

**Press Release**

**Date**  
10.5.2019

## Changes to working relationships affect performance reviews and feedback at the workplace.

The Randstad Workmonitor survey for first quarter 2019 explores performance reviews and feedback in employment as well as the quarterly mobility index, fear of job loss and job satisfaction of Greek employees.

The annual performance review has for a long time been the only occurrence when an employee was reviewed by their direct manager, usually taking place at the end of the year or early in the new year. Since the working circumstances have changed and more informal working relationships now exist, we asked Greek participants of the latest Randstad Workmonitor survey about how performance reviews are currently conducted by their employer.

### real-time feedback

Although real-time feedback is finding its way onto the work floor globally (46%), in Greece only 34% of the respondents stated that employers use this method to review their workforce. Real-time feedback is defined as, when a system (such as mobile app, email notification, etc) is used to get more feedback right after an event, presentation or meeting. 65% state that they are able and feel comfortable to provide feedback to their manager (as well as receive feedback). From the survey, the ways in which a Greek employee can share their feedback is listed below. It should be noted that the survey results show that 26% of employees in Greece are never asked for their feedback.

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### at my employer, employees give their feedback

face to face	47%
via an online survey	11%
in writing on paper	16%
employees are not asked for feedback	26%

On a global level, 45% indicate that their employer organizes training on how to give and receive feedback. This happens most in India (78%) and least in Greece (27%).

At Randstad, we shifted from the annual performance review to having Great Conversations, approximately two years ago. Great Conversations encourage employees to exchange feedback both ways between managers and their direct reports while at the same time encouraging colleagues to do so with

one another. We also organize training sessions for our employees to help them get used to the new way of sharing and receiving feedback.

### **perception of giving and receiving feedback**

In Greece people consider giving and receiving feedback as a **good** thing, as it

- a) helps them in understanding their goals and how to achieve these (46%)
- b) supports learning and developing themselves (35%)
- c) improves communication (31%)

On the other side, it can also be perceived as a **bad** thing, as it

- a) makes them feel uncomfortable (27%)
- b) can be hard to not take negative feedback personally or they don't know how to react (26%)
- c) they don't know how to react (22%)

### **annual performance review**

As mentioned previously, the performance review traditionally took place once a year. And although real-time feedback is fast becoming the norm, globally most employees still perceive that an annual review also has its benefits. 89% of Greek employees state that within their company, employees are given a performance rating. 46% of the Greek respondents state that the performance review is a session for their manager to give feedback. Only 42% state they are able to have an open conversation with their manager. 49% agreed that they are encouraged to give feedback to their manager outside the regular performance review.

Although the majority of Greek respondents answered that they have at least one review once a year (37%), review frequencies vary from weekly (51%), monthly (11%), quarterly (9%), half-yearly (7%). 32% also stated they they never have performance reviews.

### **quarterly recurring observations**

#### **Mobility Index in Greece decreases slightly**

The Randstad labour market "mobility index" assesses the number of employees who expect to find another job within the next 6 months. This is based on the employee's current job satisfaction, their fear of being fired, their need to find new personal challenges and confidence in finding a job elsewhere.

In Greece, the results suggest Greek employees are not expecting to work for a different employer in the coming six months. The mobility index for Greece decreased by 1 point, from 105 to 104, in the first quarter of 2019. Globally the mobility index remained stable at 111. This quarter the mobility index increased most in Poland (+8), China & Hungary (+7), Chile, Italy and Germany (+6). Mobility decreased most in Austria (-7), Luxembourg (-5), Hong Kong and Malaysia (both at -4).

#### **Labour market in Greece**

The percentage of employees in Greece that actually changed jobs in the last six months decreased from 19.5% to 18% since fourth quarter 2018. Top reasons given for changing jobs are: better employment conditions (31%), changed jobs due to organisational circumstances (19%), personal desire for change (25%), personal circumstances (18%) and dissatisfaction with employer (16%). The percentage of people surveyed in Greece looking for a new job also decreased from 29% to 28%.

When asked, 35% of the Greek respondents stated they fear losing their job, a decrease of 4% since the fourth quarter 2018. 49% of the 18-24 age group fears losing their job the most, followed by 43% of the 55-67 age group.

According to the current survey findings, in Greece, job satisfaction increased since last quarter. 69% of Greek employees stated they are satisfied with their job.

You can find all previous Workmonitor reports [here](#).

### **About the Randstad Workmonitor**

The Randstad Workmonitor was launched in the Netherlands in 2003, and covers 34 countries around the world. The study encompasses Europe, Asia Pacific and the Americas. The Randstad Workmonitor is published four times a year, making both local and global trends in mobility visible over time.

The Workmonitor's Mobility Index, which tracks employee confidence and captures the likelihood of an employee changing jobs within the next 6 months, provides a comprehensive understanding of sentiments and trends in the job market. Besides mobility, the survey addresses employee satisfaction and personal motivation as well as a rotating set of themed questions.

The study is conducted online among employees aged 18-65, working a minimum of 24 hours a week in a paid job (not self-employed). The minimum sample size is 405 interviews for Greece. The Survey Sampling International (SSI) panel is used for sampling purposes. The 1st survey of 2019 was conducted from 30 January until 15 February 2019.

### **About Randstad**

Randstad is the global leader in the HR services industry. We support people and organizations in realizing their true potential. We do this by combining the power of today's technology with our passion for people. We call it Human Forward. Our services range from regular temporary Staffing and permanent placements to Inhouse Services, Professionals, and HR Solutions, including Recruitment Process Outsourcing, Managed Services Programs and outplacement. Randstad is active in 38 countries around the world and has top-three positions in almost half of these. In 2018, Randstad had on average 38,820 corporate employees and 4,826 branches and Inhouse locations. In 2018, Randstad generated revenue of € 23.8 billion and holds the world's number one position in its industry since November 2018. Randstad was founded in 1960 and is headquartered in Diemen, the Netherlands. Randstad N.V. is listed on the NYSE Euronext Amsterdam, where options for stocks in Randstad are also traded. For more information, see <https://www.randstad.com/>.