



# ANATOMY OF A HAPPY EMPLOYEE



Happy employees are better employees — and they are also better for your business. These workers are more loyal and motivated, and they do better work. This is true no matter what your industry or location. But what makes employees happy? Find out based on a recent survey of more than 12,000 U.S. and Canadian workers.

PRIDE

FEELING APPRECIATED

FAIRNESS & RESPECT

ACCOMPLISHMENT

INTEREST

RELATIONSHIPS

## What determines employees' happiness?

1

### PRIDE IN THEIR ORGANIZATION

The number-one driver of happiness overall.



Workers who feel proud of their organizations are **3x more likely to be happy at work.**

2

### FEELING APPRECIATED

The second biggest driver of happiness. It occupies the top spot for legal and accounting professionals.



3

### A SENSE OF FAIRNESS AND RESPECT

The third most important happiness factor. Nearly one-quarter (24 percent) of professionals who say they are treated with little respect are likely to leave their jobs in the next year.



4

### A SENSE OF ACCOMPLISHMENT

The strongest driver of happiness for those 34 years of age and under.



5

### INTERESTING AND MEANINGFUL WORK

One of the top three happiness factors for financial services, administrative, technology and creative professionals.



6

### POSITIVE WORKPLACE RELATIONSHIPS

An important happiness driver. Sixty-three percent of survey respondents report having good friends at work.





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## Which employees are the happiest?



The happiest role:

**SENIOR EXECUTIVE**



The happiest company size:

**LESS THAN 10 EMPLOYEES**



The happiest age:

**55+**



The happiest tenure:

**FIRST YEAR ON THE JOB**

## Influence Inequality

The ability to influence important decisions is a happiness driver, but not all workers feel they have equal say.

Only 47% of women say they exert influence on the job, compared to 55% of men.



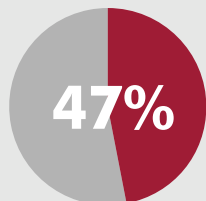
**47%**



**55%**



Just 45% of administrative workers feel they have a say in important decisions.



Only 47% of workers 55 years and up say they influence important decisions.

Only 35% of workers at organizations with 5,000+ employees say they have influence.



## Where can companies improve?



### FIND BETTER MATCHES:

Workers who say they are not a good match with their employers are the most likely to leave their job within a year.



### FOCUS ON FAIRNESS:

Only 52 percent of women feel they are paid fairly at work, compared to 58 percent of men.



### PROVIDE WORK-LIFE BALANCE:

Two-thirds of workers feel satisfied with their level of work-life balance, leaving some room for improvement.



### BUILD TIGHT TEAMS:

Workers who have good relationships with others on their teams are 2.5 times more likely to be happy than those who do not.



### CELEBRATE ALL CONTRIBUTIONS:

Feeling appreciated is the second biggest driver of happiness — make sure to thank all employees for a job well done.

To learn more about the importance of improving happiness in your workplace, visit [www.roberthalf.com/its-time-we-all-work-happy](http://www.roberthalf.com/its-time-we-all-work-happy)