



A Changing Landscape

**The Effect of
Age, Gender and
Ethnicity on
Career Decisions**



monster®
Diversity & Inclusion

➤ Recruiting

➤ Managing

➤ Retaining

➤ Promoting

➤ Diversity



As part of Monster's ongoing commitment to understanding and promoting workplace diversity, it's our hope that the following study will have a lasting impact on your organization's diversity initiatives.

Executive Summary



Recruiting and retaining a diverse workforce has become a business imperative in today's economy. However, many companies still struggle with how to effectively attract and keep top talent. Monster's survey of online employed Americans examines what drives people to join, or choose a new job; what contributes to their desire to stay at a job; and what compels them to leave a job and look for employment elsewhere. This study looks at these issues from the perspective of the general population as well as that of specific demographic segments – ethnicity, gender and age. Highlighting the commonalities and key differences across different employee groups offers human resources and diversity and work-life professionals critical insights and potential strategies for building recruitment and retention programs. Key findings of the study are highlighted below.

This study found that employees across all demographic segments have similar motivations and common behaviors when making important career decisions.

Salary brings people in the door.

- *The number one deal-maker in accepting a new job is a higher salary. 78% of employees* consider “a higher salary than other companies” as a reason to definitely accept a job.*

Difficult relationships and poor communication push people out.

- *29% considered leaving because of conflicts with their boss or coworkers, and 26% actually resigned for this reason.*
- *34% considered leaving a job because they felt their work was not appreciated; 22% actually left for this reason.*

Workforce diversity is not just for “minorities.”

- *46% of Caucasian employees feel that when considering job opportunities, it is very important that the company already has a diverse workforce.*

A closer examination of discrete demographic segments, reveals that there are additional areas of concern which are more relevant to a particular subgroup than to the population as a whole.



Opportunities for training, growth and career progression are stronger motivating factors for ethnically diverse job seekers than for their Caucasian counterparts.

- 76% of minorities consider opportunities for continued training and learning to be important when evaluating a new position, versus 64% of Caucasians.
- 80% of African-Americans and 77% of Hispanics rate opportunities to move up in the company as “important” versus only 63% of Caucasians.

Diverse populations look to organizations to demonstrate their commitment to workplace diversity.

- 85% of diverse employees agree that it is important to see people like themselves in positions of leadership.

Men focus more heavily on compensation and career growth while women place a higher value on work-life balance.

- Men and women rank salary highest as the single most important deal-maker, but men are more likely than women to do so. (45% vs. 38%).
- The following are more frequently deal-breakers for women than for men:
 - A long commute (62% women vs. 50% men)
 - Inconvenient office location (39% women vs. 30% men)
 - No flexibility in work hours (41% women vs. 26% men)

Older employees, who may be anticipating life stage changes, place a greater weight on benefits and retirement plans, while younger and entry-level workers appear to view their jobs as transitional and they are willing to tolerate less desirable situations.

- 67% of the 50+ segment considers a better pension or retirement plan a significant deal-maker whereas, only 45% of 18-34 year olds feel the same way.
- 56% of young employees, ages 18-34, say they feel bored by their jobs, versus 33% of employees ages 50+.

As the race for talent becomes increasingly competitive, employers must become more sensitive to the issues of different demographic groups. Those who understand which issues are common throughout all segments, versus those that are segment specific, will be better equipped to develop targeted action plans and attract the people they need.

* In this report, “employees” refers to employed online American adults.
See Methodology for details.

Introduction



Recruiting and retention continue to be important issues for Human Resources professionals today. At the same time, attracting and keeping diverse talent remains a challenge. In order to understand what motivates people when they make career decisions, Monster has conducted an extensive survey of 1,859 employed online Americans. The analysis highlights commonalities and differences across different demographic slices of the population as well as strategies for building effective policies and programs. The results of the research study are presented in this report in four sections: General Population Findings, Ethnic Diversity, Gender Diversity and Age Diversity.



General Population Findings

A clear finding of the research identifies strong commonalities across demographic groups during the career management process. These factors transcend differences in age, gender and ethnicity. Thus, before examining how people differ, an understanding of where they are most similar is imperative.

SALARY OPENS THE DOOR.

It is not surprising that employees say the number one deal-maker in accepting a new job is a higher salary. 78% of employees view being offered “a higher salary than other companies” as a reason to definitely accept a job.

Similarly, salary is noted as the dominant factor when employees rank the importance of key attributes when deciding whether to accept a new job.

- *Salary scores an average of 8.7 (on a scale of 1 to 10 where 1 means not important and 10 means extremely important).*

However, salary is not the only input that potential hires consider when making career choices. Additional factors can tip the balance when choosing one job offer over another.

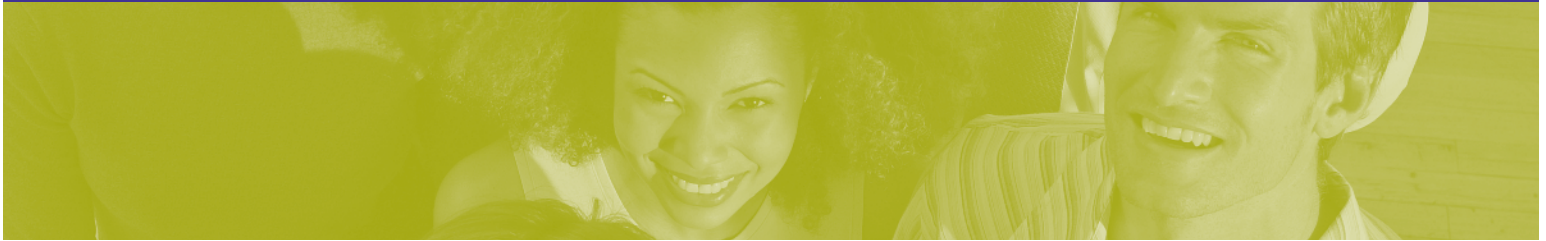
- *Work-life balance is essential. An easy commute to and from work (66%) and flexible work hours (62%) rank next after salary as deal-makers when weighing two comparable job offers.*
- *Benefits are right behind, including health insurance (61%) and retirement plans (57%).*
 - *Today, many job seekers expect at least some level of benefits as a minimum when judging the viability of a prospective employer.*

Likewise, other considerations that ranked high among potential hires as important when deciding to accept a new job can be subjective and not always that easy to quantify. On a ten point scale, (1 meaning not important, 10 meaning extremely important) employees ranked the following job attributes:

- *A pleasant work environment – 8.4*
- *Location – 8.2*

It is just as important to understand why a candidate would turn down a competitive offer. We asked study participants the most important reasons they would reject a job offer in favor of another, and they ranked them as follows:

1. *Lack of health insurance (31%)*
2. *Lower salary (23%)*
3. *Long commute (13%)*



EMPLOYEE RETENTION HINGES ON THE PERSONAL AND THE PRAGMATIC.

Although there is a measure of stability among employee retention, it is not guaranteed. While 78% of employees say it's likely they'll be in their current job one year from now, only 47% say it is very likely.

Many may stay with their present employer because they experience a high level of job satisfaction in specific areas including:

- *Relationships*
 - *89% have a satisfactory relationship with coworkers, and 79% feel the same way about their boss.*
 - *86% appreciate the respect they get from coworkers and 72% also appreciate the respect of managers.*
- *Fulfillment and reaching their potential*
 - *78% are satisfied with job challenges.*
 - *77% are satisfied with how interesting their work is.*
 - *79% are satisfied with the number of hours they work.*

Q: In your own words, please explain what you believe is the key to job satisfaction for you?

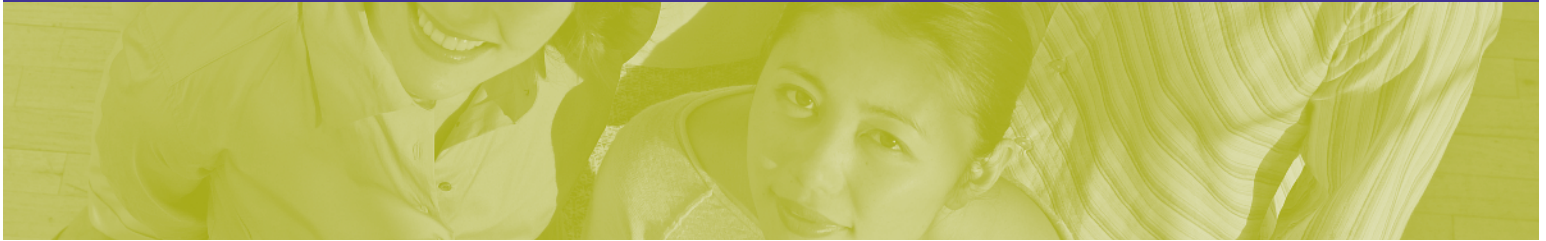
"I need to feel the work is important as a whole, but I also need to feel that my part of it is challenging to me. I need to like what I'm doing to survive at a job."

"Loving what you do and being good at it."

Personal relationships and fulfillment are key reasons people may choose to keep their jobs. Yet, at the same time, the decision to stay in a job may also be motivated by anxiety or fear about the job market. A vast majority of employees consider the following statements a "reality" in today's job market:

- *83% feel there is less job security in today's economy.*
- *66% stay at their jobs for fear that another one would be worse.*

Moreover, there is skepticism about how healthy the job market is: 45% say it's a "bad time" to look for a job; and only 12% think it is a "very good time."



COMMUNICATION PROBLEMS AND POOR MANAGEMENT PUSH PEOPLE OUT THE DOOR.

While 74% of employees feel their company is a great place to work, 49% have looked for other employment in the past year. For many, reviewing job ads is more or less a passive activity: 64% of those who have looked for a job expect to be in their current job a year from now. But there still appears to be much fluidity in the job market.

What causes people to start looking for a new job? And can these reasons be differentiated from less serious, yet still irritating factors? By understanding the various reasons people leave or consider leaving a job, we can gain insight into potential causes of employee dissatisfaction.

Money is not the top-ranked factor driving people to leave a company. This suggests that employees do not strictly define their workplace validity by the size of their paycheck. Instead, the most common reasons for considering resigning from a job are largely ones that can be addressed through increased and better management. They include:

- *Feeling unfulfilled or reaching one's potential:*
 - *34% considered leaving a job because they felt their work was not appreciated; 22% actually left for this reason.*
 - *30% considered leaving a job because of a lack of opportunities to advance, while 18% report having actually left a job for this reason.*
- *Relationship factors:*
 - *29% considered leaving because of conflicts with their boss or coworkers, and 26% actually resigned for this reason.*
 - *34% considered leaving because there was poor communication from management, and 17% actually left as a result of this.*

Q: The last time you left a job, what was the main reason you decided to leave?

"I was frustrated at not feeling appreciated."

"Did not receive promised raises."

"There was no job security."



Slightly further down the scale, monetary issues arise, including:

- *30% considered leaving a job because they were not getting paid as much as people at other companies doing similar jobs, while 16% actually did leave for this reason.*
- *24% considered leaving because they were not getting paid as much as their coworkers doing similar jobs, and 15% did leave for this reason.*
- *Not enough job security motivated 22% to consider resigning, and 16% did resign for this reason.*

SUMMARY

In the current race for talent, it is clear that salary makes a significant impact in acquiring employees. However, this research shows that while salary may bring people in the door, it may not necessarily keep them there. In order to stay competitive, companies must also be more attentive to the softer, less objective factors – communication, recognition, growth potential and job satisfaction – that ultimately influence employee behavior.

Strategies for Success

- *Offer competitive compensation*
- *Develop management training programs focused on strong communication*
- *Examine employee recognition practices*
- *Take a holistic approach to work-life balance*



Ethnic Diversity

One distinct finding emerged from our study of the online American workforce — respondents of all backgrounds tend to define the criteria for a worthwhile job opportunity in similar ways. However, employees from ethnically diverse backgrounds – primarily defined here to include African-Americans, Hispanics and Asian-Americans – have additional concerns that dramatically influence their career decisions.

DIVERSE CANDIDATES SEEK OUT GROWTH OPPORTUNITIES.

In a competitive job market, talented, diverse job seekers will often find themselves having to choose between job offers. So what factors can tip the balance for these desirable employees? Like the general population of employed online Americans, diverse employees put salary considerations at the top of their list. 78% say “a higher salary than other companies” would definitely be among the most important deal-makers when choosing between job offers.

- When asked to pick out the single most important deal-maker, salary remains at the top of the list. African-Americans feel particularly strongly (52%, compared to 40% of Caucasian employees).
- Flexible work hours and strong benefits, including health insurance and retirement plans, rank right behind salary.
 - Having flexible work hours is slightly more important to African-Americans and Asian-Americans (71% and 72%) than Caucasian employees (61%).
 - 68% of African-Americans see being offered a better pension or retirement plan, such as a 401(k), as a reason to definitely accept a job offer, compared to 55% of Caucasians.

Q. Imagine that you received offers for two very similar jobs. Which of the following, if any, would be the most important deal-makers for you when choosing between these job offers? That is, would you definitely accept a job if the following were offered? Select as many as apply.

	Caucasian	African-American	Hispanic	Asian-American
A higher salary than other companies	77%	83%	78%	79%
Easy commute to and from work	66%	71%	64%	71%
Flexible work hours	61%	71%	65%	72%
Better health insurance than other companies	61%	67%	66%	63%
Better pension or retirement plan, such as a 401(k), than other companies	55%	68%	61%	60%
Average number of items selected from list of 14	6.1	7.0	6.5	6.8



When we look beyond salary and benefits, we see a stronger pattern emerge. Diverse employees place a greater weight on finding a job with growth potential than Caucasian employees. Ethnically diverse employees, especially African-Americans, are more likely than Caucasians to emphasize the importance of career development, whether through training or promotion, when considering a new job.

- *41% of ethnically diverse employees take into account whether the company is part of a growing industry, whereas 25% of Caucasians select this as a deal-maker.*
- *African-Americans (80%) are more likely than Caucasians (63%) to feel opportunities to move up in an organization are important when deciding to accept a new job (that is, rated 8, 9, or 10 on a 10-point scale, where 1 means not important and 10 means extremely important).*
- *African-Americans (79%) feel more strongly than Caucasians (64%) about the importance of training and continued learning (8-10 on the same 10-point scale).*

Q: The last time you accepted a job, what was the main reason you decided to accept that particular job?

“At the time, it seemed like the company was one that I could grow with and it would help me get to the next level in my career.”

“I liked the training that I was going to receive.”

“Promotion potential and career development were great.”

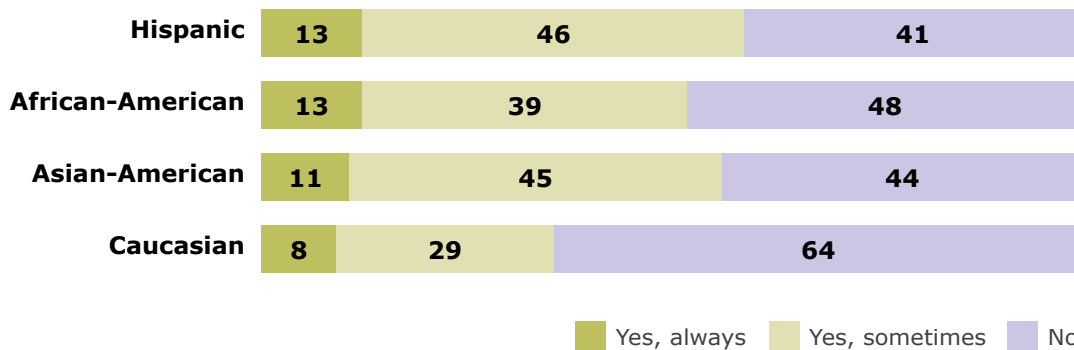


DIVERSE EMPLOYEES EVALUATE COMMITMENT LEVELS.

Likely reflecting their focus on finding a job with growth potential, it is not surprising that a majority of diverse candidates look at what types of policies and programs a targeted employer might have to support their diversity efforts.

Frequency of Searching out Companies' Diversity Policies

Q. When looking for a job, do you look for information organizations' diversity policies and programs?



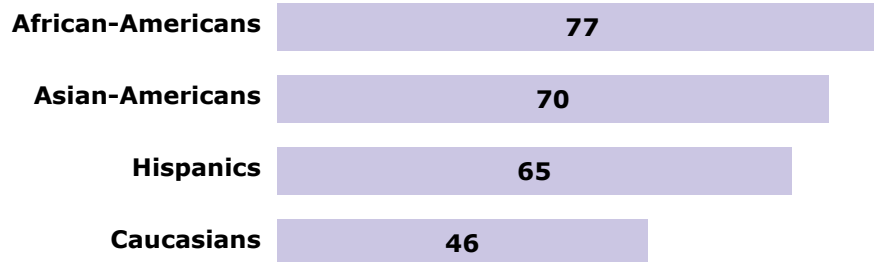
How other diverse employees have fared within the organization serves as an indicator to how much opportunity exists there. When diverse employees are deciding whether to accept a new job, half or more say they take into account the people already working for the organization. African-Americans (59%), Hispanics (61%) and Asian-Americans (61%) say that "working with other employees like me" rates highly in their decision-making process (scoring 8, 9 or 10 on a 10-point scale, where 1 means not important and 10 means extremely important).

When specifically asked about diversity, a majority of African-American, Hispanic and Asian-American employees agree that when considering job opportunities, it is important that the organization already has a diverse workforce.



Importance of a Diverse Workforce

Q. When I am considering job opportunities, it's very important whether the company already has a diverse workforce.



% of people who agree either strongly or somewhat

Q: In your own words, please explain what you believe is the key to job satisfaction for you?

"The key to job satisfaction to me is a diverse workplace with ethical people who believe in being fair to their employees."

However, it is not only important to see diversity in an organization, but rather to see it reflected in management and upper management.

- 88% of African-American employees agree that it is important to see people like themselves in leadership positions at work. By comparison, 86% of Asian-Americans and 80% of Hispanics agree, versus 75% of Caucasians.

This study found that while diverse employees are generally satisfied (79%) with their companies' efforts to hire people of different races and ethnicities, fewer (69%) are satisfied with their efforts to retain and promote them. Moreover, they express a deep concern that prejudice will stall their possibilities for advancement.

- 82% of African-Americans feel that "it is still a challenge for racial minorities to join top management" in today's workplace.
- Majorities of Asian-American (71%) and Hispanic (62%) employees also see this as a "reality" today, compared to 45% of Caucasians.

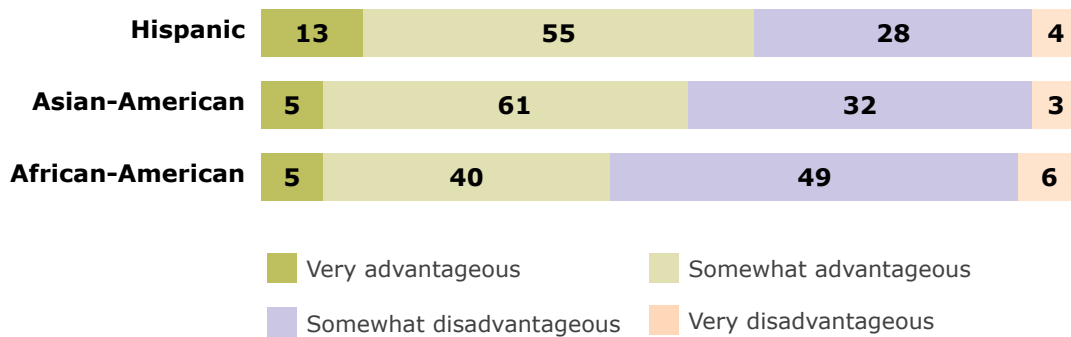


These perceptions, especially among African-Americans, appear to have a real impact on how diverse employees approach the job market.

- 55% of African-American employees believe their ethnicity to be somewhat or very disadvantageous when applying and interviewing for jobs.
- By contrast, Hispanic (68%) and Asian-American (65%) employees feel that indicating their ethnicity is advantageous—either very or somewhat—when applying and interviewing for a job.

Value of Ethnicity During Job-Search Process

Q. When applying and interviewing for a job, I feel that indicating my ethnicity is:



Data based on % totals

LACK OF OPPORTUNITY LINKED TO SEPARATIONS.

Ethnically diverse employees appear relatively open to new job opportunities. About half of African-Americans (53%), Hispanics (54%) and Asian-Americans (45%) report that they have looked for a new job within the past year. Moreover, 21% of Asian-Americans, 24% of Hispanics and 30% of African-Americans say it is “not too” or “not at all likely” they will hold down the same job a year from now.



While many of the reasons given for having left a job are relatively consistent across ethnic groups, we do see some interesting differences in the reasons why diverse employees have considered leaving—offering insight into potential causes of turnover. They echo the earlier finding that diverse individuals place a greater emphasis on career development and advancement. For instance:

- *African-Americans (28%), Hispanics (25%) and Asian-Americans (27%) list a lack of training and/or professional development as a reason to consider leaving a job (versus 17% of Caucasians).*
- *Hispanics are more likely than others to mention “few opportunities to move up in the company” (41%).*
- *African-Americans (28%) and Hispanics (27%) are twice as likely as Caucasians (13%) to have felt discriminated against.*

Q. Below is a list of reasons why someone might leave a job. Looking at this list, have you ever considered leaving a job for this reason? (%)

	Caucasian	African-American	Hispanic	Asian-American
Few opportunities to move up in the company	28%	31%	41%	35%
Did not receive a promotion I feel I deserved	22%	28%	34%	26%
Did not feel challenged by the work I did	19%	24%	32%	29%
Lack of training and/or professional development	17%	28%	25%	27%
Having to work with strict supervision	17%	28%	25%	20%
The company culture was not what I thought it would be	15%	19%	27%	21%
Felt discriminated against	13%	28%	27%	17%
Not enough industry growth potential	10%	18%	23%	25%
Not enough diversity in the workforce	6%	16%	18%	13%
Average number of reasons mentioned (out of 30)	5.2	6.3	7.8	6.8



Q: The last time you left a job, what was the main reason you decided to leave?

“I was discriminated against, but the company did nothing about it. I was looked down upon because of my race...”

“Too strict supervision, no benefits, and tension at work.”

SUMMARY

Ethically diverse employees share many of the same concerns as the rest of the population. However, historical barriers within the workplace and discriminatory practices have led them to assess career changes with more scrutiny. Diverse employees look to organizations to provide a challenging environment with a clear path for development and success. As a result, companies wishing to win the race for diverse talent must first look within to ensure that they have a culturally receptive environment where everyone can advance. Once that has been achieved, companies must put the programs in place to effectively communicate the information out to employees and prospective employees.

Strategies for Success

- *Measure the organization’s diversity climate*
- *Develop policies and programs to communicate diversity commitment*
- *Establish and clearly communicate succession plans*
- *Work to ensure that senior management of company is diverse*

Gender Diversity



There are key differences in the ways men and women evaluate potential job changes and make career decisions. Our findings show that men are more likely to value direct returns from work, like salary and benefits. They are also more aggressive and less risk averse with respect to using job changes to fuel career growth.

In contrast, women tend to attach more importance to the less tangible or indirect benefits of a job, such as a pleasant work environment or flexible work hours. As they navigate the job search process women take a wider range of factors into account. The result may be that working women express higher levels of job satisfaction than their male counterparts.

WOMEN STRESS THE FACTORS THAT HELP BALANCE FAMILY AND WORK.

Not surprisingly, when weighing job offers, women place a stronger emphasis on balancing personal and professional responsibilities than men. What is striking is the degree to which work-life issues impact women's job choices. Employers looking to attract qualified women need to know the way in which many women are seeking to balance salary and flexibility.

When asked to choose the single most important deal-maker, both men and women rank salary highest, but men are more likely than women to do so. (45% vs. 38%).

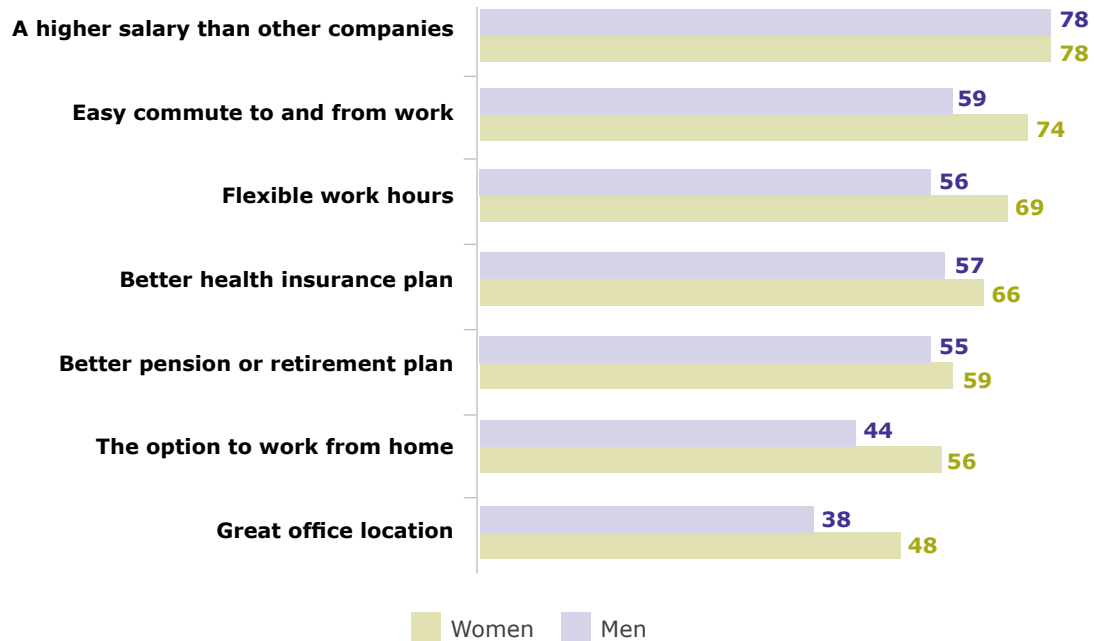
However, when women are presented with a wide range of factors that might affect their decision to accept a job offer, those that serve to help manage personal needs rise to the top:

- *An easy commute to/from work:*
 - *74% of women see this as a deal-maker, compared to 59% of men.*
- *Flexible work hours:*
 - *69% of women would definitely accept a job if flexible hours were offered, while a little more than half (56%) of men would do so.*
- *The option to work from home:*
 - *56% of women see having the option to work from home as a deal-maker, compared to 44% of men.*
- *Great office location:*
 - *48% of women would accept a job because of a great office location, while 38% of men would do the same.*



Top-Rated Deal-Makers

Q. Which of the following, if any, would be the most important deal-makers for you when choosing between two very similar job offers?



% of people selecting as a "deal-maker"

Q: The last time you accepted a job, what was the main reason you decided to accept that particular job?

"It was a great offer with very flexible hours. I work at home!!!!"

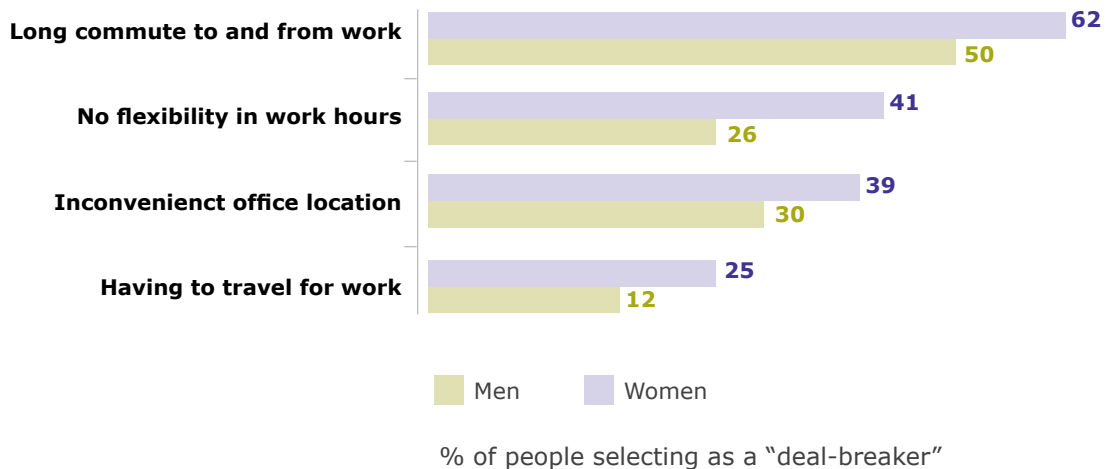


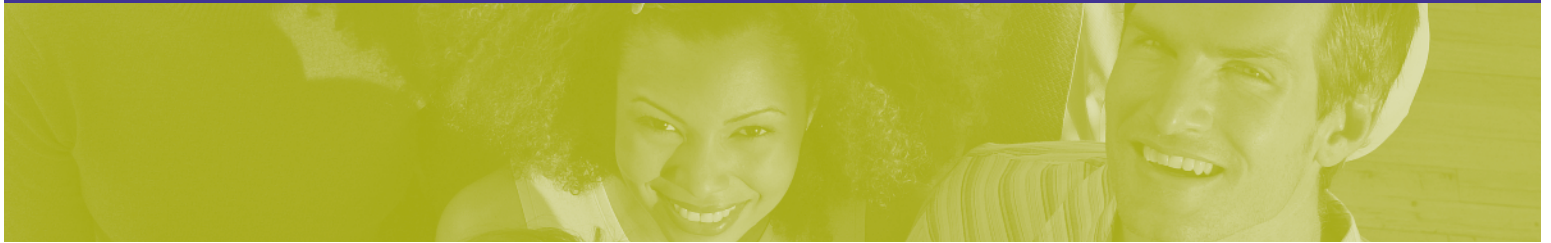
Looking at the range of deal-breakers, men and women alike choose “a lower salary than offered by other companies” and a “lack of benefits” as reasons why they would definitely turn down a job. However, women are more likely than men to pass on an offer of employment that entails:

- A long commute (62% women, 50% men)
- Inconvenient office location (39% vs. 30%)
- No flexibility in work hours (41% vs. 26%)
- Having to travel for work (25% vs. 12%)

Top-Rated Deal-Breakers

Q. And, when comparing these two similar job offers, which of the following, if any would be deal-breakers?





WOMEN ARE MORE SATISFIED THAN MEN WITH CURRENT JOBS.

Perhaps because women place more weight on non-salary factors in the job search process, they are more likely than men to be satisfied with many aspects of their jobs. They are also slightly more likely than men to say they'll be at their current job a year from now (81% vs. 75% of men).

- 83% of women are satisfied with how interesting they find their work compared to 72% of men.
- 35% of women are very satisfied, while 24% of men say they are very satisfied.
- More women than men agree that “good employee morale is a top priority for management at my company” (65% vs. 56%) and they are very satisfied with their relationships with their bosses—36% of women compared to 27% of men.
- 28% of women, versus 40% of men, say their current employer “is not flexible enough in allowing me to work hours that balance my personal and family life.”

Q: In your own words, please explain what you believe is the key to job satisfaction for you?

“A comfortable environment where I can share my knowledge and experience.”

While women are overall more satisfied with their jobs than men, they still see areas for improvement. Women are still skeptical about their potential to rise within companies.

- Far fewer women than men (25% vs. 45%) say it is a “reality” that women are as accepted as men in upper-management positions today.



MEN AND WOMEN HAVE SIMILAR REASONS FOR LEAVING, BUT MEN ARE MORE LIKELY TO ACT.

Men and women report many similar motives for having considered or undertaken a job change. (See table below)

Q. Below is a list of reasons why someone might leave a job. Looking at this list, have you ever considered leaving a job for this reason? (%)

	Left a job for this reason (%)		Considered leaving a job for this reason (%)	
	Men	Women	Men	Women
Did not feel my work was appreciated	21%	23%	32%	37%
Few opportunities to move up in the company	19%	17%	32%	28%
Not enough job security	18%	14%	24%	20%
Not paid as much as employees at other companies doing similar jobs	17%	14%	30%	29%
Poor communication from management	17%	18%	33%	35%
Average number of reasons mentioned (out of 30)	3.5	3.3	6.1	5.3

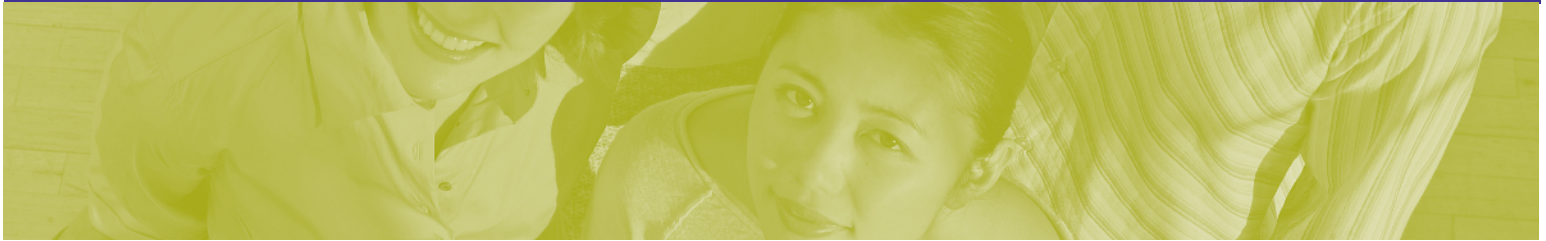
However, the data also indicates that women appear to be more sensitive to relationships in the workplace while men are more concerned with career growth.

- Women (31%) are more likely than men (21%) to attribute a job change to conflicts with a boss or coworkers.
- Women (56%) are also more likely than men (39%) to strongly agree that “It’s important that I feel comfortable around my coworkers.”
- Men (17%) are slightly more likely than women (11%) to leave a job after not receiving a promotion they felt was deserved.

Q: The last time you left a job, what was the main reason you decided to leave?

“[I had a] very controlling boss who made work miserable.”

“Did not like company policies and management.”



However, when we look at who actually might leave their jobs, men appear to be less risk-averse than women. In particular:

- *Men (54%) are more likely than women (43%) to have looked for a job in the past year.*
- *Men (61%) are more likely than women (47%) to think that it is a good time to look for a new job.*
- *33% of men see it as a “reality” that in today’s job market, “changing companies is the best way to advance,” compared to 23% of women.*
- *Men (62%) are also less likely than women (70%) to say it is a “reality” today that “people stay at their jobs for fear that the new job would be worse than the one they have now.”*

SUMMARY

Monster’s research shows that while there may be many common motivators for men and women, they approach the job search and career management process from different perspectives.

Women take compensation issues into account when looking for a job, but they also factor in other non-financial issues like flexible work hours, commute time and work environment. A likely consequence is that women say they are more satisfied with their positions, and possibly less likely to leave. In contrast, men are more singularly focused on salary and career growth; this may leave them more open to switching jobs in order to advance to the next level.

This implies that recruiters and HR professionals must think more holistically as they structure job offers and develop retention programs. Providing flexible work arrangements, work life balance initiatives and telecommuting options will not only help to attract more women, but it will also help bolster satisfaction rates among men and reduce costly employee turnover.

Strategies for Success

- *Offer competitive compensation packages*
- *Develop flexible work arrangements*
- *Adopt a work-life focus when developing Human Resource programs*

Age Diversity



Age and experience also have an impact on how employed online Americans think about their careers – from their overall outlook on the job market, to the job-search process, to the drivers of job satisfaction. Many of the differences among older and younger employees can be attributed to life-stage issues.

Our research shows that younger, less experienced employees approach the job market with a fresh perspective and high levels of optimism as they set out to build their careers. They may take positions that are less satisfying and rewarding in the short term as they search for their ultimate job. Indeed, they report a lower likelihood of staying in their current positions.

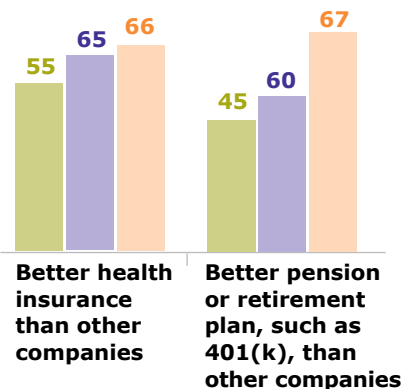
Older, more seasoned employees tend to be more established in their careers and satisfied with their day-to-day work. However, for some, their time in the workforce may have made them less trusting of management and more cynical about the job market overall. When they do look for new positions, they are less focused on career growth and more focused on tangible benefits, like health insurance and retirement plans.

OLDER WORKERS VALUE BENEFITS.

Employed online Americans of all ages and career levels say that the number one deal-maker when weighing comparable job offers is a higher salary (78%). However, older employees are more focused on the non-salary benefits than younger workers—particularly health insurance and retirement packages. These benefits emerge as both significant deal-makers and breakers for the mature worker.

Top-Rated Deal-Makers

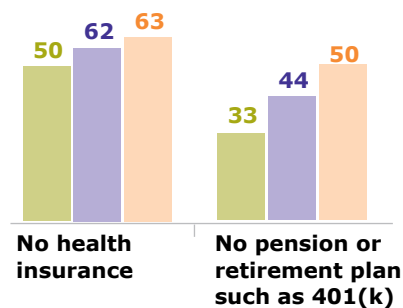
Imagine that you received offers for two very similar jobs. Which of the following would be the most important deal-makers for you when choosing between these offers?



% selecting as a "deal-maker"

Top-Rated Deal-Breakers

And, when comparing these two similar job offers, which of the following, if any, would be deal-breakers?



% selecting as a "deal-breaker"

18-34 35-49 50+



The option to work from home can also be a factor when deciding between offers. The more experienced employees (experienced/non-managerial or higher) see this as a greater deal-maker than entry-level employees do (51% and 52% compared to 38%).

One interesting factor that varies with age is the presence of a supervisor that employees could not look up to. One would expect this to be a bigger deterrent to younger employees seeking out role models. However, as with benefits, this deal-breaker resonates more strongly with older employees—46% of those ages 50 and above, compared to 39% of those ages 35-49 and 27% of those ages 18-34. This suggests that older workers, given their experience, are more exacting and set a higher standard for management.

YOUNGER EMPLOYEES ARE MORE MOBILE; OLDER EMPLOYEES ARE MORE SATISFIED.

While more than three quarters (78%) of employees say they are likely to be at their current jobs a year from now, there is a difference between more recent market entrants and workplace veterans. 68% of younger employees (ages 18-34) are likely to remain at their current jobs. By comparison, 85% of older employees (ages 50+) are likely to remain at their current jobs and for 58% it is very likely.

In comparison to their mobile juniors, experienced employees tend to express more satisfaction with their day-to-day work and have a stronger sense of loyalty to their companies. For instance, employees at the managerial, supervisory and executive levels are more likely than entry-level employees to:

- *Be satisfied with the amount of fun they have at work (77% vs. 61%).*
- *Find their work interesting. 82% of experienced employees are satisfied, and 33% are very satisfied, while only 59% of entry-level employees are satisfied with how interesting their work is.*
 - *Age can also be a factor here. 84% of employees ages 50 and above are satisfied, compared to 70% of young employees (ages 18-34).*
- *Agree that “I am passionate about the type of work I do” (83% vs. 62%).*
- *Find the number of hours worked each week satisfactory (81% vs. 72%).*
- *Agree that they “are valued for the skills and talents you bring to your company” (74% vs. 62%).*
- *Feel satisfied that the culture of their company is what they expected it to be (75% vs. 63%).*
- *Strongly agree that “I have a good relationship with my boss” (46% vs. 30%).*
- *Agree that “my company makes me feel valued” (72% vs. 60%).*

Q: In your own words, please explain what you believe is the key to job satisfaction for you?

“It’s important to me that a company does its best to recruit, train and retain loyal employees. I believe employees are investments and should be valued as such.”



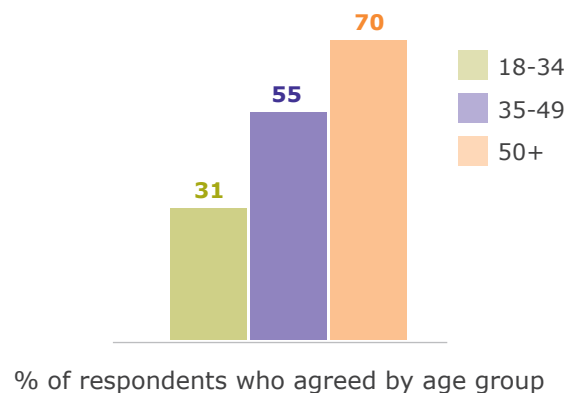
MORE SEASONED EMPLOYEES ARE ALSO MORE RISK AVERSE.

Older and more experienced employees voice more apprehension toward today's job market – which may also influence their reluctance to change jobs too hastily.

- *Experienced, non managerial employees (67%) and those who are managers, supervisors, and executives (70%) are much more likely than those just beginning their careers (55%) to see it as a “reality” that in today’s marketplace, people stay at their jobs for fear that a new one would be worse.*
- *The most seasoned employees are also more likely than entry-level employees to see it as a “reality” that there is less and less job security in today’s economy—85% compared to 68%.*
 - *Moreover, the great majority (89%) of employees ages 50 and above see this as reality, compared to 75% of young adults (ages 18 to 34).*

Additionally, older workers appear less likely to leave a position for fear of facing age discrimination in the job market. While 50% of employed online adults overall say it is a “reality” today that “If two people with the same qualifications are competing for a job, usually the younger person gets hired,” the results vary dramatically by age group as seen in the chart below.

Q. If two people with the same qualifications are competing for a job, usually the younger person gets hired.





YOUNGER WORKERS ARE BUILDING CAREERS.

Young employees (32%), entry-level workers (33%), and those who have been at their jobs less than five years (27%) are less likely to say they'll be in their current jobs a year from now, which is understandable as these people experiment with different career paths.

Similarly, many may be actively looking for new challenges because they are in less stimulating positions. In fact, over half (56%) of young employees, ages 18-34 say they often feel bored by their jobs. This compares to 44% of those ages 35-49 and 33% of those ages 50 and above.

Younger employees are also more likely to have considered leaving because they perceived there to be limited opportunities to advance. For example, 30% of those ages 18-34 contemplated quitting when they were passed over for promotion they felt they deserved versus 19% of those ages 50 and above.

Q: The last time you left a job, what was the main reason you decided to leave?

"[I] didn't feel comfortable there and was bored."

"I was passed over for a deserved promotion."

SUMMARY

Clearly, the research demonstrates that younger entry-level employees have different perspectives and resulting goals when approaching the job market. Younger employees are in positions that tend to be less satisfying. This, combined with their more optimistic view of the job market and desire for career growth make them more likely to switch jobs; implying that in order to reduce turnover, companies should institute and communicate career paths more clearly to junior employees. Additionally, there are opportunities to leverage seasoned employees as mentors. They can serve the dual purpose of demonstrating the value of staying with an organization and pass on their tremendous experience.

Mature workers have, over time, acquired significant company specific and industry based knowledge. They are more satisfied with their jobs and are more engaged in their work than their juniors which make them extremely valuable to the organization. As the baby boomers begin to retire, this segment will become more of a scarce resource, so companies need to be proactive in implementing programs to maintain the maturity of their workforces. Health benefits and competitive retirement packages are a natural start, but they can be augmented with flexible work arrangements like telecommuting and phased retirement.

Strategies for Success

- *Offer competitive health and retirement benefits*
- *Develop flexible work arrangements*
- *Establish cross generational mentoring programs*

Conclusion



Although HR professionals understand the importance of recruiting and retaining a diverse workforce, in order for their efforts to be truly effective and successful, they must recognize the motivations that drive a diverse worker's career decisions. Monster's research provides critical insights into the mindset of the employees as they make these choices.

Clearly, compensation remains a dominant factor for many employees, regardless of age, gender and ethnicity. This finding suggests that in order to enter the race for talent, an employer must offer competitive salary and benefits packages.

However, salary is not the only input that people use when making job decisions, and while more money may bring someone in the door, it may not keep them there. When we look deeper into why people join or stay with a company, we find key differences across the demographic groups that will necessitate a more strategic approach to policy and program development.

Methodology

This report presents the results of an online study conducted July 10-20, 2006, by Roper Public Affairs & Media—a part of GfK NOP. Respondents were recruited from an online panel and qualified for the study on two criteria: (1) being employed—either full- or part-time—and (2) ethnicity (African-American, Hispanic, Asian-American). Weighting was used to restore ethnicities to their proper proportions.

A total of 1,859 adult online Americans, 18 years and older, participated, including: 302 African-Americans, 300 Hispanics, 302 Asian-Americans, 927 Caucasians, and 28 other Americans.

Survey participants are defined as employed online American adults, but are referred to as "employees" throughout this report.



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