



A Company's Reputation and Performance Influence Opinions of Senior Management

Research conducted by the Kenexa® Research Institute (KRI) evaluated workers' views of their companies' reputation and performance. 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.

The results from the latest cross-culture study indicate that among the six countries surveyed, 36% of workers believe their organization's reputation and performance have improved over the past 12 months. Comparatively speaking, workers in China are more likely (50%) to indicate their organization's reputation and performance are improving, while those in the United Kingdom (12%) are more likely to report that their organization's reputation and performance are declining.

Across all six countries, employees who believe their company's reputation and performance have improved also have more favorable opinions of their senior management. They are much more likely to feel that senior managers demonstrate employees are important to the success of the company, that management has the ability to deal with company challenges and provides employees with a clear picture of the company's direction. In addition, these employees are also more likely to believe that senior management supports and practices high standards of ethical conduct and is more trustworthy.

For all workers studied, having a strong reputation and improved performance favorably impacts how workers rate their pride in their organization, willingness to recommend it as a place to work and their overall job satisfaction. Additionally, if employees have favorable views of the organization's reputation

and performance, they are more likely to have confidence in the future of the organization and are less likely to state an intention to leave.

"The data support what most believe—that it really starts at the top. The importance of great leadership cannot be overstated. Whether playing little league baseball or competing on the global corporate stage, people have a deep yearning to be on a winning team. Maybe not always in the short-term, but certainly over the longer haul, winning teams are led by great leadership—capable, ethical leaders who view their workers as a source of great ideas and competitive strengths, and who make sure those same workers know what the company stands for and where it is headed," 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 question was designed specifically to evaluate how workers view their organization's performance and reputation. The questions asked were:

- How has your company's reputation changed during the past year?
- How has your company's performance changed during the past year?

KRI calculated workers' opinions on their company's reputation and performance.

Those with a rating corresponding to at least the “somewhat better” mark on the original 5-point rating scale, for both questions, were categorized as having an organization whose reputation and performance have improved. By this criterion, on average, 36% of workers studied currently rate both performance and reputation as having improved over the past 12 months.

Figure 1: Overall Ratings of Reputation and Performance

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	37	7
China	50	4
Germany	30	6
India	40	3
United Kingdom	31	12
United States	27	11
<i>Average</i>	<i>36</i>	<i>7</i>

Note: values represent percent favorable

Figure 2: Senior Management Demonstrates that Employees are Important to the Success of the Company

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	44	19
China	64	12
Germany	58	5
India	65	19
United Kingdom	51	8
United States	67	10

Note: values represent percent favorable

Figure 3: Senior Management at my Company has the Ability to Deal with the Challenges we Face

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	48	9
China	57	12
Germany	64	10
India	66	16
United Kingdom	62	12
United States	73	13

Note: values represent percent favorable

Those with a rating corresponding to “somewhat worse” or lower on the 5-point scale were categorized as having an organization whose reputation and performance have declined. By this criterion, on average 7% of workers studied rate both performance and reputation as having declined in the past 12 months. The differences between these two groups on other important measures were then calculated.

Figure 4: Senior Management Gives Employees a Clear Picture of the Direction the Company is Headed

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	43	15
China	62	17
Germany	52	7
India	59	19
United Kingdom	55	14
United States	64	13

Note: values represent percent favorable

Figure 5: When My Company’s Senior Management Says Something, You Can Believe It’s True

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	44	19
China	53	15
Germany	56	5
India	56	16
United Kingdom	44	9
United States	59	15

Note: values represent percent favorable

Figure 6: My Company’s Senior Management Supports and Practices High Standards of Ethical Conduct

Country	Improving Reputation and Performance	Declining Reputation and Performance
Brazil	44	19
China	53	15
Germany	56	5
India	56	16
United Kingdom	44	9
United States	59	15

Note: values represent percent favorable

Employee Engagement

The WorkTrends survey questions were designed to evaluate employee engagement. The questions asked were:

- I rarely think about looking for a new job with another company.
- I would gladly refer a good friend or family member to my company for employment.
- Overall, I am extremely satisfied with my company as a place to work.
- I am proud to tell people I work for my company.

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

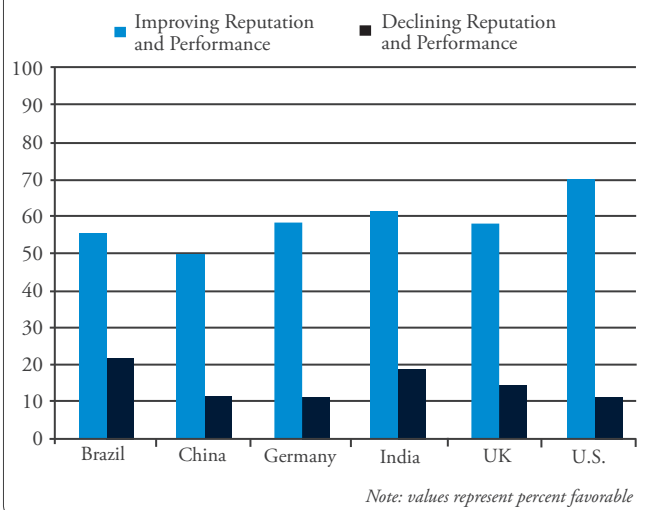
Employee engagement is calculated by averaging the percentage of favorable responses across these four items. This results in a single score that reflects the overall employee engagement.

Figure 7: Employee Engagement and Reputation and Performance

Improving Reputation and Performance	Brazil	China	Germany	India	UK	U.S.
Overall Satisfaction	51	54	56	61	57	67
Advocacy	59	49	58	58	60	72
Retention	42	44	59	45	45	59
Pride	67	54	61	80	66	81
<i>Average</i>	<i>55</i>	<i>50</i>	<i>58</i>	<i>61</i>	<i>57</i>	<i>70</i>

Declining Reputation and Performance	Brazil	China	Germany	India	UK	U.S.
Overall Satisfaction	12	7	8	16	10	8
Advocacy	24	7	5	13	8	8
Retention	17	10	18	6	15	10
Pride	35	20	13	37	19	19
<i>Average</i>	<i>26</i>	<i>8</i>	<i>14</i>	<i>18</i>	<i>16</i>	<i>17</i>

Figure 8: Overall Employee Engagement



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.

Media Contact

Jennifer Meyer, Kenexa
 1.800.391.9557
jennifer.meyer@kenexa.com

