

## Employers and employees disagree about why people change jobs

There is a significant mismatch between companies' perceptions of why people change jobs and the reasons employees actually give for doing so, according to a European-wide study by Watson Wyatt.

Watson Wyatt's Strategic Rewards report finds that a large number of companies across Europe see career development opportunities, their company's reputation and the level of base pay offered as the leading reasons new employees look to join them. But the top reasons given by employees are the nature of the work, job security and base pay.

When it comes to retention, the mismatch of employer and employee perceptions continues. Employers focus on career development opportunities, promotion opportunities and base pay as the ways to stop employees quitting. Employees rank increasing stress levels, uncompetitive base pay and the lack of promotion opportunities.

"Companies appear to be putting far more emphasis on long-term career planning than employees are themselves," said Carole Hathaway, European head of strategic reward at Watson Wyatt. "The priorities of many employees are rather more prosaic - the nature of the job, pay, stress and commuting. This is not to say employers are focused on the wrong things to attract and retain - career development and promotion opportunities are still rated as important by large numbers of employees. But employers need to increase their focus on more immediate needs as well, such as the nature of the work they do now, and the internal and external pressures that affect employees' working experience, like stress and length of commute."

### What attracts employees?

The three reasons most frequently given:

#### Rank Employers

- 1 Career development opportunities (55 per cent)
- 2 Employer reputation (51 per cent)
- 3 Base pay (43 per cent)
- 4 Company culture (33 per cent)
- 5 Nature of work (23 per cent)

#### Rank Employees

- 1 Nature of work (49 per cent)
- 2 Job security (34 per cent)
- 3 Base pay (30 per cent)
- 4 Length of commute (29 per cent)
- 5 Employer reputation (24 per cent)

### Why they leave?

The three reasons most frequently given:

#### Rank Employers

- 1 Career development opportunities (49 per cent)
- 2 Promotion opportunities (48 per cent)
- 3 Base pay (43 per cent)
- 4 Relationship with manager (31 per cent)
- 5 Work/life balance (28 per cent)

#### Rank Employees

- 1 Stress levels (35 per cent)
- 2 Base pay (34 per cent)
- 3 Promotion opportunities (27 per cent)
- 4 Career development (25 per cent)
- 5 Work/life balance (20 per cent)

The European study involved 175 companies across France, Germany, Ireland, Italy, Spain and the United Kingdom. Similar studies were undertaken in North America and Asia, and results of the European study are broadly consistent with these.

Source: Watson Wyatt