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Flexibility, corporate culture and rewarding high performance are important to cultivate happy and productive employees, according to the Q2 2013 Engagement Study commissioned by [Randstad](#), the second largest HR services and staffing company in the world.

The research also found employees tend to have mixed feelings about their supervisors. While a majority of employees trust their managers (73%) and feel that their supervisors have their best interests in mind (67%), a majority also believe they could do a better job than their manager (53%). Furthermore, a considerable number do not feel their salary is adequate for their position or level of responsibility (38%).

Randstad's Engagement Study is biannual research examining factors driving employee engagement, a significant consideration given that the Center for American Progress estimates replacing an employee costs about one-fifth of that worker's salary.

"While employees' salaries are a significant factor in workplace satisfaction, employee engagement is not all about financial compensation. There are many non-monetary programs employers can adopt to help improve the morale and productivity of its employee base," said Jim Link, Managing Director at Randstad U.S.

"As leaders in the staffing industry, we hear time and again about the positive impact training, development and even employee recognition programs have on not only improving workplace satisfaction, but also reducing employee turnover rates. The

key is finding out what factors make the most impact and what realistically your

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- **Seek employee input:** Encouraging employees to share their ideas and opinions makes them feel valued by their team and allows them to develop professionally.
- **Stimulating workplace:** Fostering a comfortable and challenging work environment keeps employees inspired and engaged, with 22% of respondents ranking this as a top engagement tool.
- **Bonuses and promotions:** Rewarding high performers with bonuses and promotions is cited as the number one tool for employee engagement (ranked as top engagement tool by 30% of respondents).
- **Invest in training and skill enhancement activities:** Empower employees with opportunities to expand their abilities through training, development and continuing education – which ultimately benefits the employer as well.

Importance of Company Reputation

Randstad's research also looked at the importance of company reputation in attracting new employees. Nearly all of those polled (96%) report it would be important for their new company to have a good reputation among its employees, while nearly as many (86%) say it is important to have a good reputation in their community. Additionally, 68% of respondents believe their new company should invest in CSR efforts.

To learn more about the Randstad Engagement Study and other Randstad research, visit Randstad's [Workforce360](#) thought leadership platform.

Methodology

The Randstad Engagement Index is comprised of findings from quarterly waves of research targeting employees and annual surveys of employers. The seventh wave of findings was conducted online March 25-April 8, 2013 from a national sample of 3,282 adults aged 18 and older who are currently employed full time from Ipsos' U.S. online panel.

Weighting was used to balance demographics and ensure samples reflect the U.S.

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