

TALENT TRENDS 2024 · TÜRKIYE

THE EXPECTATION GAP

What OUR exclusive survey insights mean for
YOUR hiring and retention strategies in 2024





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About PageGroup

An Expectation Gap has opened up in the workplace. How can we bridge the divide?

Last year, our flagship Talent Trends survey shed light on a significant shift within the world of work, which we termed 'The Invisible Revolution'. Coming out of the pandemic, a convergence of factors had resulted in a subtle but transformative change in workplace dynamics, with people thinking more holistically about the value their job contributes to their lives.

Now, just 12 months on, the situation has evolved again, with significant implications if you are hiring or retaining talent. Finding people strategies that work for all sides is becoming trickier - something we call 'The Expectation Gap'.

On the one hand, workers have a growing list of expectations, stretching far beyond competitive salaries and flexibility. On the other, their employers are facing significant pressures in a rapidly evolving business environment, making it harder for both sides to meet in the middle.

To delve deeper into this, we spoke to 50,000 workers worldwide for our 2024 Talent Trends survey, uncovering how people are really feeling and the critical insights employers need to know.

Here are some of the key findings:

- Whilst wage growth is slowing globally due to economic pressures employers are facing, **workers still expect higher salaries** to keep pace with the rising cost of living and feel valued for their contributions
- **Flexibility has become a flashpoint**, as employers grapple with implementing hybrid working models and policies that meet both business needs and employee preferences
- With five generations now in the workforce, **maintaining a dynamic and inclusive culture** where everyone can be their authentic selves is more complex than ever
- **Generative AI is no longer a concept rooted in the future.** It's already affecting people's daily working lives and career decisions, and adding another layer of complexity to the talent market

'The Expectation Gap' permeates all facets of the modern workplace, emphasizing the importance of aligning expectations to foster a productive and truly cohesive work environment.

In the following pages, you'll discover insights and recommendations to bridge the gap, cultivate inclusive cultures, and confidently navigate the evolving work landscape.

Leveraging our strength as a global recruitment company and drawing on our proprietary data and technology, we provide valuable expertise, market knowledge, and insights to our customers, serving as a trusted partner.

With a presence in 37 markets worldwide, our team of specialist consultants stands ready to assist you navigate the complexities of the modern workforce. They can be reached via phone call, video call, or email, or you can [click here](#) to request a call back.

I hope you enjoy the report.



Nicholas Kirk
CEO at PageGroup

Mind the Gap

Key expectations uncovered in our Talent Trends survey



16.046
survey participants
in Europe

694
survey participants
in Türkiye

Talent Trends is the most robust and comprehensive workplace survey of its kind in the world today

1. Finding the right balance with flexibility

Even though flexibility isn't the top concern for Turkish workers, those who value it see hybrid working as a must-have

2. Building a workplace where everyone belongs

Socioeconomic discrimination and the struggle to be authentic at work are still holding back progress in Türkiye

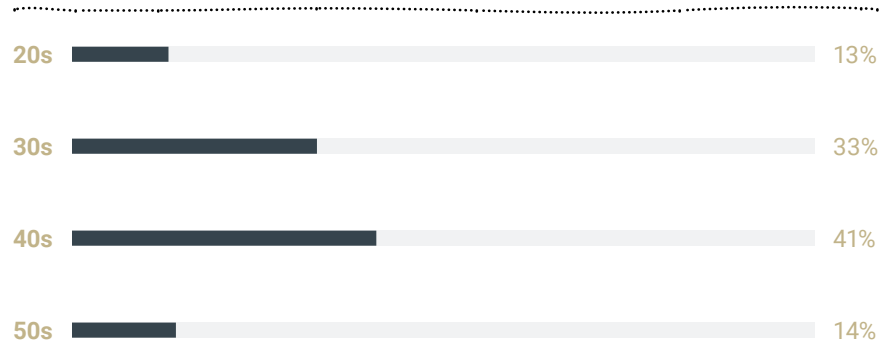
3. Getting ready for the jobs of tomorrow

Artificial intelligence is set to shake up career plans and jobs in a big way

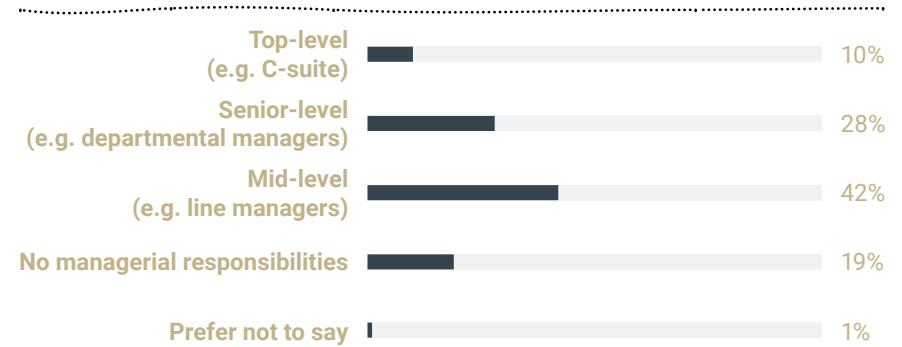


Who took our survey?

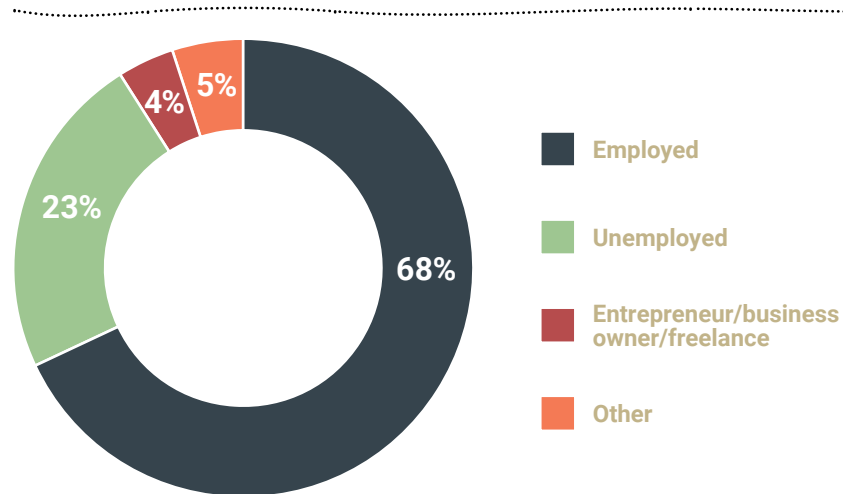
AGE



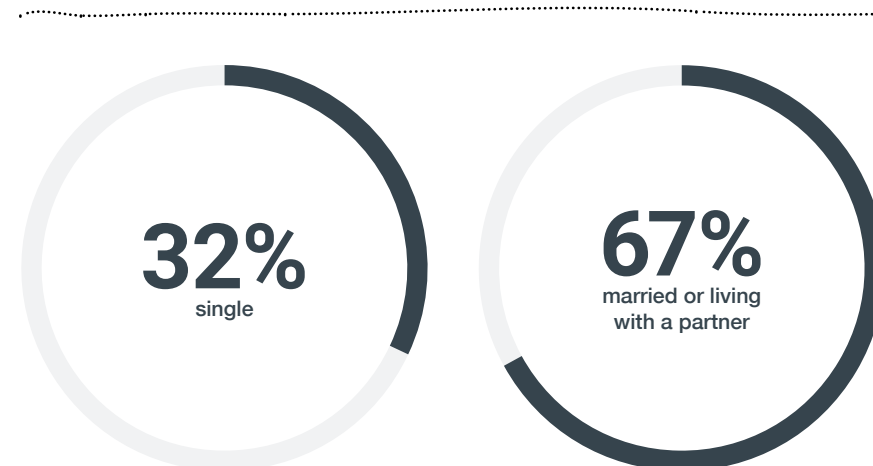
MANAGEMENT RESPONSIBILITIES



EMPLOYMENT STATUS



RELATIONSHIP AND FAMILY DEMOGRAPHICS



The Expectation Gap on... SALARY

Demands are rising
as wage growth slows



Flexibility



DE&I



AI



Salary is (still) king

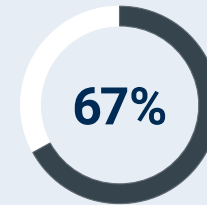
But are demands for higher wages rooted in reality?

The tension between salary expectations and economic realities is as evident in Türkiye as throughout Europe. While the rapid wage growth during the post-pandemic recovery has slowed, employees continue pushing for better pay. This expectation gap between the aspirations of ambitious employees and the budgetary constraints of cautious employers has become a defining characteristic of the current job market.

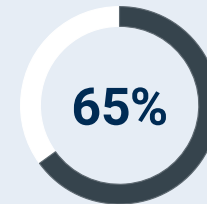
A significant proportion of Turkish workers, nearly 2 in 3, aren't satisfied with their current compensation, pushing salary to the top of their reasons for seeking new employment. This widespread discontent has created a dynamic job market, with a high portion of the workforce not just open to new opportunities but actively seeking them, driven by the search for better pay.

For employers in Türkiye, the message is clear: salary is the cornerstone of talent attraction and retention. Most surveyed companies acknowledge that presenting a compensation package superior to a job seeker's current earnings is essential for grabbing their attention. And with only a small fraction of Turkish workers successfully negotiating a pay raise in the past year, it's clear that the conversation around pay is becoming more critical than ever before.

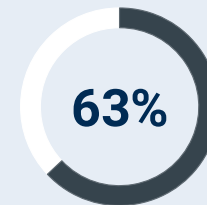
This ongoing expectation gap is a nudge for companies in Türkiye to rethink their salary strategies. It's about striking the right balance between what workers seek and what the budget allows while also considering the unique dynamics of the Turkish job market.



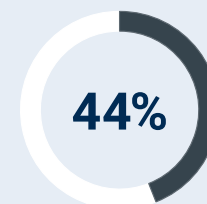
of companies in Türkiye believe offering a salary higher than the current role is crucial for recruiting talent



prioritise getting a higher salary when considering a new role



of Turkish workers are unhappy with their current salary, leading them to actively seek new opportunities



of Turkish employees tried to negotiate a pay rise **but only 19%** of those were successful



The Expectation Gap on... FLEXIBILITY

Why work-life balance is a must have



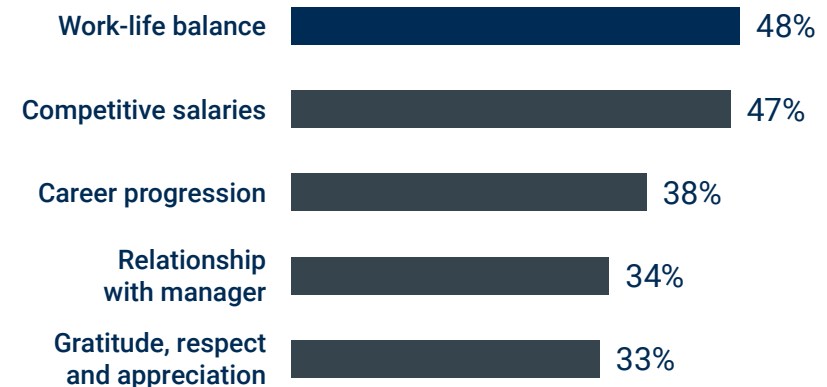
Work-life balance: The real prize

Salary may open doors, but work-life balance keeps employees happy

Regarding what Turkish employees value most in their jobs, flexibility ranks a surprisingly low 9th. This starkly contrasts with other European countries, where flexibility is high on the list of essential factors in job satisfaction. Among Turkish workers prioritising flexibility, the ability to work in a hybrid setup and choose which days to work from home or the office is vital.

Turkish employers are on the same page as their workers, ranking flexibility low on the list of things that attract talent. Curiously, despite the relatively low ranking of flexibility, Turkish employees still view work-life balance as the most critical contributor to their job satisfaction, just edging out competitive salaries. So, while flexibility itself might not be a top priority, finding the right balance between work and personal life is still the key to keeping Turkish workers engaged and satisfied.

Top 5 aspects of company culture that are important to job satisfaction



The Hybrid Work Puzzle

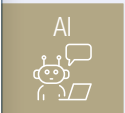
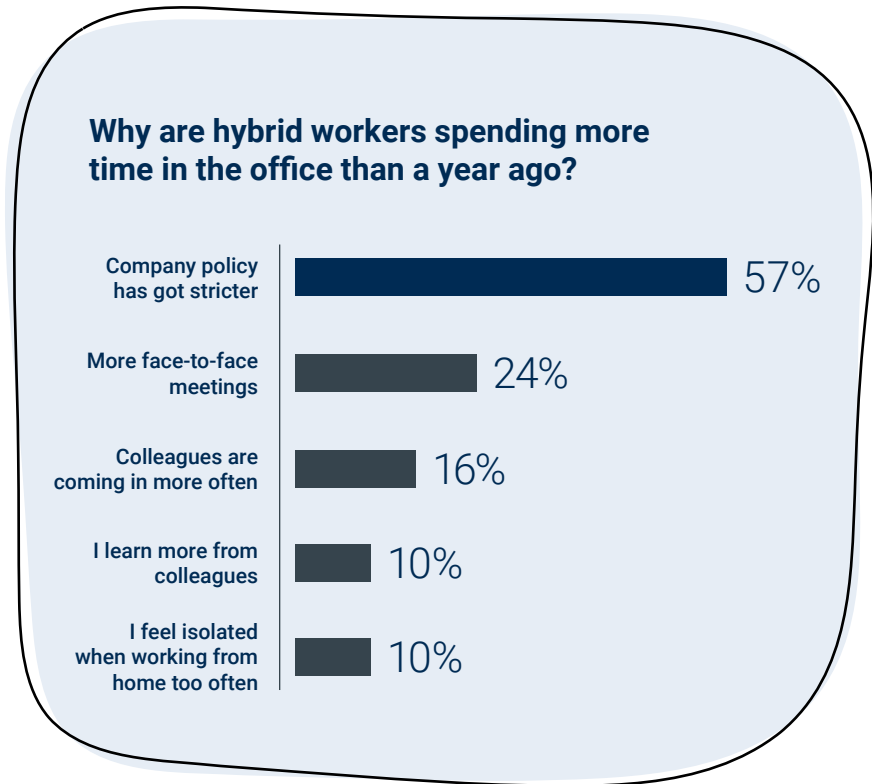
How Turkish workplaces are adapting to a changing world of work

With its blend of in-office and remote options, hybrid work is transforming workplaces across Türkiye. While the potential benefits are clear, there's a growing disconnect between what employees want and what companies offer. Many workers find themselves with less flexibility than they'd prefer, raising questions about achieving a balance that works for everyone.

In Türkiye, only about a third of workers have a hybrid setup – lower than the European average. And among those who do, over a third spend more time in the office than a year ago.

Women and those in their 30s are more likely to favour a hybrid model. Clearly, different demographics have varying needs when it comes to workplace flexibility. Companies that recognise this and tailor their work arrangements accordingly will have a competitive edge in attracting and retaining top talent.

As Turkish businesses negotiate this shift, the key will be finding a balance between employee preferences and company goals. It's a complex challenge but one with the potential to boost productivity, engagement and overall job satisfaction.



Balancing Wellbeing and Career Growth

Turkish employees are redefining success, but are employers ready to support them?

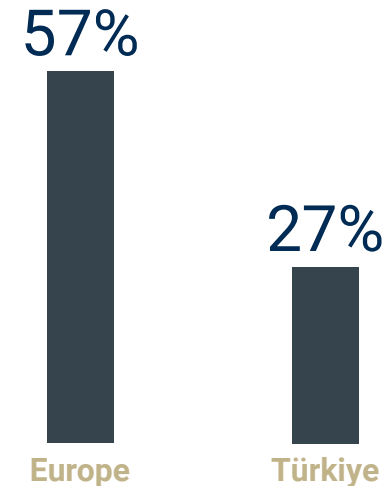
Türkiye’s workforce is beginning to embrace a new perspective on career success, one that places a greater emphasis on personal wellbeing. While this trend may not be as pronounced as in Europe, it’s clear that Turkish employees are starting to question the traditional notion of climbing the corporate ladder at all costs.

Higher proportions of women and those in their 20s seek career progression, while men and the over 50s are more likely to value company culture when considering a role. Younger workers may be more focused on building skills and advancing, while older employees may place greater value on stability and a positive work environment after years of career development.

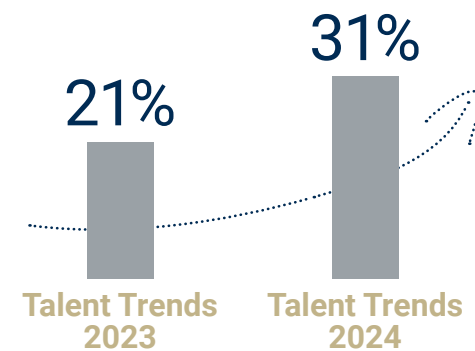
Nearly 3 in 10 Turkish workers would refuse a promotion to maintain their overall personal wellbeing. This may sound like a lot, but it’s significantly below the European average of nearly 6 in 10 employees. Employers can narrow this gap by promoting a culture prioritising work-life balance and mental health.

One area where Turkish employees are redefining career success? The growth in the consideration of temporary positions. Almost a third would definitely consider a temporary position through an employment agency, compared to 2 in 10 in Talent Trends 2023. Nearly 4 in 10 would consider a freelancing or self-employed role, above the European average. This highlights that flexibility comes in many forms. It’s not just about flexible hours within traditional employment – workers are increasingly drawn to the freedom and variety that freelancing or temporary work can offer them.

Would refuse a promotion to maintain overall wellbeing



Turkish workers who would definitely consider a temporary position through an employment agency





TAKEAWAYS AND TIPS

Flexibility

Flexibility may not be the top priority, but it still matters: While flexibility ranks lower for Turkish employees than their European counterparts, those who value it strongly emphasise hybrid work arrangements.

Understand demographic differences: Women and those in their 30s are more likely to embrace hybrid work in Türkiye. Tailor your flexibility offerings to meet the unique needs of different employee groups.

Match policies with expectations: With over a third of hybrid workers spending more time in the office due to stricter guidelines, finding a balance that works for both employees and the organisation is crucial.

Communicate the reasons behind policy changes: If stricter in-office policies are necessary, clearly explain the reasons behind them to maintain trust and transparency.

Embrace the potential of hybrid work: When implemented effectively, hybrid arrangements can boost productivity, engagement and job satisfaction. Invest in the tools and training needed to make it a success.

Salary



Flexibility



DE&I



AI





The Expectation Gap on... DE&I

The difference between intention
and impact



- Salary
- Flexibility
- DE&I
- AI

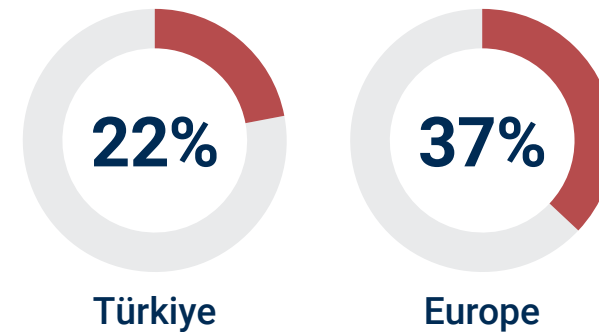
A Journey Towards Authentic Inclusion

Never mind the buzzwords: bridging the gap between DE&I goals and reality

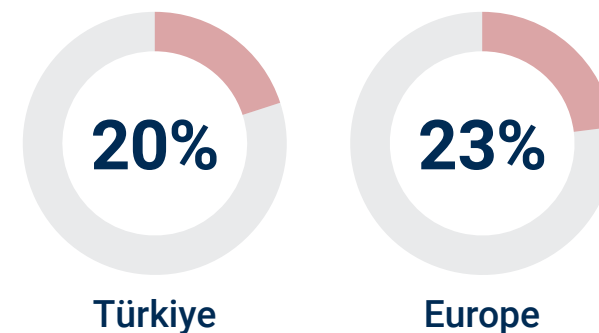
In Türkiye, only about 1 in 5 employees feel they can be their authentic selves at work, significantly lower than the European average. Similarly, just 1 in 5 Turkish workers believe their workplace is genuinely inclusive.

When individuals feel the need to hide or suppress aspects of their identity, it can lead to increased stress, decreased motivation and a lack of trust in their employer. By prioritising inclusivity and creating spaces where diversity is celebrated, organisations in Türkiye can work towards closing the gap with their European counterparts, tapping into the full potential of their workforce and building more resilient teams.

Believe can be authentic selves at work



Believe their workplace is inclusive



Discrimination: An Ongoing Battle

Beyond the numbers: the personal impact of workplace bias

In Türkiye, more than 1 in 10 employees say they've experienced marginalisation or discrimination at work, which is slightly higher than the European average. On top of that, 1 in 5 Turkish workers report being stereotyped in the workplace, showing just how common biases and prejudices can be.

When we dig into the data, we see that discrimination in Türkiye is most likely to happen based on socioeconomic status, followed by age. This contrasts with Europe overall, where age discrimination tops the list. Another key finding is that women in Türkiye are less satisfied than men with how their workplace handles closing the gender pay gap, promoting equity for women and getting more women into leadership roles.

Even though discrimination is an ongoing problem, fewer than 1 in 4 of those who experienced it in Türkiye formally reported it, lower than the European average. This highlights the need for organisations to create safe spaces where employees feel comfortable speaking up about their experiences without worrying about negative consequences.

Summing up, these findings underscore just how crucial it is for Turkish organisations to tackle discrimination head-on and build more inclusive workplaces. When employees face discrimination, it can take a toll on their wellbeing and job satisfaction and hurt the organisation's performance.

% satisfied with closing the gender gap



% satisfied with promoting greater equity for and inclusion of women in the workplace



% satisfied with getting more women into leadership roles





TAKEAWAYS AND TIPS

DE&I

Recognise the authenticity gap: With only 1 in 5 Turkish employees feeling they can be their authentic selves at work, creating an environment where everyone feels comfortable being themselves is vital.

Address the gender equity gap: Pay special attention to women's experiences in your organisation, particularly in areas like pay equity, representation in leadership and overall inclusion.

Encourage reporting: Create clear, confidential channels for employees to report discrimination and ensure all reports are investigated seriously.

Address the unique challenges different groups face: Understand that experiences of discrimination and marginalisation vary across demographics. Tailor your DE&I initiatives to meet the specific needs of underrepresented groups.

Track progress and hold leaders accountable: Regularly assess the effectiveness of your DE&I initiatives through employee surveys and feedback. Hold leadership responsible for creating an inclusive workplace culture.





The Expectation Gap on... AI

Keeping pace when careers are changing

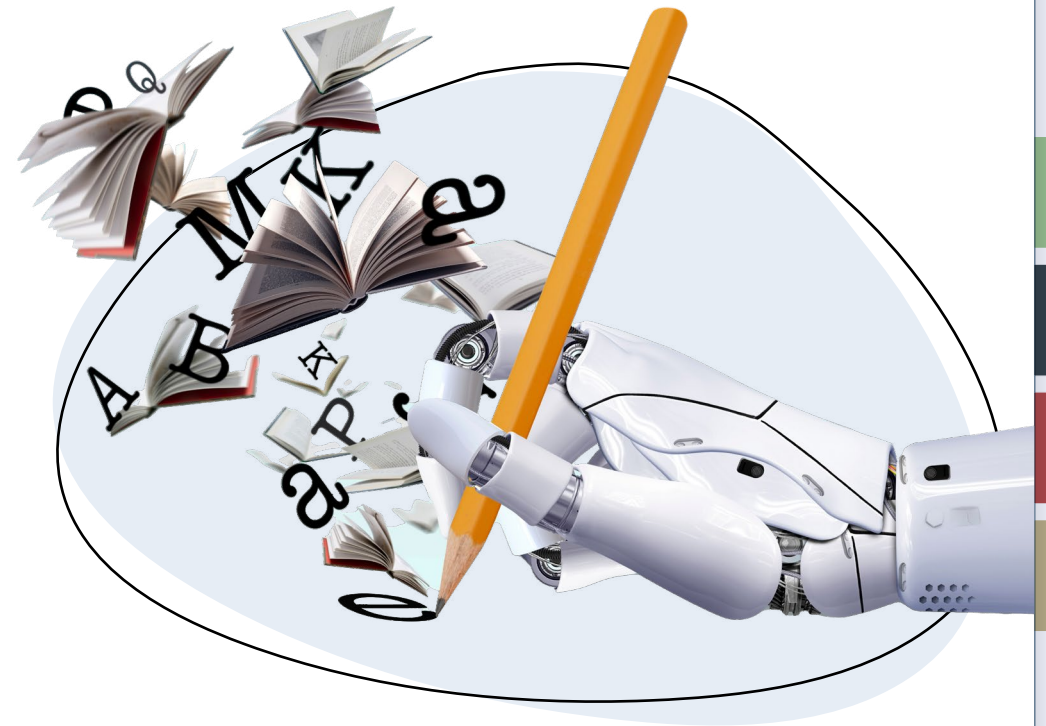


Artificial Intelligence in the Workplace: The Future is Now

The question is: can Europe catch up with the rest of the world?

The world of work is undergoing a seismic shift with the arrival of AI tools like ChatGPT, which are revolutionising how we do our jobs and reshaping career paths. This transformation empowers employees with powerful new tools and encourages companies to embrace these changes to boost productivity. At the same time, firms need to navigate ethical and legal boundaries, such as protecting personal data and respecting intellectual property rights.

Globally, one-third of organisations already use AI regularly in at least one business function. At the same time, 2 in 5 say they will increase their investment in the technology because of recent advances. Three-quarters believe in a significant or disruptive change because of AI in the next three years, according to a [McKinsey Global Survey](#) on the current state of artificial intelligence.



Artificial Intelligence in Türkiye: A Workforce Divided

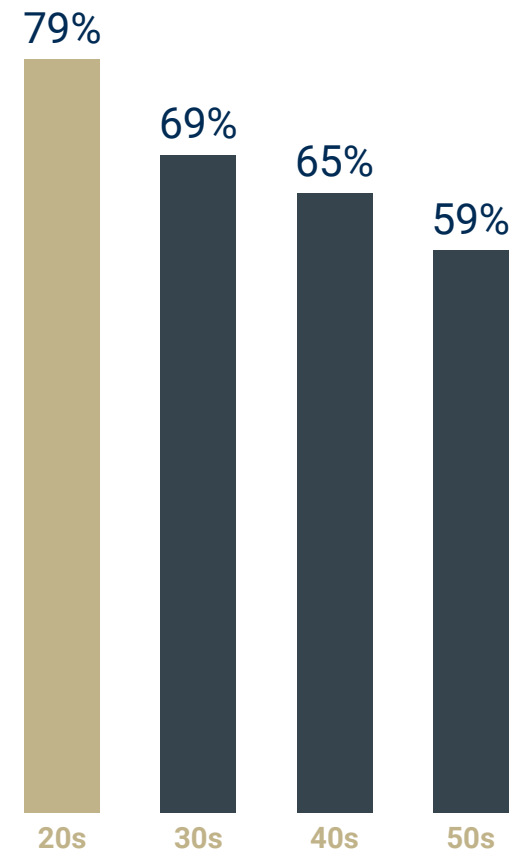
As AI transforms the future of work, Turkish professionals face a new world of opportunity and uncertainty

In Türkiye, the impact of AI on the workforce is becoming increasingly apparent, with two-thirds of workers believing AI will significantly shape their long-term career plans – markedly higher than the European average. This sentiment is particularly strong in industries such as financial services, retail and FMCG, where the potential for AI-driven disruption is most evident.

However, not everyone in Türkiye is on the same page regarding hands-on AI experience. Only about a quarter of Turkish employees say they've actually used AI in their current roles, which means there's a big gap between those who recognise AI's potential and those who are working with it day-to-day.

The impact of AI on career outlooks varies across demographics. Younger Turkish professionals, especially those in their 20s, are more likely to believe AI will significantly impact their career paths in the long run. This generational divide highlights the need for targeted training and upskilling programs to make sure everyone in the Turkish workforce is ready for the AI-powered future.

% who believe AI will impact long-term career plans





TAKEAWAYS AND TIPS

AI

Embrace the AI wave: With two-thirds of Turkish workers believing AI will shape their long-term career plans, it's time for organisations to start integrating AI into their day-to-day operations.

Bridge the AI experience gap: There's a big difference between knowing about AI and actually using it. Provide targeted training and upskilling programs to help employees across all levels and departments get hands-on with AI.

Tailor AI initiatives to your industry: The impact of AI isn't one-size-fits-all. Develop AI strategies that tackle your industry's unique challenges head-on.

Address the generational divide: Younger professionals, especially those in their 20s, have different expectations regarding AI. Develop generation-specific training and engagement initiatives to make sure everyone's on the same page.

Communicate the benefits of AI: Help employees understand how AI can make their lives easier by showcasing real-world examples and success stories.

Emphasise the human touch: While AI is transforming the workplace, don't forget the unique value that human skills and expertise bring to the table. Foster a workplace culture that values collaboration, empathy and critical thinking alongside tech savvy.

Salary



Flexibility



DE&I



AI





CONCLUSION

How will you bridge the Expectation Gap?

The Expectation Gap we have explored in this report is visible across all elements of the modern workplace – from salaries to DE&I initiatives, AI strategies and hybrid policies. Bringing expectations back into alignment will be vital for employers as they create a new dynamic.

Our study suggests a solution: acknowledging the diversity in attitudes towards work and, therefore, approaching any issues with open communication and mutual respect.

Clearly stating expectations around issues such as workplace attendance, technology strategies and inclusion initiatives will reassure many employees, who may subsequently feel more engaged in ongoing conversations.

When hiring, you need to authentically build an image that fits with a potential employee's vision of their future. There's no one-size-fits-all solution – it's about nurturing trust between employees and employers so that open communication can take place and both sides can try to meet in the middle on their expectations.

Expectations might be out of alignment now. But we believe that, more than ever, knowledge is power when finding solutions to these challenges and ultimately bridging the expectation gap to forge a future that works for all.





CONCLUSION

KEY TAKEAWAYS AND TIPS

The three-step process to realigning expectations and creating a modern workplace dynamic

1

Build trust - both ways**Create a culture of open communication and clear expectation setting**

Building trust isn't about delivering on every ask from workers and goes both ways - people have work to do to convince employers their version of flexibility and hybrid working is viable. It's important to communicate openly and honestly about decisions, even if they are not going to be universally popular.

2

Become change-resilient**Manage workplace anxieties and demonstrate a preparedness for future transitions**

It's fine to not have all the answers to conundrums around culture, flexibility and technology immediately – but acknowledging where approaches will need to evolve can build confidence and help people to prepare for what's coming next.

3

Always be people-first**Human capital is any organisation's greatest asset - and requires continuous investment**

As we've explored, there are more varied expectations for employers to navigate than ever. It's important to understand that there is no universal solution. It's about balancing individual needs – and recognising that it's impossible to deliver on all of them - with those of the collective workforce.

Salary



Flexibility



DE&I



AI



PageInsights

Explore our data your way

What we've detailed in this report is a mere fraction of the insights from our Talent Trends 2024 survey.

When it comes to finding the talent you need in this ever more competitive hiring landscape, we know that knowledge is power.

That's why we've also launched an **innovative interactive tool**, which puts all the information you need on what's driving the talent market right at your finger tips.

You can explore our data your way - by choosing any two filters across countries, industries or job functions - and the tool is an easy point of reference to come back to as many times as you need.

Give the tool a try



Salary

Flexibility

DE&I

AI

About PageGroup

Are you hiring?

Based on your recruitment needs, we have four internationally recognised and respected brands (Page Executive, Michael Page, Page Personnel, and Page Outsourcing) ready to help you find the right talent for your business.

PageExecutive

Executive search

Page Executive – the executive search division of PageGroup – offers a fresh approach to search, selection and advisory solutions for leadership talent. Recognised for the expertise and global reach of our consultants, as well as our powerful in-house research function, our tailored services, speed of delivery and high success rates are why organisations worldwide choose Page Executive to secure their leaders of tomorrow.



MichaelPage

Qualified professionals

Michael Page provides specialised recruitment services for professionals at middle management to leadership levels, along with highly specialised technical positions.



PagePersonnel

Clerical professionals

Page Personnel specialises in recruitment services for quality professionals within the professional support space through to middle management.



PageOutsourcing

Flexible recruitment outsourcing

Page Outsourcing specialises in delivering high volume talent acquisition solutions for permanent and temporary workforces. With the ability to meet ongoing or outcome based hiring needs, Page Outsourcing's support covers recruitment process outsourcing (RPO), managed service programs (MSP) and talent acquisition advisory services.



Scan or click on the relevant QR code to get in touch with one of our consultants.

