



Happiness at Work Survey report for

**Acme Corp**

**September 2013 survey**

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*The front cover of this report summarizes the happiness of the survey participants. Each square represents one person who has completed the survey. Orange and red squares indicate poor and very poor scores, yellow is the national average, and green and dark green indicate good and very good scores.*

# Why happiness at work is important

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Whether or not employees are happy at work has fundamental consequences for an organization. We now know that there is an important business case for happiness at work and this applies to every organization, however big or small.

**Happier employees are more productive employees.** Study after study shows that happier employees are more engaged, more motivated, provide better customer service, play more effective roles in teams and make better leaders.

**Happier employees are healthier employees.** Happiness and health are interconnected. Happier employees are less likely to get sick and if they do get ill, they recover more quickly. All in all, they show up to work more, are more engaged when they are at work and have more energy in life.

**Happier employees are more loyal.** Happier employees are less likely to leave. Happier employees are therefore essential in terms of keeping retention rates high and recruitment costs low.

**Happier employees are more innovative.** Positive emotions have been shown to create heightened levels of creativity and "big picture" focus – and these are both key to successful innovation. In addition, these higher functioning teams positively embrace new ideas and are better at implementing them.

## Understanding these scores

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**i** When answering the individual survey questions, respondents use a 1 – 7 scale – where 1 always represents a negative response to the question and 7 a positive response. Each of these individual responses is then converted into an “index score” in order to say something more meaningful about how the results compare to the national benchmark average. For example, if your organization scored 3 out of 7 for a particular question, you may think this is a poor result, until you compare it to the national benchmark average which may be 2 out of 7.

The Index scores run from 0 to 10, 0 is always the worst possible score and 10 is the best possible score. A score of 5.0 represents the national average and serves as a benchmark. So, by glancing at the index score it is possible to gauge instantly whether it is above or below the national average. The responses on the scale of 1-7 are converted into the “index score” by looking at the pattern of responses for each question in the national survey benchmark data (this is done by looking at their different means, standard deviations and skews).

# 90% response rate

**77 responses out of a possible 85**  
This is a good response rate.

## How is your organization doing?

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**5.2**

**Acme Corp overall happiness at work score is 5.2.**

This is in the top 50% of scores for the United Kingdom.

**i** Index scores run from 0.0 to 10.0, with 0.0 being the worst possible, 10.0 being the best possible, and 5.0 is the average. All your scores are displayed like this.

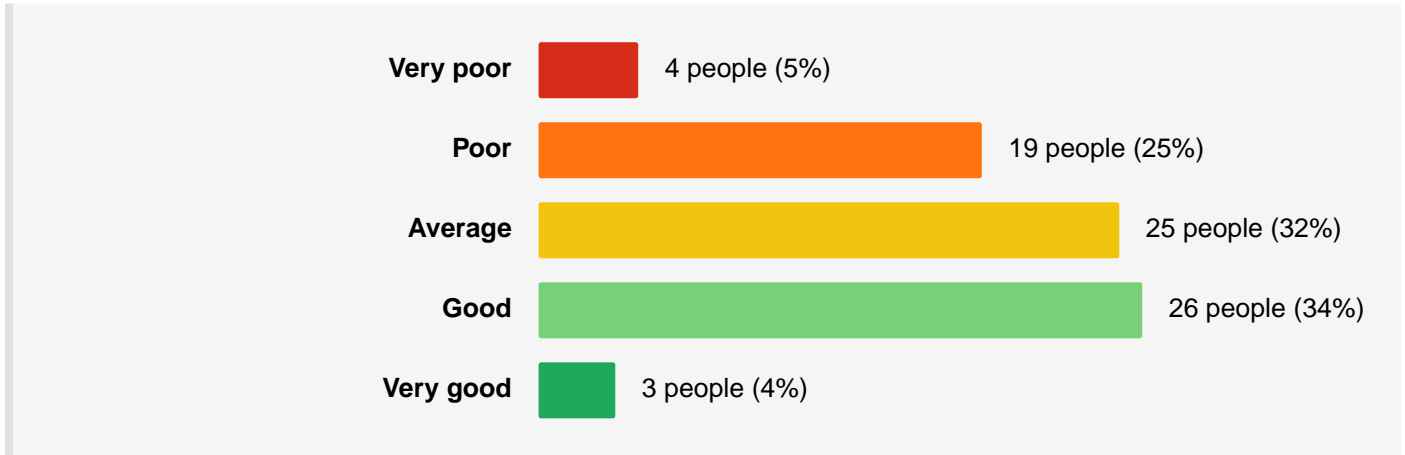
**?** Your organization's overall scores are ok – they could be significantly better but they are not bad either. Most would prefer to work in a great organization rather than just an average one. With scores at this level it is likely that your staff turnover and absenteeism are higher than you would like, and your productivity is lower. This happiness at work survey is a great opportunity to systematically address the challenges that exist across the organization. Everybody would like their working lives to be better, so happiness at work has the potential to become a shared goal across the whole organization. Not only will a process like this help make people's work happier, it will also make a significant positive contribution to the quality of their work and potentially your bottom line.

## How are your staff?

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# 38% good jobs

Percentage of staff with overall scores of 'Good' or 'Very good'



## How your teams are doing?

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### Best scoring teams

Administrative team  
Executive team  
Graphic design team  
Development team

6.3  
5.7  
5.4  
5.3

### Worst scoring teams

Management team  
Content team  
Account team  
Interactive design team

4.6  
5.0  
5.0  
5.2

## Organizational breakdown

### How long is your commute to work?

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
less than 15 minutes	22	5.5	5.5	5.4	5.3	5.8
15-30 minutes	15	5.4	5.7	5.7	4.9	5.5
31-45 minutes	16	4.9	4.9	5.2	4.3	5.4
46-60 minutes	13	5.3	5.6	5.3	4.7	5.6
over 1 hour	11	5.0	5.3	4.9	4.5	5.3

### What is your current salary range?

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
30-45k	16	5.4	5.5	5.4	5.1	5.9
46-60k	17	5.4	5.6	5.5	5.0	5.6
60-75k	19	5.0	5.2	5.1	4.4	5.7
76-90k	8	5.4	5.6	5.4	4.9	5.9
91-105k	7	4.8	4.9	5.2	4.3	4.8
106-120k	5	4.9	5.4	5.3	4.5	4.2
120k and above	5	5.6	5.8	5.7	5.4	5.8

# Team

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
Account team	22	5.0	4.9	5.2	4.5	5.5
Administrative team	6	6.3	6.8	5.9	6.0	6.7
Content team	7	5.0	5.2	5.2	4.4	5.5
Development team	10	5.3	5.6	5.3	5.0	5.7
Executive team	7	5.7	5.8	5.7	5.4	5.8
Graphic design team	12	5.4	5.6	5.3	4.9	5.9
Interactive design team	4	5.2	5.3	5.2	4.8	5.4
Management team	7	4.6	5.0	5.2	4.1	4.1
Production team	2	Not enough responses				

# Gender

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
Male	25	5.3	5.5	5.3	5.0	5.5
Female	52	5.2	5.3	5.4	4.7	5.6
Other	0	Not enough responses				

## Age

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
16 – 24	10	5.5	5.7	5.4	5.1	5.8
25 – 34	38	5.2	5.3	5.3	4.7	5.5
35 – 44	23	5.2	5.2	5.2	4.8	5.6
45 – 54	5	5.8	6.7	5.7	5.1	6.1
55 – 64	1	Not enough responses				
65 or over	0	Not enough responses				

## Employment

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
Full time	75	5.2	5.4	5.3	4.8	5.5
Part time	2	Not enough responses				
Other	0	Not enough responses				

## Time at organization

	Number of Responses	Overall	Experience of work	Functioning at work	Organizational system	Personal resources
Less than 1 year	20	5.3	5.6	5.1	5.1	5.8
1-2 years	16	5.0	5.0	5.2	4.3	5.6
2-5 years	21	5.4	5.6	5.7	4.9	5.5
5-10 years	13	5.1	5.4	5.3	4.7	5.2
10-20 years	6	5.1	5.0	5.2	4.8	5.3
More than 20 years	1	Not enough responses				



# Highlight & lowlights

The happiness at work survey covers a broad range of factors that affect people's working lives. Here you can see which elements your organization is doing best and worst on.

## Best scoring questions

Team relationships	7.7
Free to be self	6.9
Absorbing work	6.8
Motivation	6.7
Trusted by manager	6.6
Learning new skills	6.6
Self confidence	6.6
Satisfying job	6.5
Pleasant environment	6.5
Good organization to work for	6.4
Team well managed	6.3
Good friends at work	6.2
Supportive relationships	6.2
Open organization	6.2
Personal health	6.1
Personal happiness	6.0
Happiness at work	6.0
Enjoy work	5.8
Career prospects	5.7
Use strengths	5.7

## Worst scoring questions

Customer/client benefits	2.6
Societal benefits	3.0
Achievable job	3.1
Relationship with manager	3.3
Co-operation between teams	3.7
Organizational pride	4.0
Stressful job (absence of)	4.1
Job security	4.2
Sense of vitality	4.4
Work-Life balance	4.4
Boring work (absence of)	4.5
Organization well managed	4.6
Feel in control	4.6
Influence decisions	4.7
Creativity	4.7
Worthwhile job	4.7
Constructive feedback	4.8
Fair pay	4.9
Frustrating work (absence of)	5.2
Personal resilience	5.4

i A traffic light system has been used along with the 0-10 index to make the data easier to understand. It allows us to present your results in colors as well as numbers. The traffic lights work with the index scores to illustrate very poor, poor, average, good and very good scores. We set the cut offs for each color at approximately 20% so that each band represents about a fifth of respondents. This makes it easy to see if scores fall in the bottom 20% or the top 20%.

i The colour coding represents scores that are:

 Very good    Good    Average    Poor    Very poor

## How we measure happiness at work

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Understanding human happiness has fascinated philosophers and poets for millennia but it is only in recent decades that reliable measures of people's experiences have been developed. Our survey asks participants structured questions about their happiness and experiences of life. Whilst this appears simplistic it has been shown that the measures derived by this method are very reliable. High scorers are independently rated as happy by other people and are observed smiling and laughing more frequently. Not only do they appear happier but they also tend to be healthier, friendlier, more successful and adaptable as well as more generous and altruistic.

The questions in the happiness at work survey have been carefully chosen for their validity and reliability. This ensures that good measures of the most important elements of happiness at work are constructed. Some of the questions in the survey have been developed especially for this tool; others have been adapted from existing sources. All of them have been influenced by the work of researchers across many different institutions and countries.

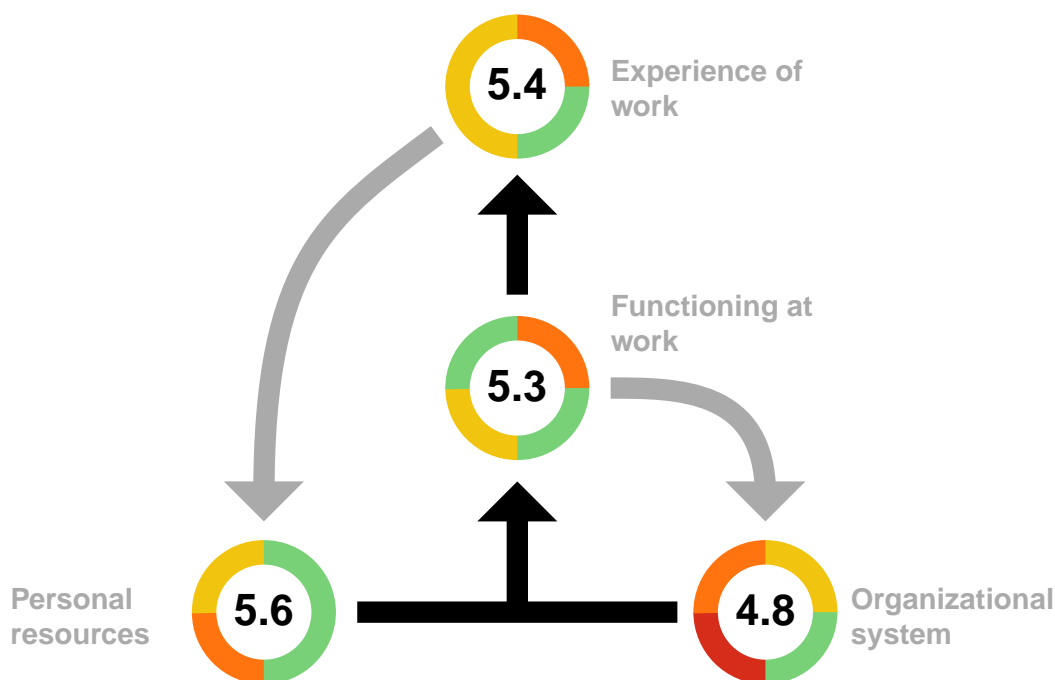
The happiness at work survey is based on a model of well-being developed by the New Economics Foundation for the UK Government Office of Science's "Foresight Programme". The dynamic model, as it has become known, recognizes that happiness and well-being are fluid experiences that are influenced by, and influence, multiple interconnecting factors. In a work context these include the organization system, the personal resources that employees bring to work as well as how well they are able to carry out their jobs and their experiences at work. It is through a better understanding of these interconnections that individuals and organizations can identify the changes that will have the most positive impact on both happiness at work and organizational performance.

When survey results are presented it is often hard to know what sort of scores are good. Is it good that 66% of people are happy with their jobs? Is this a better or worse result than only 50% being satisfied with senior management? To overcome these problems we have created a benchmark system based on nationally representative samples of 2,959 employed adults in the US. The benchmarks for each question can be considered to be statistically accurate to within a 2% margin of error.

## Dynamic model of well-being

People's happiness at work is not fixed or static; instead it is more fluid and moving. This view of the happiness at work survey results illustrates the dynamic and interconnected nature of four key areas of happiness at work.

Reading from the top of the dynamic model downwards: People's 'experience of work' (how they feel) is influenced by how they are 'functioning at work' (what they do). This in turn is dependent on both the 'organizational system' they work in and their personal resources (who they are). Other important feedback loops in the model are illustrated by the curved arrows.



- i** Happiness and well-being at work is about both how people experience their working lives (experience of work) and how they actually do their work (functioning at work). People's actions and behaviors at work influence how they, and others around them, feel about their work. And how people feel about their work shapes their actions and behaviors at work. Experience and functioning are interconnected, and when both are going well employees thrive; they are not only happier in their jobs but they also do a better job.

People's happiness and well-being at work is also based on two different factors: where they work (the organizational system) and who they are (their personal resources). It is important to recognize that these two factors are distinct: some people thrive in difficult organizations, whilst others struggle in good organizations. Clearly more people thrive in good organizations and more people struggle in difficult organizations but it is not the same for everyone. This is why it is important to think separately about personal and organizational factors.

# Experience of work

Positive feelings

Negative feelings

5.3

4.6



Worthwhile work

Engaging work

5.6

6.7

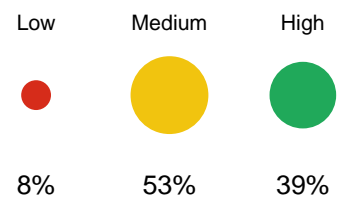
*Experience of work* is about how employees feel in their day-to-day working lives. It explores the stresses and frustrations of work, how happy and engaged they are in their jobs as well how worthwhile they find them.

## 5.3 Positive feelings

Having good feelings at work and about the organization helps people get on better together, be more flexible, more creative, and more able to cope when things change. And it makes work fun!

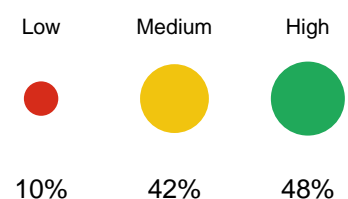
## 6.0 Happiness at work

*Thinking about the job you do, in general would you say... that you feel happy when you are at work?*



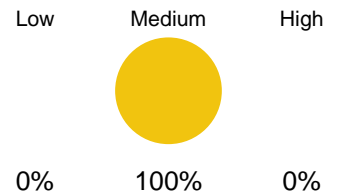
## 5.8 Enjoy work

*How much of the time you spend at work... do you enjoy what you are doing?*



## 4.0 Organizational pride

To what extent... do you feel proud to work for Acme Corp?

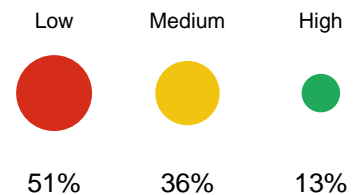


## 4.6 Negative feelings

Stresses and frustrations are an inevitable part of our working lives. And sometimes employees are faced with deadlines or are required to do uninteresting boring tasks. But when negative feelings are more frequently and persistently experienced, they prevent people from performing at their best.

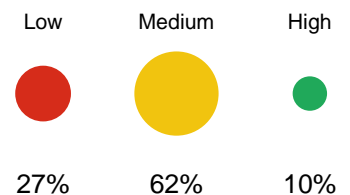
### 4.1 Stressful job (absence of)

Thinking about the job you do, in general would you say... that your job is stressful?



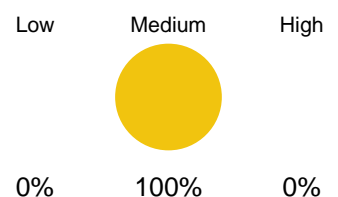
### 5.2 Frustrating work (absence of)

How much of the time you spend at work... do you feel frustrated?



### 4.5 Boring work (absence of)

How much of the time you spend at work... do you feel bored?

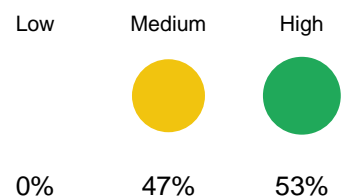


## 6.7 Engaging work

Having engaged employees is the goal of most organizations. When employees are absorbed in what they are doing they can find work very rewarding and motivating.

### 6.8 Absorbing work

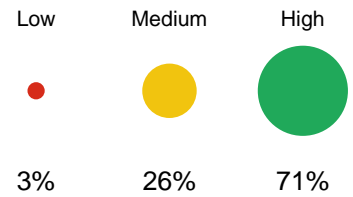
How much of the time you spend at work... are you absorbed in what you are doing?



6.7

## Motivation

*Thinking about the job you do, in general would you say...  
you feel motivated to do the best you can in your job?*



5.6

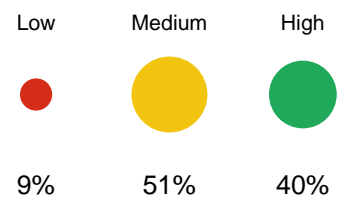
## Worthwhile work

When employees find their work genuinely worthwhile and personally satisfying then not only is this much more rewarding for them it also tends to reduce absenteeism, retain good people and raise productivity.

4.7

## Worthwhile job

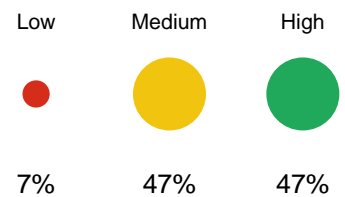
*Thinking about the job you do, in general would you say...  
that the job you do is worthwhile?*



6.5

## Satisfying job

*How satisfied are you with... your overall job?*



# Functioning at work



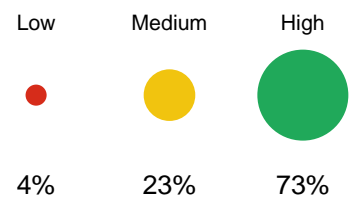
*Functioning at work* is about how employees are doing in their day-to-day work. It includes whether they feel they can express themselves, influence their work, use their strengths and get on well with colleagues

## 5.7 Self expression

When employees feel able to be themselves and express themselves at work then they are better able to communicate with others as well as doing a better job.

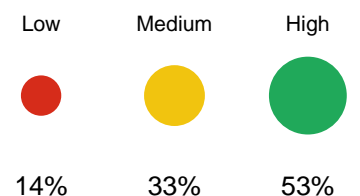
### 6.9 Free to be self

How much do the following statements apply to you: I feel as if I can be myself at work.



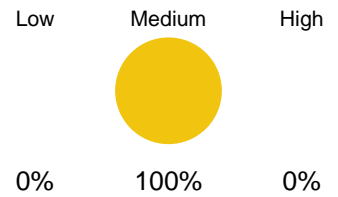
### 5.7 Use strengths

How much do the following statements apply to you: At work, I am regularly able to do what I do best.



## 4.7 Creativity

To what extent... do you get the chance to be creative in your job?

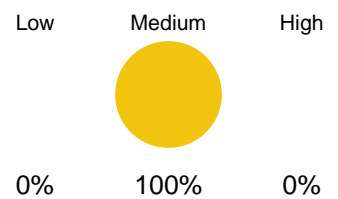


## 4.7 Sense of control

When employees are able to organize their own work, apply their own ideas and influence decisions around them, they are better able to show how capable they are.

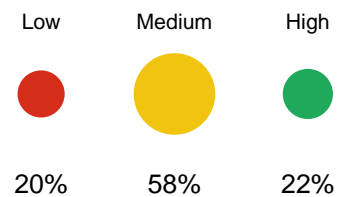
### 4.7 Influence decisions

To what extent... can you influence decisions that are important for your work?



### 4.6 Feel in control

Thinking about the job you do, in general would you say... you have control over the important elements of your job?

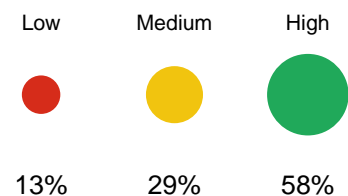


## 6.1 Sense of progress

Opportunities to do what we do best and learn new skills are important drivers of well-being. They not only help employees to feel a sense of achievement but also stimulate innovation.

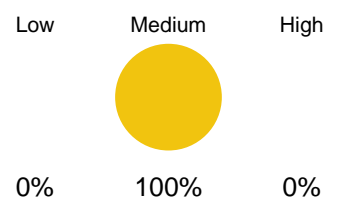
### 6.6 Learning new skills

To what extent... have you been able to learn new skills at work?



### 5.7 Career prospects

To what extent... does your job offer good prospects for progressing your career?



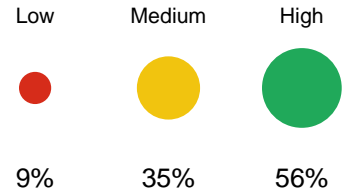


## 5.0 Work relationships

Good healthy relationships are the cornerstone of great teams and great organizations – they also help make great places to work. At their best, they support cooperation, collaboration, higher performance and an environment nobody wants to leave.

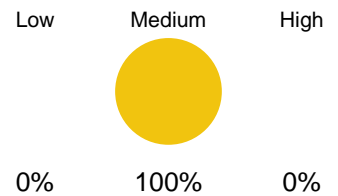
### 6.2 Good friends at work

How much do the following statements apply to you: I have very good friends at work.



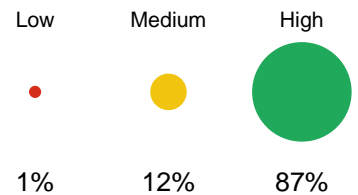
### 3.3 Relationship with manager

Thinking about your working life, in general would you say... you get along well with your manager?



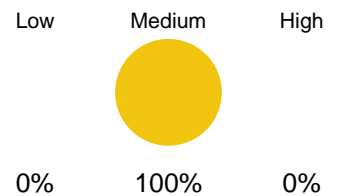
### 7.7 Team relationships

The next questions are about your team or the group of people you work most closely with. To what extent do you like the people within your team?

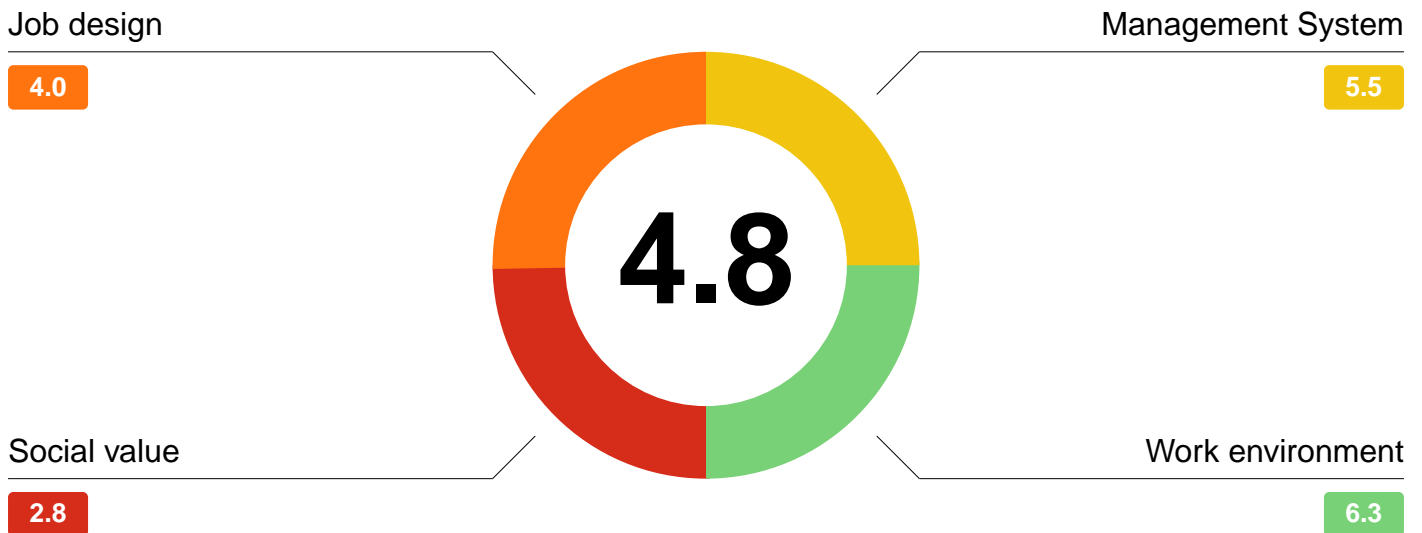


### 3.7 Co-operation between teams

The next questions are about your team or the group of people you work most closely with. In general would you say that teams within Acme Corp work well together?



# Organizational system



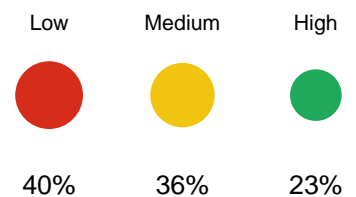
*Organizational system* is about how employees experience their workplace. It covers how the organization is managed, the quality of the work environment, the way jobs are designed and how employees assess the social value of their work

## 4.0 Job design

Job design is part of the well-being puzzle. Getting the right pieces to fit together so that people's roles are clear, varied, achievable, secure and fairly paid, is an often neglected part of the bigger picture.

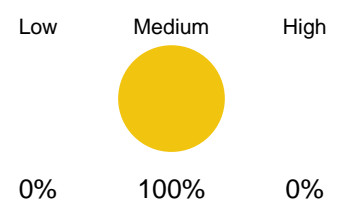
### 4.9 Fair pay

How much do the following statements apply to you:  
*Considering all my efforts and achievements at work, I feel I get paid appropriately.*



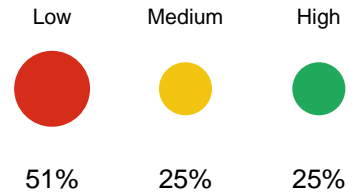
### 4.2 Job security

To what extent... do you worry you might lose your job in the next six months?



### 3.1 Achievable job

How much do the following statements apply to you: I have enough time, within my normal working hours, to get my job done.

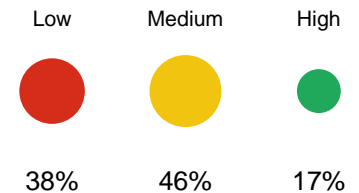


### 5.5 Management System

Getting the management system right is critical to the success of any organization. In order to thrive, people need to feel trusted as well receive regular and constructive feedback so that they learn and develop in their roles. Line managers themselves need support, feedback and training to help them do a good job.

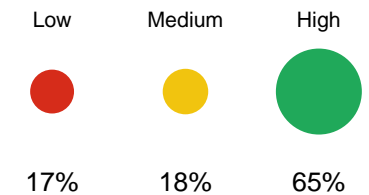
### 4.8 Constructive feedback

How much do the following statements apply to you: I receive regular and constructive feedback on my performance.



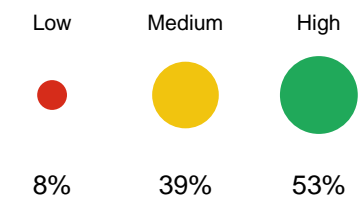
### 6.6 Trusted by manager

To what extent... do you feel trusted by your manager?



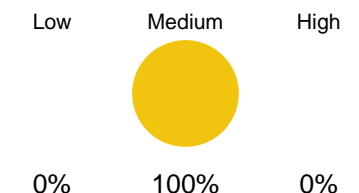
### 6.3 Team well managed

The next questions are about your team or the group of people you work most closely with. In general would you say that your team is well managed?



### 4.6 Organization well managed

Thinking about your working life, in general would you say... that Acme Corp is well managed?

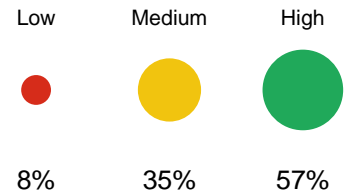


## 6.3 Work environment

The atmosphere and design of workplaces not only steers employees to behave in certain ways, it also affects how they feel. The organizational culture, the values, as well as the location and the physical surroundings can all support, or undermine people to carry out their jobs safely and to a high standard.

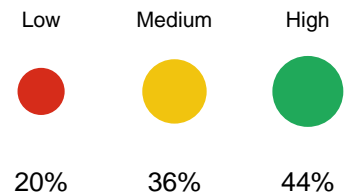
### 6.5 Pleasant environment

*Thinking about your working life, in general would you say... that the surroundings and physical conditions that you work in are pleasant?*



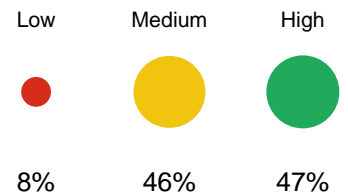
### 6.2 Open organization

*To what extent... is it safe to speak up and challenge the way things are done within Acme Corp?*



### 6.4 Good organization to work for

*Thinking about your working life, in general would you say... that Acme Corp is a good organisation to work for?*

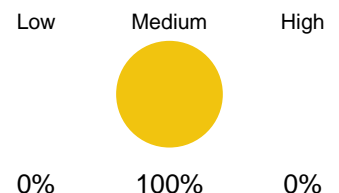


## 2.8 Social value

Increasingly employees want to work for an organization that creates social, as well as financial, value. An organization's corporate and social responsibility can become an internal asset, as well as an external one, in terms of staff retention and motivation.

### 2.6 Customer/client benefits

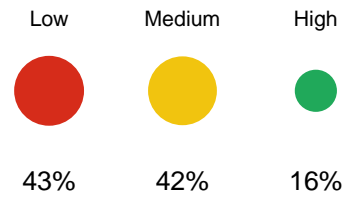
*Thinking about your working life, in general would you say... that the job you do has a beneficial impact on the lives of your customers?*



### 3.0 Societal benefits

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*Thinking about your working life, in general would you say...  
that the job you do is beneficial to society in general?*



# Personal resources

Vitality

5.2

Happiness

6.1



Work-Life balance

4.4

Confidence

5.9

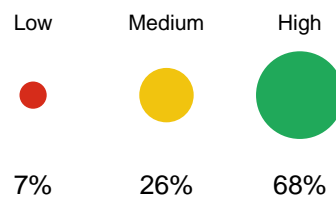
*Personal resources* is about how employees' overall lives are going including their work-life balance. How happy, healthy and resilient they are, the strength of their personal relationships as well as the self-confidence and energy that they bring to work.

## 5.2 Vitality

People's bodies and minds are interconnected and employees can only give their best when they feel their best. Being physically healthy and full of energy is central to well-being at home and work.

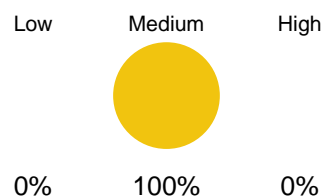
### 6.1 Personal health

*Now some questions about you and your life overall. In general would you say your overall health is good?*



### 4.4 Sense of vitality

*Now some questions about you and your life overall. To what extent do you feel full of energy in life?*

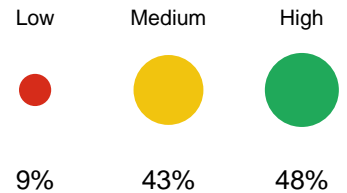


## 6.1 Happiness

If employees are happy in their personal lives it has positive impacts on both their own and their colleagues' work experiences. Having strong supportive relationships is one of the essential elements of personal happiness.

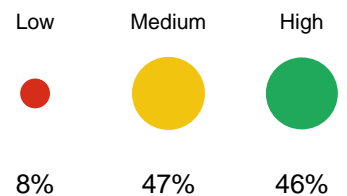
### 6.0 Personal happiness

Now some questions about you and your life overall. Taking all things together, how happy would you say you are?



### 6.2 Supportive relationships

Now some questions about you and your life overall. To what extent do you receive help and support from other people when you need it?

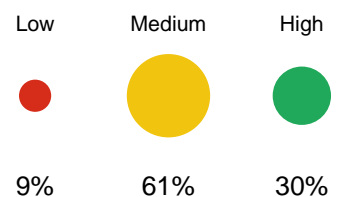


## 5.9 Confidence

Peoples' confidence and ability to cope with the unexpected challenges of life is what enables them able to learn, adapt and feel optimistic about the future. This breeds resilience which is critical in the changing world of work.

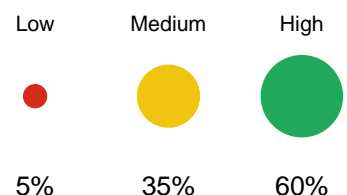
### 5.4 Personal resilience

Now some questions about you and your life overall. In general would you say you find it easy or difficult to deal with important problems that come up in your life?



### 6.6 Self confidence

Now some questions about you and your life overall. How much does the following statement apply to you: In general I am very positive about myself



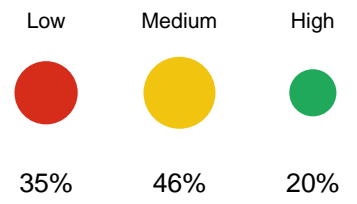
## 4.4 Work-Life balance

Work life balance is where personal and work lives meet and sometimes clash. People can find it hard to negotiate the tensions between work and home demands. Organizational sensitivity to these issues can often be rewarded with loyal engaged employees.

## 4.4 Work-Life balance

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*How satisfied are you with... the balance between the time you spend on your work and the time you spend on other aspects of your life?*



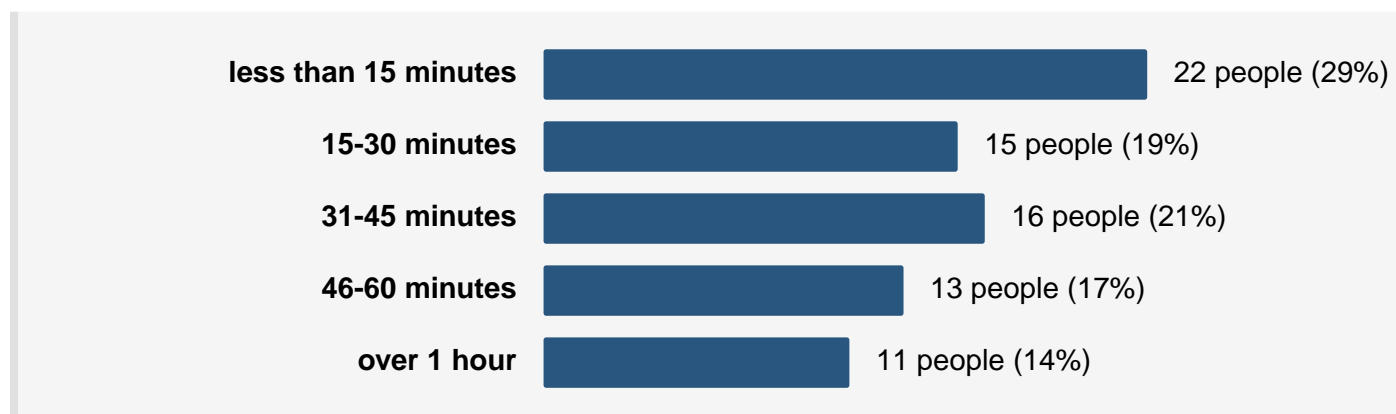


## Custom Questions

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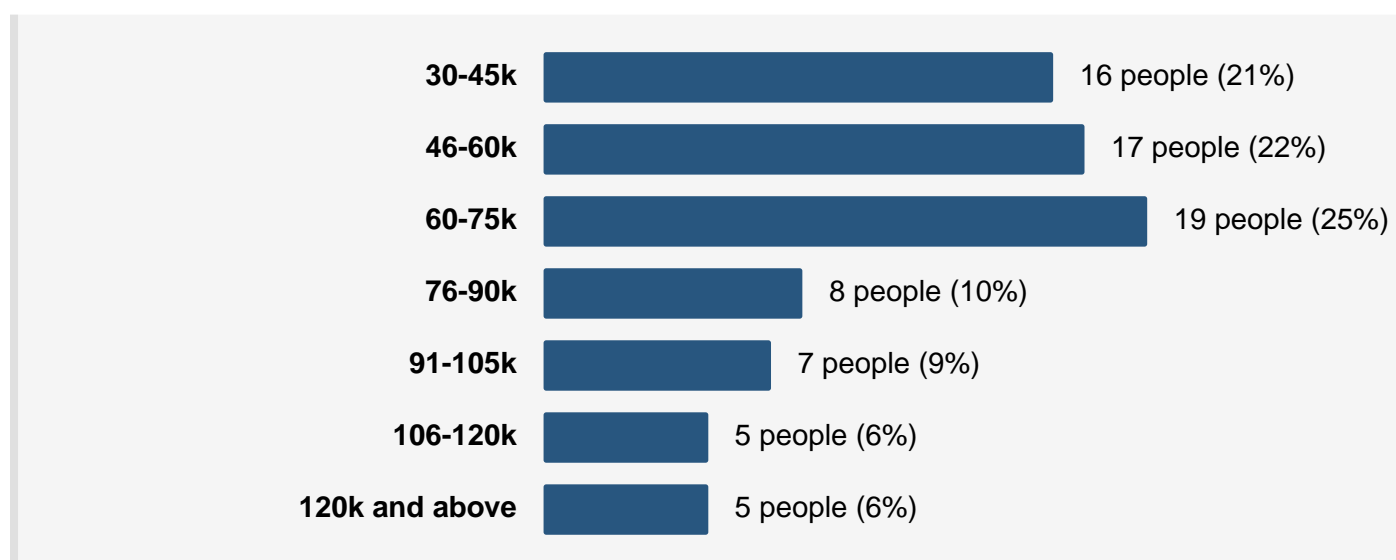
### How long is your commute to work?

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### What is your current salary range?

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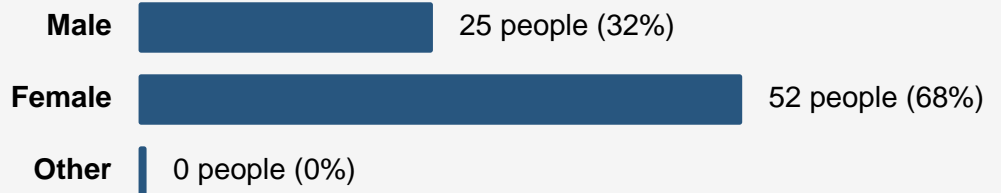


# Demographics

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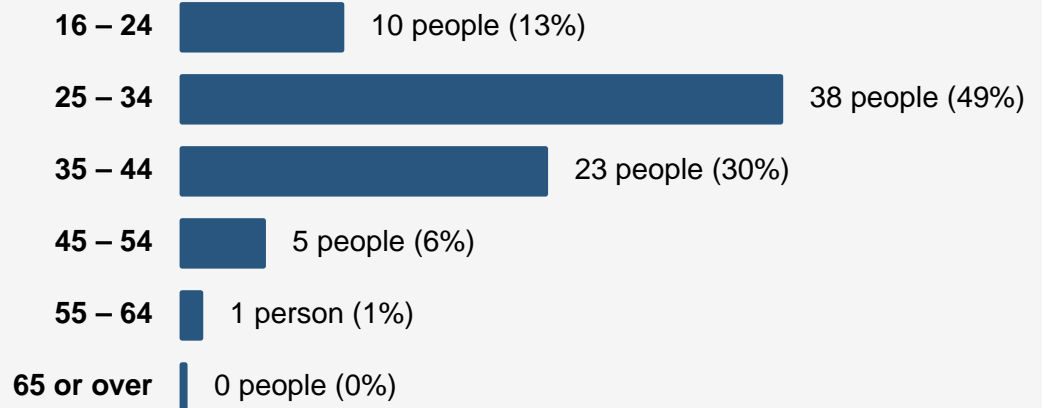
## Your gender?

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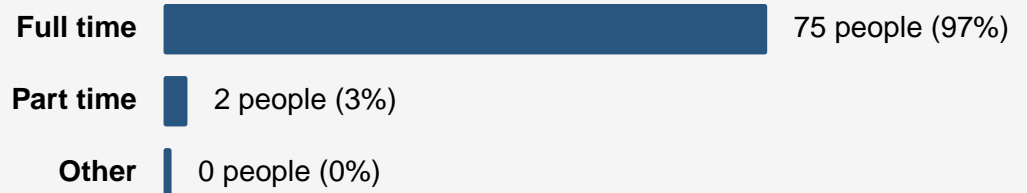
## Your age?

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## Your employment status?

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## How long have you worked at Acme Corp?

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