CIPD
Championing better work and working lives

EMPLOYEE
OUTLOOK

EMPLOYEE VIEWS ON WORKING LIFE

Spring 2016

The CIPD is the professional body for HR and people development. The not-for-profit organisation champions better work and working lives and has been setting the benchmark for excellence in people and organisation development for more than 100 years. It has 140,000 members across the world, provides thought leadership through independent research on the world of work, and offers professional training and accreditation for those working in HR and learning and development.

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Foreword from the CIPD

We are delighted to once again be working in partnership with Halogen Software on our *Employee Outlook* research series. The headline finding from our *Employee Outlook* spring 2016 survey is a worrying drop in job satisfaction and, at the same time, an increase in the number of employees currently looking for a new job.

Employers need to take note of these changes and of the areas of working life that could potentially be improved. Fewer employees in this survey, for instance, agree that their leaders have a clear vision of where the organisation is going and very few employees believe that leaders consult them about important decisions.

Employee motivation at work seems to be lacking, with almost as many disagreeing as agreeing that 'this organisation really inspires the very best of me in the way of job performance.' There has also been an increase in the number of employees believing that their performance management processes are somewhat or not at all fair.

Over a third of employees now believe they are unlikely or very unlikely to fulfil their career aspirations in their current organisation. There has also been an increase in the number of employees feeling that they are overqualified for their roles – which now stands at a third of all employees. Almost a third also disagree that their organisation provides them with opportunities to learn and grow and over a quarter are dissatisfied with opportunities to develop their skills in their job.

These findings point to the importance of quality communication and consultation with employees around the things that matter. They also underline the importance of redefining our approaches to job design and career management to better suit modern organisations (often flatter in structure) and modern employees (searching for opportunities to learn and develop their skills and employability). We therefore need to work in partnership with employees on their jobs and careers and aligning organisational and individual needs. We need to think about career growth in the round rather than traditional hierarchical progression and giving employees opportunities for a breadth of diverse experiences and opportunities that maximise their skills and their employability going forward.

Claire McCartney
Research Adviser, Resourcing and Talent Planning
CIPD

Foreword from Halogen

Halogen is pleased to once again release the latest *Employee Outlook* survey results in partnership with the CIPD. The report's findings demonstrate a clear need for employers to shift performance management from the traditional, infrequent approach to one that is more ongoing.

With almost a quarter of employees looking for a new job, job satisfaction levels dropping, and a general dissatisfaction with current performance management practices, it is clear performance management can no longer be about what employers can get from employees.

Rather, it must support employee engagement and satisfaction by enabling employees to deliver outcomes for the business. As such, performance management needs to be an ongoing part of the rhythm of work — not a separate, once-a-year burden.

The findings also show the importance for organisations to focus on employee growth and development – as both are key drivers of employee satisfaction.

Discussions about career growth and development between line managers and employees should occur as part of regular one-on-one conversations. Not only does this approach help employees see a future for themselves in the organisation, a proactive approach to managing the career trajectory of employees is good business planning.

These one-on-one conversations also provide a clear opportunity to:

- ensure clarity in goals and expectations
- provide employees with ongoing support to reach objectives
- provide employees with coaching and feedback related to performance outcomes.

Employers must work in partnership with employees to align the needs of the organisation with those of the individual so that the business can function effectively and produce great results. HR plays a critical role here in supporting line managers, guiding them and providing them with the right tools to enable them to listen, measure and act on employee needs.

In this ever shifting knowledge- and skills-based economy, it's not just an organisation's products and services that deliver competitive differentiation, but the people who develop and deliver them.

Dominique Jones
Chief People Officer
Halogen Software

Key findings

46%

When it comes to effort, employees are most likely to say they are willing to take on more work to help relieve colleagues' workloads.

Job satisfaction

Net job satisfaction has decreased substantially from autumn 2015 (+48) and now sits at +40 – its lowest level for over two years. Job satisfaction has decreased across all sectors and has decreased the most in the private sector (down from +50 to +41).

Employee engagement

We have moved away from a single measure of engagement calculated through an index in recognition that employee engagement has different aspects and creating one score risks oversimplifying it. We include four different areas that research has shown to inform employee engagement; these are: influence over job, effort, motivation and use of skills at work.

Employee satisfaction with the amount of influence they have over their job in general sits at +26, while satisfaction with the scope for using their own initiative within their job is higher at +47. Overall employee satisfaction with use of knowledge and skills sits at +39.

When it comes to employee motivation, we measured employee agreement with 'this organisation really inspires the very best in me in the way of job performance.' Interestingly, the overall net agreement score for this item is very low at +1, with almost as many people disagreeing (34%) as agreeing (35%) that their

organisation inspires the very best of them in the way of job performance.

When it comes to effort, employees are most likely to say they are willing to take on more work to help relieve colleagues' workloads (+46), followed by being willing to work harder than they have to in order to help their organisation succeed (+40); however, employees were more likely to disagree than agree (−16) that they would turn down another job with more pay in order to stay with their organisation.

Employee attitudes towards senior managers and line managers

Scores for senior managers' clarity of vision, treating employees with respect and confidence in senior managers' ability have worsened in this survey. The score for senior managers' consultation with employees about important decisions remains stable and very low (−27). There has been an increase in employees' trust in senior managers from +3 to +13; however, this might well have been influenced by the change in the wording of the item from 'I trust them' to 'I trust them to act with integrity'.

Four-fifths (80%) of employees have a line manager or supervisor they report to as part of their job. When it comes to satisfaction with line managers, this sits at a net score of +47 (up from +44 in autumn 2015).

Employees in the voluntary sector are significantly more likely than employees in the private sector to be very satisfied with their line managers.

Organisation purpose, information-sharing and opportunities for employee voice

We asked respondents, firstly, how clearly they know what the core purpose of the organisation is and, secondly, how motivated they are by the organisation's core purpose. Employee net agreement to knowledge of core purpose is very high (+70), while net agreement to being highly motivated by their organisation's core purpose is much lower (+28).

Exactly half of employees feel either fully (8%) or fairly well informed (42%) about their organisation's strategy. However, that leaves half feeling that they receive either limited information or worse when it comes to their organisation's strategy.

Employees' net satisfaction score is fairly low for opportunities to feed views, issues and ideas upwards (+11) and for opportunities for employees to be involved in decisions that affect them (+16). However, net satisfaction increases with the attention paid to the suggestions employees make (+24), once employees have the opportunity to make suggestions.

Organisation values and ethics and the impact on employee behaviour

More than three-quarters (65%) said that colleagues always or mostly make decisions that are in line with the organisation's overall values. Just 5% of employees maintained that this happens hardly ever or

never. Employees in the voluntary sector are most likely to say that their colleagues make decisions in line with the organisation's overall values and significantly more likely than employees in the other two sectors to say this happens mostly.

Health and well-being at work

Employees' ability to achieve the right balance between their work and home lives has remained stable over the last few surveys and sits at +37. Thirty-seven per cent of employees are under excessive pressure at work at least once a week. This figure is similar to the autumn 2015 survey (38%).

Almost a third of employees (31%) say they come home from work exhausted either often (24%) or always (7%). Private sector employees (22%) are significantly more likely to say they hardly ever come home from work exhausted than employees in the public (17%) and voluntary sectors (14%).

A new question in this survey explores how work makes employees feel. The good news is, out of the emotions listed, employees are most likely to say that work makes them feel cheerful (24%) most or all of the time as opposed to any other feeling. This is followed jointly by optimistic and stressed, with 18% respectively saying work makes them feel this way most or all of the time. Employees are more likely to say that work makes them feel relaxed (16%) than tense (14%) most or all of the time.

Employees are more likely to feel that their manager (67%) is considerate of their well-being than their employer (58%), but overall the results are positive for both.

In relation to employee mental health, 66% describe their mental health as very good (29%) or good (37%). Almost a fifth (24%) say their mental health is moderate, with 7% describing it as poor and 2% describing it as very poor. Men are significantly more likely to say their mental health is good compared with women, while younger employees are significantly more likely than older employees to describe their mental health as poor.

We asked employees about the organisational support provided to employees with mental health problems. Respondents were fairly split on this issue, with 33% believing they support employees very (9%) or fairly well (24%) and 28% believing they support employees not very (15%) or not at all well (13%).

Career, performance and pay

More than two-fifths (44%) of employees believe that their performance management processes are very or somewhat fair (autumn 2015: 56%), while almost a fifth (23%) believe that they are somewhat or very unfair (an increase from 20% in autumn 2015).

Over half (57%) of employees who have a performance management process believe their line managers are very effective or fairly effective at communicating objectives and expectations, and public sector (62%) employees are significantly more likely to say effective than private sector (55%) employees.

We asked employees about whether they feel able to fulfil their career aspirations in their current organisation. Employees are fairly

split on this question, with a third (33%) saying very likely or likely and more than a third (36%) saying unlikely or very unlikely. The proportion saying unlikely or very unlikely has increased by 4% in this survey (autumn 2015: 32%).

In a new question to the survey, we asked employees about their satisfaction with their current level of pay. This sits at a net satisfaction of +6. More employees are satisfied (41%) than dissatisfied (36%), with over a fifth (22%) neither satisfied nor dissatisfied.

Learning, development and skills

More than two-fifths (44%) of employees strongly agree or agree that their organisation provides them with opportunities to learn and grow. However, almost a third (30%) disagree or strongly disagree. Public sector employees are significantly more likely to strongly disagree than employees in the private and voluntary sector.

In the last 12 months, employees are most likely to have received on-the-job training (28%), online learning (26%) and learning from peers (20%). They are least likely to have received mobile-device-based learning (2%), blended learning (4%), job rotation, secondment and shadowing (5%) and formal qualifications (6%). However, over a third (36%) have received none of these types of training.

We asked employees to think about the role that they currently do and the skills that they currently have and state whether they agree or disagree with a number of statements about their human capital and skills. Employees are most likely to agree that they have skills that are developed through on-the-job experiences (+79), create overall customer value (+75), are needed to maintain high-quality products/services (+73) and enable their firms to provide exceptional customer service (+70). Employees are less likely to agree that they have skills that are difficult for their competitors to imitate/duplicate (0), that they have skills that would be very difficult to replace (+25) and that they have skills that are instrumental for creating innovations (+34).

Job-seeking

Job-seeking intentions have increased in this survey, with almost a quarter (24%) currently looking for a new job (autumn 2015: 20%). This is the highest job-seeking intentions have been in two-and-a-half years (autumn 2013: 24%). Voluntary sector employees are most likely to be looking for a new job (29%), followed by employees in the public sector (27%), with employees in the private sector (23%) least likely to be currently looking for a new job.

1 Job satisfaction and employee engagement

In this section of the survey we track employee satisfaction with their jobs and explore four different aspects of employees' influence over their jobs, use of skills, motivation and effort.
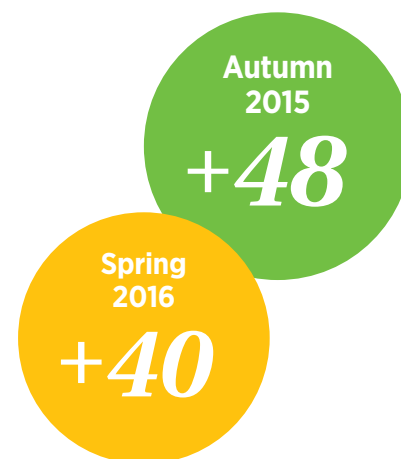
Job satisfaction

Net job satisfaction (the proportion of employees who say that they are satisfied with their jobs minus those who are dissatisfied) has decreased substantially from autumn 2015 (+48) and now sits at +40. Job satisfaction has decreased across all sectors and has decreased the most in the private sector (down from +50 to +41).

Employees in micro businesses report the highest levels of job satisfaction by size of organisation at +49, which as a trend is consistent across the last few surveys. However, even this figure represents a substantial reduction from autumn 2015, where job satisfaction was up at +76. When it comes to age, the 55+ age group are most likely to be satisfied with their jobs (+49).

Overall, job satisfaction is now at its lowest for over two years (it was last at +40 in autumn 2013). This could in part be influenced by the impact of wider global uncertainty having a ripple effect on the UK economy and employee jobs within UK businesses. It may also be a result of ongoing economic pressure and austerity programmes in the UK.

Autumn 2015

+48

Spring 2016

+40

Net job satisfaction has decreased substantially from autumn 2015.

Table 1: Employee net satisfaction, by sector and size of organisation

	Spring 2016	Autumn 2015	Spring 2015	Autumn 2014
Overall	+40	+48	+47	+47
Private sector	+41	+50	+50	+44
Public sector	+32	+38	+41	+40
Voluntary sector	+42	+49	+43	+51
Micro business	+49	+76	+75	+67
Small business	+25	+35	+42	+41
Medium business	+44	+48	+38	+40
Large business	+34	+39	+41	+36

Base: Spring 2016: 2,029; Autumn 2015: 2,043; Spring 2015: 2,226; Autumn 2014: 2,754

Figure 1: Employee job satisfaction trends (2010–16)
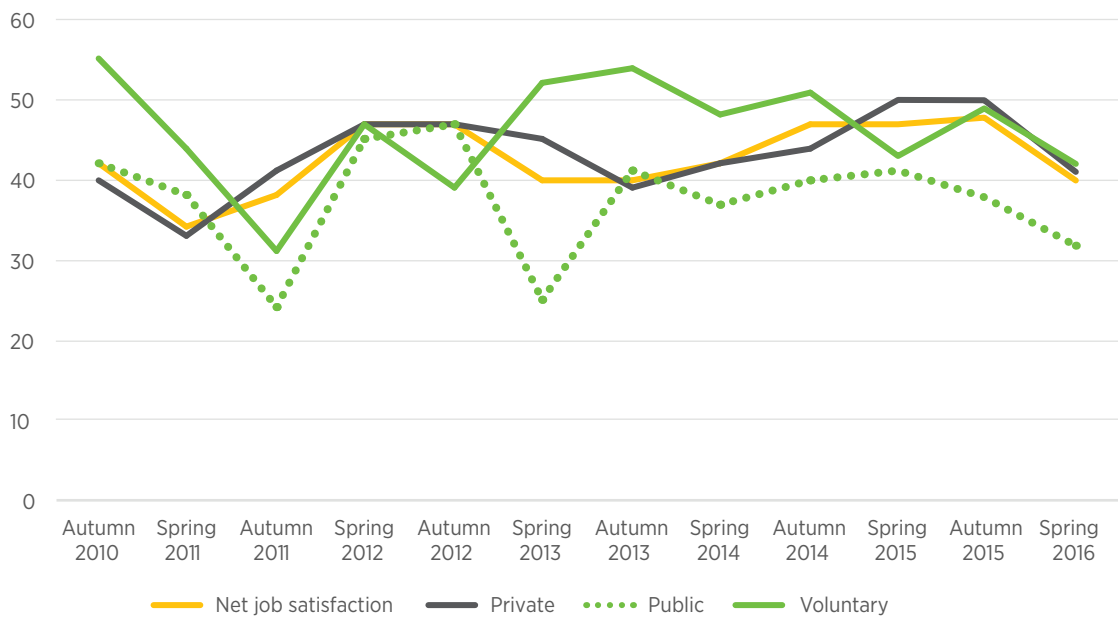
Legend: Net job satisfaction, Private, Public, Voluntary

Employee engagement

We have moved away from a single measure of engagement calculated through an index in recognition that employee engagement has different aspects and creating one score risks oversimplifying it. We include four different areas in this section that research has shown to be important drivers and aspects of employee engagement, while recognising that other factors discussed in this report (such as employee voice, shared purpose and organisational commitment) also relate to employee engagement. The four areas of focus in this section are: employees' influence over their jobs, use of skills, motivation and effort. We have drawn on questions from the Skills and Employment Survey (Cardiff University 2014) for this section.

Influence over job

When looking at influence over job, we have measured two aspects of this – employees' satisfaction with the amount of influence they have over their job in general and their satisfaction with the scope for using their own initiative within their job.

Employee satisfaction with the amount of influence they have over their job in general sits at +26, while satisfaction with the scope for using their own initiative within their job is higher, at +47. As you might expect, satisfaction with amount of influence over job and scope for using own initiative increases with seniority.

Use of skills

We also measured employee satisfaction with use of knowledge and skills through the statement – 'In my current job I have enough opportunity to use the knowledge and skills that

Table 2: Employee net satisfaction with influence over job, by sector (%)

	All	Private sector	Public sector	Voluntary sector
Amount of influence over job	+26	+29	+12	+38
Scope for using own initiative within job	+47	+48	+43	+54

Base: 1,904

Table 3: Net agreement to *'In my current job I have enough opportunity to use the knowledge and skills that I have'* (%)										
	All	**Men**	**Women**	**Private sector**	**Public sector**	**Voluntary sector**	**Micro**	**Small**	**Medium**	**Large**
Spring 2016	+39	+46	+32	+41	+30	+57	+48	+33	+40	+33

Base: 1,904

I have.' As with job influence, this is underpinned by social determination theory, specifically the aspect of the feeling of competence. Building on this, more popular work has been done under the label of 'strengths' (for example, Buckingham 2005).

Overall, satisfaction with use of knowledge and skills sits at +39. Employees in the voluntary sector have the most positive net score for use of knowledge and skills (+57), followed by employees in the private sector (+41) and then employees in the public sector (+30). When it comes to size of organisation, employees in micro organisations are most satisfied with their use of knowledge and skills (+48), followed by those in medium organisations (+40), with employees in small and large organisations (+33 each) least satisfied.

Motivation

Motivation is the core outcome within self-determination theory (Deci and Ryan 1985, Moller et al 2007). We measured employee motivation by agreement with the item 'this organisation really inspires the very best in me in the way of job performance.' Interestingly, the overall net agreement score for this item is very low at +1, with almost as many people disagreeing (34%) as agreeing (35%) that their organisation inspires the very best of them in the way of job performance.

Sector differences show employees in the voluntary sector are most likely to agree (+9) that their organisation really inspires the very best in them in the way of job performance, while employees in the public sector are most likely to disagree (–14), with employees in the private sector in between (+3). Those employees working in micro organisations (+20) are most likely to agree that this organisation really inspires the very best in them in the way of job performance, but those in small (–7), medium (–1) and large (–11) organisations are more likely to disagree than agree with this statement.

'...employees in the voluntary sector are most likely to agree that their organisation really inspires the very best in them.'

Table 4: Employee net agreement to *'This organisation really inspires the very best in me in the way of job performance'* (%)								
	All	**Private sector**	**Public sector**	**Voluntary sector**	**Micro**	**Small**	**Medium**	**Large**
Spring 2016	+1	+3	–14	+9	+20	–7	–1	–11

Base: 2,029

Women

−22

Men

−10
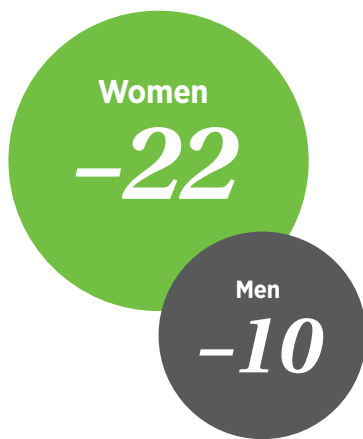
Women are significantly more likely than men to disagree that they would turn down another job with more pay in order to stay with their organisation.

Effort

Finally, effort can be seen as a more tangible behavioural outcome of motivation. We measured three different aspects of employee effort – employees' willingness to 'work harder than they have to in order to help this organisation succeed', 'turning down another job with more pay in order to stay with this organisation' and 'often taking on more work to help relieve colleagues' workloads'.

Employees are most likely to say they are willing to take on more work to help relieve colleagues' workloads (+46), followed by being willing to work harder than they have to in order to help their organisation succeed (+40); however, employees were more likely to disagree than agree (−16) that they would turn down another job with more pay in order to stay with their organisation.

Employees in the voluntary sector are more likely than employees in the private and public sectors to say that they are willing to take on more work to help relieve colleagues' workloads, are willing to work harder than they have to in order to help their organisation succeed and are most likely to agree that they would turn down another job with more pay in order to stay with their organisation. Those employees working in micro organisations are most likely to say that they are willing to work harder than they have to in order to help their organisation succeed and that they would turn down another job with more pay in order to stay with their organisation. Women (−22) are significantly more likely than men (−10) to disagree that they would turn down another job with more pay in order to stay with their organisation.

Table 5: Employee net satisfaction with influence over job, by sector (%)				
	All	**Private sector**	**Public sector**	**Voluntary sector**
I will often take on more work to relieve my colleagues' workloads.				
Spring 2016 (Base: 1,904)	+46	+43	+54	+61
I am willing to work harder in order to help my organisation succeed.				
Spring 2016 (Base: 2,029)	+40	+40	+35	+69
I would turn down another job with more pay in order to stay with my organisation.				
Spring 2016 (Base: 2,029)	−16	−14	−30	+2

2 Employee attitudes towards senior leaders and line managers

This section explores employee attitudes to directors/senior managers as well as their satisfaction with, and attitude to, their immediate managers.

Attitudes to senior managers

We measure employee satisfaction with the senior managers of their organisations across five different areas: consultation, respect, trust, confidence and clarity of vision. We have made some slight changes to some of the items to strengthen their validity and these are detailed in Table 6.

Scores for senior managers' clarity of vision, treating employees with respect and confidence in senior managers' ability have worsened in this survey. The score for senior managers' consultation with employees about important decisions remains very low (–27). There has been an increase in employees' trust in senior managers from +3 to +13; however, this might well have been influenced by the change in the wording of the item from 'I trust them' to 'I trust them to act with integrity'.

When it comes to sector differences, scores have worsened for all items in the public sector except for trust, whereas employees in the private and voluntary sectors have seen some improvement in scores (respect, trust, consultation) and some scores have worsened/ remained stable (clarity of vision, confidence).

Attitude to line managers

Four-fifths (80%) of employees have a line manager or supervisor they report to as part of their job. When it comes to satisfaction with line

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Table 6: Attitudes to senior management team (net agree scores by survey)

	Spring 2016	Autumn 2015	Spring 2015	Autumn 2014
They have a clear vision of where the organisation is going.	+22	+25	+31	+26
They treat employees with respect.	+10	+13	+17	+15
I have confidence in (their ability).*	+3	+5	+10	+9
I trust them (to act with integrity).*	+13	+3	+6	+4
They consult employees about important decisions.	–27	–27	–22	–24

*additions to the spring 2016 survey
Base: Spring 2016: 1,904; Autumn 2015: 1,826; Spring 2015: 1,998; Autumn 2014: 2,412

Table 7: Attitudes to senior management team (net agree scores by sector)

	Private sector		Public sector		Voluntary sector	
	Spring 2016	Autumn 2015	Spring 2016	Autumn 2015	Spring 2016	Autumn 2015
They have a clear vision of where the organisation is going.	+28	+29	+1	+13	+27	+29
They treat employees with respect.	+17	+15	–14	+3	+24	+17
I have confidence in (their ability).*	+12	+12	–25	–18	+6	+8
I trust them (to act with integrity).*	+20	+10	–12	–18	+22	+8
They consult employees about important decisions.	–23	–24	–45	–40	–9	–18

*additions to the spring 2016 survey
Base: Spring 2016: 1,904; Autumn 2015: 1,826; Spring 2015: 1,998; Autumn 2014: 2,412

managers, this sits at a net score of +47 (up from +44 in autumn 2015). Employees in the voluntary sector (+53) are most satisfied with their managers, followed by employees in the public (+48) and then the private sector (+46); employees in the voluntary sector are significantly more likely than employees in the private sector to be very satisfied with their line managers.

Employees say that their managers are most likely to always/sometimes be committed to their organisation (69%), treat them fairly (67%), make clear what is expected of them (59%),

are supportive if they have a problem (57%) and listen to their suggestions (55%). On the other hand, employees say their managers are least likely to always/sometimes coach them on the job (24%), act as a role model in the organisation (34%), discuss training and development needs (38%), provide feedback on performance (42%) and keep employees in touch with what is going on (46%).

There are some significant sector and age differences when it comes to perceptions of line manager actions, with voluntary sector employees significantly more likely than public

and private sector employees to say that their manager always consults them on matters of importance, listens to their suggestions, treats them fairly and is committed to their organisation. Older employees of 55+ are significantly more likely than any other age group to say their manager never provides them with feedback on their performance and never coaches them on the job.

Figure 2: **To what extent does your line manager do each of the following...? (%)**
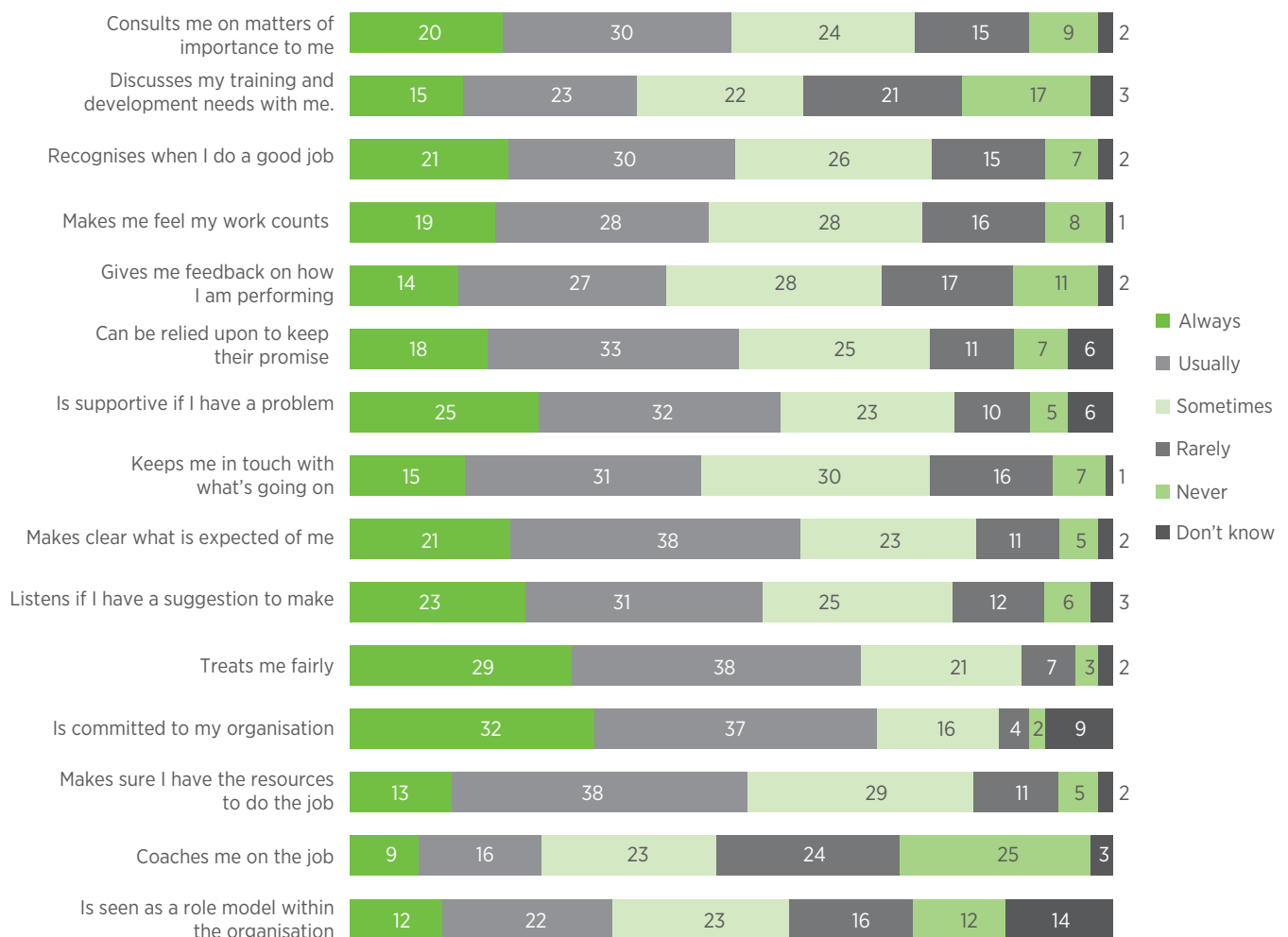
Base: 1,647

3 Organisation purpose, information-sharing and opportunities for employee voice

In this section we explore employees' understanding and motivation of their organisation's core purpose. We examine how well informed employees feel about their organisation's strategy and, lastly, we investigate opportunities for employee voice, including opportunities to feed views upwards, to be involved in decisions that affect them and satisfaction with the attention paid to the suggestions they make.

Purpose
We asked respondents, firstly, how clearly they know what the core purpose of the organisation is and,

secondly, how motivated they are by the organisation's core purpose. Net agreement to knowledge of core purpose is very high (+70), while net agreement to being highly motivated by their organisation's core purpose is much lower (+28).

There are no significant sector differences when it comes to knowledge of the organisation's core purpose; however, public (22%) and private (21%) sector employees are significantly more likely to disagree than voluntary sector (10%) employees that they are highly motivated by their organisation's core purpose.
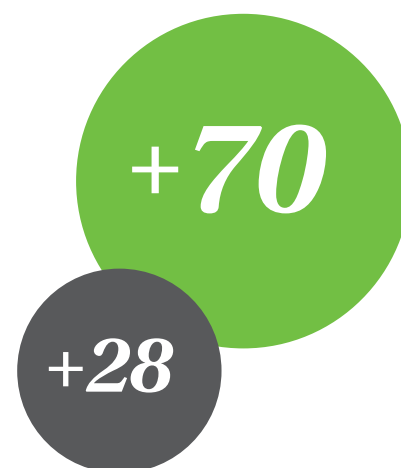
+70

+28

Net agreement to knowledge of core purpose is very high (+70), while net agreement to being highly motivated by their organisation's core purpose is much lower (+28).

Table 8: **Net satisfaction with items relating to core purpose, by gender and sector**

	All	Men	Women	Private sector	Public sector	Voluntary sector
I know very clearly what the core purpose of my organisation is.	+70	+66	+75	+70	+71	+78
I am highly motivated by my organisation's core purpose.	+28	+29	+28	+26	+28	+61

Base: 2,029

Information-sharing

Exactly half of employees feel either fully (8%) or fairly well informed (42%) about their organisation's strategy. However, that leaves half feeling that they receive either limited information or worse when it comes to their organisation's strategy.

Employees in the public sector (35%) are significantly more likely than employees in the private (28%) to say that they get to hear very little about what goes on in relation to the organisation's strategy (voluntary sector: 31%). Older employees aged 55+ are significantly more likely than 18–24-year-olds, 25–34-year-olds and 35–44-year-olds to say that they get to hear very little about what goes on in relation to the organisation's strategy.

Voice

Employee voice is the means by which employees communicate their views on employment and organisational issues to their employers. It's the main way employees can influence matters that affect them. Employee voice features prominently in research on high-performance work systems, which points to links between 'high involvement' management styles and performance.

Employees' net satisfaction score is fairly low for opportunities to feed views, issues and ideas upwards (+11) and for opportunities for employees to be involved in decisions that affect them (+16). However, net satisfaction increases with the attention paid to

the suggestions employees make (+24), once employees have the opportunity to make suggestions.

Across each of the three measures of employee voice, voluntary sector employees are most positive, followed by private sector employees, with public sector employees the least positive. Length of service seems to make a difference for voice questions, with employees who are newer to their organisations feeling more satisfied than employees with a greater length of service. Employees in micro organisations are the most likely to be satisfied with all of the employee voice questions.

Table 9: How informed, if at all, do you feel about your organisation's strategy? (%)

	All	Private sector	Public sector	Voluntary sector
I feel fully informed.	8	8	5	17
I feel fairly well informed.	42	42	44	40
I receive only a limited amount of information.	30	28	35	31
I get to hear very little about what goes on.	15	16	13	11
I don't know anything.	4	4	2	1
Don't know	2	2	2	1

Base: 1,744

Table 10: Net satisfaction with employee voice items, by sector

	All	Private sector	Public sector	Voluntary sector
Opportunities to feed views upwards	+11	+15	−2	+17
Involvement in decisions that affect you	+16	+21	−2	+27
Attention paid to the suggestions you make	+24	+24	−19	+32

Base: opportunities to feed views upwards: 1,744; other two items: 1,904

4 Organisational values and ethics and the impact on employee behaviour

In this section of the *Employee Outlook* we are seeking to investigate employee views regarding organisational values and ethics and the potential impact this has on employee behaviours.

We firstly asked respondents how often they believe colleagues make decisions in line with the organisation's overall values. More than two-thirds (65%) said that colleagues always or mostly make decisions that are in line with the organisation's overall values. Just 5% of employees maintained that

this happens hardly ever or never. Employees in the voluntary sector are most likely to say that their colleagues make decisions in line with the organisation's overall values and are significantly more likely than employees in the other two sectors to say this happens mostly. Employees working in micro organisations are significantly more likely than employees working in small, medium and large organisations to say that colleagues always make decisions that are in line with the organisation's overall values.

Table 11: How often, if at all, do you think colleagues in your department or team make decisions that are in line with the organisation's overall values? (%)				
	All	**Private sector**	**Public sector**	**Voluntary sector**
Always	11	11	11	16
Mostly	54	53	54	66
Sometimes	18	17	21	10
Hardly ever	4	4	3	2
Never	1	1	1	1
Don't know	7	6	8	6
NA	6	7	2	–

Base: 1,904

We asked employees to indicate their extent of agreement to a set of questions while thinking about the context of their organisation's values and the particular department or team they work within (based on measures of unethical behaviour, ethical climate and organisational climate developed by Arnaud 2010, Patterson et al 2005 and Umphress et al 2010).

With a net agreement score of +78, employees are most likely to agree that 'it is better to assume responsibility for a mistake, than deny responsibility.' Employees in the private sector are most likely to agree that it is important to take responsibility and significantly more likely to strongly agree with this than employees in the public sector. Men are significantly more likely to disagree with this statement than women.

There is also a high level of agreement around employees doing what is morally right, with a net agreement score of +39 for 'when necessary, colleagues take charge and do what is morally right.' Employees in the voluntary sector have a much higher net agreement score for this and are significantly more likely to agree with this than employees in the private

and public sectors. Again, men are significantly more likely to disagree with this statement than women.

There is a fairly strong net agreement (+21) to the statement 'when faced with a moral dilemma, colleagues are confident to make the right decisions without fear of repercussions.' However, there is an interesting difference according to sector, with employees in the public sector feeling much less confident about this and significantly more likely to disagree than employees in the private and voluntary sectors. Board-level respondents are significantly more likely to agree with this than senior, middle and junior managers as well as non-managerial staff.

More employees are likely to agree than disagree (+14) that 'achievement is valued more than commitment and loyalty.' However, this reverses in the voluntary sector, with employees in this sector significantly more likely to disagree about this than employees in the public and private sectors. Again, board-level respondents are significantly more likely to agree with this than middle and junior managers as well as non-managerial staff.

Employees are more likely to disagree than agree (–14 respectively) that 'colleagues are willing to break the organisational rules in order to advance in the company' and that 'colleagues strive to obtain power and control even if that means compromising ethical values.' Public and voluntary sector employees are significantly more likely than private sector employees to disagree that colleagues are willing to break rules in order to advance and men are significantly more likely to agree with this statement than women – while it is public sector employees who are significantly most likely to agree than private and voluntary sector employees that colleagues strive to obtain power even if that compromises ethical values. Women are also significantly more likely to disagree than men with this statement.

Finally, there is a strong disagreement (–36) to the statement 'personal success is more important than helping others.' Voluntary and public sector employees are significantly more likely to disagree with this than private sector employees, and women are also significantly more likely to disagree with this than men.

Table 12: Net agreement to statements about organisational values and employee behaviour				
	All	Private sector	Public sector	Voluntary sector
It is better to assume responsibility for a mistake than deny responsibility.	+78	+80	+75	+78
When necessary, colleagues take charge and do what is morally right.	+39	+39	+37	+56
When faced with a moral dilemma, colleagues are confident to make the right decision without fear of repercussions.	+21	+25	+6	+35
Achievement is valued more than commitment and loyalty.	+14	+15	+15	–6
Colleagues are willing to break the organisational rules in order to advance in the company.	–14	–11	–19	–30
Colleagues strive to obtain power and control even if that means compromising ethical values.	–14	–14	–7	–35
Personal success is more important than helping others.	–36	–31	–49	–57

Base: 1,904

5 Health and well-being at work

A focus on health and well-being is an important part of the CIPD's purpose to improve work and working lives. While great strides have been made in workplace health and well-being in recent years, our research has shown that there is a worrying implementation gap. Our 2015 *Absence Management* survey in partnership with Simplyhealth found that just 8% of workplaces have a standalone health and well-being strategy. We believe that well-being needs to be viewed as a strategic priority and a source of competitive advantage, not an 'add-on' or a 'nice to have.'

In this section we explore employee work–life balance and pressure at work, how work makes employees feel in general, how considerate employees believe their organisations are of their well-being as well as issues relating to mental health.

Work–life balance and pressure at work

Employees' ability to achieve the right balance between their work and home lives has remained stable over the last few surveys and sits at +37.

Private sector (+38), followed by public sector (+35), employees are most likely to agree that they achieve the right work–life balance, with voluntary sector employees (+26) least likely to agree. Those employees in micro organisations are significantly more likely to agree than employees in any other sized organisations. Women are also significantly more likely than men to agree that they achieve the right balance between their work and home lives.

Thirty-seven per cent of employees are under excessive pressure at work at least once a week. This

> *Women are significantly more likely than men to agree that they achieve the right balance between their work and home lives.*

Table 13: Net agreement scores for achieving the right balance between work and home lives (%)		
	Spring 2016	**Autumn 2015**
All	+37	+38
Men	+29	+30
Women	+45	+47
Private sector	+38	+40
Public sector	+35	+35
Voluntary sector	+26	+37

Base: Spring 2016: 2,029; Autumn 2015: 2,043

figure is similar to the autumn 2015 survey (38%). Employees in the public sector (45%) are significantly more likely than employees in the private sector (35%) to say that they are under excessive pressure at work at least once a week.

Almost a third of employees (31%) say they come home from work exhausted either often (24%) or always (7%). Private sector employees (22%) are significantly more likely to say they hardly ever come home from work exhausted than employees in the public (17%) and voluntary sectors (14%). Employees working in micro organisations are significantly more likely to say they never come

home from work exhausted than employees in small, medium and large organisations. Gender differences also show that men are significantly more likely than women to say that they never come home from work exhausted.

How work makes you feel

A new question in this survey explores how work makes employees feel (Figure 3). The good news is, out of the emotions listed, employees are most likely to say that work makes them feel cheerful (24%) most or all of the time as opposed to any other feeling. This is followed jointly by optimistic and stressed, with 18% respectively saying work makes them feel this way most

Table 14: Proportion of employees saying they are under excessive pressure at work (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Every day	12	13	12	11	16	14
Once or twice a week	25	23	27	24	29	24
Once or twice a month	27	29	24	26	26	33
Less frequently than once a month	27	26	28	28	23	18
Never	10	9	10	10	6	10

Base: 2,029

Table 15: Proportion of employees who come home from work exhausted (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Always	7	5	9	6	10	7
Often	24	23	24	23	26	25
Sometimes	42	42	42	42	40	47
Hardly ever	21	22	21	22	17	14
Never	6	7	5	6	6	6

Base: 2,029

or all of the time. Employees are more likely to say that work makes them feel relaxed (16%) than tense (14%) most or all of the time. Very few employees say that work makes them feel excited (8%) most or all of the time.

Women are significantly more likely than men to say that their job never makes them excited and relaxed and men are significantly more likely than women to say that their job never makes them tense and miserable. Private sector employees are significantly more likely than public sector employees to say that their job never makes them feel stressed and tense, while public sector employees are significantly more likely than private sector employees to say their job never makes them feel relaxed and significantly more likely than private and voluntary sector employees to say that their job never makes them feel optimistic, excited and cheerful.
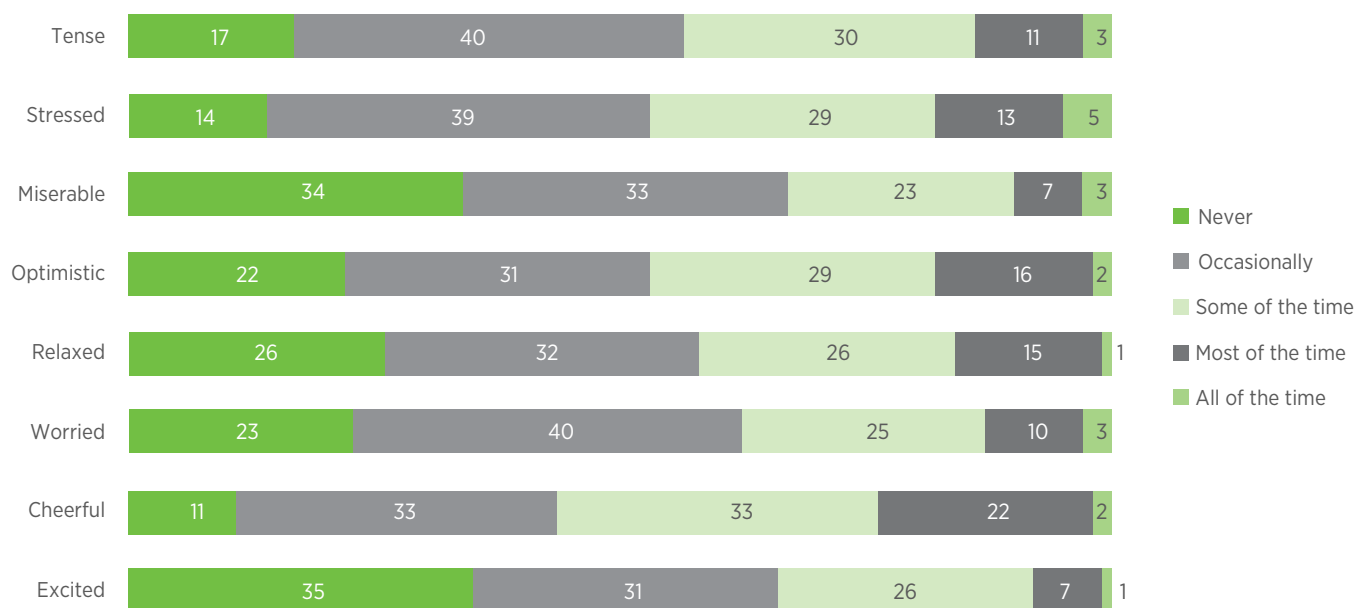
In a new section in this survey, employees were asked to what extent they feel their employer and manager are considerate of their well-being at work. Employees are more likely to feel that their manager (67%) is considerate of their well-being than their employer (58%),

24%

The good news is, out of the emotions listed, employees are most likely to say that work makes them feel cheerful (24%) most or all of the time.

Figure 3: **Over the past few weeks, how much of the time has your job made you feel...? (%)**

	Never	Occasionally	Some of the time	Most of the time	All of the time
Tense	17	40	30	11	3
Stressed	14	39	29	13	5
Miserable	34	33	23	7	3
Optimistic	22	31	29	16	2
Relaxed	26	32	26	15	1
Worried	23	40	25	10	3
Cheerful	11	33	33	22	2
Excited	35	31	26	7	1

Base: All working adults: 2,034

Table 16: **To what extent do you feel that your employer is considerate of your well-being at work? (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very considerate	16	16	15	17	11	15
Fairly considerate	42	44	41	41	43	51
Not very considerate	25	23	28	24	30	19
Not at all considerate	14	14	14	14	15	11
Don't know	3	4	3	4	1	3

Base: 1,904

To what extent do you feel that your manager is considerate of your well-being at work? (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very considerate	24	24	24	22	27	34
Fairly considerate	44	46	42	44	45	43
Not very considerate	19	17	20	20	15	13
Not at all considerate	11	11	11	12	11	8
Don't know	2	2	2	3	1	2

Base: 1,904

but overall the results are positive for both. Employees in the public (27%) and voluntary (34%) sectors are significantly more likely than employees in the private sector (22%) to feel their manager is very considerate of their well-being. However, it is public sector (30%) employees who are significantly more likely than employees in the other two sectors to say that their organisation is not very considerate of their well-being (private sector: 24%, voluntary sector: 19%). Women are also significantly more likely than men to say that their organisation is not very considerate of their well-being and employees in micro organisations are significantly more likely than any other sized organisation to say their organisation is very considerate of their well-being.

We have also included new questions in this survey exploring the issue of employee mental health. Sixty-six per cent of employees describe their mental health as very good (29%) or good (37%). Almost a fifth (24%) say their mental health is moderate, with 7% describing it as poor and 2% describing it as very poor. Men are significantly more likely to say their mental health is good (70%) compared with women (64%). Younger employees are significantly more likely than older employees to describe their mental health as poor (18–24: 15%; 25–34: 20%; 35–44: 8%; 45–54: 7% and 55+: 6%). Employees working in the private sector (69%) are significantly more likely than employees in the voluntary (55%) and public sectors (62%) to say that their mental health is good.

Table 18: **Would you describe your mental health currently as…? (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very good	29	32	26	32	24	16
Good	37	37	37	37	38	39
Moderate	24	22	26	22	26	34
Poor	7	5	8	6	9	6
Very poor	2	2	2	1	2	4
Don't know	1	1	1	1	1	1

Base: 2,029

We asked those employees who described their mental health as poor to indicate whether this was as a result of problems at work, problems outside of work, or a combination of both. Employees were more likely to say their mental health problems were as a result of problems at work (17%) than problems outside of work in their personal lives (15%), but the highest proportion felt they were actually as a result of a combination of these two factors (62%). Men were significantly more likely than women to say their mental health problems were as a result of work.

We asked employees about the organisational support provided to employees with mental health problems. Respondents were fairly split on this issue, with 33% believing they support employees very (9%) or fairly well (24%) and 28% believing they support employees not very (15%) or not at all well (13%). Voluntary sector employees are significantly more likely to say the organisation supports employees with mental health problems very well compared with private sector employees.

We also asked employees how confident they would feel disclosing unmanageable stress or mental health problems to their employer or manager. More employees were not very (30%) or not at all confident (22%) than confident (41%). Women were significantly more likely than men to say not very confident and younger employees of 18–34 were significantly more likely to say not confident compared with older employees of 55+. Finally, voluntary sector employees were significantly more confident than public and private sector employees in disclosing unmanageable stress or mental health problems to their employer or manager.

Not confident
52%

Confident
41%

Over 50% of employees were not very or not at all confident than confident (41%) of disclosing unmanageable stress or mental health problems to their employer.

Table 19: How confident would you feel disclosing unmanageable stress or mental health problems to your employer or manager? (%)						
	All	**Men**	**Women**	**Private sector**	**Public sector**	**Voluntary sector**
Very confident	12	13	11	12	12	16
Confident	29	30	28	29	29	39
Not very confident	30	26	33	29	34	24
Not at all confident	22	21	22	22	19	18
Don't know	8	10	5	8	7	3

Base: 1,905

6 Career, performance and pay

27%

Men (27%) are significantly more likely than women (18%) to say that performance management systems are unfair.

We explore in this section employee perceptions of their performance management systems, including the effectiveness of line managers in communicating objectives and the extent to which core values are articulated as expected behaviours in performance review processes. We also examine career progression opportunities, the issue of overqualification and, finally, employee satisfaction with pay.

Performance management

Fifty-seven per cent of employees say their organisation has a performance management process. The public sector (80%) is significantly more likely to have performance management processes than the private (49%) and voluntary (69%) sectors.

We wanted to examine employees' views with regard to fairness of performance management processes. More than two-fifths (44%) believe that they are very or somewhat fair (autumn 2015: 56%), while almost a quarter (23%) believe that they are somewhat or very unfair (an increase from 20% in autumn 2015).

Private sector (46%) employees are significantly more likely than public sector (37%) employees to view their performance management systems as very fair. Men (27%) are significantly more likely than women (18%) to say that performance management systems are unfair, and younger employees 18–24 (72%) are significantly more likely to say that they are fair than any other age group.

Table 20: How fair do you believe your organisation's performance management system to be?				
	All	**Private sector**	**Public sector**	**Voluntary sector**
Very fair	12	14	7	13
Somewhat fair	32	32	30	34
Neutral	28	26	33	34
Somewhat unfair	14	15	14	11
Very unfair	9	9	10	3
Don't know	5	5	6	5

Base: 1,904

A third of employees (33%) believe that their pay is linked to their performance, while more than half do not (59%). Employees in the private sector (39%) are significantly more likely to say that their pay is linked to their performance than employees in the public (23%) and voluntary (22%) sectors.

Over half (57%) of employees who have a performance management process believe their line managers are very effective or fairly effective at communicating objectives and expectations. Public sector (62%) employees are significantly more likely to say effective than private sector (55%) employees.

Career progression

We asked employees about whether they feel able to fulfil their career aspirations in their current organisation. Employees are fairly split on this question, with a third (33%) saying very likely or likely and more than a third (36%) saying unlikely or very unlikely. The proportion saying unlikely or very unlikely has increased by 4% in this survey (autumn 2015: 32%). Men are significantly more likely than women to believe they will be able to fulfil their career aspirations in their current organisation, and private and voluntary sector employees are significantly more likely than public sector employees to believe the same.

Table 21: **How effective do you believe your communication with your line manager is with respect to being clear on your objectives and expectations? (%)**

	All	Private sector	Public sector	Voluntary sector
Very effective	20	21	17	21
Somewhat effective	36	34	45	39
Neutral	27	29	21	23
Somewhat ineffective	11	11	12	11
Ineffective	5	5	6	5

Base: 1,904

Table 22: **Likelihood of being able to fulfil career aspirations in current organisation (%)**

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very likely	12	13	11	13	9	14
Likely	21	22	20	21	19	24
Neither likely nor unlikely	26	25	27	25	26	24
Unlikely	16	15	17	16	16	12
Very unlikely	20	18	21	19	23	21
Don't know	6	6	6	6	7	5

Base: 1,904

Overqualification

While exactly three-fifths of employees believe they have the right level of qualifications for their current job, exactly a third of employees believe that they are overqualified and this has increased since our autumn survey (autumn 2015: 29%), with just 5% feeling they are underqualified for their role. Women are significantly more likely to say that they are overqualified than men, and part-time workers are also significantly more likely to say that they are overqualified than full-time workers. Employees who have a university or CNAA first degree are most likely to say that they are overqualified.

Satisfaction with pay

In a new question to the survey, we asked employees about their satisfaction with their current level of pay. This sits at a net satisfaction of +6. More employees are satisfied (41%) than dissatisfied (36%), with over a fifth (22%) neither satisfied nor dissatisfied. Voluntary sector (9%) employees are significantly more likely than public sector employees (4%) to be very satisfied with their current level of pay, and women (27%) are significantly more likely than men (21%) to be dissatisfied with their pay.

Table 23: Qualification match to job, by gender, full-time and part-time

	All	Men	Women	Full-time	Part-time
Overqualified	33	29	36	27	47
Right level of qualification	60	62	57	64	50
Underqualified	5	6	4	6	2
Don't know	3	3	3	4	1

Base: 1,904

Table 24: Satisfaction with pay, by gender and sector (%)

	All	Men	Women	Private sector	Public sector	Voluntary sector
Very satisfied	6	6	6	6	4	9
Satisfied	35	37	33	36	34	28
Neither satisfied nor dissatisfied	22	23	22	22	22	26
Dissatisfied	24	21	27	23	26	24
Very dissatisfied	12	12	11	12	14	11
Don't know	1	1	1	1	0	1

Base: 2,029

7 Learning, development and skills

This is a new section in the survey which explores the importance of continuous learning and development opportunities for both employees and the organisation. In this section we explore employee development opportunities and perceptions of training effectiveness, the skills that employees have and the difference these make to their organisations.

Development opportunities

More than two-fifths (44%) of employees strongly agree or agree that their organisation provides

them with opportunities to learn and grow. However, almost a third (30%) disagree or strongly disagree. Public sector employees are significantly more likely to strongly disagree than employees in the private and voluntary sector.

More than two-fifths (42%) of employees are satisfied with the opportunity to develop their skills in their job, while over a quarter (27%) are dissatisfied or very dissatisfied (net difference +15). Employees aged 18–24 are significantly more likely than employees aged 35–44,

45–54 and 55+ to be satisfied with the opportunity to develop their skills in their job, and voluntary sector employees are significantly more likely to be satisfied than employees in the public and private sectors.

In the last 12 months, employees are most likely to have received on-the-job training (28%), online learning (26%) and learning from peers (20%). They are least likely to have received mobile-device-based learning (2%), blended learning (4%), job rotation, secondment and shadowing (5%) and formal

Figure 4: **Training received in the last 12 months by useful/very useful rating (%)**
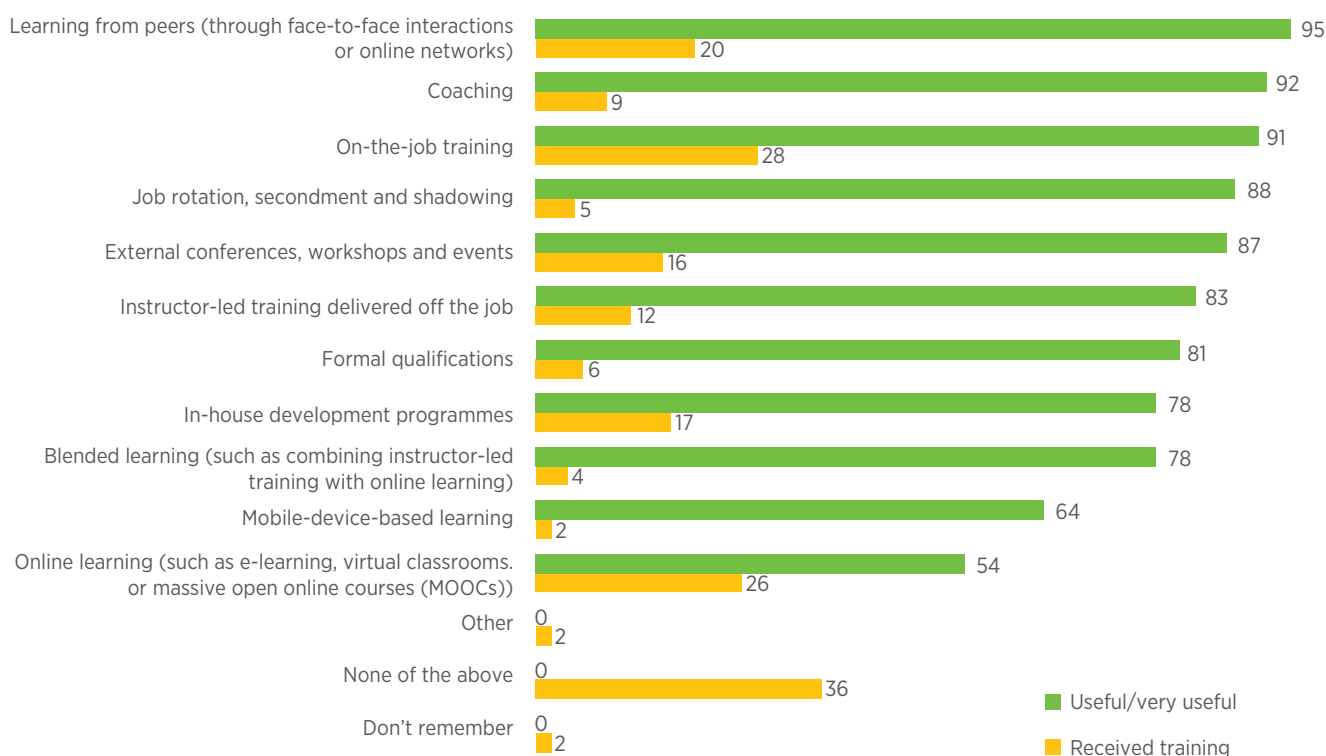
Base: Training received: 1,904

qualifications (6%). However, over a third (36%) have received none of these types of training.

When it comes to how useful employees found these different types of training in carrying out their work, two of the most popular forms of training are rated the most useful/ very useful – on-the-job training (91%) and learning from peers (95%). Online learning, however, is only rated useful/very useful by just over half (54%) of employees who have experienced it. Coaching is also rated as useful/very useful by 92%, even though only 9% have received it in the last 12 months, and 88% rate job rotation, secondment and shadowing as useful/very useful, even though only 5% have taken part in this in the last 12 months.

Employee skills

The questions in this section are adapted from 'Examining the human resource architecture: the relationships among human capital, employment and human resource configurations' (Lepak and Snell 2002). We have included them so that we can understand more about how employees view their own skills or human capital and the value they can bring to organisations, customers and business, therefore providing competitive advantage.

We therefore asked employees to think about the role that they currently do and the skills that they currently have and state whether they agree or disagree with a number of statements about their human capital. The highest net agreement scores are that they have skills that are developed through on-the-job experiences (+79), create overall customer value (+75), are needed to maintain high-quality products/services (+73) and enable their firms to provide exceptional customer service (+70). The lowest net agreement scores are that they have skills that are difficult for their competitors to imitate/duplicate (0), that they have skills that would be very difficult to replace (+25) and that they have skills that are instrumental for creating innovations (+34).

As Table 25 shows, voluntary sector employees are more confident in the skills that they have across the board and public sector employees are less confident about their skills across most items.

Table 25: : I have skills that... (%)				
	Overall	Private sector	Public sector	Voluntary sector
are developed through on-the-job experiences.	+79	+78	+80	+85
create overall customer value.	+75	+75	+71	+90
are needed to maintain high-quality products/services.	+73	+72	+74	+87
enable our firm to provide exceptional customer service.	+70	+71	+68	+83
enable our firm to respond to new or changing customer demands.	+61	+62	+54	+78
are instrumental for making process improvements.	+54	+54	+48	+71
are instrumental for creating innovations.	+34	+34	+29	+57
would be very difficult to replace.	+25	+26	+19	+33
are difficult for our competitors to imitate or duplicate.	0	+1	−8	+10

Base: 2,029

8 Job-seeking

In this final section we explore employees' job-seeking intentions.

Job-seeking intentions have increased in this survey, with almost a quarter (24%) currently looking for a new job (autumn 2015: 20%). This is the highest job-seeking intentions have been in two and a half years (autumn 2013: 24%). Voluntary sector employees are most likely to be looking for a new job (29%), followed by employees in the public sector (27%), with employees in the private sector (23%) least likely to be currently looking for a new job.

Half of all those currently looking for a new job have applied for a position in the last six months. Private sector employees (53%) are significantly more likely than employees in the public sector (41%) to have applied for a new job in the last six months.

Of those employees who have applied for a new job in the last six months, more than a quarter are taking opportunities to develop new skills (27%), and around one in ten (11%) are volunteering, retraining (10%) and holding more than one job (9%). However, over half (56%) of employees who have applied for a new job in the last six months are not doing any of these activities. Sector differences show that public sector employees are significantly more likely than private sector employees to be retraining and taking opportunities to develop new skills, with a view to changing jobs.

Table 26: **Proportion looking for a new job, by sector (%)**				
	Spring 2016	**Autumn 2015**	**Spring 2015**	**Autumn 2014**
All	24	20	23	22
Private sector	23	19	23	21
Public sector	27	23	23	26
Voluntary sector	29	31	29	26

Base: Spring 2016: 2,029; Autumn 2015: 2,043; Spring 2015: 2,226; Autumn 2014: 2,754

Conclusion

Employers should take note of a substantial slump in job satisfaction along with a substantial rise in job-seeking intentions

The spring 2016 *Employee Outlook* has revealed that job satisfaction has slumped to a two-and-a-half-year low. This comes at a time when the UK is experiencing ongoing economic pressure and austerity programmes. There are also signs of wider global economic uncertainty. Sinking stock prices, flat inflation and very low interest rates, coupled with a downturn in emerging markets, are undermining confidence at home and abroad.

This reduced job satisfaction also appears to be impacting on current job-seeking intentions, with almost a quarter looking for a new job, which this time represents a two-and-a-half-year high. Three-fifths (61%) of employees who are dissatisfied with their jobs are looking for a new job currently, compared with just 9% of employees who are satisfied with their jobs.

Employee motivation at work seems to be lacking, with almost as many disagreeing as agreeing 'this organisation really inspires the very best of me in the way of job performance.' There has also been an increase in the number of employees believing that their performance management processes are somewhat or not at all fair.

This survey sees an increase in the number of employees saying they are unlikely or very unlikely to fulfil their career aspirations in their current organisation. There has also been an increase in the number of employees feeling that they are overqualified for their roles – which now stands at a third of all employees. Almost a third disagree that their organisation provides them with opportunities to learn and grow and over a quarter are dissatisfied with opportunities to develop their skills in their job.

The world of work is changing rapidly and it seems our approaches to job design and career management have not kept pace with that change. Increasingly organisations are flatter in structure and many have adopted matrix ways of working. Consequently we need to redefine our approaches to careers in the light of this new context. We need to work in partnership with employees on their jobs and careers and aligning organisational and individual needs. We need to think about career growth in the round rather than traditional hierarchical progression and giving employees opportunities for a breadth of diverse experiences and opportunities that maximise their skills and their employability going forward.

This survey explores in more detail the important area of employee health and well-being. This is something that is core to the work of the CIPD and our purpose of improving work and working lives. The good news is that the emotion employees most readily associate with work is a feeling of cheerfulness; this is followed by a feeling of optimism. However, stress is also frequently mentioned and almost a third of employees say they come home from work exhausted either always or often.

Employees feel that both their managers and their organisations show strong consideration for their well-being. However, almost one in ten employees class their mental health as either poor or very poor – with younger employees significantly more likely to do so. And, while overall organisational consideration for employee well-being is viewed positively, over a quarter think that organisations could do much more to support employees with specific mental health problems.

Background to the survey

The CIPD has commissioned a twice-yearly survey among UK employees (including sole traders) to identify their opinions of and attitudes towards working life today.

YouGov conducted the latest survey for the CIPD of 2,029 UK employees in February and March 2016. This survey was administered to members of the YouGov Plc UK panel of more than 350,000 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. 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).

Emails were sent to panellists selected at random from the base sample. The email invited them to take part in a survey and provided a generic survey link. Once a panel member clicked on the link, they were sent to the survey that they were most required for, according to the sample definition and quotas. The sample profile is normally derived from census data or, if not available from the census, from industry-accepted data.

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

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