Employee Engagement Benchmark Study, 2013
Study of More Than 2,400 U.S. Employees

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& Managing Partner

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Executive Summary

Using the Temkin Employee Engagement Index, we analyzed employee engagement across more than 2,400 U.S. employees. Employee engagement has increased over last year. Companies that outperform their peers in financial performance and customer experience have considerably more engaged workforces. Why does that matter? Because highly engaged employees try harder, recommend the company, help others, and take less sick time. It turns out that services industries have the most engaged employees while the retail sector has the fewest. We also found that highly engaged employees tend to be: front-line employees, high-income earners, male, African-American, and happy. Since engaged employees are such a valuable asset, we recommend that companies focus on this area using our Five I’s of Employee Engagement: Inform, Inspire, Instruct, Involve, and Incent.

Employee Engagement Is On The Rise

In previous research, Temkin Group identified a set of employee attitudes that correlate highly to engaged, productive employees. Using that information, we developed the Temkin Employee Engagement Index (TEEI) based on employee agreement with these statements (see Figure 1):

- I understand the overall mission of my company
- My company asks for my feedback and acts upon my input
- My company provides me with the training and the tools that I need to be successful

To understand the current state of employee engagement, we surveyed 2,456 U.S. employees who work at for-profit organizations. It turns out that:

- Employee engagement is higher than last year. We found that 57% or respondents are moderately or highly engaged, a significant increase from 47% we found in last year’s study.
- Better performing companies have more engaged employees. Seventy-five percent of employees in companies with strong financial results are highly or moderately engaged, compared with only 47% of under-performing companies (see Figure 2).
- Highly engaged employees are more productive. Across an array of activities, engaged employees demonstrate more commitment to their work. For instance, they are more than twice as likely to work after their shift ends, help someone at work, and make a recommendation for an improvement at the company. They are also more than six times as likely to recommend a friend to take a job at the company.
- Engaged employees try harder. Ninety-six percent of highly engaged employees always or almost always try their hardest at work, compared with only 71% of disengaged employees (see Figure 3).

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1 See Temkin Group Insight Report, “Employee Engagement Benchmark Study” (January 2012)
2 We surveyed U.S. consumers who are full-time employees during August and September 2012
Customer experience leaders have more engaged employees. Seventy-five percent of employees in companies with above average customer experience in their industry are highly or moderately engaged, compared with only 34% of other companies (see Figure 4).

Services have more engaged employees. We examined employee engagement across nine industries (see Figure 5). At the high-end, 62% of employees in professional, scientific, and technical services are moderately or highly engaged. At the bottom of the list, 50% of employees in the retail sector are moderately or highly engaged.

Employees are more engaged in smaller companies. About 60% of employees in companies with 100 employees or less are moderately or highly engaged compared with only 48% of employees at companies with more than 10,000 employees (see Figure 6). Engagement levels have improved across all companies except those with 10 or fewer employees.

Which Employees Are Most Engaged?

We examined the difference in engagement levels based on different employee characteristics and found that the engaged employees are more likely to be:

- **Front-line employees.** The level of employee engagement goes up with the amount of contact that employees have with customers. Sixty-three percent of employees that always interact with customers are at least moderately engaged while only 40% of employees that never interact with customers are that engaged (see Figure 7).

- **Executives.** Three quarters of executives are at least moderately engaged, compared with only 46% of individual contributors.

- **Older and younger.** We looked at engagement by age and found the highest levels with those who are 65 and older (67%) and those who are 18- to 24-years-old (60%) (see Figure 8).

- **High-income earners.** Only 50% of employees who earn less than $25,000 are moderately engaged, but that level increases as employees make more money. At the high-end, 63% of employees who earn more than $100,000 are at least moderately engaged.

- **Male.** Fifty-eight percent of males are at least moderately engaged, compared with 54% of males (see Figure 9).

- **Highly educated.** Sixty percent of employees with a postgraduate degree are at least moderately engaged, compared with 54% of those with a high school degree.

- **African-American.** Sixty-four percent of African-Americans are at least moderately engaged, compared with 59% of Asians and 55% of Caucasians.

- **Financially secure.** Seventy percent of employees that think they are financially secure are at least moderately engaged, compared with 45% of others (see Figure 10).

- **Healthy.** Sixty-two percent of employees that think they are healthy are at least moderately engaged, compared with 45% of others.

- **Physically fit.** Sixty-four percent of employees that think they are physically fit are at least moderately engaged, compared with 41% of others.
**Happy.** Sixty-three percent of employees that think they are typically happy are at least moderately engaged, compared with 32% of others.

**Examining Employee Attitudes and Behaviors**

We examined the details of how employees view their work environment and the work that they do across many dimensions. The data hasn’t changed much since last year (see Figures 11 and 12). Here are some highlights from the deep dive into the different employee segments:

- **Front-line employees go out of their way to help.** We examined responses for employees based on the frequency of their contact with customers (see Figure 13). Across all of the areas we examined, the responses are increasingly favorable as employees have more customer contact. The most significant gap is with the likelihood of the employees to do something that is good for the company, which ranges from 61% of employees that always interact with customers down to 38% of those that never interact with customers.

- **Individual contributors aren’t being listened to.** Across the questions, senior executives tend to have the most favorable responses (see Figure 14). Some of the exceptions are that middle managers are the most likely to recommend that a friend apply for a job at the company and go out of their way to help someone at work. The most significant gap is with the belief that the company asks for employees’ feedback and acts upon what they say, which ranges from 70% of senior executives down to 29% of individual contributors.

- **Young employees recommend hiring their friends.** We did not find many dramatic trends across age groups (see Figure 15). The most significant gap is with the likelihood of employees to recommend that a friend or relative apply for a job at the company, which ranges from 43% of the youngest group down to 24% of the oldest group.

**Master the Five I’s of Employee Engagement**

Previous Temkin Group research uncovered five categories of best practices for building employee engagement that we call the Five I’s of Employee Engagement (see Figure 16):

- **Inform:** Provide employees the information they need to understand the organization’s vision and brand values, along with how customers feel about the organization.

- **Inspire:** Connect employees to the organization’s vision and values so that they believe those matter and take pride in their job and the organization.

- **Instruct:** Support employees with the training, coaching, and feedback they need to successfully deliver the organization’s brand promises to customers.

- **Involve:** Take action with employees when designing their jobs, improving work processes, and solving problems identified through customer or employee feedback.

- **Incent:** Deploy appropriate systems to measure, reward, and reinforce desired employee behaviors and motivate employees to give their best.

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3 See Temkin Group Insight Report, “The Five I’s of Employee Engagement” (November 2012)
Figure 1

Temkin Employee Engagement Index (TEEI)

<table>
<thead>
<tr>
<th>(1) Completely disagree</th>
<th>(2)</th>
<th>(3)</th>
<th>(4) Neutral</th>
<th>(5)</th>
<th>(6)</th>
<th>(7) Completely agree</th>
</tr>
</thead>
</table>

I understand the overall mission of my company
My company asks for my feedback and acts upon my input
My company provides me with the training and the tools that I need to be successful

Total

Total score defines level of employee engagement:
19 to 21 Highly engaged
16 to 18 Moderately engaged
13 to 15 Slightly engaged
12 or less Disengaged

<table>
<thead>
<tr>
<th>TEEI Results, 2011 and 2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly engaged</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Moderately engaged</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Slightly engaged</td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td>Disengaged</td>
</tr>
</tbody>
</table>

2012
2011

Source: Temkin Group Q3 2012 and Q4 2011 Consumer Benchmark Studies

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Engaged Employees Are Valuable Assets

Employee Engagement Based On Financial Performance

Financial performance is worse than competitors:
- 53% Highly/ moderately engaged employees
- 47% Less engaged employees

Financial performance is significantly better than competitors:
- 25% Highly engaged employees
- 75% Disengaged employees

Employees That Are Likely or Very Likely to Do These Things

- Stay late at work if something needs to be done after your normal workday ends (87%) vs. 37%
- Help someone you work with even if they don’t ask for your help (85%) vs. 42%
- Do something that is good for your company even if it is not expected of you (70%) vs. 34%
- Recommend that a friend or relative apply for a job within your company (64%) vs. 10%
- Make a recommendation about an improvement that can be made in your company (59%) vs. 20%

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study

Figure 2
Engaged Employees Try Harder

When you are at work, how often do you try your hardest to do a good job for the company?

- Highly engaged employees:
  - Always: 75%
  - Almost always: 21%
  - Usually: 9%
  - Sometimes: 6%

- Moderately engaged employees:
  - Always: 47%
  - Almost always: 38%
  - Usually: 9%
  - Sometimes: 6%

- Slightly engaged employees:
  - Always: 37%
  - Almost always: 40%
  - Usually: 13%
  - Sometimes: 8%

- Disengaged employees:
  - Always: 40%
  - Almost always: 31%
  - Usually: 14%
  - Sometimes: 12%

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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Figure 3
Customer Experience Leaders Have More Engaged Employees

Employee Engagement Based on Customer Experience CX Performance

<table>
<thead>
<tr>
<th>CX worse than competitors</th>
<th>CX significantly better than competitors</th>
</tr>
</thead>
<tbody>
<tr>
<td>Highly/moderately engaged employees</td>
<td>34%</td>
</tr>
<tr>
<td>Less engaged employees</td>
<td>66%</td>
</tr>
<tr>
<td>25%</td>
<td></td>
</tr>
<tr>
<td>75%</td>
<td></td>
</tr>
</tbody>
</table>

Employees Likely To Do These Things Based on Company’s CX Level

- Stay late at work if something needs to be done after your normal workday ends: 73% CX is significantly better than competitors, 58% CX is somewhat better than competitors, 47% CX is about the same or worse than competitors.
- Help someone you work with even if they don’t ask for your help: 71% CX is significantly better than competitors, 60% CX is somewhat better than competitors, 51% CX is about the same or worse than competitors.
- Do something that is good for your company even if it is not expected of you: 65% CX is significantly better than competitors, 49% CX is somewhat better than competitors, 39% CX is about the same or worse than competitors.
- Recommend that a friend or relative apply for a job within your company: 45% CX is significantly better than competitors, 28% CX is somewhat better than competitors.
- Make a recommendation about an improvement that can be made in your company: 40% CX is significantly better than competitors, 31% CX is somewhat better than competitors, 28% CX is about the same or worse than competitors.
- Look for a new job outside your company during the next six months: 22% CX is significantly better than competitors, 26% CX is somewhat better than competitors, 39% CX is about the same or worse than competitors.

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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Figure 4
Figure 5

Temkin Employee Engagement Index By Industry

- Highly engaged
- Moderately engaged
- Slightly engaged
- Disengaged

Professional, Scientific and Technical Services:
- 32% Highly engaged
- 30% Moderately engaged
- 19% Slightly engaged
- 19% Disengaged

Construction:
- 37% Highly engaged
- 24% Moderately engaged
- 19% Slightly engaged
- 20% Disengaged

Finance and Insurance:
- 30% Highly engaged
- 27% Moderately engaged
- 17% Slightly engaged
- 26% Disengaged

Arts, Entertainment and Recreation:
- 32% Highly engaged
- 25% Moderately engaged
- 19% Slightly engaged
- 25% Disengaged

Health Care and Social Assistance:
- 24% Highly engaged
- 31% Moderately engaged
- 21% Slightly engaged
- 24% Disengaged

Educational Services:
- 27% Highly engaged
- 28% Moderately engaged
- 26% Slightly engaged
- 19% Disengaged

Manufacturing:
- 28% Highly engaged
- 27% Moderately engaged
- 23% Slightly engaged
- 22% Disengaged

Accommodations and Food Services:
- 32% Highly engaged
- 20% Moderately engaged
- 27% Slightly engaged
- 20% Disengaged

Retail Trade:
- 28% Highly engaged
- 22% Moderately engaged
- 22% Slightly engaged
- 29% Disengaged

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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## Temkin Employee Engagement Index By Size of Company

<table>
<thead>
<tr>
<th>Size of Company</th>
<th>Highly engaged</th>
<th>Moderately engaged</th>
<th>Slightly engaged</th>
<th>Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 10,000</td>
<td>24%</td>
<td>22%</td>
<td>25%</td>
<td>29%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5,001 to 10,000</td>
<td>26%</td>
<td>28%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,001 to 5,000</td>
<td>20%</td>
<td>36%</td>
<td>23%</td>
<td>21%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>501 to 1,000</td>
<td>26%</td>
<td>33%</td>
<td>21%</td>
<td>20%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>101 to 500</td>
<td>27%</td>
<td>24%</td>
<td>25%</td>
<td>24%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>51 to 100</td>
<td>30%</td>
<td>30%</td>
<td>19%</td>
<td>21%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 to 50</td>
<td>34%</td>
<td>27%</td>
<td>17%</td>
<td>22%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10</td>
<td>38%</td>
<td>22%</td>
<td>20%</td>
<td>20%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

## Moderately or Highly Engaged Employees By Size of Company, 2011 and 2012

<table>
<thead>
<tr>
<th>Size of Company</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than 5,000</td>
<td>48%</td>
<td>37%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1,001 to 5,000</td>
<td>56%</td>
<td>44%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>501 to 1,000</td>
<td>59%</td>
<td>43%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>101 to 500</td>
<td>51%</td>
<td>42%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>51 to 100</td>
<td>60%</td>
<td>40%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>10 to 50</td>
<td>61%</td>
<td>49%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 10</td>
<td>60%</td>
<td>59%</td>
</tr>
<tr>
<td>employees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Base: 2,456 full-time U.S. employees

Source: Temkin Group Q3 2012 Consumer Benchmark Study

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Figure 6
Figure 7

Temkin Employee Engagement Index (TEEI) By Amount of Customer Contact and Role Within Organization

**TEEI By How Often Employee Interacts Directly with Customers**

- **Always**
  - Highly engaged: 38%
  - Moderately engaged: 25%
  - Slightly engaged: 17%
  - Disengaged: 20%

- **Often**
  - Highly engaged: 31%
  - Moderately engaged: 30%
  - Slightly engaged: 21%
  - Disengaged: 19%

- **Sometimes**
  - Highly engaged: 23%
  - Moderately engaged: 29%
  - Slightly engaged: 25%
  - Disengaged: 22%

- **Never**
  - Highly engaged: 18%
  - Moderately engaged: 22%
  - Slightly engaged: 26%
  - Disengaged: 34%

**TEEI By Organizational Role of Employee**

- **Senior executive**
  - Highly engaged: 58%
  - Moderately engaged: 17%
  - Slightly engaged: 13%
  - Disengaged: 12%

- **Senior leader**
  - Highly engaged: 35%
  - Moderately engaged: 34%
  - Slightly engaged: 16%
  - Disengaged: 16%

- **Team leader/manager**
  - Highly engaged: 36%
  - Moderately engaged: 30%
  - Slightly engaged: 18%
  - Disengaged: 15%

- **Individual contributor**
  - Highly engaged: 21%
  - Moderately engaged: 25%
  - Slightly engaged: 25%
  - Disengaged: 29%

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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Temkin Employee Engagement Index (TEEI) By Age and Income Level

**TEEI By Age**

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Highly engaged</th>
<th>Moderately engaged</th>
<th>Slightly engaged</th>
<th>Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>65 and older</td>
<td>43%</td>
<td>24%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>55 to 64</td>
<td>30%</td>
<td>25%</td>
<td>20%</td>
<td>25%</td>
</tr>
<tr>
<td>45 to 54</td>
<td>29%</td>
<td>25%</td>
<td>22%</td>
<td>24%</td>
</tr>
<tr>
<td>35 to 44</td>
<td>30%</td>
<td>27%</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>25 to 34</td>
<td>26%</td>
<td>29%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>18 to 24</td>
<td>35%</td>
<td>25%</td>
<td>21%</td>
<td>19%</td>
</tr>
</tbody>
</table>

**TEEI By Income Level**

<table>
<thead>
<tr>
<th>Income Level</th>
<th>Highly engaged</th>
<th>Moderately engaged</th>
<th>Slightly engaged</th>
<th>Disengaged</th>
</tr>
</thead>
<tbody>
<tr>
<td>More than $100K</td>
<td>33%</td>
<td>30%</td>
<td>19%</td>
<td>18%</td>
</tr>
<tr>
<td>$75K to less than $100K</td>
<td>29%</td>
<td>30%</td>
<td>21%</td>
<td>21%</td>
</tr>
<tr>
<td>$50K to less than $75K</td>
<td>31%</td>
<td>26%</td>
<td>20%</td>
<td>23%</td>
</tr>
<tr>
<td>$25K to less than $50K</td>
<td>29%</td>
<td>25%</td>
<td>22%</td>
<td>23%</td>
</tr>
<tr>
<td>Less than $25K</td>
<td>26%</td>
<td>24%</td>
<td>26%</td>
<td>25%</td>
</tr>
</tbody>
</table>

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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Figure 8
Figure 10

Temkin Employee Engagement Index (TEEI) By Attitudes

I am financially secure
- Highly engaged
  - Agree: 41%
  - Disagree: 23%
- Moderately engaged
  - Agree: 29%
  - Disagree: 22%
- Slightly engaged
  - Agree: 16%
  - Disagree: 25%
- Disengaged
  - Agree: 14%
  - Disagree: 30%

I am healthy
- Highly engaged
  - Agree: 34%
  - Disagree: 27%
- Moderately engaged
  - Agree: 28%
  - Disagree: 18%
- Slightly engaged
  - Agree: 20%
  - Disagree: 26%
- Disengaged
  - Agree: 18%
  - Disagree: 30%

I am physically fit
- Highly engaged
  - Agree: 35%
  - Disagree: 23%
- Moderately engaged
  - Agree: 29%
  - Disagree: 18%
- Slightly engaged
  - Agree: 21%
  - Disagree: 25%
- Disengaged
  - Agree: 15%
  - Disagree: 34%

I am typically happy
- Highly engaged
  - Agree: 34%
  - Disagree: 13%
- Moderately engaged
  - Agree: 29%
  - Disagree: 19%
- Slightly engaged
  - Agree: 20%
  - Disagree: 30%
- Disengaged
  - Agree: 17%
  - Disagree: 39%

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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U.S. Employee Behaviors, 2011 and 2012

Employees That Are Likely or Very Likely to Do These Things

1. Help someone you work with even if they don’t ask for your help
   - 2012: 61.5%
   - 2011: Not available

2. Stay late at work if something needs to be done after your normal workday ends
   - 2012: 61.1%
   - 2011: Not available

3. Do something that is good for your company even if it is not expected of you
   - 2012: 52.7%
   - 2011: 53.7%

4. Recommend that a friend or relative apply for a job within your company
   - 2012: 33.8%
   - 2011: 34.1%

5. Make a recommendation about an improvement that can be made in your company
   - 2012: 33.6%
   - 2011: 36.3%

6. Look for a new job outside your company during the next six months
   - 2012: 27.1%
   - 2011: 25.7%

Source: Temkin Group Q3 2012 and Q4 2011 Consumer Benchmark Studies
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U.S. Employee Attitudes, 2011 and 2012

Employees That Agree With These Statements

<table>
<thead>
<tr>
<th>Statement</th>
<th>2012</th>
<th>2011</th>
</tr>
</thead>
<tbody>
<tr>
<td>I understand the overall mission of my company</td>
<td>68.4%</td>
<td>67.9%</td>
</tr>
<tr>
<td>I am committed to helping my company succeed</td>
<td>65.0%</td>
<td>64.3%</td>
</tr>
<tr>
<td>I am proud of my company</td>
<td>55.0%</td>
<td>Not available</td>
</tr>
<tr>
<td>My bosses want me to be successful</td>
<td>54.6%</td>
<td>52.6%</td>
</tr>
<tr>
<td>My job is valued within the company</td>
<td>53.8%</td>
<td>52.5%</td>
</tr>
<tr>
<td>I am inspired by the overall mission of my company</td>
<td>51.8%</td>
<td>51.9%</td>
</tr>
<tr>
<td>My company provides me with the training and the tools that I need to be successful</td>
<td>50.2%</td>
<td>49.6%</td>
</tr>
<tr>
<td>My company celebrates and rewards the right employees</td>
<td>43.3%</td>
<td>Not available</td>
</tr>
<tr>
<td>My company asks for my feedback and acts upon what I say</td>
<td>41.9%</td>
<td>42.1%</td>
</tr>
</tbody>
</table>

Source: Temkin Group Q3 2012 and Q4 2011 Consumer Benchmark Studies
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## Employee Attitudes And Behaviors
### By Level of Customer Contact

<table>
<thead>
<tr>
<th>Employees Likely to Do These Things</th>
<th>Never</th>
<th>Sometimes</th>
<th>Often</th>
<th>Always</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend that a friend or relative apply for a job within your company</td>
<td>26%</td>
<td>30%</td>
<td>35%</td>
<td>38%</td>
</tr>
<tr>
<td>Look for a new job outside your company during the next six months</td>
<td>25%</td>
<td>24%</td>
<td>32%</td>
<td>28%</td>
</tr>
<tr>
<td>Make a recommendation about an improvement that can be made in your company</td>
<td>19%</td>
<td>30%</td>
<td>38%</td>
<td>39%</td>
</tr>
<tr>
<td>Do something that is good for your company even if it is not expected of you</td>
<td>38%</td>
<td>48%</td>
<td>52%</td>
<td>61%</td>
</tr>
<tr>
<td>Help someone you work with even if they don’t ask for your help</td>
<td>52%</td>
<td>55%</td>
<td>60%</td>
<td>69%</td>
</tr>
<tr>
<td>Stay late at work if something needs to be done after your normal workday ends</td>
<td>51%</td>
<td>54%</td>
<td>61%</td>
<td>69%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agree with These Statements</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>My bosses want me to be successful</td>
<td>44%</td>
<td>49%</td>
<td>56%</td>
<td>61%</td>
</tr>
<tr>
<td>My job is valued within the company</td>
<td>41%</td>
<td>48%</td>
<td>57%</td>
<td>60%</td>
</tr>
<tr>
<td>I understand the overall mission of my company</td>
<td>60%</td>
<td>61%</td>
<td>69%</td>
<td>76%</td>
</tr>
<tr>
<td>I am committed to helping my company succeed</td>
<td>52%</td>
<td>60%</td>
<td>66%</td>
<td>72%</td>
</tr>
<tr>
<td>My company asks for my feedback and acts upon what I say</td>
<td>26%</td>
<td>38%</td>
<td>45%</td>
<td>48%</td>
</tr>
<tr>
<td>My company provides me with the training and the tools that I need to be successful</td>
<td>38%</td>
<td>46%</td>
<td>52%</td>
<td>56%</td>
</tr>
<tr>
<td>I am proud of my company</td>
<td>42%</td>
<td>50%</td>
<td>56%</td>
<td>61%</td>
</tr>
<tr>
<td>My company celebrates and rewards the right employees</td>
<td>32%</td>
<td>40%</td>
<td>46%</td>
<td>48%</td>
</tr>
</tbody>
</table>

| Always or almost always try their hardest to do a good job for the company | 86% | 74% | 79% | 91% |

| Average sick days over previous three months | 0.7 | 0.9 | 1.1 | 0.9 |

Base: 2,456 full-time U.S. employees  
Source: Temkin Group Q3 2012 Consumer Benchmark Study  
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**Figure 13**
### Employee Attitudes And Behaviors By Organizational Role

<table>
<thead>
<tr>
<th>Employees Likely to Do These Things</th>
<th>Role in the organization:</th>
<th>Individual contributor</th>
<th>Team leader/manager</th>
<th>Senior leader</th>
<th>Senior exec</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend that a friend or relative apply for a job within your company</td>
<td>30%</td>
<td>44%</td>
<td>43%</td>
<td>18%</td>
<td></td>
</tr>
<tr>
<td>Look for a new job outside your company during the next six months</td>
<td>28%</td>
<td>30%</td>
<td>30%</td>
<td>14%</td>
<td></td>
</tr>
<tr>
<td>Make a recommendation about an improvement that can be made in your company</td>
<td>26%</td>
<td>41%</td>
<td>46%</td>
<td>39%</td>
<td></td>
</tr>
<tr>
<td>Do something that is good for your company even if it is not expected of you</td>
<td>45%</td>
<td>61%</td>
<td>62%</td>
<td>62%</td>
<td></td>
</tr>
<tr>
<td>Help someone you work with even if they don’t ask for your help</td>
<td>58%</td>
<td>69%</td>
<td>66%</td>
<td>59%</td>
<td></td>
</tr>
<tr>
<td>Stay late at work if something needs to be done after your normal workday ends</td>
<td>55%</td>
<td>69%</td>
<td>66%</td>
<td>72%</td>
<td></td>
</tr>
</tbody>
</table>

### Agree with These Statements

<table>
<thead>
<tr>
<th>Agree with These Statements</th>
<th>Role in the organization:</th>
<th>Individual contributor</th>
<th>Team leader/manager</th>
<th>Senior leader</th>
<th>Senior exec</th>
</tr>
</thead>
<tbody>
<tr>
<td>My bosses want me to be successful</td>
<td>48%</td>
<td>63%</td>
<td>60%</td>
<td>66%</td>
<td></td>
</tr>
<tr>
<td>My job is valued within the company</td>
<td>45%</td>
<td>61%</td>
<td>61%</td>
<td>76%</td>
<td></td>
</tr>
<tr>
<td>I understand the overall mission of my company</td>
<td>63%</td>
<td>71%</td>
<td>74%</td>
<td>83%</td>
<td></td>
</tr>
<tr>
<td>I am committed to helping my company succeed</td>
<td>57%</td>
<td>72%</td>
<td>71%</td>
<td>85%</td>
<td></td>
</tr>
<tr>
<td>My company asks for my feedback and acts upon what I say</td>
<td>29%</td>
<td>53%</td>
<td>55%</td>
<td>70%</td>
<td></td>
</tr>
<tr>
<td>My company provides me with the training and tools that I need to be successful</td>
<td>42%</td>
<td>59%</td>
<td>57%</td>
<td>69%</td>
<td></td>
</tr>
<tr>
<td>I am proud of my company</td>
<td>47%</td>
<td>59%</td>
<td>63%</td>
<td>79%</td>
<td></td>
</tr>
<tr>
<td>My company celebrates and rewards the right employees</td>
<td>33%</td>
<td>49%</td>
<td>57%</td>
<td>67%</td>
<td></td>
</tr>
</tbody>
</table>

---

**Always or almost always try their hardest to do a good job for the company**

- 82%
- 84%
- 81%
- 92%

**Average sick days over previous three months**

- Lower ranges: 0.9
- Higher ranges: 1.0

---

Base: 2,456 full-time U.S. employees  
Source: Temkin Group Q3 2012 Consumer Benchmark Study  
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# Employee Attitudes And Behaviors
## By Age Groups

<table>
<thead>
<tr>
<th>Employees Likely to Do These Things</th>
<th>Age: 18 to 24</th>
<th>25 to 34</th>
<th>35 to 44</th>
<th>45 to 54</th>
<th>55 to 64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recommend that a friend or relative apply for a job within your company</td>
<td>43%</td>
<td>39%</td>
<td>34%</td>
<td>31%</td>
<td>24%</td>
</tr>
<tr>
<td>Look for a new job outside your company during the next six months</td>
<td>36%</td>
<td>34%</td>
<td>29%</td>
<td>22%</td>
<td>18%</td>
</tr>
<tr>
<td>Make a recommendation about an improvement that can be made in your company</td>
<td>35%</td>
<td>37%</td>
<td>37%</td>
<td>31%</td>
<td>28%</td>
</tr>
<tr>
<td>Do something that is good for your company even if it is not expected of you</td>
<td>53%</td>
<td>50%</td>
<td>55%</td>
<td>52%</td>
<td>53%</td>
</tr>
<tr>
<td>Help someone you work with even if they don’t ask for your help</td>
<td>61%</td>
<td>59%</td>
<td>63%</td>
<td>61%</td>
<td>63%</td>
</tr>
<tr>
<td>Stay late at work if something needs to be done after your normal workday ends</td>
<td>57%</td>
<td>58%</td>
<td>63%</td>
<td>61%</td>
<td>63%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Agree with These Statements</th>
<th>Age: 18 to 24</th>
<th>25 to 34</th>
<th>35 to 44</th>
<th>45 to 54</th>
<th>55 to 64</th>
</tr>
</thead>
<tbody>
<tr>
<td>My bosses want me to be successful</td>
<td>59%</td>
<td>58%</td>
<td>52%</td>
<td>53%</td>
<td>49%</td>
</tr>
<tr>
<td>My job is valued within the company</td>
<td>54%</td>
<td>51%</td>
<td>54%</td>
<td>54%</td>
<td>52%</td>
</tr>
<tr>
<td>I understand the overall mission of my company</td>
<td>68%</td>
<td>63%</td>
<td>69%</td>
<td>69%</td>
<td>72%</td>
</tr>
<tr>
<td>I am committed to helping my company succeed</td>
<td>60%</td>
<td>60%</td>
<td>66%</td>
<td>67%</td>
<td>67%</td>
</tr>
<tr>
<td>My company asks for my feedback and acts upon what I say</td>
<td>44%</td>
<td>42%</td>
<td>43%</td>
<td>40%</td>
<td>35%</td>
</tr>
<tr>
<td>My company provides me with the training and the tools that I need to be successful</td>
<td>57%</td>
<td>50%</td>
<td>47%</td>
<td>48%</td>
<td>51%</td>
</tr>
<tr>
<td>I am proud of my company</td>
<td>57%</td>
<td>53%</td>
<td>53%</td>
<td>55%</td>
<td>55%</td>
</tr>
<tr>
<td>My company celebrates and rewards the right employees</td>
<td>50%</td>
<td>44%</td>
<td>42%</td>
<td>42%</td>
<td>41%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Always or almost always try their hardest to do a good job for the company</th>
<th>Age: 18 to 24</th>
<th>25 to 34</th>
<th>35 to 44</th>
<th>45 to 54</th>
<th>55 to 64</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%</td>
<td>75%</td>
<td>84%</td>
<td>85%</td>
<td>92%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average sick days over previous three months</th>
<th>Age: 18 to 24</th>
<th>25 to 34</th>
<th>35 to 44</th>
<th>45 to 54</th>
<th>55 to 64</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>1.0</td>
<td>1.2</td>
<td>0.7</td>
<td>0.6</td>
<td></td>
</tr>
</tbody>
</table>

Base: 2,456 full-time U.S. employees
Source: Temkin Group Q3 2012 Consumer Benchmark Study
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<table>
<thead>
<tr>
<th>Employee Engagement Discipline</th>
<th>Best Practices</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Inform</strong></td>
<td>1. Follow a thorough communication plan</td>
</tr>
<tr>
<td></td>
<td>2. Communicate across multiple channels</td>
</tr>
<tr>
<td></td>
<td>3. Make content employee-centric</td>
</tr>
<tr>
<td></td>
<td>4. Create opportunities for employees to hear from customers</td>
</tr>
<tr>
<td><strong>Inspire</strong></td>
<td>5. Define, communicate, and live by a set of values</td>
</tr>
<tr>
<td></td>
<td>6. Increase accessibility to senior executives</td>
</tr>
<tr>
<td></td>
<td>7. Tell compelling stories</td>
</tr>
<tr>
<td></td>
<td>8. Give employees a reason to be proud of the company</td>
</tr>
<tr>
<td><strong>Instruct</strong></td>
<td>9. Launch company-wide CX training programs</td>
</tr>
<tr>
<td></td>
<td>10. Embed CX training in new employee onboarding</td>
</tr>
<tr>
<td></td>
<td>11. Develop training for managers and supervisors</td>
</tr>
<tr>
<td></td>
<td>12. Use managers and front-line employees to deliver training programs</td>
</tr>
<tr>
<td></td>
<td>13. Reinforce training with coaching and feedback</td>
</tr>
<tr>
<td></td>
<td>14. Tap into e-learning for distributed employees</td>
</tr>
<tr>
<td><strong>Involv e</strong></td>
<td>15. Develop a Voice of the Employee (VoE) program</td>
</tr>
<tr>
<td></td>
<td>16. Establish a CX Ambassador program</td>
</tr>
<tr>
<td></td>
<td>17. Develop employee-driven improvement processes</td>
</tr>
<tr>
<td></td>
<td>18. Facilitate cross-role, cross-functional employee connections</td>
</tr>
<tr>
<td></td>
<td>19. Invite employees to thank customers</td>
</tr>
<tr>
<td></td>
<td>20. Find simple, informal opportunities to involve employees</td>
</tr>
<tr>
<td><strong>Incent</strong></td>
<td>21. Enable peer-to-peer recognition</td>
</tr>
<tr>
<td></td>
<td>22. Provide on-the-spot rewards</td>
</tr>
<tr>
<td></td>
<td>23. Formalize CX incentive programs</td>
</tr>
<tr>
<td></td>
<td>24. Celebrate high-performing teams</td>
</tr>
<tr>
<td></td>
<td>25. Turn employee engagement into a management metric</td>
</tr>
</tbody>
</table>

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Figure 16
About the Authors

Bruce Temkin is Customer Experience Transformist & Managing Partner of Temkin Group. He is also the co-founder and Chair of the Customer Experience Professionals Association (cxpa.org). Bruce is widely viewed as a leading expert in how organizations build differentiation with customer experience. He has worked with hundreds of organizations on the strategies, processes, leadership, and culture required to sustain superior customer relationships.

Bruce’s research focuses on identifying current and emerging best practices. He has published seminal reports such as The ROI of Customer Experience, The Future of Customer Experience, and The Four Customer Experience Core Competencies. He uses this insight to advise companies on their customer experience journeys, identifying opportunities for breakthrough performance.

Bruce is the author of the popular blog Customer Experience Matters®. His eBook—Six Laws of Customer Experience—that is available for free on the blog has been downloaded by tens of thousands of people.4

Prior to forming Temkin Group, Bruce was VP & Principal Analyst with Forrester Research. During his 12 years with Forrester, he led the company’s B2B, financial services, and customer experience practices. Bruce was Forrester’s most-read analyst for 13 consecutive quarters and created Forrester’s Customer Experience Index as well as its Voice of the Customer Award.

Prior to Forrester, Bruce co-founded and ran a couple of Internet start-ups. He also held management positions with GE, Stratus Computers, and Fidelity Investments.

Bruce has been widely quoted in the press and is a highly demanded public speaker. He combines deep expertise with an engaging, entertaining style and has delivered hundreds of keynote speeches at industry and corporate events.

Aimee Lucas is Customer Experience Analyst at Temkin Group. She has over 15 years of experience improving service delivery and transforming the customer experience through people development and process improvement initiatives. Her areas of expertise include market research, program management, marketing, instructional design, and training.

Prior to joining The Temkin Group, Aimee was responsible for implementing the client experience strategy and managing the Voice of the Customer (VoC) program for one of the top 10 public accounting and consulting firms in the U.S. Her work included planning and managing strategic initiatives, collaborating with cross-functional teams to introduce new-to-company functions and improvements. Past projects include starting the firm’s internal market research function, managing the design and implementation of its sales and relationship management process, and delivering instructional design and training services across the organization.

Aimee is a graduate of the University of Notre Dame with a bachelor’s degree in marketing management. In her free time, she volunteers as a marathon coach for the Leukemia and Lymphoma Society’s Team in Training program.

4 Customer Experience Matters is a registered trademark of Temkin Group.
About Temkin Group

Temkin Group is a consulting and research firm that helps clients increase customer loyalty by improving their customer experience. The company was founded based on four core beliefs:

**Customer experience drives loyalty.**
Our research and work with clients has shown that interactions with customers influence how much business they’ll do with you in the future and how often they recommend you to friends and colleagues.

**It’s a journey, not a project.**
Building the capabilities to consistently delight customers doesn’t happen overnight. Companies need to plan for a multi-year corporate change program.

**Improvement requires systemic change.**
Companies can improve isolated customer interactions, but they can’t gain competitive advantage until customer experience is embedded within their operating fabric.

**We can help you make a difference.**
Transformation isn’t easy, but leading your company to be more customer-centric is worth the effort. We help our clients accelerate their results and avoid many of the bumps along the way.

Temkin Group combines customer experience thought leadership with a deep understanding of the dynamics of large organizations to accelerate results.

We help companies build the four competencies required for long-term success:

1. **Purposeful Leadership.** Does your leadership team operate consistently from a clear, well-articulated set of values?

2. **Engaged Employees.** Are employees fully committed to the goals of your organization?

3. **Compelling Brand Values.** Are your brand attributes driving decisions about how you treat customers?

4. **Customer Connectedness.** Is customer feedback and insight deeply integrated throughout all of your internal processes?

Temkin Group provides a number of services that include:

- **Interactive workshops** to instill a common mindset, vocabulary, and approach across an organization.
- **Strategic reviews** of customer experience plans and objectives to identify opportunities for accelerating efforts and avoiding missteps along the way.
- **Assessments** of customer experience competencies to identify and close critical gaps.
- **Senior executive sessions** to ensure appropriate levels of alignment and commitment.
- **Executive coaching** to help executives leading customer experience efforts.
- **Speeches and webinars** to teach customer experience concepts.
- **Temkin Ratings** that provides quantitative data on customer experience and loyalty.