



THE ADECCO GROUP  
INSTITUTE

# 2<sup>nd</sup> Report on HR Role and Challenges in Talent Management

In collaboration with:



**CEU**

*Fundación San Pablo  
Andalucía*



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# People management challenges for 2023: bad times for self-complacency

Javier Blasco

**T**his is the second report on HR Role and Challenges in Talent Management, which once again reflects our findings from a new survey conducted among people managers on the issues that most concern them, along with the contribution, in the form of three opinion articles, of the reflections of the team of professors at the CEU San Pablo University.

Along with the main challenge of talent attraction and retention to ensure growth in times of economic recovery, it is clear to everyone that, along with digitisation challenges, hybrid work or concern for the well-being and health of people, there are many other aspects that concern the day-to-day work of the HR role.

The debate on replacement of tasks and occupations by increasingly disruptive technologies is still ongoing, and this reflection also has a direct impact on the HR role. The promotion of more human skills in a digital environment cannot paralyse the need to enhance digital competencies and the intensive use of data in decision-making. It is true that the potential for change will depend on the size of the organisations, many of which are busy in emerging from the first quarter of the economic slowdown, but all organisations are also focused on defining productivity and efficiency models for human capital in order to face new uncertainties and to ensure sustainability. This productivity challenge, which some people describe as almost paranoid, hides other goals linked to flexibility and *engagement* (working time reduction, *smartwork*) that should allow us to improve people's engagement.

Although the generational aspect matters, there is a shared conviction across all age segments towards the need to create more diverse and inclusive workplaces, and towards commitment to sustainable development goals, where the HR role has much to contribute, and upon which we reflect in one of the opinion articles in this report, so as to ensure that organisations must go beyond mere legal compliance.

In this sense, regulations, particularly the labour regulatory framework, continue to hold a prominent place among the concerns of HR managers in our country, and this variable continues to generate more uncertainties than a foreseeable -and desired- "playing field" where to compete on equal terms with other countries. In fact, taking on the legal advice area seems to be the second priority of HR, far from other recurring challenges such as promoting digital competencies or data management among HR professionals. Surprisingly, this seems to be more reactive than strategic. At a time when artificial intelligence and ChatGPT seem to threaten the tasks most related to the back of organisations, some voices criticise the seemingly immobility in the People role that surveys and analytics offer. New times demand not to start from the same paradigms and tools, it is no longer just a question of new professional areas (*onboarding* experts, *talent scouts* or welfare managers) or of more valued competencies (communication skills, business *partnership*, etc.) but of empowering analytical capacity, streamlining many of the processes, and allowing metrics to place more value on talent than on working time.

The growing talent shortage is another concern. Gender equality is once again the main action item in the fulfilment

of the SDGs, now that we are celebrating Equality Day, but it must not be allowed to swallow up other diversity and inclusion goals, such as those related to age, different abilities, or culture, to give just three examples. Our labour market is under stress, although the statistics on *job vacancy rate* (Eurostat) apparently conclude that this is less of a problem in Spain, probably because the calculation formula does not include the entire active population. It does not seem that more flexible regulations on foreigners will allow us to attract all the necessary talent from abroad. Nor do we seem to have a problem of widespread resignation, at least similar to what has happened in the USA, but it does seem that rethinking priorities and goals, and demands for flexibility and work-life balance, are behind most of the reasons for turnover in Spain.

Organisations' social purpose seems to be one of the keys to attracting and retaining talent. People are concerned about this factor in order to improve their emotional attachment, as well as transparency, loyalty, predictability and managers' leadership and management style, as part of that sometimes confusing mix that we call *emotional salary*, which should improve people's motivation and engagement. We will continue to talk about how to manage salaries in times of inflation throughout 2023, and it is obvious that if the regulations offer few solutions (salary in kind, pension plans), people departments are going to have to do some *fine-tuning* to discover new niches to improve employee experience and the company's brand.

Career development and re-skilling opportunities will undoubtedly be part of this recipe. The unknowns about the

new Organic Law of the University System, the Regulation governing the Vocational Training system, or the Statute of the Scholarship Holder, to give a few examples, will need to be cleared up. The latest GTCI (Global Talent Competitive Index) report still highlights Spain's difficulties in competing in terms of skills, both transversal and technological. Companies and organisations will become the natural training and recycling space for workers, and our success model in terms of innovation, competitiveness and, why not include it, the desired productivity that legitimises transparency and sustainability relations to help overcome the on-call culture and the exclusive focus on working time as the only talent "metric", will depend on this. In this sense, the new ISO 30414 on HR reporting and metrics could be a desirable standard to help organisations re-design their scorecards.

Finally, there are many challenges and "homework" that we are faced with at the start of the 2023 academic year (psychosocial risk management, digital disconnection protocols, harassment or remote working agreements). We must travel this road while managing a first quarter with an ebb and flow of economic slowdown and enthusiasm to see the light at summer's doorstep. We hope that this report will help us to reflect upon, and plan for, the main challenges in talent management and the People role. Thank you!



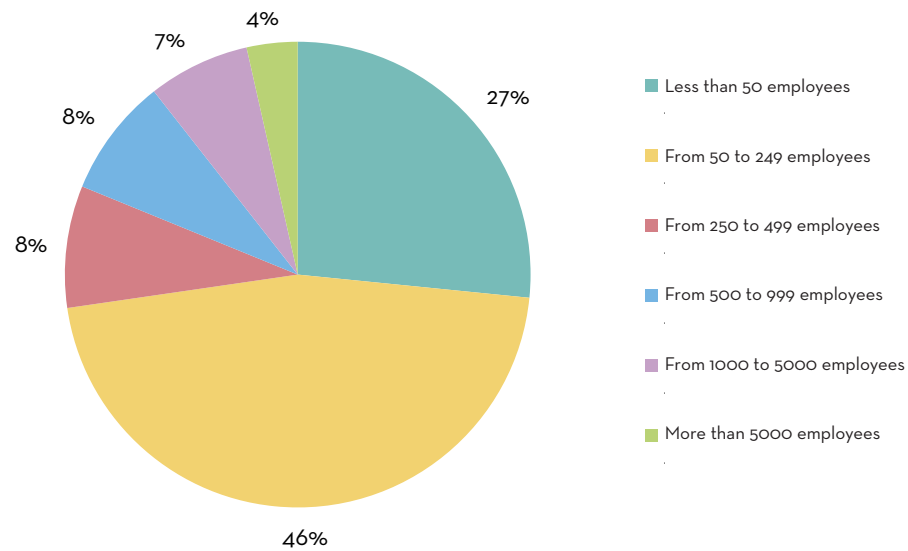
**Javier Blasco**  
Director,  
The Adecco Group Institute

The background is a teal-tinted collage of business-related imagery. It includes a person in a suit holding a laptop, various data visualizations such as bar charts, line graphs, and pie charts, and several documents or reports scattered across the scene. The overall aesthetic is professional and data-driven.

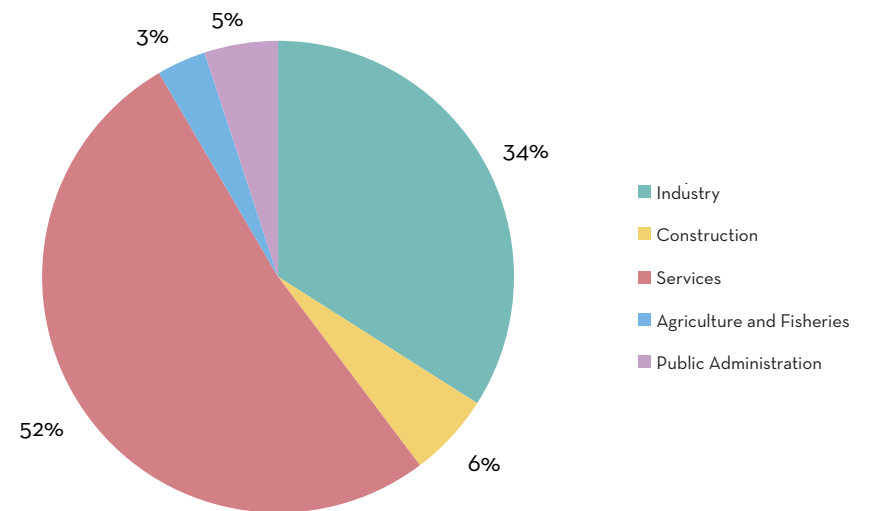
# 2<sup>nd</sup> Report on HR Role and Challenges in Talent Management

## Profile of the companies that participated in the survey

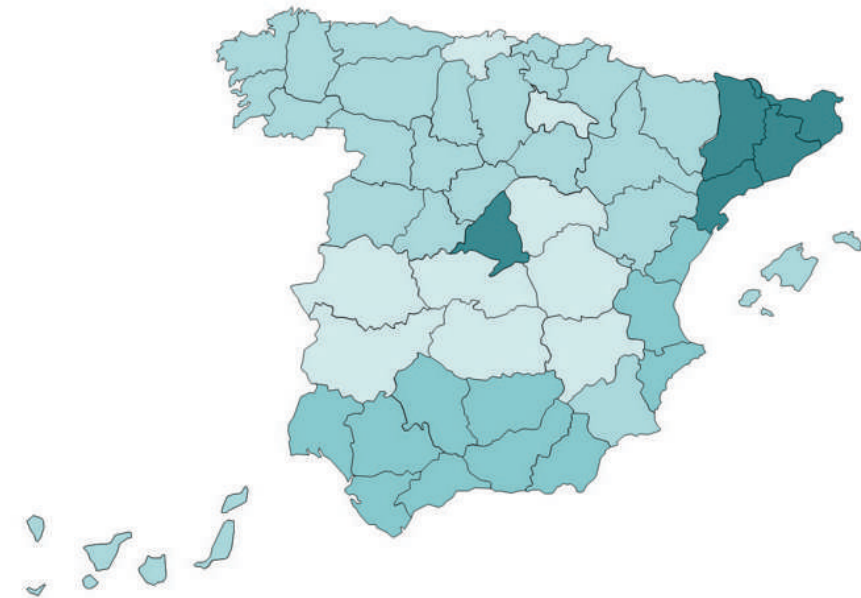
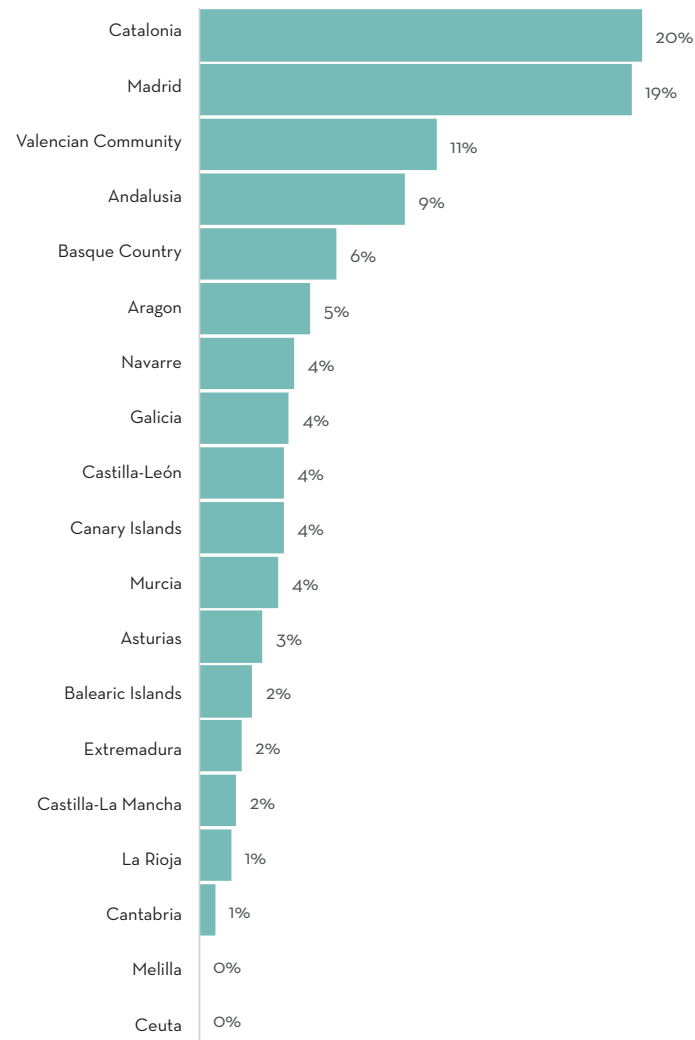
The majority of the companies that participated in the survey were medium-sized (50 to 249 employees), accounting for 48% of the total. Small companies (less than 50 employees) accounted for 27%, while large companies (500 to more than 5000 employees) accounted for 19%.



The sectoral distribution was mainly in the service sector (52%) and industry (34%). In order, this was followed by the construction sector (6%), public administration (5%) and, lastly, agriculture and fishing (3%).



In terms of distribution by territory, there is a greater concentration of companies in the Autonomous Communities of Catalonia (20%), Madrid (19%) and Valencia (11%), while Cantabria (1%) and La Rioja (1%) are the least represented.



The results of the survey are described below. The survey consisted of 9 questions, some of which had several response options. In the case of multiple responses, the results are shown for the total number of responses.

## 1. 2023 CHALLENGES FOR THE HR DEPARTMENT

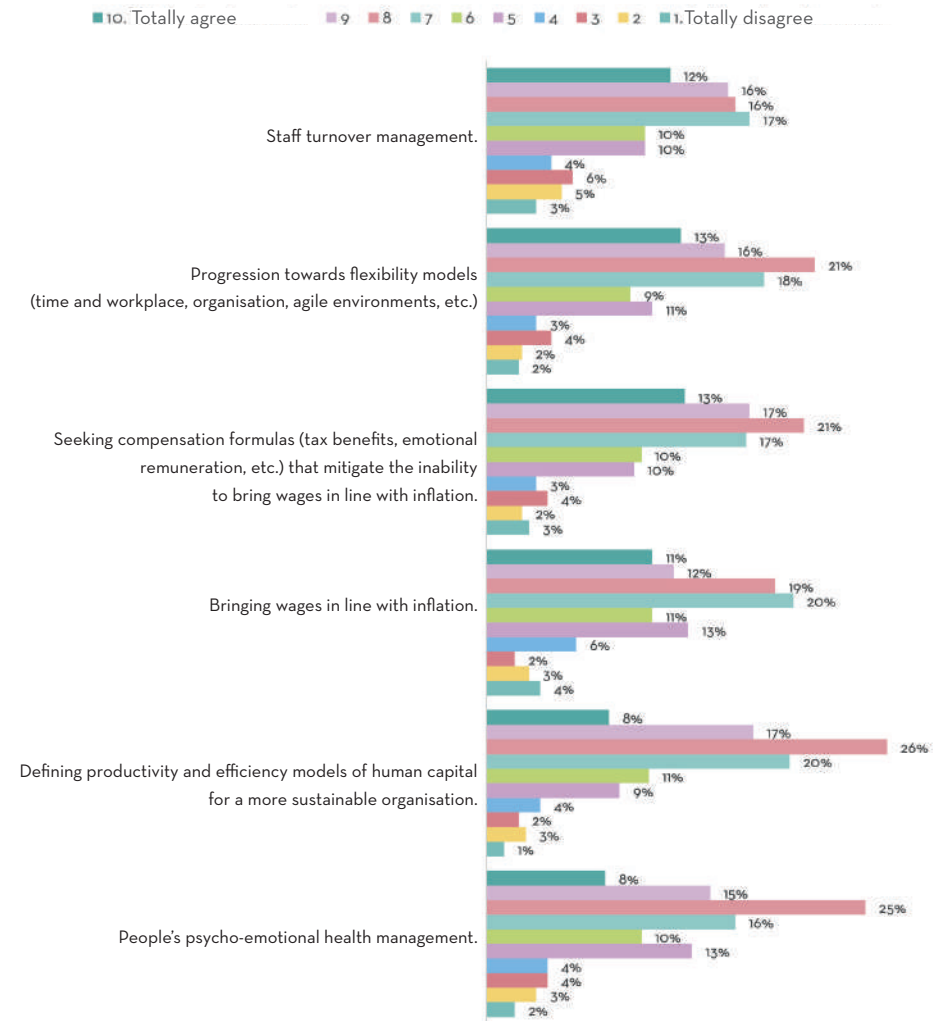
First of all, we asked the people managers from the participating companies what are the main challenges facing the HR role within their organisations in 2023.

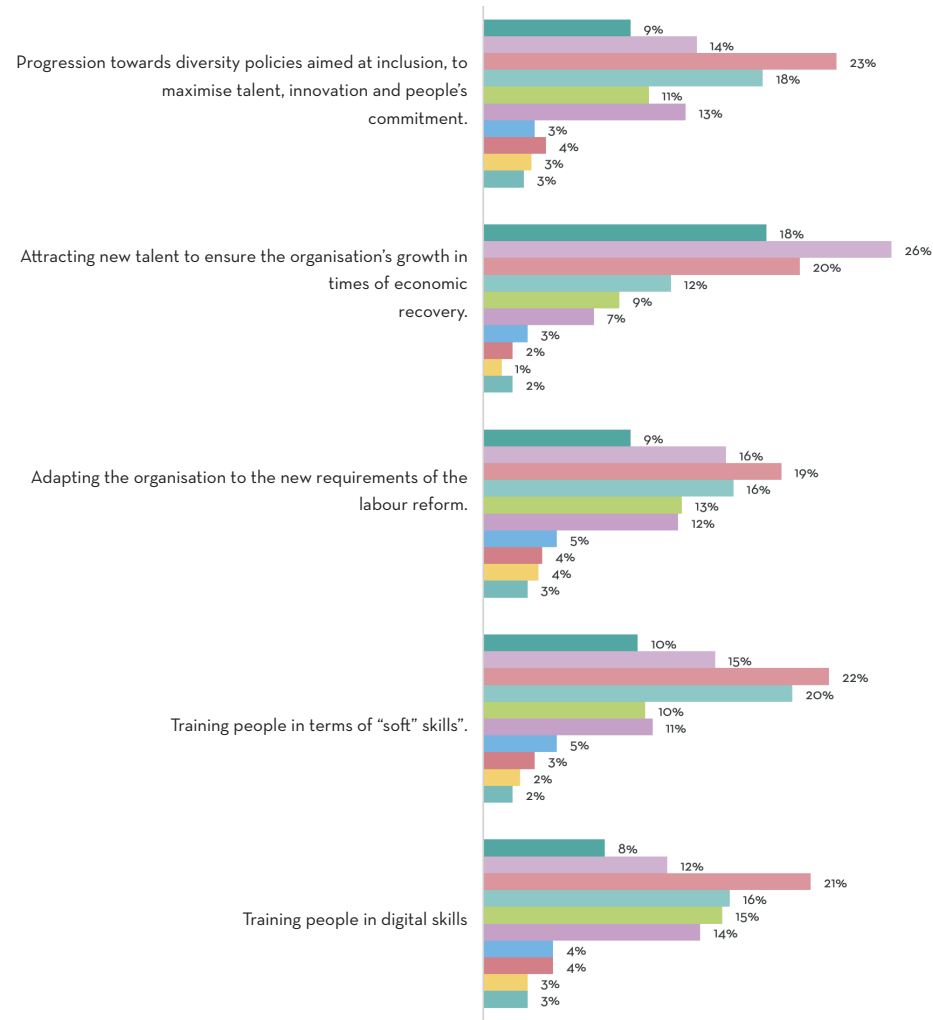
Building human capital continues to be the main goal of the HR departments, which tell us that “attracting new talent to ensure the organisation’s growth in times of economic recovery” is the challenge most highlighted by the companies. 76% (+0 p.p. year-on-year) rate it between 7 and 10, and 44% (+0 p.p. year-on-year) between 9 and 10. It was also the highest rated challenge in last year’s survey. The second most important challenge is to “define productivity and efficiency models of human capital for a more sustainable organisation”, a key element in an organisation’s flexibility and sustainability strategy. 71% of companies rate it between 7 and 10 (-6 p.p. year-on-year) and 25% (+0 p.p. year-on-year) between 9 and 10 (-6 p.p. year-on-year).

In order of rating (ratings between 7 and 10):

- “To seek compensation formulas (tax benefits, emotional remuneration, etc.) that mitigate the inability to bring wages in line with inflation” at 68%.
- “To progress towards flexibility models (time and workplace, organisation, agile environments, etc.)” at 68% (+0 p.p. year-on-year).
- “To train people in terms of “soft” skills” at 67% (+2 p.p. year-on-year).
- “To progress towards diversity policies aimed at inclusion, to maximise talent, innovation and people’s commitment” at 64% (-8 p.p. year-on-year).
- “To manage people’s psycho-emotional health” with 63% (+9 p.p. year-on-year).
- “To align salaries with inflation” at 62%.
- “To manage staff turnover” at 61%.
- “To continue adapting the organisation to the new requirements of the labour reform” at 60% (-6 p.p. year-on-year).
- “To train people in digital skills” at 56% (-12 p.p. year-on-year).

Please rate on a scale of 1 to 10 the main challenges facing the HR role in your organisation in 2023





## 2. STAFF TURNOVER (I)

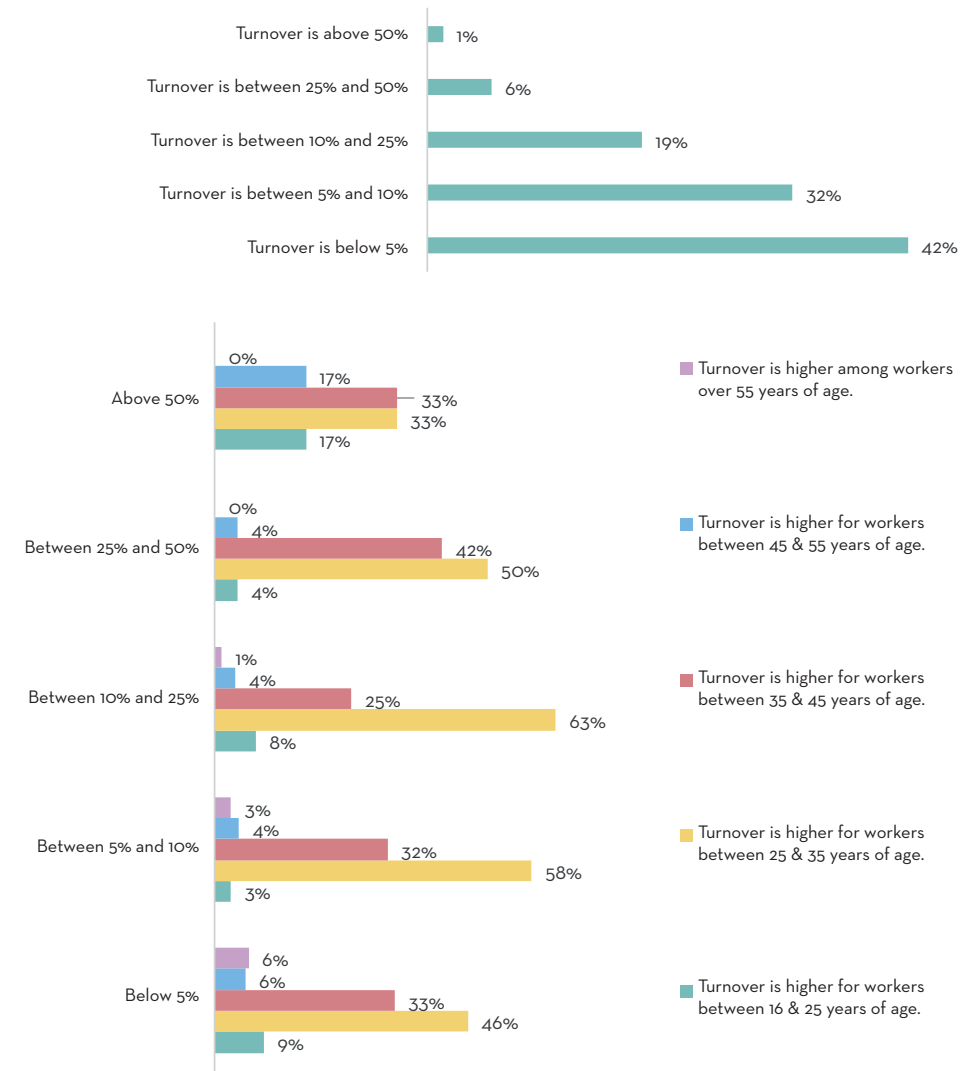
At a time when the “big resignation”, the “silent resignation” and talent retention are hitting the headlines, we also wanted to know what organisations think about the level of employee turnover, and asked about the turnover rate for the year 2022 and the age group linked to each turnover bracket.

Identify the level of employee turnover in your organisation (percentage of workers leaving their post out of the total workforce) in the last year, as well as their age range:

Thus, we found that 42% of companies say that turnover is below 5%, although there is a significant over-representation of the services sector in this turnover, especially in the hospitality sector. Most turnover takes place in the 25-35 age group, which also leads in turnover between 5-10% of the workforce (32%), turnover between 10-25% (19%) and turnover between 25-50% (6%). In all cases, we observe that the age group with the highest turnover continues to be 25-35 years.

In contrast, for 1% of the companies reporting turnover above 50% we observe that, although turnover in the 25-45 age group remains high, it is the youngest (16-25) and 45-55 year olds that increase their turnover level to 17%.

Identify the level of employee turnover in your organisation (percentage of workers leaving their post out of the total workforce) in the last year, as well as their age range:



### 3. STAFF TURNOVER (II)

One of the most interesting qualitative findings of this survey is the information on the areas where the highest turnover takes place within organisations, and the causes associated with such turnover.

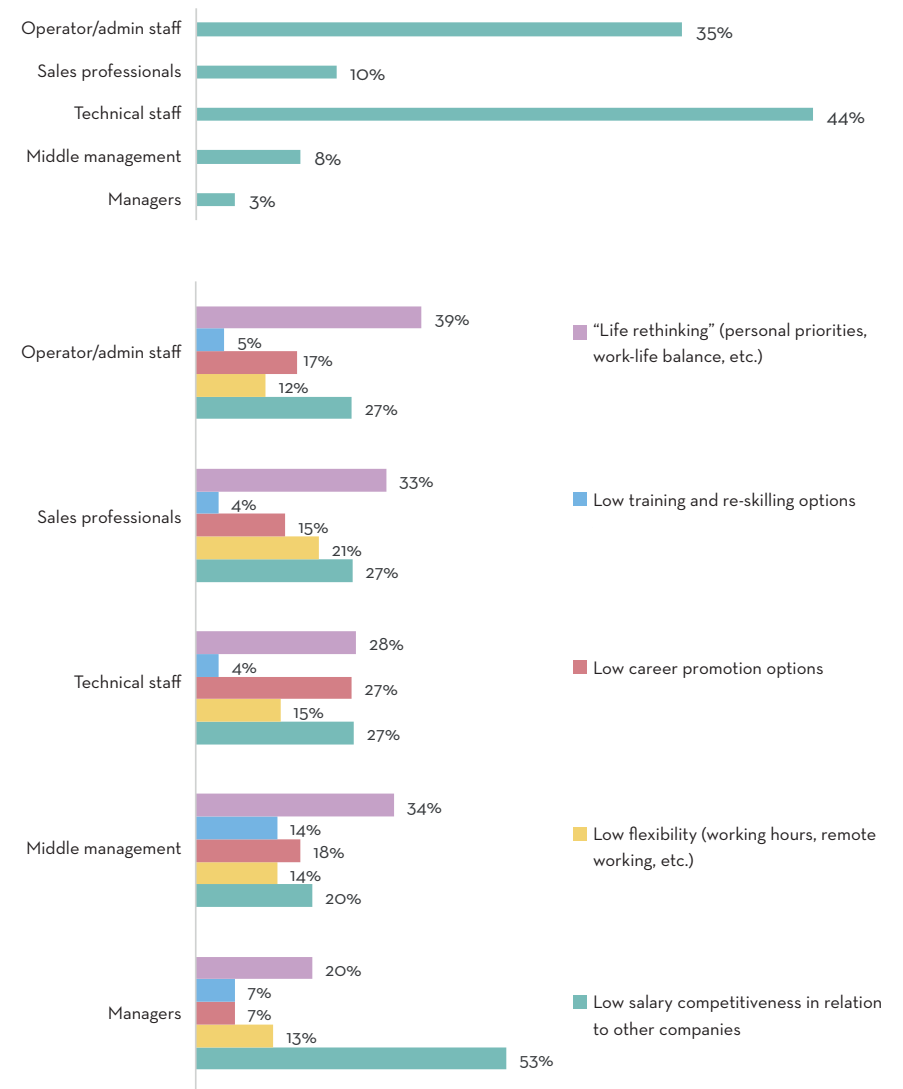
Thus, we observe that 44% of the companies indicate that turnover is higher for “Technical staff”, followed by “Operators/administrative staff” (35%), “Sales professionals” (10%), “Middle management” (8%) and, finally, “Managers” (3%).

What does seem to underlie much of this turnover is a kind of post-pandemic “reset” or “mind-set”, transversal to all levels of an organisation, with a particular impact on the lower salary levels - operators and administrative staff - and with the exception of the management segment, where salary is the main cause for turnover. In this sense, the reasons for departures are as follows:

- For “Technical staff”, “life rethinking (personal priorities, work-life balance, etc.)” is the main cause of turnover at 28%.
- For “Operators/admin staff”, “life rethinking (personal priorities, work-life balance, etc.)” at 39%.
- For “Sales professionals”, the most chosen reason was again “life rethinking (personal priorities, work-life balance, etc.)” at 33%.
- For “Middle management”, “life rethinking (personal priorities, work-life balance, etc.)” was again the most popular reason at 34%.
- And for “Managers” it was “Low salary competitiveness in relation to other companies” at 53%.

Thus, we observe that “life rethinking (personal priorities, work-life balance, etc.)” is the main cause for turnover for most company areas, followed by “Low salary competitiveness in relation to other companies”.

Identify in which areas of your organisation turnover is highest and what you think are the causes:



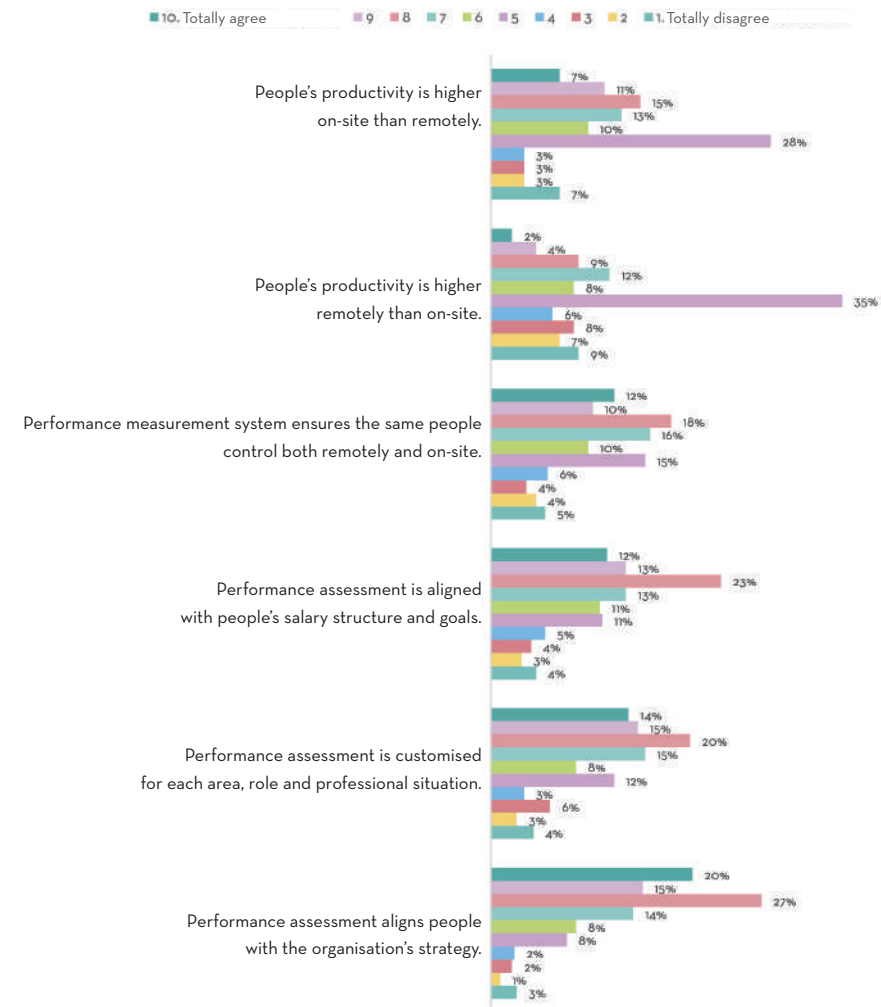
#### 4. PRODUCTIVITY AND PERFORMANCE MEASUREMENT

Flexibility, competitiveness and sustainability challenges in organisations require the management and measurement of performance and productivity. Regarding these variables, 76% of companies rate the statement they identify with most highly as “performance assessment allows people to be aligned with the organisation’s strategy” with a score of between 7 and 10, being the option with the highest acceptance. Likewise, the suitability of performance assessments is confirmed, in terms of suitability/personalisation as “alignment” with the remuneration policy. Thus, in order, the most highly rated responses were as follows:

- “Performance assessment is customised for each area, role and professional situation” at 63%.
- “Performance assessment is aligned with people’s salary structure and goals” at 61%.
- “Performance measurement system ensures the same people control both remotely and on-site” at 56%.
- “People’s productivity is higher on-site than remotely” at 46%.
- And finally, “People’s productivity is higher remotely than on-site” at 27%.

Despite the overall consensus regarding the higher productivity in the on-site mode (46% compared to 27% for remote work), the high rate of neutral responses when asked about productivity in both modes is noteworthy. The perception of lower productivity in remote work is striking (46% of responses), while 56% recognise that they can guarantee control over people’s performance, regardless of whether they work on-site or remotely.

Please rate from 1 to 10 whether you agree with each of the following statements regarding the performance and productivity measurement in your organisation



## 5. HR ROLE: FEATURES

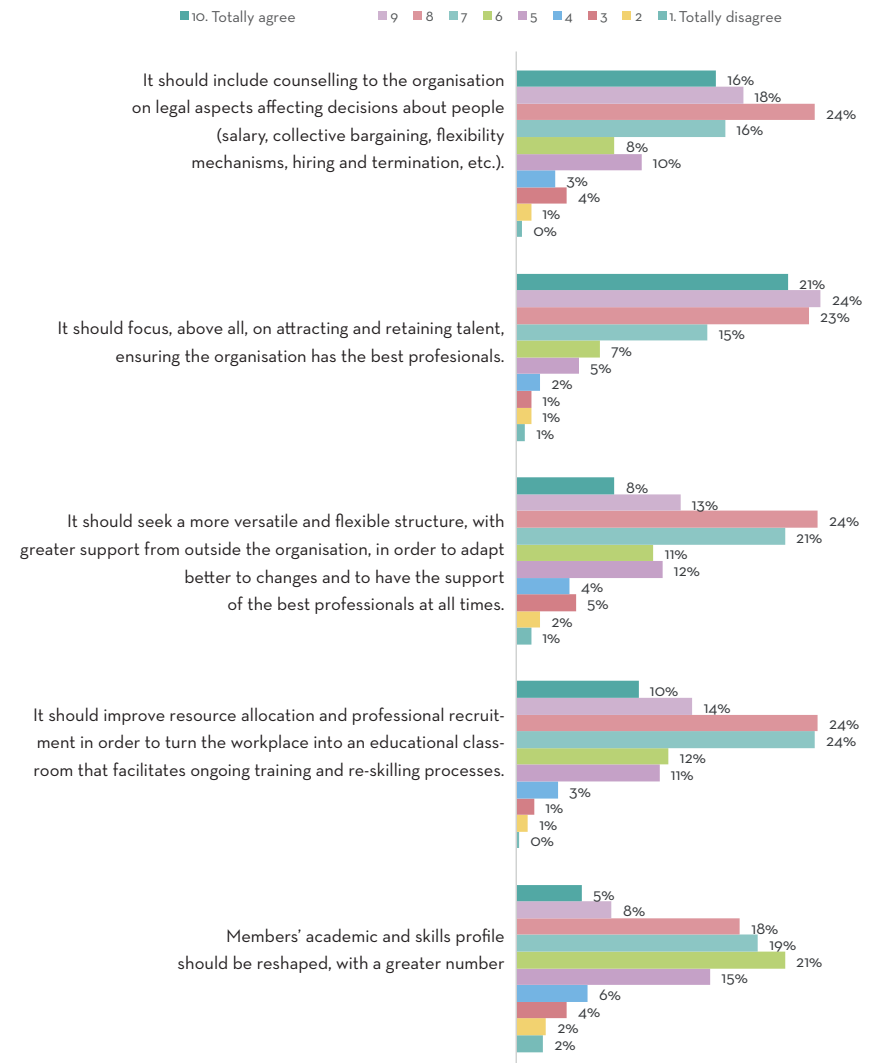
In terms of what features the HR department should have, 84% (+0 p.p. year-on-year) of the companies surveyed consider that “It should focus, above all, on attracting and retaining talent, ensuring the organisation has the best professionals” with a rating of between 7 and 10, and 45% (-1 p.p. year-on-year) rate it between 9 and 10. Thus, it is once again the most highly rated feature compared to the previous year.

One of the growing concerns in people departments has to do with regulatory changes and requirements, leading to the assumption of a legal advisory role as the second priority (74% of responses), well above apparently strategic and “trendy” challenges such as additional digital professionals and data experts in HR departments (49%).

Thus, in order of rating (ratings between 7 and 10):

- “It should include counselling to the organisation on legal aspects affecting decisions about people (salary, collective bargaining, flexibility mechanisms, hiring and termination, etc.)” at 74% (+1 p.p. year-on-year).
- “It should improve resource allocation and professional recruitment in order to turn the workplace into an educational classroom that facilitates ongoing training and re-skilling processes” at 71% (+1 p.p. year-on-year).
- “It should seek a more versatile and flexible structure, with greater support from outside the organisation, in order to adapt better to changes and to have the support of the best professionals at all times” at 66% (-2 p.p. year-on-year).
- And, lastly, “Members’ academic and skills profile should be reshaped, with a greater number of technology and data experts” at 49% (-9 p.p. year-on-year), which was also the worst rated the previous year.

On a scale of 1 to 10, do you agree with each of the following statements regarding the features an HR department should have?



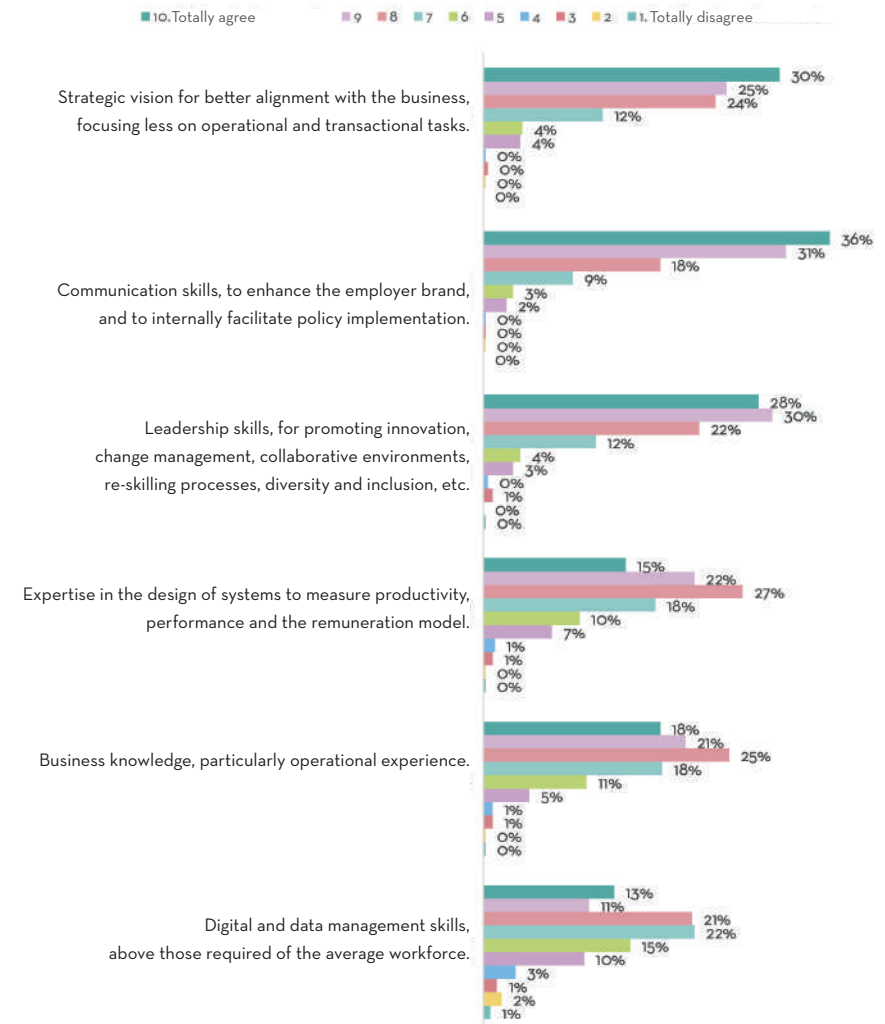
## 6. HR PROFESSIONALS' COMPETENCIES

In terms of the most valued competencies for HR professionals, 94% (+2 p.p. year-on-year) of the companies surveyed consider that the most important competency relates to “communication skills, to improve the employer brand, and to facilitate policy implementation internally” with a rating between 7 and 10, and 67% (+0 p.p. year-on-year) rate it between 9 and 10. Moreover, it is once again the most highly rated competency compared to the previous year’s responses.

It is striking that organisations still rate the improvement of HR professionals’ digital and data management skills as the last option for HR professionals in the People departments. Thus, in order of rating (ratings between 7 and 10):

- “Leadership skills, for promoting innovation, change management, collaborative environments, re-skilling processes, diversity and inclusion, etc.” at 92% (+1 p.p. year-on-year).
- “Strategic vision for better alignment with the business, focusing less on operational and transactional tasks” at 91% (+2 p.p. year-on-year).
- “Business knowledge, particularly operational experience” at 82% (-3 p.p. year-on-year).
- “Expertise in the design of systems to measure productivity, performance and the remuneration model” at 80% (+0 p.p. year-on-year).
- And finally, “Digital and data management skills, above those required of the average workforce” at 67% (-3 p.p. year-on-year). The latter was also the worst rated in the previous survey.

Please rate from 1 to 10 the importance you think the following competencies are important for HR professionals



## 7. ATTRACTING AND RETAINING TALENT: EMPLOYEE EXPERIENCE

When it comes to attracting and retaining talent, the company's differentiating values are fundamental to improving the employee experience.

Thus, 69% (+2 p.p. year-on-year) of the companies surveyed consider the "Work-life balance and flexibility" measure to be the most decisive with a rating of between 9 and 10, a score that rises to 94% for ratings between 7 and 10. This is again the most highly rated measure compared to the previous year's results.

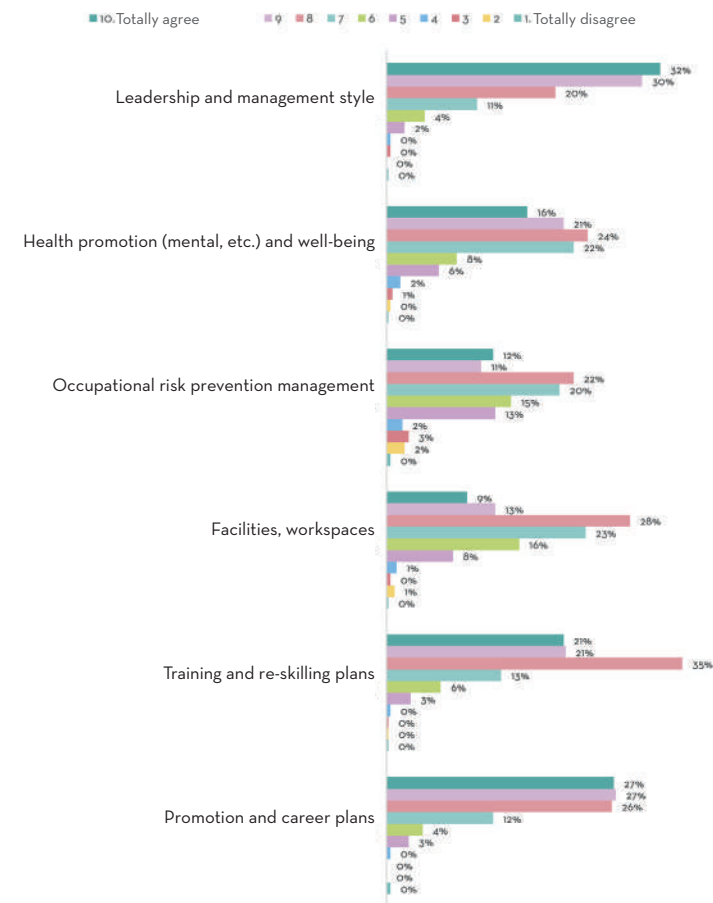
Variables related to remuneration - probably influenced by the limited scope for flexibility and opportunities for engagement allowed by regulations; remuneration in kind, pension plans - continue to be prioritised over other aspects, and it is striking that once again occupational risk prevention falls in its rating, while at the same time the prioritisation of well-being and mental health is valued, suggesting a certain contradiction and lack of policies that deal comprehensively with people's occupational health.

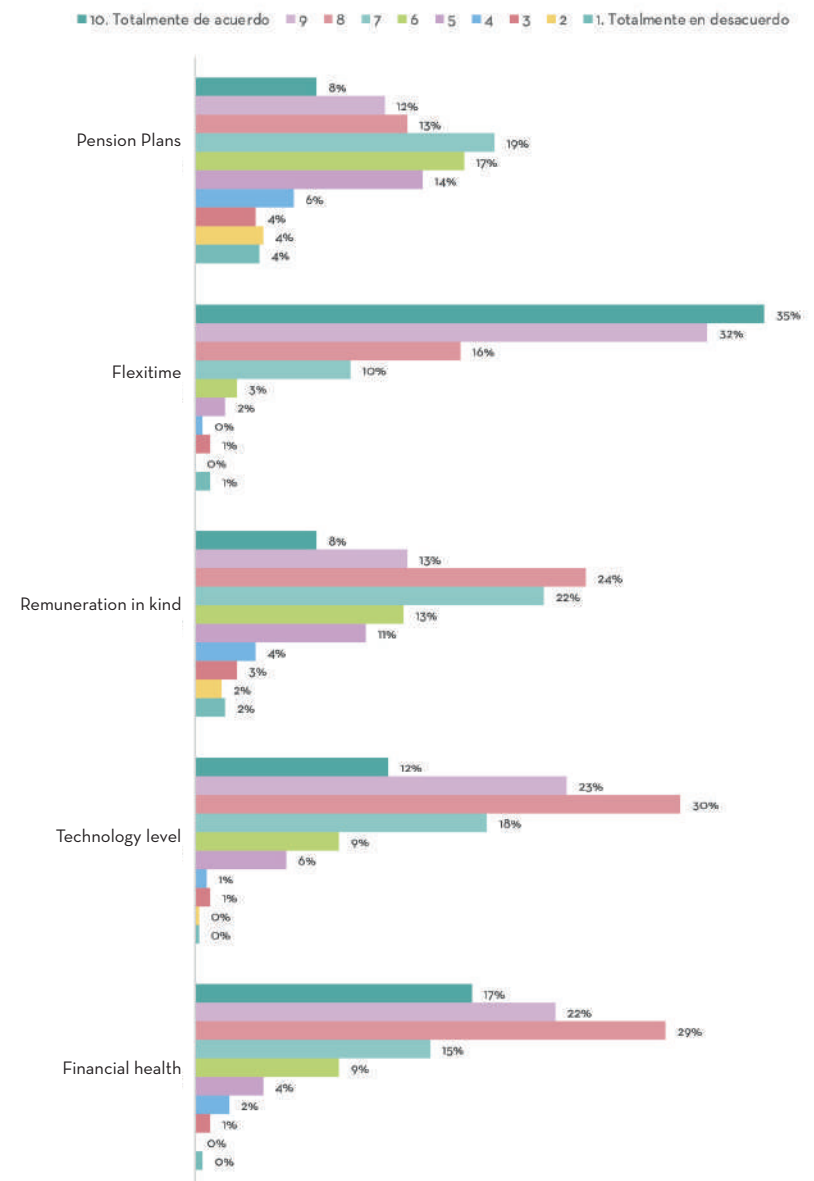
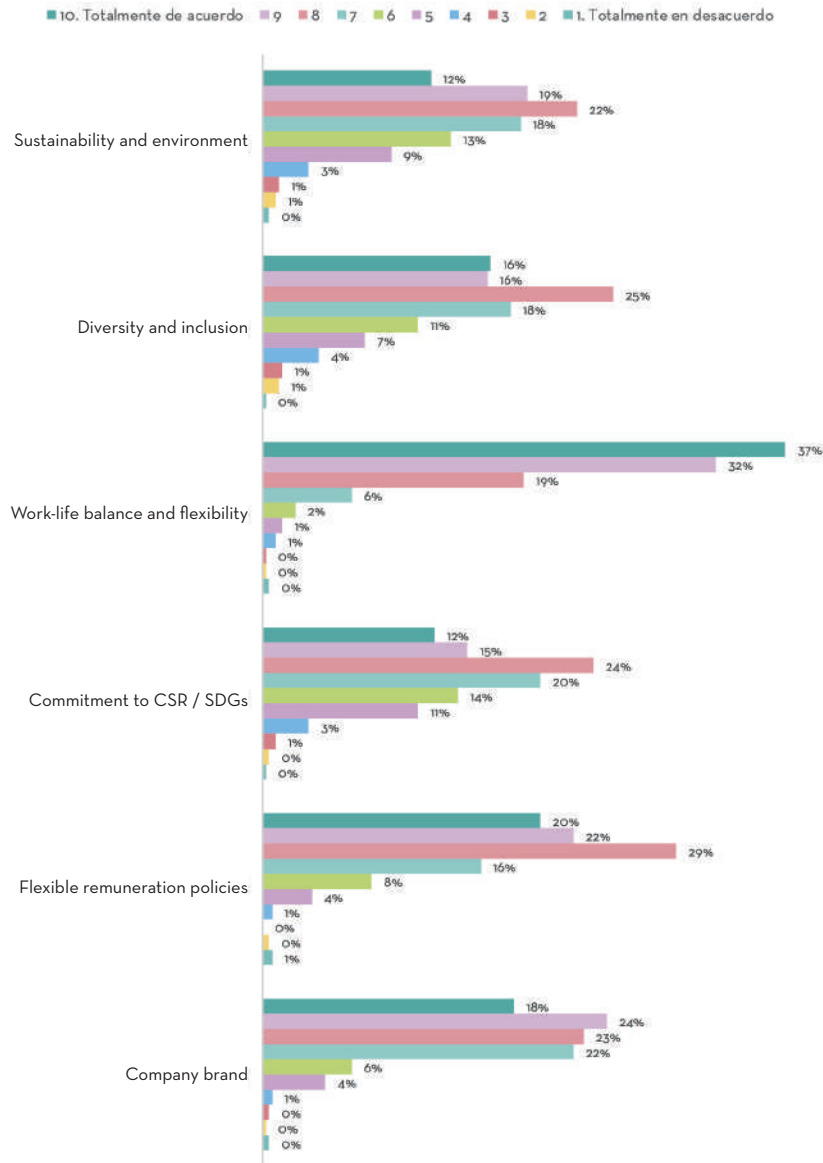
Thus, in order of rating (ratings between 9 and 10):

- "Flexitime" at 67% (+5 p.p. year-on-year).
- "Leadership and management style" at 62% (+7 p.p. year-on-year).
- "Promotion and career plans" at 53% (+2 p.p. year-on-year).
- "Training and re-skilling plans" (-5 p.p. year-on-year) at 42%.
- "Company brand" (+0 p.p. year-on-year) at 42%.
- "Flexible remuneration policies" (-1 p.p. year-on-year) at 42%.
- "Financial health" at 40% (-3 p.p. year-on-year).
- "Health promotion (mental, etc.) and well-being" at 37% (-2 p.p. year-on-year).
- "Technology level" at 35% (-3 p.p. year-on-year).
- "Diversity and inclusion" at 32% (-8 p.p. year-on-year).
- "Sustainability and environment" at 31% (-10 p.p. year-on-year).
- "Commitment to CSR / SDGs" at 27% (-5 p.p. year-on-year).
- "Occupational risk prevention management" at 24% (-9 p.p. year-on-year).
- "Facilities, workspaces" at 22% (-3 p.p. year-on-year).
- "Remuneration in kind" at 21% (-2 p.p. year-on-year).
- And finally, "Pension plans" at 19% (-3 p.p. year-on-year).

As in the previous year, we note that, work-life balance and flexibility measures in relation to the workplace and working hours are the most highly valued by the surveyed companies. In addition, there is a 7 p.p. year-on-year increase for "Leadership and management style" for ratings between 9 and 10 (62% vs. 55%) and a 2 p.p. increase for ratings between 7 and 10 (92% vs. 90%).

In order to improve the employee experience and increase the organisation's attractiveness, please rate each of the following elements on a scale of 1 to 10





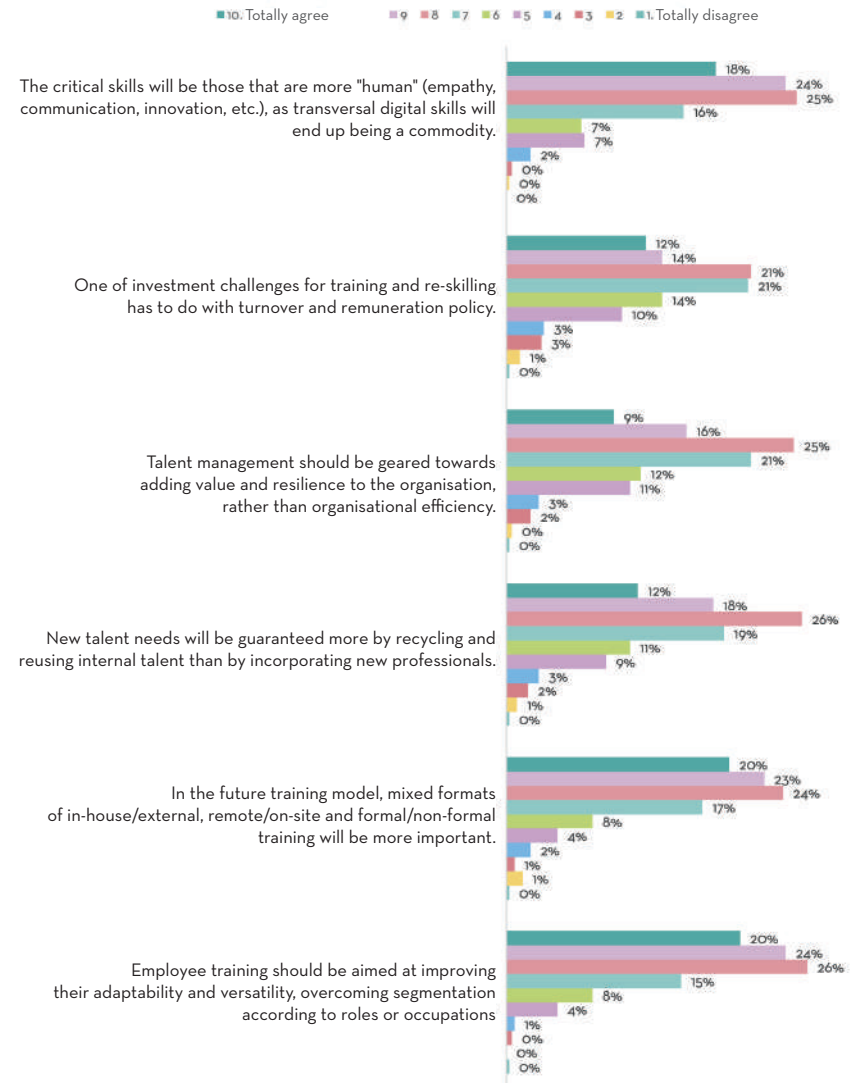
## 8. ATTRACTING AND RETAINING TALENT: TRAINING AND SKILLS

Training and re-skilling people is another key aspect of attracting and retaining talent. In this regard, 87% (-3 p.p. year-on-year) of the companies surveyed consider that "Training of people should be aimed at improving their adaptability and versatility, overcoming segmentation according to roles or occupations" with a rating of between 7 and 10, and 45% between 9 and 10 (-2 p.p. year-on-year). This is again the most highly rated response compared to the previous year.

Thus, in order of rating (ratings between 7 and 10):

- "In the future training model, mixed formats of in-house/external, remote/on-site and formal/non-formal training will be more important" at 84% (+0 p.p. year-on-year).
- "The critical skills will be those that are more "human" (empathy, communication, innovation, etc.), as transversal digital skills will end up being a commodity" at 84%.
- "New talent needs will be guaranteed more by recycling and reusing internal talent than by incorporating new professionals" at 75% (-1 p.p. year-on-year).
- "Talent management should be geared towards adding value and resilience to the organisation, rather than organisational efficiency" at 72% (-1 p.p. year-on-year).
- And finally, "One of investment challenges for training and re-skilling has to do with turnover and remuneration policy" at 68% (+0 p.p. year-on-year).

Please rate from 1 to 10 whether you agree with each of the following statements regarding employee training and re-skilling



## 9. ATTRACTING AND RETAINING TALENT: DIGITAL TRANSFORMATION

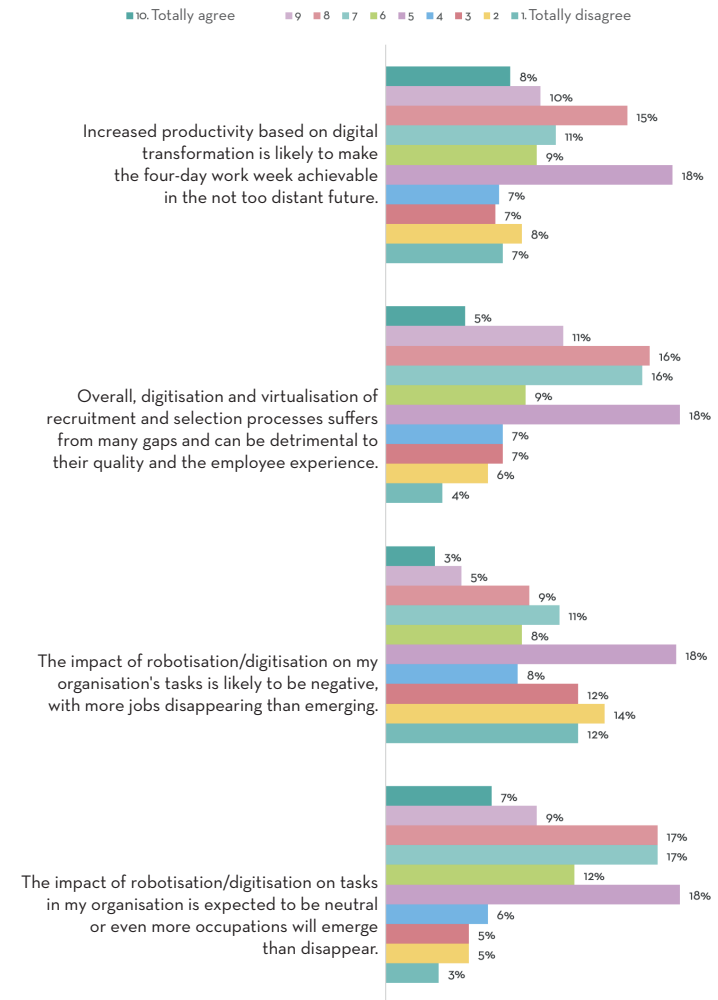
Regarding digitalisation and its impact on people management, 50% (+1 p.p. year-on-year) of the companies surveyed consider that "The impact of robotisation/digitisation on tasks in my organisation is expected to be neutral or even more occupations will emerge than disappear" with a rating of between 7 and 10, and 16% between 9 and 10 (+1 p.p. year-on-year). Including also ratings between 6 and 10, the percentage rises to 62% (+0% year-on-year), so it seems that, although opinions are still divided, there is a slightly more positive view than last year.

Thus, in order of rating (ratings between 7 and 10):

- "Overall, digitisation and virtualisation of recruitment and selection processes suffers from many gaps and can be detrimental to their quality and the employee experience" at 48% (+0 p.p. year-on-year). If we take into account ratings between 6 and 10, the percentage is 57% (-4 p.p. year-on-year).
- "Increased productivity based on digital transformation is likely to make the four-day work week achievable in the not too distant future" at 43% (-3 p.p. year-on-year). If we take into account ratings between 6 and 10, the percentage is 52% (-4 p.p. year-on-year).
- And finally, "The impact of robotisation/digitisation on my organisation's tasks is likely to be negative, with more jobs disappearing than emerging" at 28% (-4 p.p. year-on-year). If we take into account ratings between 6 and 10, the percentage is 36% (-5 p.p. year-on-year).

Despite the evidence and "pilot tests" that have been reported, and in the absence of a unanimous opinion and reliable studies on the subject, the four-day working day is increasingly perceived as an idea that is a long way off from being implemented.

Please rate from 1 to 10 whether you agree with each of the following statements in relation to digitalisation and its impact on people management





**The keys to sustainable  
employment. Challenges  
and opportunities.**

Diana Carolina Wisner Glusko

# I.

## INTRODUCTION

Promoting socially, ecologically and governance responsible behaviour in organisations is on the agenda. Today's society demands much more from companies and organisations than productivity, profit and efficiency; it demands social responsibility and sustainability. This paradigm shift involves taking on several challenges that represent a great opportunity for those companies that want to be truly sustainable.

Corporate social responsibility (CSR), although it has various meanings, refers to the fact that a company values - when making decisions to optimise its processes and maximise its results - the impact of its actions on the community it forms part of, on its employees and on the environment. In this sense, the company serves both economic and social purposes, reflecting a duality of values from both an ethical and a legal point of view.

According to the European Commission, corporate social responsibility (CSR) is *"a concept whereby companies voluntarily decide to contribute to a better society and a cleaner environment"*. This means that companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. And this is why it is in the best interest of business to address CSR, as it offers a set of values upon

which to build a more cohesive society and underpin the transition to a sustainable economic system<sup>2</sup>.

What is sustainability? This term was first used in 1998, when the World Commission on Environment and Development (WCED) introduced it in the *"Our Common Future"*, report, based on the notion of sustainable development, understood as development *"that meets the needs of the present generation without compromising the ability of future generations to meet their own needs"*<sup>3</sup>.

The concern for the preservation of our planet that has arisen in recent decades has led to the concept of sustainability, regardless of its environmental implications, being used in areas such as economics, finance, architecture, transport, education, sport, agriculture, culture and even digital environments.

The Spanish dictionary defines sustainability as the quality of being sustainable, a term that means, especially in ecology and economics, *"that can be maintained over a long period of time without exhausting resources or causing serious damage to the environment"*<sup>4</sup>.

At a corporate level sustainability is a three-dimensional approach: economic, environmental and social; and for the

<sup>1</sup> European Commission (2001). Green Paper. Promoting a European framework for corporate social responsibility. Brussels, 18.07.2001 COM (2001) 366 final. Available at: [https://www.europarl.europa.eu/meetdocs/committees/deve/20020122/com\(2001\)366\\_es.pdf](https://www.europarl.europa.eu/meetdocs/committees/deve/20020122/com(2001)366_es.pdf)

<sup>2</sup> European Comisión (2011). Communication from the Commission to the European Parliament, The Council, The European Economic and Social Committee and the Committee of the regions. A renewed EU strategy 2011-14 for Corporate Social Responsibility. Brussels, 25.10.2011 COM (2011) 681 final. Disponible en: <https://eur-lex.europa.eu/legal-content/EN/TXT/PDF/?uri=CELEX:52011DC0681&from=EN>

<sup>3</sup> United Nations (1998). World Commission on Environment and Development Report: Our Common Future, 1988. Point 1. Available at: <http://www.un-documents.net/wced-ocf.htm>

<sup>4</sup> Royal Spanish Academy (2022). Diccionario de la lengua española. Available at: <https://dle.rae.es/sostenibilidad> y <https://dle.rae.es/sostenible>

purposes of this study, we must focus on corporate social sustainability, an aspect of utmost importance at a global level, included in the United Nations Global Compact<sup>5</sup>.

Corporate social sustainability therefore requires companies to assess the positive and negative impacts of their corporate policies on the daily lives of their employees and managers, as well as on the lives of those in the supply chain (suppliers, distributors, points of sale) and those consumers of the products they produce and/or services they provide, including the local communities they operate in.

At this point, the first question we need to ask and answer is: how does corporate social responsibility converge with corporate social sustainability when we talk about employability, attracting and managing talent?

And the answer is that they converge precisely when we are faced with a company or organisation that incorporates improvements in the working conditions of its workforce, with the full conviction that it will generate -directly or indirectly- greater commitment from its employees, an increase in productivity and optimise its efficiency. In short, as Betancur Amariles (2002,82) argues, *“it is a question of bringing the company's goals in line with those of the people who make up the company, not from the point of view of the usefulness that they can contribute to the achievement of its goals, but in the context of the company as a vital space in which each person has and develops their own life project”*<sup>6</sup>. This meeting point is sustainability at work, something which we will address in the following section.

## II. SUSTAINABLE EMPLOYMENT

Starting from the generic notion of sustainability - mentioned in previous paragraphs - it is possible to define sustainable employment as the set of conditions specific to the working practices in a company that make it possible to maintain, over time, the professional development of employees within the framework of decent work.

The International Labour Organisation (ILO) conceptualises decent work as *“the opportunity to have access to productive employment that generates a fair income, security in the workplace and social protection for all, better prospects for personal development and social integration, freedom for individuals to express their views, organise and participate in the decisions that affect their lives, and equality of opportunity and treatment for all, men and women”*.

According to the social doctrine of the Church, *“the management of a company cannot only take into account the interests of the owners, but also those of all the people who contribute to the life of the company: workers, customers, suppliers of the various elements of production, the community of reference”*<sup>8</sup>. John Paul II already said that the purpose of business is not simply the production of profit, but rather *“the very existence of business as a community of people who, in various ways, seek to satisfy their basic needs and constitute a particular group at the service of society as a whole”*<sup>9</sup>.

Sustainable employment is therefore a holistic issue between productive employment and fair work that brings together compliance with labour standards and rights, so-



<sup>5</sup> United Nations Global Compact. Available at: <https://www.unglobalcompact.org/>.

<sup>6</sup> Betancur Amariles, J.H. The ethics of Corporate Social Responsibility. Katharsis, No. 9, January-June, Colombia, pp. 73-91. Available at: <https://dialnet.unirioja.es/servlet/articulo?codigo=5527480>

<sup>7</sup> International Labour Organization (2018). Decent work. Available at: <https://www.ilo.org/global/topics/decent-work/lang-es/index.htm>

<sup>8</sup> Encyclical Letter CARITAS IN VERITATE of the Supreme Pontiff Benedict XVI dated June 29, 2009 (40). Available at: [https://www.vatican.va/content/benedict-xvi/es/encyclicals/documents/hf\\_ben-xvi\\_enc\\_20090629\\_caritas-in-veritate.html](https://www.vatican.va/content/benedict-xvi/es/encyclicals/documents/hf_ben-xvi_enc_20090629_caritas-in-veritate.html)

<sup>9</sup> Encyclical Letter CENTESIMUS ANNUS of the Supreme Pontiff John Paul II dated 1 May 1991 (35). Available at: [https://www.vatican.va/content/john-paul-ii/es/encyclicals/documents/hf\\_jp-ii\\_enc\\_01051991\\_centesimus-annus.html](https://www.vatican.va/content/john-paul-ii/es/encyclicals/documents/hf_jp-ii_enc_01051991_centesimus-annus.html)

cial protection, physical and material conditions of workplaces, social dialogue and service to the community.

Several authors suggest the possibility of achieving sustainable worker development through decent work -as a human right- (Ojeda-Pérez, García-Bueno and González Franco, 2019, 89)<sup>10</sup>; the latter can be summarised in four basic axes: labour equality, wage equity, education, training and social security<sup>11</sup>.

In this sense, Vega Artavia (2021, 171-173) highlights the concept of "quality of life at work" (QWL) which comprises two dimensions; *"on one hand, the role played by the HR policies of companies that affect workers, such as the compensation system, work-family balance, job security, flexible working hours" and "on the other hand, the working conditions such as: the nature of the tasks, the physical environment features, the human environment and the basic attitudes of peers and supervisors"*<sup>12</sup>.

Both sustainable worker development in particular and sustainable employment in general are aimed at ensuring, on different scales, the personal and professional life of workers and their family environment, in harmony with the goals set by the socially responsible company.

### III. STRATEGIES FOR SUSTAINABLE EMPLOYMENT

The third and biggest question is how to elaborate and develop strategies for sustainable employment.

There are three main phases that can be identified for this task:

**1<sup>st</sup>) Development of desirable conditions to create sustainable working environments within the organisation with full participation, through committees, of all employees and managers.** It is essential to engage in a dialogue with all stakeholders on sustainable employment beforehand.

These include:

- Creating organisational contexts that generate sustainable well-being at work ("BLS" for its acronym in Spanish) at the workplace. The doctrine states that the concept of sustainable well-being at work (BLS) *"refers to the long-term maintenance of the psychological health, job satisfaction and personal growth of workers in a workplace in which they experience a high degree of commitment to work, and high levels of performance and productivity"*<sup>13</sup>. In this regard, it is essential to create physical environments that meet the standards of light, temperature and space at the workplace (safety at work), as well as social environments that generate healthy working relationships.
- Making working conditions more flexible in order to make it possible to reconcile family and professional life, both in terms of child or elderly parent care and in terms of vocational training. These include remote working, which, although it is here to

<sup>10</sup> Ojeda-Pérez, F., García-Bueno, M. C. and González-Franco, R. A. (2019). Sustainable worker development through decent work. *Society and Economy*, (38), 89-104. <https://doi.org/10.25100/sye.voi38.8026>

<sup>11</sup> Ibidem, pp. 97

<sup>12</sup> Vega-Artavia, Nydia Isabel. (2021). «Decent Work, Quality of Life at Work and Sustainable Employment». *Cuadernos De Administración* 2, No. 1, January-December, pp. 169-77. <https://revistascauned.com/index.php/cda/article/view/50>

<sup>13</sup> The BELASOS (Sustainable Well-being at Work) project developed by the Institute for Research in HR Psychology, Organisational Development and Quality of Working Life [IDOCAL] is of interest. Available at: <https://www.uv.es/uvweb/idocal/es/investigacion/proyectos/proyectos-recientemente-finalizados/bienestar-laboral-sostenible-1286023470404/ProyectoInves.html?id=1285953574539>

stay, some organisations have gone back to the demands of being on-site before the pandemic.

- Increasing the motivation and loyalty of workers, through training (direct or indirect), fair remuneration that allows employees to obtain the necessary income to meet family and personal needs, job stability and the necessary awareness of the importance of their work in the organisation's goals.

- Promote employee commitment to the development and growth of the company to which they not only belong, but also feel they are an integral part of it. And to recognise workers' performance.

- Improve the public image of the company where not only customers but also employees and suppliers can see themselves reflected in its values and ethical principles.

### 2<sup>nd</sup>) Practical implementation of sustainable employment

The implementation of the new conditions of sustainable employment must involve everyone in the organisation. Planning in terms of time and goals for each of the milestones to be developed will be essential in order to achieve the proposed goal.

### 3<sup>rd</sup>) Assessment of the strategies for sustainable employment implemented, in the short and medium term.

Measuring the degree of achievement of the proposed goals, the successes and failures of the proposed strategies is essential to lay the foundations of sustainable

employment which, as a process, takes time and dedication in equal parts. It is crucial to address mistakes while continuing with measures that have yielded positive externalities for employees as a way of closing the cycle of these three major phases.

## IV. CONCLUDING REMARKS

At this point of consideration, and by way of conclusion, among the four keys to sustainable employment, we can cite the following:

1<sup>st</sup> Understanding the needs of the market and the company, **creating a true culture of sustainable employment** - integrated into the *raison d'être* of the organisation - as a turning point to create greater employability and employee loyalty in different areas of an organisation, occupying an increasingly greater strategic space on corporate agendas.

2<sup>nd</sup> **Implement fair working practices that combine sustainable well-being at work in all its dimensions** (working hours, safety, work-life balance, professional development), along with organisational forms that minimise absenteeism and sick leave.

3<sup>rd</sup> **To generate decent jobs**, from the perspective of Human Rights and the Social Doctrine of the Church, which allow for the training and professional updating of its employees, who feel fulfilled as people and as an essential part of any business organisation.



<sup>13</sup> Resulta de interés el proyecto BELASOS (Bienestar Laboral Sostenible) desarrollado por el Instituto de Investigación en Psicología de los RRHH, del Desarrollo Organizacional y de la Calidad de Vida Laboral [IDOCAL]. Disponible en: <https://www.uv.es/uvweb/idocal/es/investigacion/proyectos/proyectos-recientemente-finalizados/bienestar-laboral-sostenible-12886023470404/ProyectoInves.html?id=1285953574539>



**4<sup>th</sup> To assess the labour practices associated with planned and implemented sustainable employment,** in order to consider it as part of the transition process towards a socially responsible and sustainable company, making sustainability in the labour market a priority.

We can therefore conclude that it is ethically and legally essential for companies to create, in the medium and long term, economic, social and environmental value in order to contribute to the well-being of the communities where they operate and of future generations, in the knowledge that their employees are much more than the company's human resources; they are people who, while perceiving - through their working conditions - that the development of their life project also involves professional growth within the organisation of which they form part, contribute to the company's social sustainability.

Corporate social responsibility and corporate social sustainability are undoubtedly an essential pairing in the pursuit of sustainable employment, where profitability and sustainability must converge in a necessary balance.



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# Motivation as a driver of talent engagement, performance and retention.

Jaime Javier Domingo Martínez

Daniel Porto Pérez

**I**n a global market, where access to the technology needed to develop activities related to knowledge work is widespread and where clients have a multitude of options -as well as information on their advantages and disadvantages-, it is key to find the best formulas to adapt our offer to their current needs. It is essential to have a workforce made up of people who are diverse and close to our target audience, who contribute their talent and their vision of the sector to generate innovative solutions.

It is therefore ever more important to recruit and retain professionals who make a difference. The goal is to make an impact on the customer, offering them customised products and services that link them to our brand. The human factor is becoming a determining factor for positioning our value proposition, even though it adds complexity to the problems we face<sup>1</sup>. How do we know if we are doing the right thing? Is our employees' performance adequate? How can we motivate them to progress?

Unlike classic business models, where industrial processes improved their results by maximising efficiency, the knowledge economy has new dimensions. One of the most relevant nuances appears here: the convenience of talking about excellence and performance, concepts linked to the real and perceived impact of what we do, to the detriment of efficiency or productivity, aligned with a more mechanical perspective of optimising the use of available resources. We must move from a view of effort in terms of mere utility to a more transcendent and purposeful one. It is essential to define a framework that guides the actions of companies towards the achievement of goals that are ulti-

mately aligned with their mission. This is the only way to take employee motivation to the next level: with a shared why that guides key decisions and, in turn, allows *stakeholders* to identify with the organisation and reinforce their commitment.

Along these lines, for some years marketing techniques have been applied to strengthen the emotional bond with employees (internal customer), since, as Jorge Martínez-Arroyo points out, "the Customer Experience (CX) begins and ends with the employee"<sup>2</sup>. Improving the Employee eXperience (EX) plays a decisive role in the employee's engagement and thus in his or her contribution to customer value<sup>3</sup>. For all these reasons, we suggest focusing our interest on two dimensions: **promoting changes in the corporate culture** that improve the commitment of its members and implementing systems of indicators that allow us to **gauge the real value** provided by our product or service.

### Corporate culture, motivation and commitment

For more than ten years, the Gallup consulting firm has been systematically collecting indicators<sup>4</sup> on the degree of employee engagement through a survey, whose questions assess the presence of certain motivational factors in the culture of thousands of companies around the world:

- Expectations (*do I know what the company expects of me?*)
- Equipment (*do I have everything I need to do my job?*)
- Expertise and talent (*do I work at what I am best at?*)
- Recognition (*does my company properly value a job well done?*)

<sup>1</sup>Palacios, J. Complexity with the Stacey matrix. Available at: <https://jeronimopalacios.com/cultura/complejidad-matriz-stacey/>

<sup>2</sup>Alcoba, J. y Mora, L., coords. (2022). *How to build the employee experience*. LID Editorial.

<sup>3</sup>Dery, K. y Sebastian, I. M. (2017). *Building Business Value with Employee Experience*. MIT CISR. Available at: [https://c isr.mit.edu/publication/2017\\_0601\\_Employee-Experience\\_DerySebastian](https://c isr.mit.edu/publication/2017_0601_Employee-Experience_DerySebastian)

<sup>4</sup>Gallup (2022). *Global Indicator: Employee Engagement*. Available at: <https://www.gallup.com/394373/indicator-employee-engagement.aspx>

- Care (*do my superiors show genuine interest in my personal situation?*)
- Development (*is my professional and personal development encouraged?*)
- Participation (*are my contributions and proposals taken into account?*)
- Purpose (*do I feel that my contribution is important to the company's mission?*)
- Excellence (*are my superiors and colleagues committed to quality?*)
- Complicity (*do I have a good friendship with any of my colleagues?*)
- Follow-up (*have I had conversations about my progress over the last six months?*)
- Growth (*does my job allow me to learn new competences and improve my skills?*)

Year after year, the survey shows worrying figures. Specifically, the 2022 edition of its *State of the Global Workplace*<sup>5</sup> report indicates that only 14% of respondents working in European companies feel engaged, a far cry from the - no less significant - 33% of North American employees who say they do. Based on these results and those reflected in this report, creating work environments that foster work-life balance, cultivate a servant leadership style and offer career development and growth plans has become more necessary than ever.

Sectores productivos como el desarrollo de software, que se enfrentó hace más de dos décadas a los citados problemas propios de la economía del conocimiento, comenzaron a

explorar nuevas formas de gestionar la incertidumbre y la complejidad connaturales a sus modelos de negocio. Nació así el movimiento *Agile*, conjunto de metodologías adaptativas que promueven la entrega incremental de valor al cliente mediante la alineación con unas metas claras y alcanzables, sacando provecho al talento de cada uno de los individuos de la organización.

**Scrum**, the most widely adopted agile framework, has crossed the boundaries of technology and is successfully applied in sectors such as finance, marketing, education and insurance, to name a few. It fosters the development of five team values (openness, courage, respect, focus and commitment) on which to build a trusted and self-managed working environment that is responsive to real customer needs<sup>6</sup>. Thus, making the *agile mindset* permeate all layers of the company and transform its culture can make a decisive contribution to increasing the engagement of its key stakeholders (customers, employees and owners).

### Performance metrics and value

As for the second of the suggested dimensions, beyond the adaptation of metrics and tools designed to measure customer experience, such as eNPS (*employee Net Promoter Score*), in recent years frameworks have been developed that allow us to align business strategy with the real needs of our target audience. By way of example, we will highlight two of them:



<sup>5</sup> Gallup (2022). *State of the Global Workplace*. Available at: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

<sup>6</sup> Schwaber, K. y Sutherland, J. (2020). *The Scrum Guide*. Available at: <https://scrumguides.org/>

a) **OKR** (*Objectives and Key Results*): created for Intel by Andy Grove and popularised by John Doerr<sup>7</sup>, it proposes the definition of different levels of objectives and compliance metrics in which all levels of the organisation participate. Due to its collaborative nature, its alignment with the company's mission and its contribution to clarifying the company's expectations, it is often used together with agile practices<sup>8</sup> such as Scrum or Kanban to generate synergies and reinforce its impact.

b) **EBM** (*Evidence-Based Management*): recently defined by the *Scrum.org*<sup>9</sup> team, a certification body founded by Ken Schwaber, one of the creators of Scrum and signatory of the *Agile Manifesto*<sup>10</sup>. It aims to measure the viability of a product or service based on four large groups of indicators, known as Key Value Areas. On one hand, CV (*Current Value*, valor actual) and UV (*Unrealized Value*), which seek to analyse the progress in the value contributed by our initiative based on the degree of satisfaction of the different stakeholders; on the other hand, A2I (*Ability to Innovate*) and T2M (*Time to Market*), which seek to gauge the organisation's capacity to adapt to the market and improve the performance of our product or service.

Both frameworks, complementary and combinable, contribute to maximising the company's impact without neglecting its sustainability. They are therefore recommended to enhance employee commitment to value creation and, as a consequence, to improve their performance.

<sup>7</sup> Doerr, J. (2019). *Measure what matters* CONECTA.

<sup>8</sup> Kelly, A. (2021). *Succeeding with OKRs in Agile*. Leanpub.

<sup>9</sup> Scrum.org (2020). *Evidence-Based Management Guide*. Available at: <https://www.scrum.org/resources/evidence-based-management-guide>

<sup>10</sup> Various authors (2001). *Manifesto for Agile Software Development*. Available at: <https://agilemanifesto.org/iso/es/manifesto.html>

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# The social purpose for attracting and retaining talent.

Juan Manuel Rodríguez González-Cordero

# I.

## WORK AND SOCIAL DEVELOPMENT

In the West, since the Industrial Revolution, with the phenomenon of work marked by physically hazardous, unhealthy and barely sufficient conditions for survival, to the present day, the figure of the worker has been evolving, both in the acquisition of rights and in the self-perception of the importance that, in terms of labour force, he or she represents for the company.

As a reaction to the economic model - and therefore the labour model - that emerged with industrial capitalism, the various socialisms and Catholic Social Teaching<sup>1</sup> emerged, postulating, from different perspectives, alternative visions to that model.

In the early 1990s, after the fall of the Berlin Wall and the triumph of capitalism over Marxist statism, it was thought that globalisation would produce unprecedented development on a world scale. However, these expectations were dissipated with the advent of major imbalances, both between and within countries, and a rise in the power of big business vis-à-vis states.

In parallel, there was an exponential growth in the number of NGOs<sup>2</sup> and foundations, with their increasing social prestige, in the face of a decline in the reputational decline of the the company's reputation, as it is perceived as one

of the main agents in environmental deterioration and the increase in inequalities, has declined.

Disenchantment with the social situation, the progressive awareness on the part of employees of their own value in the company, or the impact of social activism and the anti-system phenomenon in the various crises, have led to a rethinking of the classic practices of capitalism. It is in this context that the debate on the now undisputed Corporate Social Responsibility (CSR)<sup>3</sup> arose, as a tool aimed at reducing the negative effects of companies on social, labour and environmental rights.

Today, the figure of social purpose<sup>4</sup> is increasingly present, as a further step along this evolutionary path that would come to surpass CSR.

## II. SOCIAL PURPOSE: BEYOND CSR

It is a practically undisputed fact nowadays that Corporate Social Responsibility represents an advantage when it comes to attracting and retaining talent<sup>5</sup>.

But if CSR, a cross-cutting concept that affects different areas of company management from a strategic point of

<sup>1</sup> This study is relevant because many of the concepts that Catholic Social Teaching has been putting forward over the last 130 years, such as the common good, the primacy of labour over capital, the social function of business, social participation, or the centrality of human dignity in the economy, are now central to the economic, political and social debate. See: <https://www.yumpu.com/es/document/view/83244124/coronavirus-empresa-y-doctrina-social-de-la-iglesia>

<sup>2</sup> Cáceres Carrasco, R. y Sánchez Barrios, M. (2003). *The evolution of NGOs and the inadequacy of their reporting obligations in the current landscape*. World Economic Review, 9. P. 160.

<sup>3</sup> Although different in some elements of Corporate Social Responsibility, for the purpose of this article the two terms are interchangeable.

<sup>4</sup> Translation of the English term social purpose.

<sup>5</sup> Bhattacharya, C.B., Sen, S. y Korshun, D. (2008). *Using Corporate Social Responsibility to Win the War for Talent*. MIT Sloan Management Review Magazine. Available at: <https://sloanreview.mit.edu/article/using-corporate-social-responsibility-to-win-the-war-for-talent/>

view, is an "extra" in business activity, a company with a social purpose is defined as one whose long-term raison d'être is to contribute to the betterment of the world. It is an organisation whose business activity itself creates social benefits. Social purpose affects the very nature of business. It is a cultural concept that transcends mere strategy, strict regulatory compliance, value chain and impact management. A "raison d'être" that goes beyond its own products or services, guiding its objectives and strategies<sup>6</sup>. Nor is it just a marketing strategy, although it obviously has an impact on the company's image and reputation<sup>7</sup>.

A company with a social purpose is oriented towards the role it can play in improving society: how it contributes to its environment and to the common good in general, having as its mission that everything the company does contributes to the social good. Its purpose is a shared commitment by everyone in the company to improve people's lives.

And also, like any company, it has a clear profit orientation. In this sense, companies either see their social purpose beyond profitability, transcending it - valuing profit as a consequence rather than an end in itself - or as the route to profitability, with value creation both for itself and for society.

According to Cone, "a purpose-driven company acts and strives for something bigger than its own products and services. Purpose can be an organisational strategy and a roadmap for remaining competitive in a rapidly changing economy"<sup>8</sup>.

In the same vein, the influential Larry Fink, CEO of BlackRock, the world's largest asset management firm, has made the necessary link between purpose and profit-making in companies going forward, including attracting investors. In this regard he states that "companies that fulfil their purpose and responsibility to stakeholders" reap long-term rewards, while those that ignore them "stumble and fail"<sup>9</sup>.

Business and social success are thus intimately linked. We could say that embracing social purpose is about standing out in uncertain times and attracting and engaging the best talent and customers<sup>10</sup>.

### III. EMPLOYEE PERCEPTION

If in the first industrialisation the worker did not require a high degree of specialisation, becoming a labour force that could be acquired on the market at a low price, the situation today is exactly the opposite. Jobs require more and more specialisation. This, together with other phenomena such as the *Knowmad*<sup>11</sup>, which various studies on the future of work point to, offers us clues as to the scenario that will present itself in the short term. A consideration of phenomena such as the Great Resignation<sup>12</sup> in the USA would have been unthinkable a decade ago.

On the other hand, it is important to realise that people are increasingly looking for work that contributes to the social good. In a survey by the *Survey Center on American Life*, when asked about the most personally important aspects

<sup>6</sup> <https://socialpurpose.ca/social-purpose/>

<sup>7</sup> Rodríguez-Vilá, O y Bharadwaj, S. (2017). *Competing on Social Purpose. Brands that win by tying mission to growth*. Harvard Business Review Magazine. <https://hbr.org/2017/09/competing-on-social-purpose>

<sup>8</sup> Cone, C. (2022). *What does a Purpose-Driven Company Look Like?* <https://www.salesforce.org/blog/what-does-a-purpose-driven-company-look-like/>

<sup>9</sup> Fink, L. (2019). *Purpose & Profit*. Harvard Law School Forum on Corporate Governance. <https://corpgov.law.harvard.edu/2019/01/23/purpose-profit/>

<sup>10</sup> What has come to be known as Corporate Social Innovation is moving in the same direction. See: <https://www.navarra.es/NR/rdonlyres/FEDA22B5-33EC-4D44-81CD-87171FE59F24/396178/CorporateSocialInnovation.pdf>

<sup>11</sup> Roca Albertos, R. (2015). *Knowmads: Los trabajadores del futuro*. LID Editorial Empresarial.

<sup>12</sup> The Great Resignation is a term coined by organisational psychologist Dr. Anthony Klotz, referring to the growing number of professionals who are considering voluntarily resigning from their jobs. As a phenomenon of American society, with full employment and specific social characteristics, it is not necessarily applicable to other countries, but it is interesting as a trend in the context of developed Western society.

<sup>13</sup> Orrell, B. y A. Cox, D. (2021). *The Great American Jobs Reshuffle*. Survey Center on American Life. <https://www.americansurveycenter.org/research/the-great-american-jobs-reshuffle/>

<sup>14</sup> Available at: <https://www.gallup.com/workplace/356083/gallup-q12-employee-engagement-survey.aspx>

<sup>15</sup> <https://www.gallup.com/395216/indicator-esg.aspx>

<sup>16</sup> See, for example: Allegretti, Carl., Gallucci, Steve., Rhodes, Kirsten y Thomas, Ed. (2019-2020). *Corporate social purpose: The new business imperative*. Deloitte - Perspectives. <https://www2.deloitte.com/us/en/pages/about-deloitte/articles/corporate-social-purpose-new-business-imperative.html>

<sup>17</sup> *How purpose can attract and retain the workforce of the future*. Vip Sandhir, CEO of the software company HighGround, interview for Ernst&Young. Available at: [https://www.ey.com/en\\_gl/workforce/how-purpose-can-attract-and-retain-the-workforce-of-the-future](https://www.ey.com/en_gl/workforce/how-purpose-can-attract-and-retain-the-workforce-of-the-future)

<sup>18</sup> This Adecco Institute report points out that in all the cases covered in the survey, the age group with the highest level of turnover is 25-35 years old.

of choosing a job, 54 percent of respondents answered making a meaningful contribution to society, while 53 percent were looking for a job that focuses on helping others<sup>13</sup>.

This interest contrasts with current workers' perceptions of the low importance of social purpose in their own organisations. In Gallup's latest Q12 employee engagement survey of 11 November 2022, when asked "My company's mission or purpose makes me feel that my work is important", only 33 per cent of employees responded with "strongly agree"<sup>14</sup>. And in the same organisation's latest survey on ESG criteria, only 28 per cent believe that their company has a positive impact on people and the planet<sup>15</sup>.

It is no coincidence, therefore, that major consultancies are paying attention to the impact of social purpose on business and its influence on talent attraction and retention<sup>16</sup>.

This trend looks set to increase with the arrival of the new generations in the labour market, as purpose has become "one of the key elements that a *millennial* values when looking for a job"<sup>17</sup>.

In this respect, we would like to point out a few issues to bear in mind:

- It should be borne in mind that the so-called Generation Z was born at a time and in a historical context in which, as we have pointed out, social and environmental concerns are an established reality. This is part of their worldview.

- Job turnover rates are higher in younger age groups<sup>18</sup>.

- All things being equal in terms of financial and emotional salary, flexibility, work climate, work-life balance... workers will prefer a company whose activities contribute to the social good, where they perceive that their work contributes to the greater good. In the "war for talent", where the endogenous conditions of the job itself will tend to be standardised, those companies that know how to differentiate themselves in the exogenous conditions will enhance their reputation, becoming a focus for attracting talent and increasing their competitiveness.

- A socially oriented company needs to devote more effort to building employee loyalty and aligning them with the company's goals.

- It will be essential that the social purpose is honest and not a mere slogan, as CSR is currently in some organisations.

- People departments must play an increasingly important role within organisations, both to improve organisational behaviour and to ensure that the company's purpose and that of its employees are in harmony.

<sup>1</sup> Source: <https://hbr.org/sponsored/2016/02/the-difference-between-purpose-and-mission>

<sup>2</sup> Source: <https://socialpurpose.ca/wp-content/uploads/2019/08/social-purpose-business-definition-080719.pdf>

Mission	Purpose
What we do	Why we do it
Running a business	Sharing a dream
Strategic	Cultural
Generates sales	Instills personality
Provides priorities	Stimulates enthusiasm
Builds a company	Builds a community

What social purpose is not	What social purpose should be
A vision, the mission, the company's values, a specific business strategy or a big goal	The essence of the business model; the company's way of growing; the driving force of the business model
Something that represents what is currently possible	An aspiration, based on a conviction
A synthesis of the company's current efforts	An idea that inspires and stimulates, that gives momentum
An initiative or set of initiatives	A way of doing business
The company's brand image, marketing, slogan or campaign, a communication strategy	A constant element; its history and growth strategy are one and the same thing
A tactical decision	A long-term goal
A tool to engage employees	What organises the vision, strategy and culture of the company
The support of a social purpose or the objective of a community investment strategy or corporate responsibility strategy	Something that goes beyond the company's activities, producer or services; embedded in marketing and products
An ethic, altruism, philanthropy	The company's business model
An end that prioritises the internal organisation	A purpose that looks outside the company
A goal or strategy that can be achieved	What guides everything, a constant quest, something that is pursued, but never achieved; that cannot be fulfilled



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# Technical specifications



## Technical specifications

**Scope:**

For all of Spain, at the national level.

**Universe:**

Spanish companies resident in the entire territory of the Spanish State.

**Sample size:**

Designed: 42,583 surveys.

**Sampling procedure:**

The questionnaires have been applied on-line.

**Sampling error:**

A representative sample was obtained with a confidence level of 95% and a margin of error of less than 5%.

**Implementation dates:**

December 14, 2022 to January 15, 2023.





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