



Why do people decide to change jobs?

CFR Consulting Group's Austrian Member, TRESCON, questioned 2.700 applicants about why they decided to change jobs. Here is a summary of their findings.

In the past years of booming orders and a "dried out" labour market, it became generally harder for Austrian and especially for Upper Austrian companies to bring on board the most sought-after staff members. It sometimes seemed almost a lost cause to look for new employees in specialized functions and technical sectors.

Furthermore employers found that good and reliable employees suddenly decided to leave the company often for "monetary" reasons.

What are the real reasons prompting Managers and highly skilled employees to leave their current employer and what are those motivating them to sign a contract of employment with another company?

TRESCON believed before the survey was carried out that the motives and considerations behind people leaving their employers would be different to their motives influencing acceptance of new employment offers. Here is what they discovered!

The Top 5 reasons for leaving a company were:

- limited freedom to act
- no career opportunities
- bad working atmosphere
- lack of responsibility
- vague corporate goals

These motives are the ones which companies themselves mostly influence and so they could therefore work to prevent such employee frustration.

It is striking to note that the prevailing assumption that money would be the main cause was not confirmed. Dissatisfaction with salary was actually only ranked 11 out of 15 as the most common reason for changing role.

The top motives for accepting new employment offers were:

- A good working climate and freedom to act.



Beyond that were other motives. One of these, money is a much more important motivator for people seeking new roles rather than leaving existing ones. This results in companies needing to offer better financial packages to attract new employees.

Below are the results of 3 questions in the questionnaire.

Remember the last time you changed job. What were the major reasons for your leaving your employer at that time?

	very important	important	Less important	not important	no info
Underpayment	81 (11,95%)	230 (33,92%)	203 (29,94%)	83 (12,24%)	81 (11,95%)
Long distance betw. residence and enterprise	72 (10,62%)	115 (16,96%)	209 (30,83%)	197 (29,06%)	85 (12,54%)
Common resp. cumulative overtime hours	38 (5,6%)	84 (12,39%)	253 (37,32%)	213 (31,42%)	90 (13,27%)
Bad working atmosphere	222 (32,74%)	191 (28,17%)	99 (14,6%)	90 (13,27%)	76 (11,21%)
Lack of responsibility	177 (26,11%)	234 (34,51%)	118 (17,4%)	78 (11,5%)	71 (10,47%)
Limited freedom to act	252 (37,17%)	211 (31,12%)	92 (13,57%)	47 (6,93%)	76 (11,21%)
Unflexible working conditions	90 (13,27%)	146 (21,53%)	179 (26,4%)	172 (25,37%)	91 (13,42%)
No career opportunities	254 (37,46%)	203 (29,94%)	98 (14,45%)	57 (8,41%)	66 (9,73%)
Little apprenticeship and in-serve training	118 (17,4%)	227 (33,48%)	163 (24,04%)	89 (13,13%)	81 (11,95%)
Problems with the direct chief	174 (25,66%)	136 (20,06%)	151 (22,27%)	139 (20,5%)	78 (11,5%)
Conflicts with colleagues	38 (5,6%)	96 (14,16%)	199 (29,35%)	258 (38,05%)	87 (12,83%)
Little job security	68 (10,03%)	118 (17,4%)	170 (25,07%)	235 (34,66%)	87 (12,83%)
Little compatibility with family ...	94 (13,86%)	141 (20,8%)	183 (26,99%)	172 (25,37%)	88 (12,98%)
Improper company morals	118 (17,4%)	188 (27,73%)	160 (23,6%)	131 (19,32%)	81 (11,95%)
Vague corporate goals	174 (25,66%)	178 (26,25%)	124 (18,29%)	122 (17,99%)	80 (11,8%)
Miscellaneous	70 (10,32%)	39 (5,75%)	110 (16,22%)	239 (35,25%)	220 (32,45%)



What factors would be of primary importance to move to another employer?

	very important	important	Less important	not important	no info
Good payment	268 (39,53%)	351 (51,77%)	48 (7,08%)	4 (0,59%)	7 (1,03%)
Short distance betw. residence and enterprise	162 (23,89%)	267 (39,38%)	194 (28,61%)	41 (6,05%)	14 (2,06%)
Little overtime hours	29 (4,28%)	105 (15,49%)	331 (48,82%)	186 (27,43%)	27 (3,98%)
Good working atmosphere	400 (59%)	242 (35,69%)	15 (2,21%)	6 (0,88%)	15 (2,21%)
High responsibility	292 (43,07%)	302 (44,54%)	57 (8,41%)	9 (1,33%)	18 (2,65%)
Large freedom to act	354 (52,21%)	276 (40,71%)	27 (3,98%)	4 (0,59%)	17 (2,51%)
Flexible working conditions	213 (31,42%)	303 (44,69%)	120 (17,7%)	24 (3,54%)	18 (2,65%)
Good career opportunities	280 (41,3%)	279 (41,15%)	92 (13,57%)	9 (1,33%)	18 (2,65%)
Attractive apprenticeship and in-serve training	228 (33,63%)	315 (46,46%)	104 (15,34%)	17 (2,51%)	14 (2,06%)
Character of chief	348 (51,33%)	267 (39,38%)	45 (6,64%)	7 (1,03%)	11 (1,62%)
Good relation with colleagues	317 (46,76%)	309 (45,58%)	30 (4,42%)	6 (0,88%)	16 (2,36%)
High job security	128 (18,88%)	331 (48,82%)	163 (24,04%)	34 (5,01%)	22 (3,24%)
High compatibility with family ...	207 (30,53%)	312 (46,02%)	111 (16,37%)	29 (4,28%)	19 (2,8%)
Appropriate company morals	243 (35,84%)	325 (47,94%)	80 (11,8%)	15 (2,21%)	15 (2,21%)
Clear corporate goals	324 (47,79%)	273 (40,27%)	55 (8,11%)	13 (1,92%)	13 (1,92%)
Miscellaneous	24 (3,54%)	55 (8,11%)	116 (17,11%)	215 (31,71%)	268 (39,53%)

"What other reasons were essential for you when you changed your job?"

From the summary of answers to this open question there emerged 2 main themes:

- Economic situation of the company (sale, bankruptcy, shutdown)
- Shortcomings on a personal level (bullying, dishonesty, breach of trust, empty promises, non-fulfilment of agreements)

Length of service and "recommendation marketing"

It becomes clear that about 65% of the participants in this survey have below 3 years' length of service with their current employer. There are different explanations for why this is so, eg just this target group might be interested in this type of survey.

In our view – also proven by several other studies – companies today and in the future will have to accept that employees length of service is likely to be shorter than before.



This is already the case with graduates, but will be even more noticeable with managers and experts in the future. Therefore companies will have to pay attention to their internal personnel marketing!

It was also interesting for TRESCON to note how far satisfaction with the employer on the one hand correlates with the employee's readiness to recommend the company to his / her friends. TRESCON also notes that the results of this "recommendation question" should not be overlooked by employers when carrying out internal employee surveys. It is not only an important indicator for satisfaction, but also for the public image of employees in the sense of personnel marketing.

Food for thought.....!!!