



2016 Work and Well-Being Survey

American Psychological Association



AMERICAN PSYCHOLOGICAL ASSOCIATION
CENTER *for* ORGANIZATIONAL EXCELLENCE

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METHODOLOGY

- APA’s 2016 Work and Well-Being Survey was conducted online within the United States by Harris Poll on behalf of the American Psychological Association March 10 – March 23, 2016 among 1,501 adults ages 18+ who reside in the U.S and are employed full-time, part-time, or self-employed. This is the sixth year this study has been conducted:

	2016	2015	2014	2013	2012	2011
Field Months	March	January/February	January/February	January	January	January
Total Completes	1501	1,552	1,562	1,501	1,714	1,546

- The following report also segments the total audience into several key groups, including gender and age.
 - Gender: Male (n=713); Female (n=788)
 - Age: Millennials (18-35; n=381); Generation Xers (36-51; n=573); Boomers (57-70; n=513); Matures (71+; n=34)
- Results were weighted as needed for age, sex, race/ethnicity, education, region and household income to be representative of the US employed population. Propensity score weighting was also used to adjust for respondents’ propensity to be online.
- Respondents for this survey were selected from among those who have agreed to participate in Harris Poll surveys. Because the sample is based on those who were invited to participate in the Harris Poll online research panel, no estimates of theoretical sampling error can be calculated.

EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

Despite the prevalence of workplace wellness efforts, only one-third of American workers say they regularly participate in the health promotion programs provided by their employer.

Additionally, less than half of working Americans say the climate in their organization supports employee well-being, and 1 in 3 reports being chronically stressed on the job. The APA survey suggests a key part of the solution is senior leadership support.

Nearly three-fourths (73%) of employees with senior managers who show support through involvement and commitment to well-being initiatives said their organization helps employees develop a healthy lifestyle, compared with just 11% who work in an organization without that leadership support.

EXECUTIVE SUMMARY

The survey found widespread links between support from senior leaders and a variety of employee and organizational outcomes, with more than 9 in 10 workers saying they feel motivated to do their best (91% vs. 38% of those without leadership support), are satisfied with their job (91% vs. 30%) and have a positive relationship with supervisors (91% vs. 54%) and coworkers (93% vs. 72%). These employees are also more likely to recommend their company as a good place to work (89% vs. 17%) and fewer said they intend to leave their job in the next year (25% vs. 51%).

Among all employees surveyed, 33% said they typically feel tense or stressed out during the workday, an increase in the percentage of those reporting chronic job stress for the first time in three years. And only 41% said their employer helps workers develop and maintain a healthy lifestyle.

EXECUTIVE SUMMARY

And while leadership support is related to how employees feel about their work, only 4 in 10 working Americans said their senior managers are involved in and committed to well-being initiatives.

Only around half of working Americans say employee well-being is a priority for their organization (51%) and that senior management considers it to be of great importance (49%).

In general, around half or less of working Americans say employee involvement and organizational communication support well-being. Less than a third of employed adults report that key stakeholder groups are represented in consultation regarding workplace well-being.

Senior leaders were more likely than front-line employees to see their organization's climate as supporting well-being.

EXECUTIVE SUMMARY

Overall, only about half of employed adults said they feel valued by their employer (53%) and that the rewards and recognition they receive reflect the effort they put into their work (50%). Even fewer said the recognition they receive reflects their contributions to the organization (47%) and is based on a fair performance evaluation system (47%).

Just half of working Americans said they believe their employer provides enough opportunities to be involved in decision-making and fewer than that (46%) said they regularly participate in activities that involve them in making decisions, solving problems or setting goals.

With lack of opportunity for growth or advancement being second only to low salaries as a source of job stress, only half of the U.S. workforce reported being satisfied with the development opportunities offered by their employer, and just 43% said their employer provides sufficient opportunity for internal advancement.

DETAILED FINDINGS

OVERALL SATISFACTION WITH THE WORKPLACE

Although a majority of workers (68%) continue to report overall job satisfaction, only half of working Americans say they are satisfied with their employer’s recognition practices and opportunities for development. Overall, satisfaction with various workplace practices has remained the same or decreased slightly since 2015.

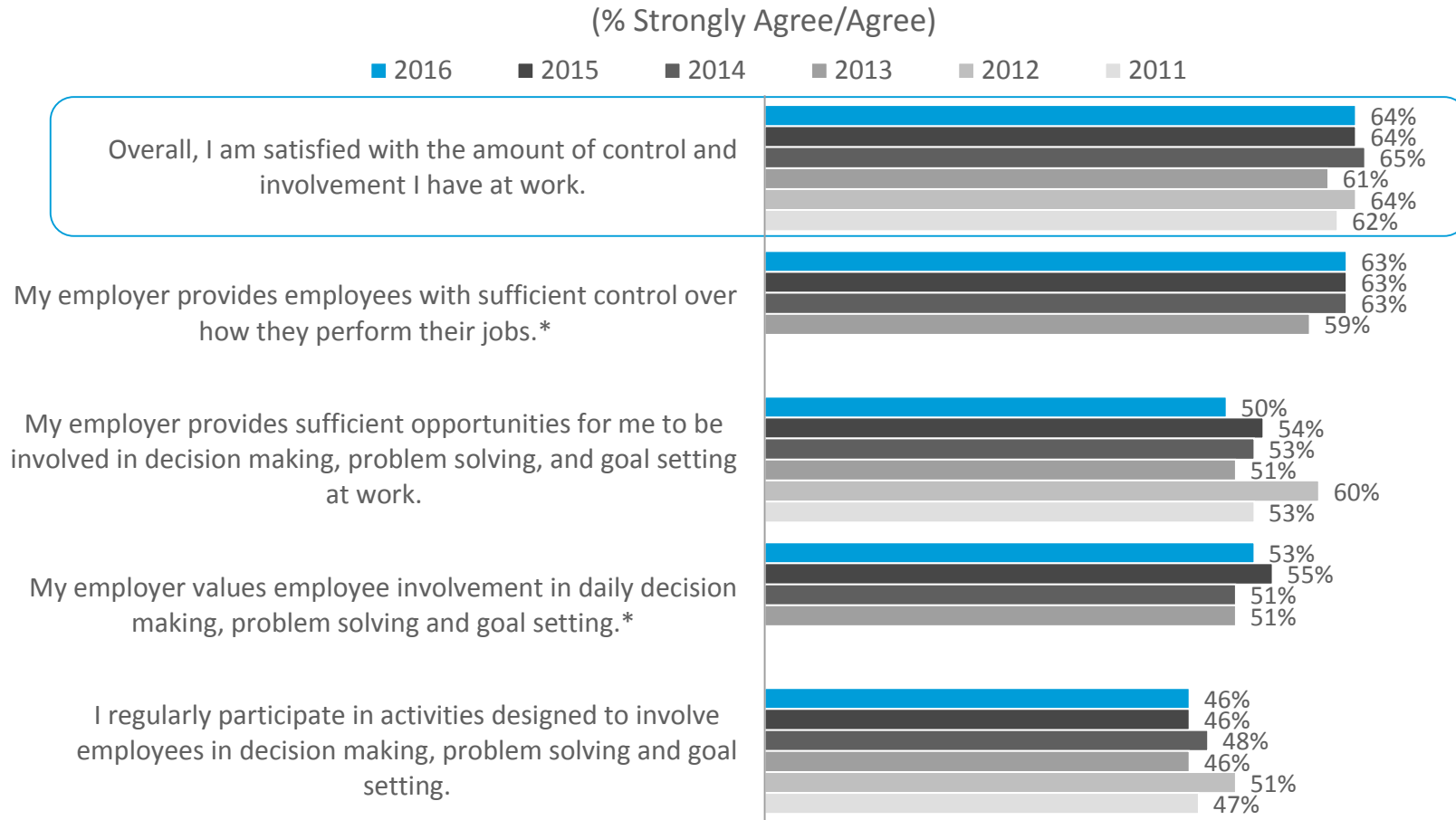


BASE: All respondents 2016 n=1501; 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546



CONTROL AND INVOLVEMENT

Around two-thirds (64%) of working adults are satisfied with the amount of control and involvement they have at work. Just half of workers (50%) say there are sufficient opportunities to be involved in decision making, problem solving and goal setting at work and even fewer (46%) report regularly participating in those activities.



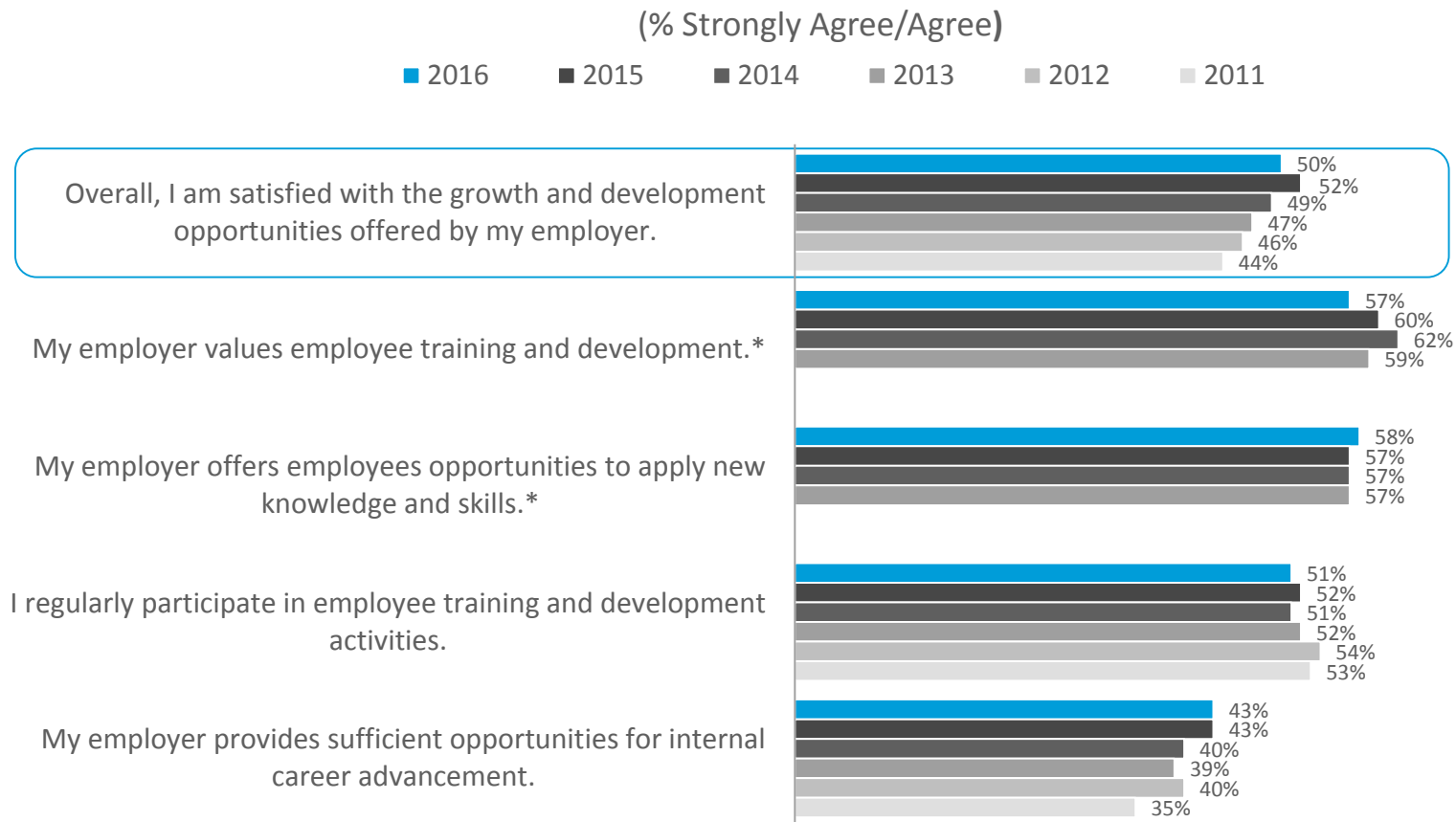
*Not asked in 2011 or 2012

BASE: All respondents 2016 n=1501; 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546



GROWTH AND DEVELOPMENT

Only half of employees (50%) are satisfied with the growth and development opportunities offered by their employer, a slight decrease from last year. Just slightly more than two in five say that their employer provides sufficient opportunities for internal career advancement, although that measure has shown overall growth since 2011.



*Not asked in 2011 or 2012



WORK-LIFE BALANCE

Just under six in ten employed adults (59%) continue to be satisfied with their employer’s work-life balance practices, a metric that has seen slight fluctuation in results from the first year of this study in 2011. Only about half of workers (53%) say their employer values work-life balance and just two in five workers (43%) report that their employer offers programs and policies that allow for flexibility.

(% Strongly Agree/Agree)

■ 2016 ■ 2015 ■ 2014 ■ 2013 ■ 2012 ■ 2011



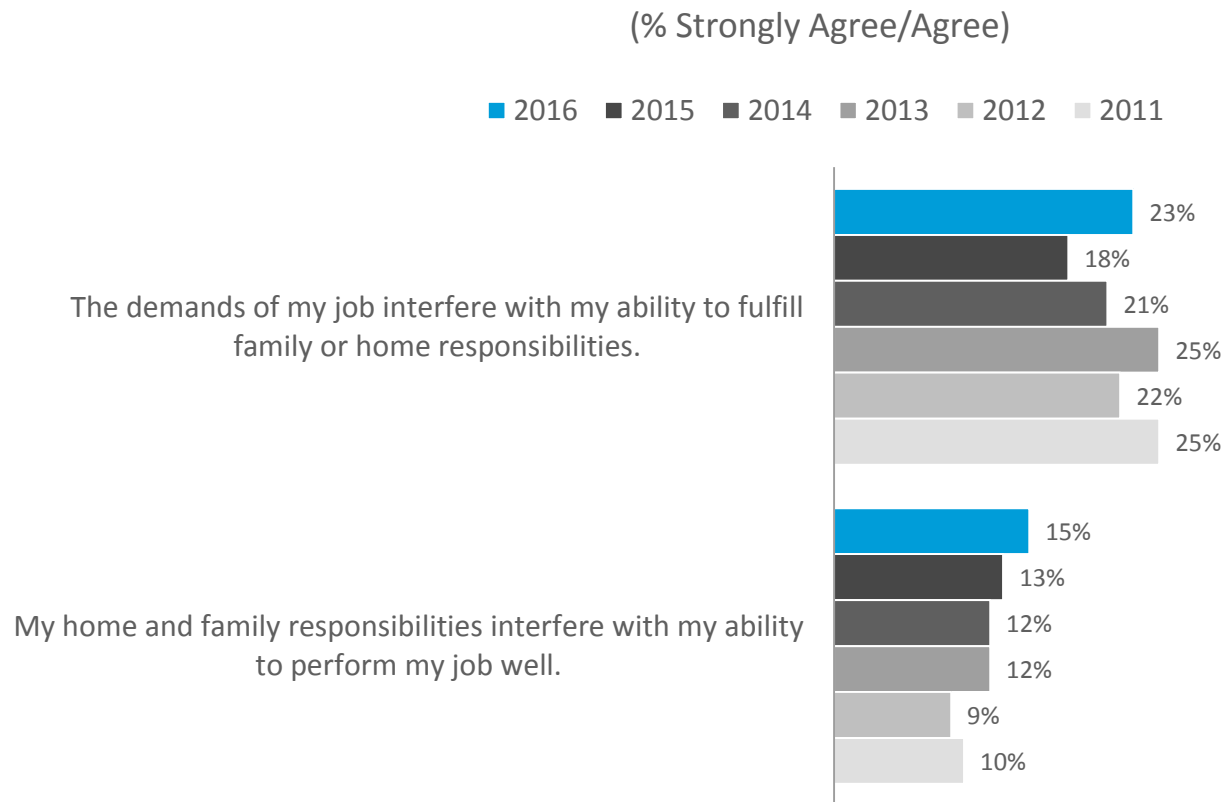
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WORK-LIFE CONFLICT

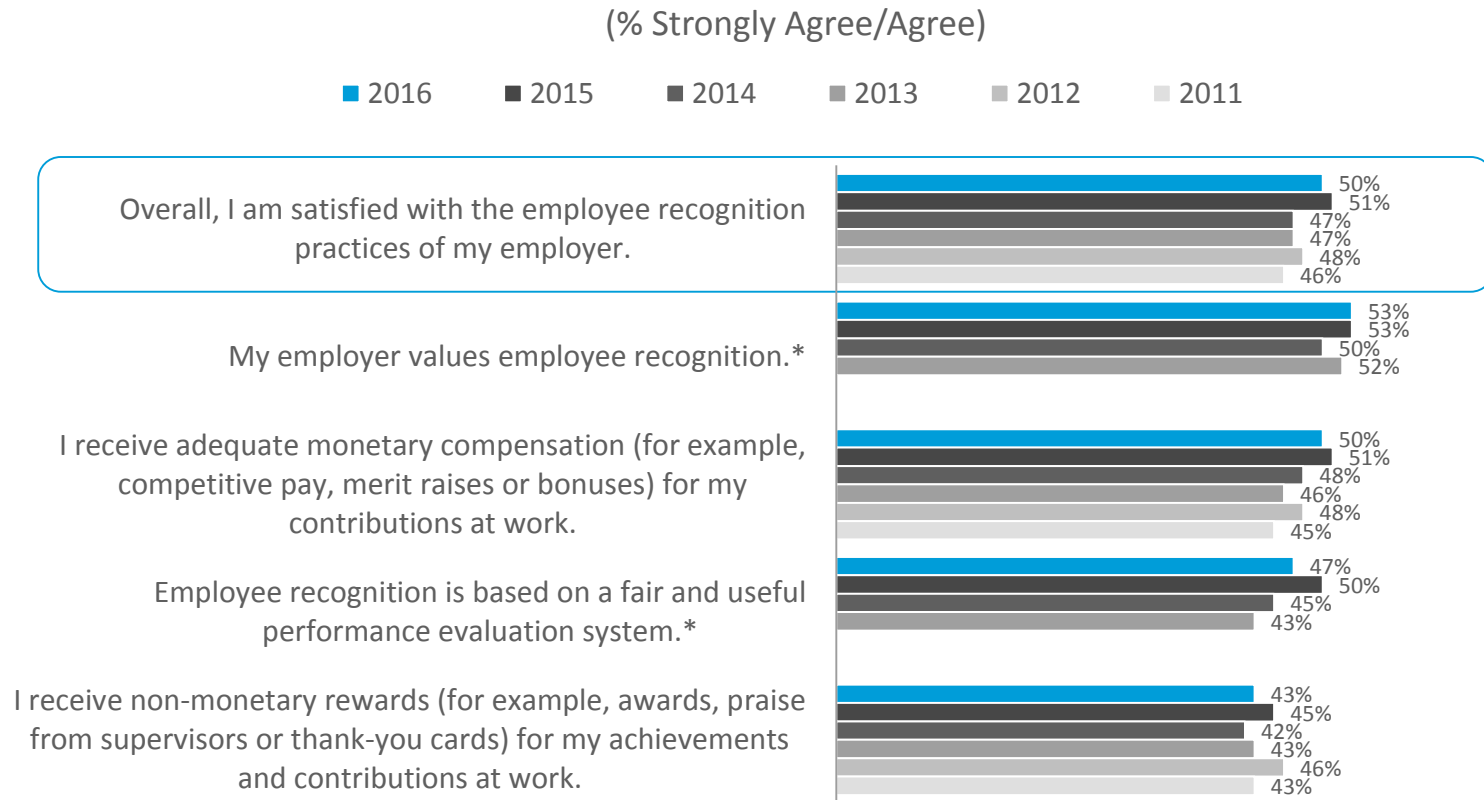
About one in six (15%) employed adults say home and family responsibilities interfere with job performance, a percentage that has steadily crept up since 2012. Almost a quarter (23%) report the demands of their job interfere with their responsibilities at home, which is up from last year.





EMPLOYEE RECOGNITION

Workers' feelings on employee recognition have either stayed the same or decreased slightly in the last year. Overall, only half of employees (50%) are satisfied with their employer's recognition practices, including monetary compensation. Less than half of working Americans say they receive non-monetary forms of recognition at work (43%) and that recognition is based on a fair and useful performance evaluation system (47%).



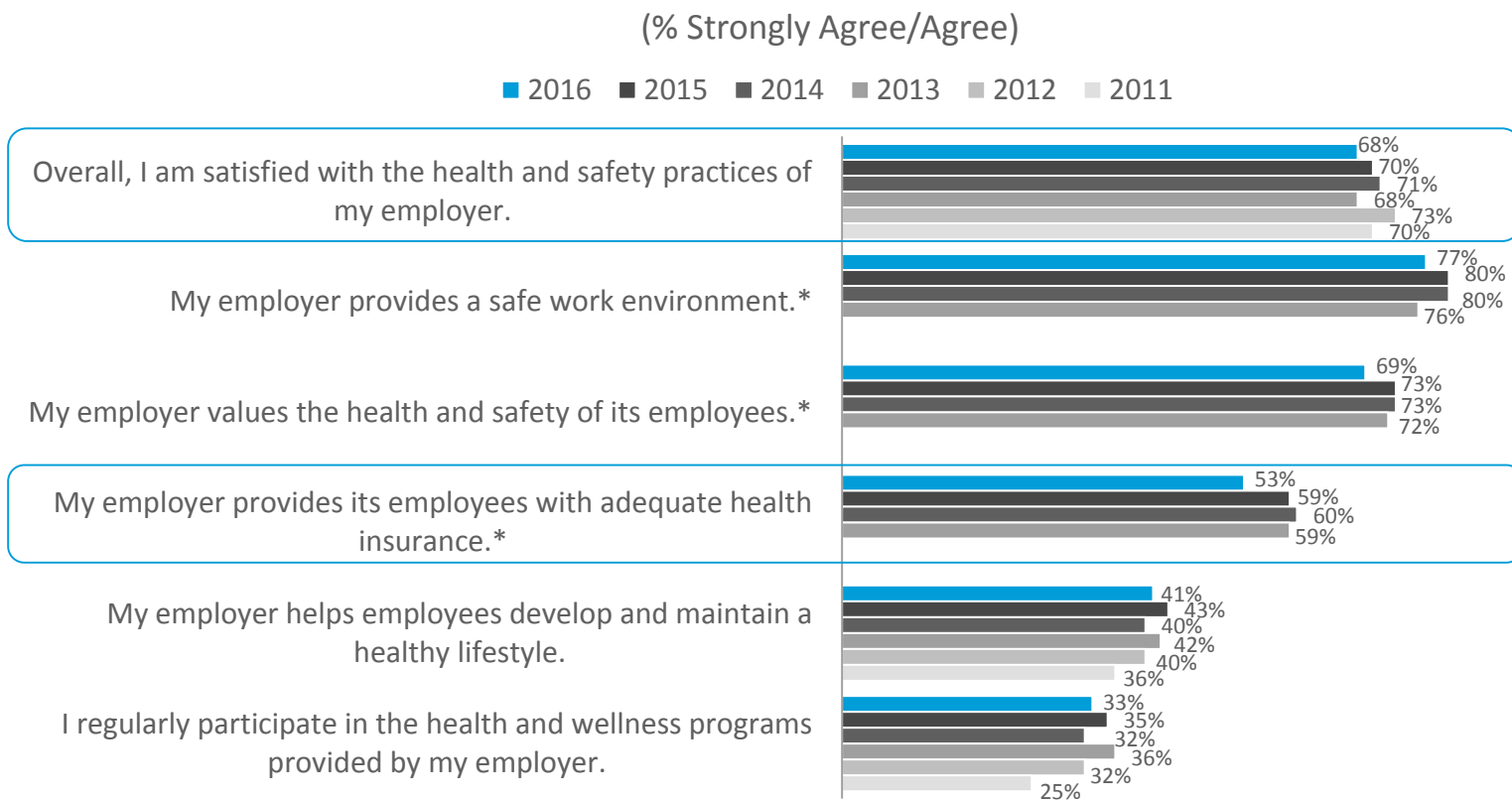
*Not asked in 2011 or 2012

BASE: All respondents 2016 n=1501; 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546



HEALTH AND SAFETY

Although around two-thirds of employees (68%) say they are satisfied with their employer's health and safety practices, just four in ten (41%) say they believe their employer helps workers develop and maintain a healthy lifestyle and only a third (33%) report regularly participating in the health promotion and wellness programs offered by their employer. This year, there was a significant drop in the percentage of employees agreeing that their employer provides its employees with adequate health insurance, down to 53% from 59% last year.



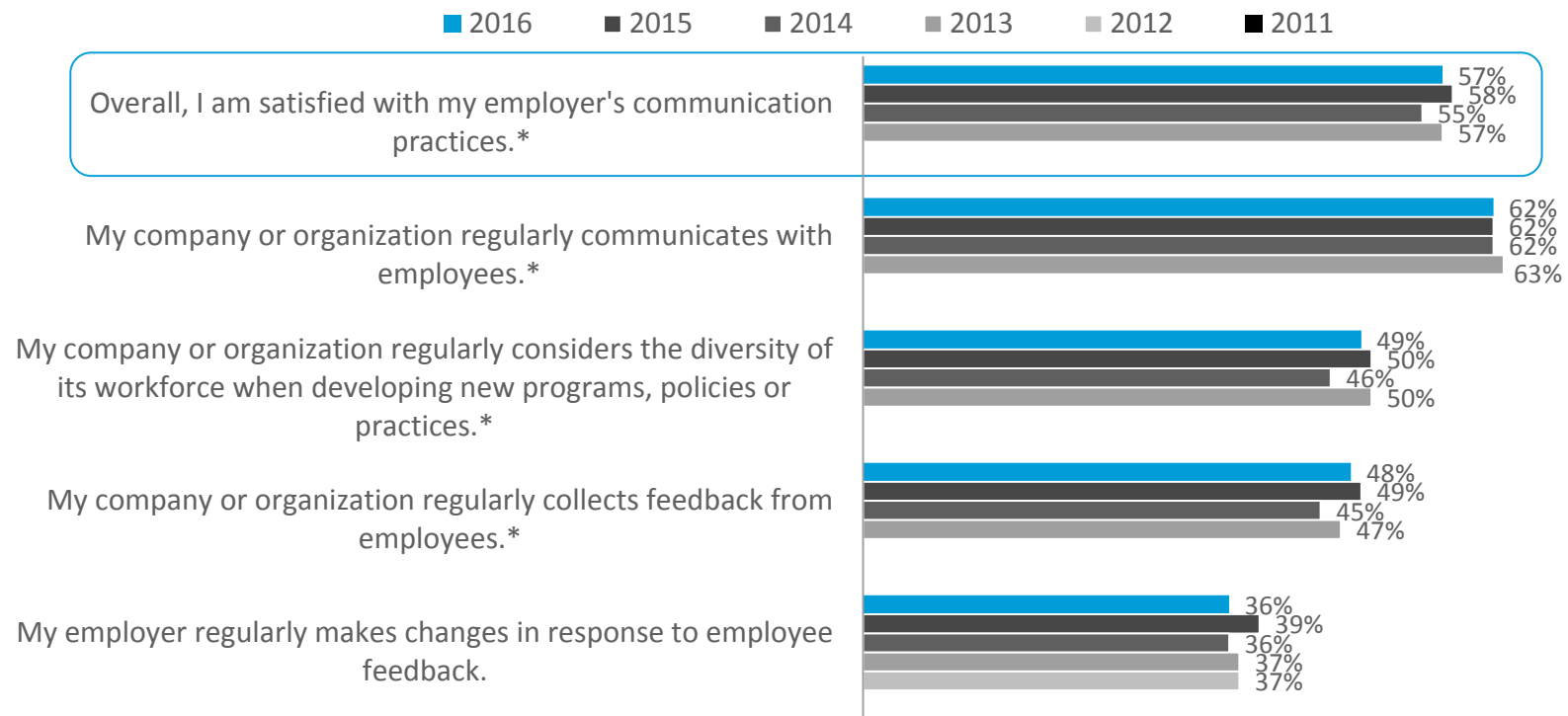
*Not asked in 2011 or 2012



COMMUNICATION

Slightly more than six in ten employed adults (62%) report that their company or organization regularly communicates with employees and a similar number say they are satisfied with their employer’s communication practices (57%). However, less than half report that their employer collects feedback from workers (48%) and even fewer say their employer actually makes changes based on feedback (36%).

(% Strongly Agree/Agree)



*Not asked in 2011 or 2012

BASE: All respondents 2016 n=1501; 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546

EMPLOYEE WELL-BEING

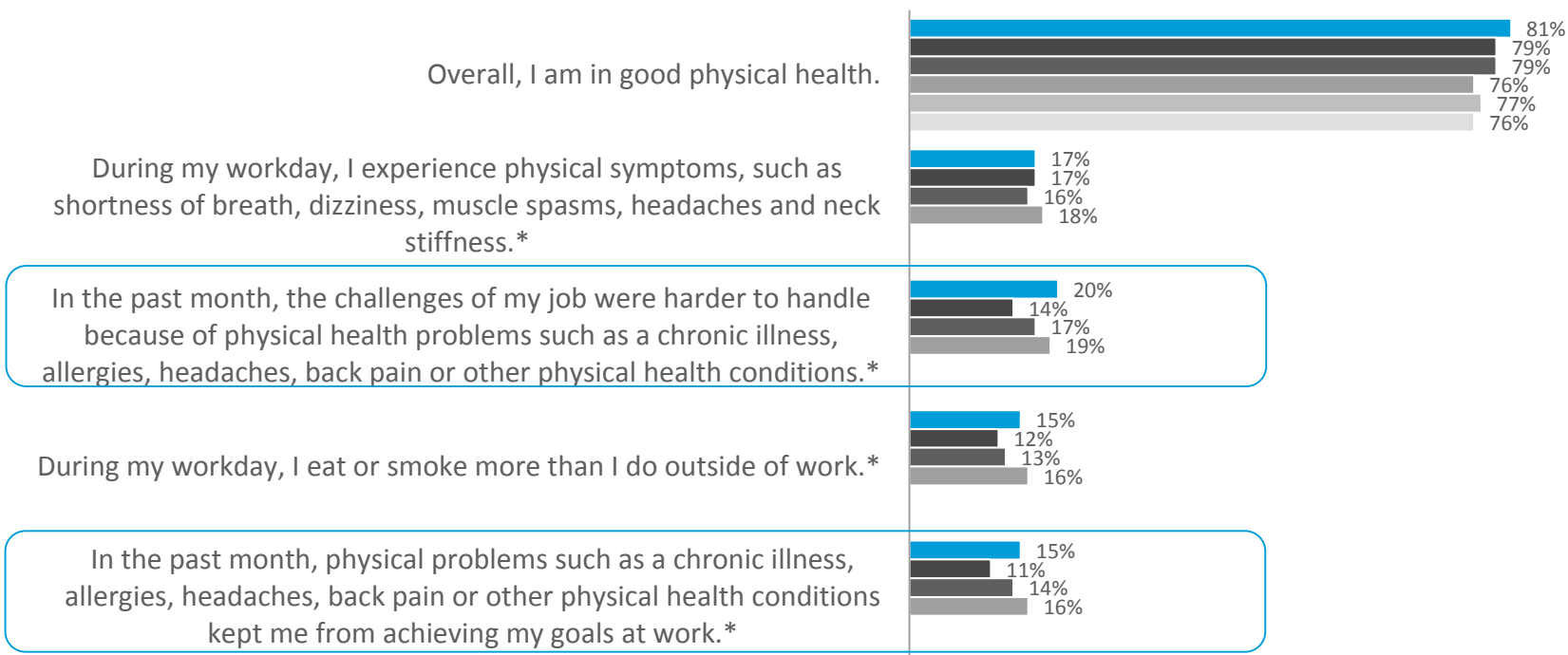


EMPLOYEE PHYSICAL HEALTH

More than four out of five employees (81%) report that they are in good physical health, the highest since the question was first asked. Yet, one-fifth of employed adults (20%) reported that in the past month, the challenges of their job were harder to handle because of physical health problems and one in seven (15%) reported that health problems kept them from achieving their goals at work, both a significant increase from last year.

(% Strongly Agree/Agree)

■ 2016 ■ 2015 ■ 2014 ■ 2013 ■ 2012 ■ 2011



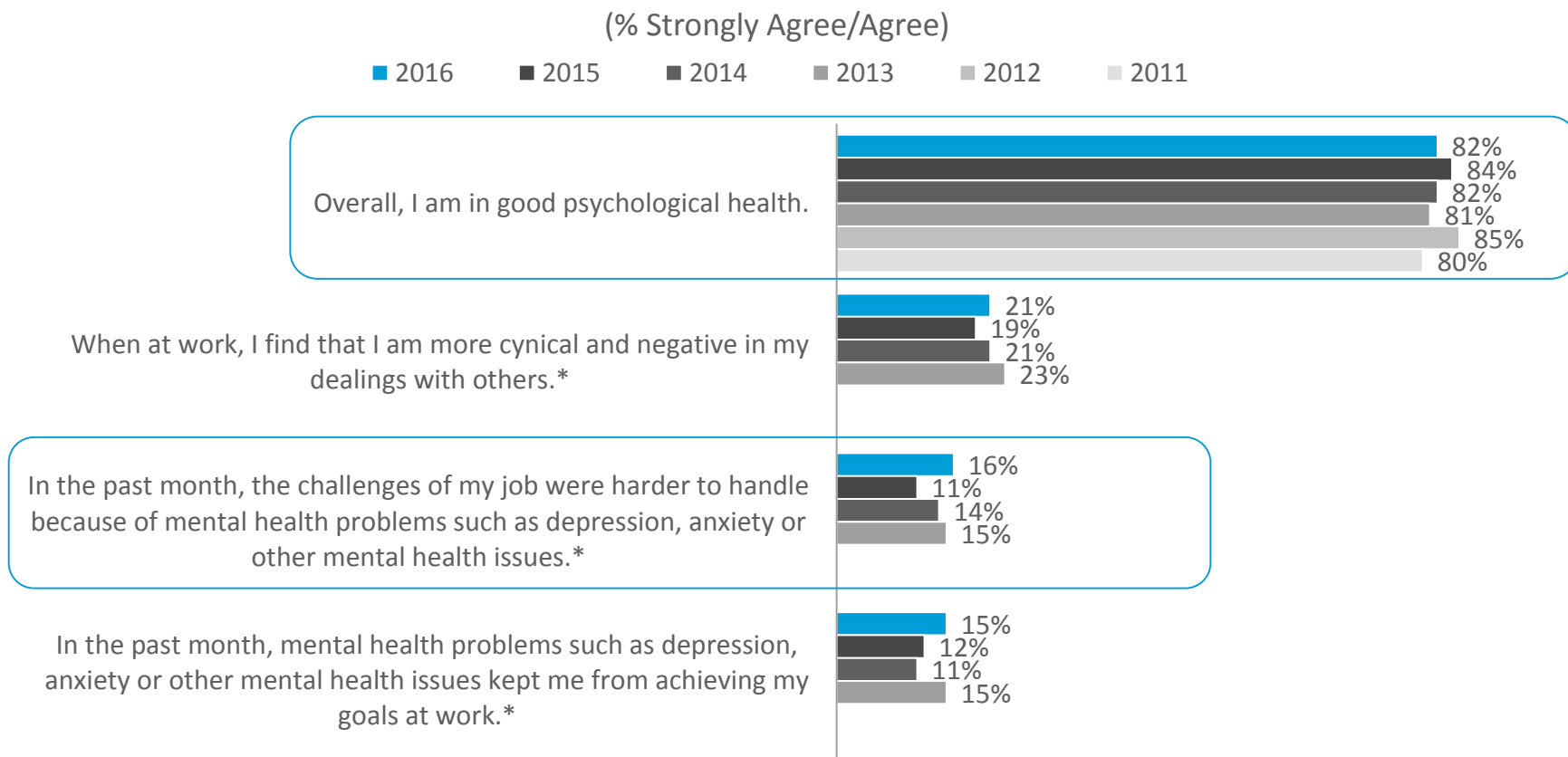
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EMPLOYEE MENTAL HEALTH

Overall, most employees (82%) say they are in good psychological health. However, nearly one in six employees say mental health problems made job challenges more difficult to handle – the highest percentage since the question was first asked in 2013.



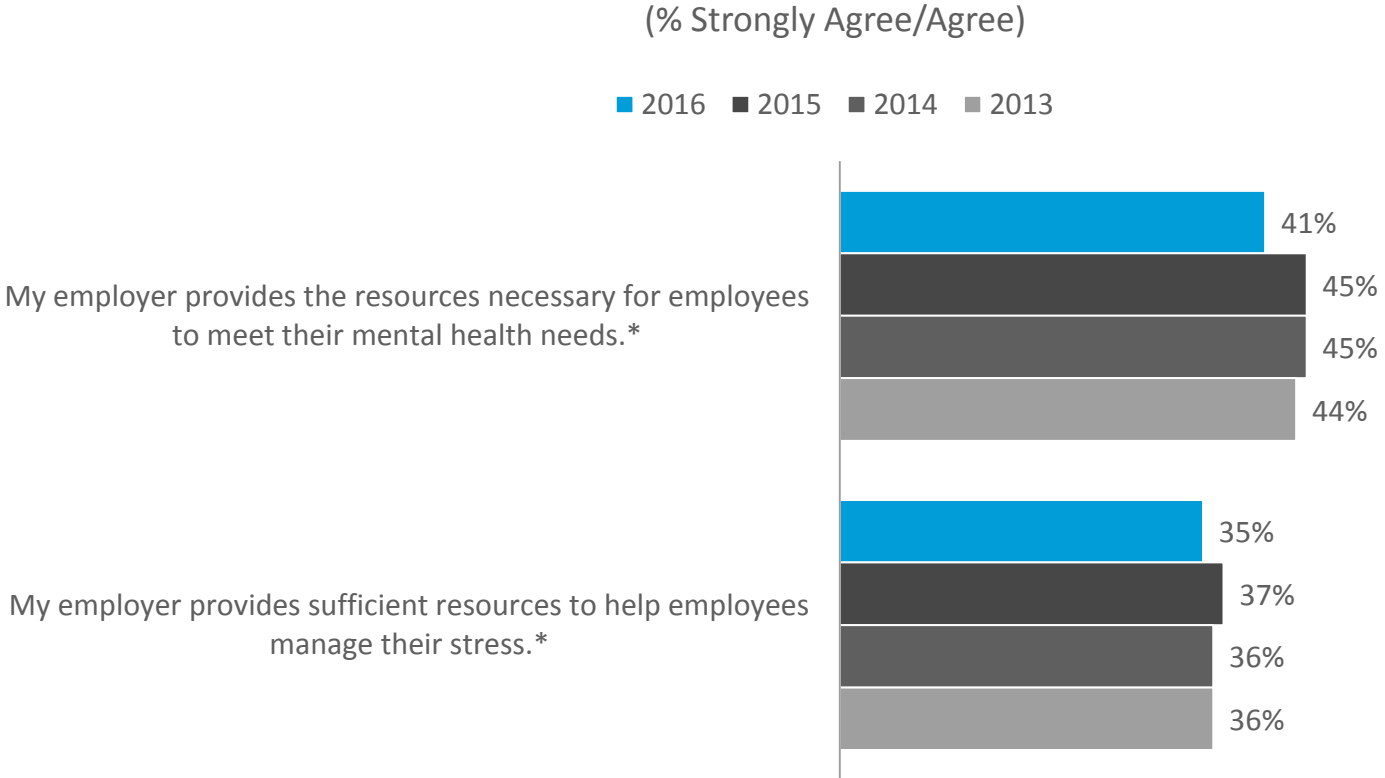
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BASE: All respondents 2016 n=1501; 2015 n=1552; 2014 n=1562; 2013 n=1501; 2012 n=1714; 2011 n=1546



MENTAL HEALTH AND STRESS MANAGEMENT

Four in ten employed adults (41%) report that their employer provides resources to help meet mental health needs and even fewer report receiving sufficient resources from their employers to help manage stress (35%). Both of these are the lowest reported since these questions were first asked in 2013.

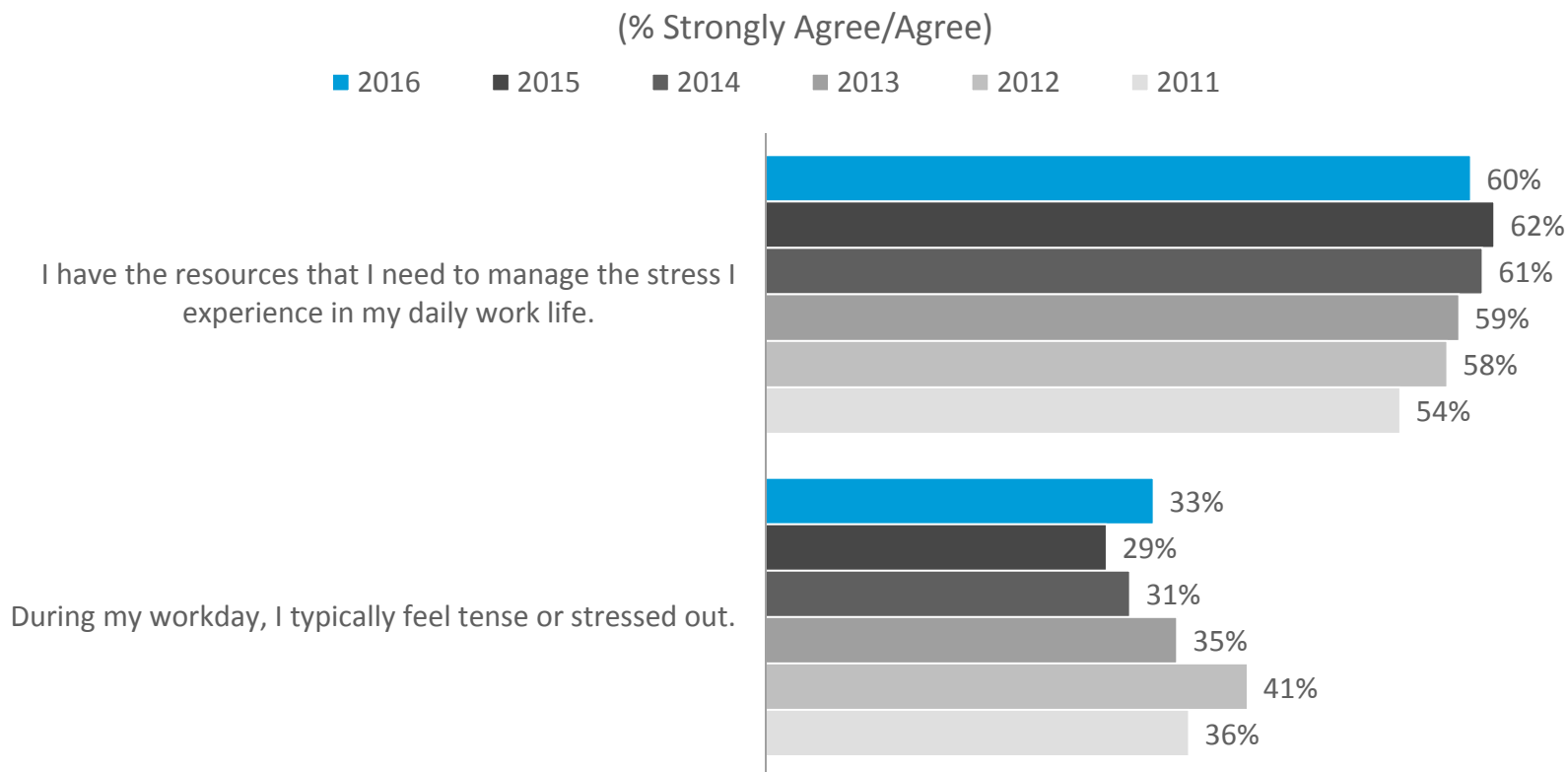


*Not asked in 2011 or 2012



WORK STRESS

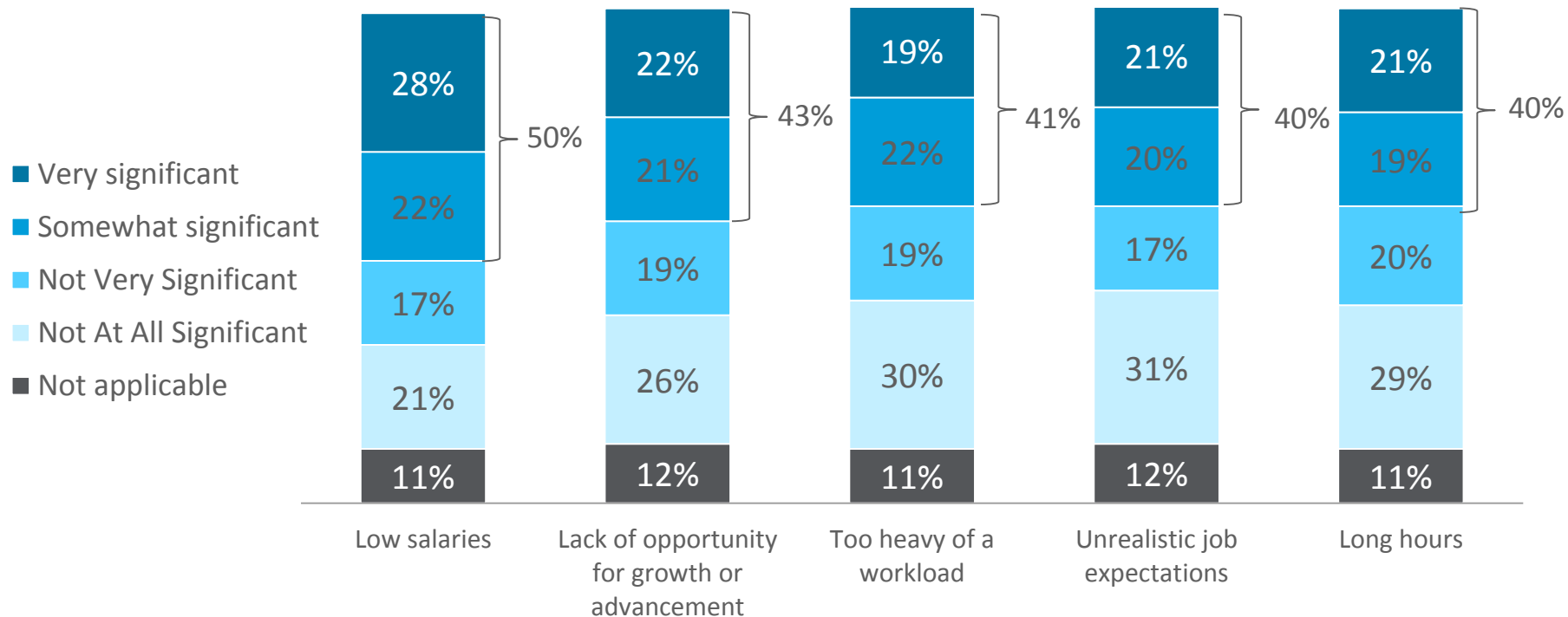
After seeing the highest percentage reported in the history of the survey for workers having the resources they need to manage stress – and the lowest percentage ever recorded for workers reporting they typically feel stressed during the work day in 2015, employees regressed slightly in both measures. This year, three in five employed adults (60%) feel they have the resources to manage the stress they experience in the workplace. A third of working Americans (33%) say they typically feel tense or stressed out during the workday, a slight increase from the previous two years.





TOP FIVE WORK STRESS FACTORS IN 2016

Again, the number one factor working Americans say affects their stress level at work is low salaries, followed by a lack of opportunity for growth or advancement.





WORK STRESS FACTORS: TRENDED COMPARISON

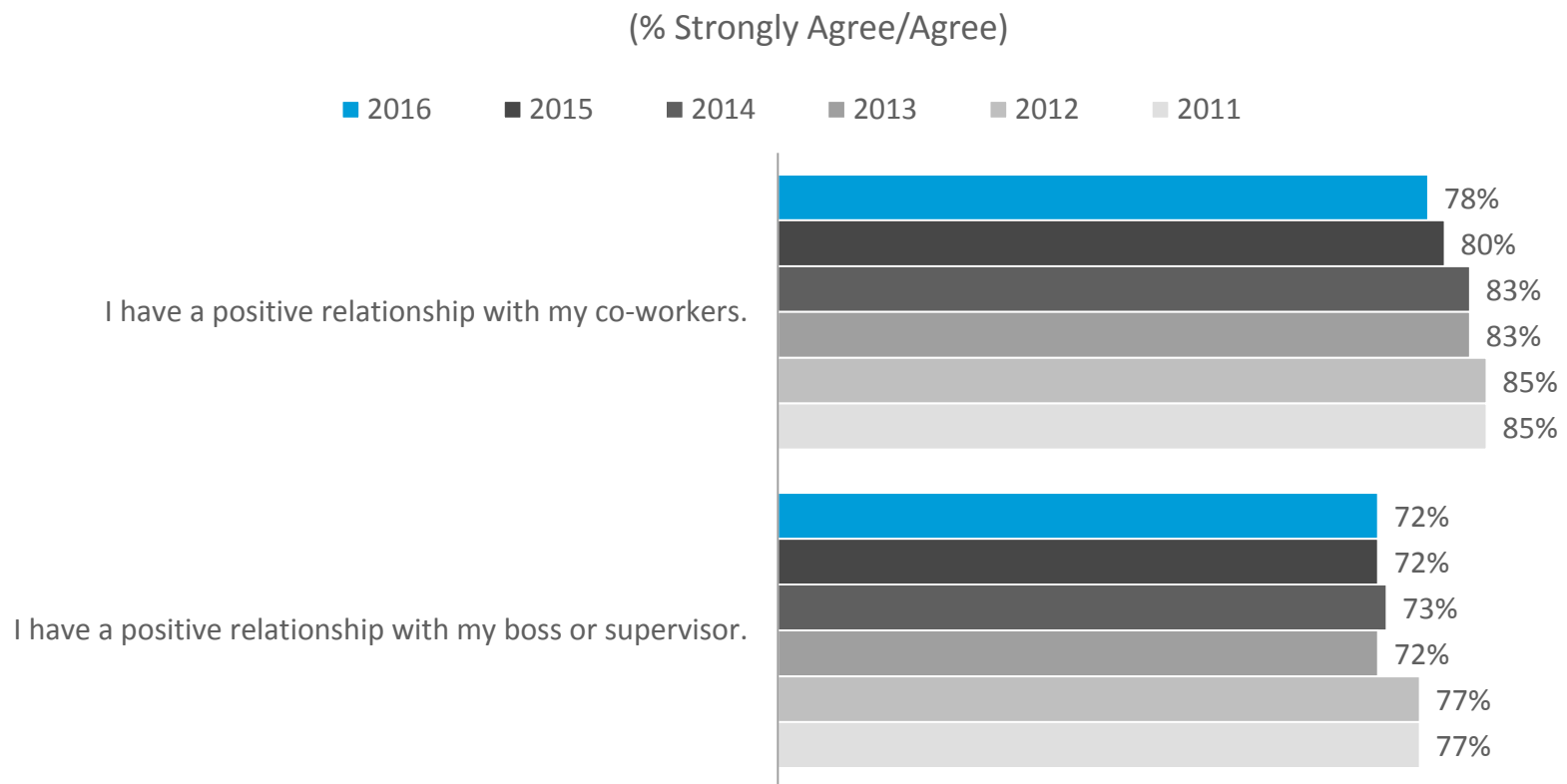
In 2016, the top five factors significantly affecting stress levels at work remained the same as in 2015. Significantly fewer employees (26%) reported commuting as a stressor than last year (31%). However, over 1 in 3 working adults (37%) reported inflexible hours as a significant stressor, slightly more than in 2015 and much more than reported in 2011 through 2014.

% Somewhat/Very significant	2016	2015	2014	2013	2012	2011
Low salaries	50%	48%	51%	47%	45%	49%
Lack of opportunity for growth or advancement	43%	43%	44%	44%	40%	42%
Too heavy of a workload	41%	41%	36%	39%	41%	43%
Unrealistic job expectations	40%	40%	36%	36%	34%	40%
Long hours	40%	37%	37%	37%	37%	39%
Uncertain or undefined job expectations	38%	37%	39%	36%	36%	38%
Job insecurity	38%	36%	38%	34%	32%	33%
Inflexible hours	37%	32%	31%	31%	28%	31%
Lack of participation in decision making	35%	34%	31%	33%	29%	33%
Work interfering during personal or family time	35%	33%	34%	33%	35%	36%
Problems with my supervisor	27%	29%	29%	27%	24%	26%
Commuting	26%	31%	29%	26%	28%	28%
Physical illnesses and ailments	26%	26%	27%	25%	21%	23%
Problems with my co-workers	25%	25%	26%	23%	22%	27%
Unpleasant or dangerous physical conditions	25%	24%	24%	23%	20%	20%
Personal life interfering during work hours	25%	26%	21%	23%	21%	22%



INTERPERSONAL RELATIONSHIPS

Although most working adults continue to report having a positive relationship with their co-workers (78%) and their boss (72%), these percentages have declined over the last six years.

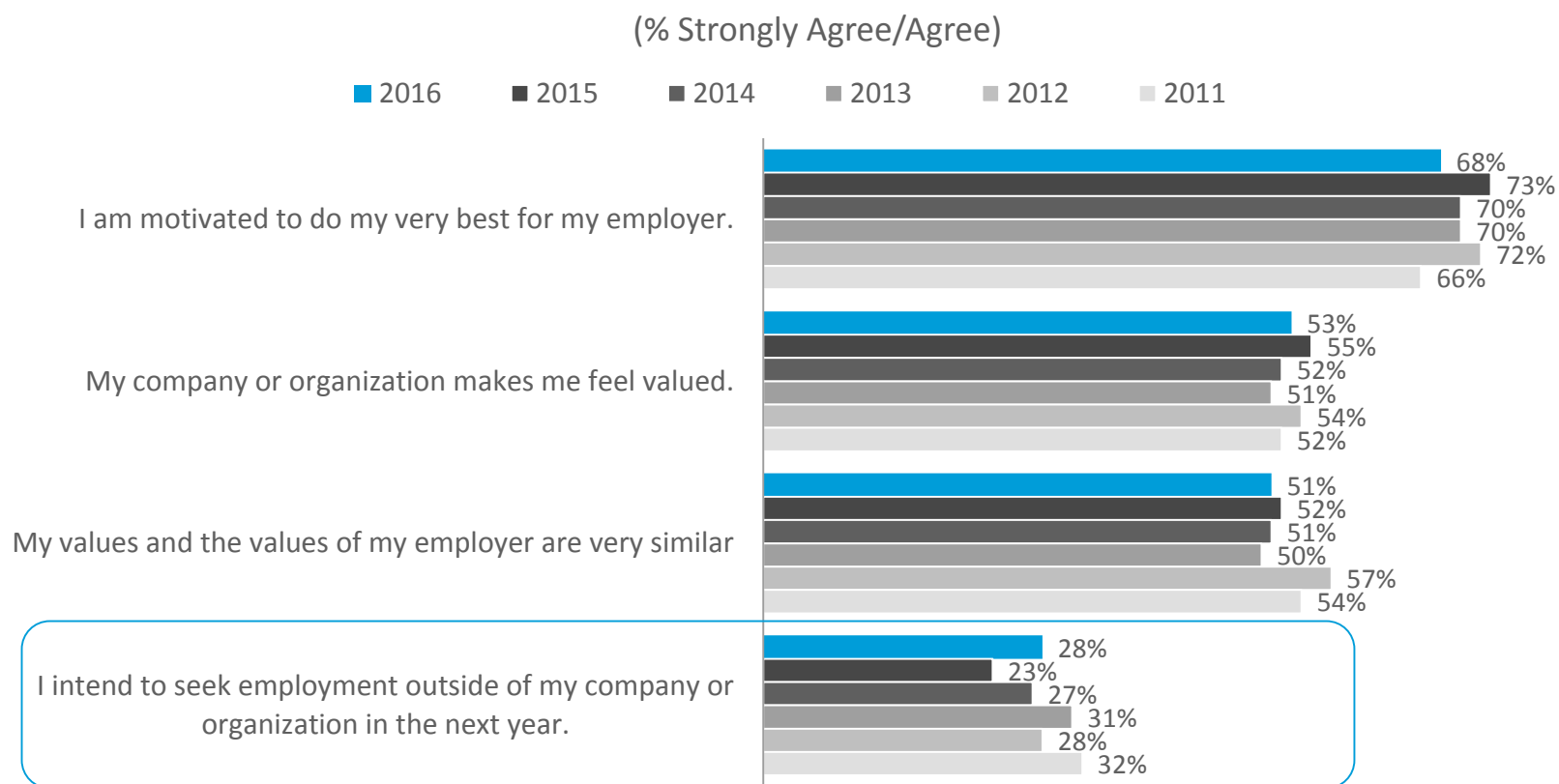


EMPLOYMENT EXPERIENCE



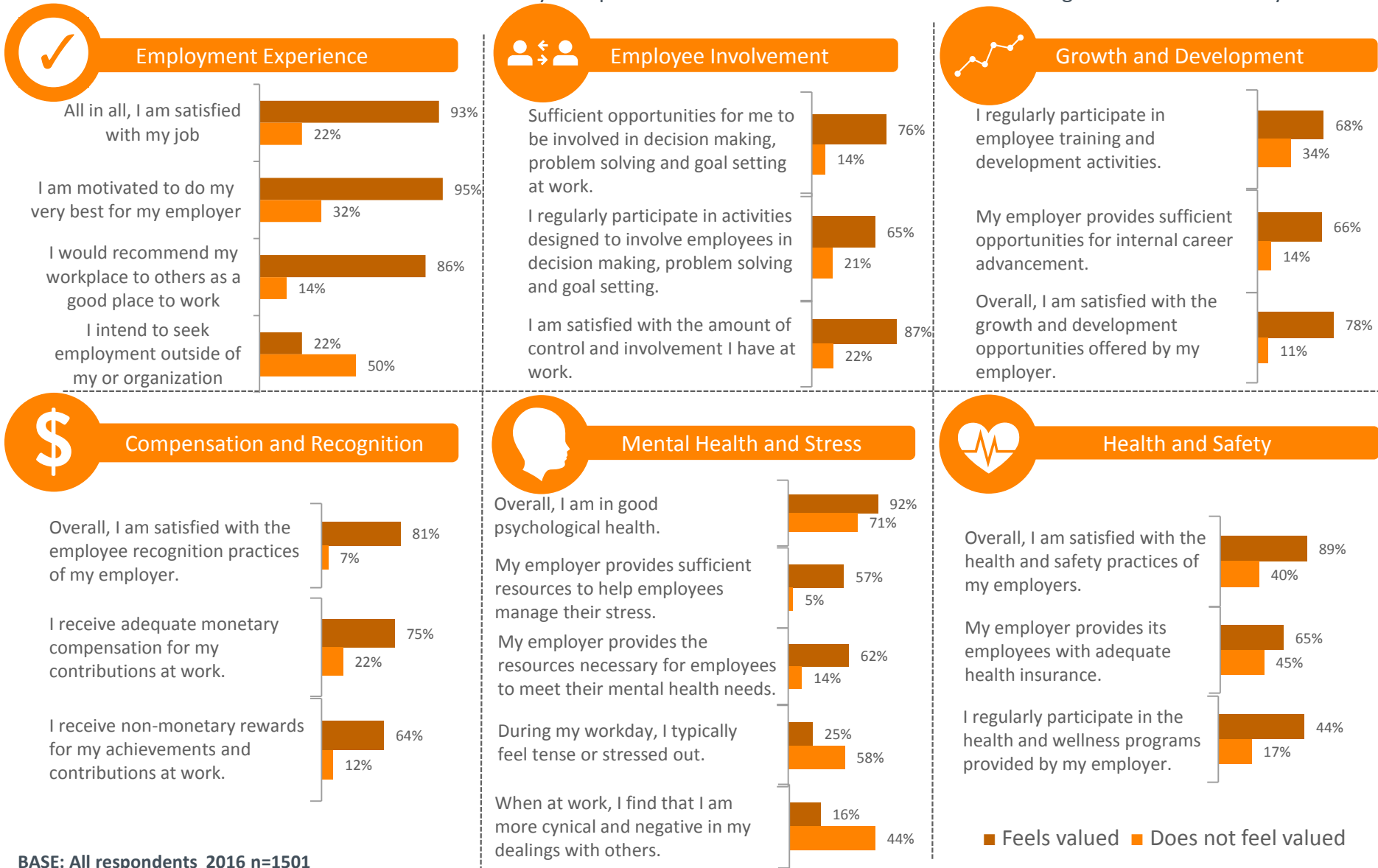
EMPLOYMENT EXPERIENCE

In 2016, the percentage of employees reporting that they intend to seek employment outside of the company within the next year (28%) is at its highest since 2013 and significantly higher than it was in 2015. Although around two-thirds of working Americans claim they are motivated to do their best at work, only 53% say their employer makes them feel valued.



FEELING VALUED

Workers who say their employer makes them feel valued are more likely to be satisfied with their jobs and motivated to do their best. Those who feel valued are also more likely to say they regularly participate in their employer's wellness programs, training activities and involvement efforts and less likely to report chronic work stress or intent to leave the organization in the next year.

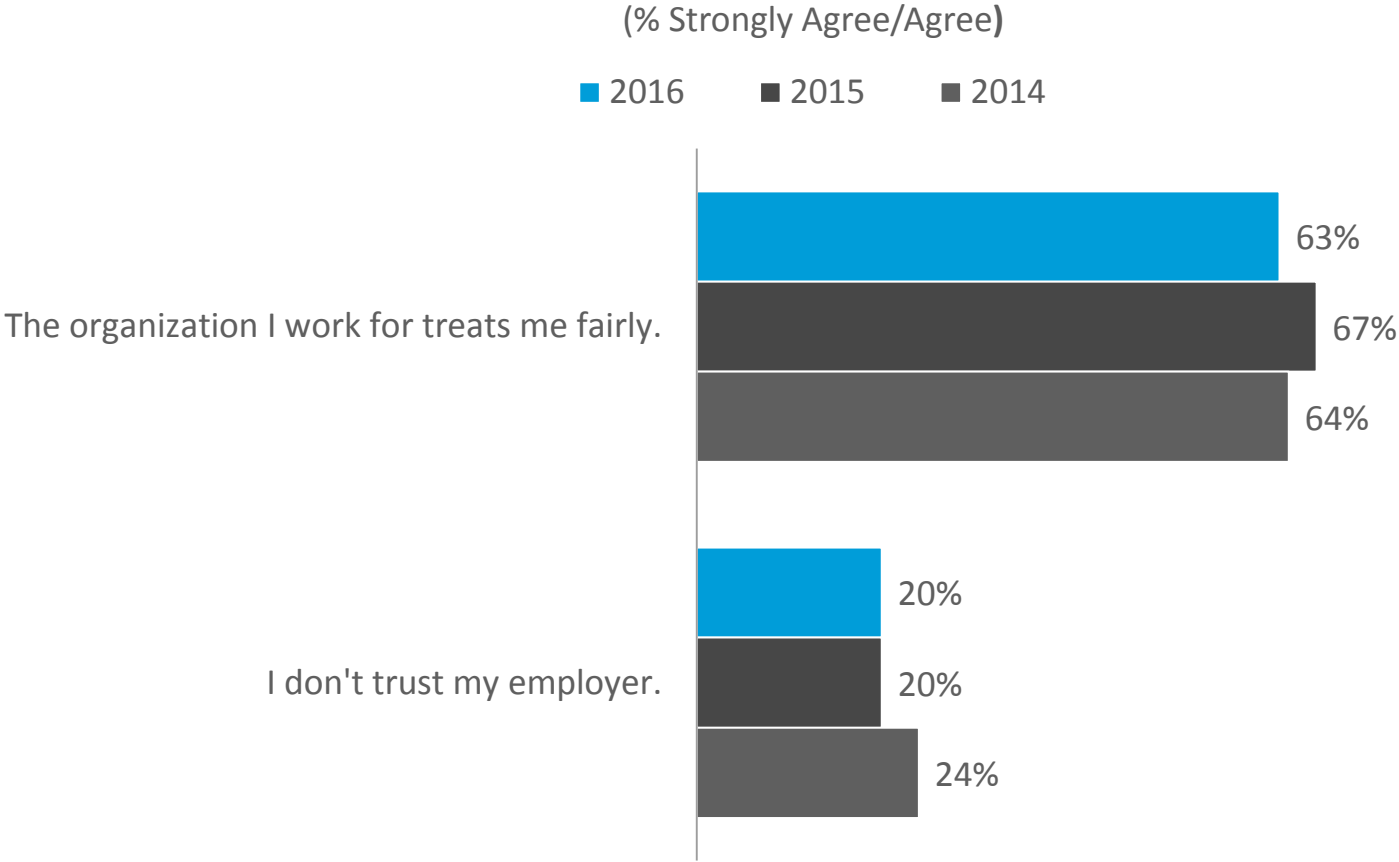


BASE: All respondents 2016 n=1501



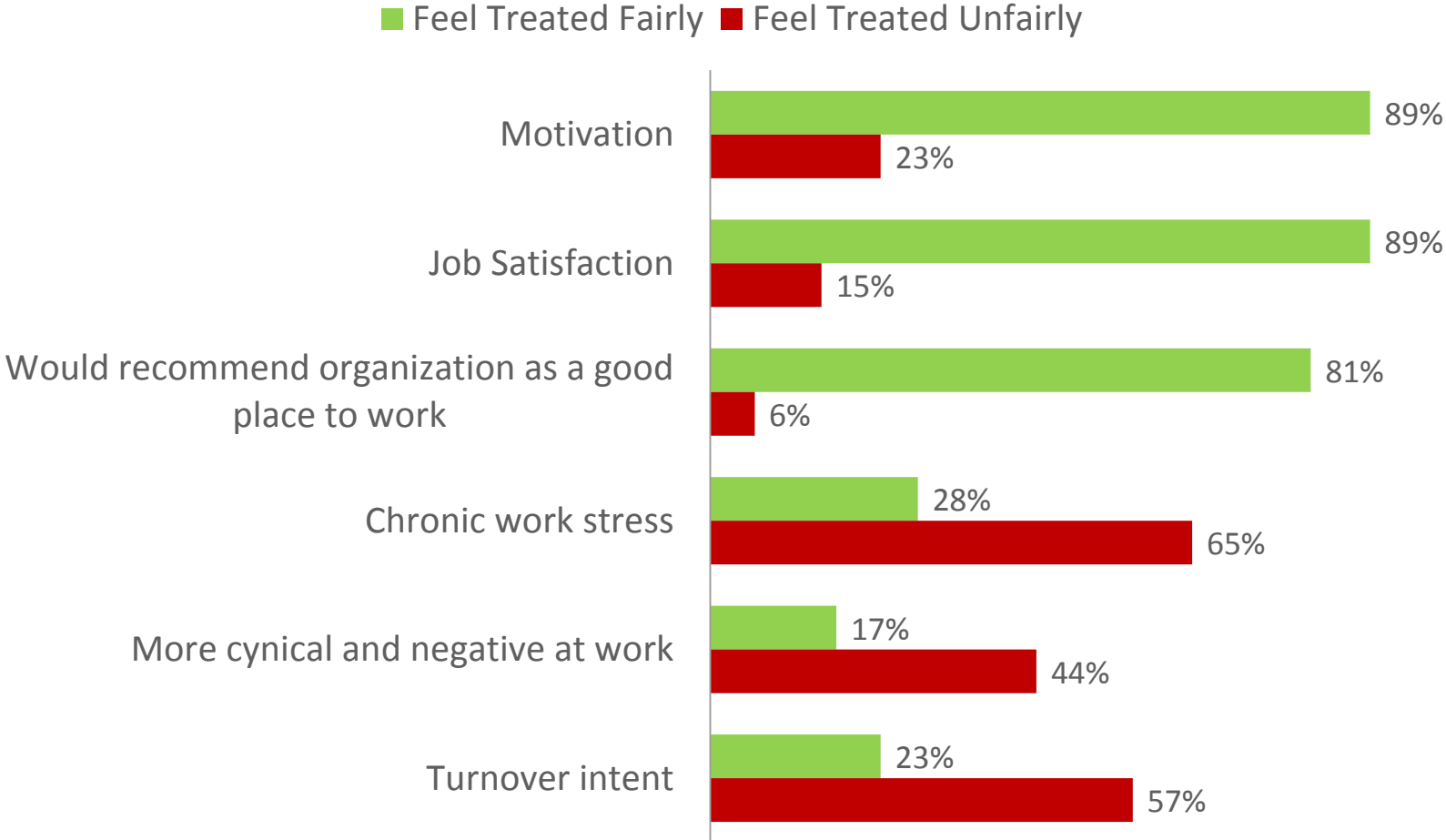
FAIRNESS AND TRUST

About two-thirds of employed adults (63%) feel that their organization treats them fairly, but one-fifth (20%) say they do not trust their employer.



FAIRNESS

Almost nine out of ten working Americans who feel they are treated fairly (89%) say they are motivated to do their best at work, compared to less than a quarter of employees who feel treated unfairly. Employees who feel treated fairly are also more likely to be satisfied with their job. Employees who say they are treated unfairly are more likely to report feeling stressed out on a typical work day, to say they are more cynical and negative at work and to say they intend to look for a new job within the next year.



TRUST

Nine out of ten working Americans who say they trust their employer report being motivated to do their best at work, compared to less than half of employees who don't trust their employer. Those who trust their employer are also more likely to be satisfied with their job, have a positive relationship with their supervisor, and say they would recommend the organization as a good place to work. Employees who say they don't trust their employer are more than three times as likely to say they're typically tense and stressed out at work and that they plan to look for a new job within the next year, compared to those who trust their employer.

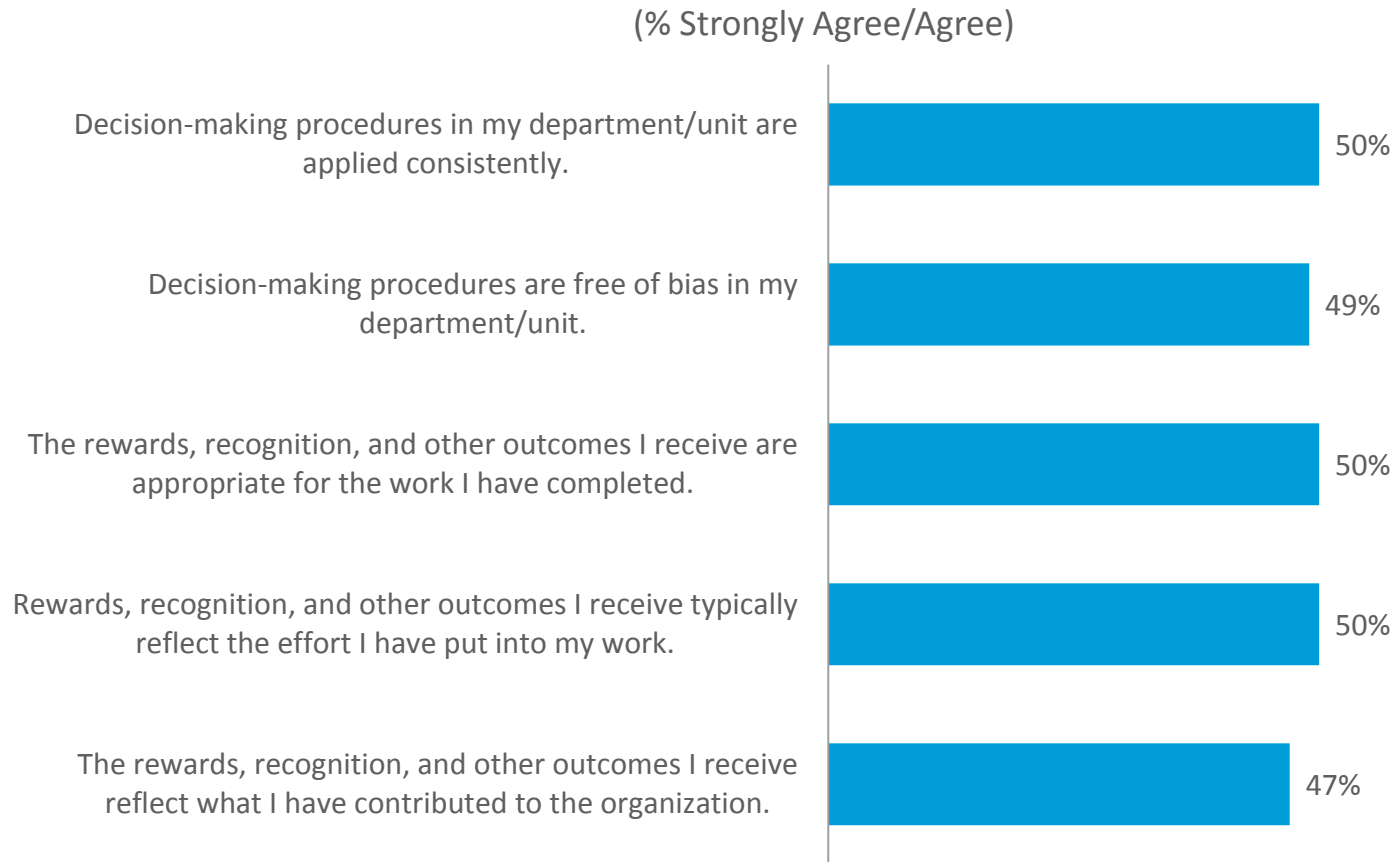


ORGANIZATIONAL JUSTICE AND WELL-BEING CLIMATE



ORGANIZATIONAL JUSTICE

Only around half of working Americans say the decision-making procedures in their work unit are applied consistently and free of bias. Similarly, just half of employees say rewards, recognition and other job-related outcomes reflect their work, effort and contributions to the organization.





ORGANIZATIONAL JUSTICE

More than seven in ten employed adults say their supervisor treats them politely (74%) and with respect (74%) and dignity (71%). Fewer employees say their supervisor provides reasonable explanations for decisions (58%) and tailors communications to individual's specific needs (51%). Just six in ten employees say they are able to express their views and feelings when decisions are being made in their work unit.

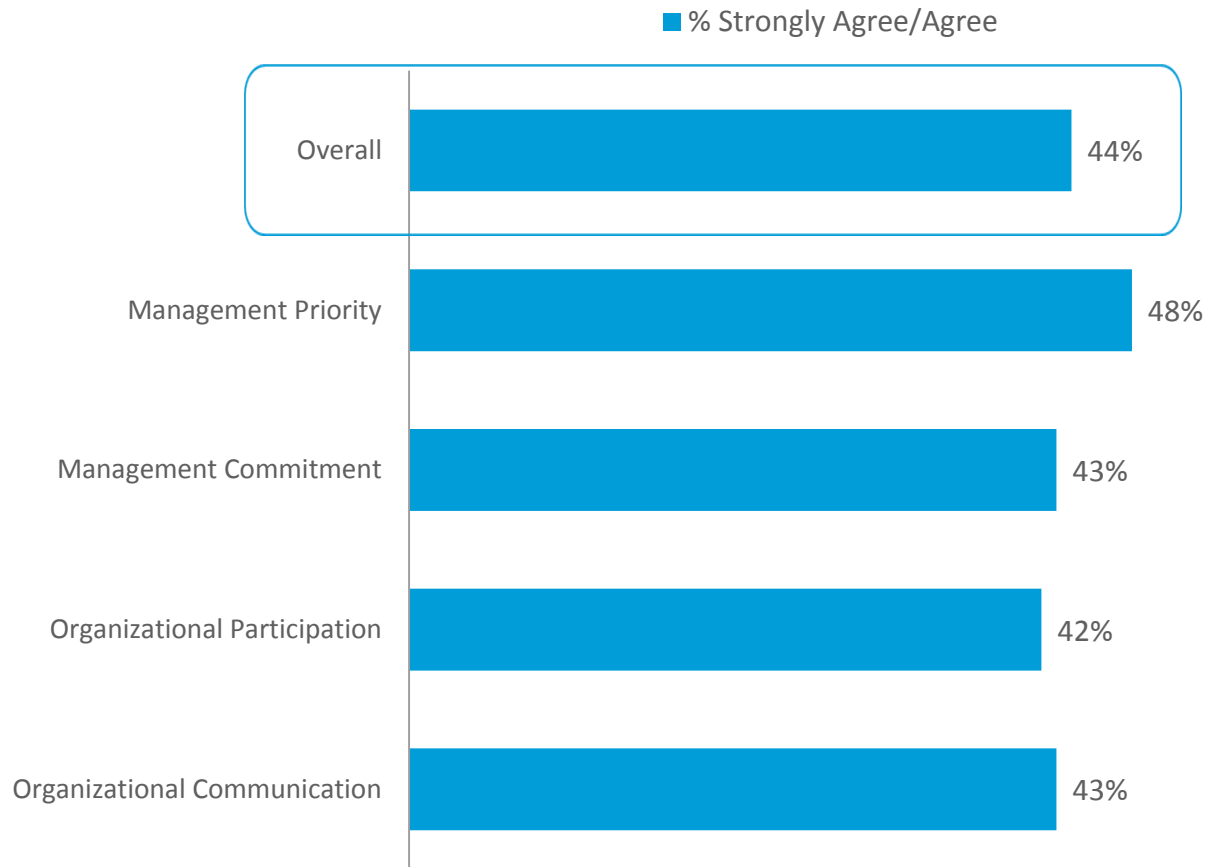
(%Strongly Agree/Agree)





WELL-BEING CLIMATE

Less than half of working Americans say the climate in their organization supports employee well-being.





WELL-BEING CLIMATE

Only around half of working Americans say employee well-being is a priority for their organization (51%) and that senior management considers it to be of great importance (49%). Additionally, just four in ten working Americans (41%) say their senior managers are involved in and committed to well-being initiatives.

Management Priority and Commitment

■ % Strongly Agree/Agree





WELL-BEING CLIMATE

In general, around half or less of working Americans say employee involvement and organizational communication support well-being. Less than a third of employed adults report that key stakeholder groups are represented in consultation regarding workplace well-being.

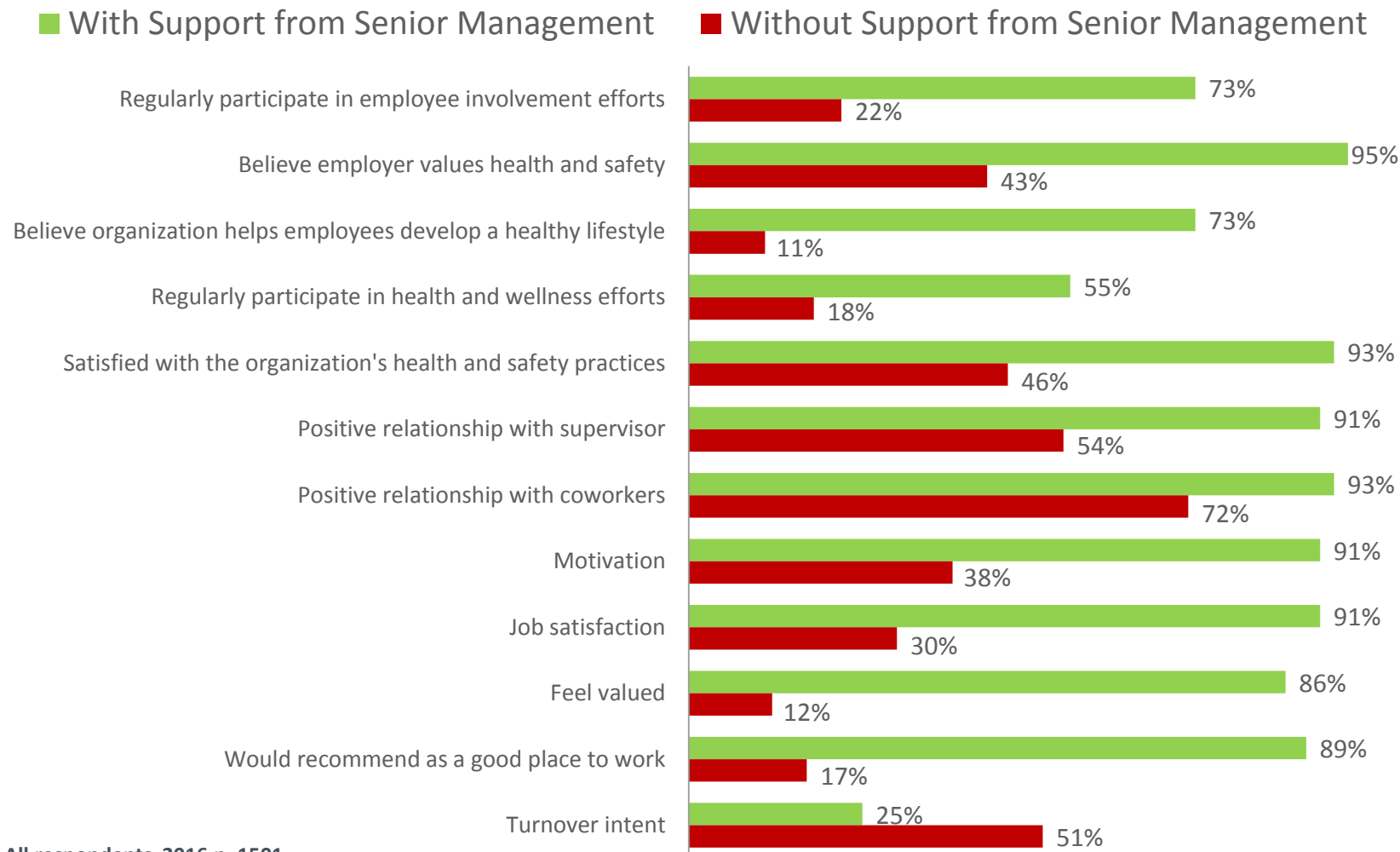
Organizational Participation and Communication

■ % Strongly Agree/Agree



WELL-BEING CLIMATE AND LEADERSHIP SUPPORT

Nearly three-fourths (73 percent) of employees with senior managers who show support through involvement and commitment to well-being initiatives said their organization helps employees develop a healthy lifestyle, compared with just 11 percent who work in an organization without that leadership support. The survey found widespread links between support from senior leaders and a variety of employee and organizational outcomes.



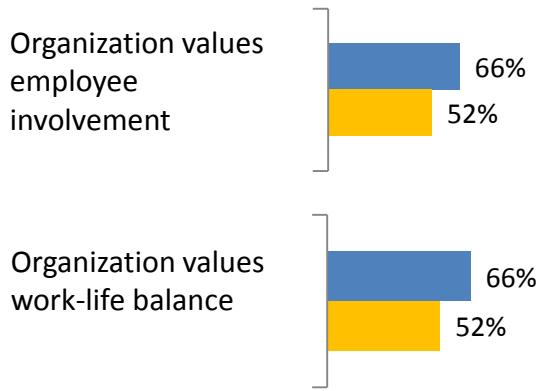
BASE: All respondents 2016 n=1501

SUBGROUP ANALYSIS

SENIOR LEADERS VS. FRONT-LINE EMPLOYEES

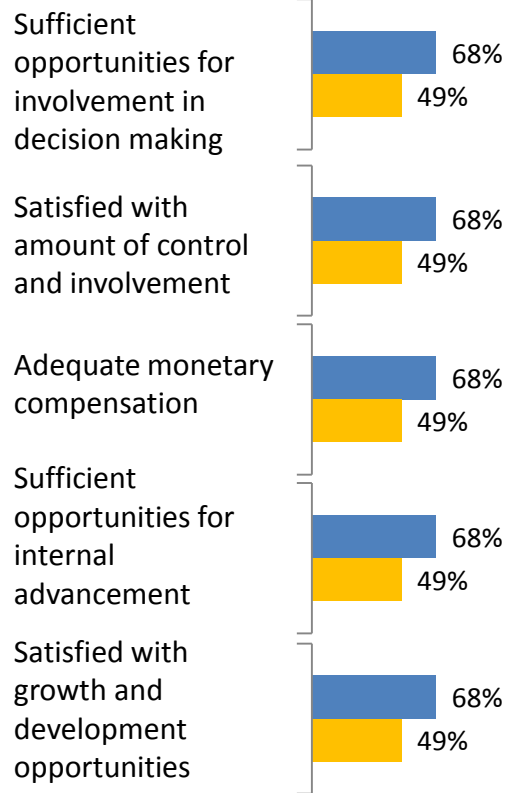
Senior leaders were more likely than front-line workers to say their organization values employee involvement and work-life balance. Compared to front-line employees, more senior leaders also reported having sufficient opportunities for involvement in decision making and internal advancement and were more likely to say they are satisfied with the amount of control they have and the opportunities for growth and development available to them. Similarly, more senior leaders said they regularly participate in training, take part in efforts to involve employees and use flexible work practices, compared to front-line workers. Around 7 in 10 senior leaders said they are satisfied with their job and feel valued by their employer, compared to less than half of front-line workers .

Organizational Culture

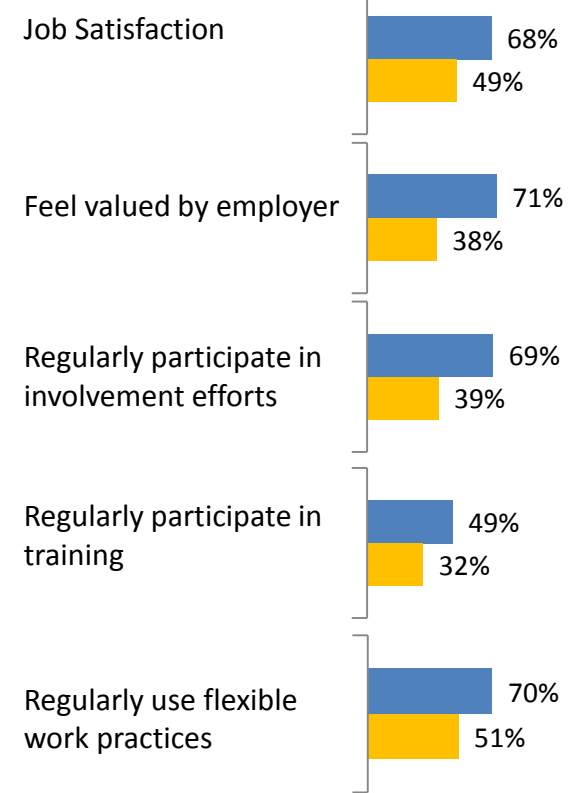


■ Senior Leaders
■ Front-Line Workers

Opportunities and Resources



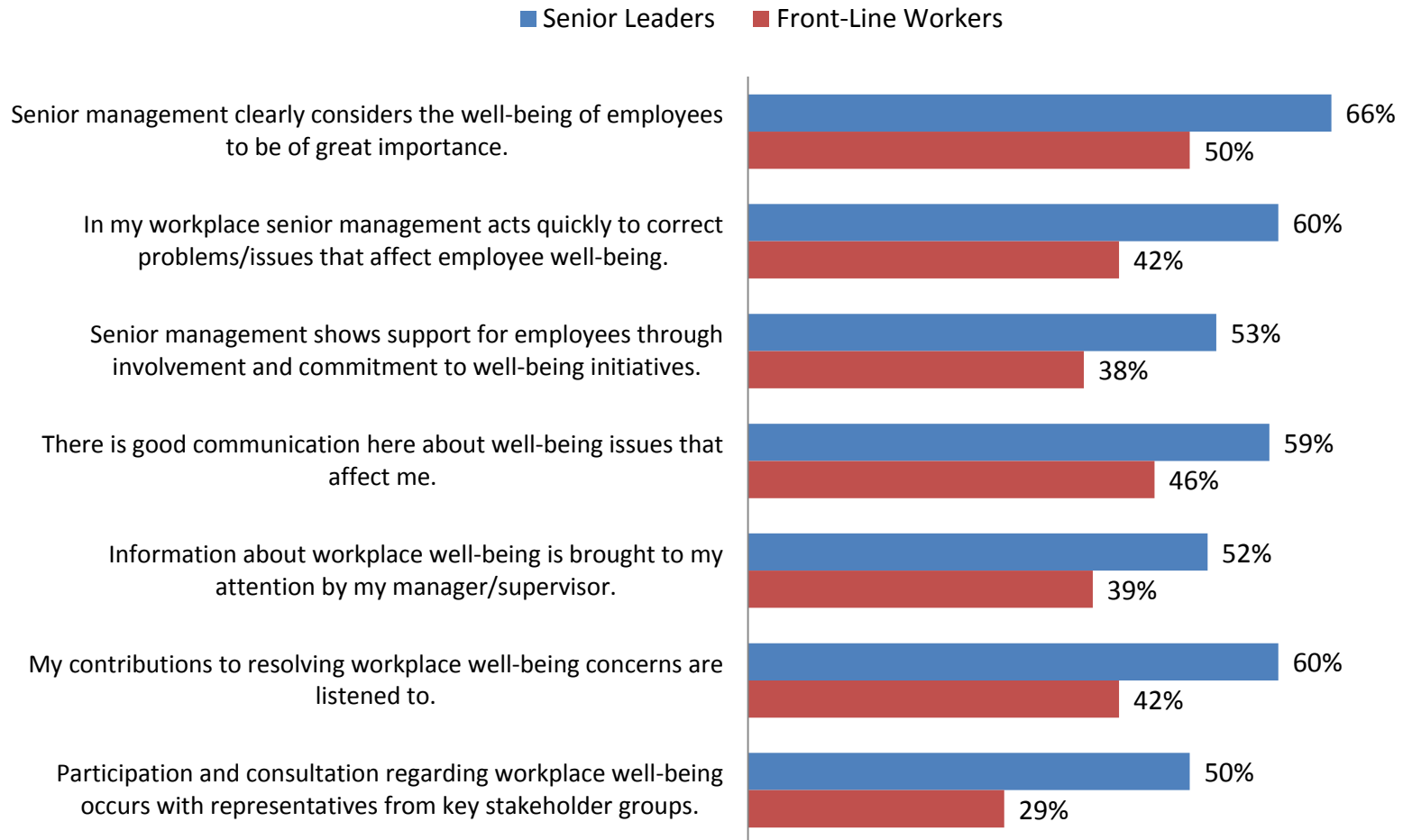
Outcomes





WELL-BEING CLIMATE: SENIOR LEADERS VS. FRONT-LINE

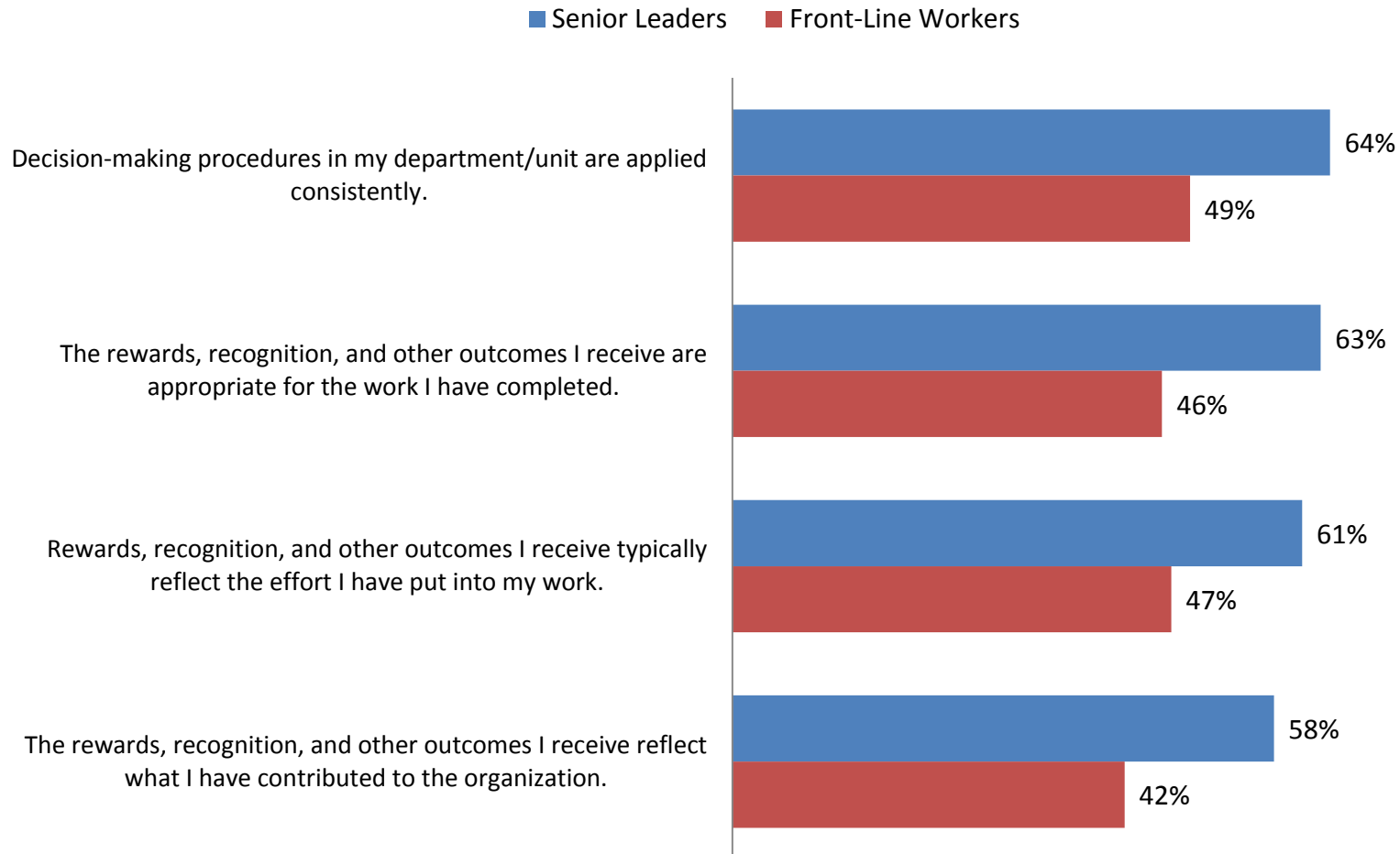
Senior leaders were more likely than front-line employees to see their organization's climate as supporting well-being.





ORGANIZATIONAL JUSTICE: SENIOR LEADERS VS. FRONT-LINE

Senior leaders were more likely than front-line workers to say the rewards, recognition and other outcomes they receive reflect their work, effort and contributions to the organization. Similarly, senior leaders were more likely to believe that decision-making procedures are applied consistently.



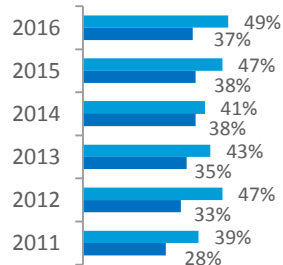
GENDER COMPARISON

Year over year, women are less likely than men to say they think their employer provides sufficient opportunities for internal career advancement and to say they receive adequate monetary compensation for their contributions at work. In addition, in recent years, they are less likely than men to say their employer provides workers with adequate health insurance. Despite the differences, women are less likely than men to say they intend to seek employment outside their company or organization in the next year.

■ Male ■ Female

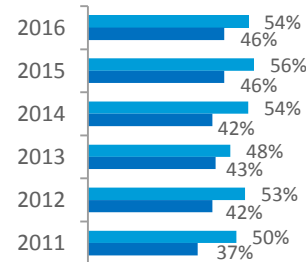
Growth

My employer provides sufficient opportunities for internal career advancement.



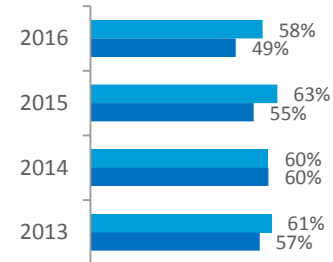
Compensation

I receive adequate monetary compensation for my contributions at work.



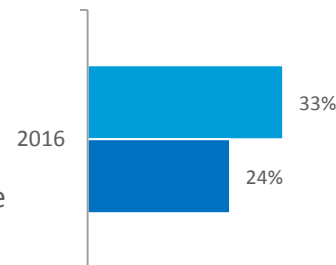
Health Insurance

My employer provides its employees with adequate health insurance.



YET...

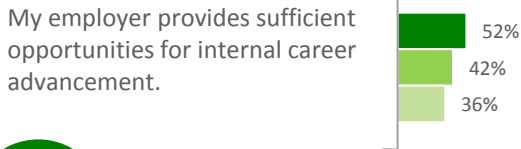
I intend to seek employment outside of my company or organization in the next year.



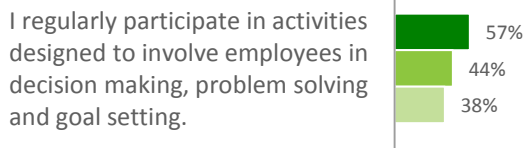
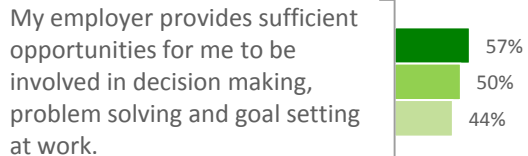
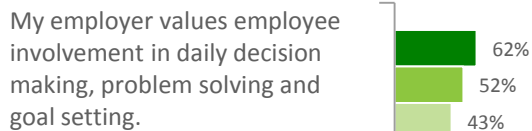
GENERATION COMPARISON

Younger workers are more likely than older generations to agree that they have opportunities for growth and involvement in decision making at their jobs. Despite this, they are no more likely than the older generations to report having sufficient control over how they perform their jobs, feeling valued, receiving adequate compensation for their contributions or being sufficiently recognized for their contributions. As such, millennials are the most likely group to report that they intend to seek employment outside their company in the next year.

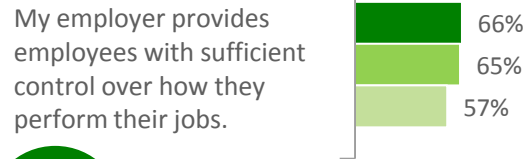
Growth



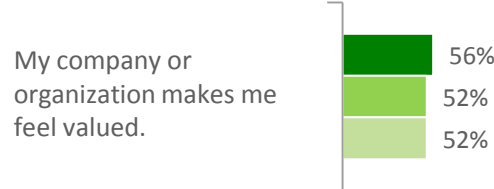
Involvement



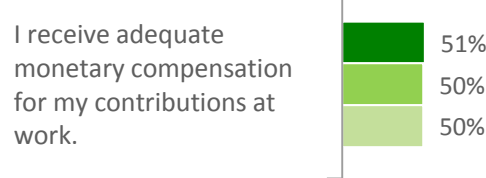
Control



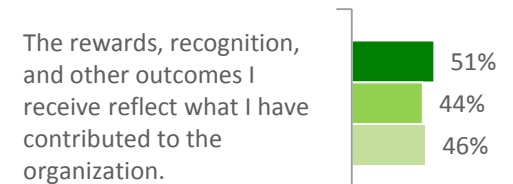
Feeling Valued



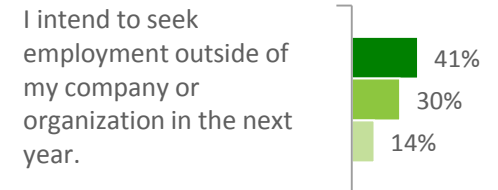
Compensation



Recognition



Turnover Intent



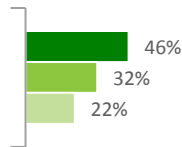
■ Millennial ■ Gen X ■ Boomer

STRESS/HEALTH BY GENERATION

Younger workers are more likely than those in the Boomer generation to report mental health problems including problems that kept them from achieving their goals at work. They are also more likely to report experiencing stress and physical symptoms during the workday.

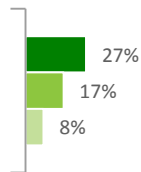
Stress

During my workday, I typically feel tense or stressed out.



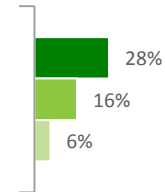
Physical Health

During my workday, I experience physical symptoms, such as shortness of breath, dizziness, muscle spasms, headaches and neck stiffness.

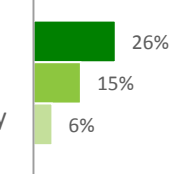


Mental Health

In the past month, the challenges of my job were harder to handle because of mental health problems such as depression, anxiety or other medical health issues.



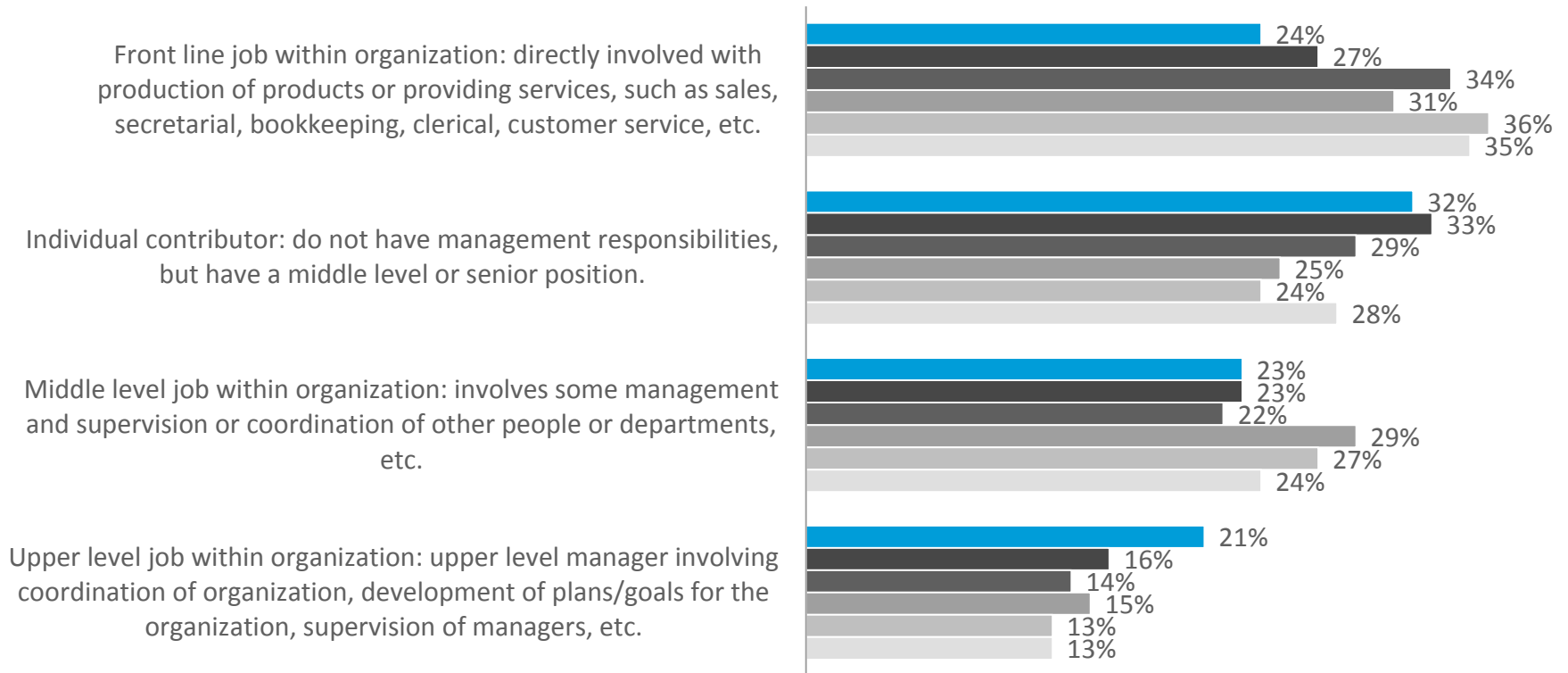
In the past month, mental health problems such as depression, anxiety or other mental health issues kept me from achieving my goals at work.



WORKPLACE AND DEMOGRAPHIC PROFILE

WORKPLACE DUTIES

■ 2016 ■ 2015 ■ 2014 ■ 2013 ■ 2012 ■ 2011

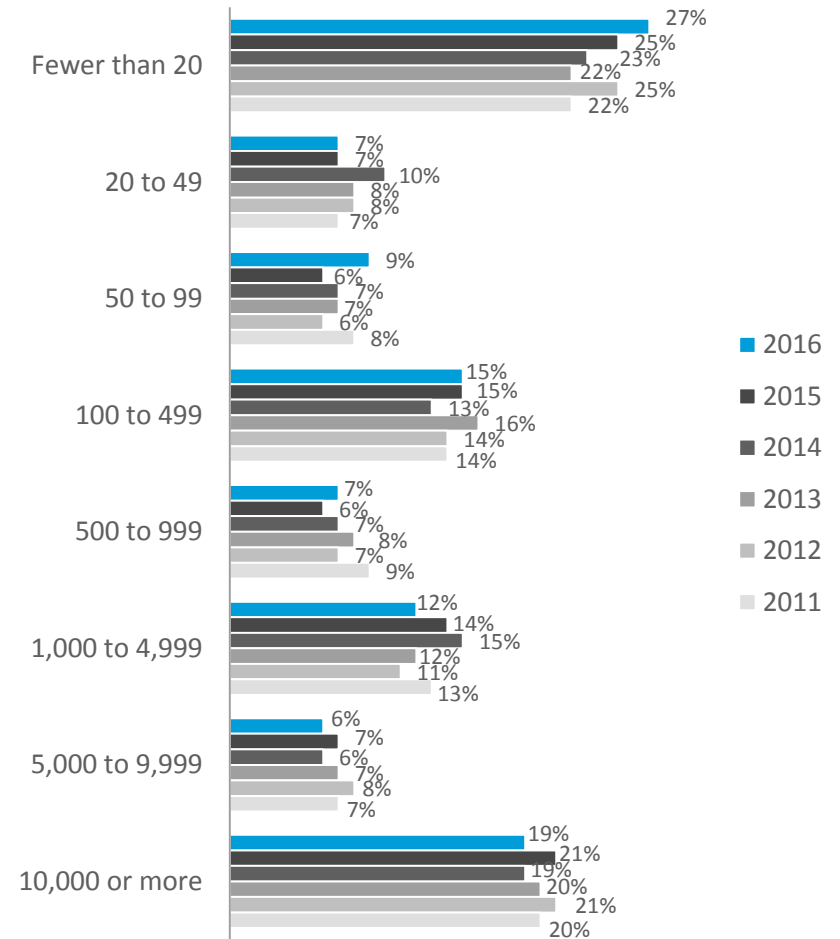


COMPANY PROFILE

Type of Company

	2016	2015	2014	2013	2012	2011
For-profit	73%	70%	68%	68%	70%	67%
Local, state, or federal government	12%	15%	16%	15%	16%	18%
Not-for-profit	15%	15%	16%	17%	15%	15%

Number of Employees



DEMOGRAPHIC PROFILE

	2016	2015	2014	2013	2012	2011
Gender	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
Male	51%	53%	52%	51%	54%	60%
Female	49%	47%	48%	49%	46%	40%
Age	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
18-24	7%	5%	9%	11%	11%	13%
25-34	21%	23%	22%	17%	35%	39%
35-44	23%	20%	22%	22%	20%	21%
45-54	23%	22%	22%	22%	17%	14%
55-64	20%	21%	21%	22%	12%	7%
65 and over	6%	7%	5%	6%	5%	5%
Ethnicity	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
White	68%	68%	67%	70%	74%	79%
Black/African American	12%	11%	11%	10%	10%	8%
Hispanic	15%	15%	15%	14	10%	7%
Asian or Pacific Islander	2%	3%	4%	3%	2%	3%
Native American/Alaskan native	1%	1%	1%	*	*	*
Mixed racial background	*	-	-	-	*	1%
Other race	*	2%	1%	*	1%	1%

	2016	2015	2014	2013	2012	2011
Hours Worked per Week	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
1-8 hrs	4%	5%	4%	6%	4%	4%
9-16 hours	8%	5%	5%	6%	5%	6%
17-24 hours	8%	8%	6%	7%	7%	7%
25-31 hours	8%	9%	9%	8%	8%	7%
32 or more hours	72%	73%	75%	72%	75%	76%
Marital Status	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
Single, never married	27%	26%	27%	22%	31%	36%
Married	55%	56%	55%	59%	51%	49%
Divorced	7%	8%	9%	8%	7%	5%
Separated	1%	1%	1%	2%	3%	2%
Widowed	1%	3%	2%	2%	1%	1%
Living with partner	8%	8%	6%	7%	8%	6%

NOTE: A (*) means less than one-half percent responding; and a (-) means non-response or zero percent

DEMOGRAPHIC PROFILE (CONTINUED)

	2016	2015	2014	2013	2012	2011
Region	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
East	23%	22%	22%	23%	23%	25%
Midwest	22%	22%	22%	23%	24%	23%
South	32%	33%	32%	31%	30%	30%
West	23%	23%	23%	23%	23%	22%
Education	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
High school or less	25%	28%	24%	25%	29%	20%
Some college	18%	19%	20%	19%	18%	22%
Associate degree	11%	11%	11%	11%	9%	8%
Bachelor's degree	24%	23%	24%	23%	26%	33%
Graduate School	15%	13%	15%	15%	14%	18%
Income	N= 1501	N= 1552	N= 1562	N= 1501	N= 1714	N= 1546
Less than \$15,000	3%	4%	4%	4%	5%	5%
\$15,000 to \$24,999	5%	5%	5%	6%	7%	6%
\$25,000 to \$34,999	6%	7%	7%	7%	8%	8%
\$35,000 to \$49,999	11%	11%	11%	12%	13%	13%
\$50,000 to \$74,999	17%	19%	20%	19%	20%	18%
\$75,000 to \$99,999	14%	16%	14%	15%	15%	15%
\$100,000 to \$124,999	15%	11%	14%	12%	12%	16%
\$125,000 to \$149,999	8%	8%	9%	6%	5%	5%
\$150,000 to \$199,999	5%	7%	6%	5%	4%	6%
\$200,000 to \$249,999	1%	2%	2%	2%	1%	1%
\$250,000 or more	3%	2%	2%	3%	3%	2%
Decline to answer	11%	7%	7%	9%	7%	6%

	2016	2015	2014
Industry	N= 1501	N= 1552	N= 1562
Health Care and Social Assistance	10%	9%	9%
Educational Services	10%	9%	10%
Retail Trade	8%	9%	9%
Manufacturing	8%	9%	9%
Professional, Scientific, and Technical Services	6%	6%	8%
Finance and Insurance	5%	6%	6%
Accommodation and Food Services	4%	4%	3%
Construction	4%	4%	4%
Information	3%	2%	3%
Transportation and Warehousing	3%	3%	3%
Arts, Entertainment, and Recreation	3%	3%	3%
Public Administration	3%	3%	3%
Administrative and Support and Waste Management and Remediation Services	2%	1%	1%
Agriculture, Forestry, Fishing and Hunting	1%	1%	2%
Wholesale Trade	1%	1%	2%
Real Estate and Rental and Leasing	1%	2%	1%
Utilities	1%	1%	1%
Management of Companies and Enterprises	1%	1%	1%
Mining, Quarrying, and Oil and Gas Extraction	*	*	1%
Other Services (except Public Administration)	25%	25%	20%



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