



# Think Working Outside of the Corporate Bricks and Mortar Negatively Impacts Employee Engagement? Kenexa® Research Institute Says Think Again

**R**esearch conducted by the Kenexa® Research Institute (KRI), evaluated home and remote based employees' engagement.

Employees work outside of the office for many reasons including greater work/life balance, family obligations, special work schedule requirements and commuting distance to the office. Although this arrangement delivers benefits to both the employer and the employee, being a remote worker may also have its challenges. For example, do remote or home-based employees feel as though they are out of sight and out of mind, or are they as equally engaged as those who work inside the office?

KRI examined the impact of an employee's office location on their pride in the organization, confidence in its future, willingness to recommend their organization as a place to work and overall satisfaction. Employees who work remotely or from their homes outscored those who work within the bricks and mortar on each of these key indicators. In addition, employees who work remotely or from home are more likely to say they intend to stay with their organization.

The results indicate that among U.S. workers, those who have been with their employer between three and five years and those between the ages of 36-45 are more likely to work from home. Men are also more likely to work from home.

Actual job functions reporting the highest percentage of employees who work remotely or from home are professionals (accountants, physicians and nurses), managers and those in technical and sales positions. Industries with the highest

percentage of people who work outside of the office are business services, financial services (including insurance and real estate) and healthcare services.

Remote and home-based employees feel more favorably that their company has open, honest two-way communication. They also have more favorable opinions of their senior management. They see senior management showing more concern for the well-being and morale of their team members, demonstrating that employees are important to the success of the company, giving employees a clearer picture of the direction the company is headed and as more trustworthy. These employees also feel more favorably that their immediate manager does a good job at managing people, treating people fairly and delivering useful feedback.

"It is clear that with the increase in available technology, a noteworthy number of U.S. workers are telecommuting. Not only are those who telecommute more engaged than those who work in an office, they are much more likely to rate both their senior managers and their immediate managers more favorably. Managers who allow and support telecommuting enjoy a boost in employee appreciation and are seen as notably more employee-centric and competent. This represents yet another weapon in the war for talent," said Jack W. Wiley, Ph.D., executive director, Kenexa Research Institute.

## Database Overview

The Kenexa WorkTrends™ database is a comprehensive normative database of employee survey results with comparisons on topics including leadership, employee engagement and customer orientation.

### Study Details

Working remotely or from home is easier to do with the advance in available technology. Although it has its benefits, employees may feel as though they are disconnected from the organization. The Kenexa Research Institute evaluated home and remote based employees' engagement.

Survey items were rated using a 5-point Likert-like scale. The % favorable is the percentage of people who chose either of the two most positive answers (typically "strongly agree" or "agree").

### Survey Results

Demographics of those workers who responded yes to "Do you work remotely or from a home-based office at least once a week."

#### Gender

Men are more likely to work remotely or from home.

Male	Female
60%	40%

#### Tenure

Those who have been with their company between three-five years are more likely to work remotely or from home.

Tenure	% of Total
< 1 years	15
1-2 years	17
3-5 years	25
6-10 years	23
11-15 years	7
> 15 years	13

#### Age

Workers between the ages of 36-45 are more likely to work remotely or from home.

Age	% of Total
< 25	5
25-35	22
36-45	31
46-55	28
> 55	15

### Job Function

Actual job functions reporting the highest percentage of employees who work remotely or from home are professionals, managers and those in technical and sales positions.

Job Function	% of Total
Supervisor	7
Manager	12
Executive/Senior Manager	4
Clerical	9
Sales	17
Service	6
Crafts/Skills Trades	3
Operative	3
Laborers	2
Technical	16
Professional	21
Other	2

### Industry

Industries with the highest percentage of people who work outside of the office are business services, financial services (including insurance and real estate) and healthcare services.

Industry	% of Total
Heavy Manufacturing	5
Electronics and Computer Manufacturing	8
Light Manufacturing	3
Construction/Engineering	4
Restaurant	< 1
Food Industry	3
Retail/Wholesale	6
Health Care Services	9
Health Care Products	3
Government/Public Administration	7
Communication Services	6
Hotel Services	1
Transportation Services	4
Banking Services	2
Other Financial (Insurance and Real Estate)	12
Accounting/Legal	2
Other Personal Services	2
Business Services	12
Education	4
Other/Farming/Forestry	6

Survey Item	Company Location-Based Workers	Remote and Home-Based Workers	Difference
I am NOT seriously considering leaving my company within 12 months	46	53	7
Considering everything, I am satisfied with my company as a place to work	64	73	9
I am proud to tell people I work for my company	64	70	6
I have confidence in the future of my company	64	70	6
I would gladly refer a friend	55	62	7
My company supports employees' efforts to balance work and family/ personal responsibilities	57	63	6
Management shows concern for the well-being and morale of team members	49	56	7
Senior management demonstrates that employees are important to the success of the company	51	58	7
Senior management gives employees a clear picture of the direction the company is headed	49	54	5
When my company's senior management says something, you can believe it's true	44	53	9
In my company, there is open, honest, two-way communication	44	54	10
My manager does a good job at "people management"	56	64	8
My manager treats people fairly	67	74	7
My manager gives me useful feedback on how well I'm doing my job	60	67	7

#### About Kenexa

Kenexa provides business solutions for human resources. We help global organizations multiply business success by identifying the best individuals for every job and fostering optimal work environments for every organization. For more than 20 years, Kenexa has studied human behavior and team dynamics in the workplace, and has developed the software solutions, business processes and expert consulting that help organizations impact positive business outcomes through HR. Kenexa is the only company that offers a comprehensive suite of unified products and services that support the entire employee lifecycle from pre-hire to exit.

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