

**The challenges of recruiting and keeping young adults
in organizations:
The case of the Quebec Public Service
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The challenges of recruiting and keeping young adults in organizations: the case of the Quebec public service

Introduction

For more than twenty years, the influence of globalization on business activities has been an important topic of discussion in our country. Although less frequently discussed publicly, and even among scholars (Wannell and Gravel, 2002), another phenomenon is becoming increasingly challenging for businesses. This other phenomenon is the current transformation of the workforce. With a population growing older at an increasing rate, employers are finding it more and more difficult to attract and retain good candidates, in sufficient number in their organization. This problem constitutes a challenge not just for private businesses, but for organizations of all kind, including the public sector, which employs nowadays more than 3 million persons in Canada.

In comparison to many European countries, the aging of the population is a relatively new phenomenon in our country. For instance, Audet (2004) estimated that the shift toward an aging society significantly started in 1996 in Quebec, while it begun as early as 1963 in France. Additionally, the Quebec population is aging rapidly: it will take 30 years for the province to attain an aging rate that took 70 years for France to reach.

The recent appearance of this new demographic trend in Canada probably explains why our awareness toward this phenomenon and especially its consequences for the economic future of our society is only beginning. Contrary to France, and other European countries, few studies have been conducted on the topic of young Canadian adults' aspirations concerning their work and their career. But things are starting to change: managers in the private sector are starting to reflect on the consequences and challenges that their organizations will face in a very near future (Canadian Conference Board, 2000). According to a survey, 73% of small and medium businesses in Quebec believe that they will face a shortage of qualified workers in a near future (Canadian Federation of Independent Business, 2002).

Managers in the Canadian public sector are also starting to take an interest toward this issue. For example, the federal government has launched its *La relève* initiative in 1997 to address, among other things, the issues of recruitment and retention in the Federal Public Service. Since then, the federal government has sought the view of its employees about their satisfaction toward their job and their workplace on several occasions (for instance, a questionnaire was send to all federal employees in 1999, 2002, and 2005, and another one is expected later this year; some surveys were also used targeting specific populations such as students, visible minorities, and newly hires). Some provincial governments have also polled their employees though surveys (for instance, Nova Scotia, Manitoba, Saskatchewan, Alberta, British Colombia). Although theses surveys do not target specifically young adults, they provide some useful information about work satisfaction.

As far as the Quebec government is concerned, the issue of public service renewal has not been addressed directly until now. But as an employer, it is now aware that it will have to deal with the aging of its own workforce in a very short

future. Public servants are aging rapidly in the province. The Quebec Treasury Board (Secrétariat du Conseil du Trésor, 2004) has estimated that 26,000 persons, representing 40% of its personal in total, and amounting to 60% of its management staff, will go into retirement during the next ten years. About 16,000 new employees are expected to be hired before 2014. The Quebec public service will need to adapt its human resources practices to meet the needs and demands of so many newcomers. Currently, young adults of 30 years old or less only represent 7.6% of the Quebec government total workforce.

The Quebec government has started to address this issue with the release of its "Plan de modernisation de l'État québécois" (Quebec's Modernisation Plan) in 2004. Its main objective is to position the provincial administration as an "employer of choice". To reach this goal, human resources management will be at the centre of a set of new initiatives. On the one hand, Quebec hopes to increase its efficiency with the hiring of highly qualified candidates. Future new hires are expected to be proficient, polyvalent, capable to move between different units and departments in the organization, etc. On the other hand, the provincial government is committed to offer its employees enhanced career opportunities, alongside with work recognition and valorisation. Because balancing professional and personal life obligations is often viewed as a priority for younger generations, the Modernisation Plan suggests making use of flexible work arrangements.

But are these commitments enough to attract new employees? What specific measures are needed to attain the desired outcomes? To find answers to these important questions, it seems essential to start to investigate what are the needs and aspirations of the new generation. The authors of this communication were asked to look into this matter by the Quebec Treasury Board. After meeting with representatives of the Treasury Board, it was decided that the two following subject matters should be investigated: 1) To identify the factors that incite young adults currently working in the Quebec Public Service to stay or to leave the civil service; and 2) To identify the values toward work of university students, as many are expected to be hired by the Quebec government in the near future. Today, we present our preliminary findings about the first part of our research. Our objective is to identify the factors that have an influence on the intention to leave the public sector. Our findings are based on a survey that was conducted in November 2007 among all young adults currently working in the Quebec Public Service.

Theoretical Framework

Which factors influence individual choices concerning the decision to work for an organization and to stay in this organization? Individual preferences certainly have a part to play. But organizations themselves can greatly influence the decision of a worker to stay or leave. Without doubt, human resources management practices have a direct impact on the mobilization of employees (St-Onge *et al.*, 2004; Dolan *et al.*, 2002), and therefore their retention. Consequently, more and more managers are asked to stir people support and participation, and to create a pleasant work environment. Successful managers become role models for their staff and are able to incite them to endorse the values of the organization (St-Onge *et al.*, 2004).

Many human resources management practices can be used to create a work environment conducive to employees' attraction, mobilization and retention. For instance, a sound communication policy based on active and two-way listening and the use of groups and units work meetings further the sharing of ideas and the involvement of workers, which in turn favour employees' mobilization (Dolan *et al.*, 2002). Also, the delegation of control activities and responsibilities to subordinates are strategies that mobilize employees toward a common project (Bergeron, 2001). Therefore, personal competency must be used and accomplishments must be recognized.

Competency development, especially worker formation, also helps keeping employees in the organization (Baldwin and Peters, 2001). Furthermore, the introduction of new work practices is believed to reduce turn over, especially in specialized work environment (Morissette and Rosa, 2003). Unionized employees with good working conditions are less likely to leave their organization than others (Morissette and Rosa, 2003). Employers offering flexible working hours which enable employees to balance work and personal obligations are also showing respect toward their employees (Dolan *et al.*, 2002).

But human resources management practices alone are not enough to explain why employees decide to stay or to leave an organization. Individual psychological features are an important dimension in explaining attitudes toward work (Chang, 1999, Brown, 1976; Igarria and Guimaraes, 1999). Individuals have expectations toward their work, and compare these expectations with their perception of their work environment. As many studies have indicated, workers' expectations toward work have many dimensions: career involvement, job involvement, job satisfaction, career commitment, and organizational commitment are the most acknowledged in the literature. Although related, each of these five dimensions refers to a distinct aspect (Aryee and Tan, 1992; Garand, 2004).

Career involvement refers to the importance of work in the life of an individual (Morin, 1996). At an extreme, an individual entirely involved in its work would "live, eat and breathe for its work". On the other hand, someone viewing work solely as a burden would be highly detached from work. It can be expected that the stronger the involvement toward work, the higher is the likelihood that an individual will remain in an organization (all else being equal).

Job involvement pertains to the specific tasks assigned to employees. A high degree of job involvement implies that an individual enjoys performing the tasks related to its job, participates actively in its work, and wishes to be successful (Daleh and Hosek, 1976). Similarly to career involvement, it is assumed a positive correlation between job involvement and employees retention. It is also believed that a causal relationship exists between career involvement and job involvement (Mathieu and Zajac, 1990).

Job satisfaction can be defined as a sense of well-being toward an existing occupation (Jepsen and Sheu, 2003). Following the work of Spector (2000), the industrial psychology literature nowadays usually identifies nine major elements influencing job satisfaction: satisfaction with wages, advancement, benefits, quality of supervision, relationship with colleagues, work arrangements (such as

flexible working schedules), availability of proper material resources, nature of tasks, and quality of communication in the organization. Employees compare their expectations with (their perceived) reality for each of these factors. Once again, a positive relationship is assumed: employees highly satisfied with their job are less likely to leave an organization (Lawler, 1977; Arnold and Feldman, 1982).

Organizational commitment makes reference to the dedication, loyalty of employees to their organization (Brown, 1996; Dolan 2002; Morrow *et al.*, 1987; St-Onge, 2004). This commitment can take three distinct forms (Allen and Meyer, 1990). First, an individual can show an *emotional commitment* to its organization: the problems, challenges, successes of the organization are also those of the individual. Someone strongly committed emotionally to an organization enjoys working for this organization. Secondly, workers could display an *instrumental commitment*: they stay in the organization because they believe there is a price to be paid (an opportunity cost) if they leave. Thirdly, employees can have a *moral commitment*: they consider it is their duty to work for their organization. All three forms of commitment have a positive influence on employees' retention. It has also been suggested that organizational commitment is linked to job satisfaction and job involvement, at least partially (Lee *et al.* 2000; Pépin 1994).

Career commitment is also about dedication, but in this case toward a career, a profession, not a specific organization (Blau, 2003). Highly committed individuals toward their career will therefore be inclined to work for employers that offer them the desired position (Chang, 1999). It is also believed that individuals strongly committed to their career are also involved toward their job and their career (Lee *et al.* 2000; Pépin 1994).

Among the five dimensions, some are assumed to exert a direct influence on employees' retention while others only have an indirect influence. The graph of Figure 1 below, which is taken from Garand (2004), summarizes these various influences. Both career commitment and organizational commitment are expected to impact directly an employee's decision to stay or leave an organization. Indirect influences are assumed for job involvement (via both career commitment and organizational commitment), job satisfaction (through organizational commitment) and career involvement (primarily because it influences career commitment). Although direct influences provide straightforward answers to our research question, indirect influences are also useful to investigate since they can supply more details information. Therefore, we will look into both categories, that is, all five dimensions. It should be pointed out that the five dimensions are primarily linked to psychological features. By focusing on these dimensions, we do not want to minimize the importance of human resources management practices on employees' retention. But if human resources management practices are to be changed to increase retention, decision-makers need to understand why individuals are inclined, or not, to leave their organization. Therefore, we will focus our investigation primarily on these psychological variables.

[Fig. 1 about here]

Methodology

To measure the influence of each five dimensions presented above on employees' retention, we asked young public servants to participate in a survey. An email was sent to all young employees asking them to complete an electronic questionnaire. At the Treasury Board request, the target population was defined as all employees paid directly by the Quebec Treasury Board aged less than 35 years old (as of September 30, 2007). Participation to the survey was voluntary and anonymous. The questionnaire was available online from November 12 to November 28, 2007. A second email was sent on November 19 to remind young public servants to complete the questionnaire. Out of the 11,503 individual identified as young public servants how have received an invitation to take part in the survey, 5,228 have returned to us the questionnaire. Because of incomplete answers, 4,820 valid questionnaires were retained for the analysis, which represents a response rate of 41.9%.

Alongside with standard questions about some socio-economic features of respondents (such as age, sex, occupation, locality of work, level of income, etc), the questionnaire contained a set of questions related to each of the five dimensions. The following question was used to assess respondents' likelihood to leaving the Quebec Public Service in the near future: *I plan to leave the public service in the next five years*. The choice and formulation of all questions were determined in collaboration with the Treasury Board. A pre-test was also conducted to verify the relevance and accuracy of all questions.

Although several questions we asked for each dimension, we focus our attention on only a limited number of items, to simplify our analysis. Among all questions contained in the questionnaire, we have chosen to investigate those that best represent the overall definition of each dimension. For three dimensions, only one question was selected. These questions are (French original version in parentheses):

- Career Commitment:

Most of my personal objectives are linked to my work

(La plupart de mes objectifs personnels sont axés sur mon emploi)

- Job Involvement:

In my work, I am motivated to give my best

(Dans mon travail, je me sens motivé(e) à donner le meilleur de moi-même)

- Career Involvement:

My work gives me a sense of personal achievement

(Mon travail me procure un sentiment d'accomplissement personnel)

Three questions are used for investigate behaviour linked to organizational commitment (one for each subgroup identified above):

- Organizational commitment

- Emotional commitment:

I enjoy to much my work to give up my job in the public service

(J'aime trop travailler dans la fonction publique pour abandonner cette carrière)

- Instrumental commitment:

If I were able to find a similar job with a comparable pay, I would take it

(Si je pouvais trouver un emploi comparable avec un salaire identique à celui de la fonction publique, je le prendrais)

○ Moral commitment:

Working in the public sector is the best occupation I can possibly have

(Travailler dans la fonction publique est la carrière idéale pour toute ma vie)

Finally, nine questions are used to measure job satisfaction (one per element):

- Job satisfaction

- Wages:

I believe that I receive a proper salary for my work

(Je considère que je suis payé(e) correctement pour le travail que je fais)

- Advancement:

In general, I am satisfied with the progression of my career in the public service

(En général, je suis satisfait(e) de la progression de ma carrière au sein de la fonction publique)

- Benefits:

I am not satisfied with my work benefits

(Je ne suis pas satisfait(e) de mes avantages sociaux)

- Supervision:

I received useful comments from my direct supervisor about my work

(Je reçois des commentaires utiles de mon ou de ma supérieur(e) immédiat(e) sur mon rendement au travail)

- Colleagues:

I like my colleagues

(J'apprécie mes collègues de travail)

- Work arrangements:

My current work allows me to balance my personal and professional obligations

(Mon travail actuel me permet d'établir un équilibre entre mes obligations personnelles et professionnelles)

- Material resources:

I have the material and equipments required to do my work

(Je dispose du matériel et de l'équipement nécessaire pour faire mon travail)

- Tasks:

I like doing the tasks related to my work

(J'aime faire les tâches reliées à mon travail)

- Communication:

Communication is good in our organization

(La communication est bonne dans notre organisation)

Survey Results

The questionnaire contained a few socio-economic questions which allow us to present an overview of the survey respondent profile. The average age of respondents that participated in the survey is 29 years old, and two-third of all respondents have been working for the Quebec Public Service for 5 years or less. The average annual income is estimated at around \$43,000. A large number of respondents have been hired for a limited term: 44.1% fall under the

category “temporary workers”, while 55.6% are permanent employees (the remaining 0.3% are students and interns). Six out of ten respondents are women, a proportion similar to the overall presence of women in the Quebec Public Service¹. More than half of all respondents (55.2%) have a university degree (6.5% a certificate or a corresponding diploma, 32.1% a bachelor’s degree, and 16.6% a post-graduate degree). A further 41.2% have a college/technical diploma. Only a meagre 2.9% have a high school diploma. Public servants from all regions have participated in our survey. Not surprisingly, a large portion works in Quebec City (52.1%) and Montreal (16.9%). The remaining employees can be found in about equal numbers in the other various administrative regions of the province.

As data in Table 1 below indicate, 13.4% of all respondents are seriously thinking leaving the Quebec Public Service within the next five years (“strongly or fairly agree” with the statement “I plan to leave the public service in the next five years”). This number might seem acceptable considering that answers provided to the question measure intentions and not actual outcomes. However, what is more troublesome is that 36.8% of all respondents are somewhat uncertain about their future (slightly agree/disagree, or don’t know), and that only half of all respondents seem willing to stay in the Quebec Public Service in the coming years. In general, a 5 percent or less employee turnover rate is viewed as satisfactory in most industries (Dolan *et al.*, 2002; Barrette *et al.*, 2002). Our survey data suggest that the government of Quebec will, in all probability, face a higher rate among its young employees in the coming years.

[Table 1 about here]

Which young adults are more likely to leave, and which are more likely to stay? To investigate this matter, we can analyse and contrast answers provided by respondents most likely, or inclined, to leave the Quebec Public Service (i.e. those who have indicated to be to “strongly” or “fairly” agreeing with the statement) and by respondents most likely, or inclined, to stay (those “strongly” or “fairly” disagreeing with the statement). Looking first at some socio-economic characteristics, we notice the following. Age does not seem to be a highly significant factor, as data in Table 2 indicate. With the exception of employees less than 20 years old, the proportion of workers inclined to leave the public service only decrease marginally with age (by 3 percentage-points in total, from 15.2% for the 20-24 years old category to 12.3% for the 30-34). The age factor is however somewhat more influential concerning the intention to stay in the Quebec Public Service (the proportion increases by 6 percentage-points, from 46.0% for the 20-24 category to 52.4% for the 30-34). As far as the youngest employees are concerned (< 20 years old), the proportion planning to leave jumps to 28.6%, while those planning to stay decrease to 38.1%. However, these numbers should be used with great care, as only a handful of respondents

¹ As of March 2007, women represented 55.6% of the total regular workforce, and 58.5% of all regular employees age less than 35 years old (Secrétariat du Conseil du Trésor, 2008).

belonging to this category have participated in the survey (n=21 or 0.4% of all respondents²).

[Table 2 about here]

Certainty about future employment prospect can also be viewed as a reason for leaving an organization. Looking at answers provided by permanent employees and temporary employees (hired for a determined period of time), displayed in Table 3, we find, once again, a somewhat weak relationship. Survey results indicate that 15% of temporary respondents are inclined to leave the Quebec Public Service, comparatively to 12% among permanent employees. However, the relationship seems stronger when we look at answers provided by respondents planning to stay: 53.3% of permanent employees wish to remain in the public service, compared to 45.5% for temporary employees. These findings seem to suggest that employment status matters, although it is not a predominant factor.

[Table 3 about here]

Survey data in Table 4 also indicate that respondents' intentions to leave the public service vary accordingly to their income. However, the causal relationship is not clear as the highest rate of respondents planning to leave are found both in low (individuals earning less than \$30,000 annually) and high income categories (earning between \$70,000 and \$89,999). In addition, no significant relationship can be found with respect to intentions to stay in the organization. These findings might suggest that relative income, especially between the public and the private sectors, matters more than absolute income. When data are disaggregated by the respondents' line of work, we do find some variations across some professions (data not presented here, but available upon request from the authors). Intentions to leave are the highest among fiscal analysts and technicians (20.8%), engineers (19.1%) and computer technicians (19.0%).

[Table 4 about here]

Finally, looking at the distribution of answers by gender, which are displayed in Table 5, we find that more men plan to leave the Quebec Public Service (17.5%) than women (10.0%). Women are also found more likely to stay (54.1% vs. 43.4% for men). This outcome seems to support the argument that women often seek a professional position that provides good working conditions, such as maternity leaves and benefits, as well as employment security, features that are generally found in the public sector (Milliken and Martins, 1996).

[Table 5 about here]

Overall, few socio-economic features are able to justify why employees want to leave the Quebec Public Service. Therefore, we need to look elsewhere to find explanations about employees' intentions to leave or to stay in an organization. As discussed previously, some answers might be found in employees' attitudes toward their work. Two dimensions are believed to have a direct influence: their commitment toward their own career, and toward the organization, in this case,

² But, based on the information available, this proportion seems representative of the overall representation of workers less than 20 years old in the Quebec Public Service (Secrétariat du Conseil du Trésor, 2008).

the Quebec Public Service. Looking at answers provided for both dimensions, we find mixed evidences. On the one hand, contrary to expectations, career commitment is found to have no effect on employees' retention (see Table 6). Only a very low percentage of respondents have shown to be strongly or fairly committed to their career (7.8%). And this percentage is nearly identical among respondents most likely to leave (6.2%) and those most likely to stay (8.8%). On the other hand, we see that organizational commitment exerts an influence on employees' retention (Tables 7, 8, and 9). Respondents most inclined to leave show a higher instrumental commitment to the organization than others: 45.4% would take a similar job with a comparable pay, while this percentage drops to 8.6% for respondents most likely to stay. Conversely, respondents most likely to stay have stronger emotional and moral commitment for their organization: 36.1% indicated they strongly or fairly enjoy their work in the public service, a number in sharp contrast with the percentage found for respondents most likely to leave (3.2%), while 43.9% strongly or fairly agree that working in the public sector is the best occupation they can have (compared to 6.4% for those planning to leave).

[Tables 6 to 9 about here]

Turning now to indirect influences, we notice the following. Both job and career involvements (Table 10 and 11 respectively) are found to influence employees' intentions: respondents inclined to leave are much less involved toward their job (35.1% indicated to be strongly or fairly motivated in their work, compared to 78.6% for those planning to stay) and their career (28.6% compared to 65.9%). Job satisfaction is also significant, although not all aspects linked to this dimension are equally important. For instance, high satisfactory rates are found for all employees (whether they are expected to leave or to stay) as far as relations with colleagues (Table 16), and work arrangements (Table 17) are concerned (over 75% of respondents indicated to be strongly or fairly satisfied, in both cases). Satisfaction rates related to material resources (Table 18) and tasks (Table 19) rank also high among employees inclined to stay (75.4% and 81.8%, respectively, are strongly or fairly satisfied), but not for those planning to leave (57.4% and 54.0%). But we notice discontent on three specific issues, for all employees. First, a clear majority of respondents are dissatisfied with their remuneration, especially direct wages: as data in Table 12 indicate, more than half of employees most likely to leave strongly or fairly believe that they do not receive a proper salary (but benefits seems to be more satisfactory – see Table 14). Second, employees are also disenchanting with career advancement opportunities: among respondent planning to leave, only one out of ten is strongly or fairly satisfied with the progression of their career. Third, communication seems to lack to a great extent, in general, and between employees and their immediate supervisor: only 20.5% of respondents inclined to leave strongly or fairly agree that communication is good in their organization (Table 20), while 38.1% are strongly or fairly satisfied with respect to their supervisor evaluation of their work (Table 15). These three aspects of job satisfaction are probably the main reasons why a significant portion of Quebec's workforce is planning to leave in the next few years.

[Tables 12 to 20 about here]

Concluding remarks

Demographic changes currently occurring in our society will have a serious impact on the labour market in a very near future. Furthermore, the anticipated shortage of qualified workers will force organizations to compete against each other to attract and retain the best candidates. And individuals will have the opportunity to improve their own well-being by choosing the jobs and organization that best suit their needs and desires. The Quebec Public Service is no exception: like other organizations, it will have to address the issue of workers mobility.

Five major dimensions have been identified as major determinants of labour mobility: career involvement, job involvement, job satisfaction, career commitment, and organizational commitment. Using a survey, we have tried to evaluate to what extent each of these five dimensions can explain the intention of young adults to leave the Quebec Public Service in a near future. Among these five dimensions, it was discovered that only one does not influence employees' retention: survey results suggest that career commitment is very low for all respondents, whether they plan to leave the Quebec Public Service or not. But other findings do offer some explanations why a significant portion of young public servants are inclined to leave the organization. For instance, we find that employees showing a higher instrumental commitment to the organization are more likely to leave. Our survey also suggests that pay, promotion, and communication are issues that should be addressed.

Looking at answers provided by employees who plan to stay in the Quebec Public Service, we find that a majority are strongly or fairly committed emotionally and/or morally toward the organization. If the Quebec government wishes to increase employees' retention, it seems that it would be relevant to take advantage of this situation. Future human resources practices should be aimed at increasing emotional and moral commitments. And the public service has many features that make such an objective feasible: contrary to a vast majority of businesses, it offers a wide array of job opportunities, and allows employees to contribute to the well-being of society. It would certainly be beneficial if it would take advantage of this situation.

Adapted from Garand (2004).

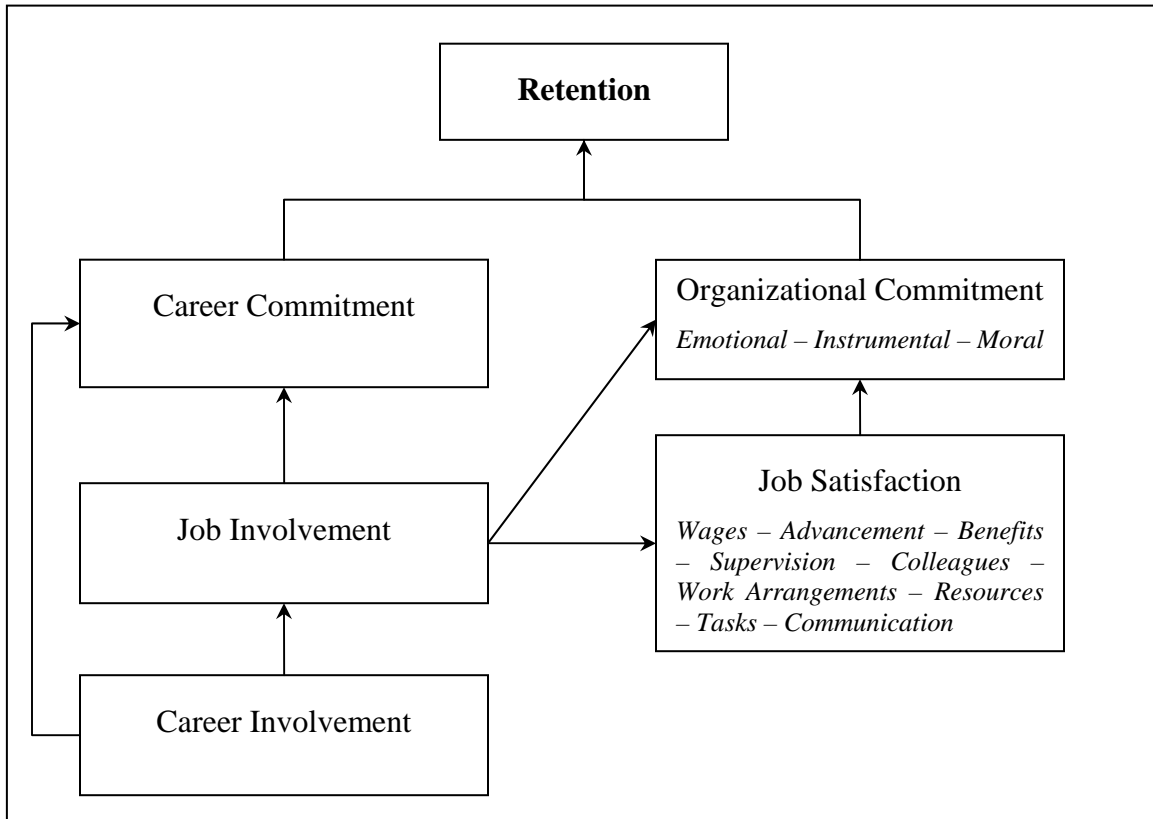


Figure 1 Determinants of employees' retention

Table 1 Intentions to leave the Quebec Public Service, all respondents

| <i>I plan to leave the public service within the next five years</i> | % of all respondents | |
|--|----------------------|--------------------|
| Strongly disagree | 26.6 | 49.8 (n=2,402) |
| Fairly disagree | 23.2 | |
| Slightly disagree | 10.2 | 36.8 (n=1,775) |
| Don't know | 18.4 | |
| Slightly Agree | 8.2 | |
| Fairly Agree | 8.1 | 13.3 (n=643) |
| Strongly Agree | 5.3 | |
| Total | 100.0 | 100.0 (n=4,820) |

Table 2 Intentions to leave the Quebec Public Service, by age

| <i>I plan to leave the public service in the next five years</i> | % respondents | | | |
|--|------------------------|-------------------|--------------------|--------------------|
| | Less than 20 years old | 20 – 24 years old | 25 – 29 years old | 30 – 34 years old |
| Strongly or fairly disagree | 38.1 | 46.0 | 47.6 | 52.4 |
| Somewhat disagree/agree /DK | 33.3 | 38.8 | 38.3 | 35.3 |
| Strongly or fairly agree | 28.6 | 15.2 | 14.1 | 12.3 |
| Total (n=4,820) | 100.0 (n=21) | 100.0 (n=467) | 100.0 (n=1,916) | 100.0 (n=2,416) |

Table 3 Intentions to leave the Quebec Public Service, by position type

| <i>I plan to leave the public service in the next five years</i> | % permanent employees | % temporary employees |
|--|-----------------------|-----------------------|
| Strongly or fairly disagree | 53.3 | 45.5 |
| Somewhat disagree/agree /DK | 34.7 | 39.5 |
| Strongly or fairly agree | 12.0 | 15.0 |
| Total (n=4,808) | 100.0 (n=2,681) | 100.0 (n=2,127) |

Table 4 Intentions to leave the Quebec Public Service, by income

| <i>I plan to leave the public service in the next five years</i> | % respondents earning | | | | |
|--|-----------------------|-----------------|-----------------|-----------------|----------------|
| | less than \$30,000 | 30,000 – 49,999 | 50,000 – 69,999 | 70,000 – 89,999 | 90,000 or more |
| Strongly or fairly disagree | 44.4 | 49.3 | 53.6 | 52.7 | 44.4 |
| Somewhat disagree/agree /DK | 40.4 | 36.8 | 36.0 | 30.9 | 55.6 |
| Strongly or fairly agree | 15.2 | 13.9 | 10.4 | 16.4 | 0.0 |
| Total (n=4,820) | 100.0 (n=250) | 100.0 (n=3,620) | 100.0 (n=886) | 100.0 (n=55) | 100.0 (n=9) |

Table 5 Intentions to leave the Quebec Public Service, by gender

| <i>I plan to leave the public service in the next five years</i> | % respondents | |
|--|-----------------|-----------------|
| | Men | Women |
| Strongly or fairly disagree | 43.4 | 54.1 |
| Somewhat disagree/agree /DK | 39.1 | 35.3 |
| Strongly or fairly agree | 17.5 | 10.5 |
| Total (n=4,820) | 100.0 (n=1,926) | 100.0 (n=2,891) |

Table 6 Evaluation of career commitment

| <i>Most of my personal objectives are linked to my work</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 47.0 | 56.9 | 43.1 |
| Somewhat disagree/agree /DK | 45.2 | 36.9 | 48.1 |
| Strongly or fairly agree | 7.8 | 6.2 | 8.8 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 7 Evaluation of Organizational Commitment: Emotional commitment

| <i>I enjoy to much my work to give up my job in the public service</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 37.7 | 78.2 | 18.8 |
| Somewhat disagree/agree /DK | 41.2 | 16.6 | 45.1 |
| Strongly or fairly agree | 21.2 | 3.2 | 36.1 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 8 Evaluation of Organizational Commitment: Instrumental commitment

| <i>If I were able to find a similar job with a comparable pay, I would take it</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 47.4 | 28.5 | 62.9 |
| Somewhat disagree/agree /DK | 33.2 | 26.1 | 28.5 |
| Strongly or fairly agree | 19.4 | 45.4 | 8.6 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 9 Evaluation of Organizational Commitment: Moral commitment

| <i>Working in the public sector is the best occupation I can possibly have</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 29.3 | 71.4 | 10.6 |
| Somewhat disagree/agree /DK | 44.7 | 22.2 | 45.5 |
| Strongly or fairly agree | 26.0 | 6.4 | 43.9 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 10 Evaluation of Job Involvement

| <i>In my work, I am motivated to give my best</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 9.7 | 32.5 | 3.4 |
| Somewhat disagree/agree /DK | 25.8 | 32.3 | 18.0 |
| Strongly or fairly agree | 64.6 | 35.1 | 78.6 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 11 Evaluation of Career Involvement

| <i>My work gives me a sense of personal achievement</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 10.7 | 33.0 | 3.7 |
| Somewhat disagree/agree /DK | 36.8 | 38.4 | 30.4 |
| Strongly or fairly agree | 52.5 | 28.6 | 65.9 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 12 Job satisfaction: Wages

| <i>I believe that I receive a proper salary for my work</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 35.1 | 53.3 | 26.0 |
| Somewhat disagree/agree /DK | 31.1 | 22.9 | 32.7 |
| Strongly or fairly agree | 33.9 | 23.8 | 41.3 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 13 Job satisfaction: Advancement

| <i>In general, I am satisfied with the progression of my career in the public service</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 18.4 | 49.5 | 7.8 |
| Somewhat disagree/agree /DK | 47.2 | 39.2 | 43.3 |
| Strongly or fairly agree | 34.4 | 11.4 | 48.8 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 14 Job satisfaction: Benefits

| <i>I am not satisfied with my work benefits</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 54.3 | 43.4 | 61.8 |
| Somewhat disagree/agree /DK | 29.0 | 27.5 | 27.4 |
| Strongly or fairly agree | 16.6 | 29.1 | 10.7 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 15 Job satisfaction: Supervision

| <i>I received useful comments from my direct supervisor about my work</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|---|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 17.0 | 30.9 | 11.4 |
| Somewhat disagree/agree /DK | 33.7 | 30.9 | 32.0 |
| Strongly or fairly agree | 49.4 | 38.1 | 56.6 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 16 Job satisfaction: Colleagues

| <i>I like my colleagues</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|-----------------------------|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 1.7 | 4.8 | 1.0 |
| Somewhat disagree/agree /DK | 12.8 | 20.7 | 8.7 |
| Strongly or fairly agree | 85.5 | 75.5 | 90.2 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 17 Job satisfaction: Work Arrangements

| <i>My current work allows me to balance my personal and professional obligations</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 3.6 | 8.1 | 2.1 |
| Somewhat disagree/agree /DK | 14.6 | 17.7 | 12.0 |
| Strongly or fairly agree | 81.8 | 74.2 | 85.9 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 18 Job satisfaction: Material Resources

| <i>I have the material and equipments required to do my work</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 6.5 | 13.4 | 3.6 |
| Somewhat disagree/agree /DK | 24.4 | 29.2 | 21.0 |
| Strongly or fairly agree | 69.1 | 57.4 | 75.4 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 19 Job satisfaction: Tasks

| <i>I like doing the tasks related to my work</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 3.9 | 13.5 | 1.4 |
| Somewhat disagree/agree /DK | 23.7 | 32.5 | 16.8 |
| Strongly or fairly agree | 72.4 | 54.0 | 81.8 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

Table 20 Job satisfaction: Communication

| <i>Communication is good in our organization</i> | % All respondents | % Respondents most likely to leave | % Respondents most likely to stay |
|--|--------------------|------------------------------------|-----------------------------------|
| Strongly or fairly disagree | 22.4 | 39.3 | 15.8 |
| Somewhat disagree/agree /DK | 42.5 | 40.1 | 40.8 |
| Strongly or fairly agree | 35.1 | 20.5 | 43.3 |
| Total | 100.0 (n=4,820) | 100.0 (n=643) | 100.0 (n=2,402) |

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