



The Kenexa® Research Institute Discovers That Four Out of Five Indians Have Confidence in Their Organization

Research conducted by the Kenexa® Research Institute (KRI) reveals that 81% of employees in India have confidence in their organizations. The results from a randomly selected group of more than 16,000 workers from 12 countries indicate that employees in India have the highest level of confidence in their organizations followed by those in the United States (76%), Brazil (75%), Russia and Canada (both 74%). Employees in Japan have the lowest levels of organizational confidence (46%).

Organizational confidence has two contributing factors: internal and external. Internal organizational confidence is defined as employees having confidence in their organization's future, believing their organizations are managed effectively and feeling that the products/services are of high quality. External organizational confidence is defined as employees believing their organization's products are sought after, that the organization is viewed as competitive and the industry in which the organization operates is considered robust and healthy.

The research indicates that Indians have confidence in their organization's future (83%), believe their organizations are managed effectively (84%) and feel that the products/services are of high quality (78%).

In September 2008, the results from India indicate that approximately four out of five employees felt confident that they were not at risk of being laid off and approximately three out of four believe there is a promising future for them at their organizations. However, Indian employees are slightly less positive about their current employer helping to prepare them with the necessary skills for the future (72%).

"The levels of optimism among the workers in India are quite high. In fact, across the 12 countries we studied, the results from India achieved the highest rank. Indian workers are very optimistic about the future of their organizations, their management and the products that they produce. The vast majority does not fear losing their jobs, and for those who do lose their jobs there is confidence in being able to find another," said Jeffrey Saltzman, Kenexa.

He continued, "While it may initially appear counter-intuitive, keeping your employees' skills sharp and making them more attractive to your competition makes them more attractive to you, resulting in longer retention of your best talent. An added benefit of doing this is that as word spreads, additional highly talented people will be attracted to apply for positions at your organization. Our results show that employees who do not feel they are receiving the training and development they need to keep their skills sharp are much more likely to seek employment elsewhere in the short-term and once their skills have deteriorated they then have a tendency to stay with their current employer."

Database Overview

This study was part of a larger quarterly study Kenexa undertakes to measure business conditions in major markets. Kenexa has an unequalled database of worldwide employee survey results from workers in Brazil, Canada, China, France, Germany, India, Italy, Japan, Russia, Spain, the United Kingdom and the United States that allows the company to provide exceptional insights to organizations of all sizes on a global basis. This business-critical information enables organizations to better maximise their overall performance.

Study Details

The survey questions are designed specifically to evaluate workers' confidence in their organizations—both internally and externally. The questions asked were:

Internal Organizational

- My organization is well led and the work is effectively managed.
- My organization produces high quality products and/or services.
- I have confidence in the future of my organization.

External Organizational

- My organization produces sought-after products and/or services.
- My organization competes well against others in its industry.
- The industry in which my organization operates is robust and healthy.

Internal Personal

- I currently feel confident that I will not be laid off from my job.
- I feel there is a promising future for me at my organization.
- My organization is helping me develop the skills that I will need in the future.

External Personal

- If I left my current job, my skills would allow me to find a similar job.
- If I left my current job, my skills would allow me to find another that paid me similarly or better than what I earn now.
- Other organizations are hiring people with skills and experience like mine.

Opinion 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 (“strongly agree” or “agree”).

Figure 1: Organizational Confidence by Country

Country	Organizational Confidence
India	81
United States	76
Brazil	75
Russia	74
Canada	74
Germany	70
United Kingdom	69
China	67
Spain	65
Italy	58
France	58
Japan	46

Organizational Confidence

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Figure 2: Organizational Confidence by Country

Organizational Confidence Components	% Favorable
Organization is well-led and effectively managed	84
Organization produces high quality	85
Confidence in the future of organization	83
Organization produces sought-after products/services	78
Organization competes well	80
Industry is robust and healthy	79
Confident will not be laid off	79
Promising future for one's self	74
Organization helps develop needed skills	72
Skills would allow to find a similar job	81
Skills would allow to find similar pay	81
Organizations are hiring people with similar skills/experiences	80

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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