



The Kenexa® Research Institute Finds That Talent Management Makes a Difference

Research conducted by the Kenexa® Research Institute (KRI), evaluated workers' views of their organization's dedication to talent management and its effect on employee engagement. The report is based on the analysis of data drawn from a representative sample of workers surveyed in 2007 through WorkTrends™, KRI's annual survey of worker opinions. The survey included workers from Brazil, China, Germany, India, the United Kingdom and the United States.

For many years, academics and practitioners have recognized the influence of talent management (e.g., career path programs, goal development and monitoring, regular feedback sessions with managers, tracking progress) on employee execution and motivation to complete a task. What might have been overlooked is the positive effect that an organization's talent management practices have on how an employee feels about the capabilities of their manager, their job satisfaction and their intent to stay with the organization.

The results from the latest cross-culture study indicate that among the six countries surveyed, only 25% of workers believe their organizations provide strong guidance in terms of goal setting, managerial feedback and career development. Workers in the United States are more likely (53%) to indicate their organizations invest in and regularly practice talent management, compared to approximately 10% of surveyed workers in Germany and China.

Across all six countries, organizations with a focus on talent management have employees who are more engaged, and who are more satisfied with their job and the company overall. Having a strong talent management culture also favorably

impacts how workers rate their pride in their organization and willingness to recommend it as a place to work. Additionally, if employees have favorable views of the organization's talent management practices, they are more likely to have confidence in the future of the organization.

Employees who believe in their company's talent management efforts also have more favorable opinions of their management. These employees believe their manager effectively manages the workload and that senior management demonstrates employees are important to the success of the company. They are also more likely to feel a sense of job security, be satisfied with on-the-job training, feel that performance is evaluated fairly and experience greater feelings of personal accomplishment.

"People have a fundamental need to know how they are doing and what the future holds for them. It's simply part of who we are. Organizations that understand this and have the process in place to make it happen have an advantage over their competitors. Not only are they going to outperform their competitors, but they are building a more engaged and committed workforce. Those who don't get it are the ones constantly scrambling for talent and spending a lot more on recruitment and training. Their customers also know this and are less loyal, as a result," said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

Database Overview

The Kenexa WorkTrends database is a comprehensive normative database of employee survey results with comparisons on topics including leadership, employee engagement and customer orientation from workers in Brazil, China, Germany, India, the United Kingdom and the United States.

Study Details

The WorkTrends survey questions were designed specifically to evaluate how workers view their organization’s dedication to talent management practices. The questions asked were:

- Where I work, we set clear performance standards for product/service quality.
- I understand how my work fits into the goals of the organization.
- My manager gives me useful feedback on how well I’m doing my job.
- I get enough information about how well my work group is meeting its goals.
- My job makes good use of my skills and abilities.
- I am given a real opportunity to improve my skills in my company.
- I have had a performance appraisal in the last 12 months.
- I receive the training I need to perform my current job effectively.
- Where I work, employees are getting the training and development needed to keep up with customer demands.
- I feel there is a promising future for me at my company.

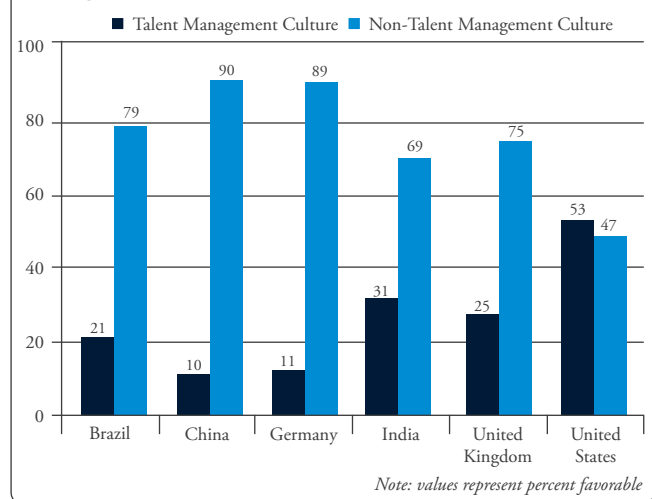
Survey items were rated using a 5-point Likert-like scale. The percent favorable is the percentage of people who chose either of the two most positive answers (typically “strongly agree” or “agree”).

The responses were categorized into two groups—talent management culture and non-talent management culture. To be considered in the talent management culture, the respondent had to answer, “strongly agree” or “agree” to all of the above items. Those in the non-talent management culture had to answer “neutral,” “disagree” or “strongly disagree” to all of the above items.

Survey Results

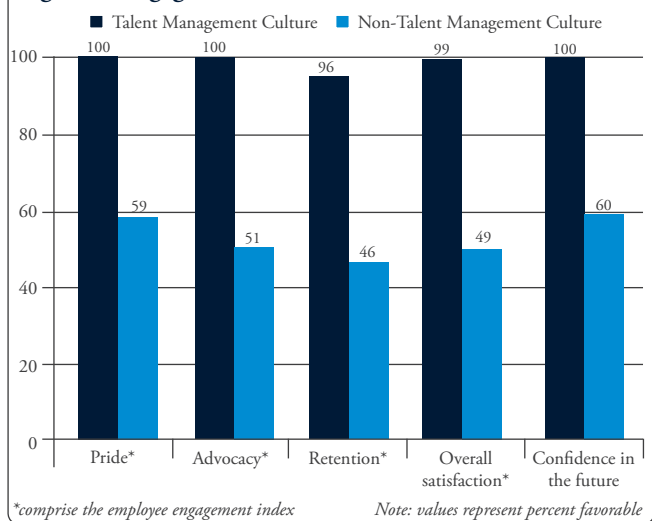
Respondents in the U.S. were more likely to report a higher proportion of organizations having talent management practices in place (see Figure 1). Respondents from Germany and China were the least likely to indicate their organization had talent management practices in place.

Figure 1: Country Comparison on Talent Management Culture

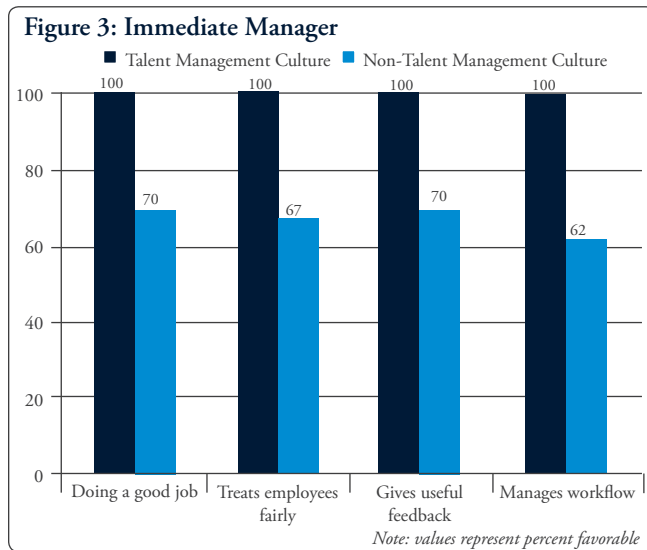


Those who work in a talent management culture are more likely to indicate they are engaged and have confidence in the organization’s future, relative to those who are not in a talent management culture (see Figure 2).

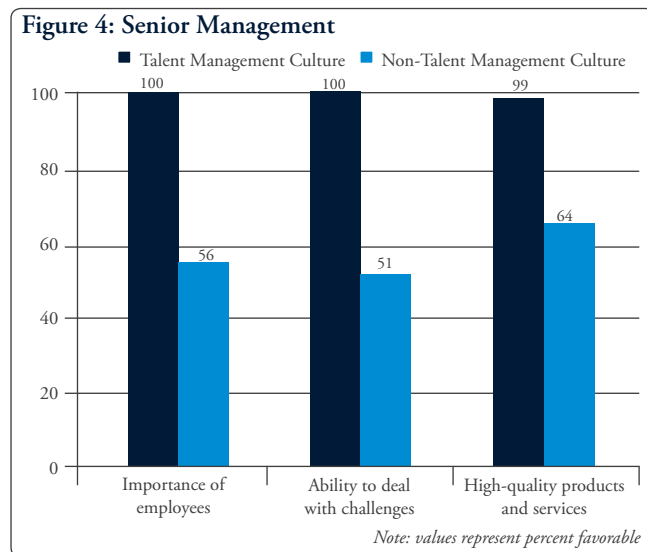
Figure 2: Engagement and Confidence in the Future



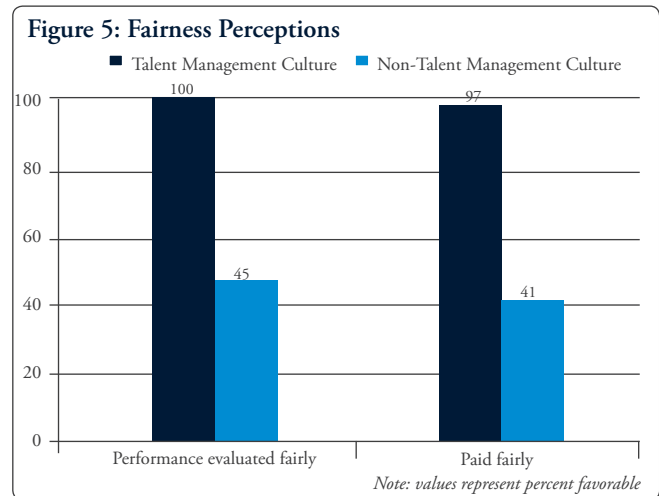
Respondents who indicated they work in a talent management culture were more likely to indicate their manager does a good job, treats employees fairly, gives useful feedback and manages the workflow (see Figure 3).



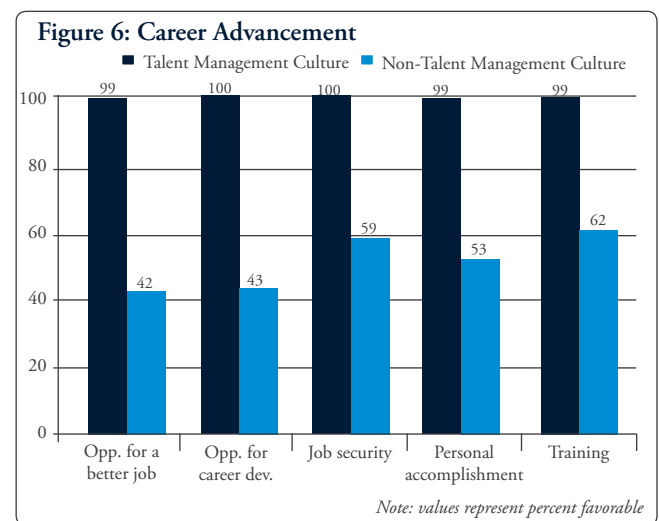
Respondents who indicated they work in a talent management culture had more favorable views of their senior management's expression of the importance of employees' ability to deal with challenges and commitment to high-quality experiences for customers (see Figure 4).



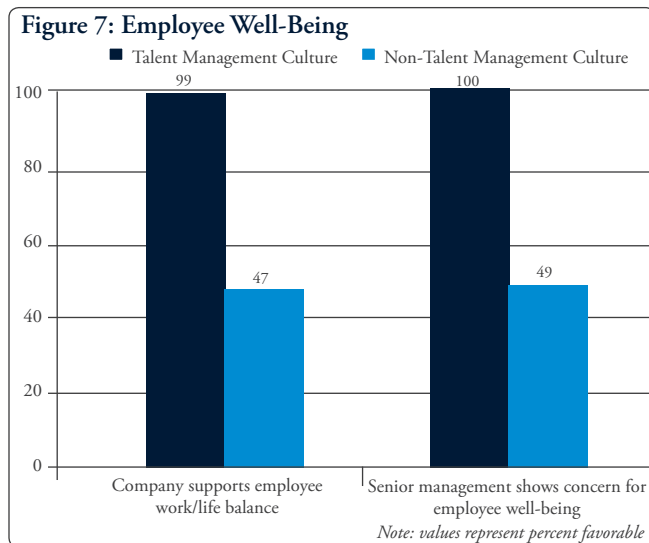
Respondents who indicated they work in a talent management culture felt their performance is evaluated more fairly relative to the respondents in a non-talent management culture. Similarly, respondents who indicated they work in a talent management culture were more likely to indicate they were paid fairly relative to respondents in a non-talent management culture (see Figure 5).



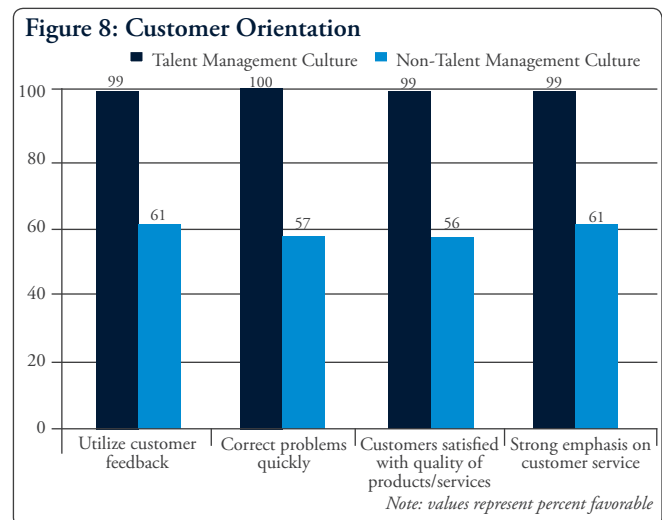
Respondents who indicated they work in a talent management culture felt they had opportunities to get a better job and for career development; they felt a sense of job security and personal accomplishment and were favorable with their views of the training opportunities (see Figure 6).



Respondents who indicated they work in a talent management culture were more likely to indicate their organization supported employees' efforts to have work/life balance and that senior management showed concern for employee well-being (see Figure 7).



Those who work in an organization with a talent management culture are more likely to indicate their organization has a strong focus on customers, integrate customer feedback in their work, have customers who are satisfied with the quality of the organization's products/services and work to correct customer problems quickly (see Figure 8).



About Kenexa

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

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