

**SUMMER 2011**



# **EMPLOYEE OUTLOOK**

PART OF THE **CIPD OUTLOOK** SERIES

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# Summary of key findings

## Job satisfaction and engagement

Overall, job satisfaction is similar to last quarter and stands at +35, compared with higher scores of +39 in winter and +42 in autumn 2010.

Employees working in the voluntary sector remain the most satisfied (+39), although their satisfaction levels have dropped compared with last quarter (+44). Private sector workers are slightly more satisfied this quarter compared with last (+34), while the fixed grin for public sector workers seems to have slipped and their satisfaction level has dropped to +30.

The net engagement score is +10 overall. The sector breakdown is: private sector: +13, public sector: -12, while voluntary sector workers are far ahead with a score of +33. For all the sectors, this score is substantially lower than individual job satisfaction, which shows that overall engagement with the organisation is more complex and difficult to achieve in the current climate.

## Employee attitudes towards managers

Employees are most likely to feel that their managers are always/usually committed to their organisation (70%) and treat them fairly (69%). On the other hand, employees are least likely to say that their manager always/usually coaches them on the job (26%), discusses their training and development needs (38%) or gives them feedback on how they are performing (43%).

Employees' views on senior managers remain generally more negative, however this quarter sees a slight increase, with the biggest improvement in employees' perceptions of senior leaders' organisational vision (summer 2011: +19, spring 2011: +12). The lowest score remains around leaders' consultation with employees regarding important decisions (-27) and confidence remains a negative net satisfaction score (-1).

## Pressure at work

The proportion of staff saying they are under excessive pressure either every day or once or twice a month has stayed fairly constant since last quarter, with 41% saying they are under excessive pressure either every day or once or twice a week. This compares with 42% for the previous three months.

## Work-life balance

The proportion of employees agreeing or strongly agreeing they achieve the right work-life balance has increased to 58% from 56% for the previous quarter. Voluntary sector employees are most likely to agree this is the case (60%), followed by those in the private sector (59%) and those in the public sector (53%).

## Employee attitudes and the economic downturn

The proportion of employees saying it is likely or very likely they could lose their job as a result of the economic downturn has edged up to 22% from 21% for the previous quarter.

In all, 10% of employees think it would be easy or very easy to find a new job if they lost their current position, a slight increase from the previous quarter's figure of 9%.

Almost a third of employees (34%) report that their organisation has made redundancies as a result of the economic downturn, virtually unchanged from the last quarter (35%).

The proportion of workers saying their organisation is planning to make redundancies has reduced slightly to 18% from 21% for the previous quarter.

Since the last quarter there has been a further deterioration in employees' reported standard of living. Just 7% of respondents say their standard of living has improved over the last six months compared with 36% saying it has deteriorated. This compares with last quarter when 9% reported an improvement and 37% said their standard of living had worsened.

Almost a fifth (18%) of employees say they run out of money before the end of the week or month, either always (7%) or most of the time (11%). A further 22% say this is the case sometimes, while 18% report this happens hardly ever. Just 39% of respondents say they never run out of money before the end of the week or month.

## **Job-seeking**

When thinking about their careers over the next year, the majority of respondents (67%) intend to remain with the same employer in their current job. This is unsurprising given the current constrained economic labour market. Six per cent would like to change employer and do a similar role, while 4% would like to remain with the same employer in a different role at a higher level and an additional 4% would like to remain with the same employer at the same level but using a different skill set.



# Job satisfaction and engagement

Overall, job satisfaction is similar to last quarter and stands at +35, compared with higher scores of +39 in winter and +42 in autumn 2010.

The results this quarter support the trend for younger workers, people aged 18–24, being the least satisfied with their jobs (+13). This represents a slight drop from last quarter (+14) and a large drop from the previous two quarters (winter: +55, autumn: +62) but is much closer to the score for summer 2010 (+3). The age group most consistently satisfied with their jobs is the over-55 age group at +48.

The gap between the job satisfaction of men (+33) and women (+36) lessens this quarter (spring: men (+30), women (+38)).

Employees working in the voluntary sector remain the most satisfied (+39), although their satisfaction levels have dropped compared with last quarter (+44). Private sector workers are slightly more satisfied this quarter compared with last (+34), while the fixed grin for public sector workers seems to have slipped and their satisfaction level has dropped to +30.

Those employees working for large organisations continue to be least satisfied with their jobs (+25), while those working for micro organisations continue to be most satisfied (+40).

**Table 1: Employee net satisfaction, by age**

	Summer 2011	Spring 2011	Winter 2010–11
18–24	+13	+14	+55
25–34	+25	+28	+29
35–44	+25	+35	+33
45–54	+33	+24	+37
55+	+48	+51	+53

**Table 2: Employee net satisfaction, by sector and size of organisation**

	Summer 2011	Spring 2011	Winter 2010–11
Overall	+35	+34	+39
Voluntary sector	+39	+44	+45
Private sector firm or company	+34	+33	+40
Public sector	+30	+38	+37
Micro businesses	+40	+43	+55
Small businesses	+37	+27	+42
Medium businesses	+36	+35	+33
Large businesses	+25	+26	+29

## Overall engagement

In addition to our quarterly tracker relating to job satisfaction, we have introduced for the first time this quarter a rounded measure of engagement. Using CIPD and YouGov research on indicators of engagement, we have created an overall score that we can track on a quarterly basis.

This shows that the more complex and rounded measure of net engagement is at +10 overall. The sector breakdown is: private sector: +13, public sector: -12, while voluntary sector workers are far ahead with a score of +33. For all the sectors, this score is substantially lower than individual job satisfaction, which shows that overall engagement with the organisation is more complex and difficult to achieve in the current climate.

This score is a cluster analysis of the following items:

- **Going the extra mile:**
  - I will often take on more work to help relieve my colleagues' workloads.
  - I will often work for more hours than those I am paid or contracted to do.
- **Workload:**
  - Is your workload too much/too little/about right?
- **Understanding of the organisation's core purpose:**
  - I know very clearly what the core purpose of my organisation is.
- **Attraction and commitment to core purpose:**
  - I was attracted to work for this organisation because of what it stands for.
  - I am highly motivated by my organisation's core purpose.
  - I am committed to helping my organisation achieve its purpose and objectives.
- **Confidence and trust in senior managers:**
  - I have confidence in the directors/senior management team of my organisation.
  - I trust the directors/senior management team of my organisation.

# Employee attitudes towards managers

Employees continue to be generally positive in their attitudes towards their immediate line managers.

Employees are most likely to feel that their managers are always/usually committed to their organisation (70%) and treat them fairly (69%). On the other hand, employees are least likely to say that their manager always/usually coaches them on the job (26%), discusses their training and development needs (38%) or gives them feedback on how they are performing (43%).

As trust in senior leaders continues to decrease (see below), it is interesting that more than half (55%) of employees believe their line managers are open and honest.

## Employee perceptions of their senior managers

Overall, respondents continue to be less positive in their attitudes towards their senior managers.

However this quarter sees a slight increase across all of the leadership items below (shown in Table 4), with the biggest improvement in employees' perceptions of senior leaders' organisational vision (summer 2011: +19, spring 2011: +12). The lowest score remains around leaders' consultation with employees regarding important decisions (-27) and confidence remains a negative net satisfaction score (-1).

**Table 3: To what extent does your immediate supervisor/manager or boss always or usually do each of the following? (%)**

	Summer 2011	Spring 2011	Winter 2010-11
Consults me on matters of importance to me	53	52	51
Discusses my training and development needs with me	38	35	36
Recognises when I have done a good job	54	51	52
Makes me feel my work counts	50	48	49
Gives me feedback on how I am performing	43	43	42
Is open and honest	55	59	55
Is supportive if I have a problem	60	60	61
Keeps me in touch with what's going on	49	50	48
Makes clear what is expected of me	58	58	54
Listens if I have a suggestion to make	59	58	58
Treats me fairly	69	68	68
Is committed to my organisation	70	68	70
Makes sure I have the resources to do the job	51	52	52
Coaches me on the job	26	27	27

**Table 4: Net satisfaction scores with the following statements about directors/senior managers (%)**

	Summer 2011	Spring 2011	Winter 2010-11
They consult employees about important decisions.	-27	-31	-27
They treat employees with respect.	+8	+5	+10
I trust them.	-5	-8	-2
I have confidence in them.	-1	-1	+3
They have a clear vision of where the organisation is going.	+19	+12	+12

# EMPLOYEE OUTLOOK

**Table 5: Net satisfaction scores by sector (spring 2011 and summer 2011) (%)**

	Private sector		Public sector		Voluntary sector	
	Summer 2011	Spring 2011	Summer 2011	Spring 2011	Summer 2011	Spring 2011
They consult employees about important decisions.	-25	-31	-40	-30	-15	-6
They treat employees with respect.	+15	+7	-24	-15	+20	+26
I trust them.	+4	0	-42	-39	+3	+26
I have confidence in them.	+8	+5	-37	-32	+7	+7
They have a clear vision of where the organisation is going.	+28	+19	-10	-10	+17	+19

Perceptions of leadership are much worse in the public sector – with every item having a negative net satisfaction score and most having decreased this quarter. The voluntary sector this quarter is also showing signs of deterioration in views of leaders particularly, with regard to trust and consultation. However, the private sector has shown increases across all items this quarter.

### Communication and advocacy

Just over half of respondents (52%) feel fully or fairly well informed about what is happening within their organisations. This has stayed constant since last quarter. Respondents from the voluntary sector are most likely to feel fully or fairly well informed (64%), with public sector respondents feeling least likely to be informed (49%), closely followed by those in the private sector (50%).

When it comes to satisfaction with opportunity to feed views upwards, the findings are fairly negative. Overall, the net satisfaction rate is +9 (compared with +8 last quarter and +9 in the winter), with scores for those working in the public sector dropping to -9.

Just under half of the sample (48%) would be very likely or likely to recommend their organisation as an employer to others (50% last quarter). Those working in the voluntary sector are most likely to recommend their employer (57%), with 48% in the private sector and 40% in the public sector doing the same. The score in the public sector has dipped in particular this quarter from 48% in the spring.

**Table 6: How well informed do you feel about what is happening within your organisation? (% who feel fully or fairly well informed)**

	Summer 2011	Spring 2011	Winter 2010–11
Overall	52	52	50
Private	50	51	51
Public	49	53	46
Voluntary	64	62	55

# Pressure at work

The proportion of staff saying they are under excessive pressure either every day or once or twice a week has stayed fairly constant since last quarter, with 41% saying they are under excessive pressure either every day or once or twice a week. This compares with 42% for the previous three months.

Public sector employees are significantly more likely to report they are under excessive pressure, with 49% saying they are under excessive pressure either every day (16%) or once or twice a week (33%).

In all, 30% of voluntary sector employees say they are under excessive pressure either every day (8%) or once or twice a week (22%). Four in ten (41%) private sector staff report being under pressure either every day (12%) or once or twice a week (29%).

Men are significantly more likely than women to report being under excessive pressure at work (see Table 7).

**Table 7: Proportion of employees saying they are under excessive pressure at work (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Every day	12	15	9	12	16	8
Once or twice a week	29	30	28	29	33	22
Once or twice a month	27	27	28	26	31	30
Less frequently than once or twice a month	20	19	21	20	13	33
Never	11	9	13	12	6	7

## Work-life balance

The proportion of employees agreeing or strongly agreeing they achieve the right work-life balance has increased to 58% from 56% for the previous quarter. Voluntary sector employees are most likely to agree this is the case (60%), followed by those in the private sector (59%) and those in the public sector (53%).

Men are significantly less likely to agree they achieve the right work-life balance (53%) than women (64%).

People working in small organisations are more likely to agree they achieve the right balance between their work and home lives than those employed by medium-sized or large organisations. Sole traders are most likely to agree this is the case.

In all, 35% of employees agree or strongly agree that their organisation provides them with support to help them manage their work-life balance, with public sector employees most likely to agree this is the case (39%), followed by those in the voluntary sector (36%) and those in the private sector (34%).

**Table 8: Proportion of employees agreeing they achieve the right balance between their work and home lives (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Strongly agree	14	12	16	15	12	7
Agree	44	41	48	44	41	53
Neither agree nor disagree	18	19	16	18	16	20
Disagree	17	19	15	16	23	16
Strongly disagree	6	7	4	6	7	3
Not sure	1	1	1	1	1	0
Not applicable	1	1	1	1	0	0

**Table 9: The proportion of employees agreeing their organisation provides them with support to help them manage their work-life balance (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Strongly agree	8	7	8	8	6	10
Agree	27	26	27	26	33	26
Neither agree nor disagree	25	26	24	24	28	30
Disagree	19	18	20	19	17	25
Strongly disagree	11	13	8	11	13	6
Not sure	0	0	0	0	1	0
Not applicable	11	9	12	12	1	4

Just over a third (35%) of employees agree their manager provides support to help them manage their work-life balance. Public sector employees are most likely to agree this is the case (46%) with private sector staff least likely to (33%).

**Table 10: The proportion of employees agreeing their *manager* provides them with support to help them manage their work-life balance (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Strongly agree	8	8	9	8	9	11
Agree	27	27	27	25	37	35
Neither agree nor disagree	23	23	23	23	24	24
Disagree	17	17	17	17	18	16
Strongly disagree	9	11	7	9	11	4
Not sure	0	0	0	0	0	0
Not applicable	16	14	17	18	2	10

## Employee attitudes and the economic downturn

The proportion of employees saying it is likely or very likely they could lose their job as a result of the economic downturn has edged up to 22% from 21% for the previous quarter. There has been a significant increase in the proportion of public sector workers saying it is likely they could lose their jobs to 35% from 30% for the previous quarter. In all, 19% of private sector workers say it is likely they could lose their jobs, unchanged from the previous quarter. The proportion of voluntary sector workers reporting it is likely they could lose their jobs has increased marginally, up to 28% from 27%.

In all, 10% of employees think it would be easy or very easy to find a new job if they lost their current position, a slight increase from the previous quarter's figure of 9%. Private sector employees are marginally more optimistic, with 12% thinking it would be easy or very easy to find a new job compared with 10% for the previous quarter. However, public and voluntary sector employees remain more downbeat, with just 6% thinking it would be easy to get a new job.

**Table 11: The proportion of employees saying it is likely or unlikely that they could lose their jobs as a result of the economic downturn (%)**

	All	Private sector	Public sector	Voluntary sector
Very likely	5	4	9	6
Likely	17	15	26	22
Neither likely nor unlikely	25	25	22	25
Unlikely	31	33	26	24
Very unlikely	18	19	11	17
Don't know	5	4	6	6

**Table 12: The proportion of employees thinking it would be easy or difficult to find another job if they were to lose their current job (%)**

	All	Private sector	Public sector	Voluntary sector
Very easy	2	2	1	1
Easy	8	10	5	5
Neither easy nor difficult	19	19	16	14
Difficult	35	35	35	48
Very difficult	31	30	40	19
Don't know	5	5	4	3

Almost a third of employees (34%) report that their organisation has made redundancies as a result of the economic downturn, virtually unchanged from the last quarter (35%). The proportion of public sector staff saying their organisation has made redundancies has edged up to 53% from 47% for the previous three months. In all, 30% of private sector employees report that their organisation has made redundancies compared with 33% last quarter.

The proportion of workers saying their organisation is planning to make redundancies has reduced slightly to 18% from 21% for the previous quarter. Half (50%) of public sector workers report that their organisation is planning redundancies, a marginal decrease over the quarter from 58%. One in ten (9%) private sector employees say that their employer is planning redundancies, virtually unchanged from the previous quarter (10%). In all, 14% of voluntary sector workers report that their employer is planning redundancies, compared with 29% in spring 2011.

There has been a slight fall in the proportion of employees reporting that their organisation has cut back on training to

23% from 26% for the previous quarter. Private sector respondents are least likely to say this is the case (17%), followed by voluntary sector employees (22%) and those in the public sector (49%).

There has also been a marginal fall over the quarter in the proportion of employees saying that their organisation has frozen pay, from 45% to 42%. However, this figure masks significant sector differences. In all, 70% of public sector employees say that their organisation has frozen pay, compared with 71% last quarter. While the proportion of private sector staff saying their pay has been frozen is 36%, unchanged since the spring *Employee Outlook* survey. Four in ten (40%) voluntary sector employees report that their employer has frozen pay compared with 55% last quarter.

The proportion of respondents saying that their employer has reduced contributions to employee pensions is unchanged at 7%; however, the proportion of public sector workers reporting cuts to pensions has increased to 11% from 9% last quarter.

**Table 13: In which ways, if at all, has your organisation been affected by the economic downturn? (%)**

	All	Private sector	Public sector	Voluntary sector
It has made redundancies.	34	30	53	31
It is planning to make redundancies.	18	9	50	14
It has cut back on training.	23	17	49	22
It has cut back on the number of hours that people work.	22	23	18	23
It has increased the number of hours that people work.	6	6	8	4
It has frozen pay.	42	36	70	40
It has cut pay.	7	7	6	6
It has frozen recruitment.	37	32	68	22
It has reduced the amount contributed to employee pensions.	7	6	11	7
It has reduced employee benefits/perks.	19	17	28	11
It has been affected in some other way.	21	19	22	35
It has not been affected by the employee downturn.	11	13	1	8
Don't know	7	7	2	10

# EMPLOYEE OUTLOOK

The survey asks a number of questions around the issue of relationships and well-being to gauge the extent to which the economic downturn is impacting on day-to-day working life.

In all, a fifth of employees say there has been an increase in conflict at work between colleagues, while 15% report an increase in bullying by line managers. In all, 52% of respondents have noticed an increase in stress in the workplace and 22% say there has been an increase in people taking time off sick. These figures are virtually unchanged across the board since the spring 2011 survey. Public sector respondents are most likely to report an increase in all of these areas.

The survey also asked respondents to agree or disagree with a number of statements on how they as individuals have been affected by the economic downturn. Compared with the last quarter, employees are slightly less likely to agree that they feel

secure in their jobs as a result of the economic downturn, with 48% agreeing and 24% disagreeing (net agree score +24).

Respondents are marginally less likely to disagree that they are learning new skills, with the net agree score rising from -23 to -15. They are also slightly less likely to disagree that there are more opportunities to progress as a result of the downturn compared with last quarter, with the net agree score moving to -58 from -62.

However, there is very little change to the negative perceptions employees typically have about the chances of finding work elsewhere.

There has been a significant increase in the proportion of staff agreeing that they are worried by the future, with the net agree score rising to +64 from +38 for the last quarter.

**Table 14: As a result of the economic downturn, have you noticed any of the following? (%)**

	All	Private sector	Public sector	Voluntary sector
An increase in conflict at work between colleagues	20	19	26	19
An increase in bullying by line managers	15	14	20	8
An increase in stress	52	48	69	41
An increase in people taking time off sick	22	19	35	14
None of these	40	43	25	52

**Table 15: Ways in which individuals have been affected by the economic downturn (net agree score)**

	Summer 2011	Spring 2011	Winter 2010-11
I feel less secure in my job.	24	25	27
I am learning new skills.	-15	-23	-10
There are more opportunities to progress.	-58	-62	-57
I feel confident of finding work elsewhere.	-50	-51	-47
I feel worried by the future.	64	38	42
There are more office politics.	25	21	20
There is more conflict in the workplace.	2	-2	-1
There is more stress at work.	44	42	40
I am concerned about being made redundant.	8	11	14
I am less trusting of colleagues.	-19	-23	-24
I am less trusting of my manager.	-6	-9	-6
My workload has increased.	38	25	28

## Standard of living and pay

Since the last quarter there has been a further deterioration in employees' reported standard of living. Just 7% of respondents say their standard of living has improved over the last six months compared with 36% saying it has deteriorated. This compares with last quarter when 9% reported an improvement and 37% said their standard of living had worsened.

Public sector workers are significantly more likely to say their standard of living has worsened, with 45% saying this is the case and just 7% reporting an improvement.

**Table 16: Proportion of employees saying their standard of living has improved, stayed the same or worsened over the last six months (%)**

	Summer 2011	Spring 2011	Winter 2010–11
Improved	7	9	10
Stayed the same	56	54	59
Worsened	36	37	31

**Table 17: Proportion of employees saying their standard of living has improved, stayed the same or worsened, by sector (%)**

	Summer 2011			
	All	Private sector	Public sector	Voluntary sector
Improved	7	8	7	4
Stayed the same	56	58	48	37
Worsened	36	34	45	37

# EMPLOYEE OUTLOOK

The survey also asked respondents a number of questions designed to gauge the extent to which they are able to manage their finances. This shows that a minority of employees (38%) are keeping up with bills and other financial commitments without any difficulties. Just over a third (35%) say they manage to keep up with their bills and financial commitments but struggle from time to time. In all, 18% report that they keep up with their commitments but it is a constant struggle. A total of 5% say they have fallen behind with some bills or credit commitments and 3% report they are having real financial problems and have fallen behind with many bills and credit commitments. Public sector employees

are marginally more likely to say they are keeping up with their bills and commitments without any difficulties than those in the other two main sectors.

Almost a fifth (18%) of employees say they run out of money before the end of the week or month, either always (7%) or most of the time (11%). A further 22% say this is the case sometimes, while 18% report this happens hardly ever. Just 39% of respondents say they never run out of money before the end of the week or month.

**Table 18: Proportion of employees agreeing with the following statements regarding how well they are keeping up with their bills and credit commitments (%)**

	All	Private sector	Public sector	Voluntary sector
Keeping up with all my bills and commitments without any difficulties	38	38	40	36
Keeping up with all my bills and commitments, but it is a struggle from time to time	35	34	36	38
Keeping up with all my bills and commitments, but it is a constant struggle	18	19	16	19
Falling behind with some bills or credit commitments	5	5	5	2
Having real financial problems and have fallen behind with many bills and credit commitments	3	3	2	3
Not applicable – I don't have any bills or credit commitments	1	1	1	–
Don't know	1	1	0	–
I would rather not say	1	1	0	1

**Table 19: Proportion of employees indicating how frequently they have run out of money before the end of the week or month (%)**

	All	Private sector	Public sector	Voluntary sector
Always	7	7	9	7
Most of the time	11	11	9	12
Sometimes	22	21	25	22
Hardly ever	18	19	16	16
Never	39	40	39	39
Don't know	1	1	0	2
I would rather not say	1	1	1	1

A fifth (21%) of respondents report they would be forced to borrow money or move house less than a month after losing their main source of income. Voluntary sector employees (24%) are most likely to say this is the case.

**Table 20: Length of time respondents estimate they could continue to cover the cost of their living expenses without borrowing money or moving house in the event they lost their main source of income (%)**

	<b>All</b>	<b>Private sector</b>	<b>Public sector</b>	<b>Voluntary sector</b>
Less than a week	7	7	8	7
More than a week, but less than a month	14	14	12	17
More than a month, but less than three months	20	20	22	13
More than three months, but less than six months	18	17	21	17
More than six months	29	31	24	32
Don't know	10	10	11	12
I would rather not say	2	1	2	2

## Job-seeking

We asked a slightly different set of questions this quarter around job-seeking and careers to fit in with a new CIPD research project on this topic (to be published later this year).

When thinking about their careers over the next year, the majority of respondents (67%) intend to remain with the same employer in their current job. This is unsurprising given the current constrained economic labour market. Six per cent would like to change employer and do a similar role, while 4% would like to remain with the same employer in a different role at a higher level and an additional 4% would like to remain with the same employer at the same level but using a different skill set.

When considering their careers over the next five years, a third (33%) intend to remain with their current employer in their current role, 11% would like to progress to a higher level with their current employer, almost one in ten (9%) would like to change their employer for a different role at a higher level and 8% would like to change employer for a similar role.

When considering how many job moves they might make over the next ten years, nearly two-fifths (39%) estimate a conservative 'fewer than three', with 6% believing they will move between three and five times. However, as might be expected, 18–24-year-olds are most likely to be anticipating moving around, with 15% imagining between three and five moves and 14% anticipating they will move more than five times.

When asked about the reasons that might make them want to change jobs, employees' top reason (54%) is to increase their salary and benefits. This is followed by an attempt to increase their job satisfaction (42%), while almost a third (30%) would like the opportunity to learn new things. A quarter would be looking to increase their job satisfaction while almost a quarter (24%) would be seeking opportunities for promotion. Finally, 23% would consider changing jobs because they are unhappy with their organisation's current leadership and management. We asked this question in summer 2010 and the top reason then was to increase job satisfaction (61%), followed by better pay and benefits (48%) and then finally to learn new things (40%).

**Table 21: Which of the following applies to your career over the next year? Do you think you will... (%)**

Remain with the same employer in current job/role	67
Remain with the same employer in a different role at a higher level	4
Remain with the same employer at the same level but using a different skill set/in a different role	4
Change employer for a similar job/role	6
Change employer for a different role at a higher level	3
Change employer for a similar level job/role but using a different skill set/in a different role	3
Change employer for a higher level job/role but using a different skill set/in a different role	2
Other	4
Don't know	7

**Table 22: How many job moves do you think you will make in the next ten years? If you plan to retire within the next ten years, please tell us how many job moves you are likely to make before doing so. (%)**

None	37
Fewer than 3	39
Between 3 and 5	6
More than 5	2
Don't know	17

**Table 23: For which of the following reasons, if any, would you like to change your job? (Please tick all that apply) (%)**

	All	Private sector	Public sector	Voluntary sector
To increase your salary/benefits	54	54	57	54
Increased job security	25	23	36	22
More flexible working hours	21	21	20	21
Easier/shorter journey to work	17	17	20	15
Opportunities for promotion	24	23	31	22
Opportunity to learn new things	30	30	32	37
Increase job satisfaction	42	41	47	39
Unhappy with leadership or management	23	22	25	25
Employer brand and reputation	9	9	7	13
Other	5	5	5	10
Not applicable – I am satisfied with all areas of my current job	19	20	14	24
Don't know	4	4	3	1

## Conclusions

The key findings this quarter can be summarised under the four main themes of general engagement, low trust and consultation, rising insecurity and increasing financial hardship.

### Engagement

This quarter, we introduced a new engagement tracker that includes job satisfaction but provides a more rounded view of engagement. It is unsurprising that this measure, which takes into account a number of factors (going the extra mile, workload, core purpose, confidence and trust in senior leaders), is much less positive than the score for job satisfaction. The difference between the sectors for this score is also stark, with the public sector dipping to a negative net score. Therefore, the fixed grin that we reported for the public sector last quarter has well and truly slipped.

### Low trust and consultation

As trust in senior leaders remains negative, it is interesting and encouraging that more than half of employees believe their line managers are open and honest. This trust in line managers has the possibility of having a mitigating effect, but the lack of trust in senior leaders does need to be tackled head on by organisations.

Voluntary sector employees are most likely to feel fully or fairly well informed about what is going on in their organisations, while public sector employees in the current climate are least likely to feel informed. Satisfaction with opportunities to feed views upwards is poor and particularly so in the public sector. So, again, there are real opportunities for organisations to move ahead here and facilitate two-way communication and provide opportunities for employee voice.

### Rising insecurity

This quarter job insecurity is playing on employees' minds. There has been an increase in people saying they could lose their jobs, particularly in the public sector, and only 1 in 20 public and voluntary sector employees think it would be easy to get a new job. There has also been a substantial rise in the proportion of people who are worried about the future.

### Increasing financial hardship

We are also seeing evidence of increasing financial hardship this quarter. More than four in ten respondents report their organisation has frozen pay, rising to 70% among those in the public sector. Standards of living this quarter also remain poor, with employees more than five times more likely to report their standard of living has worsened (36%) than they are to say it has improved (7%). Nearly half of respondents in the public sector say their standard of living has worsened.

Given the worsening standard of living, it is also interesting to note that the key motivator for people wanting to change jobs has changed from increasing their job satisfaction to increasing their salary and benefits.

When it comes to finance management, nearly two in ten report that they keep up with their financial commitments but find it is a constant struggle. Nearly one in ten has fallen behind or is having real financial problems. Almost a fifth of employees say they run out of money before the end of the week or month and, worryingly, a fifth of respondents report they would be forced to borrow money or move house less than a month after losing their main source of income. Employees suffering from financial difficulty are more likely to report being under excessive pressure every day and are less likely to be engaged.

This highlights the value of employers providing information to employees about managing their finances to help them keep their finances on track and ensure they are aware of the sources of support that are available if they are struggling.

The findings relating to financial hardship are fairly stark this quarter and it is worth remembering that we all have our part to play in working towards financial stability. As individuals, we need to take responsibility for our finances and try to save for the future as much as possible, while organisations need to recognise the increasing hardship that employees are subject to and find ways of supporting them through advice and potentially stress management and well-being.

## Background to the survey

The CIPD has commissioned a quarterly survey among UK employees (including sole traders) to identify their opinions of and attitudes towards working life today, particularly during these difficult economic times.

YouGov conducted the latest quarterly online survey for the CIPD of 2,013 UK employees from 20–24 June 2011.

This survey was administered to members of the YouGov Plc UK panel of more than 285,000 individuals who have agreed to take part in surveys. The sample was selected and weighted to be representative of the UK workforce in relation to sector and size (private, public, voluntary), industry type and full-time/part-time working by gender. The sample profile is normally derived from census data or, if not available from the census, from industry-accepted data.

Panellists who matched the sample profile (as explained above) were selected at random from the YouGov Plc UK panel and were sent an email inviting them to take part in the survey.

Respondents were drawn from a mixture of public, private and voluntary organisations. Size of organisation was classified in the following way: sole trader (one-person business), micro business (2–9), small business (10–49), medium (50–249) and large (more than 250).

Net scores refer to the proportion of people agreeing with a statement minus those disagreeing.

## CIPD OUTLOOK SERIES

The *Employee Outlook* is part of the CIPD Outlook series, which also includes the *HR Outlook* and the *Labour Market Outlook*. Drawing on a range of perspectives (and with the opportunity to compare data across our regular surveys), this triad of research enables the CIPD to offer unique insight and commentary on workplace issues in the UK.

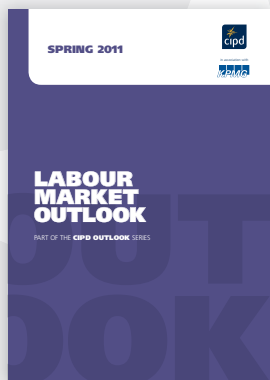
### OTHERS IN THE SERIES



#### HR OUTLOOK

The *HR Outlook* provides valuable insight and expert commentary on the HR profession. Published biannually, it explores the size and shape of HR functions, comments on the capabilities of HR professionals and outlines emerging trends and future priorities.

[cipd.co.uk/hroutlook](http://cipd.co.uk/hroutlook)



#### LABOUR MARKET OUTLOOK

The *Labour Market Outlook* provides a quarterly update on key HR, economic and labour market statistics. The aim of the survey is to produce an industry-valued benchmark of key HR statistics that can be used by CIPD members, as well as those in government, policy and wider business circles.

[cipd.co.uk/labourmarketoutlook](http://cipd.co.uk/labourmarketoutlook)



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