

# Work Futures:

Trends Impacting 2024

dexian

# THE FIRST IMPRESSION.

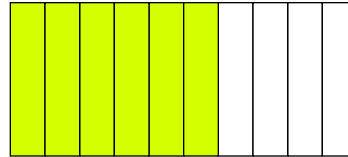
The first step in any employee-employer relationship? The job search. AI is disrupting this highly personal process — with positive and negative results.

AI may very well be the biggest disruptor of our time because it is happening at such speed that most companies are struggling to keep up with what, where, and how AI should be used across the hiring process. Here's the rub. The job search and hiring process is a highly personal one and marks the beginning of an employee-employer relationship. It determines one's livelihood, first impressions, and overall satisfaction with the experience.



We've found that most workers believe companies are relying too much on technology and AI in the hiring process, and that's a problem. As the world of AI will undoubtedly continue to expand, companies will need to balance the speed, efficiencies, and cost savings they expect to gain from AI or tech and the potential impact on candidate engagement, experience, and the ability to attract top talent.

In short, identifying the important moments in time across the hiring process that should remain human-driven.



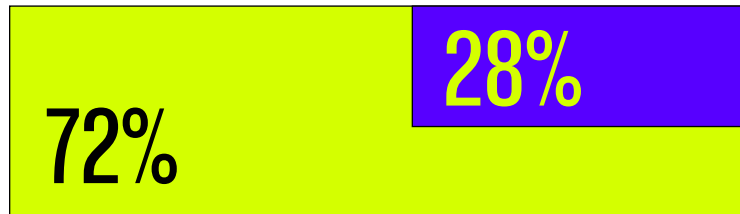
**6 in 10**

employers struggle with **how** and **where** to utilize AI in their hiring process.

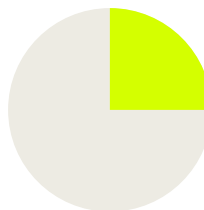
**48%**



Less than half of workers agree that tech-enabled job searches will **help them find the right job** for them quicker.



Nearly three-quarters of workers agree that employers are relying too much on technology and AI in the hiring process.



**24%**

Only 24% of workers believe **AI should be used** in the reviewing of resumes/applications.



# CULTURE CLASH.

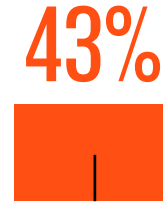
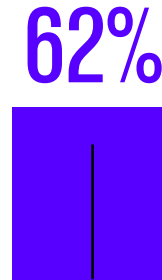
Company values and culture are key to business success. However, workers say “a culture fit” ranks low on their priority list ... and employers aren't assessing interviewees for this all too important metric.

It's disheartening and hard to imagine that employers ranked “cultural fit” as least important when hiring new employees, particularly as research from Gartner, among others, finds employees must be both aligned and connected to organizational culture for it to truly succeed. **Cultural fit is a key aspect of creating a more meaningful experience and shared beliefs and values between employees and their employers** – and it is linked to key outcomes such as job satisfaction, organizational commitment, job performance, and retention.



Yet, we've found that more than half of employees didn't undergo any assessments or measurement of their personal values or beliefs,

thereby hindering the ability to align on culture and create value through the psychological bond that comes with shared values. There is a business case to be made for treating company values and culture like a line item on a balance sheet, including KPIs, measurements, ROI on values efforts, and putting in place methods to hold leaders and teams accountable for living the company's values and culture.

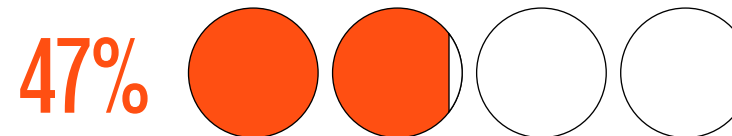


62% of workers say they underwent **skills assessments** for their current job.

However, only 43% say they underwent **values or culture assessments**.

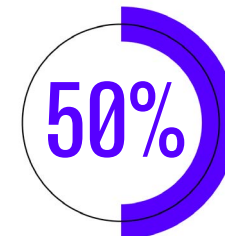


of workers ranked “**values/soft skills/cultural fit**” as **most important** when employers are hiring new employees. Employers ranked “cultural fit” as least important when hiring new employees.



Less than half of workers agree their employers measure employee sentiments regarding their success/failure in living the company's values and culture.

Only 50% of workers agree **their employers have built a value-based culture** using employee surveys/ data to identify what is important to them.



# WAYS OF WORKING.

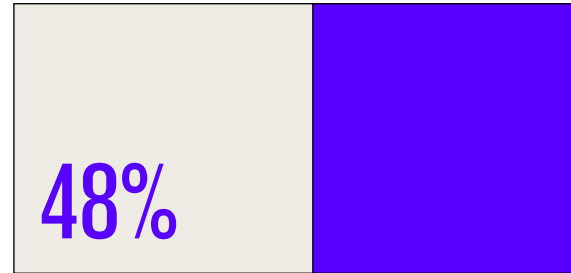
In the post-pandemic era, work arrangement preferences are changing ... but not all companies are keeping up.

A recent survey report by WorkHuman sought to understand how much autonomy employees have in their work arrangement. **Overall, only 66% of respondents say their work arrangement is their preference.** And it's clear from our findings that most companies aren't even asking the question. And it's costing them. The 20% of respondents who indicated their work arrangement is not their preference scored lower on every single positive workplace outcome, most notably connection, productivity, and hope for career growth.



Perhaps most noteworthy, employees who had a say in their work arrangement had lower stress levels, across all ways of working.

And it seems the level of flexibility in work arrangements directly correlates to culture connectedness – the more flexibility an employee has in where, when, and how they work, the more likely they are to be connected to their culture, according to Gartner research.



Less than half of employers regularly survey their employees about work arrangement preferences.



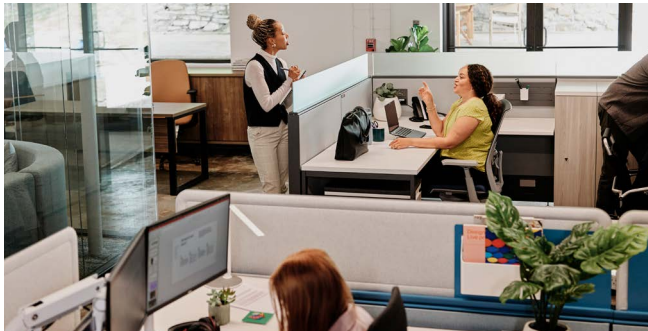
Nearly one-third of workers would consider looking for another job if their current employer mandated employees return to work onsite and **13% say it would really bother them.**



# FORMAL FLEXIBILITY.

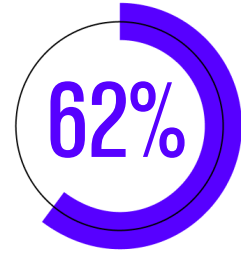
Full-time employment isn't the draw it once was. In today's shifting work landscape, companies hoping to attract a diverse workforce need a thoughtful, fluid plan to incorporate contract and gig work.

In today's rapidly evolving workforce landscape, companies are faced with a myriad of options when it comes to workforce planning and modeling. From traditional full-time roles to gig work and remote freelancers, the spectrum of employment options has never been broader. Traditional full-time roles provide stability and benefits, while non-traditional arrangements such as contract and gig work offer flexibility and autonomy. By offering a mix of options, companies can attract and retain a diverse workforce with varying preferences and needs, while gaining greater agility and access to specialized skills.

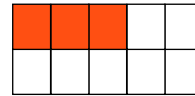


And if those aren't reasons enough, it is clear from our survey findings that workers are not only less enamored with full-time employment, but they also intend to seek out employers that offer these flexible work arrangement options.

Flexibility is simply here to stay, and finding the optimal mix of traditional and non-traditional employment arrangements is essential for meeting the diverse needs of both employers and employees.



62% of workers agree that the idea of a **full-time job** is **less appealing** to them now than it once was.

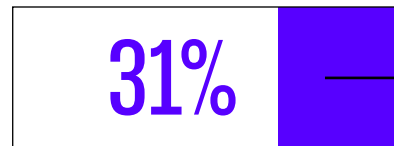


28%

Nearly 3 in 10 of employers don't have a formalized method for determining an optimal mix between full-time employees and alternative talent arrangements.



78% of workers say it is extremely/very important when looking for their next job that an employer offers a **full range of employment options**, including FTE, part-time perm, full-time and part-time temporary, independent contractor, consultant, and gig arrangements.



31% Nearly one-third of workers will prefer a non-traditional full-time employment arrangement 10 years from now.



# FUTUREPROOFING.

Rapid technological advances can result in employees feeling left behind. The companies of the future will combat this by upskilling and reskilling their teams to stay ahead in a changing work world.

The rapid pace of technological innovation is reshaping industries and redefining job roles at an unprecedented rate. Automation, artificial intelligence, and digitalization are transforming the way work is performed, creating both opportunities and challenges for organizations and their employees. By upskilling and reskilling their workforce, companies can ensure that employees have the skills and knowledge needed to leverage emerging technologies and remain competitive in a rapidly evolving landscape.



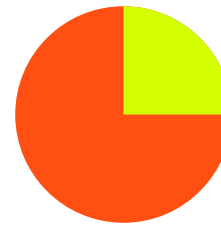
As the nature of work continues to evolve, organizations that prioritize employee development and adaptability will be best positioned to thrive in the face of change.

There is an argument to be made that organizations that develop an employer value proposition touting their focus on helping employees stay on top of changing technologies and offering upskilling/reskilling when needed will attain a competitive edge in talent attraction and drive higher retention.

55%



More than half of employers rely on AI/predictive analysis vs. recommendations for upskilling/developing its employees.

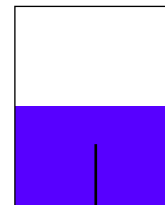


75%

of workers agree they must continually reinvent themselves/reskill due to the rapid change of pace in their profession.

49%

Nearly half of workers agree they have **had difficulty progressing in their career because of the rapid changes** in the workplace.



59%

59% of workers agree that it is **difficult to plan for their future career** due to always changing technologies.



# About the Report



Dexian's latest research study, *Work Futures*, was conducted in December 2023 and April 2024 among 2,000 workers and 1,325 HR decision makers. The study has uncovered gaping disconnects between what workers want and need and what employers are delivering across five intersecting factors that are reshaping the workplace of today, and tomorrow.

From preferences on work location, employment arrangement options, and the role of tech/AI in the job search process to the importance of aligned culture and values and a desperate need for upskilling/reskilling – we've found companies either aren't asking, or they aren't really listening to the foghorns workers are sounding.

If you're someone who subscribes to the mainstream notion that "employees have the power," sorry to say that isn't quite right. If they did, we wouldn't see significant portions reporting a shortage of career and skill development, dismay over their work arrangement, a lack of cultural fit and alignment, or levels of disdain with today's job search and hiring process, to name a few.

What the Work Futures study has shown is not employees in power, but instead, empowered. Workers are demanding more of their employers. And employers aren't answering the call to better understand the kaleidoscope of the worker experience in today's environment.

The implications of this inability (or unwillingness) to answer the call for a better experience could prove harmful to the success of any organization that relies on people to drive their business. In other words, every organization. In fact, people will determine whether a company is one of the 25% from the S&P index that according to McKinsey will survive after 2027. It's time we started asking, listening, and acting.

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