an accurate understanding of major characteristics and trends such as these, whether shared globally or unique to a specific country or region.

Level of Satisfaction from Changing Jobs

A great many job seekers are looking for more satisfying work, whether in terms of compensation, growth opportunities, work-life balance, or other considerations. The issue of job satisfaction is therefore extremely important to understand, not only for those seeking work, but also for the hiring companies, as it is closely tied to job acquisition and retention.

In this survey, we asked people from 13 countries who changed jobs in 2016 whether they were able to acquire a position that they preferred over their previous job. The results revealed that 74% overall thought that they had indeed found a better job, 11% believed that their situation had worsened, and 15% felt that their situation re-

74% of job seekers thought that they had indeed found a better job.

ABOUT THE RESEARCH

We surveyed more than 13,000 people from 13 countries on their 2016 job search and the outcome of that process. This is considered the largest global survey on job seeker trends. Respondents included approximately 830 people each from Australia, Brazil, Canada, France, Germany, Japan, Italy, Russia, South Africa, the UK, and the US; 1,600 from India; and 2,500 from China.

Respondents were job-seeking individuals 15 years of age or older who found a new job in 2016. We did not include full-time homemakers, students, retirees, and the unemployed. However, we did include job seekers such as the self-employed and freelancers who did not seek full-time

employment opportunities at companies and organizations.

To ensure a representative sample of respondents, we adjusted the survey by dividing it equally between those with a college degree or above and those with a high school degree or below. We then weighted the results to each country's educational attainment and gender ratio as provided by UNESCO and Barro-Lee. (See Appendix Exhibit 1.)

As in the previous year, the survey was conducted exclusively online in every country. It must therefore be noted that our results may overweight the responses of internet users.

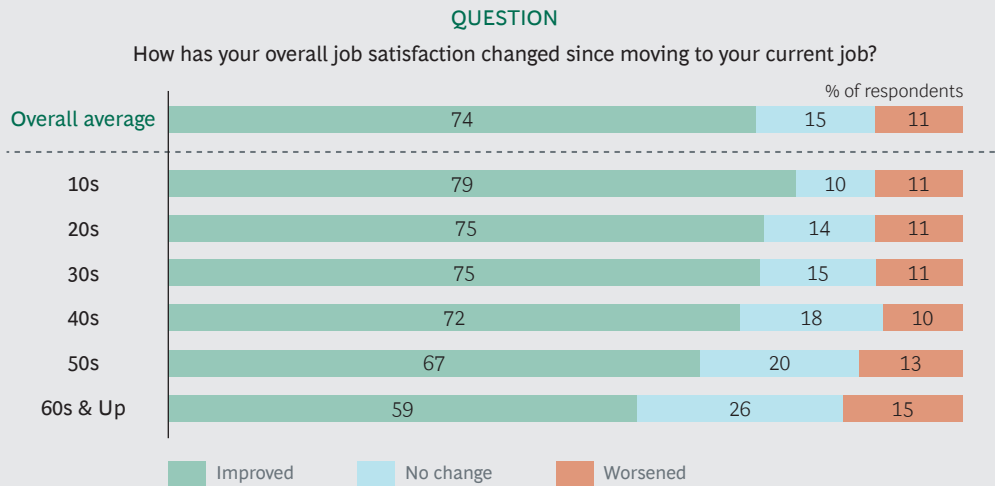
mained unchanged.

When we look at the results by age group, 79% of those in their teens and 75% of those in their 20s and 30s deemed that their job situation had improved. In contrast, only 67% and 59% of those in their 50s and 60s, respectively, thought they had found a better situation, revealing that the rate of satisfaction from having changed jobs seems to decline with job seekers' age. (See Exhibit 1.)

When looked at by country, satisfaction from changing jobs was relatively high in some of the emerging markets (BRICS), in particular India and China, where 83% and 84% of respondents, respectively, said that they had found better jobs than before. In contrast, some of the advanced countries (G7 and Australia) had much lower levels of satisfaction from changing jobs. In Japan, for example, only 61% responded that they had found better jobs while in France, the ratio was just 59%. And in both countries, 18% responded that their situation had actually worsened. (See Exhibit 2.)

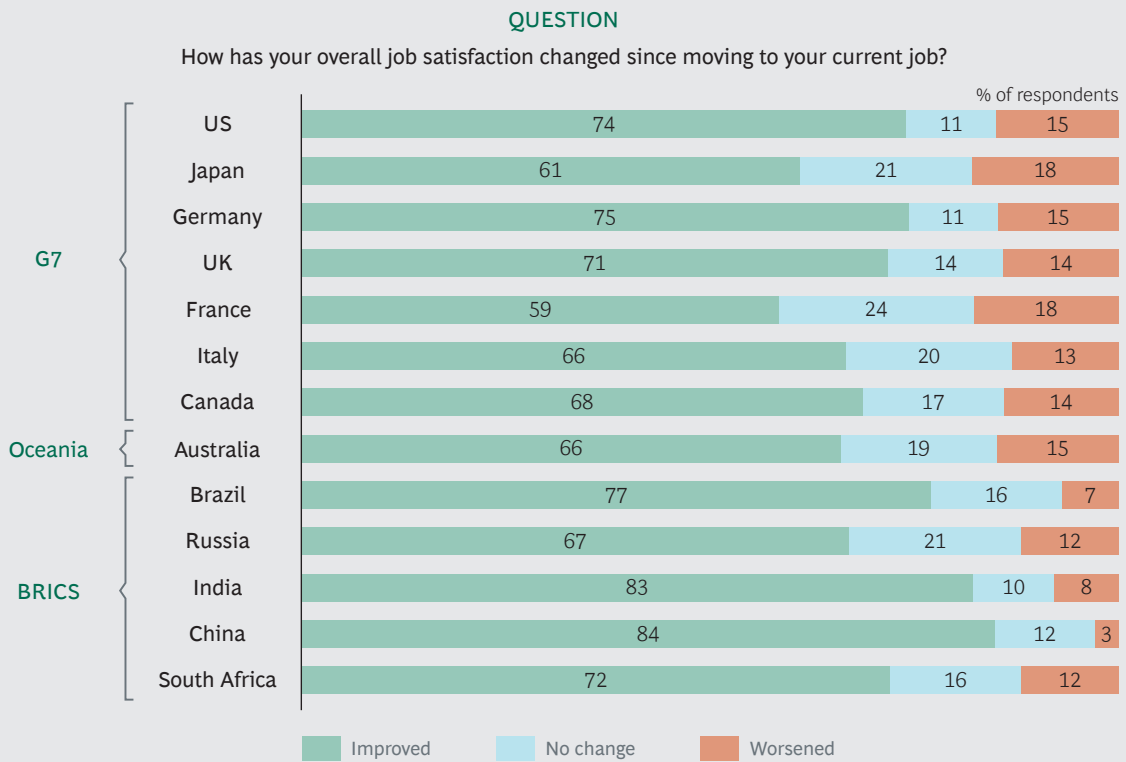
When we focused on the various channels used by job seekers to find new work, a topic we have analyzed in every survey, we found an interesting variation in job satisfaction depending on the channel deemed most effective and important in finding a job. For example, 80% of those who deemed permanent employment agencies to be the most effective channel and 79% of those who considered SNSs the most effective also believed that they had found a better job than before. Meanwhile, of those who relied on temporary employment agencies, public services, and referrals by alumni networks, the share of respondents who felt they had found better jobs was below

EXHIBIT 1 | Job Satisfaction by Age



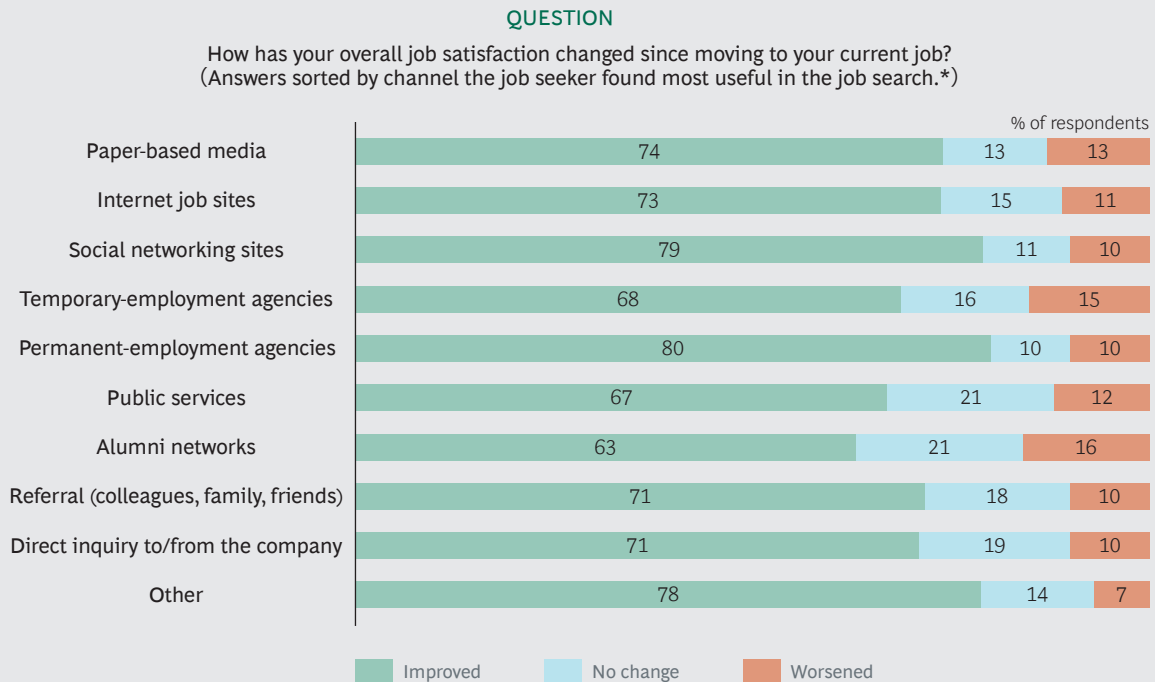
Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.
Source: Job Seeker Trends 2017 Survey.

EXHIBIT 2 | Job Satisfaction by Country



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.
Source: Job Seeker Trends 2017 Survey.

EXHIBIT 3 | Job Satisfaction by Job Search Channel



*See also Exhibit 8.

Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.

Source: Job Seeker Trends 2017 Survey.

70%. (See Exhibit 3.)

Looking at respondents who found jobs in a different country, a focus we continued from the previous year, 82% of those who had started working in a new job abroad at the time of our survey revealed that their job satisfaction had improved, compared to only 73% of those respondents who had started working in new jobs within the same country. (See Exhibit 4.)

In the following section, we give a detailed analysis and explain our findings on the three groups of job seekers—those in India and China, those who relied on SNSs, and those who changed jobs to work abroad—who showed particularly high satisfaction with their job change.

China and India as a Human Resources Market

China and India, each with a population of approximately 1.3 billion, together account for more than a third of the world’s population, constituting a massive human resources market. The majority of the job seekers in these two countries who responded to our survey, as noted earlier, said they were able to improve their situation by changing jobs. We therefore believe that companies looking to hire in these countries will find it difficult to attract job seekers if they simply offer the same or better conditions as the jobs currently held. To win in the competitive glob-

EXHIBIT 4 | Satisfaction with Job Abroad

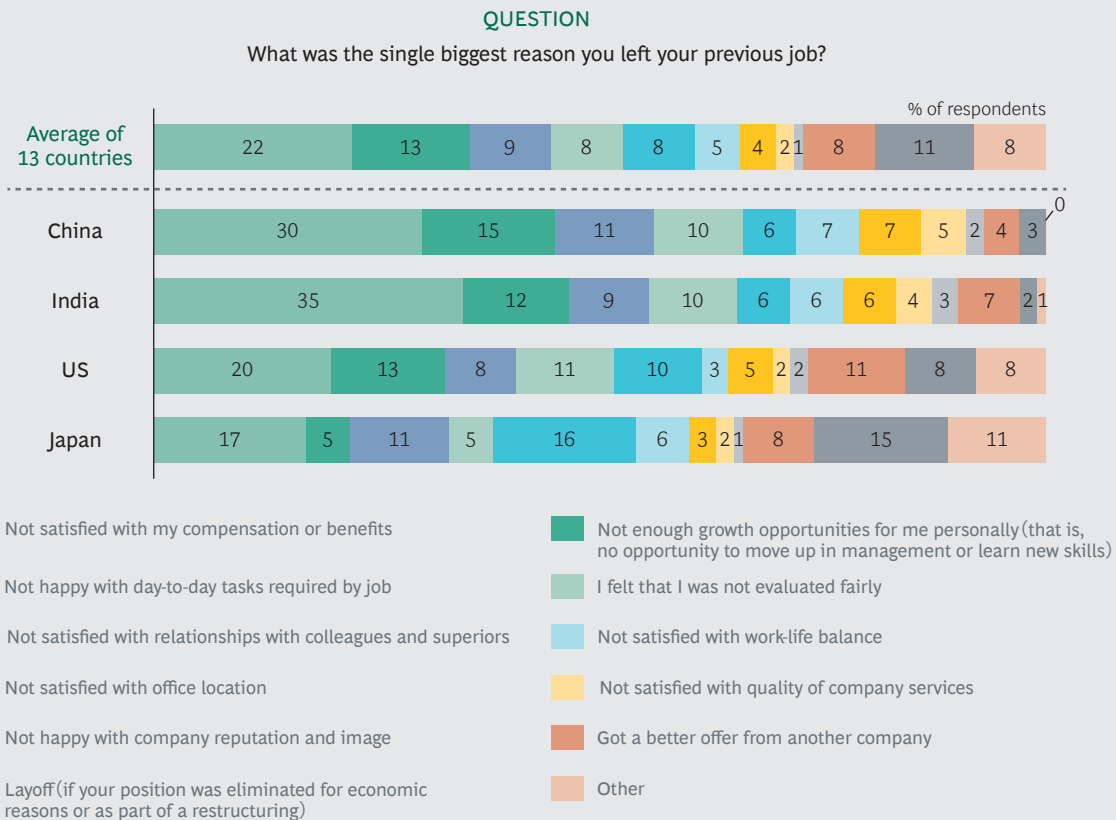


*See also Exhibit 10.

Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.

Source: Job Seeker Trends 2017 Survey.

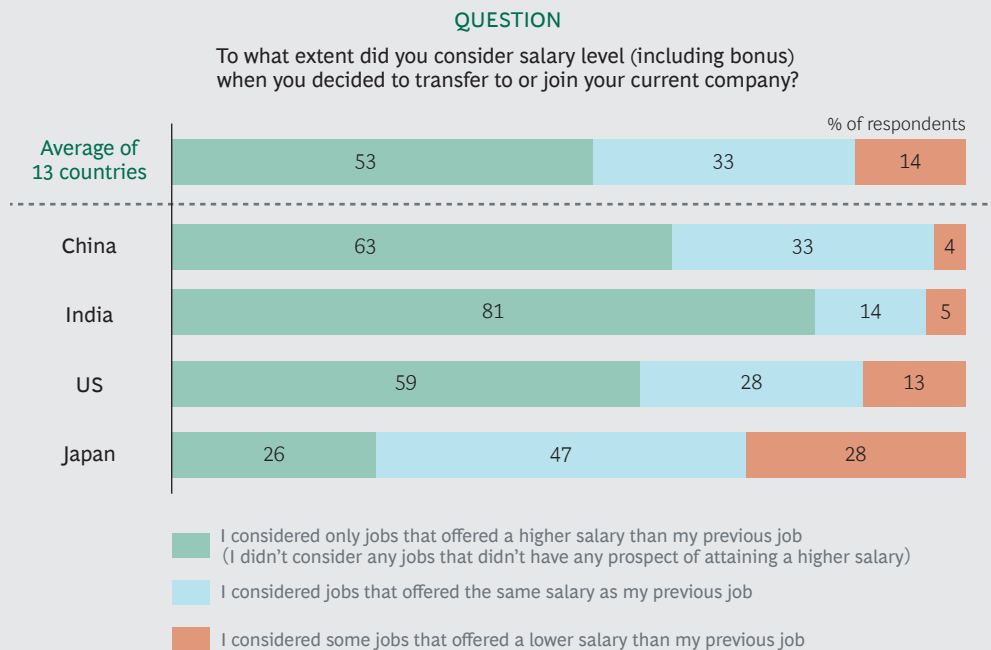
EXHIBIT 5 | Reason for Changing Jobs



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.

Source: Job Seeker Trends 2017 Survey.

EXHIBIT 6 | Importance of Salary Increase



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=11,032 respondents.
Source: Job Seeker Trends 2017 Survey.

al talent market, companies will need a deep understanding of the characteristics of the human resources in each of these countries and the factors that play the largest roles in determining job satisfaction.

With this survey, we have looked closely at job satisfaction around the world, asking those who sought and found jobs in 2016 about the factors that motivated them to change jobs, as well as the factors they considered most important when determining which job to take. When looking at the average responses within the 13 countries surveyed, we found that 22% of the job seekers said they had left their previous job because they were dissatisfied with their salary and benefits. In all 13 countries, in fact, the most popular reason for leaving a previous position was dissatisfaction with salary and benefits. This response was particularly strong in China and India, at 30% and 35% of job seekers, respectively. In contrast, the share of respondents in Japan stating dissatisfaction with compensation as the primary reason for leaving their job was just 17%.

Other job seekers around the world cited dissatisfaction in areas such as opportunities for growth (13%), their day-to-day work (9%), how they were being appraised (8%), or their relationships with colleagues (8%). Another 11% were simply forced to find new work when their position was eliminated. (See Exhibit 5.)

The emphasis on compensation in China and India also applies to choosing which offer to take in accepting a new job. Of the job seekers we surveyed in China and

India, 63% and 81%, respectively, only considered positions for which their salary and benefits would increase—a portion significantly higher than the 53% average for the 13 countries overall. Meanwhile, the percentage of those in Japan considering only positions that would increase their salary and benefits was 26%, with 28% of the job seekers also considering jobs in which their total compensation would be reduced. (See Exhibit 6.)

It goes without saying that, even in China and India, higher compensation alone would not attract all job seekers. To acquire more highly qualified talent, there is a need to enhance the appeal of the work itself and to broaden the opportunities for growth in the future. Nonetheless, companies must acknowledge that they would not even be able to stand at the starting gate for talent acquisition if they could not offer a compensation package that was at least on a par with their competitors.

Emergence of SNSs as Significant Job Search Channel

The use of social networking sites, or SNSs, is growing rapidly among the world's internet users. The widespread popularity of smartphones has extended the time that people spend accessing these sites on a daily basis; as a result, they are becoming an important tool by which people acquire a wide variety of information. Job search is no exception, and the importance of SNSs as a significant means of finding a new job is rising rapidly.

In this survey, we asked job seekers in 13 countries which of the following channels they used to search for jobs:

- **Commercial channels** such as paper-based media (newspaper and magazine advertisements), internet job sites (resume portals, job forums, job posting sites, and job aggregators), SNSs, and both temporary and permanent employment agencies
- **Public channels** such as government-run job services
- **Referral channels** such as family, friends, work colleagues, and alumni networks
- **Direct inquiries** with employers, such as direct applications to a company, contact with a company employee, and direct recruiting from the company

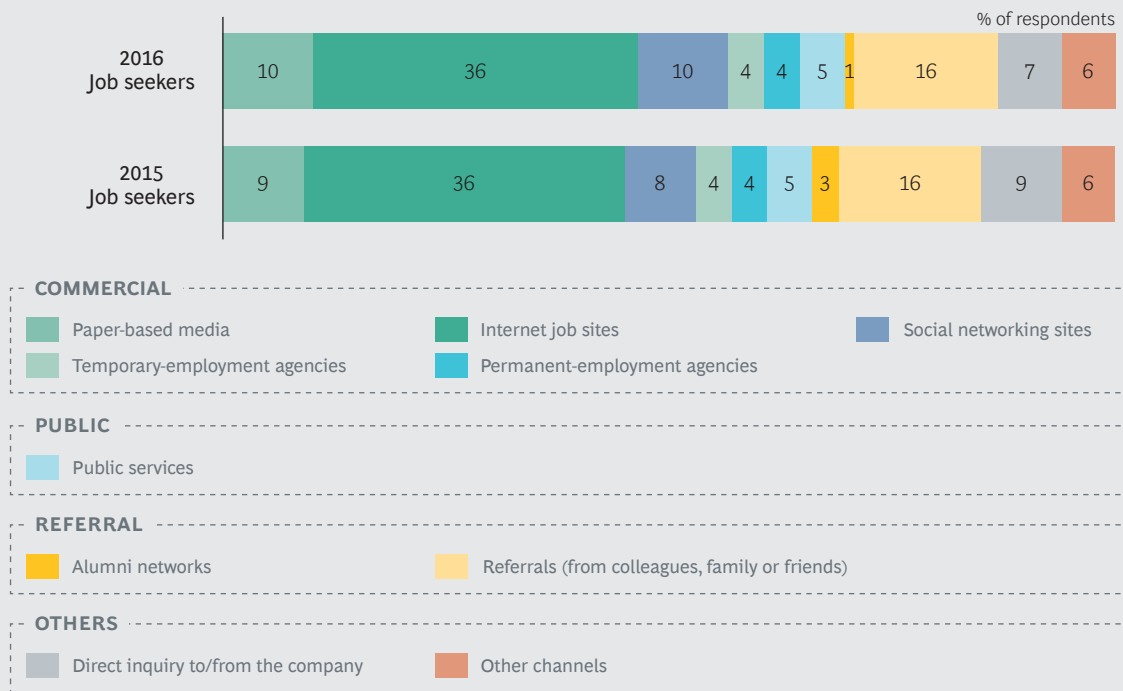
When we look at the respondents from all 13 countries, an average of 36% said that internet job sites were the most effective channel for finding a job, followed by referrals (16%), paper media (10%), and SNSs (10%). There were no major changes from the previous year's results; nonetheless, it is worth noting that the proportion of those naming SNSs as the most effective channel rose from 8% to 10% over the previous year. This increase was offset by a decline in the proportion who named direct inquiries as the most effective, from 9% to 7%. (See Exhibit 7.)

Not only were internet job sites the most effective channel on average, we also found they were the most effective and important channel in almost all of the indi-

The importance of SNSs as a significant means of finding a new job is rising rapidly.

EXHIBIT 7 | Single Most Useful Channel

QUESTION
Among the channels that played a part in your job search, which was the single most useful to you in landing your job?



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=13,184 respondents (2016) n=13,059 respondents (2015).

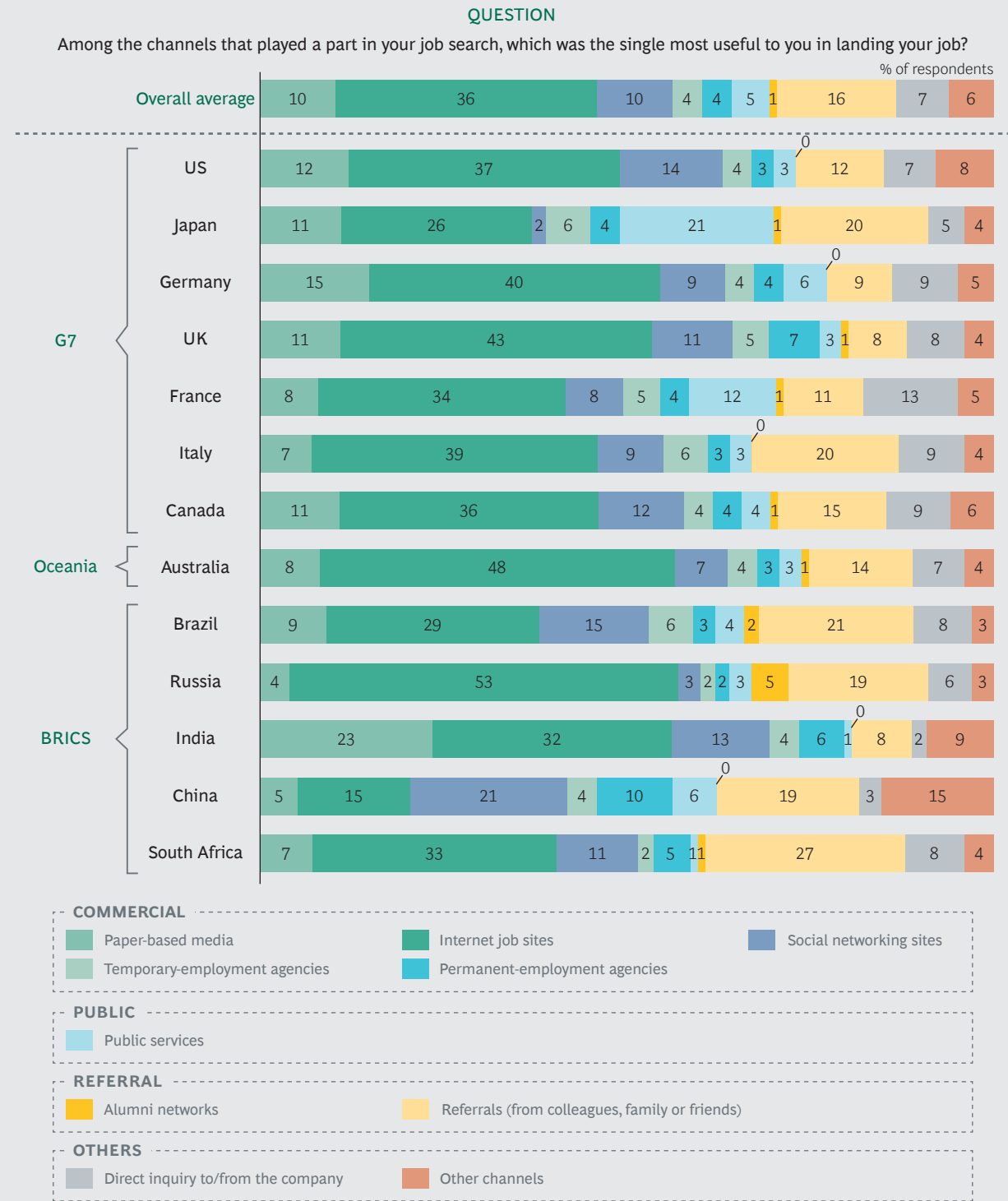
Source: Job Seeker Trends 2017 Survey.

vidual countries surveyed, according to our respondents. Nonetheless, SNSs ranked above internet job sites in China, at 21% versus 15%, while a relatively high proportion of the job seekers in Brazil (15%), the US (14%), and India (13%) also listed SNSs as being the most effective and important job search channel. (See Exhibit 8.)

While only 10% of global respondents said they found SNSs to be the most effective job search channel, an average of 34% still used SNSs at some stage of the job search. Of these, 20% used SNSs to acquire information on companies that were hiring and 19% applied directly to job offers made via SNSs. In addition, 17% of this respondent group revealed they posted personal information on SNSs such as their educational background or work experience. These responses indicate that SNSs are being used not only for information-gathering, but also for communicating directly with the companies recruiting talent. (See Exhibit 9.)

Since we began this survey in 2015, we have consistently found the internet to be the most widely used medium for job searches. While the primary means has been job sites, SNSs are clearly increasing their presence. Given the high level of satisfaction revealed by those who found jobs through SNSs, we can only expect this trend to accelerate. If they are to acquire highly capable talent, therefore, companies will

EXHIBIT 8 | Single Most Useful Channel by Country

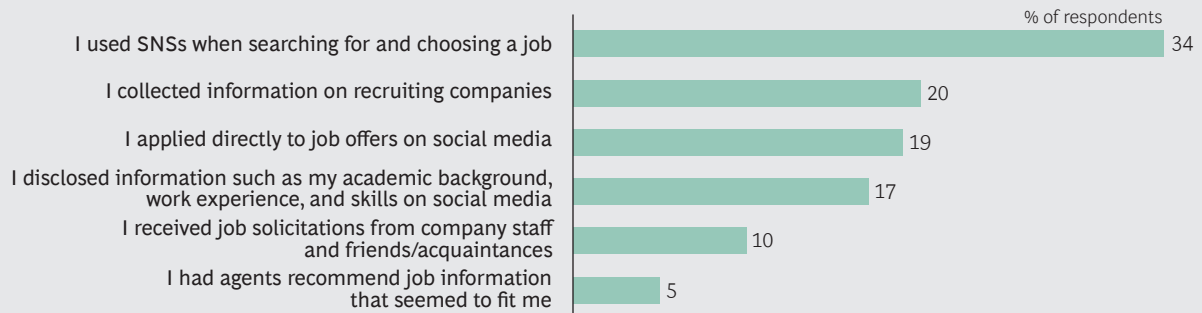


Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=13,184 respondents.
Source: Job Seeker Trends 2017 Survey.

EXHIBIT 9 | Social Networking Sites (SNSs) Usage and Methods

QUESTION

How exactly did you use SNSs? Select all that apply.
(Responses garnered from the 34% of job seekers worldwide who used SNSs at some stage of the job search process.)

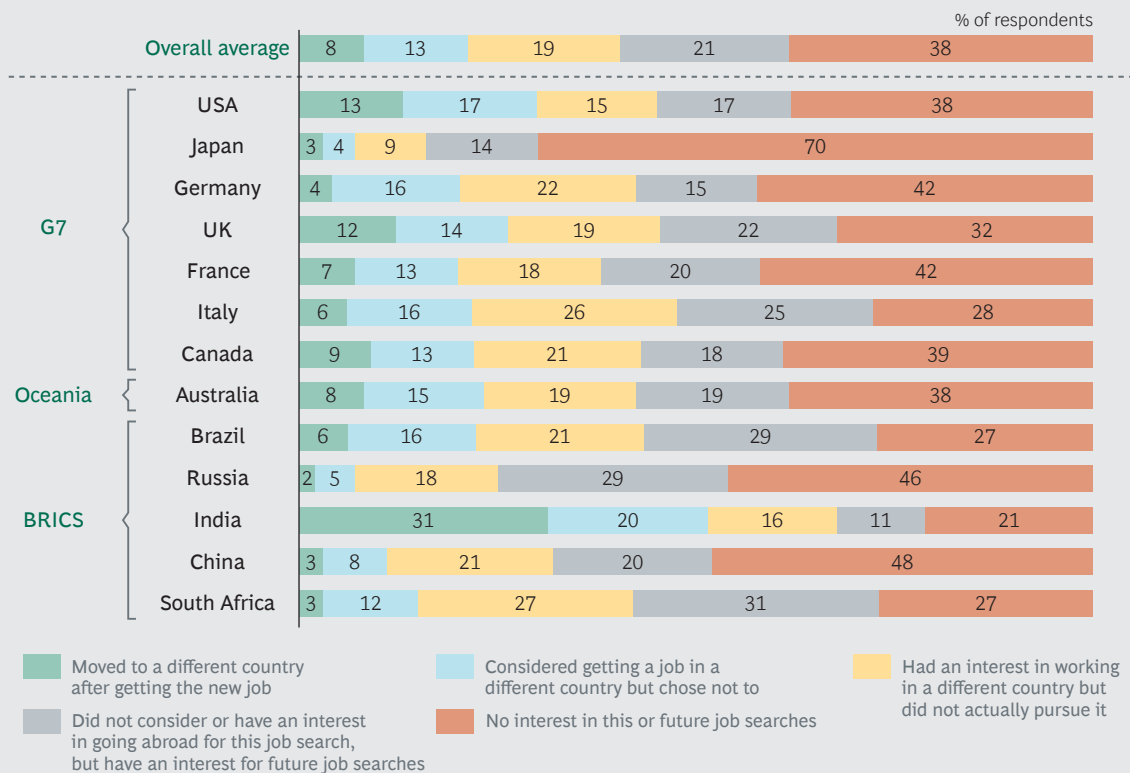


Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=13,184 respondents.
Source: Job Seeker Trends 2017 Survey.

EXHIBIT 10 | Attitude Towards Working Abroad, By Country

QUESTION

Please select the option that best describes your attitude during your last job search towards working abroad.



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=13,184 respondents.
Source: Job Seeker Trends 2017 Survey.

be increasingly required to use not only traditional means but also SNSs as a way of reaching out to job seekers, making their company appeal to as many potential candidates, and attract as many applicants, as possible.

Acquiring and Changing Jobs Beyond Borders

The competition to acquire talent beyond national borders is expected to become increasingly fierce. Immigration policies implemented by some countries will affect the overall job market in the short term; however, we expect accelerating efforts to seek talent from abroad in the medium to longer term. These efforts will stem from changes in the population structure of advanced countries, brought on by declining birthrates and aging populations, as well as the rapid economic growth of emerging nations.

For companies—and countries—to win in this competitive talent market, they will need to understand the needs of job seekers from abroad and strive to enhance their appeal to these prospective employees.

For this survey, as in the previous year, we asked job seekers who found jobs in 2016 whether they were interested in being employed abroad (including those who had already moved to a different country). We found that an average 62% of the respondents from the 13 countries surveyed had some interest in working abroad, while 8% had actually moved to a different country for their new job. When looked at by country, job seekers in India (79%), Brazil (73%), and South Africa (73%), among the emerging countries, and those in Italy (72%) and the UK (68%), among

EXHIBIT 11 | Reasons for Working Abroad

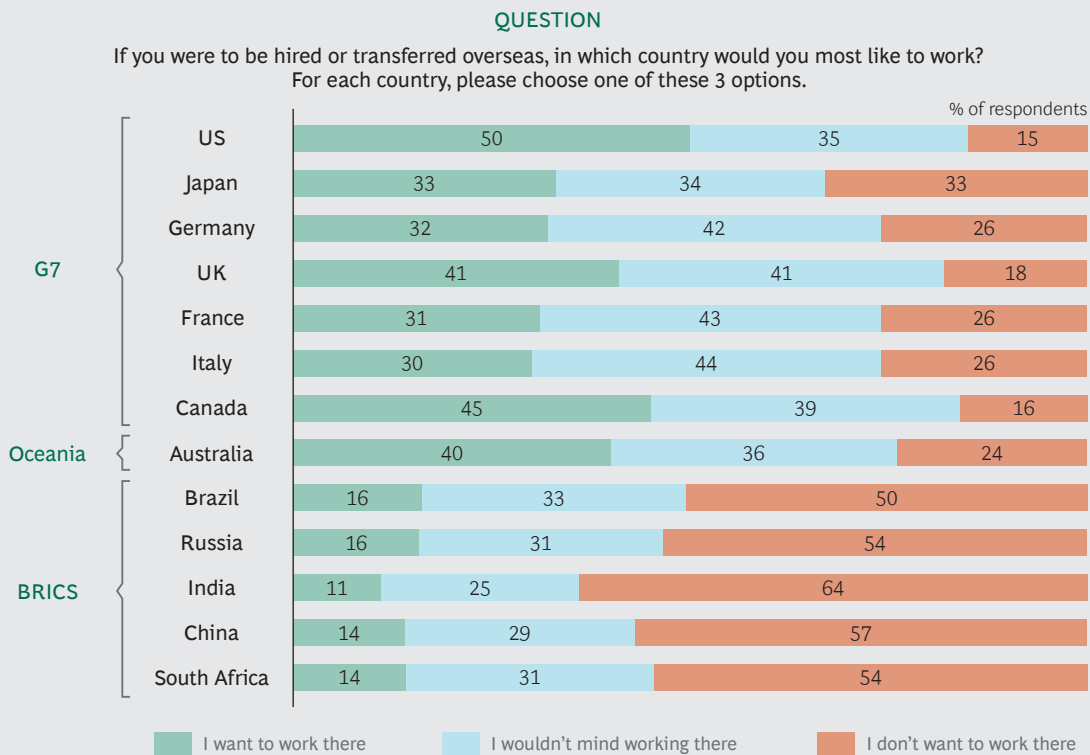


*Social system=The combination of childcare, healthcare, and education systems.

Note: G7+Oceania=Australia, Canada, France, Germany, Italy, Japan, the UK and the US. BRICS=Brazil, Russia, India, China and South Africa. Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=8,085 respondents.

Source: Job Seeker Trends 2017 Survey.

EXHIBIT 12 | Employment / Job Change Destination Countries



Note: Due to rounding, not all percentages add up to 100. Percentages include all survey respondents. n=8,085 respondents.
Source: Job Seeker Trends 2017 Survey.

the advanced countries, indicated a higher interest in working abroad than did job seekers in the remaining eight countries. (See Exhibit 10.)

When we asked our job seekers who demonstrated an interest in working abroad why they wished to do so, 52% answered that they wanted a new job experience, while another 44% aspired to improve their career or skills, 31% were looking for a better social system, and 29% hoped for a better salary. The responses differed somewhat between the advanced countries and emerging countries, with a higher ratio of respondents from emerging countries answering that they expected to improve their career or skills, earn increased salaries, enjoy better social systems, and experience better living standards. The high rate of satisfaction of those who actually moved abroad for a new job, as mentioned earlier, indicates that these expectations were frequently fulfilled. (See Exhibit 11.)

We also asked respondents if they would be attracted to the idea of working abroad in one of the 13 countries in our survey and, if so, which one. The country in which the highest number of respondents wished to work was the US, at 50%, followed by other English-speaking advanced nations such as Canada (45%), the UK (41%), and Australia (40%). These English-speaking countries were followed by a fairly even split between the non-English-speaking advanced countries, with Japan at 33%, Ger-

many at 32%, France at 31%, and Italy at 30%. (See Exhibit 12.)

THIS SURVEY REVEALS the processes and methods used by job seekers around the world to find and change jobs, and their level of satisfaction once the job search is complete. Most of the 2016 job seekers we surveyed were seeking to improve their job situation, and approximately three-fourths actually succeeded. In the meantime, approximately 10% had to take a new job they felt was inferior to the one that they had held before.

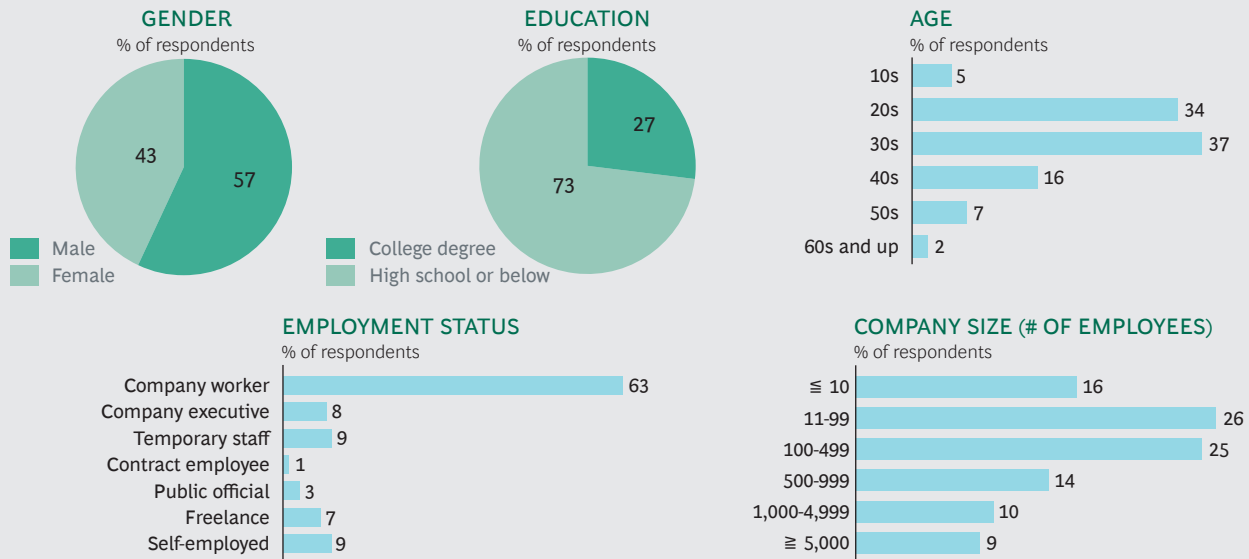
Since job seekers cannot control all of the variables in the job search, and given that changing jobs means matching job seekers to companies that are looking to hire, we would not expect 100% of job seekers to feel satisfied with their new jobs. Nonetheless, our survey results suggest that job seekers might be able to acquire better jobs if they broaden their job search methods to include newer channels such as SNSs, or if they expand their choices to include working abroad.

For companies that are looking to hire, our survey indicates that enhancing employee satisfaction will improve retention and thereby serve as an effective way to reduce hiring costs, at least in the long term.

We hope that such efforts made by both job seekers and employers will help to increase the number of mutually satisfactory encounters and make for more compatible results for all involved.

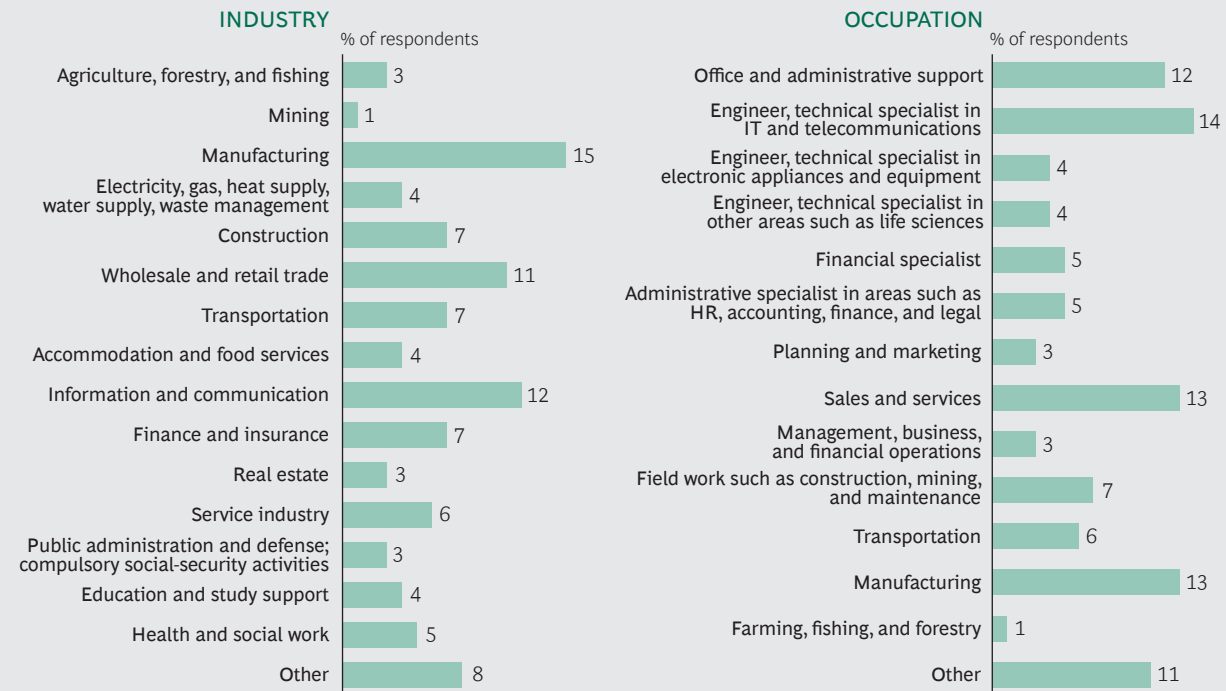
APPENDIX

EXHIBIT 1 | Overview of Survey Participants, Part I



Note: Data shows distribution of survey respondents after weighting for educational attainment and gender. n= 13,184 respondents.
Source: Job Seeker Trends 2017 Survey.

EXHIBIT 2 | Overview of Survey Participants, Part II



Note: Data shows distribution of survey respondents after weighting for educational attainment and gender. n= 13,184 respondents.
Source: Job Seeker Trends 2017 Survey.

About the Authors

Kazumasa Sakurai is a partner and managing director in the Tokyo office of The Boston Consulting Group and the leader of BCG's People & Organization practice in Japan.

Yukio Okubo is the founder and general manager of Recruit Works Institute.

Acknowledgements

The authors would like to thank Junichi Ishizuka, Satoko Yasunaga, Akihito Toda, Osamu Takimoto, June Limberis, Kim Friedman, and Alice Griffiths for their contributions to the writing, editing, and production of this report.

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