



Is This Company Too Big or Too Small? Kenexa® Research Institute Findings Say That It Might Not Matter

What are the benefits of working for a large organization? Do workers give up something when they move from a smaller organization to larger one? Some of these findings may surprise you. The latest research describes the similarities and differences between workers employed by larger (over 10,000 employees) and smaller (less than 10,000 employees) organizations.

Survey items where larger company workers had at least a 10% more favorable rating than their smaller company counterparts included:

- Communication of company goals and objectives
- Feeling valued by the organization
- The job itself—the kind of work performed
- Opportunity available to improve skills
- Being treated with dignity and respect
- The reasonableness of workload
- Recognition received
- Pride

Smaller company workers have the advantage over their larger company counterparts on:

- Compatibility of values (24% difference—largest difference in the study)
- Internal support received from other departments
- My manager helps me grow and develop
- Communication of a clear vision of the company's future
- Being encouraged to serve the customer in innovative ways
- Personal authority regarding decisions
- Emphasis/structure to support customer service
- Being kept informed on important matters

There were no differences between the larger and smaller companies in:

- Work and personal life balance
- Feeling part of team
- Access to resources to do job effectively
- Receive needed information for job
- Manager provides feedback
- Organization committed to ethical conduct
- Can report unethical practices without fear of reprisal
- Manager is readily accessible

In a nod to the pervasiveness of Sarbanes-Oxley, Kenexa® found no differences on the commitment to ethical conduct (which has been trending upward over the last 20 years) and the ability to report ethical lapses without fear of reprisal.

Work/life balance is one of the few areas that has been declining and often comes up as issue. These findings show the pervasiveness of the issue in both larger and smaller organizations.

Jeffrey Saltzman, M.A., said, “Many notions exist about what it is like to work in larger or smaller organizations. People in larger organizations can feel as, if not more valued than people in smaller ones. Additionally, 78% of larger organization workers report that they enjoy the work they are doing and feel pride in working for their respective companies—as contrasted to statements you often read about worker unhappiness.”

He continued, “Smaller companies seem to have an edge in attracting people with values similar to their own. This is likely helped by their better performance in articulating a clear vision of the future of the organization. Additionally, they seem to

have an advantage in the area of customer service, encouraging innovative customer service and providing support in that area.”

Study Details

The report is based on the analysis and compilation of data drawn from 3.5 million employees from the 2004-2006 Kenexa organizational effectiveness surveys, which were conducted in U.S. and European multinational companies. The data represent common survey item scores from larger companies (more than 10,000 employees) versus smaller companies (less than 10,000 employees).

Survey Results

Items were grouped by theme and examined using a 5-point Likert-type agreement scale. The values in the following graphs represent the percent of employees who answered, “Strongly agree” or “Agree” (% favorable).

Communication	Smaller	Larger	Difference
I am kept informed about the important activities within the company.	70	63	7
I receive the information and communication I need to do my job effectively.	64	64	0
Customer Service			
My manager encourages me to come up with new and better ways to serve the customer.	68	59	9
This organization has developed the structures and systems necessary to provide excellent service and quality.	71	64	7
Overall Satisfaction			
I am proud to say that I work for the company.	59	69	-10
Ethical Conduct			
This organization shows a commitment to ethical business decisions and conduct.	70	70	0
I can report unethical practices without fear of reprisal.	65	65	0
Future Vision			
The leadership of my division has communicated a clear vision of the future that motivates me.	59	48	11
Growth & Development			
I am given a real opportunity to improve my skills at this company.	53	66	-13
My direct manager has facilitated my growth and development.	64	50	14
Recognition			
I am satisfied with the recognition I receive for doing a good job.	46	57	-11

Work/Life Balance	Smaller	Larger	Difference
The amount of work required of me is reasonable.	51	62	-11
I am able to manage my work responsibilities in a way that allows me to maintain a healthy balance between work and home.	62	62	0
Involvement & Belonging			
I feel valued as an employee of this company.	32	48	-16
I like the kind of work I do.	64	78	-14
I am treated with dignity and respect.	69	80	-12
I believe in the values of this company.	85	61	24
I have the authority to make decisions that improve the quality of my work.	69	60	9
I feel that I am a part of a team.	72	73	0
I have access to the resources I need to do my job effectively.	70	70	0
Manager			
My manager effectively communicates this company’s goals and objectives.	55	71	-16
My manager provides me with timely and helpful feedback.	65	65	0
My manager is readily accessible.	77	77	0

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.

Media Contact

Jennifer Meyer, Kenexa
 1.800.391.9557
 jennifer.meyer@kenexa.com

