



The Kenexa® Research Institute Finds That Employees' Confidence in Their Employers Varies Widely by Country

A new study conducted by the Kenexa® Research Institute (KRI), evaluated employees' confidence with their organizations. The results from a randomly selected group of more than 16,000 workers, from 12 countries, indicate that employees in India (82%) have the highest overall level of organizational confidence, followed by those in the United States, Russia and Brazil (all 74%). Employees in Japan have the lowest levels of confidence (48%).

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 organizations' products are sought after, that the organization is viewed as competitive and the industry in which the organization is operating in considered robust and healthy.

When compared to internal factors, external factors received higher, more favorable scores in most countries with the exception of Germany and India; they were equally rated in France. The countries with the largest differences between external factors and internal factors were Spain (7 points), Japan (6 points), Russia (6 points) and Italy (5 points), with each being more positive on external confidence factors.

Jeffrey Saltzman, M.A., said, "An examination of the differences or gaps, and not just the absolute numbers, gives us some indication of how employees view the desirability of their employers' products and competitiveness contrasted with how well they feel they are being managed and the future of their

organizations. Viewed in this manner, employees in Spain, Japan, Russia and Italy are leaning more strongly toward quality and attractiveness of their products, while employees in Germany and India lean more toward being effectively managed."

He continued, "However, Japan (44%), Italy (48%), France (57%) and the United Kingdom (58%), more traditional economies, had the greatest concerns about their employers' industries, while three rapidly expanding economies, India (79%), Brazil (73%) and China (70%) reported the most confidence."

Russia has the largest contrast (24 points) between having sought after products and industry health. Eighty-eight percent of the respondents indicate that their organizations' products are in demand, but only 64% indicate that their employers' industry is healthy.

Saltzman stated, "Russia has products that are critical to the world's economy, but the industries in which these organizations are operating are not necessarily viewed as healthy."

Study Details

This study was part of a larger quarterly study that 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 international organizations to better maximize their overall performance.

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

Internal

- 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

- 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.

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”).

Survey Results

Internal Organizational Confidence Index Scores

The Internal Organizational Confidence Index is calculated by averaging the percentage of favorable responses across three items. This results in a single score that reflects the overall strength of an employee's confidence in the internal success of their organization (Figure 1).

External Organizational Confidence Index Scores

The External Organizational Confidence Index is calculated by averaging the percentage of favorable responses across three items. This results in a single score that reflects the overall strength of an employee's confidence in the external viability of their organization (Figure 2).

Figure 1: Internal Organizational Confidence Index Scores

	Org well-led/ effectively managed	Org produces high quality	Confidence in future of organization	Internal Confidence
India	85	85	83	84
U.S.	65	80	73	73
Germany	65	77	75	72
Brazil	66	76	72	71
Russia	61	79	73	71
Canada	59	77	71	69
China	58	74	71	68
UK	59	76	66	67
Spain	54	64	68	62
France	51	68	60	60
Italy	49	64	58	57
Japan	39	58	38	45

Note: values represent percent favorable

Figure 2: External Organizational Confidence Index Scores

	Org well-led/ effectively managed	Org produces high quality	Confidence in future of organization	Internal Confidence
India	78	81	79	79
Russia	88	78	64	77
U.S.	80	81	66	76
Brazil	83	71	73	76
Canada	77	74	67	73
Germany	72	75	64	70
China	68	69	70	69
Spain	70	71	65	69
UK	73	74	58	68
Italy	74	65	48	62
France	64	58	57	60
Japan	58	52	44	51

Note: values represent percent favorable

Gap Between External and Internal Organizational Confidence Index Scores

The gap between External Organizational Confidence and Internal Organizational Confidence is the difference between the percent favorable responses for each respective dimension. This results in a single score that reflects the gap of an employee's confidence in the external viability of their organization compared to their feelings toward their organization's future (Figure 3).

Figure 3: Gap Between External and Internal Index Scores

	External Confidence	Internal Confidence	Gap
Spain	69	62	7
Japan	51	45	6
Russia	77	71	6
Brazil	76	71	5
Italy	62	57	5
Canada	73	69	4
U.S.	76	73	3
China	69	68	1
UK	68	67	1
France*	60	60	0
Germany**	70	72	-2
India**	79	84	-5

**no difference between internal and external factors*

***more favorable on internal factors*

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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