

A 2020 Report: Work Well-Being

Why Well-Being?



Leading psychologists and experts in well-being believe it's even more important to pursue happiness and well-being in times of crisis. Why? People with higher levels of positive emotions have more energy, better social structures, and are more generous in helping others. Happier people are more likely to be resilient, energetic and innovative in times of great challenge or stress.

We'll explore the dimensions that drive well-being and highlight what experts believe are most critical to our happiness in times of crisis: **belonging, trust, appreciation, purpose, and flexibility. These are all things we as a society need today, tomorrow and always.**

This report focuses on what experts refer to as “subjective well-being,” which is synonymous with positive emotions and happiness.

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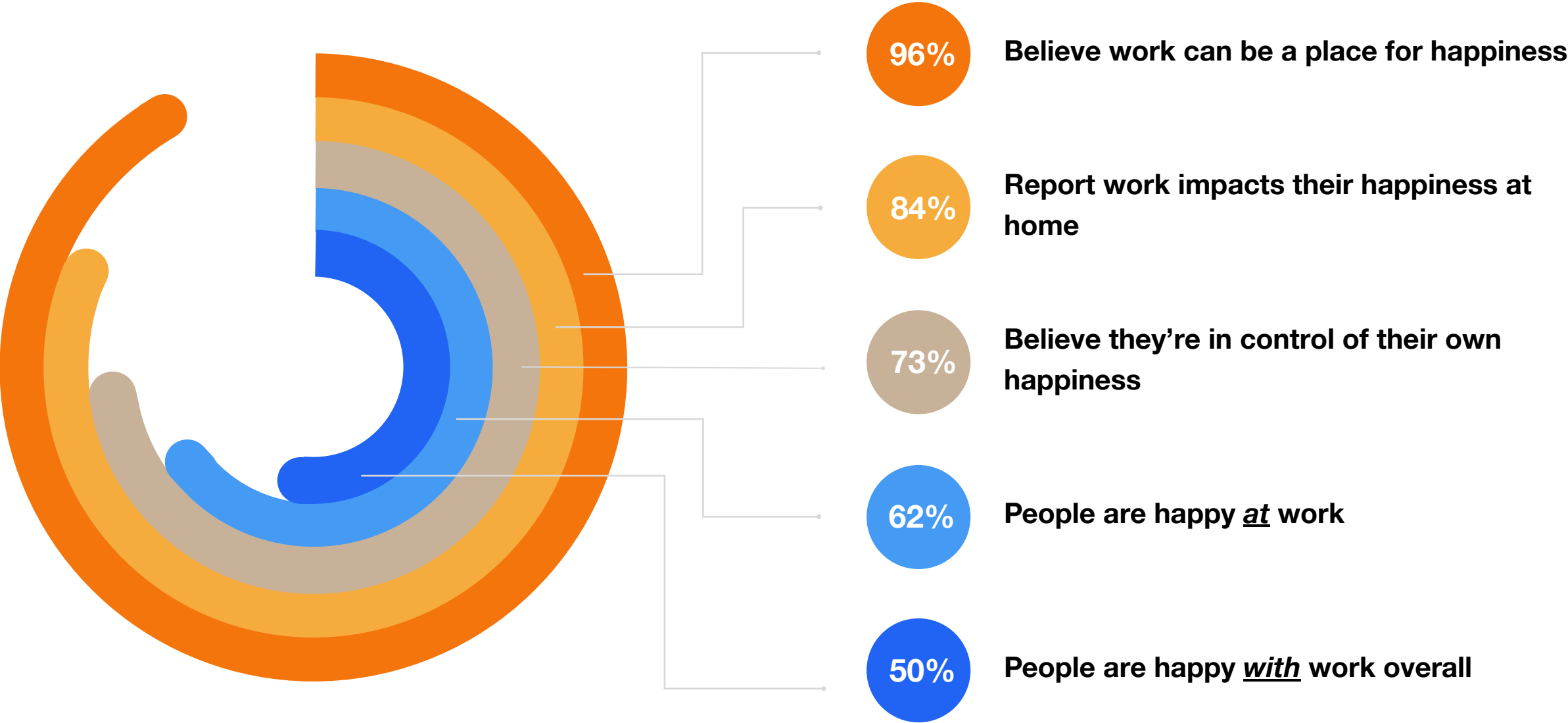
Key Takeaway

Our Collective Experience

How we feel at work impacts our entire life. Most of us believe we can, absolutely, find happiness at work.

About the research

This report shares the findings of commissioned research conducted online by Forrester Consulting on behalf of Indeed, fielded in January 2020. Forrester Consulting surveyed adults ages 18+ who reported working either full-time or part-time: 5,011 US adults were surveyed. To ensure a representative sample, quotas were set by age, education, gender, geography, and income.



Do you think it's possible for people to be "happy at work, most of the time"? (Yes, to a large extent,; Yes, to some extent).
Do you believe you have control over your own happiness or the factors that contribute to it? Showing what percent of people believe they have more than 50% control over their happiness
Does your happiness at work affect your mood at home? Showing what percent selected yes a little bit, and yes to a large extent
How much do you agree or disagree with the statements below about your current workplace? (Agree = 4 or 5 on 5pt scale) I feel happy at work, most of the time. How happy do you feel with these aspects of your life? Please think about it in general, considering the last couple of months, for example.
Indeed Work Happiness in America Report, a commissioned study (n=5011) conducted by Forrester Consulting, 2020

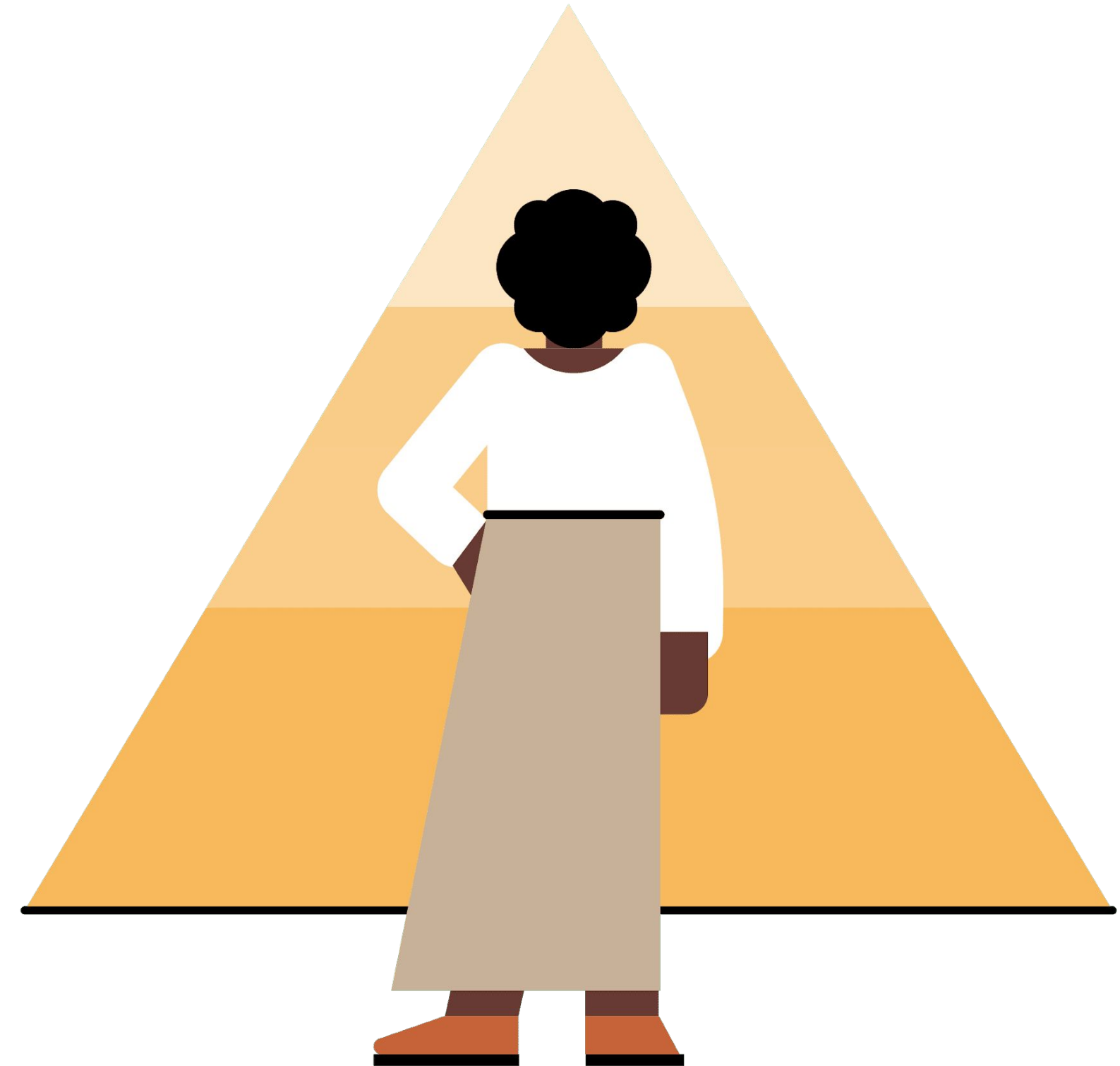
What if work was more, for all of us?

What if work could offer **more than a paycheck**? What if it could impact our well-being by providing more of what we as people (and as a society) really need to feel in order to **lead better lives**?

For centuries, philosophers have been identifying and debating the definition of our well-being.

Today, this global conversation is gaining traction, exploring the cause and effect of ‘how we are feeling’ as human beings and communities around the world. Perhaps the constant relevancy of this topic is due to recalibration. As we evolve as individuals and societies, our approach to well-being adapts to accommodate new needs. Therefore, the more we can learn now, the greater chance we have of impacting our future state.

Our research shows people identify family, relationships, and health as the main pillars that drive overall well-being or happiness in life. Work seems to take a backseat, categorized simply as a vehicle for life to function at a basic level – to provide a paycheck. **Given we spend ⅓ of our lives at work, it's time to take a closer look.**



What exactly is work well-being?

In order to change something,
we'll need to first understand it.

What is Well-Being?

This report focuses specifically on what our expert advisers refer to as “subjective well-being,” which is synonymous with positive emotions and happiness.



Jan-Emmanuel de Neve, Oxford,
Wellbeing Centre Director &
co-author of the UN World
Happiness Report

“It’s about **how we are doing as individuals and communities**, and most importantly- **how that makes us feel**. A **measurement of well-being is asking the question, are you happy**, are you satisfied with your life?”



Dr. Sonja Lyubomirsky,
Distinguished Professor of
Psychology University of California,
Riverside

“Happiness is the **lead term for well-being**. When I started out in 1989 there was only one researcher who was studying happiness - Ed Diener. He created a term, “subjective well-being” because he didn't think he could get traction if he used the word ‘happiness’, because it was considered this fuzzy unscientific word. **I like ‘happiness’ because people understand what it is.**”

Work Well-Being Dimensions

With guidance from our academic partners, we identified several key dimensions which drive our happiness and well-being at work.

While not mutually exclusive, a few key groupings emerge:

Social Capital.

Self-Drive.

Basic needs.



Belonging



Inclusive



Purpose



Learning



Well-Managed



Flexibility



Appreciation



Supported



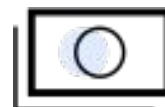
Energy



Accomplishment



Trust



Compensation

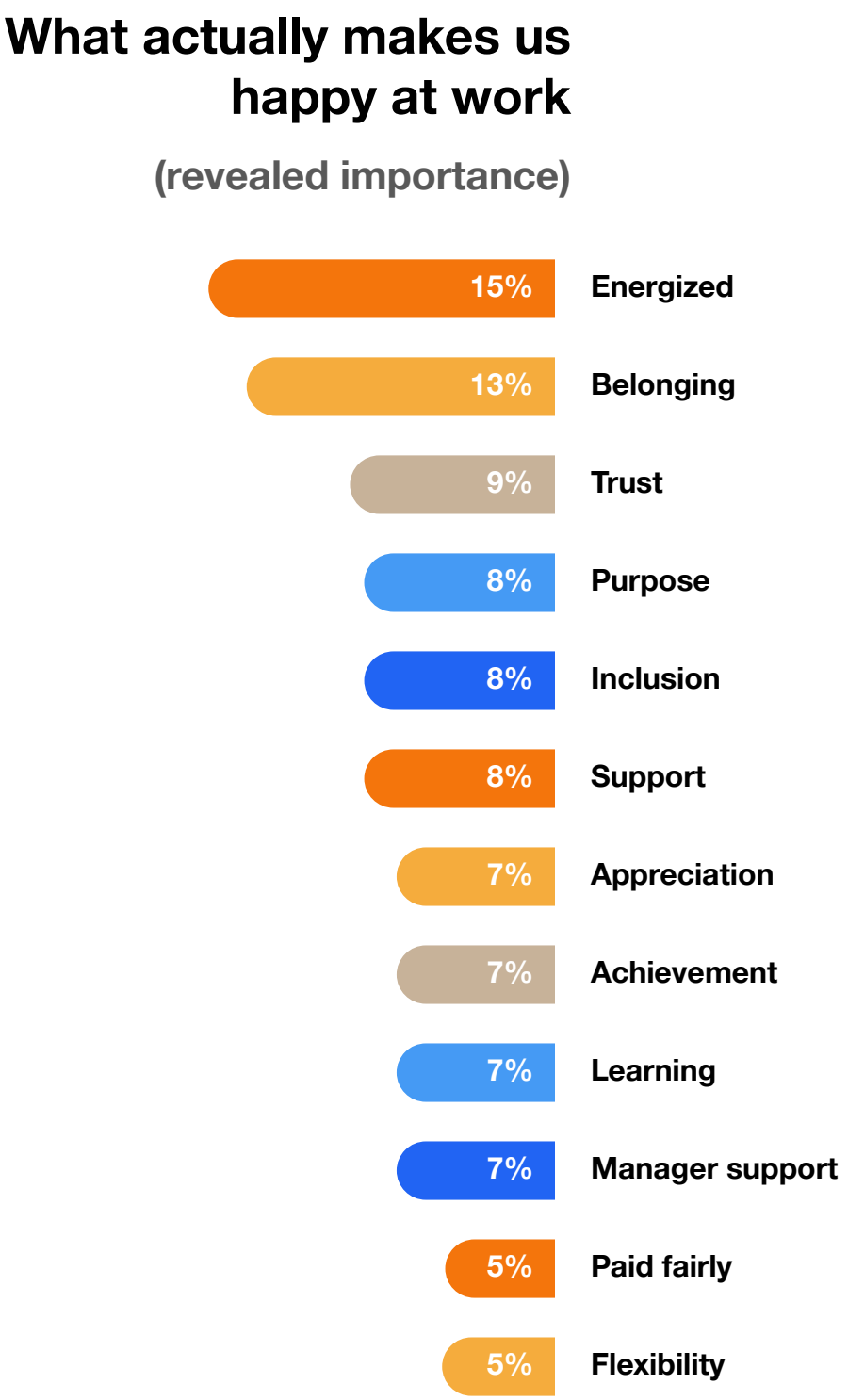
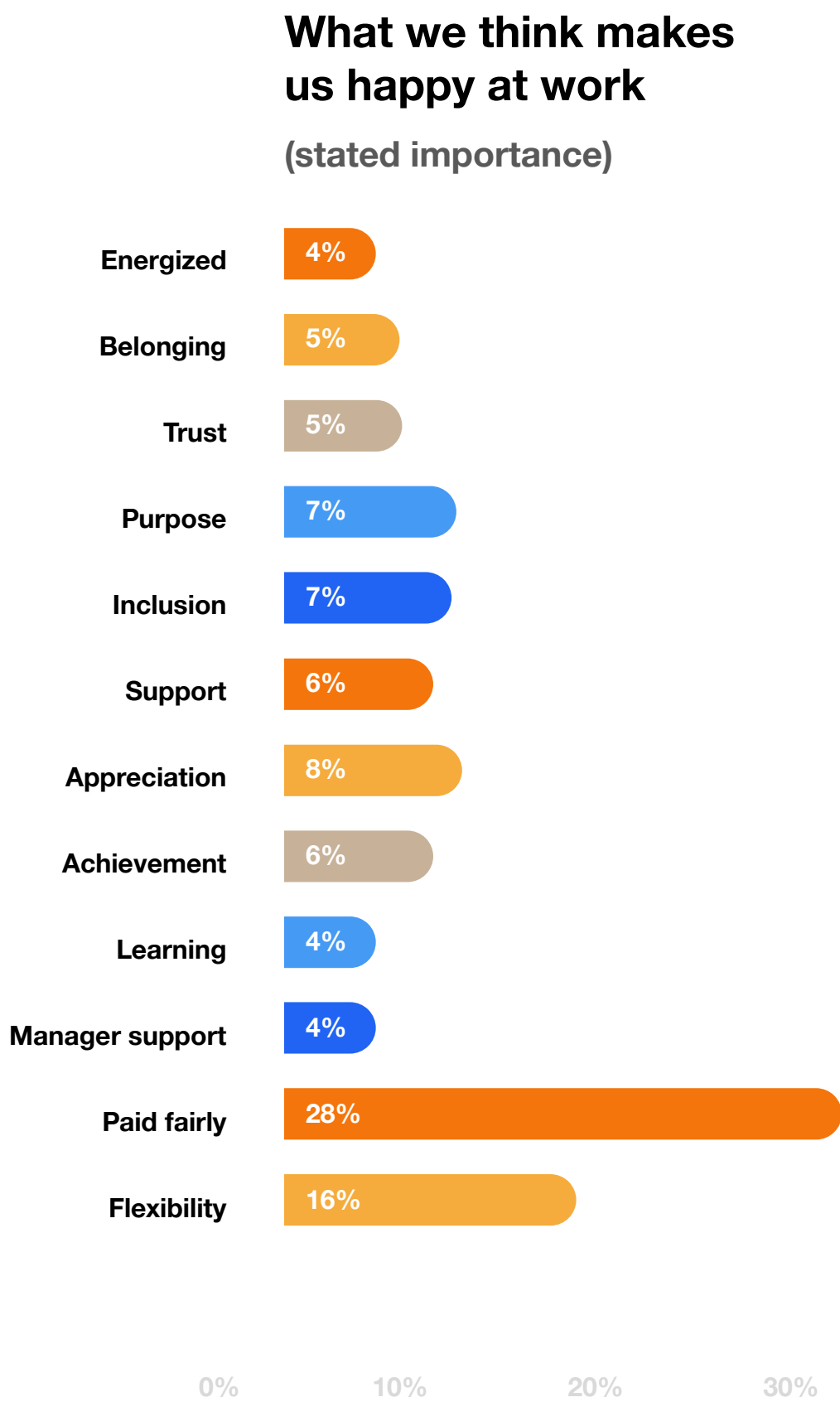
Which of these dimensions are most important to our well-being?

This is where it gets interesting.

What we think matters, vs. what actually does.

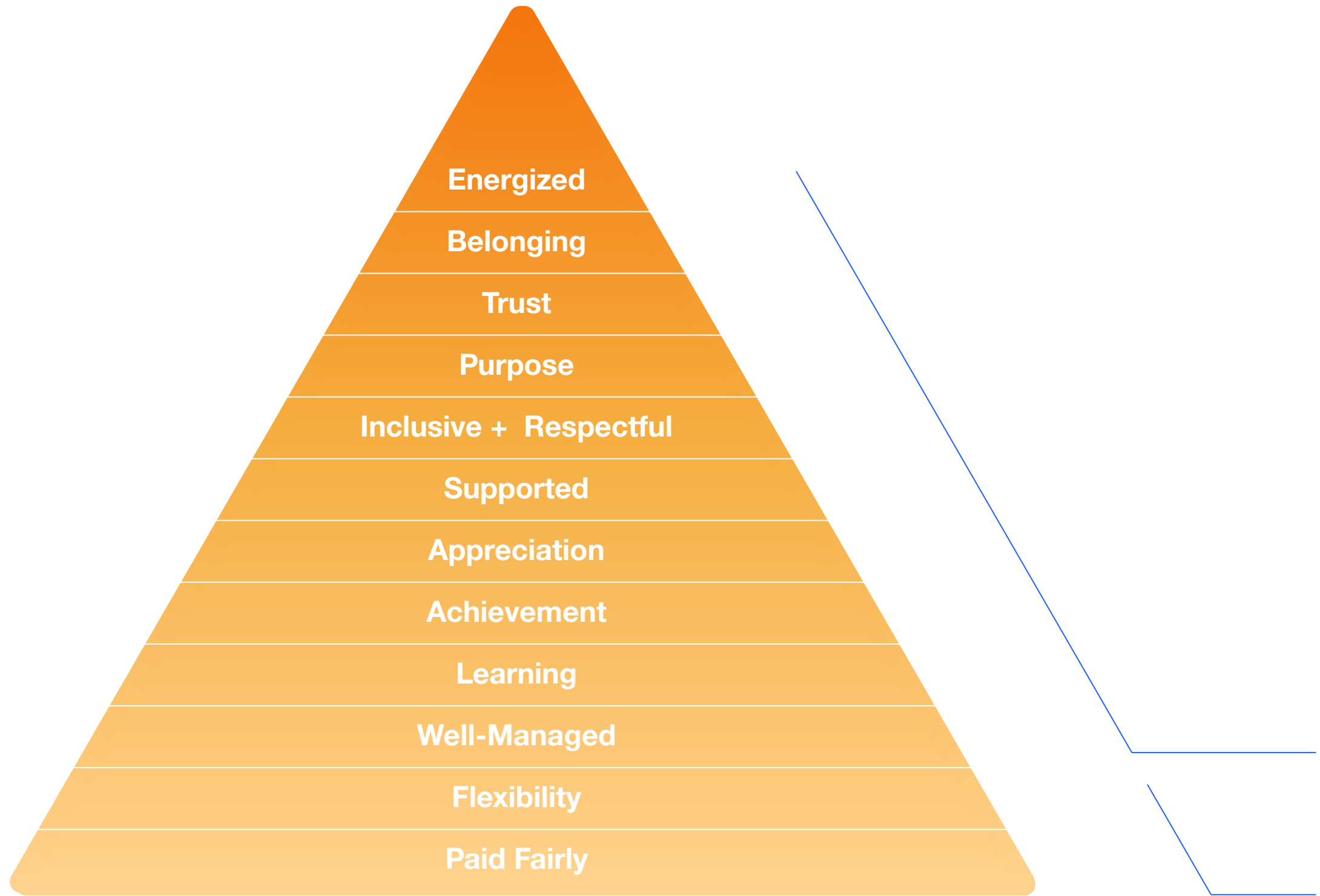
People say fair pay is the most important factor to feeling happy at work

But other factors are much more important when we observe what drives happiness at work through a deeper analysis.





Key Takeaway



The building blocks of work well-being

Being paid fairly and having flexibility are foundational building blocks, and significant factors in choosing to join a company.

Once you're at a company, the emotional insights like whether you feel energized, have a sense of belonging, trust, purpose, and feeling inclusive + respectful actually drive our happiness more.

In other words: how we *feel* at work matters.

Elevated needs

Lower stated importance,
higher revealed importance

Basic needs

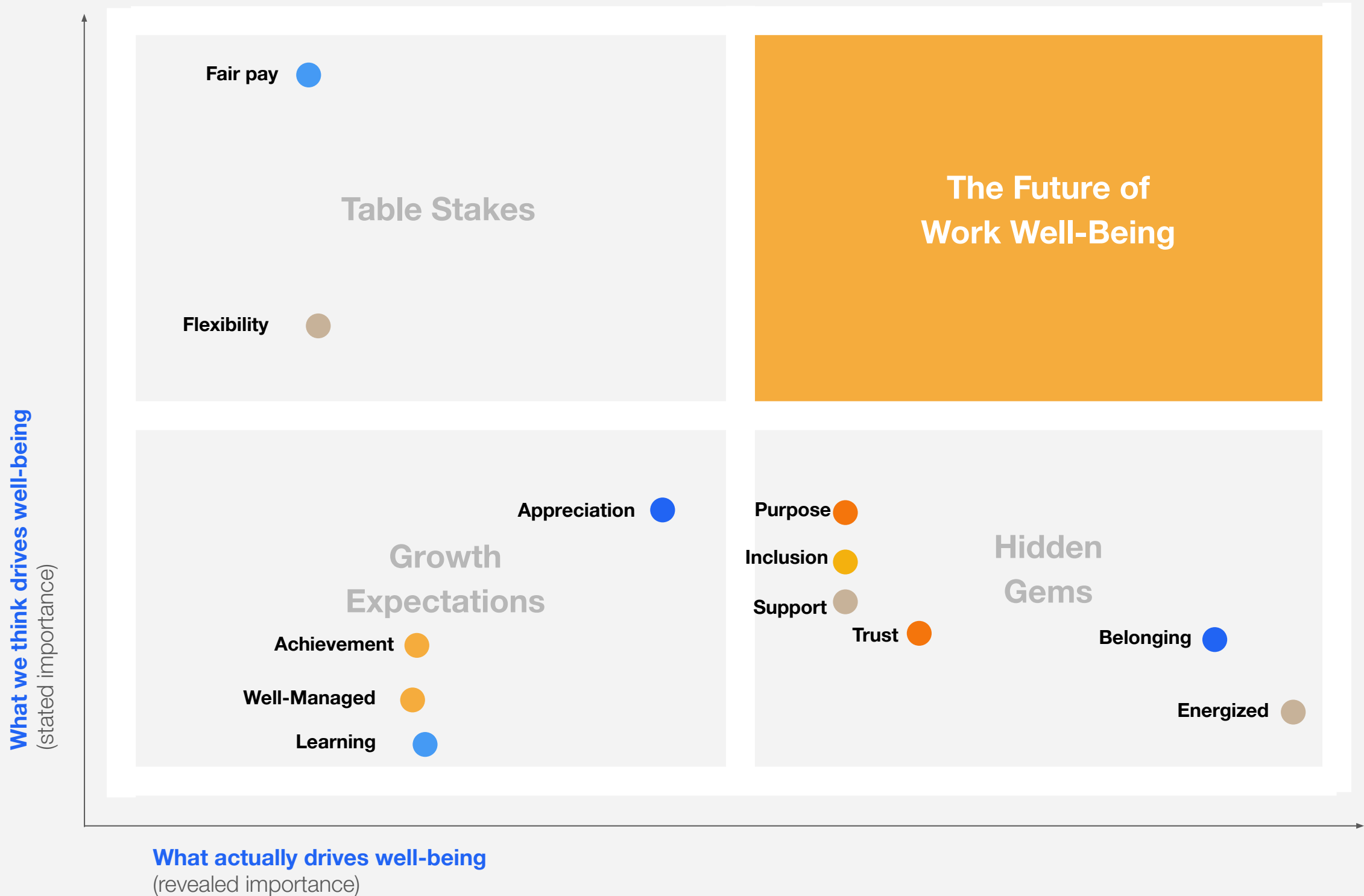
Higher stated importance,
lower revealed importance

**We now know there
are hidden gems we
can tap into.**



Key Takeaway

The Opportunity - Greater Work Well-Being



These hidden gems drive well-being

This chart illustrates which dimensions are “hidden gems”. Now and in the future, focusing on what drives our work-well being can help us all be more resilient in good times and bad.

Employers, and individuals alike can tap into the power of these dimensions for their workplaces and their own lives. The best part of all? Most of these don’t need to cost anything and can boost work well-being immediately.

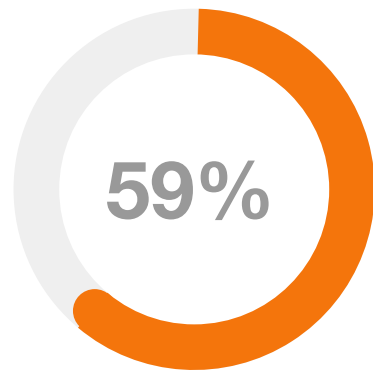
Stated importance analysis via a Max Diff analysis
Revealed importance analysis via a Shapley Regression
Indeed Work Happiness in America Report, a commissioned study (n=5011) conducted by Forrester Consulting, 2020

Here's how we were doing on each dimension:

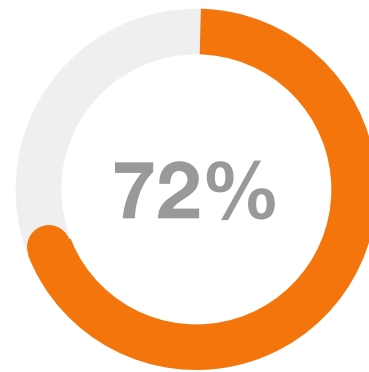
As many researchers will attest, we are lucky to have data before social distancing and economic factors changed the way we live and work.

A few areas of strength as of January 2020 were flexibility, appreciation, purpose and accomplishment.

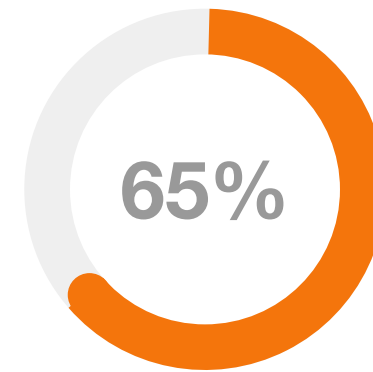
Areas of opportunity include being energized, well-managed, learning, trust, and belonging.



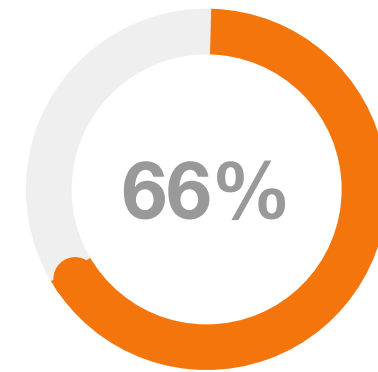
Belonging



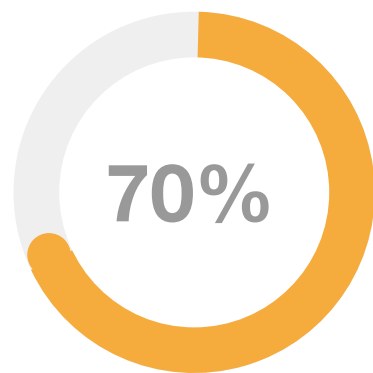
Appreciation



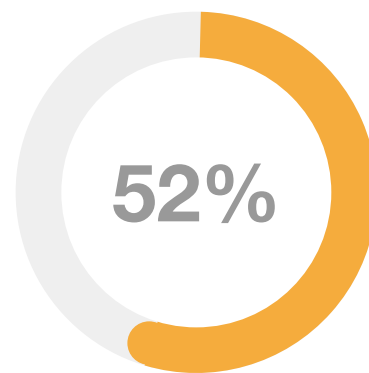
Inclusive



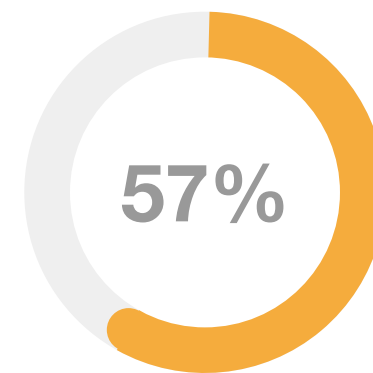
Supported



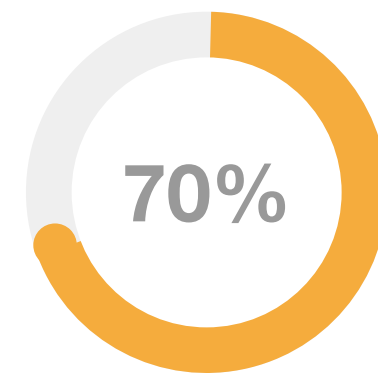
Purpose



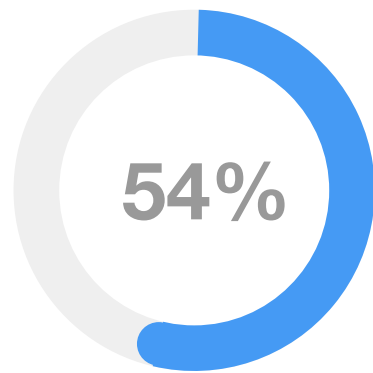
Energy



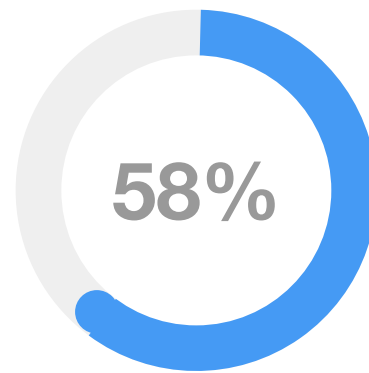
Learning



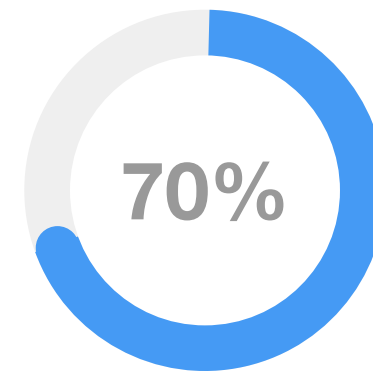
Accomplishment



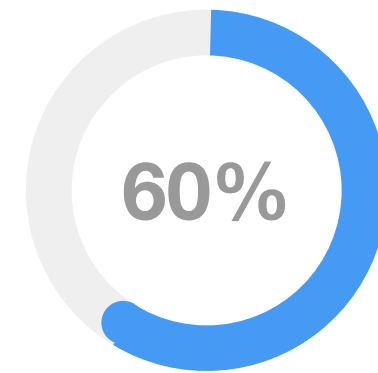
Well-Managed



Trust



Flexibility



Compensation

How much do you agree or disagree with the statements below about your current workplace? (Agree = 4 or 5 on 5pt scale)

- I feel a sense of belonging in my company
- There are people at work who appreciate me as a person
- My work environment feels inclusive and respectful of all people
- There are people at work who give me support and encouragement
- My work has a clear sense of purpose
- In most of my work tasks, I feel energized
- I often learn something at work

I am achieving most of my goals at work
My manager helps me succeed
I can trust people in my company
My work has the time and location flexibility I need
I am paid fairly for my work

Indeed Work Happiness in America Report, a commissioned study (n=5011) conducted by Forrester Consulting, 2020

How do we tap into these learnings right *now*?

In times of crisis, certain dimensions come into more power.



Key Takeaway

In difficult times, certain dimensions become even more important

Well-being and happiness experts identify certain dimensions that can come into even more power in times of crisis.

Belonging.

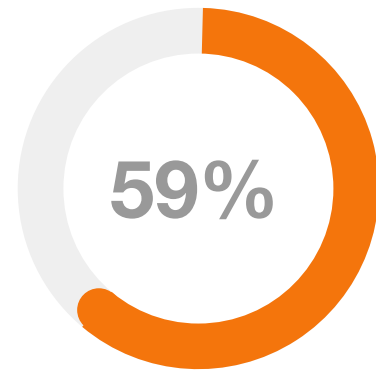
A Sense of Purpose.

Appreciation.

Trust.

Flexibility.

These are significant factors that can influence our well-being in environments like we are experiencing today.



Belonging

What drives belonging?

Social Connection
Interpersonal Relationships
Company Value Alignment
Value Add to Organization

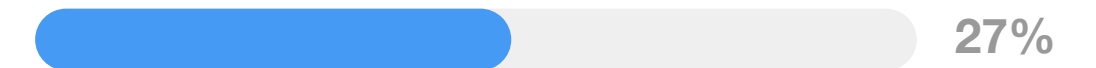
People feel their company cares about them, they have friends at work, and they understand their impact on other people and teams.

What makes you feel a sense of belonging?

Feeling like my company cares about me as a person



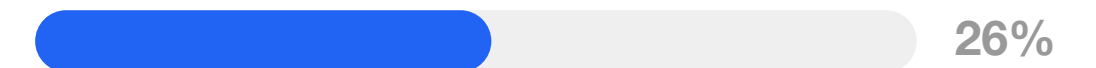
Having the company values align with my personal values



Having friends at work



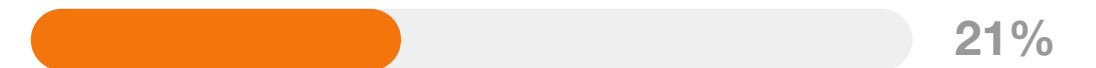
Being invited to important internal meetings



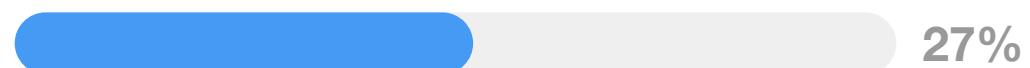
Understanding how I impact other people/teams in my organization



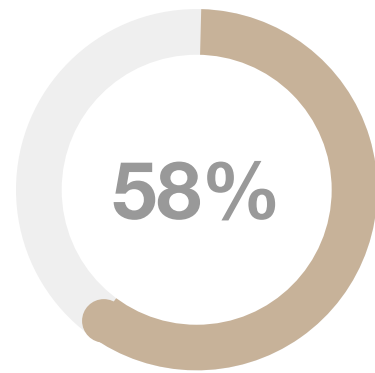
Being invited to informal social events outside working hours



Having conversations about things not related to work with my coworkers



0% 10% 20% 30% 40% 50%



Trust

What drives trust?

Psychological Safety
Assuming Positive Intent
Feedback + Transparency
Autonomy

People feel they can trust their colleagues as individuals their leaders are approachable and transparent.

What makes you feel a sense of trust at work?

Having coworkers that I can trust as individuals



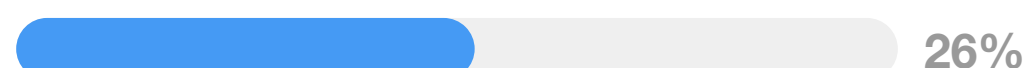
Feeling like my company sees me as a person with value vs. "just an employee"



Ability to share my opinions safely to my manager and leaders

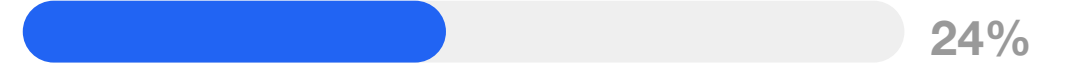


If I feel like most people I work with are honest with positive intent

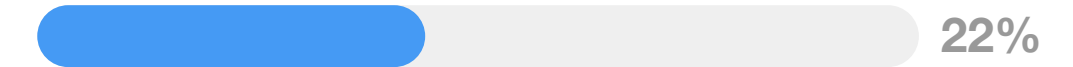


0% 10% 20% 30% 40% 50%

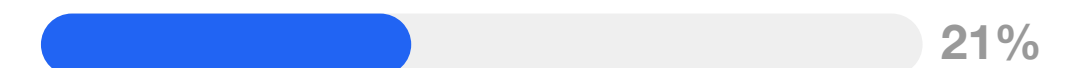
Feeling like the company leaders are approachable and welcoming



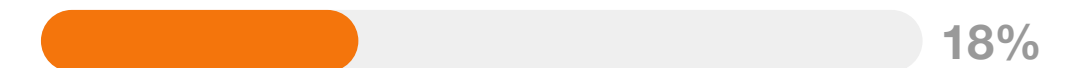
Clear communication and visibility into my performance and career path



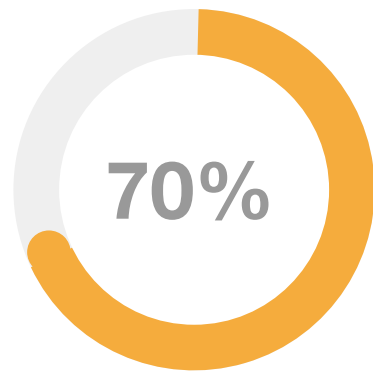
Clarity on how decisions are made



Transparency of company performance and health



0% 10% 20% 30% 40% 50%



Purpose

What drives purpose?

Value Add
Recognition
360 View

People feel their work adds value and they understand how it contributes to a bigger picture. This sense of feeling necessary, and of contribution, is even more important than feeling connected on a personal level to the work.

What makes you feel a sense of purpose at work?

When my work adds value



When I'm recognized for my contribution



When I understand how I impact the bigger picture



0% 10% 20% 30% 40% 50%

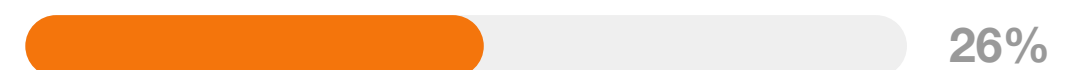
When I believe that whatever I have been tasked with is necessary



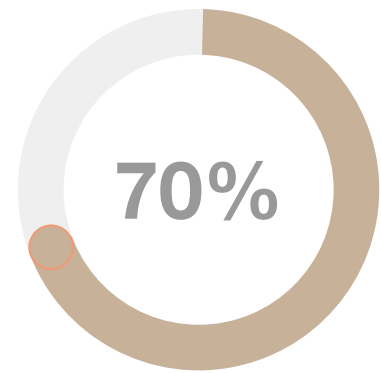
When I believe my work makes the world a better place



When I am connected to the work on a personal level



0% 10% 20% 30% 40% 50%



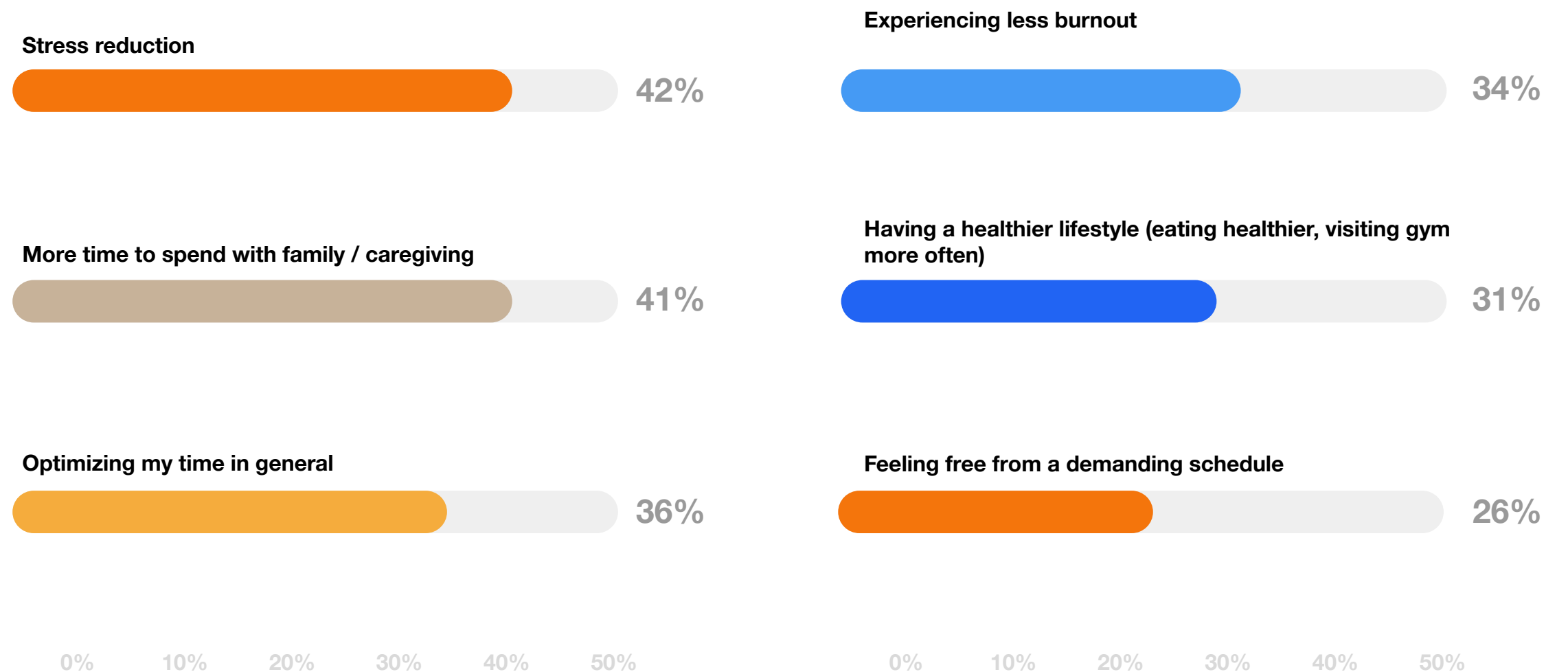
Flexibility

How does flexibility help?

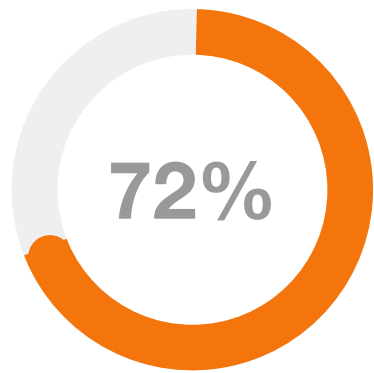
Balance
Prioritization
Time Management
Productivity

People have the time and flexibility they need to live their lives.

What are the reasons you would want flexibility at work?



How much do you agree or disagree with the statements below about your current workplace? My work has the time and location flexibility I need (Agree = 4 or 5 on 5pt scale). Please select the top-3 reasons you would want flexibility at work. (Select up to 3). Indeed Work Happiness in America Report, a commissioned study (n=5011) conducted by Forrester Consulting, 2020



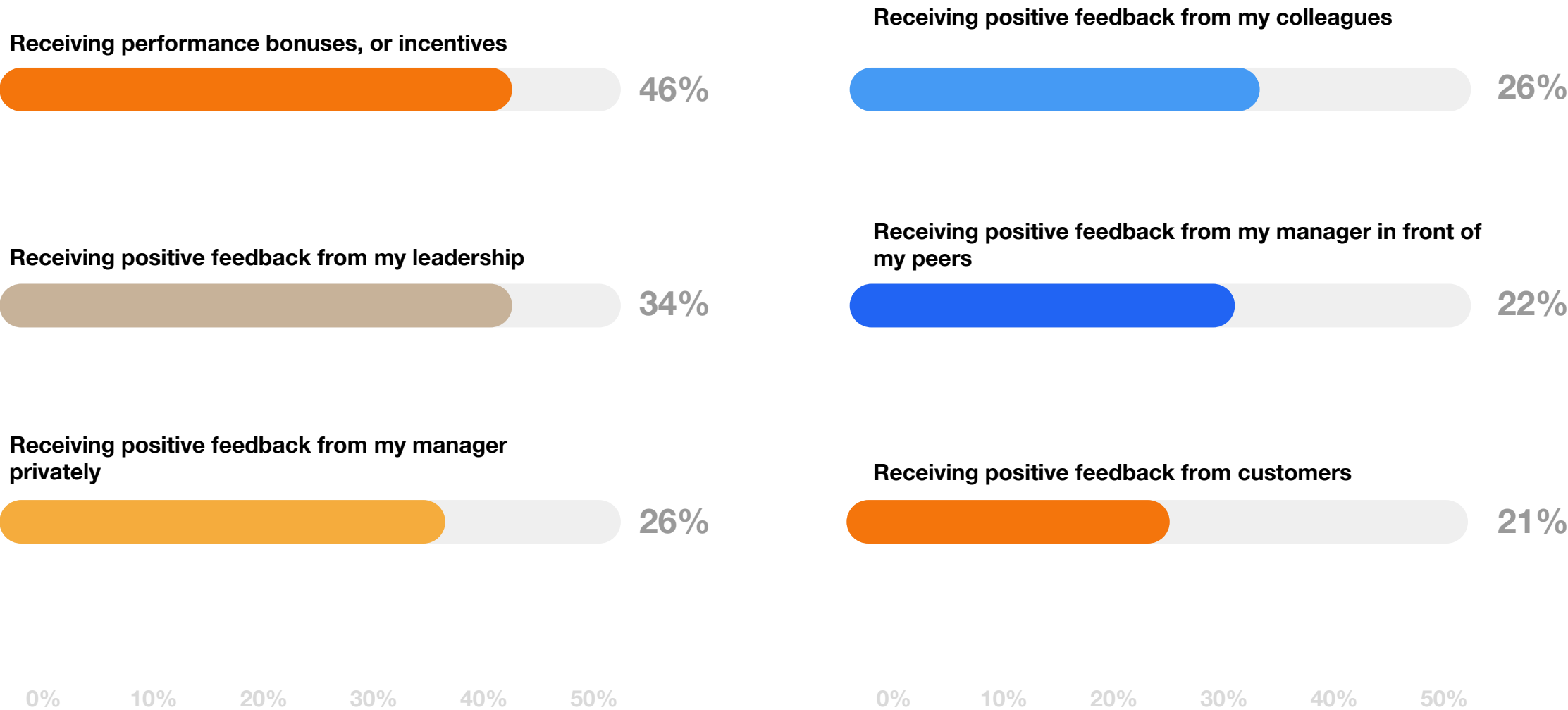
Appreciation

What drives appreciation?

- Acknowledgement
- Gratitude
- Positive Feedback
- Work Matters

People feel recognized and valued for both their work and who they are as individuals. They feel seen and heard.

What factors make you feel most appreciated at your company?



How much do you agree or disagree with the statements below about your current workplace?
There are people at work who appreciate me as a person (Agree = 4 or 5 on 5pt scale)
What factors make you feel most appreciated at your company? (Select up to 3)
Indeed Work Happiness in America Report, a commissioned study (n=5011) conducted by Forrester Consulting, 2020

Work well-being in action.

Tapping into our potential.

Envision our better world of work

Imagine a world where work has permission to positively impact our human experience. In this new landscape, standard theories of workforce satisfaction are replaced by a deeper understanding and commitment to our well-being as individuals, companies and society.

As a result of this investment in human ‘happiness’ capital, people have more psychological safety, energy and resilience. **Individuals feel their workplace prioritizes their needs. In turn, companies see increased productivity, retention and revenue.** Communities are stronger and more connected because we are all getting more of what we need to thrive as a collective force.

In this future state, the dimensions of work well-being have become the universal language of the workplace. Within the global well-being conversation, work has taken a front seat. And, across industries, we are celebrating happier workplaces around the world.

Together, we can build a better world of work for tomorrow. We start by understanding how we feel, today.

The Opportunity - Greater Work Well-Being



Where to go from here

Getting started can certainly be daunting. The good news? You're likely already doing some great things to make your workplace a happy one.

Most people don't expect perfection, just progress.

1

Well-being knowledge

Understand what drives well-being, and the impact it can have on your workplace and business at go.indeed.com/happiness

3

Dive deeper

Identify your top 3 strengths, and any below average areas your company may want to work on. Want even more? Work with your Client Success Representatives to learn about your options.

5

Transparency

Share your plan broadly with your workplace. No person or company is perfect, being honest and authentic about that is what matters.

2

Assess your data

Companies with 20+ [happiness surveys](#) completed on Indeed Company Pages have a Work Happiness Score. Access [Indeed Insider](#) to help drive more surveys on your page for free.

4

Create an action plan

How do your scores align with your company values? Is there an interest to improve your scores? Identify a focus area to celebrate, and one to improve.

6

Reevaluate

Monitor your well-being progress over time. Share what you've learned, and what's working to increase your employee's well-being.

How are
you feeling
at work?

go.indeed.com/happiness