

Conditions of Employment 2016



**MINISTRY OF
MANPOWER**

Manpower Research and Statistics Department
Singapore

November 2016

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CONDITIONS OF EMPLOYMENT 2016

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Notations:

- : nil or negligible
- No. : Number
- s : Data suppressed due to small number of observations

List of Abbreviations:

- M&Es : Management & Executives
- RAF : Rank-And-File
- Sat : Saturday
- FWAs : Flexible Work Arrangements
- MC : Medical Certificate

Highlights

- 77% of establishments provided unplanned time-off or ad-hoc tele-working for their staff to attend to personal matters in 2016, up from 70% in 2015. The proportion of employees working in establishments with ad-hoc flexible work arrangements (FWAs) also increased from 76% in 2015 to 82% in 2016.
- On the other hand, the proportion of establishments offering at least one formal FWA remained unchanged since 2014 at 47%. This followed a steady increase from 2011 (38%) amid efforts to boost adoption of FWAs. Even though the proportion of establishments with formal FWAs held steady, the proportion of employees working in these establishments rose to 67%, from 65% in 2015 and 56% in 2011.
- Part-time work (35%) remained the most prevalent formal FWA, followed by flexi-time or staggered hours (23%). Among ad-hoc FWAs, unplanned time-off (75%) was more common than tele-working (21%).
- The share of full-time employees who had at least 15 days of paid annual leave rose from 42% in 2014 to 45% in 2016. Management & executives continued to have more days of annual leave entitlement compared to rank-and-file employees.
- More employers were going beyond statutory requirements to provide various leave benefits to help their employees cope with personal and family commitments. Employers were more generous in providing compassionate leave (92%), marriage leave (74%), and study/examination leave (40%).
- The proportion of full-time employees on a five-day work-week rose in 2016 (48%), from 46% in 2014 and 43% a decade ago, due to a higher incidence of management & executives on five-day work-week. Rank-and-file employees were mostly on longer work-week and shift work.
- Based on firm-level data, resignation rates were lower among firms that: (i) offer a larger number of formal flexible work arrangements to their employees, (ii) have a higher proportion of full-time employees on a 5-day work-week, and (iii) have a higher proportion of full-time employees with longer annual leave entitlement.
- Absenteeism due to illness has been stable over the years, although it rose slightly in 2015. In 2015, 60% took outpatient sick leave, each averaging about 4.8 days of sick leave per absentee, slightly higher than 2013 (58% and 4.7 days).

Conditions of Employment 2016

1 Introduction

1.1 This report analyses the general employment conditions and workplace practices in Singapore. Topics covered include flexible work arrangements, leave entitlements, work-week pattern and sickness absenteeism.

1.2 Data are obtained mostly from the *Conditions of Employment Survey 2016* conducted by the Manpower Research and Statistics Department. The survey covered private sector establishments (each with at least 25 employees) and the public sector. A total of 3,800 establishments employing 1,335,100 employees responded to the survey, yielding a response rate of 91.4%. Details of the survey coverage and methodology are in [Annex A](#).

2 Flexible Work Arrangements

More establishments offered flexible work arrangements on an ad-hoc basis

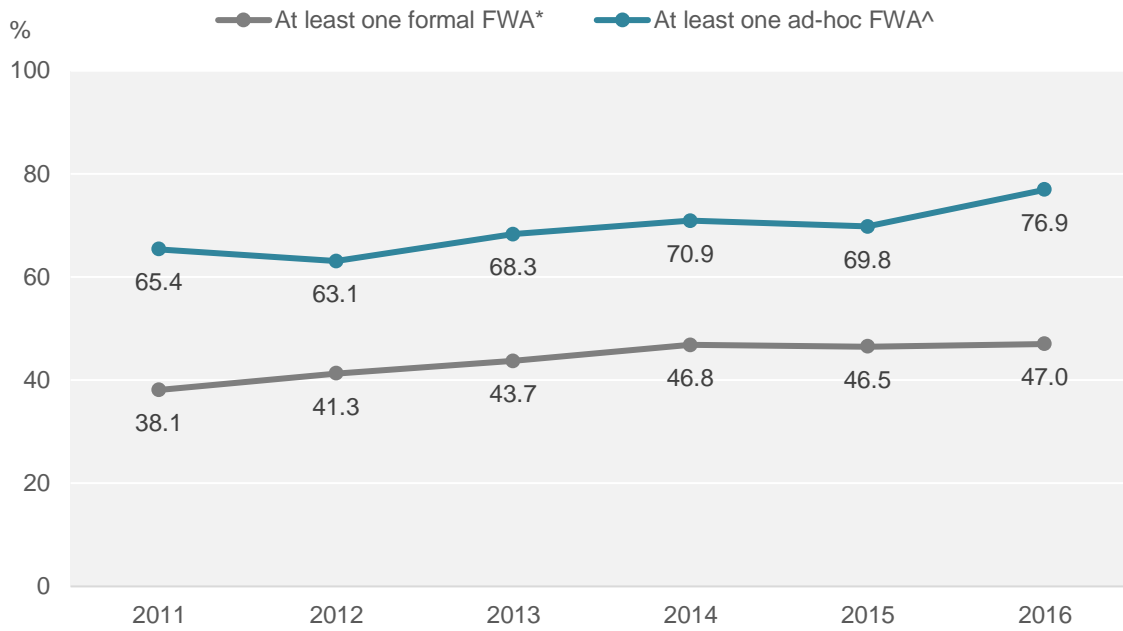
2.1 In 2016, 77% of establishments provided unplanned time-off or ad-hoc teleworking for their staff to attend to personal matters, up from 70% in 2015. The proportion of employees working in establishments with ad-hoc flexible work arrangements (FWAs) also increased from 76% in 2015 to 82% in 2016.

2.2 On the other hand, the proportion of establishments offering at least one formal FWA remained unchanged since 2014 at 47%. This followed a steady increase from 2011 (38%) amid efforts to boost adoption of FWAs.¹ Even though the proportion of establishments with formal FWAs held steady, the proportion of employees working in these establishments rose to 67%, from 65% in 2015 and 56% in 2011.

2.3 In general, establishments are more amenable to offering ad-hoc FWAs on case-by-case basis as opposed to instituting formal processes, as the former require minimal adjustments to work. Majority of establishments which did not offer formal FWAs to their employees indicated that the nature of work required their employees to be physically present at the workplace.

¹ This includes the Work-Life Grant launched in April 2013 which provides funding and incentives for companies to offer FWAs for employees and the Tripartite Advisory on FWAs issued in 2014 to build capabilities in employers, supervisors and employees to implement FWAs sustainably.

Chart 1: Proportion Of Establishments Offering Flexible Work Arrangements, 2011 To 2016

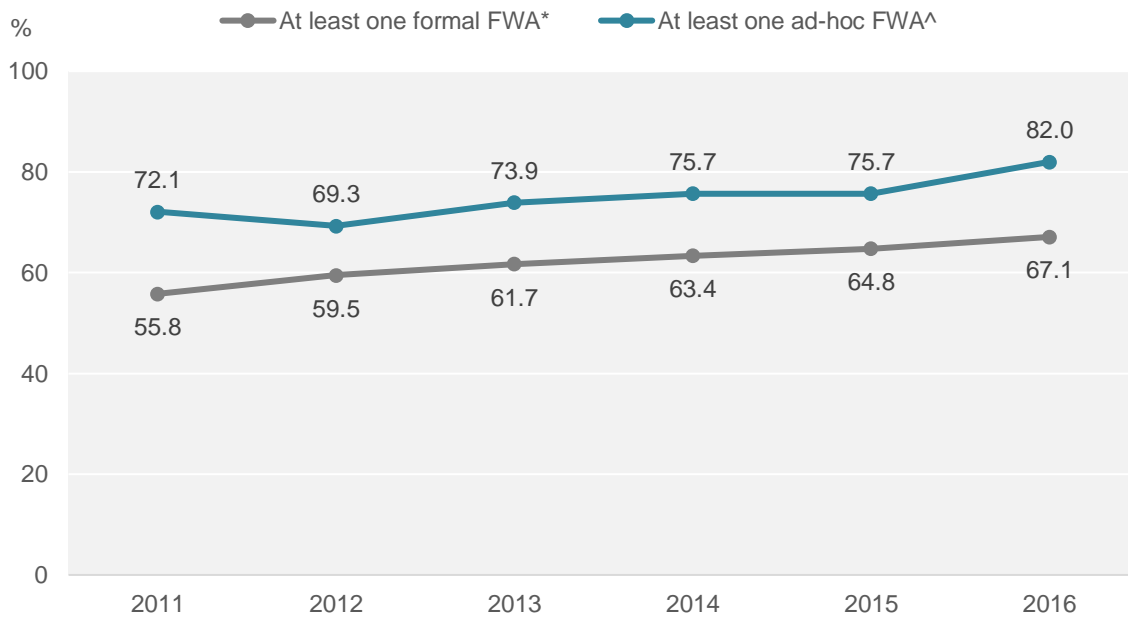


Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) For years in which the Conditions of Employment Survey (i.e. 2011, 2013 and 2015) is not conducted, data on flexible work arrangements are obtained from a MOM Supplementary Survey.
- (2) Data pertain to permanent employees and employees on term contract of at least one year.
- (3) * - Refers to establishments offering at least one type of formal FWA, i.e. part-time work, flexi-time/staggered hours, formal tele-working, homeworking, job sharing and compressed work week.
- (4) ^ - Refers to establishments offering at least one type of ad-hoc FWA, i.e. unplanned time-off and ad-hoc tele-working.

Chart 2: Proportion Of Employees Working In Establishments Offering Flexible Work Arrangements, 2011 To 2016

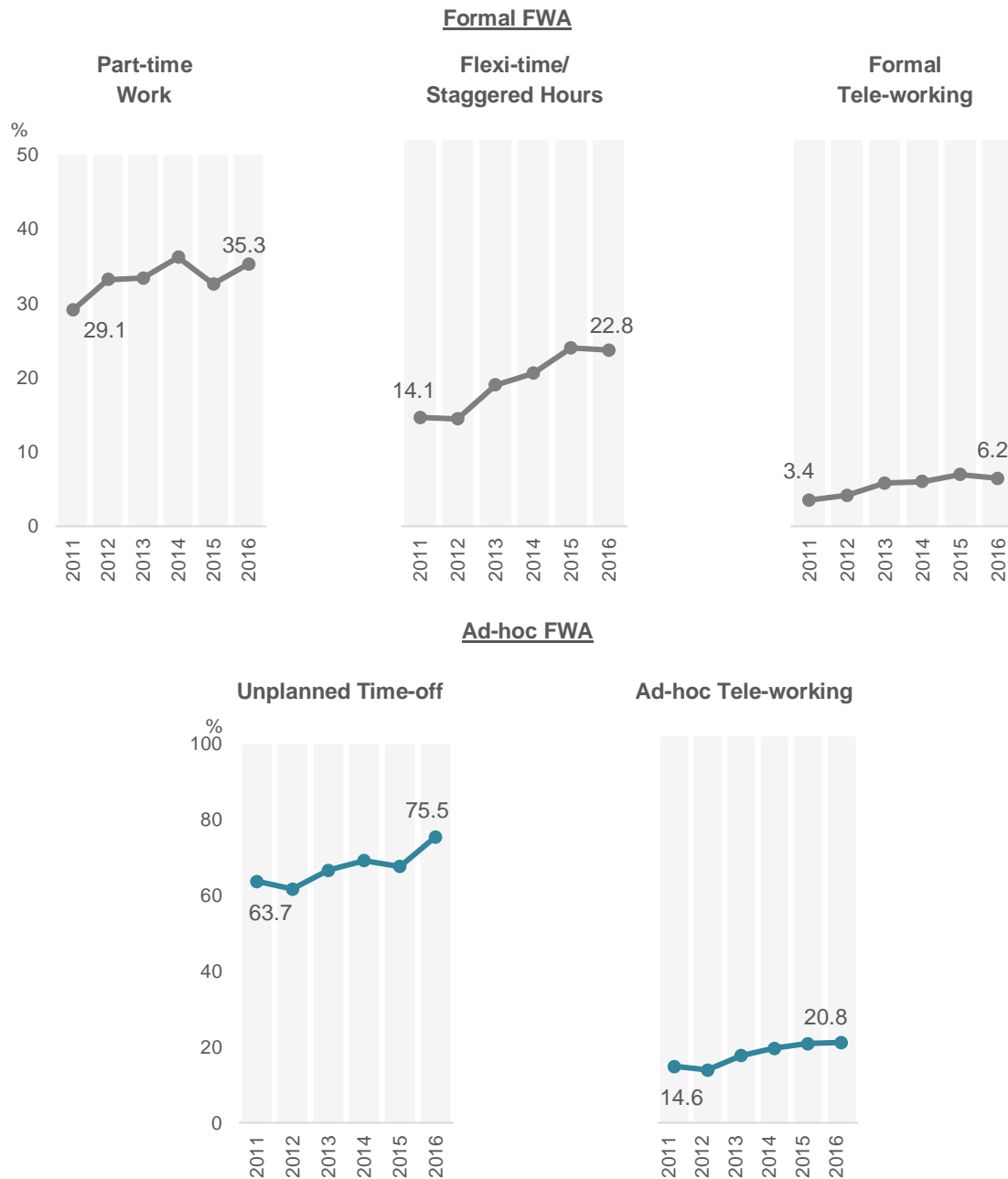


Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Note: See notes for [Chart 1](#).

2.4 Among the formal FWAs, part-time work remained the most prevalent, with one in three establishments (35%) offering this arrangement to their staff in 2016. This was followed by flexi-time or staggered hours (23%) and formal tele-working (6.2%). Among ad-hoc FWAs, unplanned time off (75%) was more common than tele-working (21%).

Chart 3: Proportion Of Establishments Offering Flexible Work Arrangements, 2011 To 2016



Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

Notes:

- (1) For years in which the Conditions of Employment Survey (i.e. 2011, 2013 and 2015) is not conducted, data on flexible work arrangements are obtained from a MOM Supplementary Survey.
- (2) Data pertain to permanent employees and employees on term contract of at least one year.
- (3) Less common formal FWA such as “job sharing”, “homeworking” and “compressed work week” are not separately shown here.
- (4) Figures refer to establishments that offered the respective FWA as a proportion of all establishments.

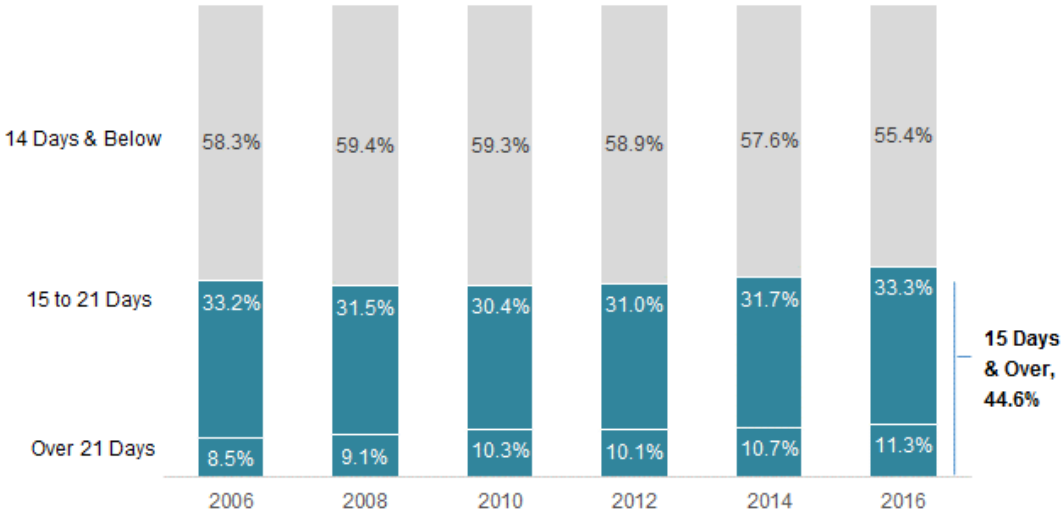
2.5 The types of FWAs offered were also different across industries, depending on the nature of business. Part-time work was most frequently offered in industries where employees were required to work on-site e.g. *health & social services* (78%), *education* (73%), *security & investigation* (68%) and *cleaning & landscaping* (61%). On the other hand, flexi-time/staggered hours and formal tele-working were more common in industries where there was greater flexibility for work to be completed off-site e.g. *legal, accounting & management services* (48% and 25% respectively) and *information and communications* (43% and 23%) (Annex B – Table B1). These industries were also more likely to offer ad-hoc FWAs (Annex B – Table B2).

3 Annual Leave Entitlement

More employees entitled to at least 15 days of annual leave

3.1 The share of full-time employees who were entitled to at least 15 days of paid annual leave continued to increase from 42% in 2014 to 45% in 2016. Leave benefits for management and executives (M&Es) were generally more favourable, due to the global competition for talent. Three in four full-time M&Es were entitled to at least 15 days of paid annual leave, compared to about one in five for full-time rank-and-file (RAF) employees.

Chart 4: Distribution Of Full-Time Employees By Annual Leave Entitlement, 2006 To 2016

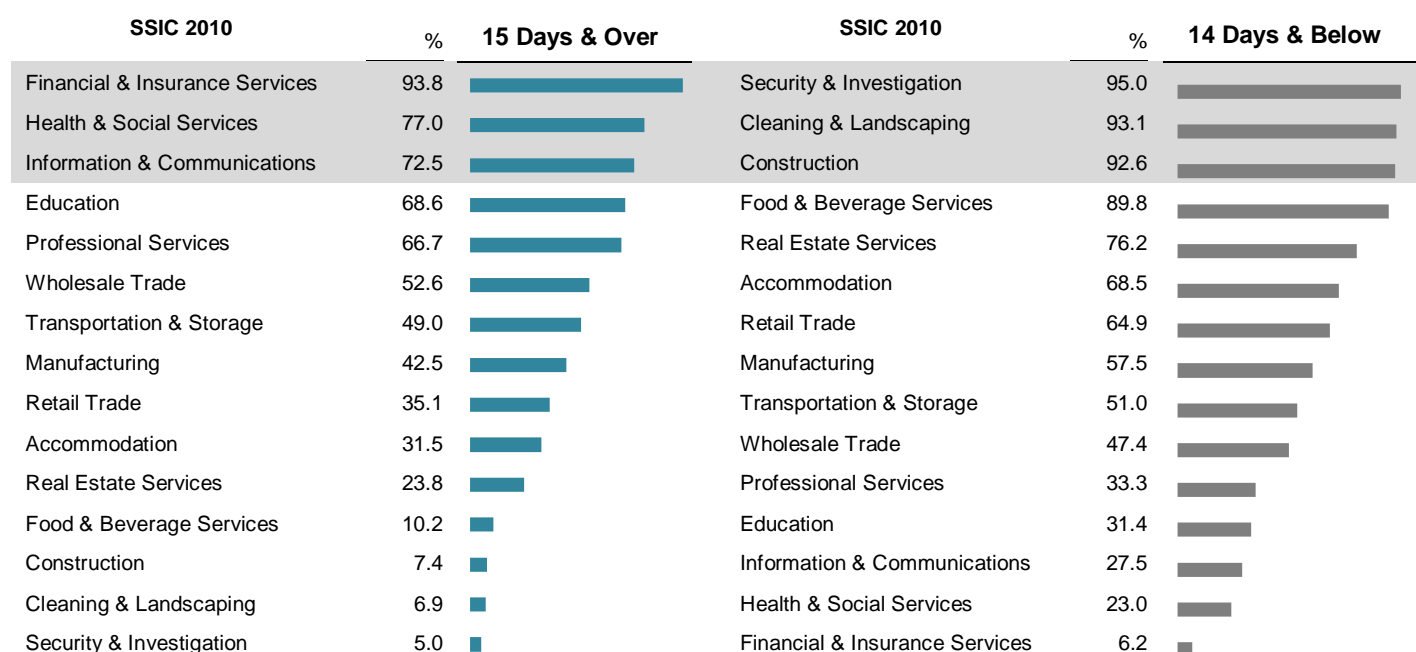


Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

- Notes:
- (1) Employees who have leave entitlement of “14 Days and below” include those who were not entitled to a fixed number of paid annual leave days.
 - (2) Data may not add up to 100% due to rounding.

3.2 Reflecting the higher concentration of M&Es, more than seven in ten full-time employees in *financial & insurance services* (94%), *health & social services* (77%) and *information & communications* (72%) had a minimum of 15 days of paid annual leave. In sectors with more RAF employees, such as *security & investigation*, *cleaning & landscaping* and *construction*, the number of paid annual leave that they are entitled to was less than 15 days.

Chart 5: Proportion Of Full-Time Employees By Annual Leave Entitlement And Industry, 2016



Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

Notes:

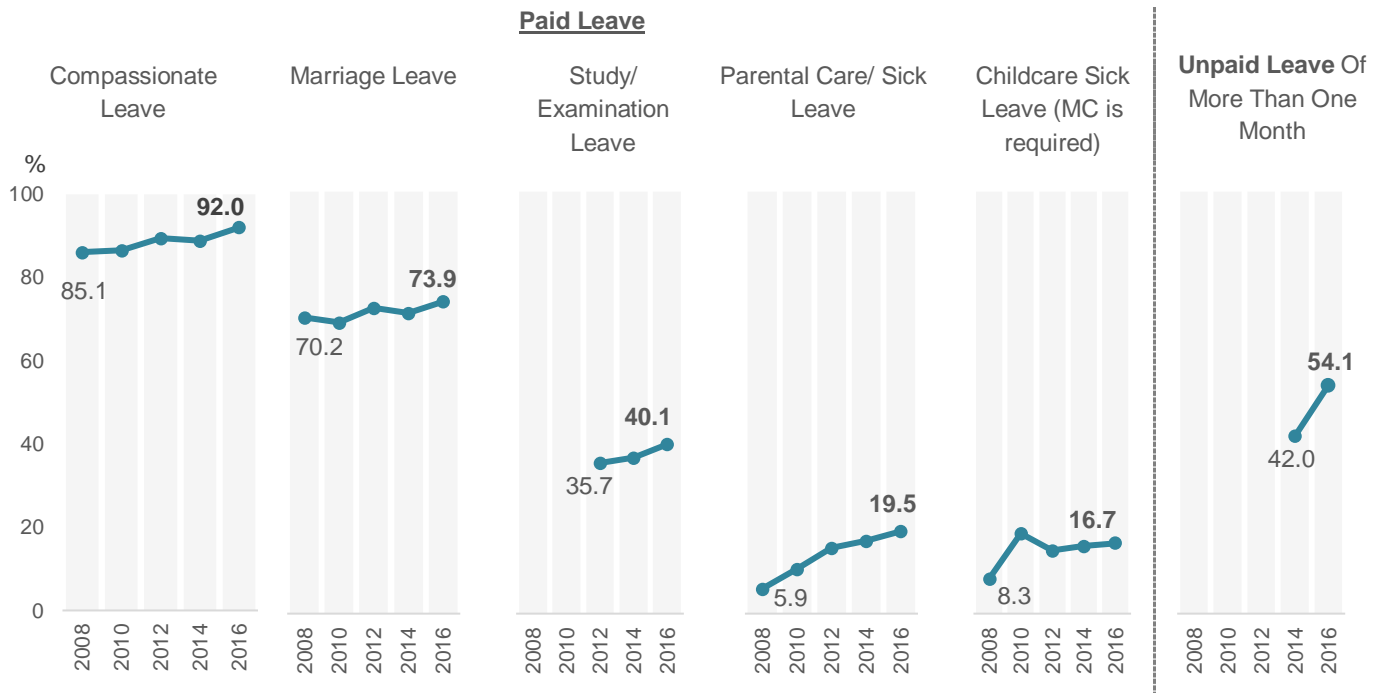
- (1) Employees who have leave entitlement of "14 Days and below" include those who were not entitled to a fixed number of paid annual leave days
- (2) Data pertain to full-time private sector employees.
- (3) Refer to [Annex B – Table B3](#) for full industry breakdown.

4 Non-Statutory Family-Friendly Leave

More establishments offered leave benefits beyond statutory requirements

4.1 Many employers offered compassionate leave (92%) and marriage leave (74%), even though these were not stipulated by law. Less common forms of paid leave include study/examination leave (40%), parental care/sick leave² (19%) and childcare sick leave³ (17%). On the whole, the rate of provision of non-statutory leave has increased compared to 2014. More establishments also offered unpaid leave to their employees to pursue personal interest or to attend to family matters, from 42% in 2014 to 54% in 2016.

Chart 6: Proportion Of Establishments That Provided Types Of Non-Statutory Family-Friendly Leave, 2008 To 2016



Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM
 Note: Data pertain to permanent employees and employees on term contract of at least one year.

4.2 In most industries, the nature of non-statutory leave offered corresponded with the age profile of their employees. For instance, industries with a more mature age profile, such as *cleaning & landscaping* and *security & investigation*⁴, were less likely to offer marriage leave and study/examination leave. However, they were above average in granting their employees childcare sick leave and parental care/sick leave (Annex B – Table B4).

² Refers to **paid** leave granted to employees for taking care of their parents when they are sick or when the main caregiver is not available.

³ This is on top of statutory requirements of paid childcare leave (MC is not required), paid extended childcare leave and unpaid infant care leave.

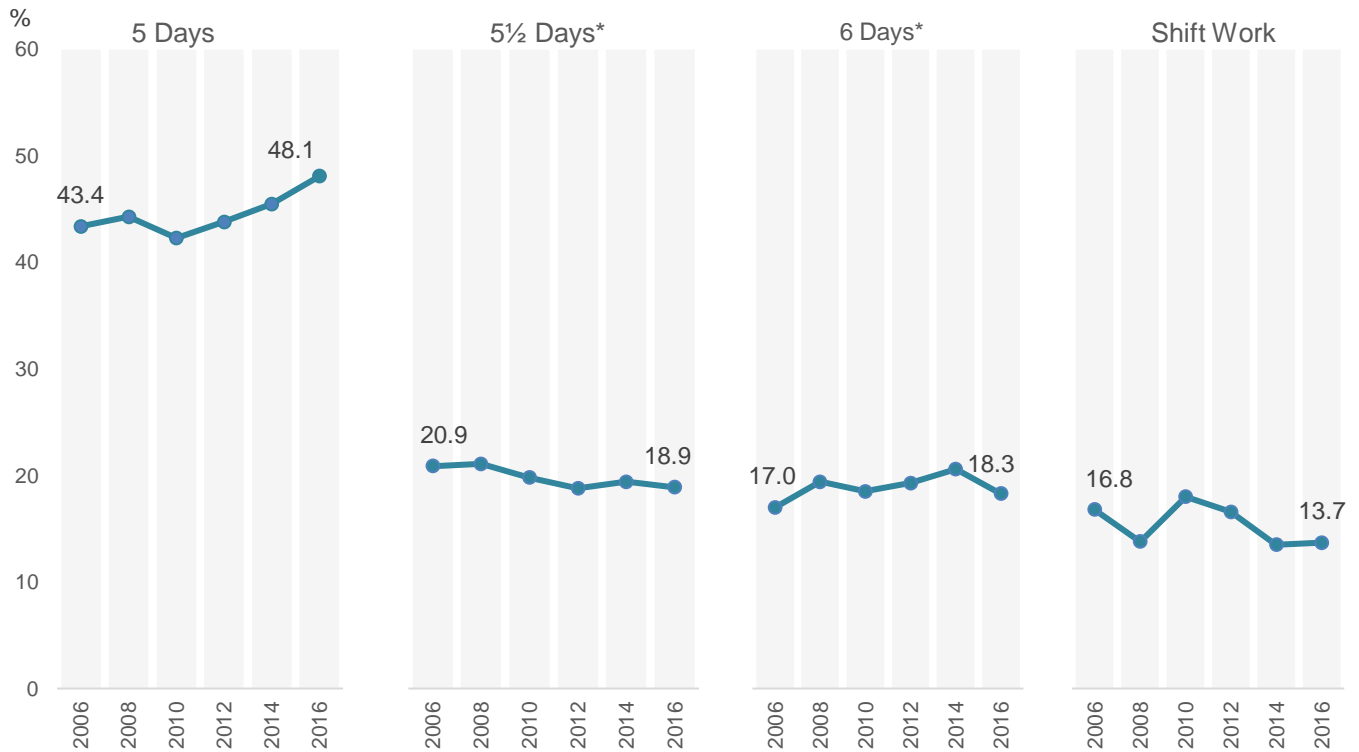
⁴ The median age of residents employed in administrative & support services (which comprises security & investigation, cleaning & landscaping and other administrative support services) was 50 in 2015, higher than the median age of 43 at the overall. Source: Comprehensive Labour Force Survey, Manpower Research and Statistics Department, MOM.

5 Work-Week Pattern

More employees on five-day work-week

5.1 The proportion of full-time employees on a five-day work-week rose in 2016 (48%), from 46% in 2014 and 43% a decade ago, due to a higher incidence of M&Es on five-day work-week. RAF employees were mostly on longer work-week and shift work.

Chart 7: Proportion Of Full-Time Employees By Work-Week Pattern, 2006 To 2016

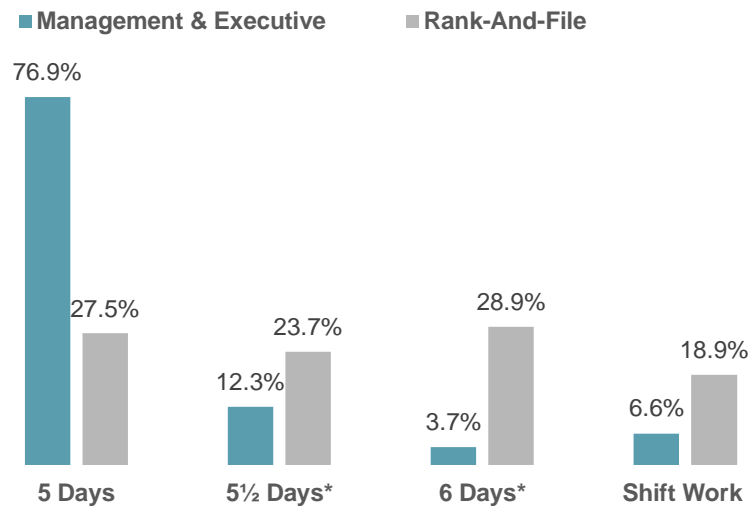


Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

Notes:

- (1) Data may not add up to 100% as irregular work-week patterns including work-week of less than 5 days are not shown.
- (2) * Includes those with periodic Sat off – e.g. off on a Sat on alternate week/ once in three weeks/ once a month.

Chart 8: Proportion Of Full-Time Employees By Work-Week Pattern And Type Of Employee, 2016



Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

Notes:

- (1) Data may not add up to 100% as irregular work-week patterns including work-week of less than 5 days are not shown.
 (2) * Includes those with periodic Sat off – e.g. off on a Sat on alternate week/ once in three weeks/ once a month.

5.2 Reflecting the higher share of M&Es, the 5-day work arrangement was the norm in *information & communications* (90%), *financial & insurance services* (85%), *education* (84%) and *professional services* (77%). On the other hand, a 5½-day or 6-day work-week was more common in *construction*, and industries with more frontline employees including *cleaning & landscaping*. In industries providing round-the-clock services such as *security & investigation* (49%) and *accommodation* (45%), shift work was more common (Annex B – Table B5).

Impact of Work-life practices on Voluntary Employee Turnover

5.3 Implementing work-life practices for employees can help reduce voluntary employee turnover. A regression analysis^{5,6} was performed using firm-level anonymised data to study the impact of work-life practices on firms' resignation rate. The study showed that resignation rates were lower among firms that:

- i) Offer a larger number of formal flexible work arrangements to their employees;
- ii) Have a higher proportion of full-time employees on a 5-day work-week,
- iii) Have a higher proportion of employees with longer annual leave entitlement of 15 days and above

⁵ The analysis controlled for factors that could impact voluntary employee turnover, including firm size, proportion of rank-and-file employees, industry.

⁶ The relationships were statistically significant at 0.05/ 0.1 level.

6 Sickness Absenteeism

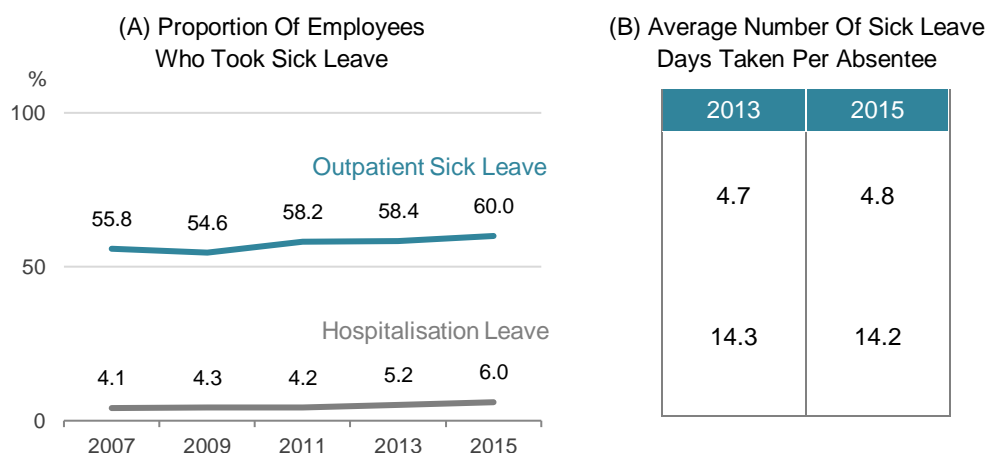
Proportion of employees who took outpatient and hospitalisation sick leave edged up

6.1 Absenteeism due to illness has been stable over the years, although it rose slightly in 2015. The proportion of employees who took outpatient sick leave rose from 58% in 2013 to 60% in 2015, with 4.8 days per absentee as the average duration taken. The proportion of employees who took hospitalisation leave also rose slightly from 5.2% in 2013 to 6.0% in 2015, though proportions remained low. The average number of days of such leave consumed remained broadly the same at 14.2 days per absentee, after a decline from 16 days in 2011.

6.2 A higher proportion of M&Es took outpatient and hospitalisation sick leave than RAF employees. However, they consumed fewer days of sick leave than RAF employees (Annex B – Table B6).

6.3 On the whole, the incidence of outpatient sick leave was higher in industries with a higher proportion of larger firms, e.g. *electronic, computer & optical products manufacturing* and *financial & insurance services*, as it is easier to arrange for coverage of duties. On hospitalisation leave, there was no clear patterns, as the duration of absence was likely influenced by varying severity of the medical conditions rather than operational set-up (Annex B – Table B6).

Chart 9: Sickness Absenteeism, 2007 To 2015



Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

7 Concluding Remarks

7.1 More employers are providing ad-hoc flexible work arrangements and were more generous in providing various leave benefits to help employees cope with personal and family commitments, even though it is not stipulated by law. Firms that implement work-life initiatives tend to have lower employee turnover. Based on firm-level data, resignation rates were lower among firms that: (i) offer a larger number of formal flexible work arrangements to their employees, (ii) have a higher proportion of full-time employees on a 5-day work-week, and (iii) have a higher proportion of full-time employees with longer annual leave entitlement.

SURVEY COVERAGE & METHODOLOGY

Introduction

The *Conditions of Employment Survey, 2016* was conducted by the Manpower Research and Statistics Department of the Ministry of Manpower under the Statistics Act (Chapter 317). The survey was conducted from 27 June 2016 to 2 September 2016.

Objective

The survey was conducted to study the general employment conditions and workplace practices covering flexible work arrangements, annual leave entitlement, non-statutory family-friendly leave, work-week pattern and sickness absenteeism.

Coverage

The survey covered private sector establishments each with at least 25 employees and the public sector comprising government ministries, organs of state and statutory boards. A total of 3,800 establishments employing 1,335,100 employees responded to the survey, yielding a response rate of 91.4%.

The results were weighted to reflect the population of private sector establishments with at least 25 employees by using expansion factors based on sampling fraction.

Methodology

The survey was conducted using mail questionnaires. Respondents could submit their returns online, by post, email or fax, with clarifications made over the phone.

Reference Period

Most of the information provided in the survey returns was based on the establishments' practices as at 30 June 2016, except for information on sickness absenteeism which was based on data for calendar year 2015.

Data Collected

Establishments were asked to provide information pertaining to the following topics:

- Flexible work arrangements
- Annual leave entitlement
- Non-statutory family-friendly leave
- Work-week pattern
- Sickness absenteeism

Classification

The industries of the surveyed establishments were classified according to the Singapore Standard Industrial Classification (SSIC) 2010.

Concepts And Definitions

- Management and executives : These refer to employees who hold managerial and supervisory responsibilities. They may or may not have substantial influence over the hiring, firing, promotion, transfer, reward or discipline of employees. Also, they may or may not have access to confidential information.
- Rank-and-file employees : These refer to employees who are in the technical, clerical, sales, service, craftsmen, production, transport, cleaning and related positions. They are not employees in managerial or executive positions.
- Full-time employees : These refer to employment where the normal hours of work is at least 35 hours a week.
- Annual leave entitlement : This refers to the leave entitlement of full-time employees for a year of service. For employees on probation, their annual leave is reported based on the entitlement after their probation period.
- Sickness absenteeism : This refers to the actual sick leave taken, regardless of whether it is paid or unpaid.

- Paid parental care/sick leave : This refers to paid leave granted to employees for taking care of their parents (including step-parents and parents-in-law) or to accompany them for medical appointment when they are sick or when the main caregiver is not available.
- Part-time work : This refers to total working hours of less than 35 hours in a week. This work arrangement includes those who work half-days or only some days per week but excludes workers who work 'on and off' and temporary employees who work the normal hours.
- Flexi-time : This is an arrangement where employees can vary their daily working hours to suit their work and personal commitments so long as they work the total hours agreed for an accounting period, usually a week or month in office.
- Staggered hours : This is an arrangement characterised by different starting and finishing hours (e.g. start time can vary from 7am to 10am with finish time adjusted accordingly) around compulsory core hours (e.g. 10am to 4pm).
- Tele-working : This is an arrangement for extended period of time where employees perform work in places other than the office and the job is performed using information and communication technologies. Employees under this work arrangement may be required to spend certain "core" times or days in the office. This differs from an ad-hoc tele-working arrangement where employees tele-work on a case-by-case basis, for personal reasons (e.g. to cope with family emergencies).
- Homeworking : This is an arrangement where employees undertake work mainly in their homes without using information and communication technologies. Such jobs usually involved production of goods or services (e.g. sewing parts of a product, hand-packing of products from home). It excludes those who are tele-working.

- Job sharing : This is an arrangement where the workload of a full-time job is split between two or more people in the office. The jobsharers work at different times, although there may be a time overlap to maintain continuity. They may each work part of the day or week, or alternate weeks (depending on their and their employers' circumstances) on an ongoing, regular basis.
- Compressed work week : This is an arrangement where a standard work week is condensed into fewer than five days (i.e. employees complete their expected workload over a shorter time period). It is an option taken up by employees, rather than a mandatory requirement made by the employer.

RELIABILITY OF DATA

In a sample survey, inferences about the target population are drawn from the data collected from the sample. Errors due to extension of the conclusions based on one sample to the entire population are known as sampling errors. The sampling error of an estimate is the difference between the estimated value obtained from a sample and the actual value from the population. Factors influencing the sampling error include the sample size, the sample design, method of estimation, the variability of the population and the characteristics studied.

The most common measure of the sampling error of an estimate is its standard error, which is a measure of the variation among the estimates derived from all possible samples. An alternative measure is the relative standard error of an estimate which indicates the standard error relative to the magnitude of the estimate. A sample estimate and an estimate of its standard error can be used to construct an interval that will, at specified levels of confidence, include the actual value. About 68, 95 and 99 per cent of estimates from all possible samples will fall within the interval defined by one, two or three standard errors respectively on either side of the estimate. By statistical convention, the confidence level has been set at 95 per cent.

Estimates of the sampling variability of selected indicators are as follows:

		Estimate (%)	Standard Error (%-points)	Relative Standard Error (%)	95% Confidence Interval (%)	
					Lower	Upper
Distribution of Establishments by ^{(1), (2)}						
Flexible Work Arrangements (FWA)	Offered at least one formal FWA	47.0	0.9	1.9	45.2	48.7
	Offered at least one ad-hoc FWA	76.9	0.8	1.0	75.3	78.5
Distribution of Employees by ⁽¹⁾						
Flexible Work Arrangements (FWA) ⁽²⁾	Working in establishment offering at least one formal FWA	67.1	0.1	0.2	66.8	67.3
	Working in establishment offering at least one ad-hoc FWA	82.0	0.1	0.1	81.9	82.1
Annual Leave Entitlement ⁽³⁾	Over 21 Days	11.3	0.1	1.0	11.1	11.5
	15 to 21 Days	33.3	0.2	0.7	32.8	33.8
	14 Days & Below	55.4	0.3	0.5	54.9	55.9
Work-Week Pattern ⁽³⁾	5 Days	48.1	0.3	0.6	47.5	48.7
	5½ Days ⁽⁴⁾	18.9	0.3	1.7	18.3	19.5
	6 Days ⁽⁴⁾	18.3	0.3	1.7	17.7	19.0
	Shift Work	13.7	0.1	1.1	13.4	14.0
Sickness Absenteeism	Outpatient Sick Leave	60.0	0.2	0.4	59.5	60.5
	Hospitalisation Leave	6.0	0.1	1.2	5.8	6.1

Notes:

- (1) Data pertain to private sector establishments with at least 25 employees and the public sector.
- (2) Data pertain to permanent employees and employees on term contract of at least one year.
- (3) Data pertain to full-time employees.
- (4) Includes periodic Sat off – e.g. off on a Sat on alternate week/ once in three weeks/ once a month.

Table B1: Proportion Of Establishments Offering Formal Flexible Work Arrangements, June 2016

Per Cent

SSIC 2010	Total	Part-time Work	Flexi-time/ Staggered Hours	Formal Tele-working	Compressed Work Week	Job Sharing	Homeworking
OVERALL (PUBLIC & PRIVATE SECTORS)	47.0	35.3	22.8	6.2	1.3	0.4	0.3
BY INDUSTRY (PRIVATE SECTOR)							
MANUFACTURING	40.4	28.1	18.5	5.1	0.3	0.2	1.2
Food, Beverages & Tobacco	59.2	51.8	21.6	8.2	0.4	-	-
Paper/ Rubber/ Plastic Products & Printing	31.5	19.2	9.4	7.9	-	-	2.5
Petroleum, Chemical & Pharmaceutical Products	46.4	28.3	24.1	10.8	0.6	-	-
Fabricated Metal Products, Machinery & Equipment	37.3	27.6	16.0	2.6	0.6	-	1.7
Electronic, Computer & Optical Products	44.6	25.4	36.9	5.4	-	-	-
Transport Equipment	36.0	23.3	15.8	2.9	-	-	-
Other Manufacturing Industries	42.3	26.3	22.7	8.0	0.3	1.7	4.0
CONSTRUCTION	28.3	19.3	11.8	2.3	0.6	0.4	-
SERVICES	55.3	42.7	27.3	7.4	1.9	0.4	0.2
WHOLESALE AND RETAIL TRADE	40.7	29.0	19.3	3.8	1.3	0.1	-
Wholesale Trade	36.0	23.4	19.1	4.0	1.4	0.2	-
Retail Trade	60.9	53.1	20.5	2.9	1.2	-	-
TRANSPORTATION AND STORAGE	44.6	25.4	25.8	8.5	0.4	-	-
Land Transport & Supporting Services	37.1	26.3	18.3	4.0	-	-	-
Water Transport & Supporting Services	51.4	24.1	31.6	8.5	0.5	-	-
Air Transport & Supporting Services	s	s	s	s	s	s	s
Other Transport & Storage Services	41.2	23.8	22.8	10.9	0.6	-	-
ACCOMMODATION AND FOOD SERVICES	64.8	56.6	22.8	3.6	1.5	0.5	1.1
Accommodation	62.3	49.1	32.1	0.9	1.9	-	-
Food & Beverage Services	65.1	57.4	21.8	3.9	1.5	0.5	1.3
INFORMATION AND COMMUNICATIONS	63.8	39.9	42.9	23.0	0.3	1.2	-
Telecommunications, Broadcasting & Publishing	64.3	50.0	42.9	33.3	-	0.8	-
IT & Other Information Services	63.6	34.1	42.9	17.1	0.5	1.4	-
FINANCIAL AND INSURANCE SERVICES	63.6	49.9	39.1	17.1	3.6	0.9	-
Financial Services	60.3	47.9	38.3	17.6	3.6	1.1	-
Insurance Services	78.0	58.5	42.7	14.6	3.7	-	-
REAL ESTATE SERVICES	59.6	45.7	23.6	2.4	0.5	-	-
PROFESSIONAL SERVICES	57.0	37.7	37.6	15.0	3.3	0.5	0.1
Legal, Accounting & Management Services	67.0	44.2	47.7	25.1	0.9	0.7	0.2
Architectural & Engineering Services	43.5	27.2	24.1	3.8	3.2	0.6	-
Other Professional Services	58.9	42.2	39.5	12.4	9.2	-	-
ADMINISTRATIVE AND SUPPORT SERVICES	60.8	52.7	22.0	5.2	2.4	0.6	0.1
Security & Investigation	77.4	68.4	24.5	10.3	7.7	3.2	-
Cleaning & Landscaping	64.9	61.2	16.5	2.8	-	-	0.3
Other Administrative & Support Services	49.6	37.8	26.1	5.2	2.3	-	-
COMMUNITY, SOCIAL AND PERSONAL SERVICES	72.4	65.5	35.6	4.1	3.2	0.8	-
Education	76.6	73.4	33.3	3.1	2.6	1.0	-
Health & Social Services	80.4	78.3	45.5	3.0	6.8	0.4	-
Other Community, Social & Personal Services	67.2	57.0	32.0	4.9	1.9	0.9	-
*OTHERS	33.3	25.3	17.3	4.0	-	-	-

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) Data pertain to permanent employees and employees on term contract of at least one year.
- (2) 'Total' refers to establishments offering at least one type of formal FWA.
- (3) Figures refer to establishments that offered the respective formal FWA as a proportion of all establishments.
- (4) Data do not add up to 'total' as establishments can offer more than one formal FWA.
- (5) '-': Nil or negligible.
- (6) 's': Data suppressed due to small number of observations.

Table B2: Proportion Of Establishments Offering Ad-hoc Flexible Work Arrangements, June 2016

Per Cent

SSIC 2010	Total	Unplanned Time-off	Ad-hoc Tele-working
OVERALL (PUBLIC & PRIVATE SECTORS)	76.9	75.5	20.8
BY INDUSTRY (PRIVATE SECTOR)			
MANUFACTURING	71.4	70.0	17.0
Food, Beverages & Tobacco	78.8	78.8	14.1
Paper/ Rubber/ Plastic Products & Printing	68.5	67.0	23.2
Petroleum, Chemical & Pharmaceutical Products	62.7	62.0	24.7
Fabricated Metal Products, Machinery & Equipment	75.6	73.4	16.3
Electronic, Computer & Optical Products	82.3	80.0	30.8
Transport Equipment	63.6	62.9	8.4
Other Manufacturing Industries	74.3	72.0	25.7
CONSTRUCTION	76.0	75.4	12.7
SERVICES	78.7	77.0	24.1
WHOLESALE AND RETAIL TRADE	77.2	75.0	20.1
Wholesale Trade	77.3	74.8	22.2
Retail Trade	76.8	75.8	10.9
TRANSPORTATION AND STORAGE	82.4	80.4	23.5
Land Transport & Supporting Services	73.7	70.9	7.4
Water Transport & Supporting Services	88.2	86.8	33.5
Air Transport & Supporting Services	s	s	s
Other Transport & Storage Services	83.0	80.7	24.4
ACCOMMODATION AND FOOD SERVICES	69.3	68.8	6.8
Accommodation	73.6	73.6	4.7
Food & Beverage Services	68.8	68.2	7.0
INFORMATION AND COMMUNICATIONS	88.3	88.0	51.9
Telecommunications, Broadcasting & Publishing	84.9	84.9	57.9
IT & Other Information Services	90.3	89.9	48.4
FINANCIAL AND INSURANCE SERVICES	82.5	81.3	45.4
Financial Services	81.0	79.6	43.8
Insurance Services	89.0	89.0	52.4
REAL ESTATE SERVICES	82.7	82.7	23.6
PROFESSIONAL SERVICES	84.4	81.0	44.9
Legal, Accounting & Management Services	90.2	86.0	53.3
Architectural & Engineering Services	81.7	80.3	27.5
Other Professional Services	75.7	70.8	57.8
ADMINISTRATIVE AND SUPPORT SERVICES	75.1	73.6	13.8
Security & Investigation	81.9	78.7	14.8
Cleaning & Landscaping	73.6	72.7	7.1
Other Administrative & Support Services	73.4	72.2	19.5
COMMUNITY, SOCIAL AND PERSONAL SERVICES	80.7	79.5	21.3
Education	81.3	81.3	23.4
Health & Social Services	78.7	78.3	20.9
Other Community, Social & Personal Services	81.4	79.4	20.6
*OTHERS	84.0	82.7	18.7

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

- (1) Data pertain to permanent employees and employees on term contract of at least one year.
- (2) 'Total' refers to establishments offering at least one type of ad-hoc FWA.
- (3) Figures refer to establishments that offered the respective ad-hoc FWA as a proportion of all establishments.
- (4) Data do not add up to 'total' as establishments can offer more than one ad-hoc FWA.
- (5) 's': Data suppressed due to small number of observations.

Table B3: Distribution Of Full-Time Employees By Annual Leave Entitlement, June 2016

Per Cent

SSIC 2010	Total	Over 21 Days	15 to 21 Days	14 Days & Below
OVERALL (PUBLIC & PRIVATE SECTORS)	100.0	11.3	33.3	55.4
BY TYPE OF EMPLOYEES				
Management & Executives	100.0	22.4	52.3	25.3
Rank & File	100.0	3.4	19.8	76.8
BY INDUSTRY (PRIVATE SECTOR)				
MANUFACTURING	100.0	4.6	38.0	57.5
Food, Beverages & Tobacco	100.0	3.6	25.1	71.3
Paper/ Rubber/ Plastic Products & Printing	100.0	1.7	37.1	61.2
Petroleum, Chemical & Pharmaceutical Products	100.0	19.7	60.9	19.4
Fabricated Metal Products, Machinery & Equipment	100.0	2.2	32.0	65.7
Electronic, Computer & Optical Products	100.0	5.1	55.0	39.9
Transport Equipment	100.0	2.0	29.0	69.0
Other Manufacturing Industries	100.0	4.9	27.6	67.5
CONSTRUCTION SERVICES	100.0	1.0	6.4	92.6
WHOLESALE AND RETAIL TRADE	100.0	4.8	42.7	52.6
Wholesale Trade	100.0	5.4	47.2	47.4
Retail Trade	100.0	3.3	31.8	64.9
TRANSPORTATION AND STORAGE	100.0	11.2	37.8	51.0
Land Transport & Supporting Services	100.0	2.9	30.8	66.3
Water Transport & Supporting Services	100.0	10.4	37.1	52.5
Air Transport & Supporting Services	s	s	s	s
Other Transport & Storage Services	100.0	3.7	34.1	62.2
ACCOMMODATION AND FOOD SERVICES	100.0	1.4	13.7	84.9
Accommodation	100.0	5.1	26.4	68.5
Food & Beverage Services	100.0	0.3	9.9	89.8
INFORMATION AND COMMUNICATIONS	100.0	13.6	58.9	27.5
Telecommunications, Broadcasting & Publishing	100.0	19.0	60.0	21.0
IT & Other Information Services	100.0	9.9	58.2	31.9
FINANCIAL AND INSURANCE SERVICES	100.0	51.4	42.4	6.2
Financial Services	100.0	56.0	38.3	5.7
Insurance Services	100.0	17.1	73.2	9.7
REAL ESTATE SERVICES	100.0	4.1	19.7	76.2
PROFESSIONAL SERVICES	100.0	10.6	56.1	33.3
Legal, Accounting & Management Services	100.0	12.8	69.3	17.9
Architectural & Engineering Services	100.0	6.2	34.7	59.1
Other Professional Services	100.0	14.2	64.7	21.1
ADMINISTRATIVE AND SUPPORT SERVICES	100.0	0.9	11.0	88.2
Security & Investigation	100.0	0.3	4.7	95.0
Cleaning & Landscaping	100.0	0.6	6.3	93.1
Other Administrative & Support Services	100.0	1.8	22.6	75.5
COMMUNITY, SOCIAL AND PERSONAL SERVICES	100.0	22.5	40.6	36.9
Education	100.0	34.9	33.7	31.4
Health & Social Services	100.0	29.2	47.7	23.0
Other Community, Social & Personal Services	100.0	4.2	35.3	60.5
*OTHERS	100.0	10.1	31.1	58.9

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

(1) "14 Days and Below" includes employees who were not entitled to a fixed number of paid annual leave days.

(2) Data may not add up to 100% due to rounding.

(3) 's': Data suppressed due to small number of observations.

Table B4: Proportion Of Establishments That Provided Types Of Non-Statutory Family-Friendly Leave, June 2016

Per Cent

SSIC 2010	Compassionate Leave	Marriage Leave	Unpaid Leave Of More Than 1 Month	Study/ Examination Leave	Parental Care/ Sick Leave	Childcare Sick Leave (MC is required)
OVERALL (PUBLIC & PRIVATE SECTORS)	92.0	73.9	54.1	40.1	19.5	16.7
BY INDUSTRY (PRIVATE SECTOR)						
MANUFACTURING	89.0	73.4	60.9	37.3	16.5	13.7
Food, Beverages & Tobacco	90.6	71.0	51.8	27.8	24.3	15.3
Paper/ Rubber/ Plastic Products & Printing	100.0	94.1	47.3	32.0	8.9	6.4
Petroleum, Chemical & Pharmaceutical Products	97.0	100.0	35.5	63.3	22.3	19.3
Fabricated Metal Products, Machinery & Equipment	94.7	75.6	61.7	37.3	12.7	11.4
Electronic, Computer & Optical Products	99.2	96.2	62.3	62.3	16.9	4.6
Transport Equipment	72.7	53.0	71.3	29.5	18.4	20.0
Other Manufacturing Industries	93.3	75.3	66.7	40.7	16.3	10.0
CONSTRUCTION	86.7	64.3	60.4	37.1	23.3	20.4
SERVICES	94.8	77.2	49.4	41.5	18.4	15.6
WHOLESALE AND RETAIL TRADE	94.7	81.4	39.6	35.9	12.9	11.7
Wholesale Trade	95.8	83.2	38.1	36.9	11.7	11.1
Retail Trade	89.6	73.9	45.9	31.4	17.9	14.3
TRANSPORTATION AND STORAGE	97.6	77.8	48.4	36.8	14.5	17.4
Land Transport & Supporting Services	96.6	69.7	52.6	28.0	21.1	28.0
Water Transport & Supporting Services	96.7	84.0	45.3	47.2	7.1	9.4
Air Transport & Supporting Services	s	s	s	s	s	s
Other Transport & Storage Services	99.4	78.8	46.6	37.0	14.5	16.4
ACCOMMODATION AND FOOD SERVICES	88.7	61.5	46.5	20.8	12.5	14.2
Accommodation	100.0	95.3	45.3	67.0	16.0	16.0
Food & Beverage Services	87.5	57.7	46.7	15.7	12.1	14.0
INFORMATION AND COMMUNICATIONS	94.8	85.4	56.3	58.0	26.2	17.2
Telecommunications, Broadcasting & Publishing	100.0	89.7	63.5	69.8	37.3	27.8
IT & Other Information Services	91.7	82.9	52.1	51.2	19.8	11.1
FINANCIAL AND INSURANCE SERVICES	99.6	93.0	60.9	73.5	22.7	14.8
Financial Services	99.4	93.1	63.9	69.1	21.2	14.9
Insurance Services	100.0	92.7	47.6	92.7	29.3	14.6
REAL ESTATE SERVICES	98.6	81.3	49.5	54.3	12.0	7.7
PROFESSIONAL SERVICES	98.1	85.4	56.3	56.5	22.7	15.5
Legal, Accounting & Management Services	99.3	95.3	50.9	67.0	25.8	11.6
Architectural & Engineering Services	97.1	73.6	58.6	47.5	16.2	16.5
Other Professional Services	97.3	84.3	64.3	48.6	27.6	22.7
ADMINISTRATIVE AND SUPPORT SERVICES	91.2	60.9	49.8	31.7	21.5	20.1
Security & Investigation	98.1	55.5	52.9	27.1	30.3	37.4
Cleaning & Landscaping	85.1	54.3	43.8	26.1	21.4	22.4
Other Administrative & Support Services	93.7	69.3	53.9	39.0	17.8	10.3
COMMUNITY, SOCIAL AND PERSONAL SERVICES	96.2	79.2	61.0	50.5	30.5	22.5
Education	94.3	82.3	53.1	52.6	32.3	31.8
Health & Social Services	100.0	86.0	70.2	62.6	45.1	26.8
Other Community, Social & Personal Services	95.3	75.0	59.8	44.3	23.3	17.2
*OTHERS	96.0	82.7	57.3	58.7	14.7	10.7

Source: Conditions of Employment Survey, Manpower Research & Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

(1) Data pertain to permanent employees and employees on term contract of at least one year.

(2) 's': Data suppressed due to small number of observations.

Table B5: Distribution Of Full-Time Employees By Work-Week Pattern, June 2016

Per Cent

SSIC 2010	Total	5 Days	5½ Days [^]	6 Days [^]	Shift Work	Others
OVERALL (PUBLIC & PRIVATE SECTORS)	100.0	48.1	18.9	18.3	13.7	0.9
BY TYPE OF EMPLOYEES						
Management & Executives	100.0	76.9	12.3	3.7	6.6	0.6
Rank & File	100.0	27.5	23.7	28.9	18.9	1.1
BY INDUSTRY (PRIVATE SECTOR)						
MANUFACTURING	100.0	50.5	19.3	9.5	20.4	0.3
Food, Beverages & Tobacco	100.0	27.7	22.2	35.3	13.1	1.7
Paper/ Rubber/ Plastic Products & Printing	100.0	60.4	18.6	5.3	15.6	-
Petroleum, Chemical & Pharmaceutical Products	100.0	70.8	2.1	1.2	24.9	0.9
Fabricated Metal Products, Machinery & Equipment	100.0	52.6	29.0	9.3	9.0	0.1
Electronic, Computer & Optical Products	100.0	56.7	0.9	0.1	42.3	-
Transport Equipment	100.0	43.8	31.0	12.7	12.1	0.3
Other Manufacturing Industries	100.0	44.8	21.3	11.4	22.4	-
CONSTRUCTION	100.0	10.5	33.4	54.7	1.3	-
SERVICES	100.0	52.6	17.0	14.0	14.9	1.5
WHOLESALE AND RETAIL TRADE	100.0	56.5	18.0	15.5	9.6	0.3
Wholesale Trade	100.0	65.5	19.6	11.2	3.4	0.2
Retail Trade	100.0	34.7	14.0	26.0	24.8	0.5
TRANSPORTATION AND STORAGE	100.0	35.5	18.0	12.3	25.7	8.4
Land Transport & Supporting Services	100.0	22.6	14.6	42.5	20.3	-
Water Transport & Supporting Services	100.0	41.7	12.9	4.1	39.2	2.1
Air Transport & Supporting Services	s	s	s	s	s	s
Other Transport & Storage Services	100.0	52.2	36.6	3.5	7.3	0.4
ACCOMMODATION AND FOOD SERVICES	100.0	18.6	15.4	34.9	30.6	0.4
Accommodation	100.0	35.0	4.4	15.8	44.8	-
Food & Beverage Services	100.0	13.8	18.6	40.5	26.5	0.6
INFORMATION AND COMMUNICATIONS	100.0	89.8	3.4	1.0	5.0	0.9
Telecommunications, Broadcasting & Publishing	100.0	81.6	4.6	0.9	10.7	2.2
IT & Other Information Services	100.0	95.4	2.5	1.0	1.1	-
FINANCIAL AND INSURANCE SERVICES	100.0	85.4	11.5	0.8	2.4	-
Financial Services	100.0	83.8	12.6	0.9	2.6	-
Insurance Services	100.0	96.9	2.6	-	0.5	-
REAL ESTATE SERVICES	100.0	32.3	25.6	28.9	13.0	0.2
PROFESSIONAL SERVICES	100.0	77.0	14.1	5.2	2.9	0.8
Legal, Accounting & Management Services	100.0	83.3	8.0	2.8	4.8	1.1
Architectural & Engineering Services	100.0	64.1	24.8	9.7	1.4	0.1
Other Professional Services	100.0	86.6	8.5	2.6	0.7	1.6
ADMINISTRATIVE AND SUPPORT SERVICES	100.0	32.6	19.5	30.3	17.5	0.2
Security & Investigation	100.0	19.6	3.2	27.2	49.5	0.4
Cleaning & Landscaping	100.0	16.3	31.5	49.8	2.4	-
Other Administrative & Support Services	100.0	63.8	21.0	10.4	4.7	0.2
COMMUNITY, SOCIAL AND PERSONAL SERVICES	100.0	45.2	22.5	8.9	22.8	0.6
Education	100.0	84.1	11.9	2.0	1.8	0.2
Health & Social Services	100.0	32.5	31.9	5.2	29.8	0.5
Other Community, Social & Personal Services	100.0	36.2	16.4	19.0	27.4	1.1
*OTHERS	100.0	47.0	27.7	15.9	9.3	-

Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Notes:

(1) "Others" refer to irregular work-week patterns which include work-week of less than 5 days.

(2) ^ Includes those with periodic Sat off – e.g. off on a Sat on alternate week/ once in three weeks/ once a month.

(3) Data may not add up to 100% due to rounding.

(4) 's': Data suppressed due to small number of observations.

Table B6: Proportion Of Employees That Took Sick Leave And The Average Days Of Sick Leave Taken, 2015

Per Cent

SSIC 2010	Outpatient Sick Leave			Hospitalisation Leave		
	Proportion of employees who took outpatient sick leave (%)	Average no. of outpatient sick leave taken per outpatient sick absentee (Days)	Average no. of outpatient sick leave taken per employee (Days)	Proportion of employees who took hospitalisation leave (%)	Average no. of hospitalisation leave taken per hospitalisation sick absentee (Days)	Average no. of hospitalisation leave taken per employee (Days)
OVERALL (PUBLIC & PRIVATE SECTORS)	60.0	4.8	2.9	6.0	14.2	0.8
BY TYPE OF EMPLOYEES						
Management & Executives	63.8	4.5	2.9	6.5	12.3	0.8
Rank & File	57.5	5.0	2.9	5.6	15.7	0.9
BY INDUSTRY (PRIVATE SECTOR)						
MANUFACTURING	68.8	4.9	3.4	5.5	14.4	0.8
Food, Beverages & Tobacco	56.6	4.6	2.6	3.8	16.7	0.6
Paper/ Rubber/ Plastic Products & Printing	72.4	5.2	3.7	6.1	14.8	0.9
Petroleum, Chemical & Pharmaceutical Products	65.2	4.8	3.1	6.0	13.2	0.8
Fabricated Metal Products, Machinery & Equipment	67.5	4.7	3.2	4.4	15.6	0.7
Electronic, Computer & Optical Products	81.7	5.4	4.4	5.9	12.7	0.7
Transport Equipment	63.8	4.5	2.9	7.1	14.5	1.0
Other Manufacturing Industries	66.8	5.0	3.4	4.6	15.8	0.7
CONSTRUCTION	43.8	3.4	1.5	2.6	14.7	0.4
SERVICES	59.9	4.8	2.9	6.4	14.5	0.9
WHOLESALE AND RETAIL TRADE	58.1	4.7	2.7	5.5	13.3	0.7
Wholesale Trade	63.6	4.6	2.9	4.8	14.2	0.7
Retail Trade	47.0	4.7	2.2	6.9	12.1	0.8
TRANSPORTATION AND STORAGE	62.5	5.7	3.5	7.3	21.8	1.6
Land Transport & Supporting Services	61.2	6.1	3.8	7.2	20.8	1.5
Water Transport & Supporting Services	53.6	4.7	2.5	4.7	17.6	0.8
Air Transport & Supporting Services	s	s	s	s	s	s
Other Transport & Storage Services	66.3	5.5	3.7	5.6	16.8	0.9
ACCOMMODATION AND FOOD SERVICES	42.1	4.2	1.8	3.0	15.3	0.5
Accommodation	66.1	4.5	3.0	7.0	15.3	1.1
Food & Beverage Services	36.7	4.1	1.5	2.1	15.3	0.3
INFORMATION AND COMMUNICATIONS	68.8	4.8	3.3	4.5	13.5	0.6
Telecommunications, Broadcasting & Publishing	66.2	5.0	3.3	5.7	15.5	0.9
IT & Other Information Services	71.1	4.6	3.2	3.5	10.6	0.4
FINANCIAL AND INSURANCE SERVICES	69.6	4.2	2.9	6.5	11.9	0.8
Financial Services	69.7	4.1	2.8	6.3	12.0	0.8
Insurance Services	68.8	5.4	3.7	8.0	11.7	0.9
REAL ESTATE SERVICES	62.4	5.1	3.2	5.1	16.7	0.9
PROFESSIONAL SERVICES	67.7	4.4	3.0	8.6	8.1	0.7
Legal, Accounting & Management Services	69.3	4.3	3.0	12.8	5.7	0.7
Architectural & Engineering Services	65.7	4.5	3.0	4.4	15.3	0.7
Other Professional Services	67.1	4.2	2.8	4.7	12.4	0.6
ADMINISTRATIVE AND SUPPORT SERVICES	45.7	4.3	2.0	4.5	18.5	0.8
Security & Investigation	39.2	3.7	1.4	5.3	19.9	1.1
Cleaning & Landscaping	43.6	4.7	2.1	5.2	16.9	0.9
Other Administrative & Support Services	55.8	4.5	2.5	2.7	19.2	0.5
COMMUNITY, SOCIAL AND PERSONAL SERVICES	65.6	5.5	3.6	9.4	14.2	1.3
Education	56.5	5.3	3.0	5.5	13.0	0.7
Health & Social Services	70.6	5.4	3.8	13.4	13.4	1.8
Other Community, Social & Personal Services	65.1	5.6	3.7	6.5	17.3	1.1
*OTHERS	73.5	6.3	4.6	6.7	20.2	1.4

Source: Conditions of Employment Survey, Manpower Research and Statistics Department, MOM

* Includes Agriculture, Fishing, Quarrying, Utilities and Sewerage & Waste Management

Note:'s': Data suppressed due to small number of observations.

An Econometric Analysis of Work-Life Practices & Voluntary Employee Turnover

1 The study looks at the relationship of various work-life practices on firms' resignation rate. The three-stage least squares estimation method is used to analyse the relationships. Key variables included in this study are given in Table 1 below. The regressions included controls for industry, firm size, firm workforce profile and year.

2 The analysis makes use of firm-level anonymised data from the 2014 and 2016 Conditions of Employment Survey, and the Labour Market Survey conducted by the Manpower Research and Statistics Department, Ministry of Manpower. The sample for this study consists of about 7,500 private sector firms each with at least 25 employees.

Table 1: Definition of the Variables

Dependent variable	
Resignation rate	Average number of persons who resigned in the month during the quarter divided by the average number of employees in the firm.
Independent variables	
Flexible work arrangement	Number of formal flexible work arrangements offered by the firm. This includes part-time work, flexi-time, formal tele-working, homeworking, job sharing, staggered hours and compressed work week.
5-day work-week	Proportion of full-time employees who were on a 5-day work-week arrangement.
Annual leave entitlement	Proportion of full-time employees who had 15 days and above annual leave entitlement.
Control variables	
Firm size	Natural logarithm of the number of employees in the firm
Firm workforce profile	Proportion of rank-and-file employees
Industry	Industry dummies: manufacturing, construction, wholesale trade, retail trade, accommodation & food services, transportation & storage, information & communications, professional services, real estate services, administrative & support services and community, social & personal services.
Year	Year dummies: 2014 and 2016

3 Holding firm and industry characteristics constant, resignation rates were lower among firms that:

i) Offer a larger number of **formal flexible work arrangements** to their employees

An additional formal flexible work arrangement offered to employee reduces resignation rate by 0.13%-point.

ii) Have a **higher proportion of full-time employees on a 5-day work-week**

A 10%-point increase in the proportion of employees on 5-day work-week reduces resignation rate by 0.12%-point.

iii) Have a **higher proportion of full-time employees with longer annual leave entitlement**

A 10%-point increase in the proportion of employees with 15 days & above annual leave entitlement reduces resignation rate by 0.08%-point.

Table 2: Estimated Effects of Work-Life Practices on Resignation Rate

	<i>Dependent var:</i> Resignation rate
1. Number of formal flexible work arrangement	-0.0013 (0.085) *
2. Proportion of full-time employees on 5-day work-week	-0.0120 (0.081) *
3. Proportion of full-time employees with 15 days & above annual leave	-0.0078 (0.015) **

Note:

The values in parentheses represent *p*-values calculated on the basis of robust standard errors.

* Statistically significant at the 0.1 level; ** at the 0.05 level.

FEEDBACK FORM

Report Title: Conditions of Employment 2016

1. How would you rate this report in terms of :

	Excellent	Good	Average	Poor
a) Relevance to your work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b) Providing useful insights on prevailing labour market trends/development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
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2. Which area(s) of the report do you find most useful? Please provide reasons.

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	Excellent	Good	Average	Poor
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5. What additional information (if any) would you like us to include in our future issues?

6. Any other comments or suggestions you wish to bring to our attention?

Thank you for your valuable feedback

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