One Solution
Continuous Employee Feedback

Quantum Workplace’s powerful suite of employee feedback tools helps organizations retain top talent, motivate performance, understand turnover, and build magnetic workplace cultures.

ALL THE TOOLS YOU NEED FOR ENGAGING EMPLOYEES IN ONE PLACE

Learn More
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Based on the employee surveys we collect for nearly 50 Best Places to Work contests annually, this comprehensive report is the one and only of its kind that examines employee engagement and culture trends at America’s top workplaces.

This year’s study aggregates employee survey responses from more than half a million employees across 8,700+ organizations across America.
Top-performing organizations know that employee engagement drives business outcomes. Engaged employees are more productive, more profitable, more customer-focused, and more likely to stay. Our research continues to support this year after year.

ORGANIZATIONS IMPROVING IN THESE FIVE METRICS HAVE HIGHLY ENGAGED EMPLOYEES

- Profit: 68%
- Revenue: 67%
- Market Share: 67%
- Stock Value: 70%
- Employee Retention: 68%

Percent of Engaged Employees at Organizations Improving
In 2015, employee engagement remained relatively flat with only a slight year-over-year decline. The cultural element with the greatest decline was manager effectiveness. This report examines who was hit the hardest and which workplace factors are having the biggest impact on engagement today.

WE’LL EXAMINE:

1. Overall Trends
2. Organizational Demographic Analysis
3. Personal Demographic Analysis
4. Professional Demographic Analysis
Throughout the report, we look at engagement by grouping employees into four engagement levels based on their employee survey responses. Employees grouped within these four engagement levels exhibit the characteristics listed below.

### Engaged
**AVERAGE SCORE: 5–6**
- Highly favorable
- Preach organization love
- Plan to stay
- Pursue extra effort

### Contributing
**AVERAGE SCORE: 4–4.9**
- Moderately favorable
- Holding back
- Opportunity for increased performance

### Disengaged
**AVERAGE SCORE: 3–3.9**
- Indifferent
- Lack motivation
- At risk for retention

### Hostile
**AVERAGE SCORE: 1–2.9**
- Negative
- Lack commitment
- Impact others’ productivity
In this section, we’ll give you the view from the top. We’ll look at the survey data in aggregate, examine year-over-year trends, and highlight biggest declines and improvements.
Employee Engagement Remains Flat Among Best Places to Work

After the previous year’s large decline, employee engagement remained relatively flat in 2015, slipping from 65.9 percent engaged in 2014 to **65.3 percent** engaged in 2015.
# 10 Cultural Elements:
What Improved? What Declined?

## Cultural Elements Improved:
- Teamwork: +0.69%
- Job Satisfaction: +0.67%
- Alignment with Goals: +0.54%
- Trust with Coworkers: +0.34%
- Retention: +0.08%

## Cultural Elements Declined:
- Manager Effectiveness: -0.19%
- Feeling Valued: -0.13%
- Benefits: -0.11%
- Individual Contribution: -0.08%
- Trust in Senior Leaders: -0.02%
A Closer Look:
Which Survey Items Had the Biggest Improvements and Setbacks?

5 MOST SIGNIFICANT IMPROVEMENTS

- My immediate coworkers consistently go the extra mile to achieve great results. (1.78%)
- I know how I fit into the organization's future plans. (1.13%)
- I understand the company's plans for future success. (0.81%)
- I find my job interesting and challenging. (0.76%)
- I enjoy doing my work. (0.72%)

5 MOST SIGNIFICANT DECLINES

- My immediate supervisor regularly gives me constructive feedback on my job performance. (2.30%)
- I believe the leaders of this organization are honest and trustworthy. (0.59%)
- We have benefits not typically available at other organizations. (0.57%)
- If I contribute to the organization's success, I know I will be recognized. (0.52%)
- The leaders of the organization value people as their most important resource. (0.43%)
Deficient Performance Feedback Drags Down Manager Effectiveness

Among the 10 cultural elements measured in the survey, manager effectiveness saw the biggest decline in 2015. Why such a big decline? Despite all other survey items in this area having slight improvements, the survey item, “My immediate supervisor regularly gives me constructive feedback on my job performance,” decreased by a huge margin (-2.30 percent), dragging down the entire category.
Where is Employee Confidence Wavering?

Consistent with the previous year, more than 20 percent of survey takers responded with uncertainty (a three or four on the six-point scale) on the same nine survey items. This represents sustained uncertainty in the areas of benefits and compensation, global information, and commitment to valuing employees.

AREAS EMPLOYEES LACK CONFIDENCE
(items with more than 20% uncertainty)

1. We have benefits not typically available at other organizations. (32.0% neutral)
2. Considering the value I bring to the organization, I feel I am paid fairly. (26.7% neutral)
3. I know how I fit into the organization’s future plans. (24.1% neutral)
4. If I contribute to the organization’s success, I know I will be recognized. (23.1% neutral)
5. The organization makes investments to make me more successful. (22.5% neutral)
6. My immediate supervisor regularly gives me constructive feedback on my job performance. (21.9% neutral)
7. I see professional growth and career development opportunities for myself in this organization. (21.3% neutral)
8. There is open and honest communication between employees and managers. (21.1% neutral)
9. My benefits meet my (and my family’s) needs well. (20.1% neutral)
What Drives Engagement?

All items on the survey had a positive correlation with employee engagement. However, some had a greater correlation than others. The top drivers listed below are consistent with the previous year’s findings, which means that these are important areas of focus to drive engagement. Three consistent themes in driving engagement are confidence in leadership, commitment to valuing employees, and a positive outlook on the future.

TOP DRIVERS
(more than .74 correlation)

1. The leaders of this organization are committed to making it a great place to work.
2. I trust the leaders of this organization to set the right course.
3. I believe this organization will be successful in the future.
4. The leaders of the organization value people as their most important resource.
5. I see professional growth and career development opportunities for myself in this organization.
6. I trust the senior leadership team to lead the company to future success.
Different types of organizations have different engagement challenges. In this section, we’ll dive into the relationship between engagement and various organizational demographics, including:

Corporate Status • Size • Industry • Location
Corporate Status
Privately Held Companies Most Engaged, Nonprofits Least Engaged

Nonprofits Took the Biggest Hit in Engagement

CHANGE IN ENGAGEMENT FROM 2014 – 2015

Looking for a more in-depth view of the trends affecting nonprofits?
Check out our report Engaging Nonprofit Employees: Three Key Strategies to Retain & Engage the People Behind Your Cause!
Organization Size

Engagement Declines as Company Size Increases

The smallest organizations increased the most in engagement, and the largest organizations decreased the most. This resulted in the gap between the smallest and largest organizations becoming more pronounced in 2015.

Gap in Engagement Widens

The smallest organizations increased the most in engagement, and the largest organizations decreased the most. This resulted in the gap between the smallest and largest organizations becoming more pronounced in 2015.
# Industry Trends

The chart below lists the 17 industries analyzed in rank order by engagement level. On the left, you’ll see rank order and change in rank from 2014 to 2015. On the right, you’ll see the percent of employees engaged in the industry and the year-over-year rise or fall in engagement.

<table>
<thead>
<tr>
<th>RANK</th>
<th>YOY CHANGE IN RANK</th>
<th>INDUSTRY</th>
<th>PERCENT ENGAGED</th>
<th>YOY CHANGE IN % ENGAGED</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>no change</td>
<td>Management of Enterprises</td>
<td>79.4%</td>
<td>▲ +4.9%</td>
</tr>
<tr>
<td>2</td>
<td>no change</td>
<td>Real Estate</td>
<td>74.1%</td>
<td>▲ +0.9%</td>
</tr>
<tr>
<td>3</td>
<td>no change</td>
<td>Construction</td>
<td>73.1%</td>
<td>▲ +1.1%</td>
</tr>
<tr>
<td>4</td>
<td>no change</td>
<td>Technology</td>
<td>70.4%</td>
<td>▼ -0.66%</td>
</tr>
<tr>
<td>5</td>
<td>no change</td>
<td>Professional Services</td>
<td>69.9%</td>
<td>▼ -0.6%</td>
</tr>
<tr>
<td>6</td>
<td>no change</td>
<td>Accommodation &amp; Food Services</td>
<td>69.1%</td>
<td>▼ -0.63%</td>
</tr>
<tr>
<td>7</td>
<td>▲ +4</td>
<td>Logistics</td>
<td>66.8%</td>
<td>▲ +6.1%</td>
</tr>
<tr>
<td>8</td>
<td>no change</td>
<td>Other Services</td>
<td>66.8%</td>
<td>▲ +0.7%</td>
</tr>
<tr>
<td>9</td>
<td>▲ +1</td>
<td>Retail</td>
<td>66.3%</td>
<td>▲ +3.3%</td>
</tr>
<tr>
<td>10</td>
<td>▼ -1</td>
<td>Finance and Insurance</td>
<td>64.3%</td>
<td>▼ -1.1%</td>
</tr>
<tr>
<td>11</td>
<td>▲ +2</td>
<td>Wholesale Trade</td>
<td>61.1%</td>
<td>▲ +0.8%</td>
</tr>
<tr>
<td>12</td>
<td>▲ +5</td>
<td>Manufacturing</td>
<td>60.8%</td>
<td>▲ +6.8%</td>
</tr>
<tr>
<td>13</td>
<td>▲ +2</td>
<td>Education</td>
<td>60.6%</td>
<td>▲ +0.9%</td>
</tr>
<tr>
<td>14</td>
<td>no change</td>
<td>Arts and Entertainment</td>
<td>59.8%</td>
<td>▲ +0.1%</td>
</tr>
<tr>
<td>15</td>
<td>▼ -8</td>
<td>Utilities</td>
<td>59.2%</td>
<td>▼ -7.3%</td>
</tr>
<tr>
<td>16</td>
<td>▲ +1</td>
<td>Public Administration</td>
<td>57.1%</td>
<td>▲ +8.9%</td>
</tr>
<tr>
<td>17</td>
<td>▼ -6</td>
<td>Healthcare</td>
<td>56.7%</td>
<td>▼ -3.8%</td>
</tr>
</tbody>
</table>
Forty-four cities participated in a Best Places to Work program in 2015! The next couple pages examine geographic trends.
Midwest Engagement Improves But Continues to Trail Other Regions

The Midwest increased the most in level of engaged employees, whereas the South decreased the most. Despite these changes, the Midwest still has the lowest level of engaged employees (by a wide margin), and the South still has the highest levels of engaged employees (also by a wide margin). The trend of the lowest group (Midwest) increasing and the highest group (South) decreasing indicates a slight trend toward “smoothing,” or in other words, the extreme regional differences from last year are becoming less pronounced.
Top 10 Engaged Cities in 2015

Below are the top most engaged cities, listed with the percent of employees who were engaged.

<table>
<thead>
<tr>
<th>City</th>
<th>% Engaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sacramento</td>
<td>73.9%</td>
</tr>
<tr>
<td>Atlanta</td>
<td>73.0%</td>
</tr>
<tr>
<td>Tampa</td>
<td>72.8%</td>
</tr>
<tr>
<td>Miami-Dade</td>
<td>71.9%</td>
</tr>
<tr>
<td>Wichita</td>
<td>71.4%</td>
</tr>
<tr>
<td>Nashville</td>
<td>71.2%</td>
</tr>
<tr>
<td>Austin</td>
<td>71.1%</td>
</tr>
<tr>
<td>Birmingham</td>
<td>70.0%</td>
</tr>
<tr>
<td>San Antonio</td>
<td>69.4%</td>
</tr>
<tr>
<td>Washington, D.C.</td>
<td>69.1%</td>
</tr>
</tbody>
</table>
People experience and perceive the workplace in different ways. In this section, we’ll examine how different demographic groups perceive the workplace and how this impacts their engagement. First, we’ll explore personal demographics, including:

Gender • Age • Education • Race
Men consistently have reported slightly higher (3 percent or less) levels of engagement than women over the last three years. And while both males and females increased in levels of engagement in 2015, men increased nearly 11 times more, creating an even larger divide between the two genders.

### Employees Who Don’t Identify as Male or Female Are Very Disengaged

Employees who selected “another identity” when asked about their gender were very disengaged, compared to males and females. Only 40.9 percent of this group was engaged. Furthermore, this group of employees, who identify neither as male nor female, measured the highest percentage of hostile employees across all other demographics slices, including both personal and professional. More than 12 percent of employees who selected “another identity” were considered hostile and 17 percent were disengaged.

### Change in Engagement from 2014 – 2015

<table>
<thead>
<tr>
<th>Demographic</th>
<th>Engaged</th>
<th>Contributing</th>
<th>Disengaged</th>
<th>Hostile</th>
</tr>
</thead>
<tbody>
<tr>
<td>Another Identity</td>
<td>40.9%</td>
<td>29.9%</td>
<td>17.0%</td>
<td>12.2%</td>
</tr>
<tr>
<td>Women</td>
<td>67.9%</td>
<td>24.6%</td>
<td>5.7%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Men</td>
<td>72.2%</td>
<td>21.0%</td>
<td>5.0%</td>
<td>1.8%</td>
</tr>
</tbody>
</table>
Investments in Future Success Jump in Importance for Women

When analyzing year-over-year trends, women’s engagement drivers have remained fairly consistent, as none of their top six drivers fluctuated in rank or importance from last year. However, one notable item in women’s top 10 is on the rise.

The item, “The organization makes investments to make me more successful,” jumped four spots for women this year, making it the seventh highest driver of employee engagement among women.

What’s taking a back seat to investments in women’s future success? Trust in senior leaders. The item, “I believe the leaders of this organization are honest and trustworthy,” dropped one spot to number eight, and “The leaders of this organization demonstrate integrity,” dropped two spots to number 12 in 2015.
Men More Driven by Aligned, Challenging Careers and Growth Opportunities

When comparing the top engagement drivers for men and women, items related to job alignment and career growth were more likely to drive engagement among men. The chart below compares three items and how they differed in driver rank for men and women.

I see professional growth and career development opportunities for myself in this organization.

This job is in alignment with my career goals.

I find my job interesting and challenging.
Baby Boomers Set Engagement Curve

For the third year in a row, baby boomers have been the most engaged age group. Employees 66 years old and older were the most engaged at 77.3 percent, followed by the younger baby boomers, employees ages 56 to 65, with 71.8 percent engaged.

Nearly 10 percentage points behind baby boomers, employees between 26 and 35 years old were the least engaged at 67.3 percent. Worse yet, the older millennial group had 1.7 times more hostile and disengaged employees than the most engaged age group.

The chart below illustrates a slight curve. Young employees entering the workforce were engaged, but as employees got older, engagement dipped before rising back up.
Engagement on the Rise for the Least Engaged Age Group

For the second year in a row, employees ages 26 to 35 were the least engaged. But there’s good news for organizations that employ these older millennials: Engagement is on the rise. Employees ages 26 to 35 increased engagement three times more than the oldest, most engaged employees.

Who’s on the Decline?

Employees ages 36 to 45 and employees 25 years old or younger were the only age groups to see decreases in engagement from last year.
Job Fit Becomes Even More Important to Younger Employees

Past research has shown job fit was a higher engagement driver for younger employees, decreasing in importance as age increased. Interestingly, this trend became even more prominent in 2015. The item, “My job allows to utilize my strengths,” increased in rank for the youngest three age groups (<25, 26-35, 36-45), remained the same for the next two (46-55, 56-65), and decreased in rank for the oldest age group (66+). The curvilinear change illustrated below further widened the gap for job fit as an engagement driver among these six age groups.

DRIVER RANK BY AGE
MY JOB ALLOWS TO UTILIZE MY STRENGTHS.

<25  26–35  36–45  46–55  56–65  66+
2015  2014
When comparing engagement drivers by age, an interesting trend appeared. Older employees were more likely to be engaged when they understood the company’s plans for future success, while younger employees were more likely to be engaged when they saw career opportunities for themselves at their organization.

Individual vs. Organizational Success: Importance Differs by Age
Employees with bachelor’s degrees or more education measured higher levels of engagement. Roughly 70 percent of those holding a bachelor’s, master’s, professional, or doctoral degree were engaged, compared to less than 67 percent of the lower education levels. Employees without a high school diploma were the least engaged group with less than 63 percent of employees engaged.

**Education & Engagement**

- No High School Diploma: 62.7%
- High School Diploma: 65.5%
- Some College, No Degree: 66.7%
- Associate’s Degree: 63.2%
- Bachelor’s Degree: 68.9%
- Master’s Degree: 69.0%
- Professional Degree: 70.9%
- Doctoral Degree: 69.9%
Higher Degrees Experience Largest Decrease in Engagement

In 2015, engagement decreased across all education levels. Interestingly, the higher the education level, the greater the decrease in engagement from last year. Employees with doctoral degrees experienced a 4.3 percent decrease in engagement, an eight times larger decrease than employees without a high school diploma.

CHANGE IN ENGAGEMENT FROM 2014 – 2015

- No High School Diploma: -0.5%
- High School Diploma: -1.6%
- Some College, No Degree: -1%
- Associate’s Degree: -1.2%
- Bachelor’s Degree: -1.3%
- Master’s Degree: -2%
- Professional Degree: -2.1%
- Doctoral Degree: -4.3%
Employees Without Diplomas Need to Know How They Contribute to Success

Up six spots from last year, “I understand how my job helps the organization achieve success,” ranked as the seventh most important engagement driver for employees without a high school diploma. The driver ranked 16th for employees with a high school diploma and continued to decrease in importance as education increased; employees with a doctoral degree ranked the item as the 22nd most important driver of engagement.

Importance of Job Fit Drops Drastically for Employees with Doctorates

Recent research shows employees with doctoral degrees are less driven by job fit than in previous years. Ranked on the highest educated employees’ top 10 engagement driver list last year, the following two items experienced drastic decreases in importance (eight spots in driver rank).

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33 | 2016 EMPLOYEE ENGAGEMENT TRENDS
Employees with a bachelor’s or master’s degree were more likely to be engaged when they said their job was interesting and challenging. The item, “I find my job interesting and challenging,” ranked seventh and sixth for employees with bachelor’s and master’s degrees, respectively. No other education level had the item on their top 10 list of engagement drivers.
Race and Ethnicity
Hispanic and Latino Employees Are Most Engaged

When examining employee engagement by race and ethnicity, Hispanic and Latino employees were the most engaged at 72 percent. Native Hawaiian (or Other Pacific Islander) and white employees were the next most engaged at 71.5 percent and 70.6 percent, respectively. Multiracial employees measured the lowest engagement with 63 percent of employees engaged.
Asian Employees’ Engagement Declines, While Others Rise

When examining year-over-year changes in engagement by race and ethnicity, only one group experienced a decline. Engagement among Asian employees decreased 2.2 percent, while all other groups increased. Native Hawaiians saw the most substantial increase in engagement at 5.1 percent followed by multiracial employees (historically the least engaged group) at 3.7 percent. Hispanic/Latino and white employees, two of the most engaged groups, experienced less than a 1 percent increase in engagement.
Just as we saw differences among demographic groups in the previous section, we also see differences when looking at employment designations and professional demographics. In this section we’ll compare and contrast perceptions through the lens of the following demographics:

- Tenure
- Position Level
- Department
- Employment Status
- Pay Type
New employees were the most engaged among all tenure groups. Almost 78 percent of employees tenured less than one year were engaged, measuring 10 percentage points higher engagement than the next most engaged tenure groups. Middle-tenured employees, ranging three to nine years in tenure, were the least engaged at 63 percent.

### TENURE & ENGAGEMENT

<table>
<thead>
<tr>
<th>Tenure</th>
<th>Engagement Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;1 Years</td>
<td>77.6%</td>
</tr>
<tr>
<td>1–2 Years</td>
<td>67.0%</td>
</tr>
<tr>
<td>3–5 Years</td>
<td>63.5%</td>
</tr>
<tr>
<td>6–9 Years</td>
<td>63.2%</td>
</tr>
<tr>
<td>10–14 Years</td>
<td>64.3%</td>
</tr>
<tr>
<td>15 Years+</td>
<td>67.6%</td>
</tr>
</tbody>
</table>
New employees, tenured one year or less, were more likely to be engaged when they said their job was interesting and challenging and utilized their strengths. In fact, the following items ranked among the employee group’s top five engagement drivers.

I find my job interesting and challenging. (4th)

My job allows me to utilize my strengths. (5th)

As tenure increased, however, the likeliness that these items would drive engagement decreased. For employees tenured three years or more, neither item ranked in the top 10.
Growth Opportunities Becomes #1 Driver for New Employees

Professional growth has always driven employee engagement among newer employees. However, this year it became the most important driver for employees tenured one year or less.

**DRIVER RANK BY TENURE**

I SEE PROFESSIONAL GROWTH AND CAREER ADVANCEMENT OPPORTUNITIES FOR MYSELF IN THIS ORGANIZATION.

<1 Years 1–2 Years 3–5 Years 6–9 Years 10–14 Years 15 Years+

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40 | 2016 EMPLOYEE ENGAGEMENT TRENDS
As employee rank within a company increases, so does employee engagement. More than 90 percent of executives were engaged, compared to just 63 percent of individual contributors, a 27-percentage point difference.

This slice by position level showed the biggest divide in engagement levels across all demographics with six or more percentage points separating each group.
Individual Contributors Want Investments in Their Success

When individual contributors, or employees in non-management positions, said they believed the organization made investments to make them more successful, they were more likely to be engaged. While it ranked as the seventh highest driver for both individual contributors and supervisors, investments in future success didn’t make the top 10 for any other position level.

Interesting and Challenging Careers Drive Engagement for Managers and Supervisors

Interesting and challenging careers were more likely to drive engagement among managers and supervisors than any other position level. Managers and supervisors ranked interesting and challenging careers as the eighth highest driver of engagement, compared to higher ups and individual contributors who didn’t have the item in their top 10.
Belief in Future Success
Drives Engagement for Executives

“I believe this organization will be successful in the future” was the top engagement driver among executives for the third year in a row. Every other position level ranked the item third or fourth.

Moreover, when executives said they understood the company’s future plans for success, they were more likely to be engaged. The item jumped five spots in importance from last year, now the seventh highest driver of engagement among executives.

Driver rank by position level:
I understand the company’s future plans for success.

16. Individual Contributor
15. Manager
13. Supervisor
10. Director
7. Executive

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Department
Most Engaged Employees Work in Sales

When examining engagement level by department, sales and human resources were the most engaged. Roughly 80 percent of employees in both departments were engaged, compared to three-fourths or less of every other department.

Healthcare departments, including medical, nursing, and clinical staff, had the least engaged employees with less than 60 percent engaged.
Healthcare: The Most Disengaged Department

When examining level of employee engagement by department, employees in healthcare and nursing were the least engaged. Sixty percent or less of healthcare providers were engaged, more than a 20-percentage point difference from the most engaged department.

Worse yet, employees in healthcare and nursing had the highest percentage of disengaged and hostile employees. Nearly 10 percent of this department was disengaged and more than three percent were hostile.

Research and Development Employees See Biggest Drop in Engagement

When examining year-over-year trends, six departments experienced a decrease in engagement. However, employees in research and development experienced the largest decrease, compared to all other departments. Engagement among R&D employees decreased more than 4 percent, a 5.4 times greater decrease than customer service employees.

<table>
<thead>
<tr>
<th>Department</th>
<th>Change in Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>-0.8%</td>
</tr>
<tr>
<td>Human Resources</td>
<td>-1.7%</td>
</tr>
<tr>
<td>Finance &amp; Accounting</td>
<td>-2%</td>
</tr>
<tr>
<td>Operations/Quality Assurance</td>
<td>-2.5%</td>
</tr>
<tr>
<td>IT</td>
<td>-2.7%</td>
</tr>
<tr>
<td>Research &amp; Development</td>
<td>-4.3%</td>
</tr>
</tbody>
</table>
Employment Status

Independent Contractors Are Most Engaged

When examining engagement level by employment status, independent contractors were the most engaged. Almost 77 percent of independent contractors (1099 employees or temps) were engaged, compared to 67 percent of full-time employees and only 63 percent of part-time employees.
Workers with different employment statuses were more likely to be engaged when different elements were present at their workplace. Below is a look at each group’s top five drivers.

**Full Time**

1. The leaders of this organization are committed to making it a great place to work.
2. I trust the leaders of this organization to set the right course.
3. The leaders of the organization value people as their most important resource.
4. I believe this organization will be successful in the future.
5. I see professional growth and career development opportunities for myself in this organization.

**Part Time**

1. The leaders of this organization are committed to making it a great place to work.
2. I trust the leaders of this organization to set the right course.
3. The organization makes investments to make me more successful.
4. The leaders of the organization value people as their most important resource.
5. I trust the senior leadership team to lead the company to future success.

**Independent Contractor**

1. I trust the leaders of this organization to set the right course.
2. The leaders of this organization are committed to making it a great place to work.
3. I trust the senior leadership team to lead the company to future success.
4. I believe this organization will be successful in the future.
5. There is open and honest communication between employees and managers.

**Full-Time Employees Want Growth Opportunities**

Professional growth and career development opportunities were more likely to engage full-time employees versus the other employee groups. For full-time employees, professional growth opportunities was the fifth highest driver of employee engagement.

**Part-Time Employees Want Investments in Their Success**

Part-time employees were more engaged when they worked at organizations that invested in their personal success. The item ranked third for part-time employees, eighth for full-time employees, and only 17th for independent contractors.

**Independent Contractors Want Open & Honest Communication**

Independent contractors and temp workers were more likely to be engaged when an organization had open and honest communication. The item ranked as the fifth highest driver for independent contractors and 14th and 15th for full-time and part-time employees, respectively.
When considering pay type, salaried employees were significantly more engaged than hourly paid employees. Nearly 72 percent of salaried employees were engaged, compared to less than 60 percent of hourly employees, a 12-point percentage difference.

And this gap is increasing. When analyzing year-over-year trends, engagement is on the rise for salaried employees with almost a 6 percent increase in engagement from 2014. Meanwhile, engagement stays nearly stagnant for hourly employees who experienced a mere .5 percent increase in engagement from last year.

Pay Type
Engagement on the Rise for Salaried Employees
Leadership Drives Engagement for Hourly Employees

When examining engagement drivers by pay type, hourly paid employees were more likely to be engaged when they believed leaders were honest, trustworthy, and demonstrated integrity. The chart below shows how two items pertaining to leadership ranked for salaried and hourly employees.

**DRIVER RANK BY PAY TYPE**

1. I believe the leaders of this organization are honest and trustworthy.
2. The leaders of this organization demonstrate integrity.

Salaried: 14
Hourly: 9

Salaried: 8
Hourly: 12

Salaried Employees Engaged by Job Fit and Alignment

When salaried employees said their job was interesting, challenging, and in alignment with their career goals, they were more likely to be engaged, compared to their hourly counterparts. The chart below shows how two items pertaining to job fit and alignment ranked for salaried and hourly employees.

**DRIVER RANK BY PAY TYPE**

1. This job is in alignment with my career goals.
2. I find my job interesting and challenging.

Salaried: 7
Hourly: 15

Salaried: 6
Hourly: 12
What’s Trending In Your Organization?

That’s a wrap on this year’s Employee Engagement Trends Report! Now that you’ve looked at engagement trends among America’s Best Places to Work, it’s time to get to work in your organization. Quantum Workplace can help.

- Collect employee feedback and measure employee engagement
- Empower employees and managers to impact engagement through customized reports and commitment planning
- Boost employee motivation and engagement with peer-to-peer recognition
- Facilitate manager and employee one-on-one meetings to improve performance and communication
- Revitalize your performance management strategy with a four-part performance motivation system
- Reduce turnover through exit surveys and turnover analytics
- Conduct a linkage analysis between engagement and key business outcomes
- And more!

Talk to one of our engagement and performance experts today to receive a free consultation on your employee experience strategy!
Methodology

Employee Engagement Model


ENGAGED EMPLOYEES EXHIBIT THESE THREE TRAITS:

PREACH (EMPLOYEE ADVOCACY)
The degree to which employees speak highly of their workplace.

PLAN (INTENT TO STAY)
Employees’ interest in remaining at the organization.

PURSUE (DISCRETIONARY EFFORT)
Employees’ drive to put forth extra effort.

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Methodology

Survey Instrument

Quantum Workplace developed the survey instrument in 2003 and validates it annually. It measures the level of employee engagement based on the three-part model. The survey is comprised of 37 items using a six-point Likert scale. Six of the survey items are diagnostic, measuring the degree to which employees preach, plan, and pursue. In other words, these six items measure the degree to which employees are engaged.

The remaining 31 survey items evaluate 10 key factors that drive engagement:

1. Teamwork
2. Manager Effectiveness
3. Trust in Senior Leaders
4. Trust With Coworkers
5. Retention
6. Alignment With Goals
7. Feeling Valued
8. Individual Contribution
9. Job Satisfaction
10. Benefits

Analysis Methods

Drivers Analysis

One key analysis in this report is the drivers analysis. Quantum Workplace evaluated the relationship between the driver survey items and the diagnostic survey items to reveal which factors have the greatest correlation and effect on employee engagement.

Employee Engagement Profiles

Another analysis used in this report is employee engagement profiles. Employees were classified into four groups based on the average of their answers, without factoring in skipped questions. The four groups were engaged, contributing, disengaged, and hostile. Employees in the engaged group had an average score between 5-6 on the Likert scale. Contributing employees had an average score between 4-4.9. Disengaged employees had an average score between 3-3.9, and hostile employees had an average score between 1-2.9.

Employee Demographics

Personal and professional demographics were self-reported, and not every contestant responded to those items. These missing data points account for any differences between the engagement percentages for those demographics and the overall engagement profile (refer to p. 10).
Methodology

Survey Participants

This analysis examines data collected through Best Places to Work over the course of the past nine years. The 2015 data was collected from more than half a million employees from 8,700+ organizations who took the survey between January 1, 2015 and December 31, 2015.

About Best Places to Work

Founded in 2004, Best Places to Work is the original contest created to honor companies where talent is valued and engaged. The contest is held annually in nearly 45 markets and garners participation from 8,700+ organizations. Quantum Workplace partners with various local publications, professional organizations, and other sponsors to conduct the survey and recognize America’s Best Placesto Work.