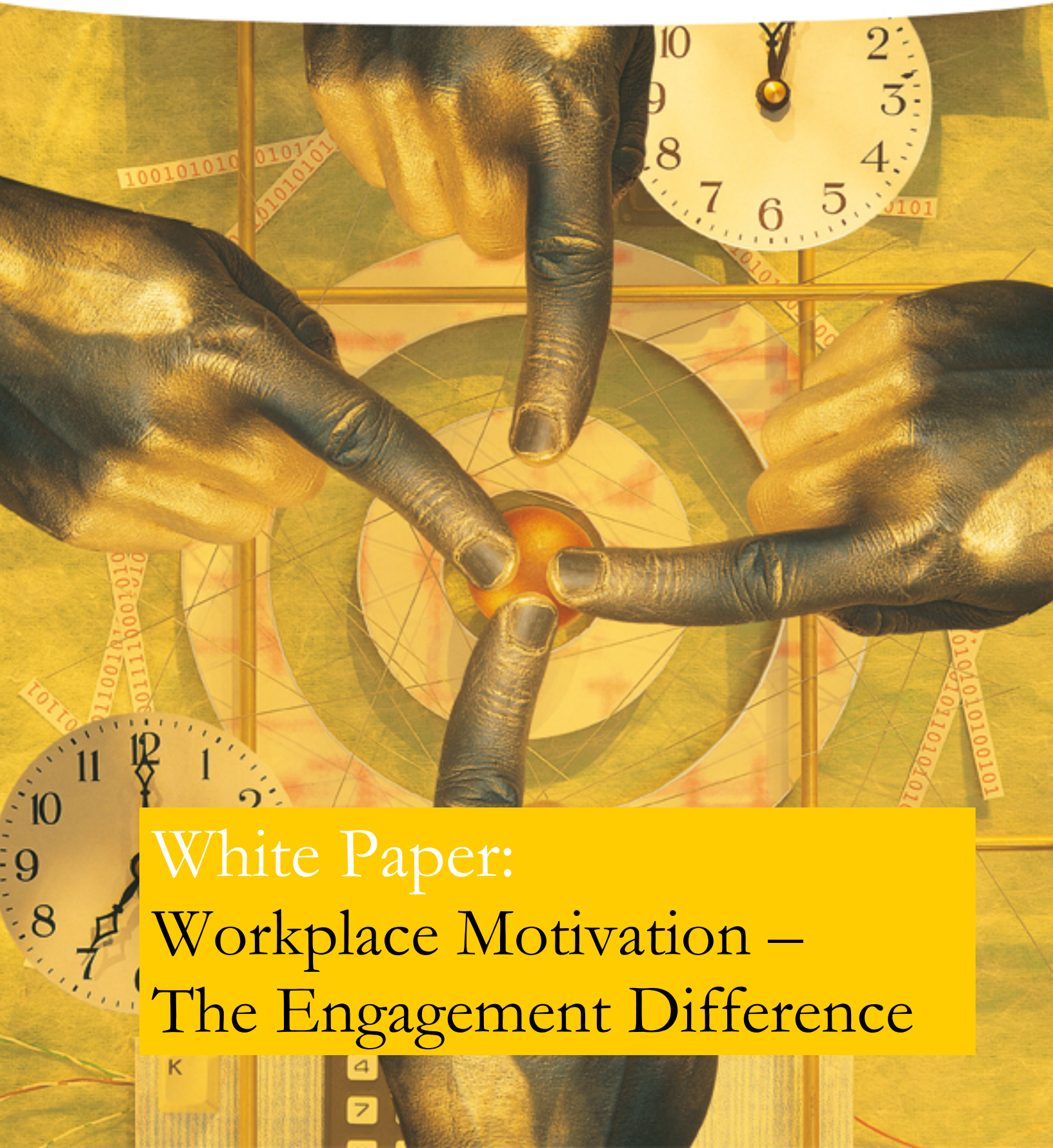




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White Paper:
Workplace Motivation –
The Engagement Difference

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Workplace Motivation – The Engagement Difference

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Abstract/Summary:

Workplace Motivation – The Engagement Difference

- This white paper describes part of an international survey of 10,310 people in 131 countries (including 3423 in the US, 1290 in the UK, and 1082 in India), looking at a number of factors, including employee engagement and motivation in the workplace.
- The survey operated by first asking demographic questions, and then, among a number of other questions, asking people to rank their levels of agreement with the statements “I am happy in my job”, “I feel good about my employer”, and “I feel highly motivated at work”.
- Respondents came from a broad spread of positions within the organization, were mainly in the 30-59 age range, and were equally balanced in gender. From the source of the survey, respondents speak English as a first or second language, and are likely to be office-based.
- Survey results showed strong levels of employee engagement with employers, with 68.5% of people reporting being happy in their jobs, 62.2% feeling positively towards their employers, and 56.7% feeling highly motivated at work.
- Just 20.7% of people reported feeling unmotivated, 15.9% feeling bad about their employers, and 13.8% feeling unhappy in their jobs.
- In the first instance, managers therefore need to give their employees “the benefit of the doubt”, **assuming that they are well-motivated and have positive intentions, and working with them positively to help them turn those good intentions into great results.**
- The Mind Tools survey also ranks 8 major countries with large English-speaking populations by the different measures of engagement.
- Of these, the **United States, Canada and Australia show the highest levels of engagement (with the United States leading)**; India, the UK and New Zealand are in the middle of the table; while English South Africa and Ireland trail further behind the table.

Workplace Motivation – The Engagement Difference

Introduction

Along with skills development, motivation is one of the most important factors driving individuals' performance at work.

This makes it a matter of huge significance to employers – after all, it takes a great deal of time, energy and expense to build employees' skills. Much of this effort is wasted if employees are unmotivated, and do the least amount of work possible. By contrast, if these same employees are highly motivated, productivity is higher – and, in some industries, many times higher.

So how motivated are employees around the world?

To find out, MindTools.com surveyed 8,516¹ people from more than 139 countries around the world (including 2,926 from the United States). This survey found **that a substantial majority of people surveyed feel happy in their jobs (68.5%), feel highly-motivated (56.7%), and feel good about the organizations they work for (62.2%)**. Furthermore, just 20.7% feel unmotivated, 15.9% feel bad about their employers and 13.8% feel unhappy in their jobs.

The international nature of our survey then allows us to go on to produce an international league table of job satisfaction, **highlighting English-speaking countries with the most – and least – engaged workforces**. Of these, the United States, Australia and Ireland had the most motivated workforces, with the United States leading the pack in individual motivation.

This white paper describes the Mind Tools study, and gives more detail on employee motivation and international motivation and job satisfaction rankings.

Method

The survey was conducted in April 2008, collecting 10,310 responses from 175,000 subscribers to the Mind Tools email-based newsletter.

Responses were collected using the SurveyMonkey online survey tool. The survey is therefore drawn from people with access to computers and an email system – this argues for

¹ The total survey was of 10,310 people. The figure of 8,593 represents the number of people answering engagement questions.

a bias towards office-based workers, a large segment of the workforce. Also, given that Mind Tools is published in English, respondents all speak English as a first or second language.

Demographics

The survey started by collecting information on the demographic characteristics of survey respondents. This allows a view to be taken on how representative respondents are of the overall population of people in the workplace, as well as on their levels of experience.

Self-Assessment of Satisfaction Levels

Next, among a battery of different skills and happiness measures, participants were asked to rate their agreement with the statements below, on a scale running “Strongly Disagree”, “Disagree”, “Neither Agree nor Disagree”, “Agree”, and “Strongly Agree”:

- “I am happy in my job”
- “I feel good about my employer”
- “I feel highly motivated in my work”

This analysis looks at these measures, comparing those who selected “Strongly Disagree” and “Disagree”; and compares them with people who selected “Neither Agree nor Disagree”; and “Agree” or “Strongly Agree”. In short, it compares people who are disengaged at work with those who are engaged.

Results

Characteristics of the Survey Sample

The first set of results looks at the demographics of the people who answered the survey.

The survey collected results from 10,310 people from 139 countries, including:

- United States of America – 3,423 people
- United Kingdom – 1,290
- India – 1,082
- Australia – 606
- Canada – 478

Of these, 8,593 rated their response to the statement “I am happy in my job”, 8,516 rated their response to the statement “I feel good about my employer”, and 8,564 rated their response to the statement “I feel highly motivated in my work”.²

This means that the number of people from different countries who rated their response to one of these statements (“I am happy in my job”) were:

- United States of America – 2,926 people
- United Kingdom – 1,049
- India – 868
- Australia – 521
- Canada – 406

These numbers very approximately reflect the different populations of these countries, with the exception of India, where the number may reflect the number of English speakers.

Respondents came from all organizational levels, with a possible weighting towards people in managerial roles:

Figure 1: Respondents’ Organizational Positions

3. What is your position within your organization? (Please choose the closest description.)			
		Response Percent	Response Count
Not Employed		2.0%	203
Retired		0.1%	13
Employee		23.8%	2433
Professional		23.9%	2445
Self-Employed		8.2%	840
Manager		30.1%	3084
Executive		8.4%	858
Chief Executive		3.6%	366
answered question			10241
skipped question			69

² The difference between 10,310 and these numbers reflects the natural drop-off rate as people drop out during the survey.

Figure 2: Respondents' Age Profile

Respondents came from all ages in the workplace, peaking in the 30 – 59 age range.

6. What age range are you in?			Response Percent	Response Count
Under 20			0.8%	84
20-29			15.4%	1573
30-39			26.8%	2745
40-49			29.4%	3011
50-59			21.8%	2233
60-69			5.2%	530
70+			0.6%	62
			<i>answered question</i>	10237
			<i>skipped question</i>	73

Figure 3: Respondents' Gender

The sex of survey respondents was equally balanced.

7. What is your gender?			Response Percent	Response Count
Male			48.4%	4961
Female			50.5%	5175
Prefer not to disclose			1.1%	112
			<i>answered question</i>	10247
			<i>skipped question</i>	63

Global Results

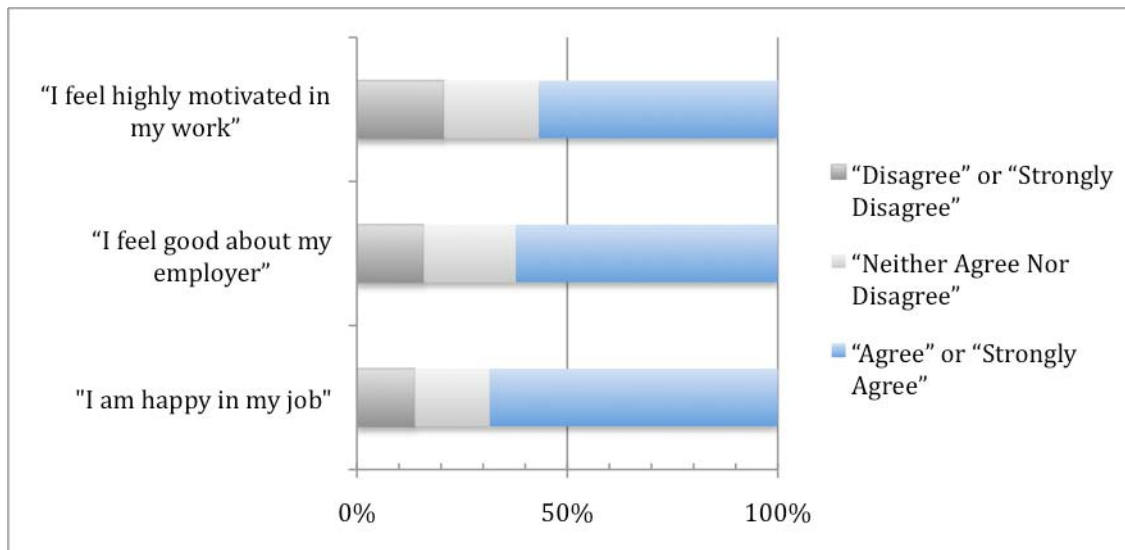
Consolidated global survey results are shown in Appendix A. These are consolidated as shown in figure 4 below.

Figure 4: Employee Motivation and Engagement (Consolidated)

Statement	“Disagree” or “Strongly Disagree”	“Neither Agree Nor Disagree”	“Agree” or “Strongly Agree”	No. of Respondents
“I am happy in my job”	13.8%	17.8%	68.5%	8593
“I feel good about my employer”	15.9%	21.9%	62.2%	8516
“I feel highly motivated in my work”	20.7%	22.5%	56.7%	8564

These figures are shown graphically in figure 5, below:

Figure 5: Graphical Display of Employee Motivation and Engagement



These figures show that the employees sampled tend to be well-motivated, happy with their jobs, and engaged with their employers.

Results By Country

Results for each of the largest English-speaking countries are shown in Appendix B. These are consolidated as shown in figure 6, below.

- *Column 1 of the figure 6 shows the different countries in which respondents live.*
- *Column 2 shows the percentage of people who reported that they agreed or strongly agreed with the statement shown.*
- *Column 3 shows the number of people from each country who ranked themselves on the scale, irrespective of their response. Numbers of responses for the other statements are within a few percentage points of this figure.*

Figure 6: Job Engagement Differences Across Major English-Speaking Countries

“I feel highly motivated in my work.”

Country	Percentage of People Responding “Agree” or “Strongly Agree” to Statement “ I feel highly motivated in my work ”	Number of Respondents
United States	62.00%	2915
Australia	61.70%	522
Ireland*, **	60.60%	66
Canada	57.40%	404
New Zealand	56.50%	131
UK	56.40%	1045
India*	53.70%	860
South Africa*	52.20%	232

“I feel good about my employer.”

Country	Percentage of People Responding “Agree” or “Strongly Agree” to Statement “ I feel good about my employer ”	Number of Respondents
United States	66.50%	2917
India*	64.70%	858
Canada	62.60%	404
Australia	60.70%	516
UK	58.50%	1038
New Zealand	57.70%	130
South Africa*	57.40%	228
Ireland*, **	51.60%	64

“I am happy in my job.”

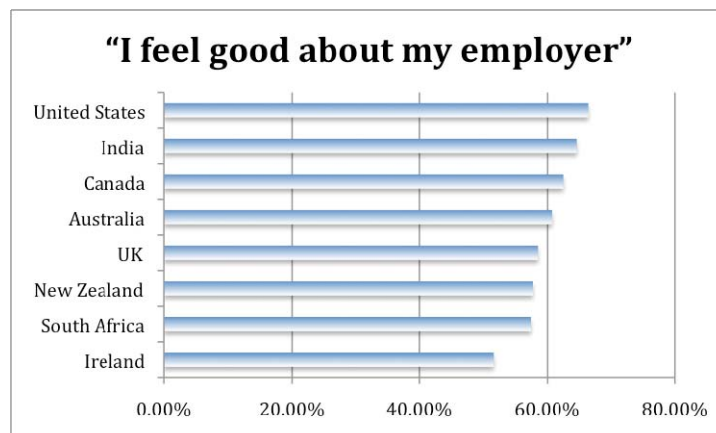
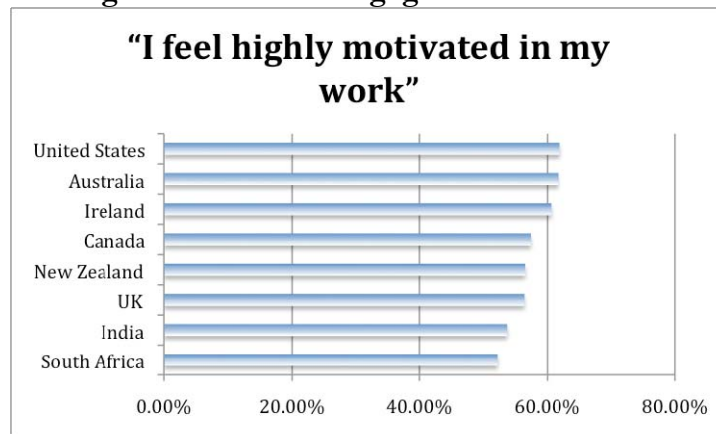
Country	Percentage of People Responding “Agree” or “Strongly Agree” to Statement “I am happy in my job”	Number of Respondents
Canada	71.5%	406
United States	71.0%	2926
Australia	70.8%	521
UK	67.2%	1049
New Zealand	66.6%	132
India*	66.3%	868
Ireland*, **	66.2%	65
South Africa*	66.0%	232

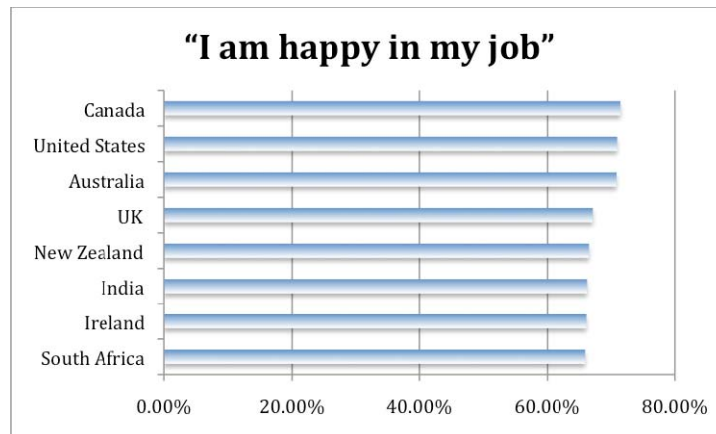
* English speaking proportion of population.

** Small data set – results may be unreliable.

These differences are shown visually in figure 7, below.

Figure 7: National Engagement Differences





These figures show particularly strong engagement figures for the United States, with people in the US leading the world in feeling good about their employers and feeling highly motivated at work; and being a close second in feeling happy at work.

Conclusions

The survey was conducted among a particularly large sample of office workers worldwide. This means that there can be a good level of confidence in the survey results.

It shows particularly high employee job satisfaction across the three engagement measures surveyed: "I am happy in my job" (68.5%), "I feel good about my employer" (62.2%) and "I feel highly motivated in my work" (56.7%).

Managers and employers can feel reassured by this – a significant majority of office-based employees like their jobs, are positive towards their employers, and feel highly motivated in the work they do. It's up to managers to tap into this good will, and help and support employees so that they can do their best.

More than this, the survey compares attitudes across the major English-speaking countries, showing particularly strong happiness at work, positive feeling towards employers and high levels of motivation in US employees.

Appendix A – Survey Data – Global Results

The table below shows the raw, unfiltered data referred to in this study.

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.7% (316)	10.1% (865)	17.8% (1529)	46.8% (4018)	21.7% (1865)	8593
I feel good about my employer	4.2% (358)	11.7% (997)	21.9% (1864)	41.9% (3566)	20.3% (1731)	8516
I feel highly motivated in my work	5.0% (429)	15.7% (1343)	22.5% (1931)	36.4% (3119)	20.3% (1742)	8564
I feel well-managed (if applicable)	9.6% (772)	21.1% (1706)	29.7% (2393)	29.0% (2340)	10.6% (857)	8068
My career is going well	4.7% (399)	13.1% (1121)	26.3% (2249)	41.4% (3541)	14.5% (1239)	8549
My performance is rated highly by my boss and/or peers (if applicable)	2.4% (202)	6.3% (529)	20.5% (1712)	44.0% (3670)	26.8% (2236)	8349
	answered question					8614
	skipped question					1696

Appendix B – Survey Data By Major Country

The tables below show the raw data underlying the analysis in this white paper, with results filtered for each of the major countries where survey respondents live.

Australia:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.1% (16)	10.4% (54)	15.7% (82)	49.3% (257)	21.5% (112)	521
I feel good about my employer	4.1% (21)	11.4% (59)	23.8% (123)	42.1% (217)	18.6% (96)	516
I feel highly motivated in my work	5.2% (27)	14.9% (78)	18.2% (95)	41.8% (218)	19.9% (104)	522
I feel well-managed (if applicable)	10.3% (51)	22.3% (110)	31.8% (157)	24.9% (123)	10.5% (52)	493
My career is going well	4.6% (24)	12.1% (63)	23.6% (123)	44.3% (231)	15.4% (80)	521
My performance is rated highly by my boss and/or peers (if applicable)	2.5% (13)	3.7% (19)	17.8% (91)	52.9% (270)	22.9% (117)	510
	<i>answered question</i>					522
	<i>skipped question</i>					84

Canada:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.9% (16)	9.9% (40)	14.8% (60)	49.3% (200)	22.2% (90)	406
I feel good about my employer	4.5% (18)	11.6% (47)	21.3% (86)	43.3% (175)	19.3% (78)	404
I feel highly motivated in my work	5.7% (23)	13.9% (56)	23.0% (93)	36.1% (146)	21.3% (86)	404
I feel well-managed (if applicable)	11.2% (42)	24.2% (91)	29.3% (110)	25.5% (96)	9.8% (37)	376
My career is going well	4.7% (19)	7.2% (29)	26.9% (108)	48.5% (195)	12.7% (51)	402
My performance is rated highly by my boss and/or peers (if applicable)	1.8% (7)	4.6% (18)	17.9% (70)	47.7% (187)	28.1% (110)	392
	<i>answered question</i>					406
	<i>skipped question</i>					72

India:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.2% (28)	9.3% (81)	21.1% (183)	45.6% (396)	20.7% (180)	868
I feel good about my employer	2.6% (22)	9.8% (84)	23.0% (197)	45.0% (386)	19.7% (169)	858
I feel highly motivated in my work	5.7% (49)	13.0% (112)	27.6% (237)	35.1% (302)	18.6% (160)	860
I feel well-managed (if applicable)	4.4% (35)	15.7% (124)	31.1% (246)	36.2% (287)	12.6% (100)	792
My career is going well	5.0% (43)	16.6% (142)	28.2% (242)	37.2% (319)	13.1% (112)	858
My performance is rated highly by my boss and/or peers (if applicable)	4.1% (34)	9.3% (78)	25.4% (212)	39.9% (333)	21.3% (178)	835
<i>answered question</i>						870
<i>skipped question</i>						212

Ireland:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	4.6% (3)	10.8% (7)	18.5% (12)	43.1% (28)	23.1% (15)	65
I feel good about my employer	6.3% (4)	10.9% (7)	31.3% (20)	31.3% (20)	20.3% (13)	64
I feel highly motivated in my work	4.5% (3)	16.7% (11)	18.2% (12)	34.8% (23)	25.8% (17)	66
I feel well-managed (if applicable)	18.3% (11)	21.7% (13)	33.3% (20)	20.0% (12)	6.7% (4)	60
My career is going well	1.5% (1)	9.1% (6)	34.8% (23)	39.4% (26)	15.2% (10)	66
My performance is rated highly by my boss and/or peers (if applicable)	1.6% (1)	9.5% (6)	27.0% (17)	33.3% (21)	28.6% (18)	63
<i>answered question</i>						66
<i>skipped question</i>						13

New Zealand:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.0% (4)	10.6% (14)	19.7% (26)	49.2% (65)	17.4% (23)	132
I feel good about my employer	4.6% (6)	16.9% (22)	20.8% (27)	41.5% (54)	16.2% (21)	130
I feel highly motivated in my work	6.9% (9)	16.8% (22)	19.8% (26)	39.7% (52)	16.8% (22)	131
I feel well-managed (if applicable)	9.8% (12)	22.8% (28)	32.5% (40)	27.6% (34)	7.3% (9)	123
My career is going well	3.8% (5)	15.3% (20)	28.2% (37)	42.0% (55)	10.7% (14)	131
My performance is rated highly by my boss and/or peers (if applicable)	1.6% (2)	4.0% (5)	23.8% (30)	47.6% (60)	23.0% (29)	126
<i>answered question</i>						133
<i>skipped question</i>						24

South Africa:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	6.0% (14)	10.8% (25)	17.2% (40)	45.7% (106)	20.3% (47)	232
I feel good about my employer	6.1% (14)	14.5% (33)	21.9% (50)	39.9% (91)	17.5% (40)	228
I feel highly motivated in my work	6.5% (15)	20.3% (47)	21.1% (49)	35.8% (83)	16.4% (38)	232
I feel well-managed (if applicable)	11.3% (24)	23.6% (50)	28.8% (61)	25.5% (54)	10.8% (23)	212
My career is going well	8.3% (19)	15.3% (35)	30.6% (70)	34.1% (78)	11.8% (27)	229
My performance is rated highly by my boss and/or peers (if applicable)	3.7% (8)	10.6% (23)	21.1% (46)	46.3% (101)	18.3% (40)	218
<i>answered question</i>						232
<i>skipped question</i>						40

United States:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	3.6% (104)	9.5% (278)	16.0% (467)	46.3% (1355)	24.7% (722)	2926
I feel good about my employer	3.9% (113)	10.5% (306)	19.2% (559)	40.0% (1166)	26.5% (773)	2917
I feel highly motivated in my work	4.3% (125)	14.0% (408)	19.8% (577)	37.5% (1092)	24.5% (713)	2915
I feel well-managed (if applicable)	10.7% (301)	20.3% (571)	28.3% (795)	27.7% (779)	13.0% (364)	2810
My career is going well	4.6% (133)	11.5% (336)	24.6% (717)	41.9% (1222)	17.4% (507)	2915
My performance is rated highly by my boss and/or peers (if applicable)	1.6% (46)	4.8% (138)	15.1% (434)	43.5% (1250)	35.0% (1004)	2872
<i>answered question</i>						2931
<i>skipped question</i>						492

United Kingdom:

1. Please rate how far you agree with the following statements about your sense of job fulfillment and satisfaction:						
	Strongly disagree	Disagree	Neither agree nor disagree	Agree	Strongly agree	Response Count
I am happy in my job	4.5% (47)	11.1% (116)	17.3% (181)	47.7% (500)	19.5% (205)	1049
I feel good about my employer	5.1% (53)	13.3% (138)	23.0% (239)	43.5% (452)	15.0% (156)	1038
I feel highly motivated in my work	5.2% (54)	16.5% (172)	21.9% (229)	36.9% (386)	19.5% (204)	1045
I feel well-managed (if applicable)	12.3% (121)	24.0% (236)	27.6% (271)	28.1% (276)	8.0% (79)	983
My career is going well	4.6% (48)	16.5% (172)	27.1% (283)	41.2% (431)	10.6% (111)	1045
My performance is rated highly by my boss and/or peers (if applicable)	2.7% (28)	5.9% (60)	23.8% (243)	44.6% (456)	23.0% (235)	1022
<i>answered question</i>						1049
<i>skipped question</i>						241