

preface

Dear client,

Welcome to the annual Randstad Salary, Benefits & Workplace Trends Survey report 2014-2015.

This report offers great insights into trends and developments impacting your business. The data has been collected from organizations in various industries, and was combined with salary statistics for the markets and geographic regions in which they operate, to present a comprehensive overview of what is going on.

From December 2014 to February 2015 our consultants interviewed 193 key decision makers and Human Resources executives across Turkey. The report explores topics related to macro-economic developments, recruitment strategies, compensation and benefits, as well as trends and innovation in the workplace.

The employment market is ever-changing since it is so connected to both the current volatility of the economic environment and demographic challenges. While organizations focus on their core business, they also need to plan for the future in order to strengthen their position in the market, remain successful and grasp opportunities when they arise. This report can assist you in taking those decisions.

The key findings of the survey can be found on pages 6– 11. To see how you compare to the (other) participants, please see page 16. From page 48 onwards you can catch up on how the current economy impacts the surveyed organizations and how salaries have evolved since last year. If you'd like to discuss any of these topics in more depth, please reach out to your Randstad consultant.

At Randstad, we continue to provide the high-quality talent you need to impact your organization's bottom-line and drive its future success. In our business, relationships are key and we extend a sincere 'thank you' to everyone who participated in this year's survey.

Kind regards,

Burak Erin,
Randstad Turkey,
General Manager

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key findings	company profile	participant profile
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HR and challenges	employment and recruitment strategies	trends and innovation at the workplace
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economic impact and outlook	salaries	
7 p.48	8 p.56	

structure of the report

In this report you will find:

- Key findings**
Overview of the main findings identified through the results of the survey.
- Company profile**
Here you will find details about the companies that have participated in the survey.
- Participant profile**
This section provides detailed information about the decision makers that have answered the questions.
- HR and challenges**
In this chapter, details are described regarding current and future challenges that affect or will be affecting HR and the organization. In addition, a description on how companies deal with skill shortage and the kind of benefits they offer to their employees.
- Employment and recruitment strategies**
Creates perspective on the sources and processes used to recruit and assess talent and explains whether companies are willing to hire temporary or permanent staff. Further this chapter illustrates the reasons why organizations could fail to attract top talent.
- Trends and innovation at the workplace**
This chapter relates to changes and new implementations at the workplace and recruitment process.
- Economic impact and outlook**
Provides information on how the current economic situation has an impact on the organizations' initiatives and their future perspectives.
- Salaries**
In this section, minimum, maximum and median salaries will be shown for each standardized function in the questionnaire.

key findings



workplace
trends report
2015

Turkey



I. General

This Salary, Benefits and Workplace Trends report, presents the results interviews among 90 key decision makers in Turkish organizations. The respondents participated in the surveys through in-depth interviews. Fieldwork took place from October 2014 until December 2014.

Most of the interviewed organizations (mostly in Healthcare or Industry sector) generated a turnover of up to 50 million euro in Turkey. 13% are part of a >500 million euro organization globally, which indicates that they are a multinational or are associated with one.

Zeroing in on the participant profiles, we observe that nearly all of them work in a HR department, in most cases as a “departmental manager”. Well over half of all respondents act as primary decision makers in their company’s hiring process. Most participants have worked with their current employer for a period up to 6 years. Many of them found their current job through personal contacts or referrals, followed by internal promotions and recruitment or search firms.

To keep up with current trends in business, many participants use professional networking sites such as LinkedIn. Conventional “networking” has clearly decreased as a means to keep aware of the latest business trends compared to last year. Even though nearly all participants are connected on LinkedIn, only one out of three is interested in job opportunities through this professional networking site.

II. HR and challenges

The 3 [most important challenges for Human Resources](#) in the coming year in Turkish organizations have been identified as: to retain top performers, to manage salary expectations and to develop talented leaders. Most participants rate the ability of their organization to meet these challenges fairly low to average.

When it comes to [managers](#), obviously expectations are high. The most important assets a manager should have are: a clear vision for the future, the ability to motivate and inspire others and strong analytical and problem solving skills.

Another important HR challenge in the coming year relates to the fact that over a third of all organizations expect having to deal with [skill shortages](#) in 2015. However less than expected in 2014, these issues need to be addressed. More than half of the participants say that they will try to attract more talent by improving the offered salary and benefits pack, followed by giving education and training.

If people leave the organization to build a career elsewhere, the top reasons given for their departure relate to the fact that they have received better offers elsewhere. About one out of four also indicated that they wanted to pursue a different career path and slightly less changed employers because they wanted more career development opportunities.



III. Attracting staff

Most respondents seem rather cautious when rating their organization's ability to attract top talent. The main reason why Turkish organizations would fail to attract top talent is that they offer too low salary and/or benefits.

In order to [find and recruit talent](#), most organizations rely on employee referrals, but also on the services of recruitment or search firms. Also frequently used are job boards and LinkedIn. Ranked by effectiveness, job boards clearly comes out first.

The [staff turnover](#) in Turkish companies is less than 5% in most surveyed organizations. Nevertheless, nearly one out of ten experience a staff turnover of more than 35 percent. Most respondents estimate job turnover to be highest among employees with more than 5 years of seniority within their organizations. This implies that they generally succeed in engaging and motivating staff on a long-term basis. However, employees with a lower seniority tend to leave their current employer more than last year: turnover among people with a seniority of up to 2 years is estimated to be 25%.

In 2015, 74 percent of participants are planning to [hire more permanent staff](#). Almost half of the surveyed companies also plan to increase headcount on a temporary (interim) basis. (Permanent) recruitment will occur especially in the following departments: Sales, IT/Technology, Marketing/ Communications and Accounting/Finance.

Compared to last year, it took about the same amount of time for employers to [find the right talent](#) for permanent positions. On average, most permanent vacancies were filled in 1 to 3 months, even if organizations rate their own ability to attract top talent fairly low.

The most [common practices](#) during hiring processes in Turkish organizations include personal and CV interviews, followed by competence based interviews, tests and reference checks.





IV. Trends and innovation at the workplace

Currently having up to three **different generations in workforce planning** entails a great challenge for HR management. As a result, organizations have to try different (innovative) recruitment methods and have to implement unique work policies for the different working generations.

The most frequently used **innovative recruitment methods** used in Turkey to attract top talent include social and professional networks. When it comes to workplace changes, organizations most often manage them by informing their people early and often (40%), but also by involving them into the change (38%) and by building up a specific strategy to implement change (37%). In other words, a changing workplace is influenced and directed throughout all levels of the organization.

During the last three years, changes that have already took place in many of the surveyed organizations include the addition of new duties to existing jobs, increasing internal career opportunities and creating a better working atmosphere. Changes concerning the way of working most frequently include the implementation of a broader and more embedded collaboration, the development of specific technologies to make smarter working practices valuable or “learning organizations”.

Almost half of all participants indicate that their organizations are prepared for a 3-generation work planning. This is twice the proportion of participants compared to last year. Different working policies for the three working generations are defined. For the younger group, Generation Y, focus is on job variation and Generation X workers will gain access to specific career development plans. The working policy for the oldest group, baby boomers, focuses on keeping these employees engaged by repeatedly offering periods of work and leisure and more flexibility at work.

V. Economic impact and outlook

The **current economic climate** in Turkey has a diverse impact on the surveyed organizations. According to 32% of the participants, business has improved or increased due to the current economy, while 23% indicates that their business has worsened or decreased.

The Turkish economic situation in the surveyed organizations mainly resulted in **the recruitment of new employees**, most frequently in Sales departments, but also in Accounting/Finance, Procurement, Engineering and Marketing/Communication areas. Indeed, there was recruitment last year in 99% of the surveyed organizations. On the other hand, a higher proportion of organizations had to lay off employees in 2014 as a result of the economic situation (compared to 2013).

The interviewed Turkish organizations are generally **optimistic** when making estimations of their **sales volume development for 2015**: almost one out of four thinks that this volume will grow by more than 15 percent. In total, only 4% of participants anticipates economic decline for their company in 2015. Indeed, the majority expects growth and over one out of four expects stability.



“Turkish organizations are generally optimistic about their sales volume development in 2015.”

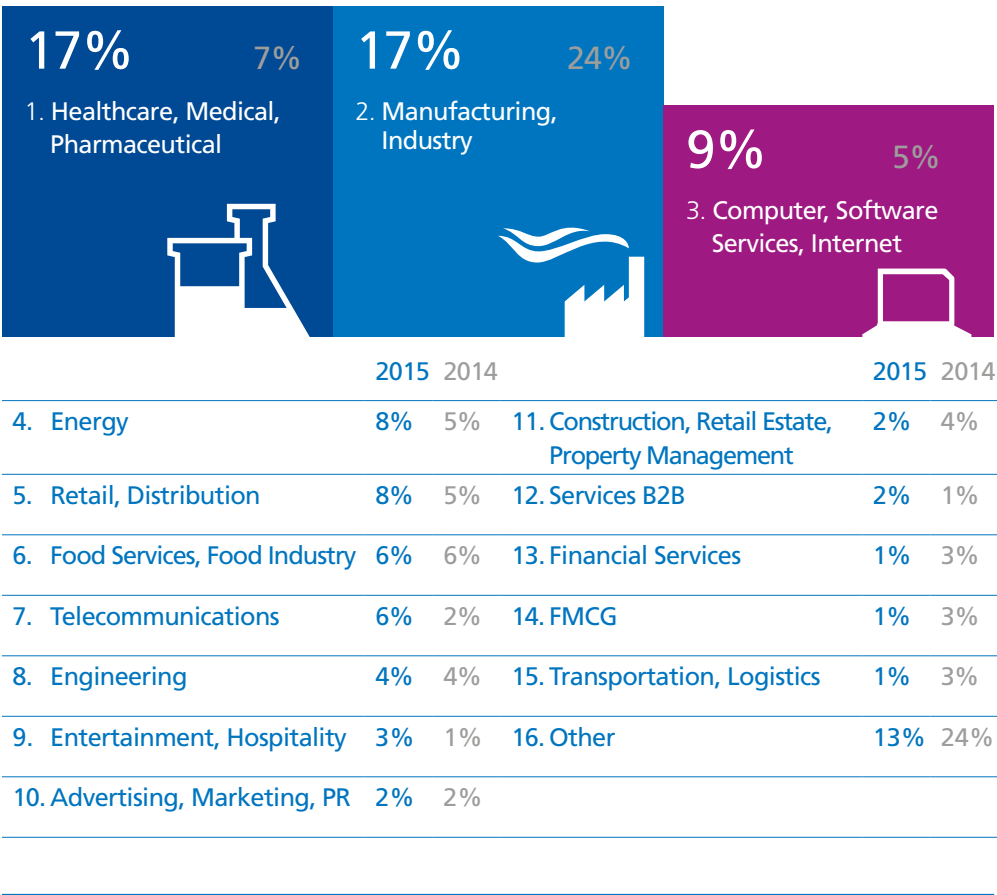
company profile



“This report covers results from local to multinational organizations in Turkey from many different industries.”

This section shows an overview of the organizations that took part in the survey. It provides information about the size of the company, the industry it is operating in, the number of employees within the organization and per department.

Figure 2.1 Which industry best describes your company's business?



The largest proportion of organizations in our sample belongs to the Healthcare, Medical, Pharmaceutical and Manufacturing, Industry sectors as shown in figure 2.1.

Figure 2.2 Company size (sales revenue) in Turkey

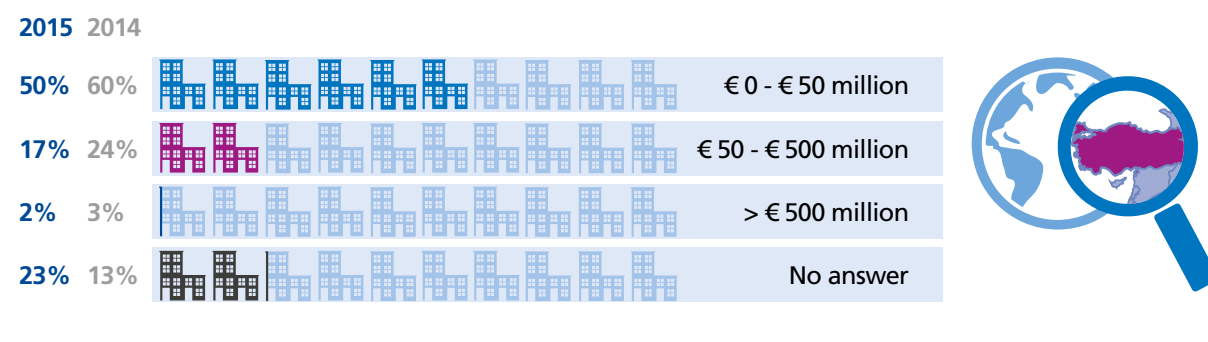


Figure 2.3 Company size overall worldwide



Most of the organizations surveyed generated a turnover of €0 - €50 million in Turkey. Only 2% is found above the 500 million euro limit in Turkey. If we take a closer look at the overall size (globally) of the surveyed organizations, we see that just over one out of ten are part of a > €500 million organization. This implies that they belong to (part of) a multinational company or are associated with one, but are mostly smaller in Turkey (as illustrated in fig. 2.2 and 2.3).

Over half of all organizations surveyed have a workforce of up to 100 employees and only 6% operated a large workforce of over 1,000 employees (fig. 2.4.).

When zooming in on the number of employees per department, we learn that smaller departments with up to 10 employees are the most common. Sales & Marketing departments are more likely to have a somewhat larger occupation (fig. 2.5).

Figure 2.4 Number of employees in company in Turkey

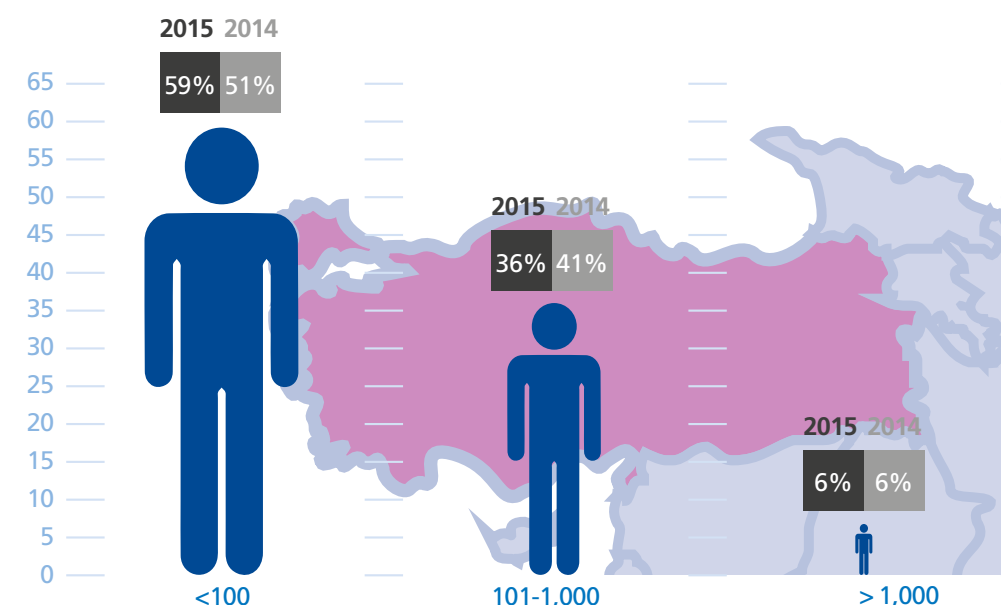
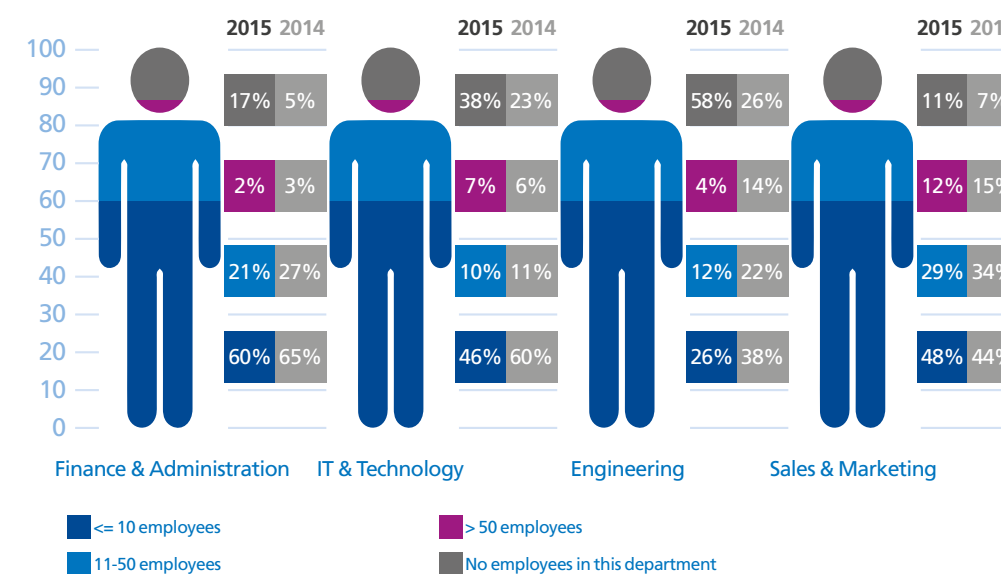


Figure 2.5 Number of employees per department



participant profile



“Most participants to this survey are responsible for making final decisions in their organizations’ recruitment processes. Most of them keep up with new trends through professional networking sites such as LinkedIn.”

This chapter provides descriptive information about the interviewees. Their department, function and the number of staff members that are reporting to them are taken into account. Furthermore, this chapter provides information on how respondents found their current position, how they participate in recruitment processes and what networking sites they follow up on.

Figure 3.1 Department

Total	2015	2014
■ Human Resources	63%	85%
■ Sales, Marketing	8%	7%
■ Finance	6%	3%
■ Engineering	1%	1%
■ Other	22%	5%

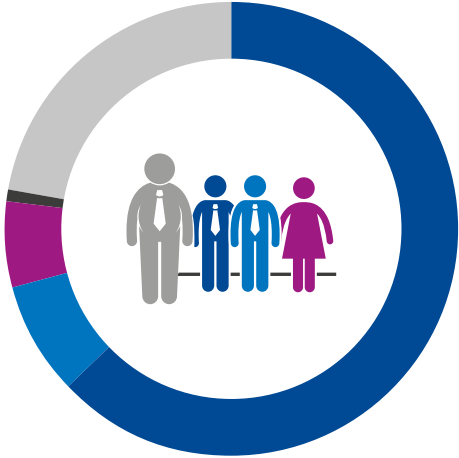


Figure 3.2 Job level title

Total	2015	2014
■ Management level	38%	40%
■ CEO, CFO, COO level	16%	9%
■ Supervisor level	14%	16%
■ Director level	11%	12%
■ Employee level	7%	18%
■ Vice President level	2%	1%
■ Other	12%	4%

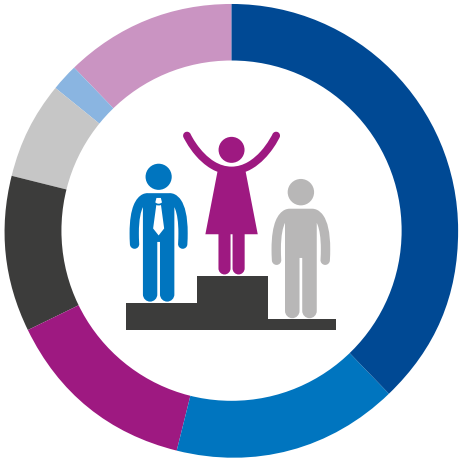


Fig. 3.1 illustrates that most respondents work in a Human Resources department and 8% in a Sales & Marketing department. No participant worked in an IT/Technology or Procurement department. Most respondents hold a Management title (38%), followed at a distance by participants at CEO, CFO or COO level (fig. 3.2).

The majority of participants have worked in their current organization for a period up to 6 years. Only one out of ten have a high seniority in their company of more than 10 years (fig. 3.3).

Personal contacts or referrals helped almost one third of the participants to find their current position. Internal promotions and the use of recruitment or search firms follow, but only for over a tenth of respondents. No one has found their job through more traditional print advertisements or job fairs, but neither via social media such as LinkedIn, Twitter or Plaxo (fig. 3.4).

Figure 3.3 Seniority in current company

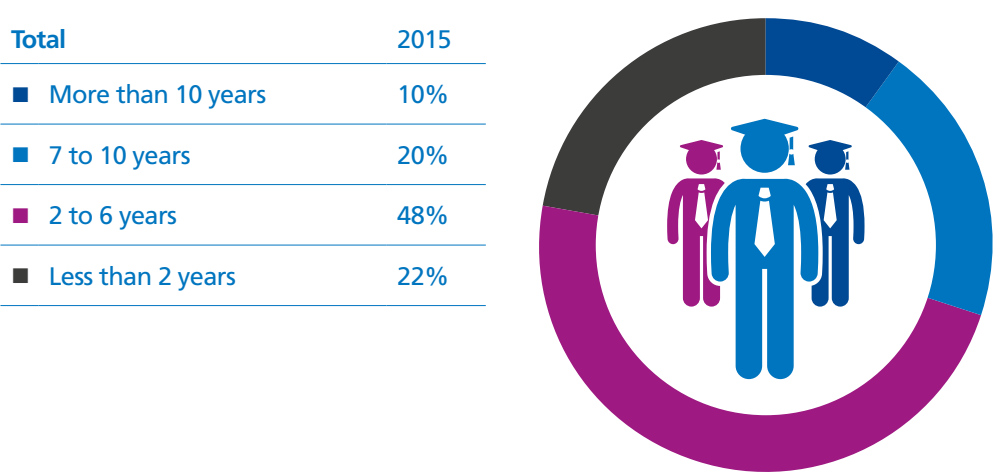


Figure 3.4 How did you find your current position?

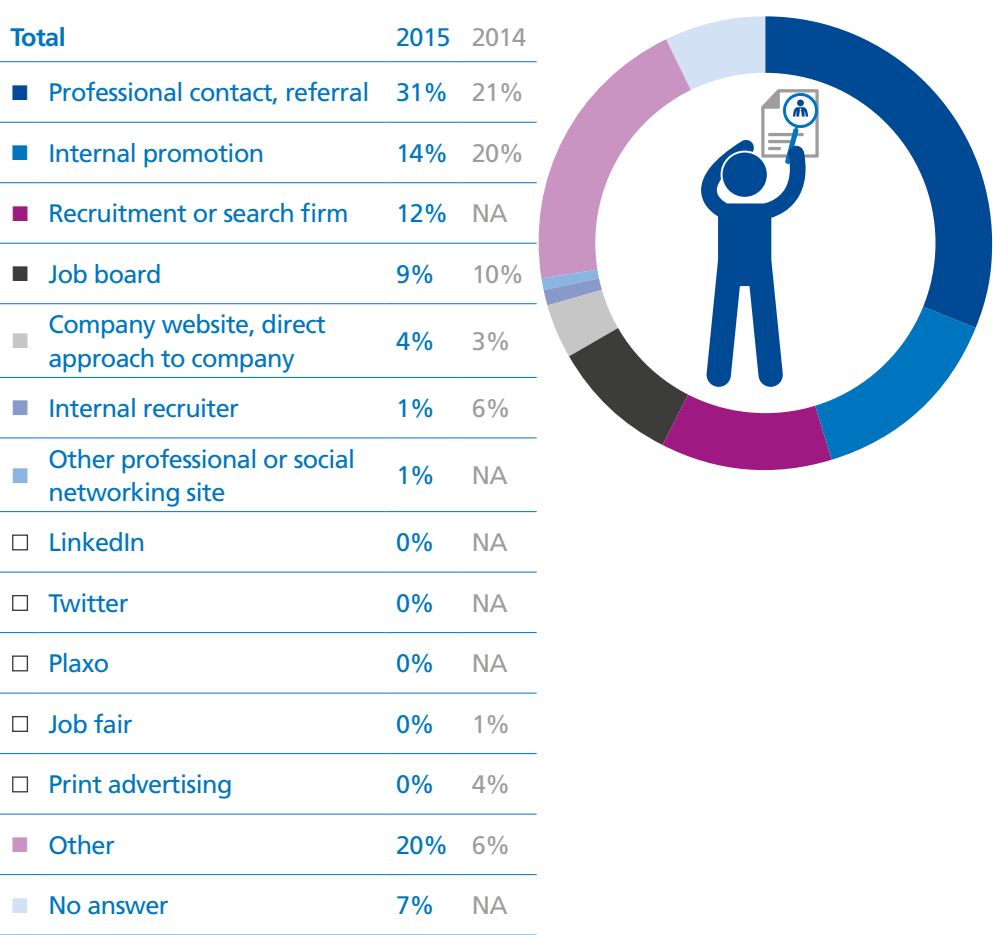
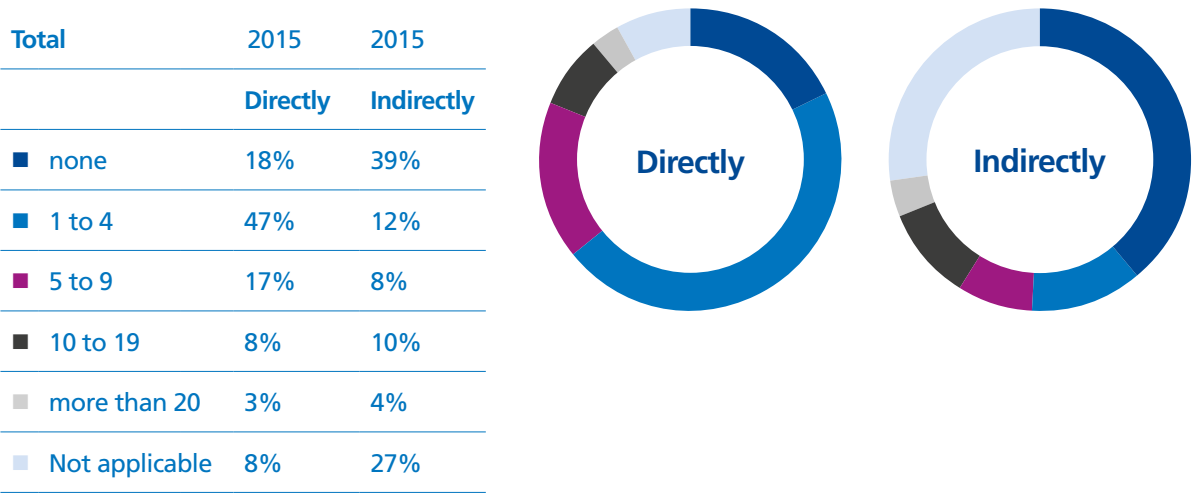


Figure 3.5 Direct or indirect reports



Most participants have up to 4 people reporting to them directly. Almost one out of three also has up to 19 staff members reporting to them indirectly as seen in fig. 3.5.

Fig 3.6 illustrates that 59 percent of respondents act as primary decision maker in the hiring process and 38% makes recommendations in the hiring process. Only few participants have no significant influence in the process of recruitment in their organization.

Figure 3.6 Participation in hiring process

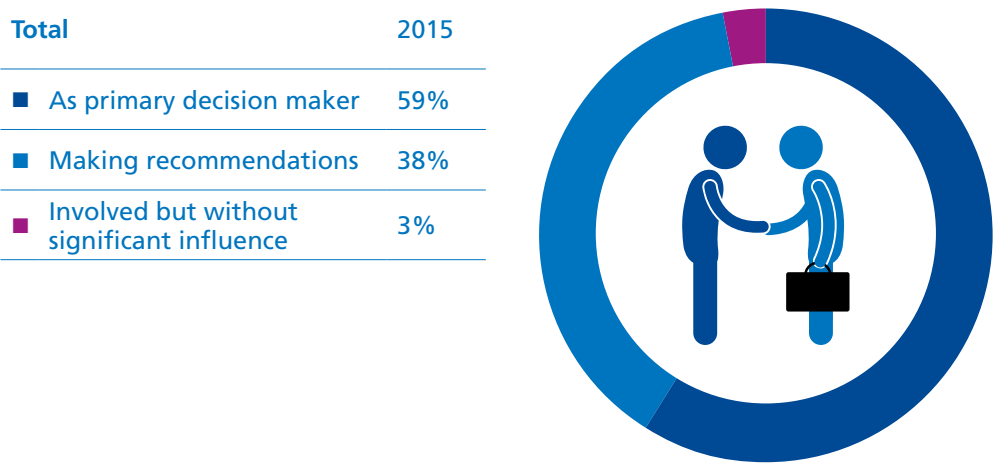
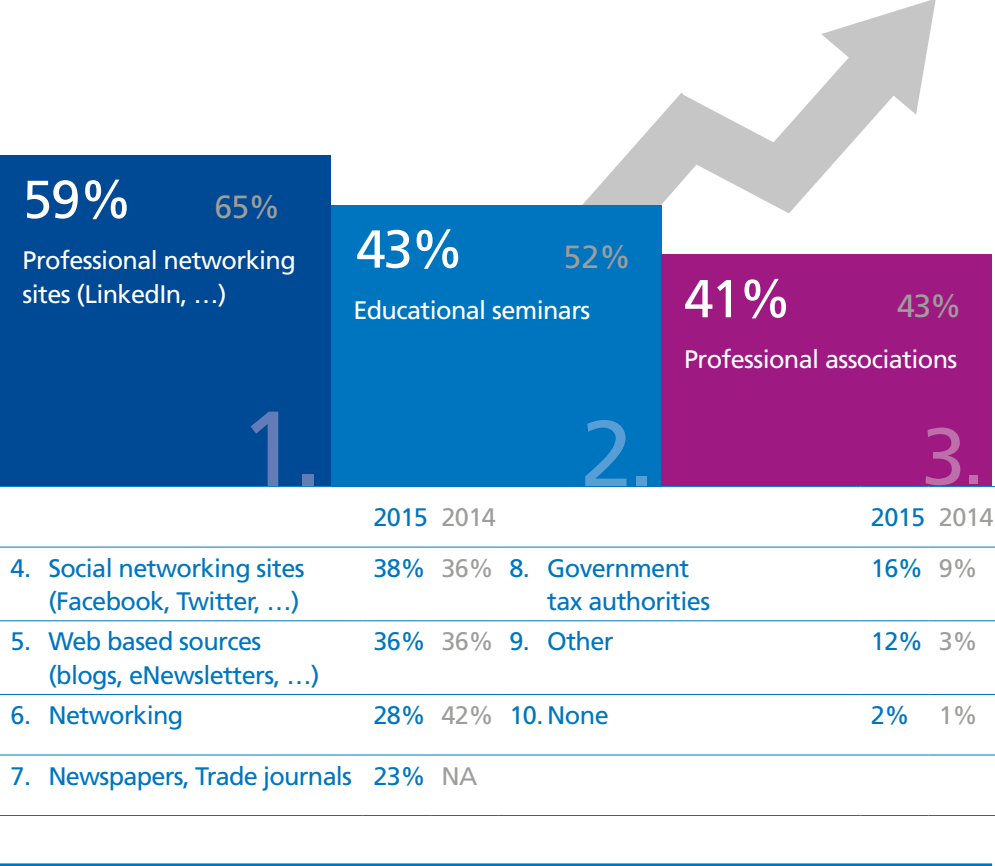
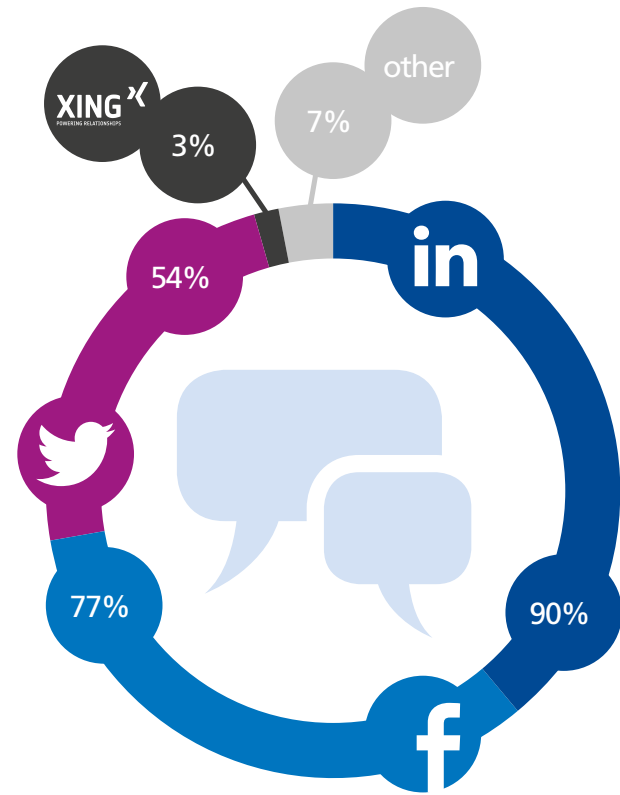


Figure 3.7 Most frequently used resources to keep current on trends in your business



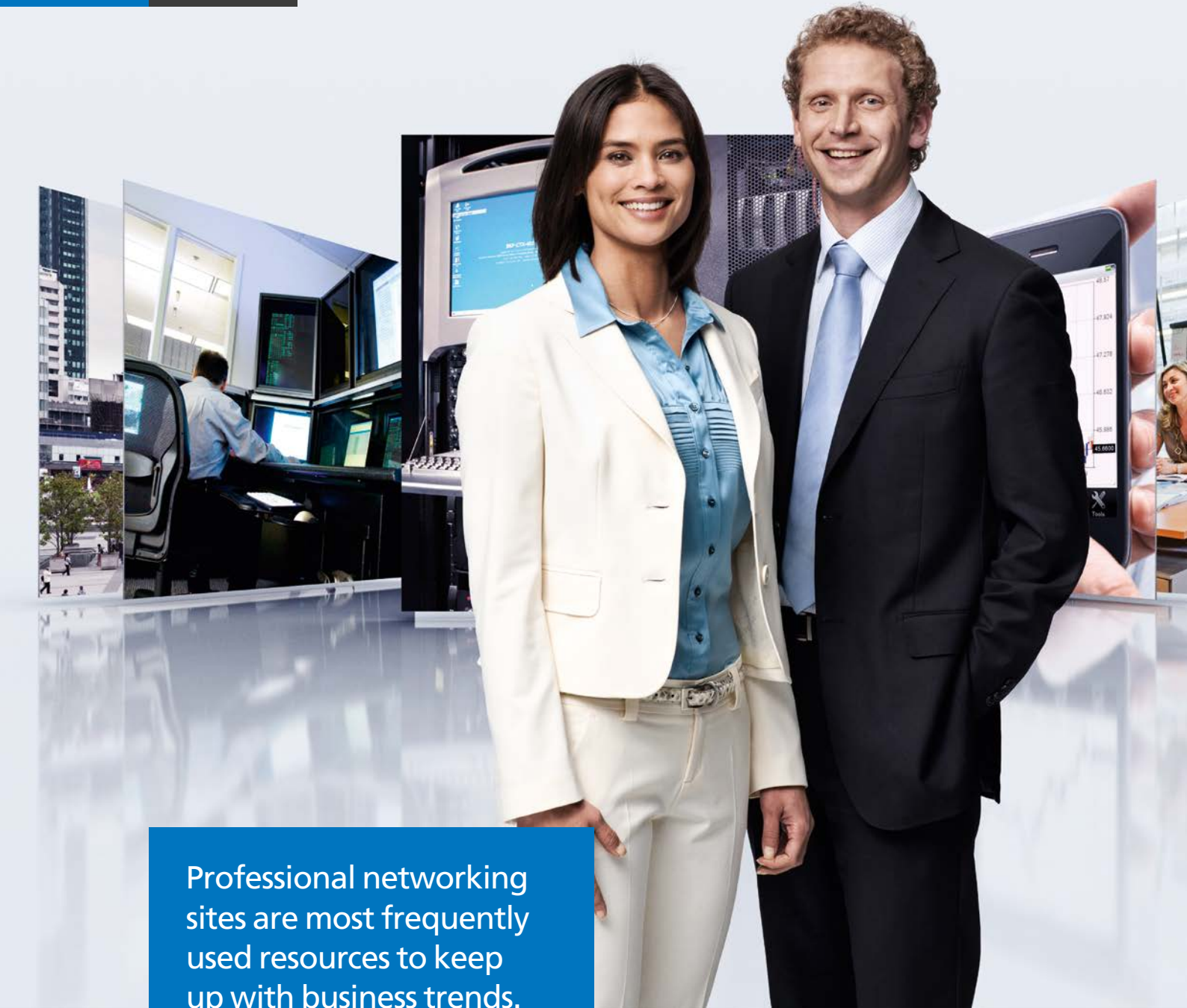
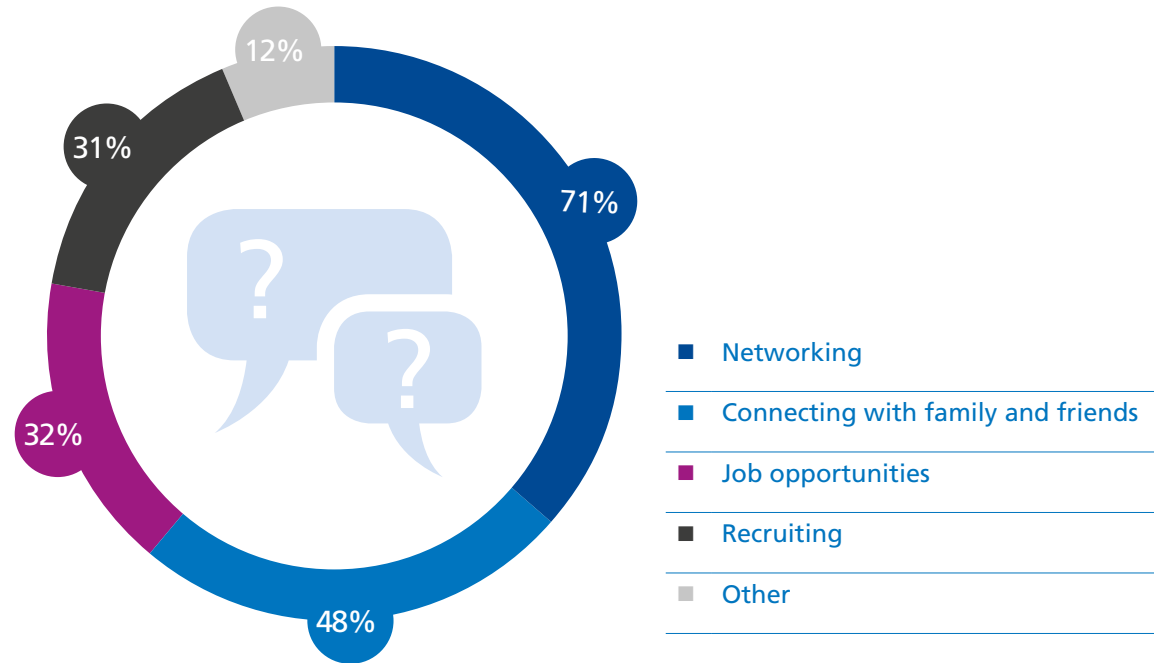
To keep up with current business trends, many participants use professional networking sites such as LinkedIn. A great proportion of respondents also seek refuge in educational seminars, a more traditional way to network (43%) as shown in fig. 3.7. Newer ways to network such as social networking sites (Facebook, Twitter, etc.) are used slightly more than last year (+2%), while conventional networking has clearly decreased as a means to keep aware of the latest trends in business (28% vs. 42% last year).

Figure 3.8a Membership of networking sites



Accordingly, nearly all participants have a membership on LinkedIn. Facebook and Twitter come in on second and third place. The main reason why they are a member of these sites is networking. Nearly half of participants who access these networking sites also do so to connect with family and friends. Only one out of three is mainly interested in job opportunities or connects to networking sites as a helpful tool in the recruiting process.

Figure 3.8b Membership of networking sites - why?



Professional networking sites are most frequently used resources to keep up with business trends. More conventional methods (seminars and associations) also remain popular.

HR and challenges



workplace
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2015

Turkey



“Retaining top performers is the most challenging quest for HR in 2015, especially since over one third of Turkish organizations expects a shortage in skills.”

This chapter provides a detailed overview of some of the Human Resources challenges companies encounter in the current economic climate, such as skill shortages. Different topics will be focused on: what are the most important leadership competencies for managers, what benefits are offered most to employees, what are the most frequent reasons for employees to leave their current employer and how will the participants tackle skill shortages in the future?

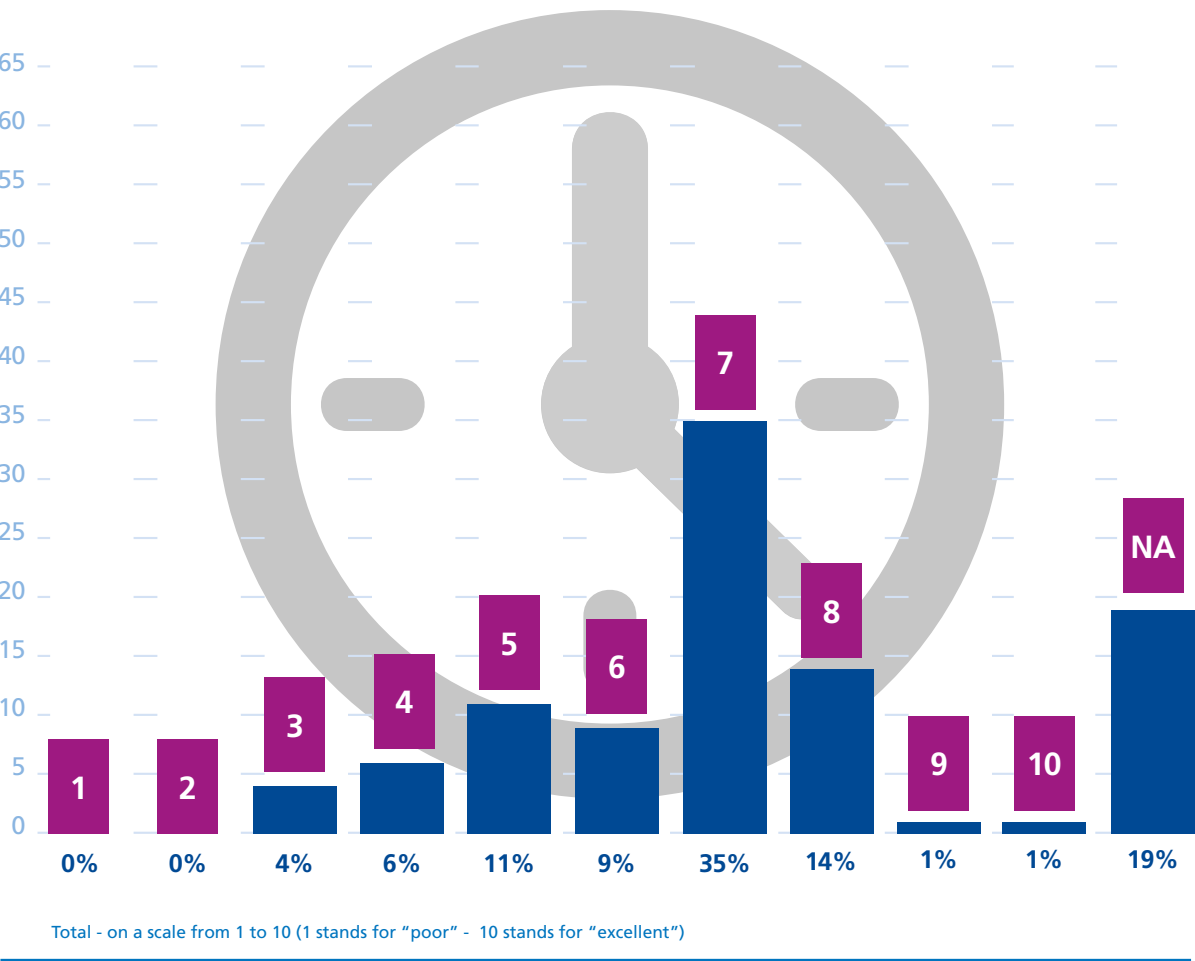
Figure 4.1a HR challenges your organization will face in 2015

Total	Total		low priority		mid priority		high priority	
Retaining top performers	69%	80%	21%	17%	31%	38%	48%	45%
Managing salary expectations	69%	81%	16%	11%	48%	49%	36%	40%
Developing talented leaders	59%	69%	34%	13%	38%	42%	28%	45%
Keeping employees well informed	58%	73%	15%	14%	56%	47%	29%	39%
Creating and maintaining a good working environment	54%	71%	47%	30%	37%	40%	16%	30%
Attracting talent for next phase of growth	53%	72%	19%	22%	56%	41%	25%	37%
Increasing performance & productivity	53%	68%	35%	15%	44%	49%	21%	36%
Avoid losing top talent to competitors	53%	65%	42%	36%	33%	36%	25%	28%
Managing skill shortage	48%	63%	47%	30%	33%	44%	21%	26%
Managing internal change programs	43%	59%	69%	35%	18%	36%	13%	29%
Internal/External mobility	7%	NA	33%	NA	67%	NA	0%	NA
Other	6%	1%						
None of the above	10%	NA						

Figures in grey are 2014, other colors are 2015

The top 3 challenges within HR for the coming year in Turkish organizations are to retain top performers, to manage salary expectations and to develop talented leaders. All of these challenges have mostly high priority in the surveyed organizations, even if the managing of salary expectations is more often considered as less urgent, as shown in fig. 4.1a. Challenges concerning internal or external mobility are of lesser concern to most participants. Compared to last year, keeping employees well informed will be a clearly less important challenge in 2015.

Figure 4.1b Ability of your organization to meet these challenges



As shown by fig. 4.1b, most participants rate the ability of their organization to meet these HR challenges fairly low to average. Only very few organizations seem to be excellently able to handle the challenges in the coming year.

Figure 4.2 The most important leadership competencies for managers

	Total	low		mid		high	
Having a vision for the future	83%	85%	0%	4%	17%	26%	83%
Ability to motivate and inspire others	78%	93%	1%	6%	14%	21%	84%
Having analytical and problem solving skills	72%	87%	0%	7%	25%	18%	75%
Ability to innovate and drive creativity	71%	87%	6%	4%	28%	38%	66%
Adapting to changing business demands	69%	82%	3%	4%	29%	35%	68%
Building trusted relationships	69%	79%	2%	3%	19%	28%	79%
Other	9%	0%					

Figures in grey are 2014, other colors are 2015

When it comes to managers, the majority of participants indicate that the most important asset a manager should have is a clear vision for the future, reflecting the need of organizations to have a strong growth strategy for the future. Besides a vision for the future, managers should also be able to motivate and inspire others (78%) and to have strong analytical and problem solving skills (72%).

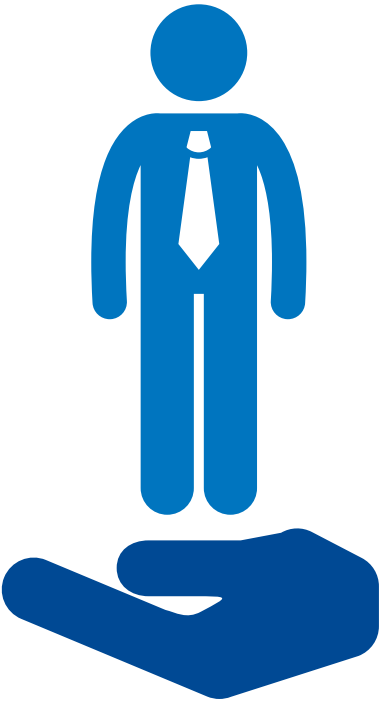


Figure 4.3a Do you expect skill shortages in 2015?

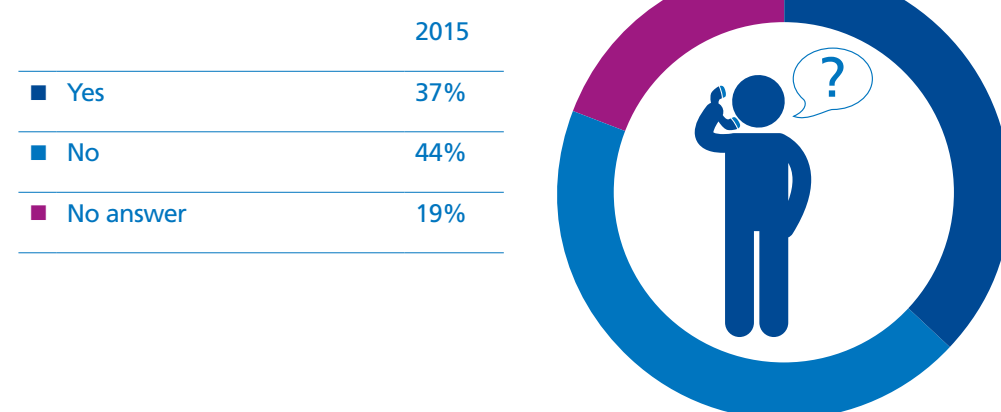
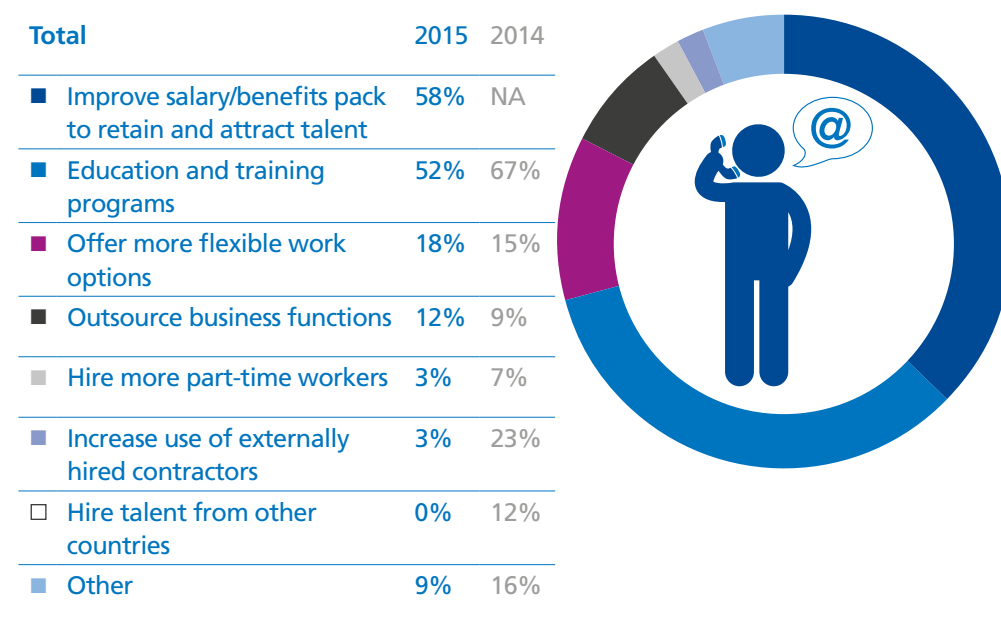


Figure 4.3b How will you address skill shortages in 2015?



In total, 37% of all respondents expect having to deal with skill shortages in 2015, which is less than last year (48%).

To address these shortages, more than half of participants say that they will try to attract more talent by improving salary and benefits offered to them, followed by education and training programs. Only less than one out of five organizations will give more flexibility to their (potential) employees.

Regarding currently offered benefits in the organizations (next to the regular wages), most Turkish organizations also offer bonuses to their employees. Just over half of all organizations also give their employees access to career development opportunities and medical insurances. Only few companies offer disability insurance or lunch subsidiaries (fig. 4.4).

Figure 4.4 Benefits offered in your organization

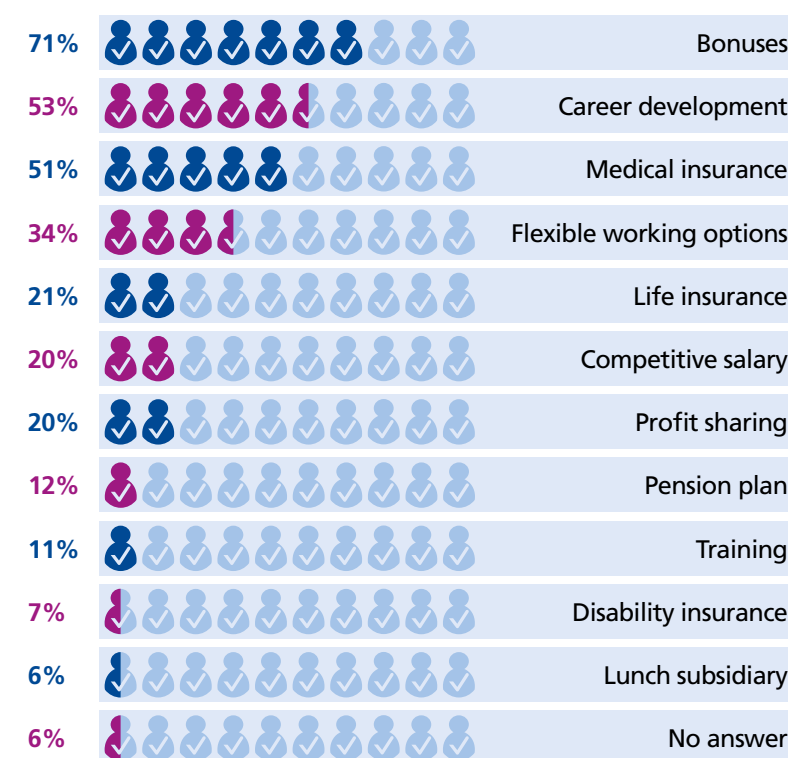
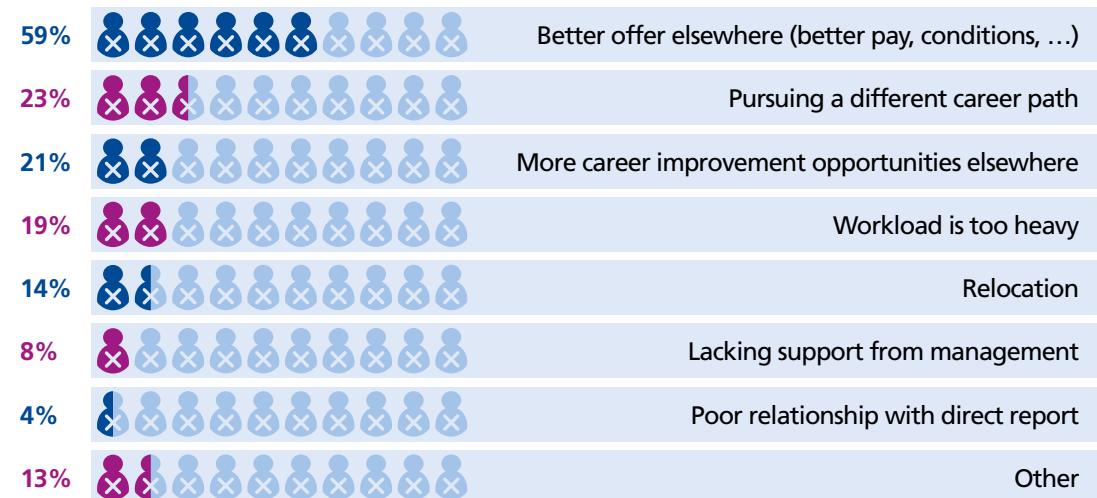
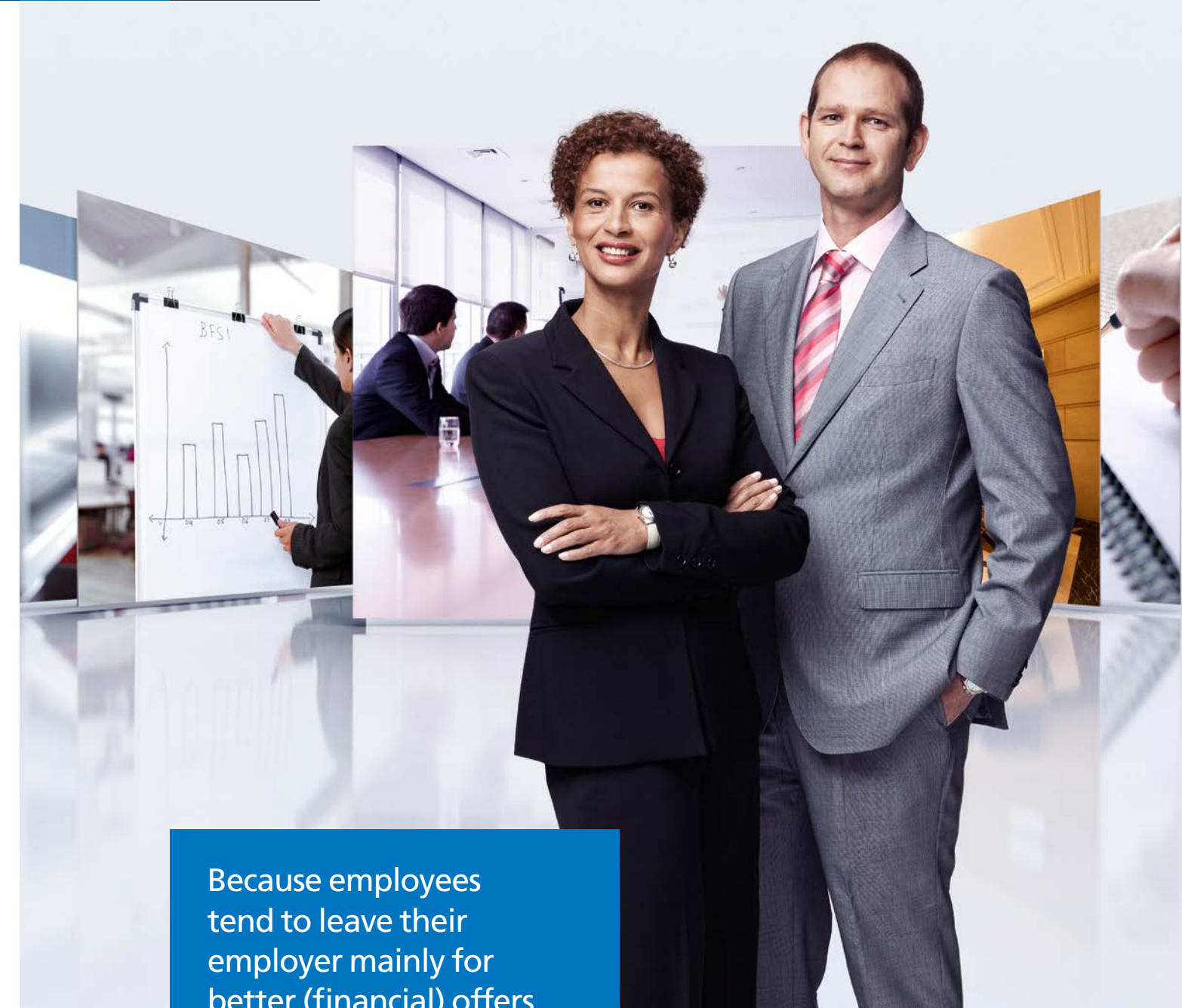




Figure 4.5 Top reasons for leaving



Sadly, it is not always possible to retain all employees and there is always some turnover of staff in most organizations. In the Turkish organizations that were surveyed, the top reasons employees give for leaving their employer relate mostly to the fact that they have received a better offer elsewhere (better pay, conditions, etc.). About one out of four employees indicated that they wanted to pursue a different career path and slightly less changed employers because of career reasons (more development opportunities elsewhere). Almost one out of five left because their workload was too heavy. Few people leave their job because of poor relationships with their direct supervisor (fig 4.5).



Because employees tend to leave their employer mainly for better (financial) offers elsewhere, keeping their best people is a major challenge for Turkish organizations.

attracting staff



workplace
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2015

Turkey



"Despite having to deal with a tight talent pool in 2015, most organizations still plan to increase permanent headcount much more than their intentions to hire temporary or interim professionals."

5

In this section focus lies on ways in which organizations recruit and attract talented staff. To create a broader background, details are shown on why organizations do not succeed in attracting top talent and how they rate their organization's turnover of staff. Forecasts are shown on the organizations' future hiring intentions and the most important practices used in recruitment processes.

Most respondents seem cautious when rating their organization's ability to attract top talent and averagely give a score of 7 out of 10, where 1 stands for "poor" and 10 stands for "excellent".

Figure 5.1a Ability to attract top talent

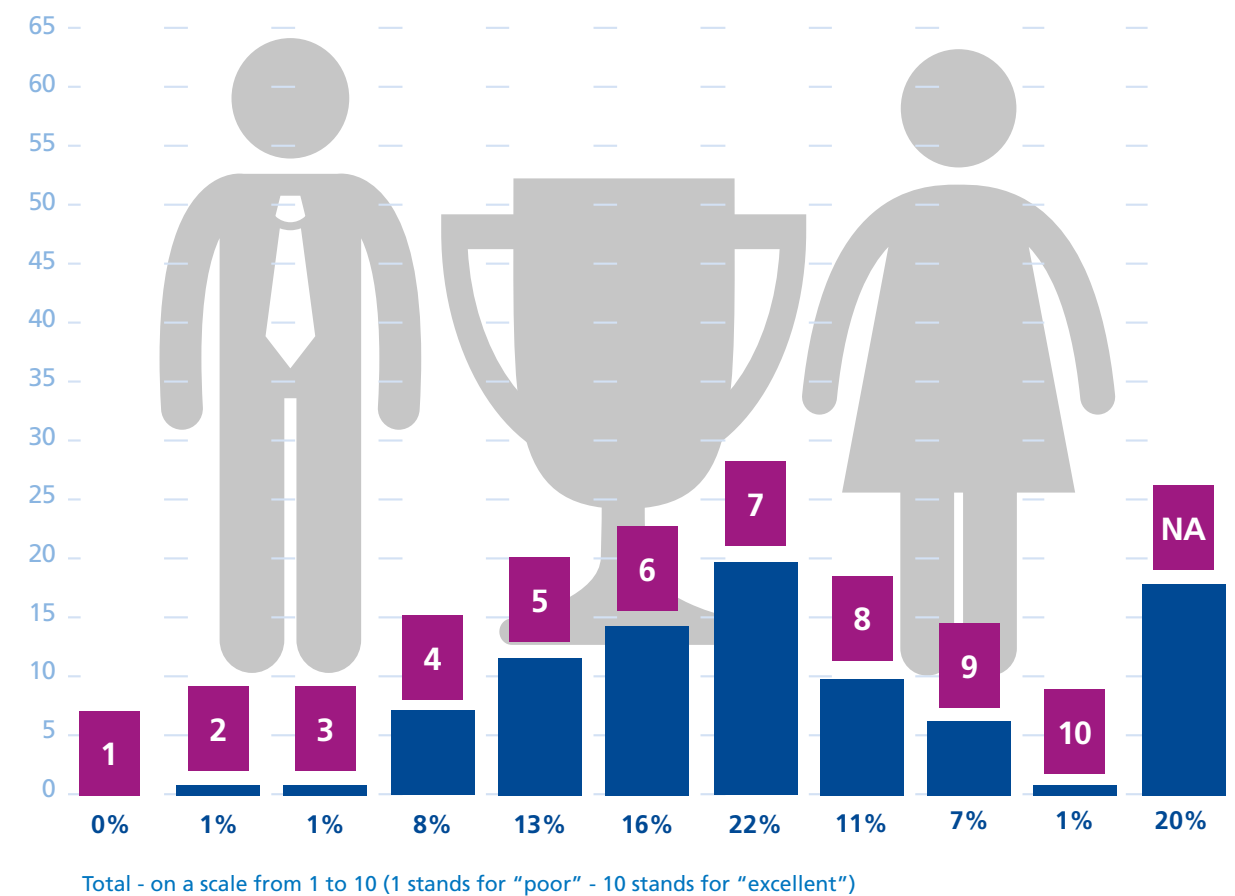
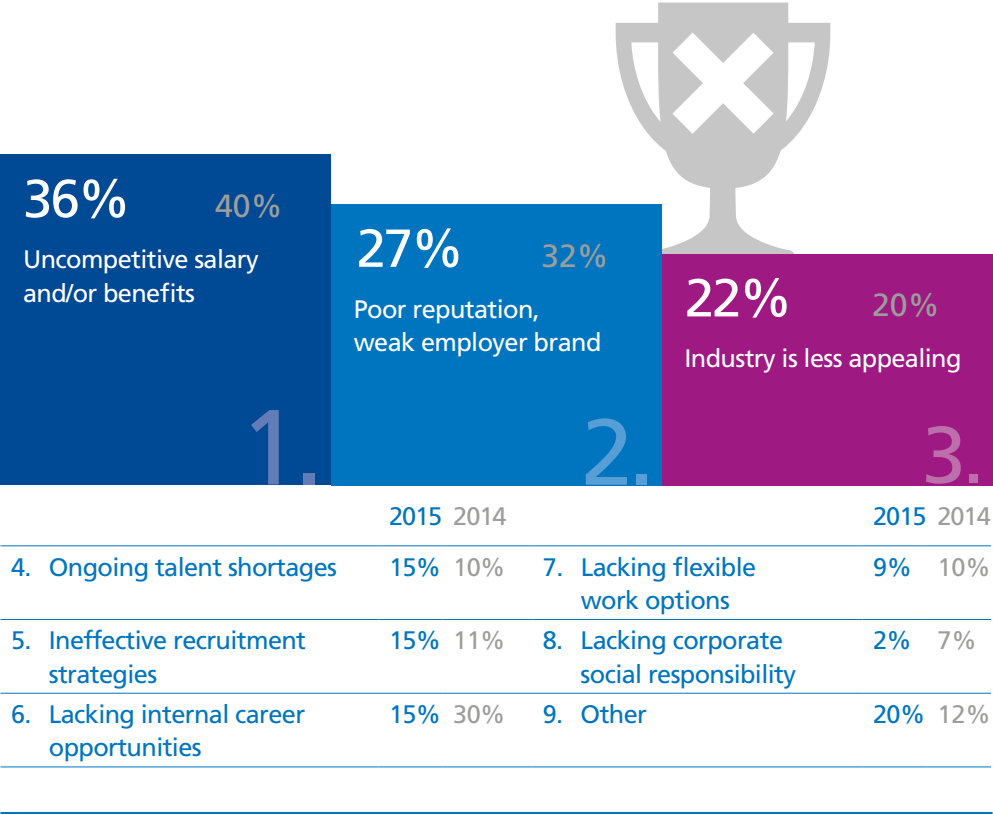


Figure 5.1b What could be reasons for your organization to fail to attract top talent?



As illustrated in fig 5.1b, uncompetitive salary and/or benefits offered is the main reason why organizations fail to attract top talent (36%). Last year, a weak employer brand was the reason for the inability to attract talent for one third of organizations while this is currently the case for 27 percent. One out of five attributes their organization's inability to attract the right people to the industry being less appealing in general.

Fig 5.2 illustrates that the most used sources to recruit talent include employee referrals (66%), recruitment or search firms (54%), job boards (49%) and LinkedIn (43%). Less than one out of ten participants use social media such as Facebook and Twitter or more traditional channels such as campus recruitment, print advertising or career fairs in the recruitment process. Job boards are clearly the most effective to recruit talented people. The effectiveness of the use of LinkedIn to find staff is somewhat less: almost one out of four participants who use this professional networking site thinks it is very effective; one out of three thinks other tools bring more results.

Figure 5.2 What sources are primarily used when recruiting talent?

	Total	1st place	2nd place	3rd place
Employee referrals	66%	37%	42%	17%
Recruitment or search firms	54%	31%	33%	23%
Job boards	49%	59%	18%	16%
LinkedIn	43%	23%	31%	31%
Company website	24%	23%	14%	36%
Facebook, Twitter	9%	0%	13%	13%
Campus recruitment	6%	20%	0%	40%
Print advertising	6%	40%	20%	20%
Career fairs	3%	0%	0%	0%
Other	9%			

Currently, staff turnover in the surveyed Turkish companies is less than 5% for nearly half of the respondents. Turnover rates go up to 10% for 27 percent more organizations. Nearly one out of ten companies experience a staff turnover of more than 35% (fig. 5.3).

Figure 5.3 Current company staff turnover (%)

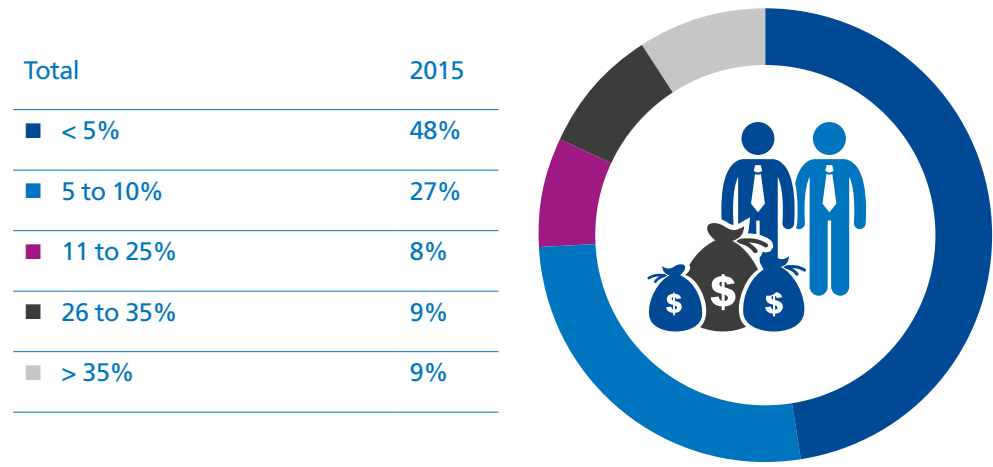


Figure 5.4 Estimated average job turnover within your organization

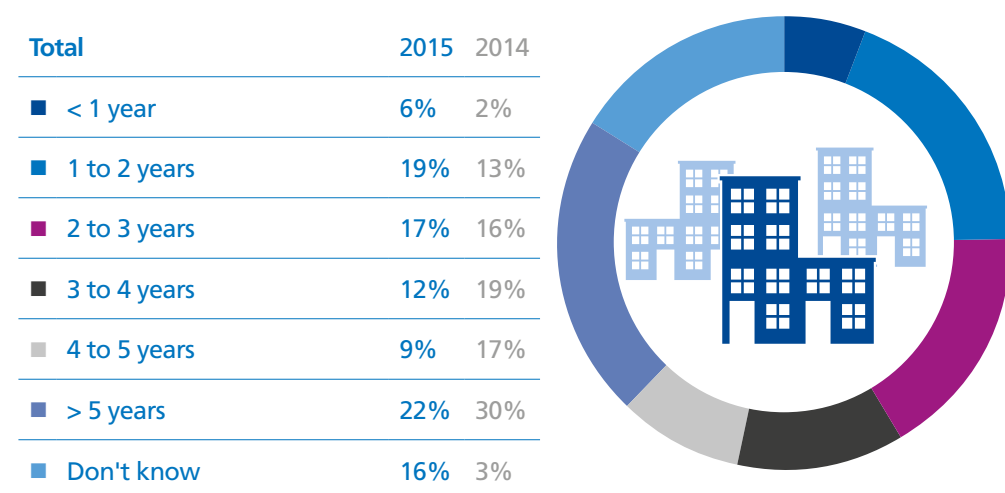


Fig. 5.4 shows that employees with a lower seniority tend to leave their organizations more than last year: 25% turnover rate among people with up to 2 years of seniority. Nonetheless, job turnover in Turkish organizations is still highest among employees with a seniority of more than 5 years in the same company. This indicates that the organizations generally still succeed in engaging and motivating their staff on a long-term basis.

Fig 5.5a illustrates that most participants are planning to hire more permanent staff in 2015 (74%). Only 46 percent plans to increase headcount on a temporary (interim) basis. The interim positions will go mainly to Sales departments (one out of three), while permanent vacancies will be available throughout a broader range of departments: mostly Sales, but also IT/Technology, Marketing/Communications and Accounting/Finance departments will have more permanent job openings.

Figure 5.5a Increase headcount in 2015 (absolute)

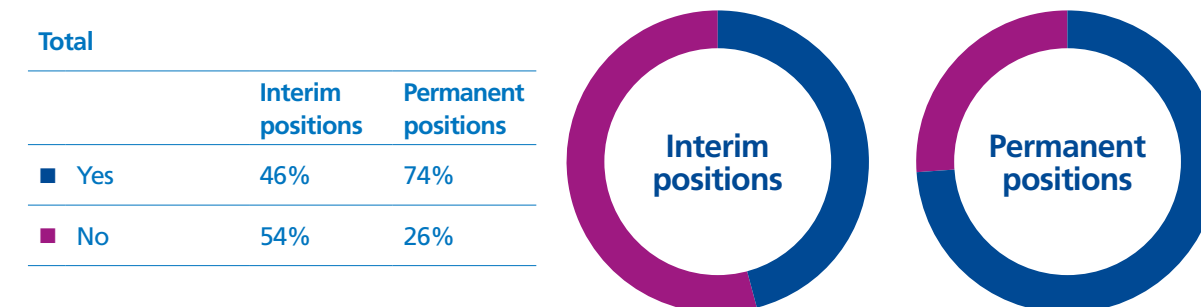


Figure 5.5b In which departments will your company increase headcount in 2015? (%)

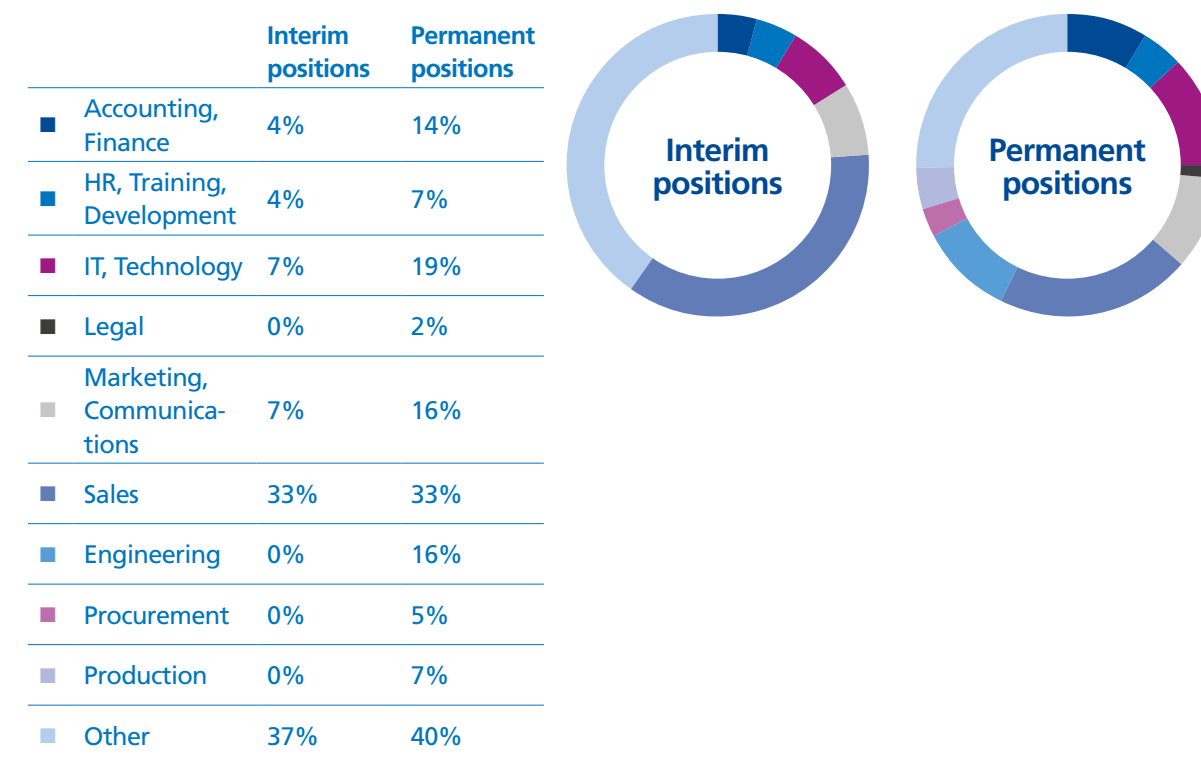


Figure 5.6a Time to find the right talent for permanent positions vs. last year

Total	2015
■ More than last year	24%
■ Less than last year	14%
■ About the same as last year	61%



Shown in fig 5.6a is the time it took to find the right candidates for a permanent position in comparison to last year. In most organizations, this took about the same amount of time, while almost one out of four (24%) companies needed more time than last year to find the right talent for the positions they had available in Turkey.

On average, most permanent positions took 1 to 3 months to get filled, but many positions were filled quicker (1 month or less). Only in 2% of the cases it took more than 3 months to fill a permanent position.

During the hiring process of the Turkish organizations, personal and CV interviews are by far the most important practice, followed by competence based interviews, tests and reference checks. Few organizations implement credit or degree verifications, criminal checks, drug screenings or assessments into their hiring process (fig. 5.7).

Figure 5.6b Time to fill a permanent position (average)

Total	2015
■ 1 month or less	37%
■ 1 to 3 months	61%
■ More than 3 months	2%



Figure 5.7 Most important practices in hiring process

Total	1st place	2nd place	3rd place
Personal and CV interviews	91%	3%	3%
Competence based interviews	2%	47%	18%
Tests	2%	20%	24%
Reference checks	3%	26%	43%
Credit, Degree verifications	0%	3%	2%
Criminal checks, Drug screenings	1%	1%	0%
Assessments	0%	0%	1%

changes and innovation at the workplace



“Workplace changes are often managed by involving employees and improving communications. This often results in broader and more embedded collaboration.”

In current times, the workforce consists out of different generations. Baby boomers are starting to retire and their outflow is still greater than the inflow of young talent. This represents a great challenge for HR management. This chapter gives a brief overview of new trends and resources organizations use to deal with different generations. Also different ways to manage workplace changes along with employees are illustrated.

The most frequently used innovative recruitment methods include (similar to last year) professional and social networks. No one seems to use Bluetooth or video resumes and very few organizations use contests, gaming advertising, “speed dating” recruitment or virtual career fairs in Turkey (fig. 6.1). More than one out of three participants did not use so-called innovative recruitment methods (which is less than last year: 44%).

Figure 6.1 Which innovative recruitment methods have you used?

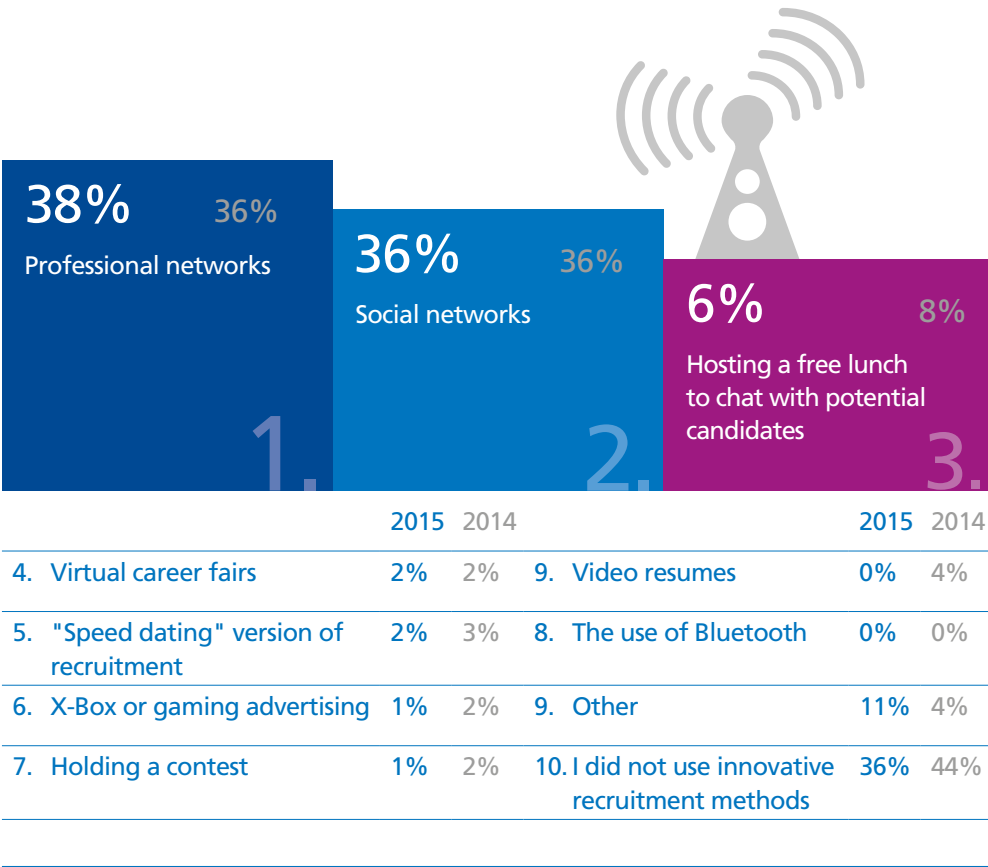
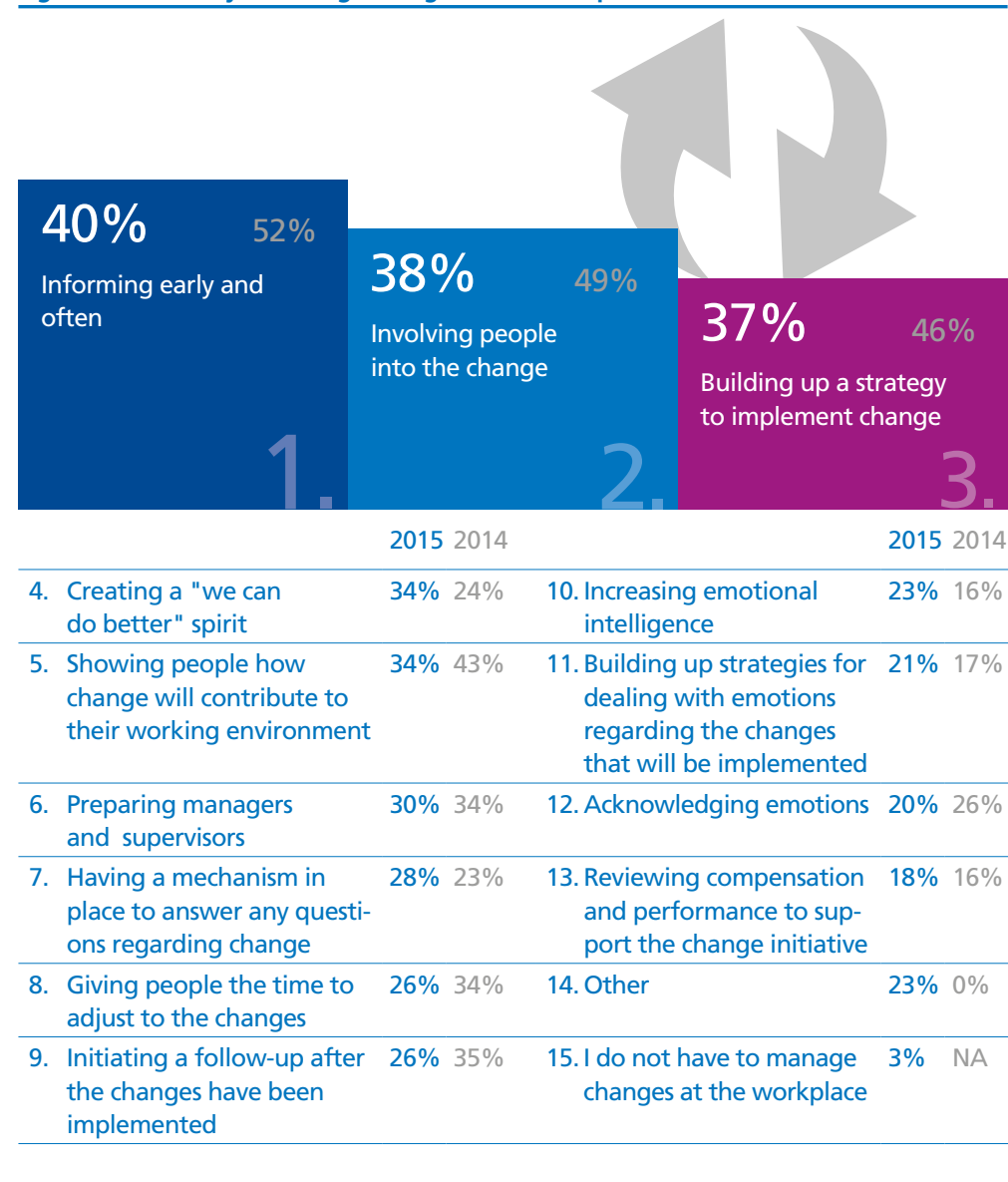


Figure 6.2 How do you manage changes at the workplace?



Having to take into account different generations of workforce implies a changing workplace. To manage these changes, 40% of respondents indicate that they are informing their people early and often. Increasing the involvement of the employees themselves into the changes and building up a strategy to implement the changes well are next on the list. Compared to last year, more companies try to create a “we can do better” spirit among their staff to make organizational changes run smoothly. While more participants focus on increasing emotional intelligence among their people to cope with the changes, emotions are acknowledged less than last year (fig. 6.2).

In the last 3 years, workplace changes most often implemented by the interviewed organizations include the addition of new duties to existing jobs, increasing internal career opportunities and creating a nicer work environment as shown in fig. 6.3. Only one out of ten participants explored alternative ways of rewarding their people

Figure 6.3 Have any of the following aspects been implemented as a change in the workplace within the last 3 years?

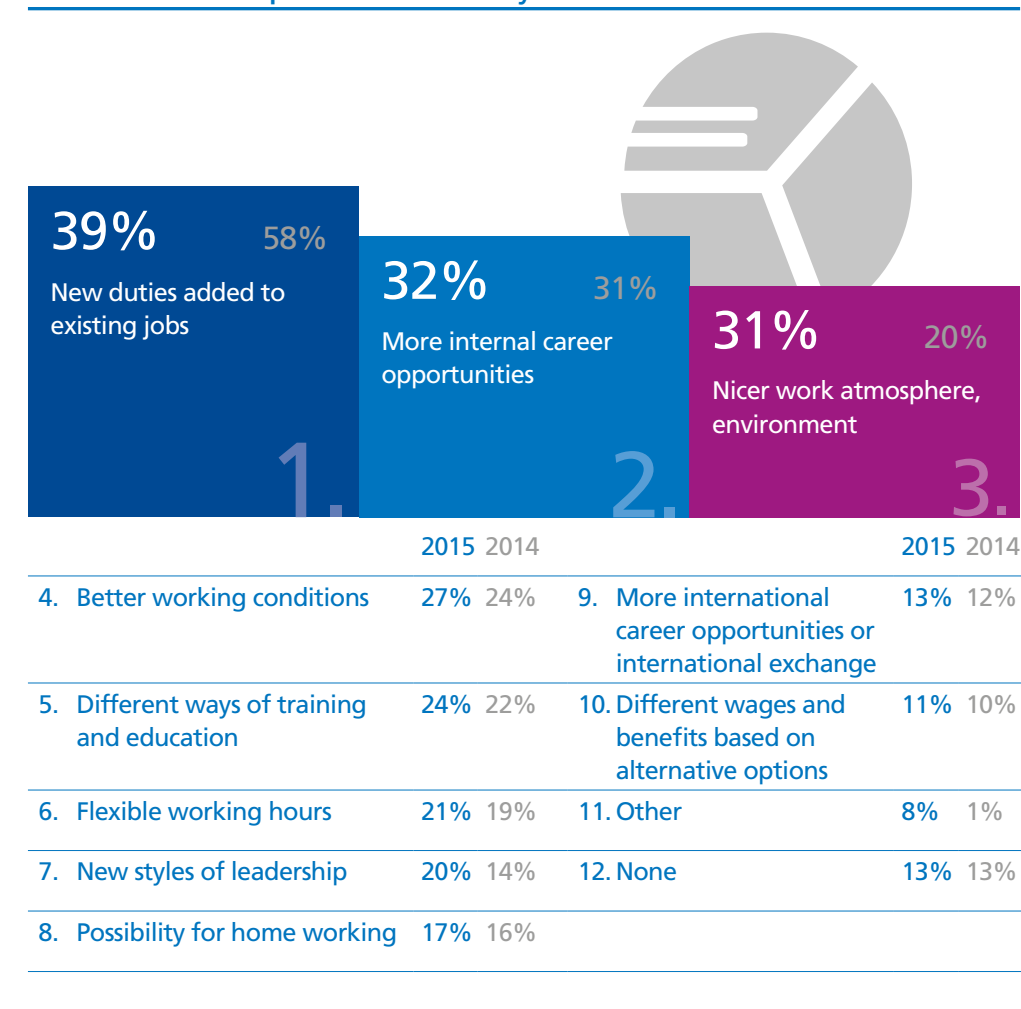


Figure 6.4 Has your organization implemented any of the below new ways of working?

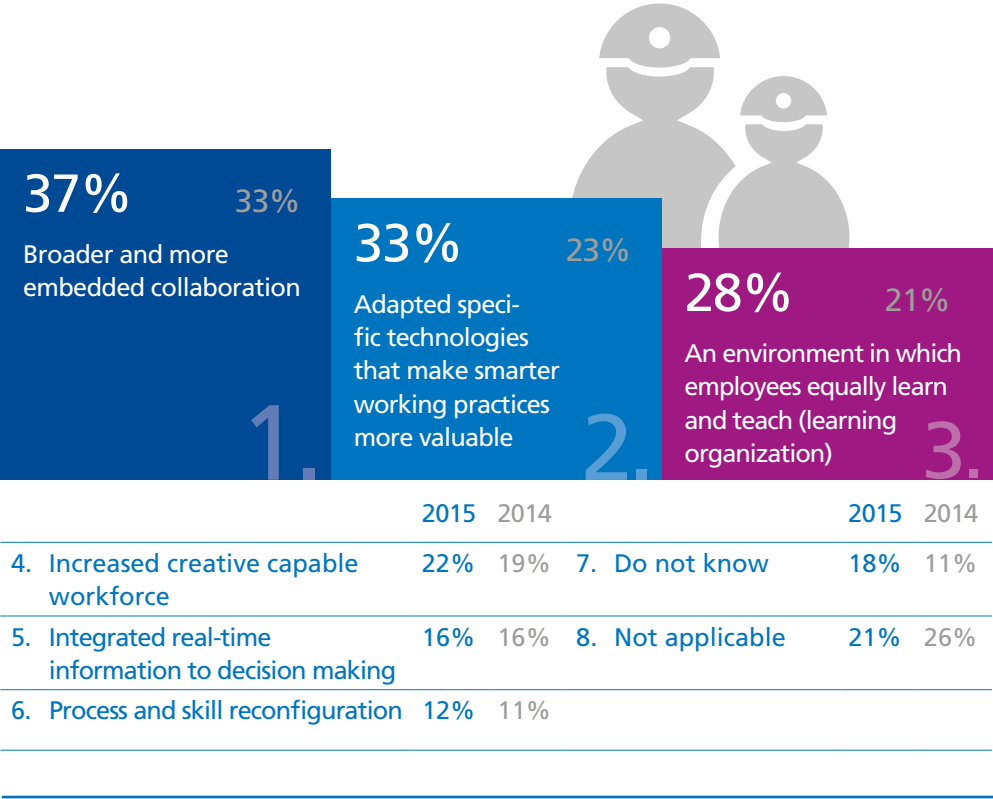


Fig 6.4 illustrates that organizations mostly implemented a broader and more embedded collaboration as a new way of working. One out of three adapted specific technologies in order to be able to work more efficiently and a smaller proportion integrated a “learning organization” as a new way of working.

Almost half of all respondents (46%) indicate that they are prepared to handle a workforce consisting of 3 generations, as shown in fig. 6.5. This is twice the proportion of participants compared to last year.

Figure 6.5 Is your organization prepared for a 3 generation work planning?

Total	2015	2014
■ Yes	46%	23%
■ No	20%	56%
■ No answer	34%	21%



To deal with organiza-tional changes, most companies pay attention to informing and involving their people more. At the same time, many employees are given more tasks and responsibilities.



Figure 6.6 Generation Y working policy (born 1981-1999)

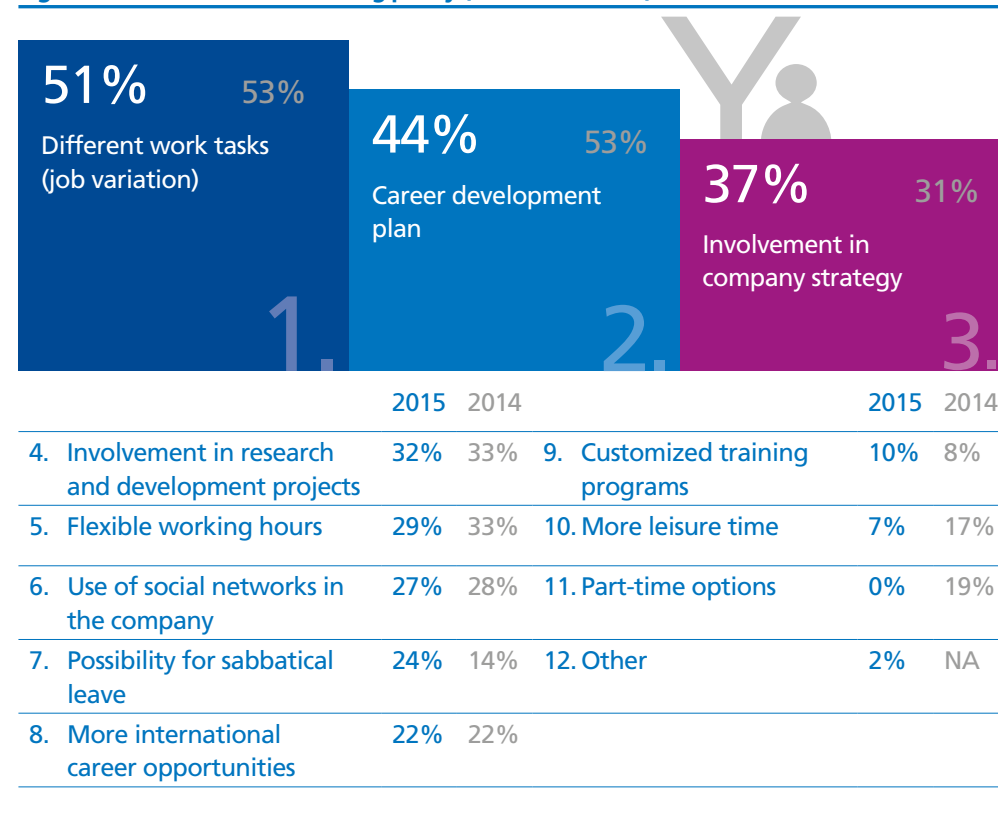
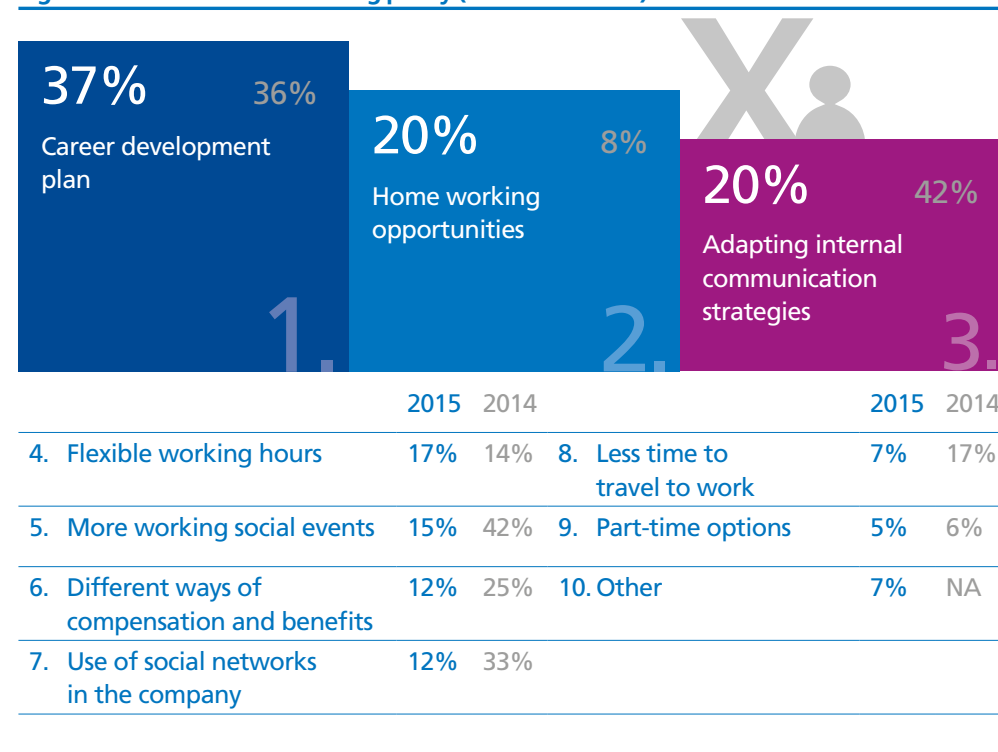


Figure 6.7 Generation X working policy (born 1965-1981)

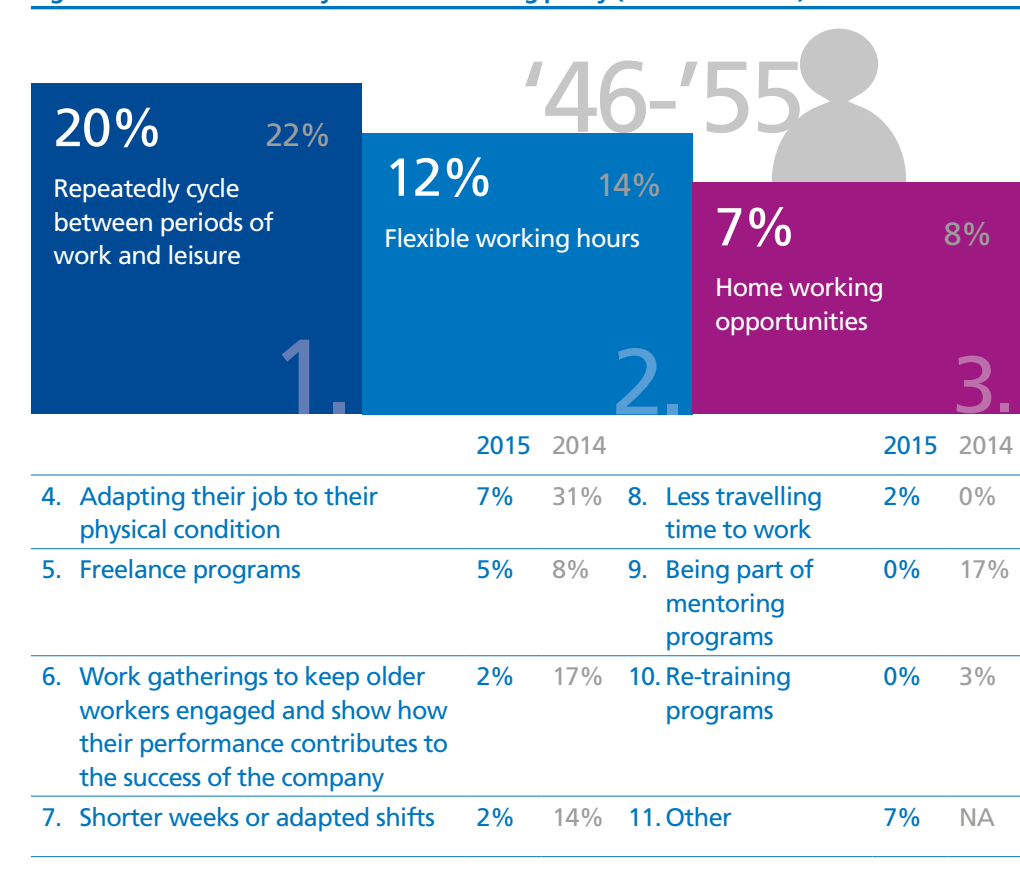


In fig. 6.6, 6.7 and 6.8 we have identified the chosen policies for each of the three generations in the workforce today. Creating jobs with sufficient variation and different tasks is most frequently included in the working policy for the younger group, Generation Y. Furthermore, the creation of a career development plan and increased involvement in the company strategy are also in the top 3 of most important policies for this group. While almost one out of five organizations offered part-time options to their younger employees last year, this is not done anymore by any Turkish organizations at the present time.

The conception of personal career development plans is most frequently included in the working policy for Generation X employees. One out of five organizations also offers home working opportunities (significantly more than last year, when this was only 8%) and also 20% are adapting internal communication strategies aimed at Generation X workers (which is much less than 42% in 2014). Here too, part-time options are only rarely offered (5%).

One out of five of surveyed organizations want to keep the oldest working group – baby boomers – engaged by cycling between periods of work and leisure. Just over one out of ten offers more flexibility in the work schedules of these employees. No organizations have re-training programs or allow their older workers to partake in mentoring programs, while 17% did so last year.

Figure 6.8 Generation baby boomers working policy (born 1946-1964)



economic impact and outlook



“Thanks to the current economic situation in Turkey, many organizations are able to create new partnerships and to target new customer segments since business has increased in a third of all companies.”

In this section, we will discuss the extent to which the current economy impacts and has impacted the surveyed organizations. Topics include perceptions of future and forthcoming growth, actions taken to deal with the current economic climate and the impact of the economic situation on Corporate and Social Responsibility Initiatives. We will also take a look at the extent to which recruitment or layoffs have occurred within the surveyed companies and how salaries have evolved compared to last year.

Fig. 7.1a shows that the current Turkish economy lead to improving or increasing business for 32% of surveyed organizations and to worsened or decreased business for 23% of organizations. 29 percent of respondents indicated that the economy has had little or no impact on their organization. When comparing to last year, we observe that less organizations have had increased business in 2014 and accordingly more organizations were impacted by the economy in a negative sense. The Turkish economic situation has had more impact on the organizations compared to last year.

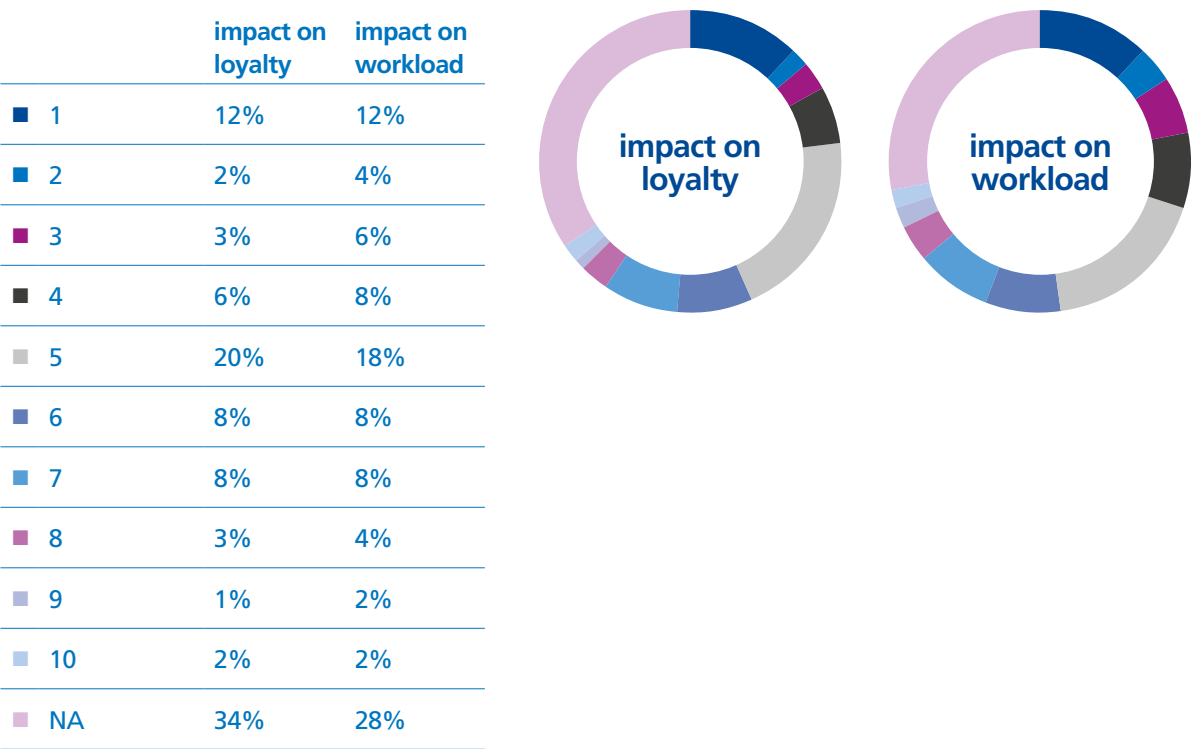
Figure 7.1a Impact of the economy on your organization (vs. last year)

Total	2015	2014
■ Business has improved/ increased	32%	36%
■ Business has worsened/ decreased	23%	17%
■ It has had no or little impact	29%	39%
■ Not at all	9%	7%
■ Don't know	7%	1%



In Fig 7.1b is illustrated to what extent the current economic climate in Turkey impacted loyalty and workload within the surveyed organizations. We can see that neither loyalty, nor workload have been impacted significantly by the current economic climate in Turkey. But also few companies claim that the economy hasn't had any impact; loyalty of employees within the organizations has been impacted moderately for one out of five participants. The same counts more or less for workload as well.

Figure 7.1b Impact of current economic climate on your organization



The economic situation in Turkey especially resulted in the recruitment of employees since nearly all interviewed organizations. Fig. 7.2 shows that most recruitment in 2014 occurred in Sales departments (49%), but also in Accounting/Finance, Procurement, Engineering and Marketing/Communication areas. Layoffs most often occurred in Sales (31%), Procurement (17%) and Accounting/Finance (14%) departments, even though less than recruitment happened in these departments. Compared to 2013, a higher proportion of organizations had to lay off people in 2014.

Figure 7.2 In which departments did you recruit or lay off people in 2014?

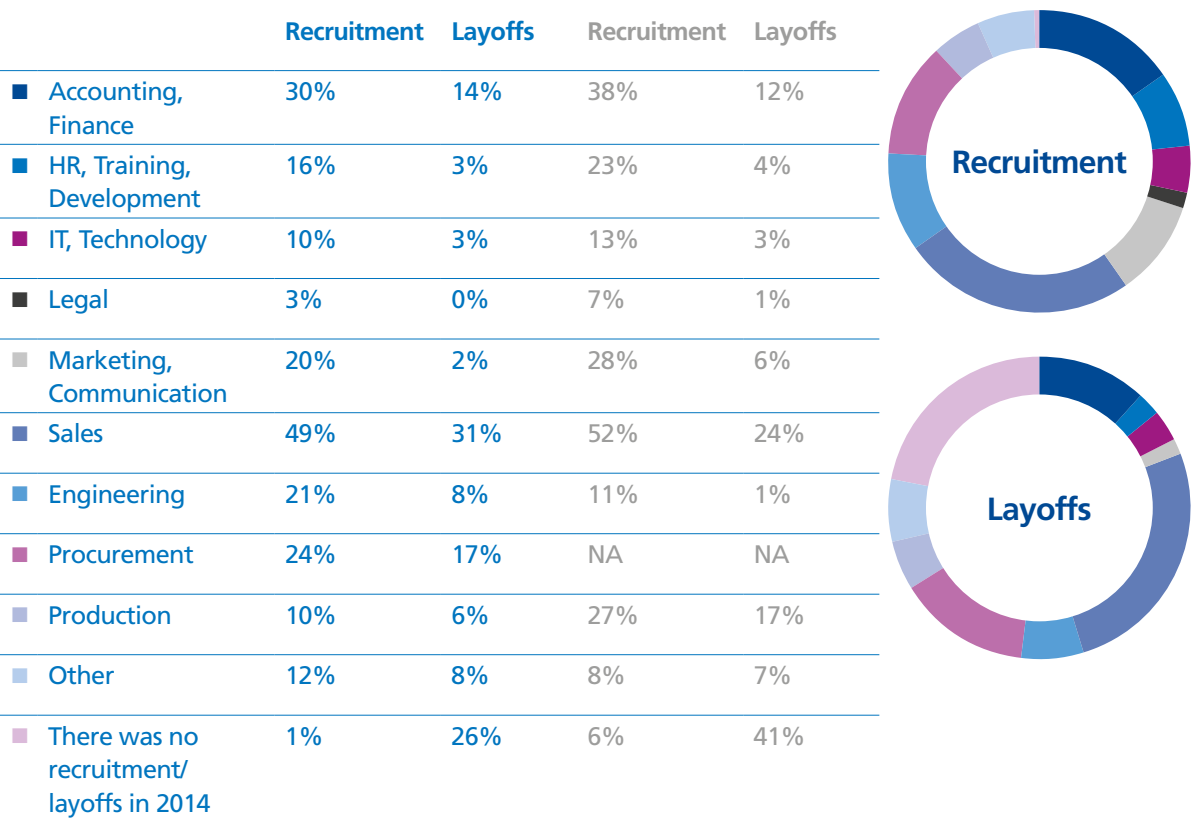


Figure 7.3 Opportunities resulting from the current economic situation

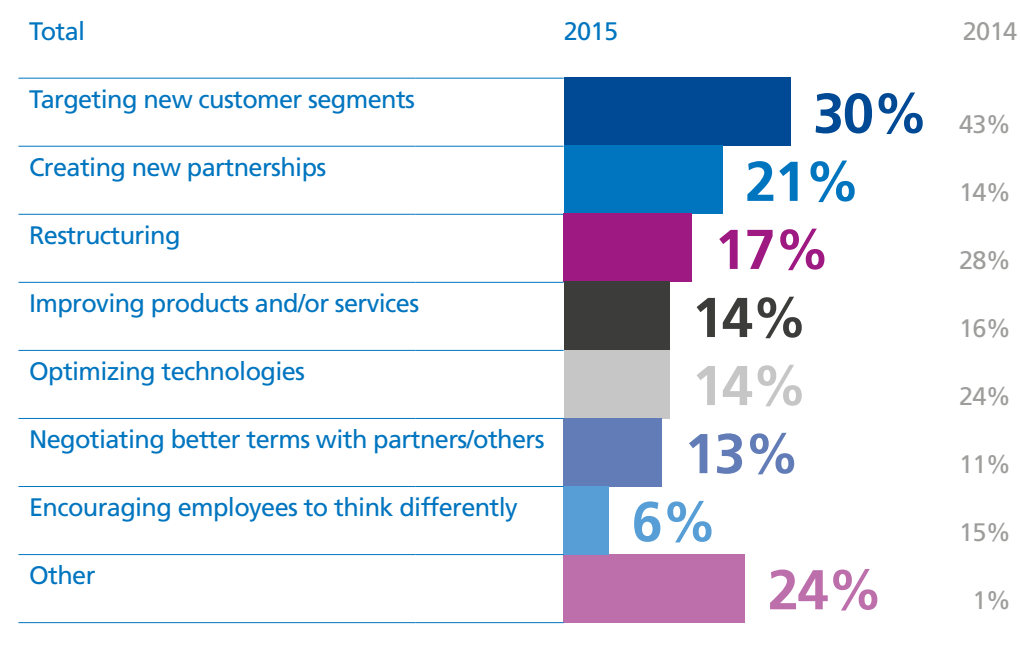


Figure 7.4 Impact of the economy on involvement in CSR initiatives

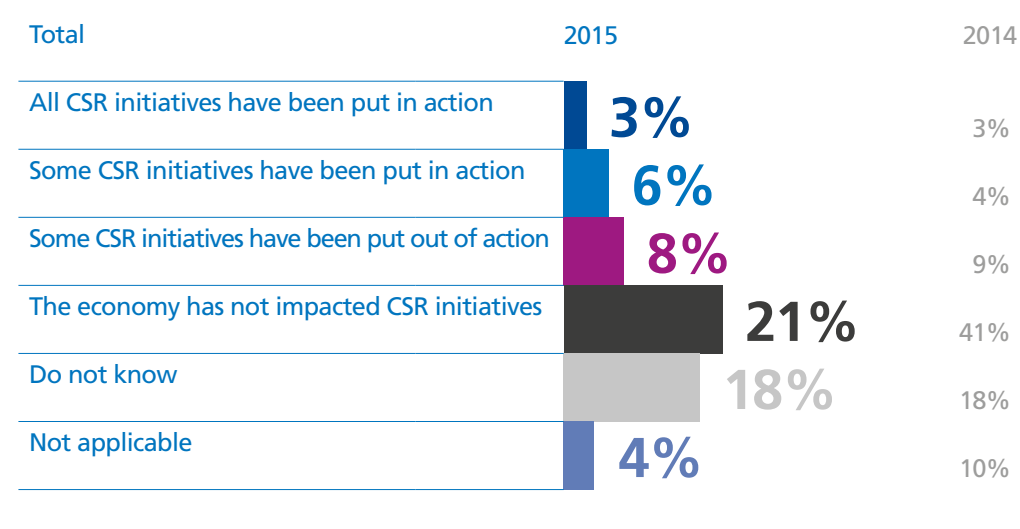
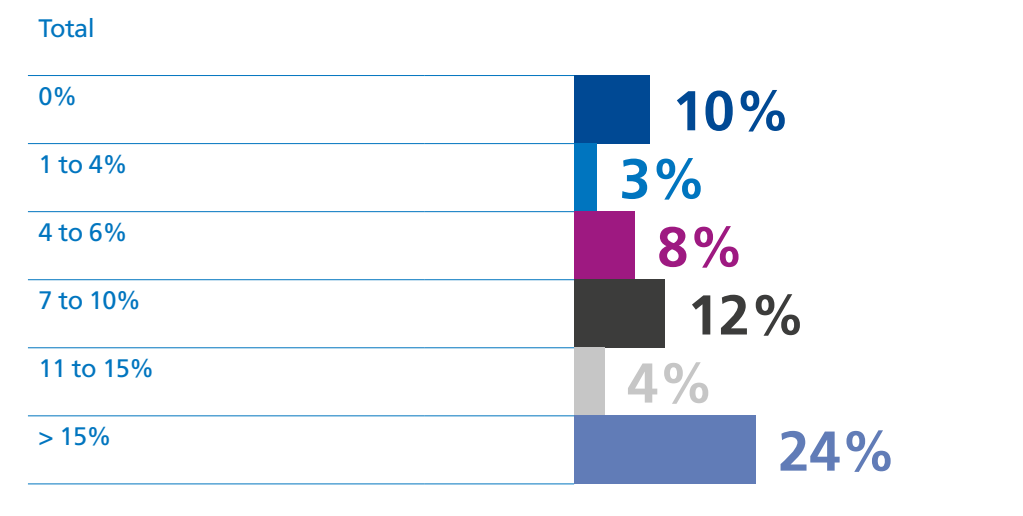


Fig. 7.3 shows that, as a result of the current economic situation in Turkey, organizations were more able to create new partnerships (21% vs. 14% last year). Other opportunities taken include especially the targeting of new customer segments and restructuring processes (although less frequently than last year). Few organizations found it useful to encourage their employees to think differently.

As illustrated in fig. 7.4, just over one out of five organizations claim that the economy did not impact their involvement in CSR initiatives. 8% indicate that some of their Corporate Social Responsibility Initiatives were put out of action due to the current economy, while on the other hand 6% have put some of their initiatives in action.

Figure 7.5a Estimated development in sales volume (revenue) for 2015 (growth)



Turkish organizations are generally optimistic when making estimations of their sales volume development in 2015: almost one out of four (24%) thinks their sales volume will grow by more than 15 percent (fig. 7.5a). Only a small proportion of surveyed organizations expect a (big) decrease in sales volume of more than 15 percent (fig. 7.5b.).

Figure 7.5b Estimated development in sales volume (revenue) for 2015 (decrease)

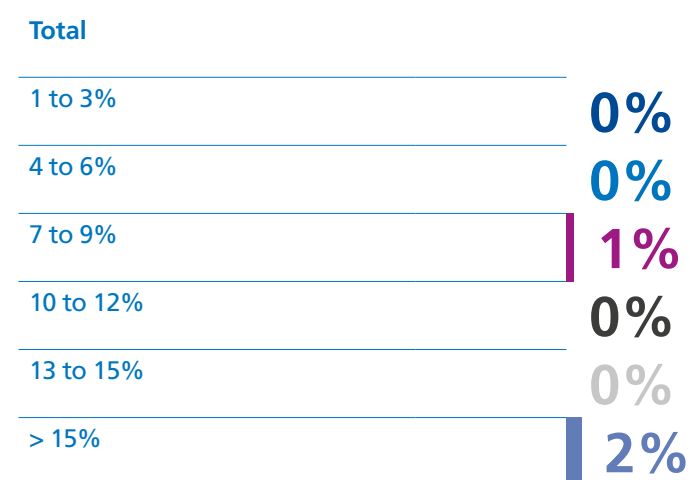
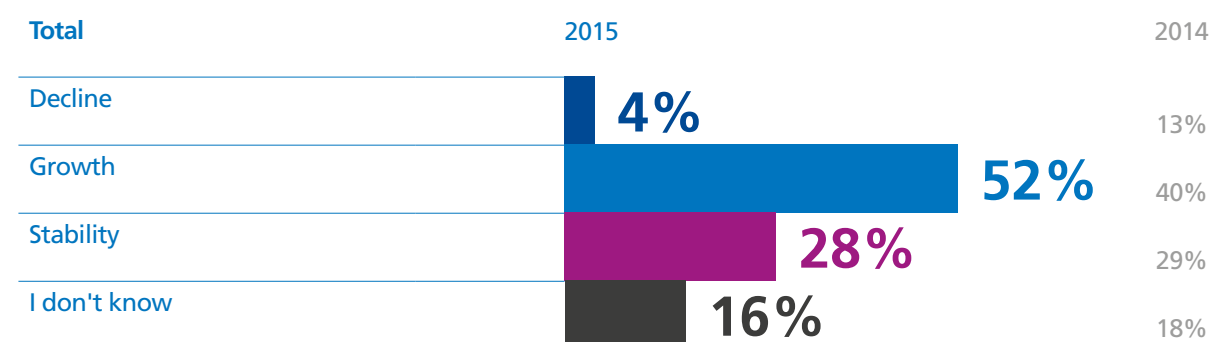


Figure 7.6 Do you anticipate an economic growth or decline for your company in 2015?



In total, only 4% of participants anticipates economic decline for their company in 2015. Last year, this proportion was much higher (13%), so we can say that forecasts for the Turkish economy are prosperous again. Just over half of all organizations in this survey expect their company to grow in the next 12 months and 28 percent expects stability.

Figure 7.7 How did salaries in your organization evolve in the past twelve months?

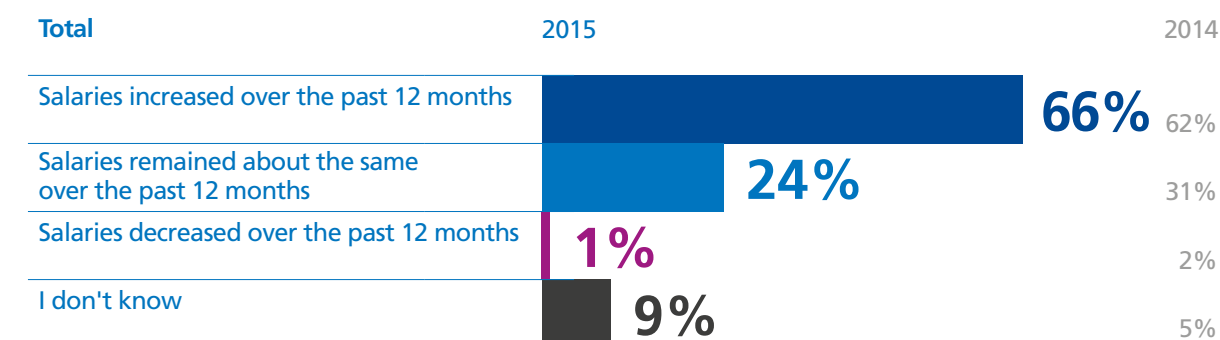
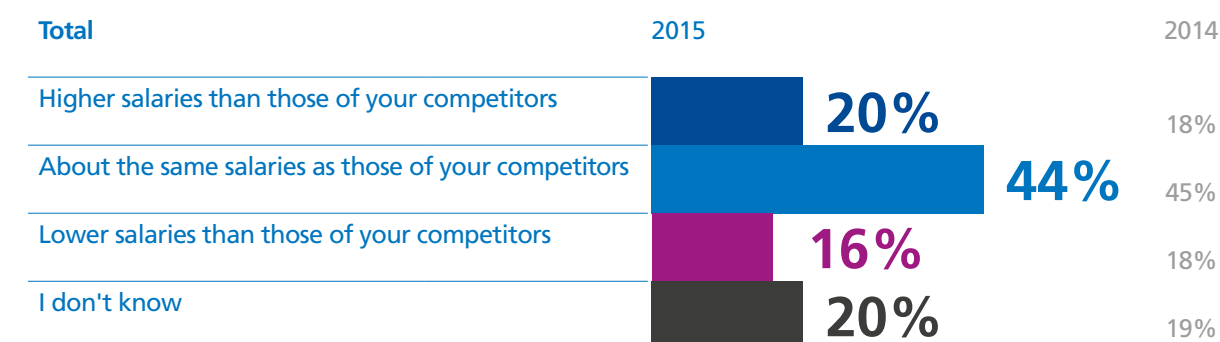


Fig 7.7 shows that in more than half of the surveyed organizations (slightly more than last year), salaries increased in the past 12 months. Only very few respondents (2%) indicated that salaries decreased in the past year.

Figure 7.8 How would you rate salaries in your organization compared to competitors?



When comparing salaries in their organization to salaries with competitors, 44% of the participants indicated that they are about the same. One out of five rates their salaries higher than their competitors' and 16 percent admits salaries within their organization to be lower than with competitors (fig. 7.8).



“This section covers annual starting salaries of employees with functional positions in 4 main categories in Turkish organizations: Finance & Accounting, Sales & Marketing, Engineering and IT.”

Job titles vary from one organization to another. Respondents were asked to provide starting wages for the different titles in the questionnaire that clearly match the functional responsibilities for the position in the company. This chapter gives an overview of the annual starting salaries for the given standardized positions in the Turkish labor market.

Figure 8.1 Finance & Accounting

Job position	10th percentile	Median	90th percentile
Finance Clerk	23	36	74
(Cost) Accountant	11	38	57
Finance Controller	66	75	92
Budget & Reporting Manager	92	112	152
Finance Manager or Director	61	127	246
Finance Specialist	30	34	56
HR Manager	38	66	89
Base salary only x 1.000 EUR			

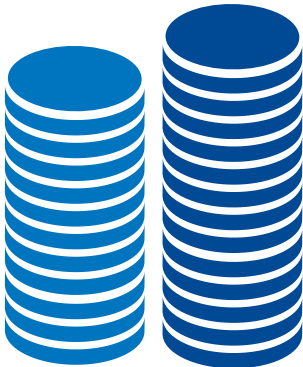


Fig. 8.2 Sales & Marketing

Job position	10th percentile	Median	90th percentile
Graphic/Art Designer & Webmaster/-manager	24	53	73
Merchandiser	14	39	84
Retail Sales Manager	48	67	109
Business Development Manager	42	95	124
Marketing & Communications Manager	58	99	133
Product Manager	53	92	143
Sales Analyst	30	44	146
Brand Manager	60	84	146
(Online) Marketing/Product/Trade Marketing Manager	40	87	156
Regional Sales Manager (incl. country manager, sales director)	29	90	168
Marketing Manager	31	137	169
Accounts Director	40	90	204
Sales Director	73	124	247
Base salary only x 1.000 EUR			





Fig. 8.3 Engineering

Job position	10th percentile	Median	90th percentile
Buyer	24	50	73
Engineer (cost, electrical, industrial, process, quality, etc.)	24	35	73
Engineering Manager (facilities, maintenance, operations, planning, etc.)	40	83	152
Production Manager	48	78	118

Base salary only x 1.000 EUR

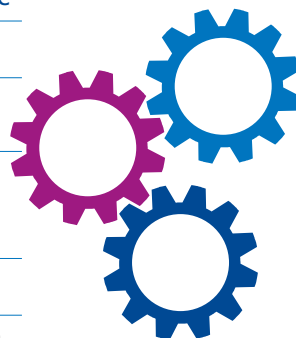


Fig. 8.4 IT

Job position	10th percentile	Median	90th percentile
IT Support (Helpdesk) & System Tester	30	37	46x
Administrator (database, security, etc.)	54	88	137
Analyst (incl. functional, test, system, business, database, information, etc.)	30	46	102
Developer (incl. .NET, software, Java, PHP, C, C++, etc.)	60	71	108
IT Director (incl. CIO, Development Director)	75	110	129

Base salary only x 1.000 EUR



Most organizations indicate that their wages have increased over the past year.