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Latest Employee Experience Trends

A Medallia Market Research Briefing

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- Employee feedback and enablement
- Employee retention
- Deep dive: Support and benefits
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- Deep dive: Expectations of AI at work
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Research methodology

n = 1,016

general population of US-based full-time and part-time workers, collected at natural incidence of profession and work location.

A supplemental sample of solely at-home or in-office workers was collected to bring that specific population to a total of **n = 1,299** (noted in slide footnotes where used instead of gen pop sample).

Results were collected **Sep 18-24, 2024**.

Andrew Custage
Head of Research Insights

34% are people managers

71% are customer-facing

Gen Z — 21%
Millennial — 40%
Gen X — 28%
Boomer — 11%

Full-time employed — 74%
Part-time employed — 26%

Company size: under 100 workers — 32%
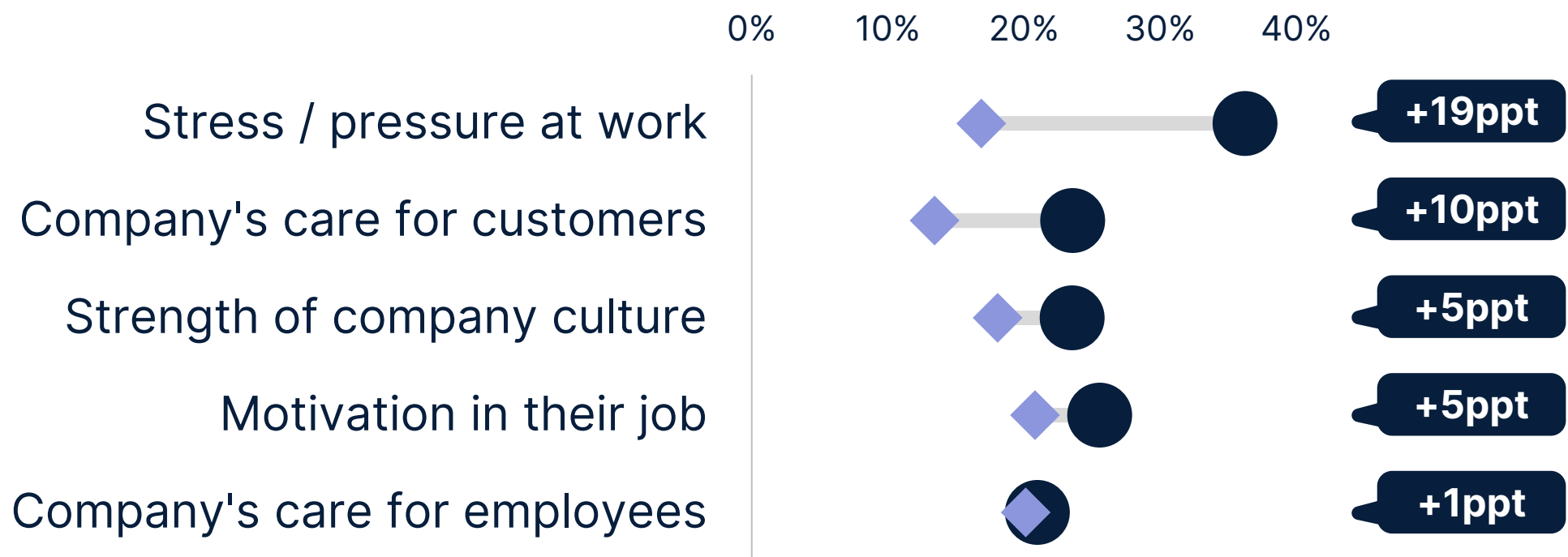100-1,999 — 29%
2,000+ — 39%

Employee feedback and enablement

Job motivation levels are trending slightly up, despite stresses and feelings that company care for employees isn't better.

Employees views on changes over time:

- ● % saying higher than 2 years ago
- ◆ % saying lower than 2 years ago

	0%	10%	20%	30%	40%

Stress / pressure at work   **+19ppt**

Company's care for customers   **+10ppt**

Strength of company culture   **+5ppt**

Motivation in their job   **+5ppt**

Company's care for employees   **+1ppt**

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Employees believe customers choose brands based on experience, and happy employees = happy customers.

62%
Agree
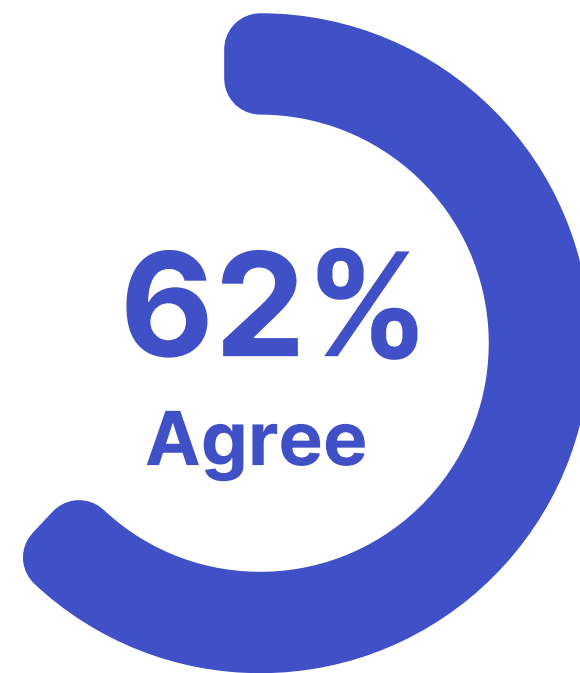
"I can tell that **customers choose us**, or leave us, **based on the quality of experience** they have"

77%
Agree
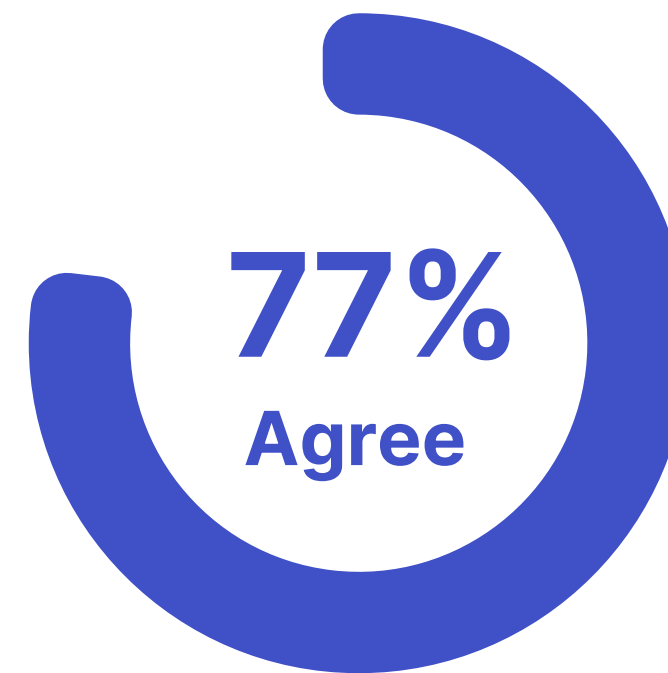
"When my company / organization **treats me well**, I am more **motivated** to treat those I serve well"

Inefficiencies waste a significant amount of a worker's day, and it isn't a work from home problem.

37%

of employees say they spend at least 10 hours per week on **inefficient tasks or dealing with obstacles**

Weekly hours spent on inefficient tasks / obstacles

Legend: 0 | 1-5 | 6-9 | 10-15 | 16+

Work location

Those who go into work every day: 8% | 37% | 14% | 11% | 30%
41% saying 10+ hours

Those with hybrid setups: 6% | 40% | 22% | 20% | 12%

Those who work from home every day: 10% | 43% | 16% | 9% | 21%
30% saying 10+ hours
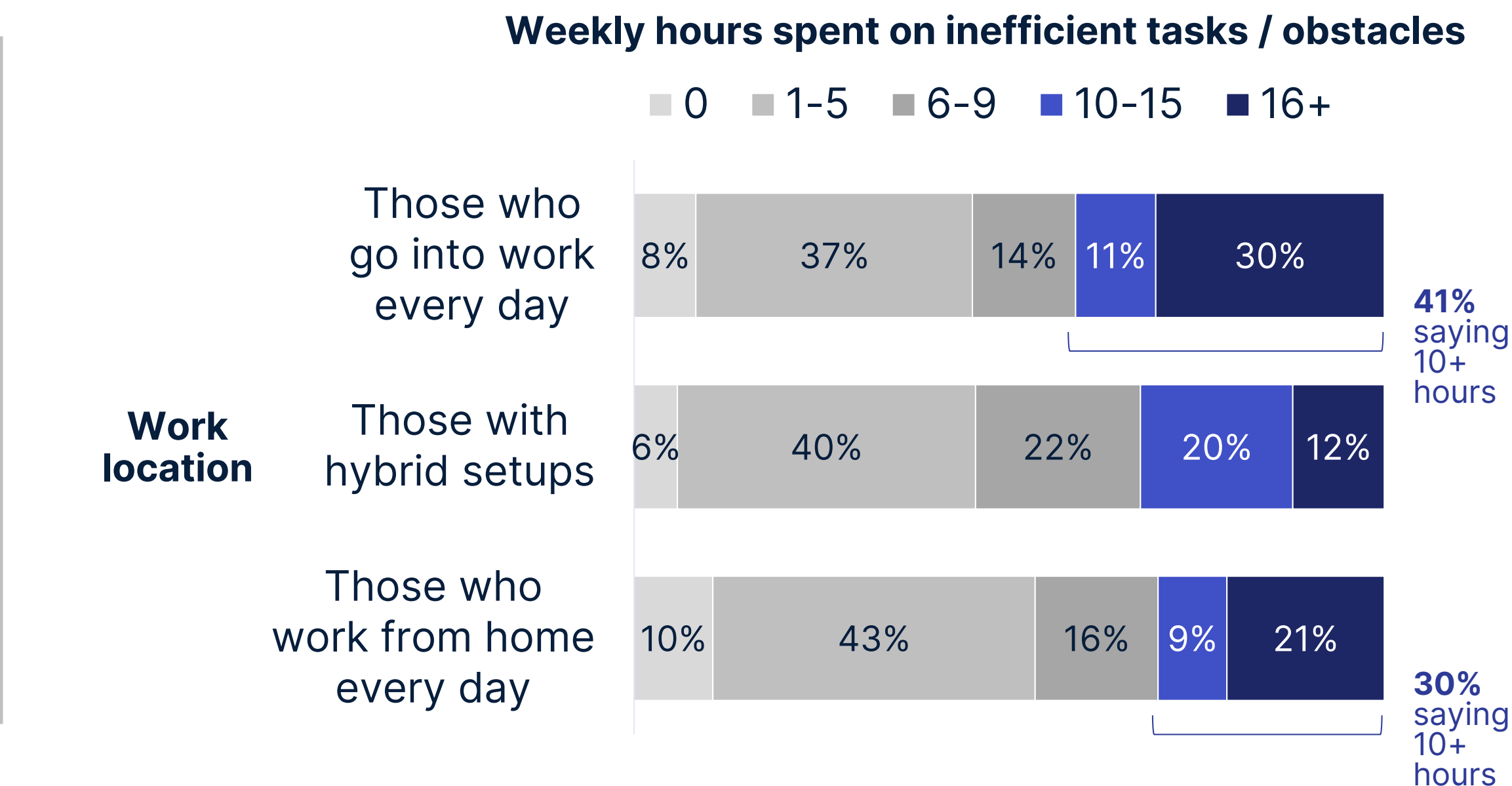
Many employees could feel more enabled than they currently are.

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% of employees agreeing, by statement shown

"I have had a situation where a company process or policy stopped me from doing my job as well as I could have" — **44%**

"I currently face obstacles that get in the way of me doing my best work" — **42%**

"When I have an idea about how to improve the way we do our work, I don't have a way to voice it" — **31%**

"When I have feedback about obstacles I face doing my job, I don't have a way to share it" — **28%**

Half of employees say they have an idea for a workplace improvement right now.

But many lack confidence giving feedback will affect anything.

Employees with ideas: beliefs on voicing them, % selecting

Can voice, and believe company would take action, **54%**

No way to voice, **9%**

Can voice, but don't believe company would take action, **37%**

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Having a method to share ideas, and confidence they'll lead to action, is closely tied to job satisfaction.

If job satisfaction rating is a...	...the % of workers who have a method for idea sharing and believe it would lead to action is:
2 or under (out of 5)	**30%**
3	**31%**
4	**65%**
5	**71%**
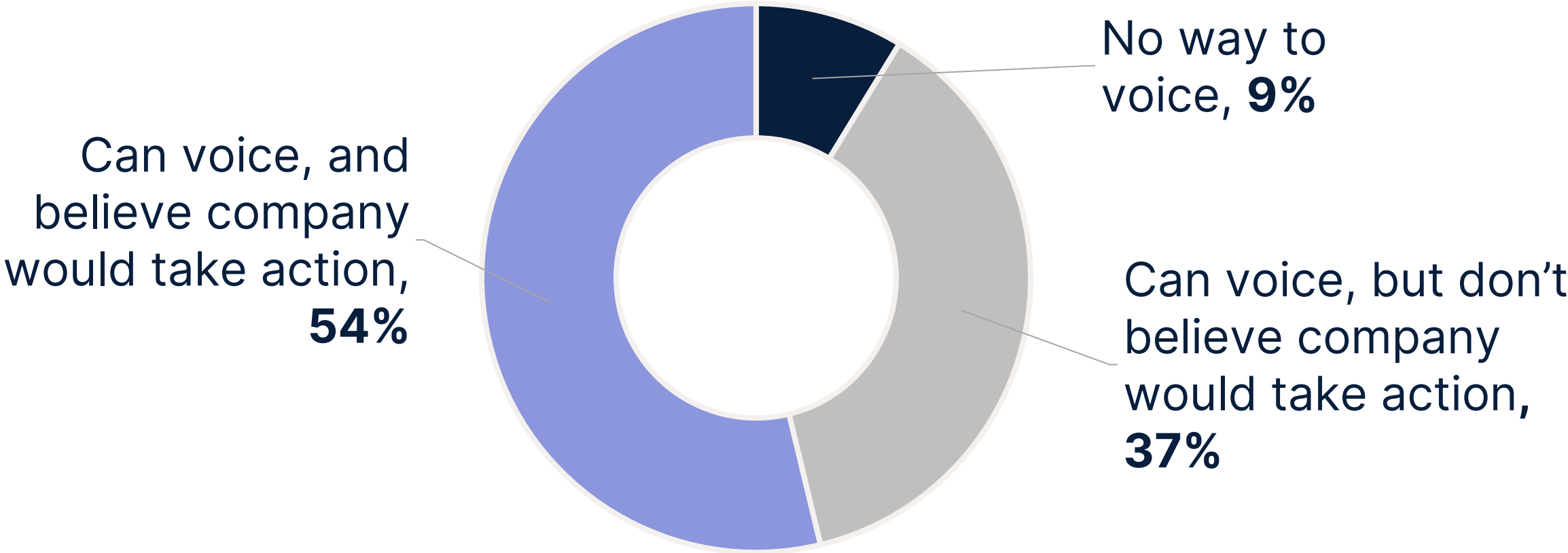
From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "Earlier you mentioned you have one or more ideas on how job processes, policies, or tools could be changed so that you could do your best work. What best describes your current ability to voice the idea(s) and see if action is taken?" / "How would you rate your current level of satisfaction with your job? If you have more than one job, answer this question for your jobs in general."

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Many employees lack regular opportunities to discuss their experience with their employer.

38% of employees have sessions with a supervisor to discuss performance, career path, and experience **no more than once per year**, if at all.

38% have monthly or more frequent, **24%** have quarterly.

From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "How often do you have sessions with your supervisor to discuss your performance, career path, and experience as an employee?"

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More frequent discussions on performance, career path, and experience makes employees more satisfied.

Job satisfaction rating, by how often having feedback sessions with supervisor

Job satisfaction

■ 1 - very unsatisfied ■ 2 ■ 3 ■ 4 ■ 5 - very satisfied

4 or 5 Total

Frequency of career discussions with Manager

Frequency	1	2	3	4	5	4 or 5 Total
Monthly or More Frequent	3%	7%	25%	36%	29%	**66%**
Quarterly / Yearly	3%	6%	32%	37%	22%	**58%**
Rarely / Never	13%	11%	35%	22%	18%	**40%**

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Managers say they want the information to enable their employees to do their best work too.

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% of managers wanting tools and processes to hear from employees, by topic

when encountering frustrating systems, policies, or processes

66%

when having ideas on what would make it easier to do their work

62%

when encountering obstacles in doing their best work

58%

Enabling managers with employee feedback on obstacles requires prioritization and a willingness to take action.

Why managers feel hearing from employees isn't as accessible as it should be, % selecting each reason

Likelihood the company wouldn't take action on the information	**32%**
Other things are higher priorities	**30%**
Concern about costs of adding and maintaining tools / processes	**30%**
Concern that managers aren't ready to receive the information	**26%**
Removing obstacles may create new problems in the process	**25%**
Concern that it would be bothering employees	**24%**
Concern that employees are being surveyed too much	**22%**
Concern about what employees will say	**19%**
Legal or risk considerations on collecting this information	**18%**

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Managers want the tools to better empower their employees and track progress.

66%
Agree
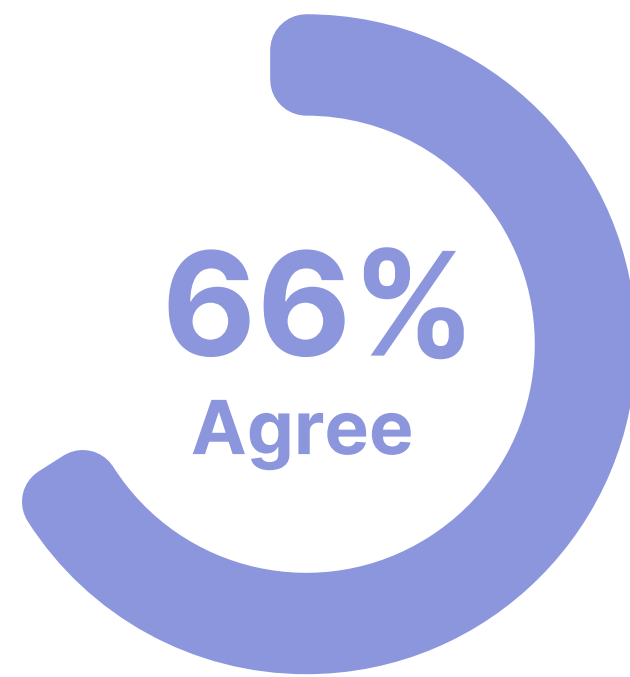
"I would like a way to **escalate issues** my employees are experiencing to **those that can fix it**"

60%
Agree
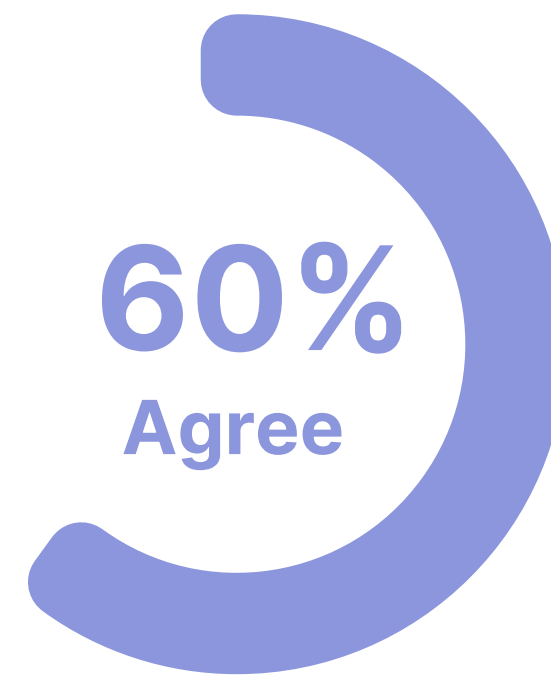
"I would like a **system to record actions** my team and I have **taken to improve** their ability to do their work"

It's no surprise, when managers see the benefit of putting employees in position to deliver their best work.

75%

of managers agree that in their careers, they have seen **a link between good employee experience and good customer experience.**
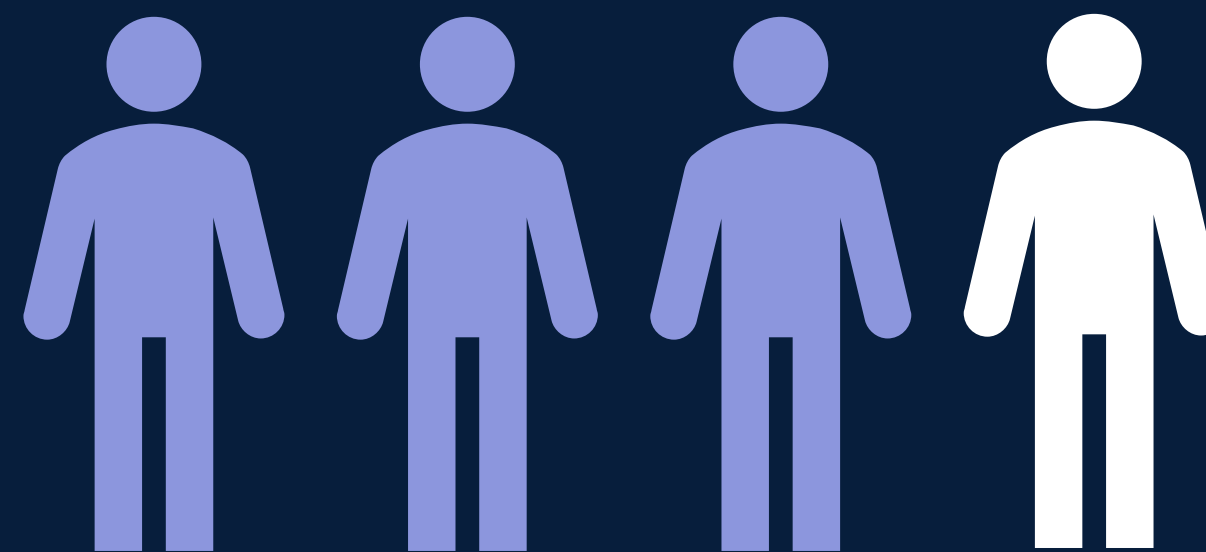
Employee Retention

Employee satisfaction heavily affects the chance of future attrition.

28%

of employees say they are currently **seeking a job elsewhere**

% of employees seeking job elsewhere, by current job satisfaction rating
satisfaction rating via 1-5 scale

2 or under rating	**57%**
3 rating	**33%**
4 rating	**18%**
5 rating	**21%**
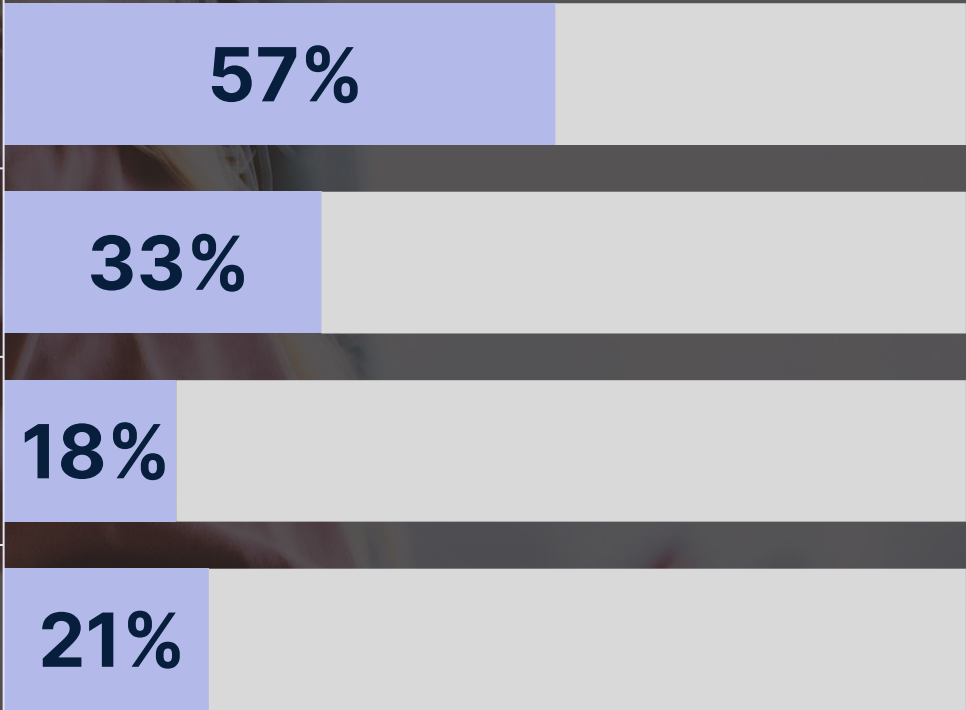
From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "For each of the following statements, select your level of agreement based on your experience completing tasks in your job." % employees indicating agreement. / "How would you rate your current level of satisfaction with your job? If you have more than one job, answer this question for your jobs in general."

Employees seeking jobs elsewhere can create risk for employers being blind-sighted.

From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "You indicated you are actively seeking a new job elsewhere right now. For each of the following statements, select the choice that best reflects what is true for you." Among 28% subset currently seeking a new job.

Among those currently looking for a new job:

60% have **searched for a new job during working hours** of their current job (i.e. on company time)

64% have **not told their current employer** they are seeking another job

18% **don't plan to give two weeks notice** if they do accept another job

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Career websites and companies own websites are most common for job seeking, but even half are now using social media as well.

How job seekers are searching for jobs
% citing each

Career websites (e.g. LinkedIn, Indeed, etc.)	Companies' own websites	Referrals from personal network	Social media (e.g. TikTok, Instagram, etc.)	Phone calls to companies
82%	79%	66%	49%	46%
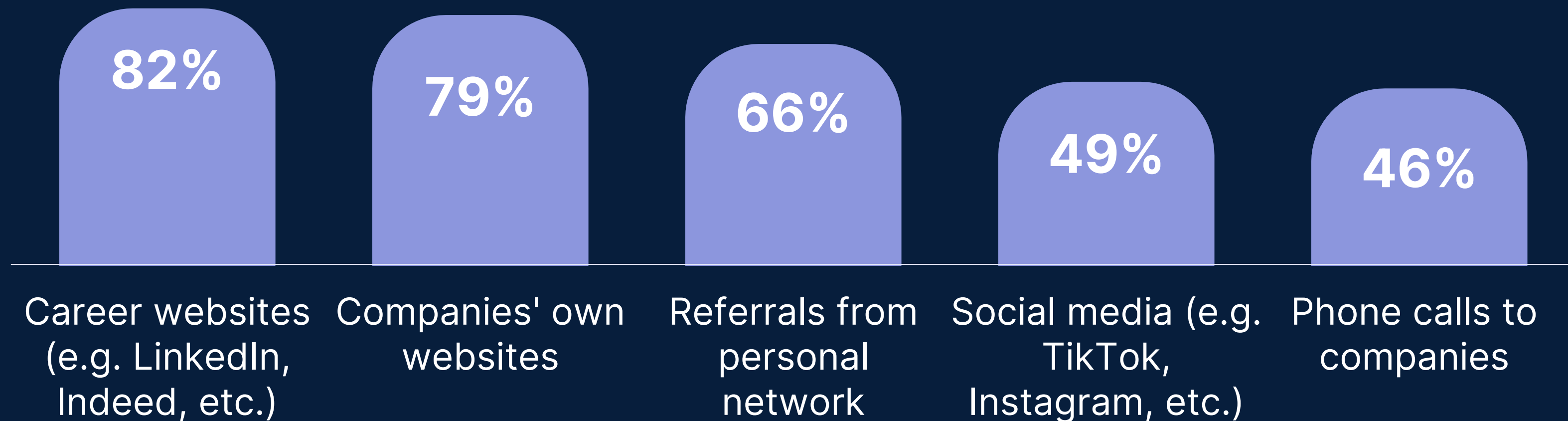
Like in the past, compensation is the biggest decision factor in choosing a new job.

Ranking attributes when choosing a new job
% of employees placing each attribute in the rank slot shown

Legend: ■1 ■2 ■3 ■4 ■5 ■6 ■7 ■8

% Putting in Top 3

Attribute	1	2	3	% Top 3
Salary / wage amount	34%	17%	10%	**62%**
Hours and schedule worked	16%	20%	17%	**53%**
Work setup & flexibility (e.g. remote vs. at workplace)	12%	14%	16%	**42%**
Meaningfulness / passion of work	11%	12%	12%	**35%**
Promotion opportunities	7%	10%	14%	**32%**
Culture / colleagues	8%	11%	11%	**30%**
Developing valuable skills	7%	10%	11%	**27%**
Prestige / company reputation	7%	8%	11%	**26%**

X-axis: 0% 20% 40% 60% 80% 100%

Only two to switch order, compared to when asked in March 2023

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The importance of compensation makes the current climate for attrition especially sensitive.

Only

35%

of employees say their **wages have kept up with the cost of living** over the past year.

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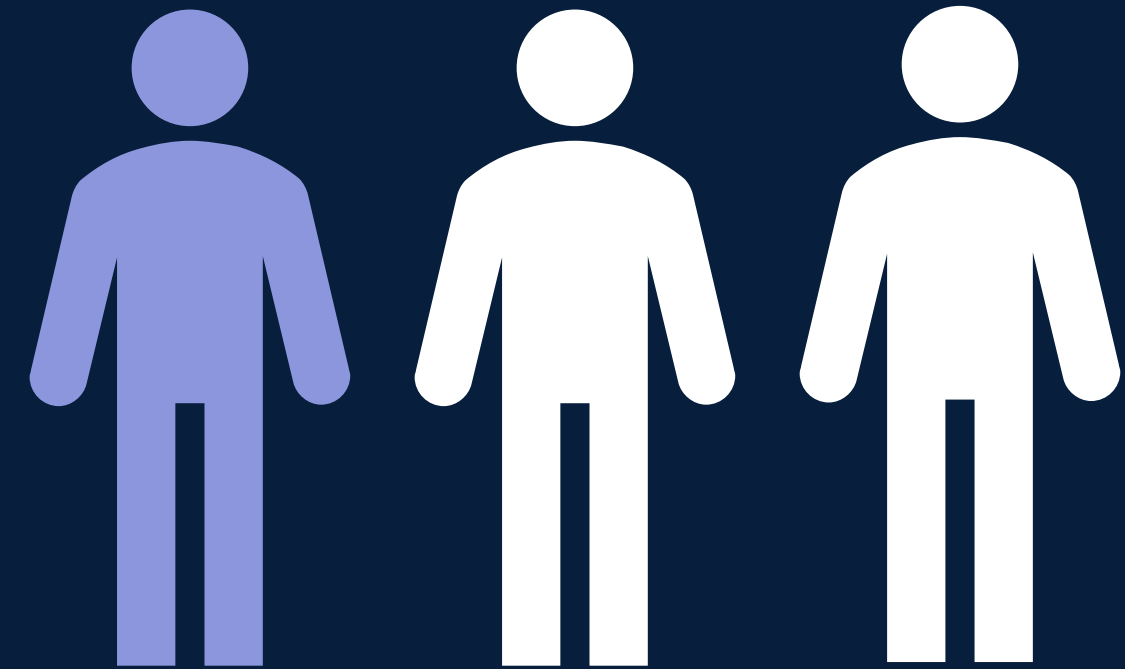
However, while workers may seek better pay when seeking new jobs, it is daily experience, passion, and employer support that keeps them in current jobs.

If not seeking a new job elsewhere, why not?
% of employees selecting, among those who aren't seeking a new job

Reason	%
This job is convenient in terms of hours, location, etc.	45%
I like the people I work with	43%
My employment is secure / unlikely to be terminated here	39%
This job has good benefits or perks	36%
I find the work to be meaningful	34%
I feel supported by my supervisor	28%
I care about the customers we serve	25%
I see opportunities to keep advancing in this job	22%
I haven't seen other job openings that interest me	22%
I like the status or prestige of this job / title	20%
I can't find better pay anywhere else	20%
My employer incorporates my feedback on how to make things better	13%
I don't have the skills to be qualified for other jobs	7%
I have been rejected from other jobs in the past	5%

Legend:
- Daily experience
- Passion of work
- Development / support
- Pay and benefits
- Lack of other options
- Other

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Deep dive:
Support and benefits

In-person training and shadowing another person still dominate new hire training / onboarding methods.

Common methods for job onboarding / training
% of employees reporting for most recent hire

Method	Percentage
In-person training courses	53%
Shadowing another person to observe them doing the work	35%
Computer-based training courses	31%
An assigned co-worker buddy / mentor to ask questions	20%
Welcome meeting / social activity with colleagues	14%
Books / manuals / guides	14%
Tests / progress checks	13%
Benefits and policies presentation from HR	11%
Scheduled touchpoints with supervisor	10%
Another method not listed here	4%
None of these	10%

From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "When you first began in your job, how were you trained and onboarded, if at all?"

But a notable trend is that many methods, including job shadowing, are dying out for newer and remote hires.

Common methods for job onboarding / training, % by hire recency / setup

% saying onboarding included **shadowing another worker**

% saying onboarding **did not include any** of 10 activities asked

Hired 5+ years ago	Hired in past year	Fully onsite	Fully remote
44%	32%	37%	23%

Hired 5+ years ago	Hired in past year	Fully onsite	Fully remote
9%	14%	7%	20%

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Productivity loss for personal reasons can affect more than half of workers at some point.

59%

of workers say that in the past, they have experienced at least one **personal event that affected their ability to work** at full capacity

Top 6 most cited personal events (of 12 asked):
Depression, death of parent, divorce, chronic illness, pregnancy / childbirth / new dependent care responsibilities, and major injury / rehabilitation

From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "In either your current job or a previous job, have you ever experienced any of the following personal events which may have affected your ability to work at your full capacity? If so, select any that apply."

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Personal situations capable of affecting job performance are sometimes met with accommodations, but not always.

78% of those with a past issue **received one or more accommodations** from their employer.

However…

56% of those with a past issue were **denied at least one** requested accommodation.
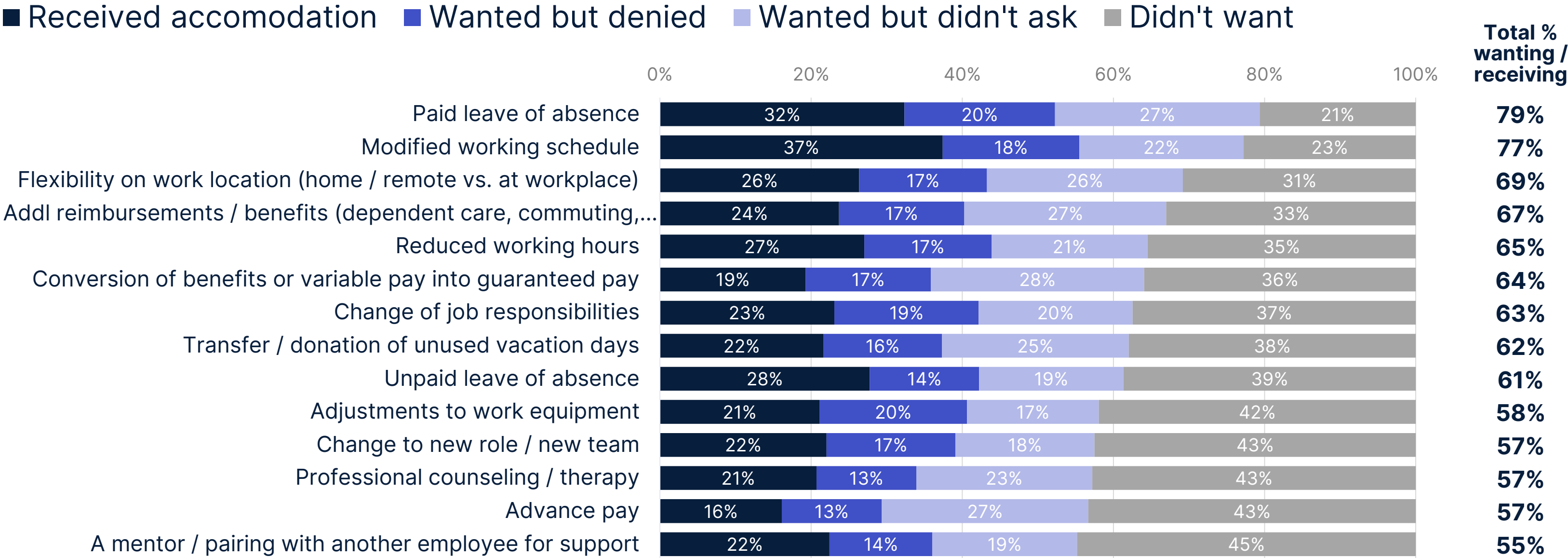
&

76% of those with a past issue wanted at least one accommodation for which they **didn't feel comfortable enough to even ask.**

Schedule changes and workplace flexibility are among the most sought after accommodations, beyond paid leave.
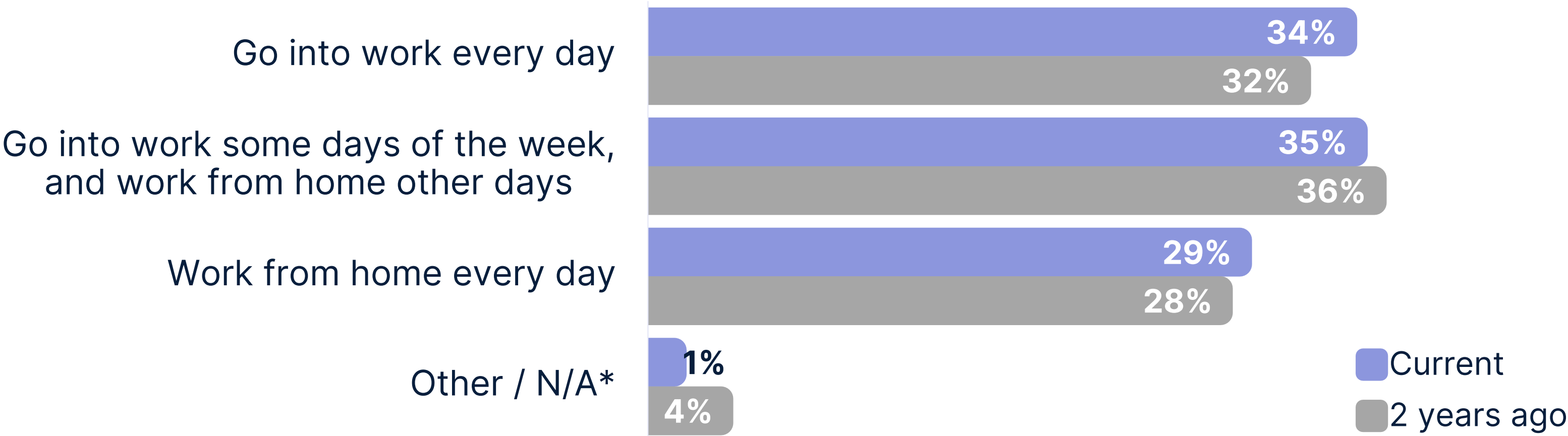
Accommodations for employees with personal situations

■ Received accomodation ■ Wanted but denied ■ Wanted but didn't ask ■ Didn't want

	Received accomodation	Wanted but denied	Wanted but didn't ask	Didn't want	Total % wanting / receiving
Paid leave of absence	32%	20%	27%	21%	**79%**
Modified working schedule	37%	18%	22%	23%	**77%**
Flexibility on work location (home / remote vs. at workplace)	26%	17%	26%	31%	**69%**
Addl reimbursements / benefits (dependent care, commuting,...	24%	17%	27%	33%	**67%**
Reduced working hours	27%	17%	21%	35%	**65%**
Conversion of benefits or variable pay into guaranteed pay	19%	17%	28%	36%	**64%**
Change of job responsibilities	23%	19%	20%	37%	**63%**
Transfer / donation of unused vacation days	22%	16%	25%	38%	**62%**
Unpaid leave of absence	28%	14%	19%	39%	**61%**
Adjustments to work equipment	21%	20%	17%	42%	**58%**
Change to new role / new team	22%	17%	18%	43%	**57%**
Professional counseling / therapy	21%	13%	23%	43%	**57%**
Advance pay	16%	13%	27%	43%	**57%**
A mentor / pairing with another employee for support	22%	14%	19%	45%	**55%**

Deep dive:
Work from home

Despite anecdotal pushes of a return to the office, the proportion of applicable workers with fully remote or hybrid setups is much like 2 years ago.

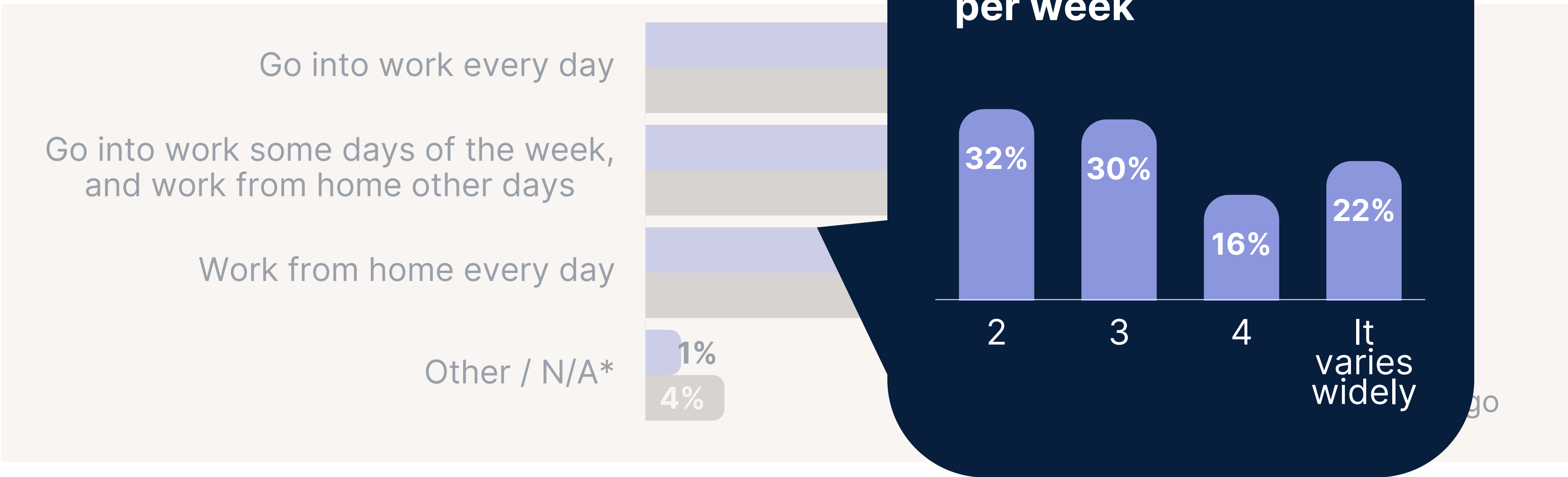**Typical workplace setup,** among current in-home or office workers

Go into work every day
- 34% (Current)
- 32% (2 years ago)

Go into work some days of the week, and work from home other days
- 35% (Current)
- 36% (2 years ago)

Work from home every day
- 29% (Current)
- 28% (2 years ago)

Other / N/A*
- 1% (Current)
- 4% (2 years ago)

■ Current
■ 2 years ago

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For hybrid work arrangements, 2-3 days per week remote is most common.

Typical workplace setup, among current in-ho

Go into work every day

Go into work some days of the week, and work from home other days

Work from home every day

Other / N/A* 1%
4%

Hybrid workers: typical days remote per week

32% — 2
30% — 3
16% — 4
22% — It varies widely

Among applicable workers, the desired shift is to move further away from going into the office every day.

Current vs. desired workplace setup, among current in-home or office workers

■ Current*   □ Desired

35% **22%**
Work entirely from the workplace

35% **42%**
Work from home / remote on some days, and go to the workplace on other days each week

30% **36%**
Work entirely from home / remote

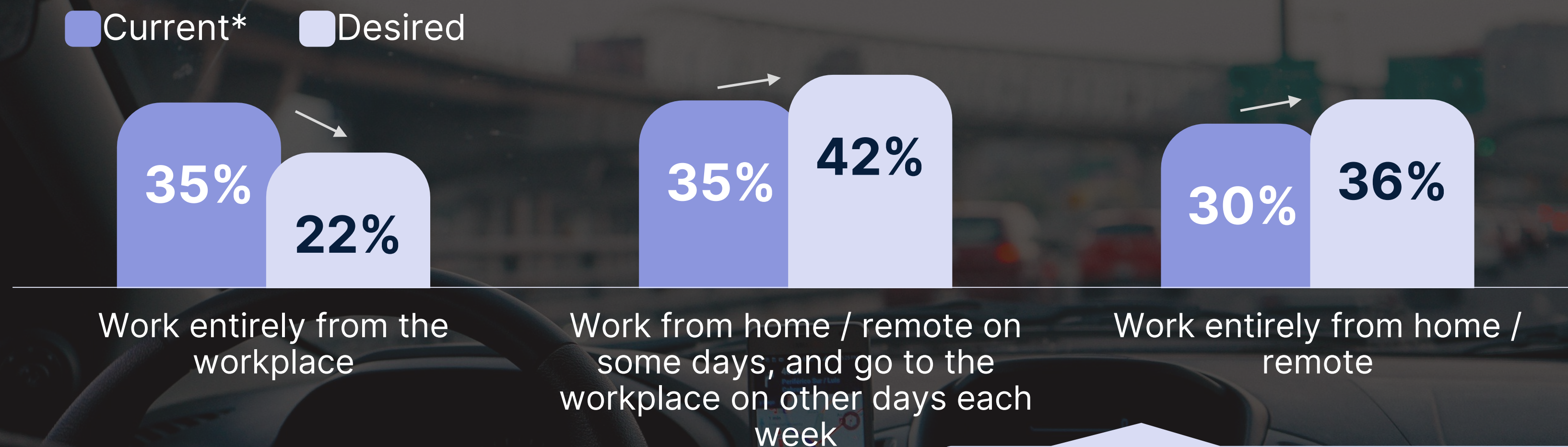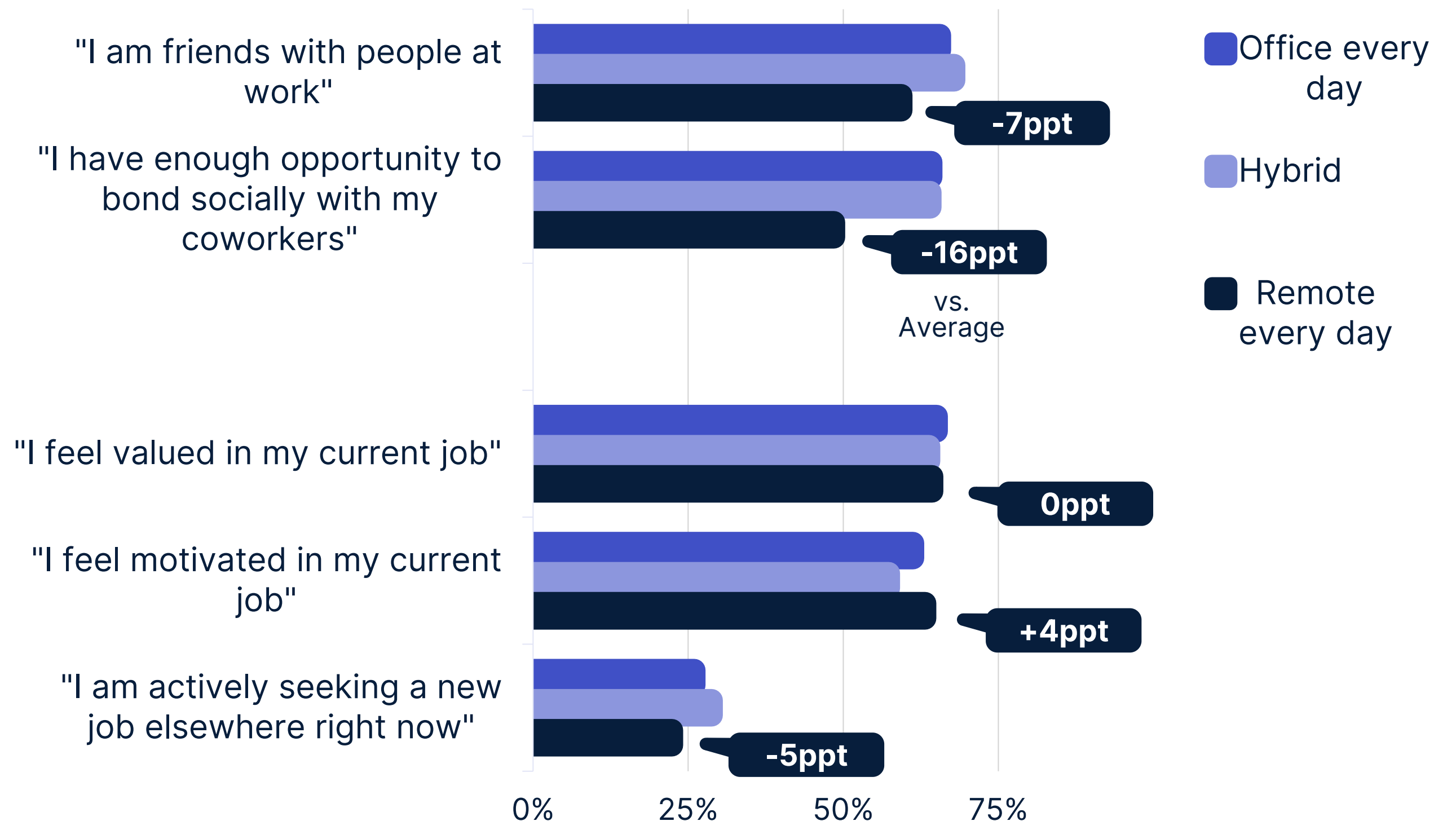Desired setups were also selected in **similar proportions** when asked in **March 2023.**

From Medallia Market Research September 2024 Population of In-home or Office Employees Survey (n = 1,299); "What is your preferred working setup for the future, either for your current job or if you found a new job?"
*Current excludes those with an arrangement they describe as "Other" (1% of total)

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Remote workers may lack social situations, but that doesn't translate to reduced motivation or attrition.

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% agreeing, by work location setup
among current in-home or office workers

"I am friends with people at work" **-7ppt**

"I have enough opportunity to bond socially with my coworkers" **-16ppt**

vs. Average

"I feel valued in my current job" **0ppt**

"I feel motivated in my current job" **+4ppt**

"I am actively seeking a new job elsewhere right now" **-5ppt**

- Office every day
- Hybrid
- Remote every day
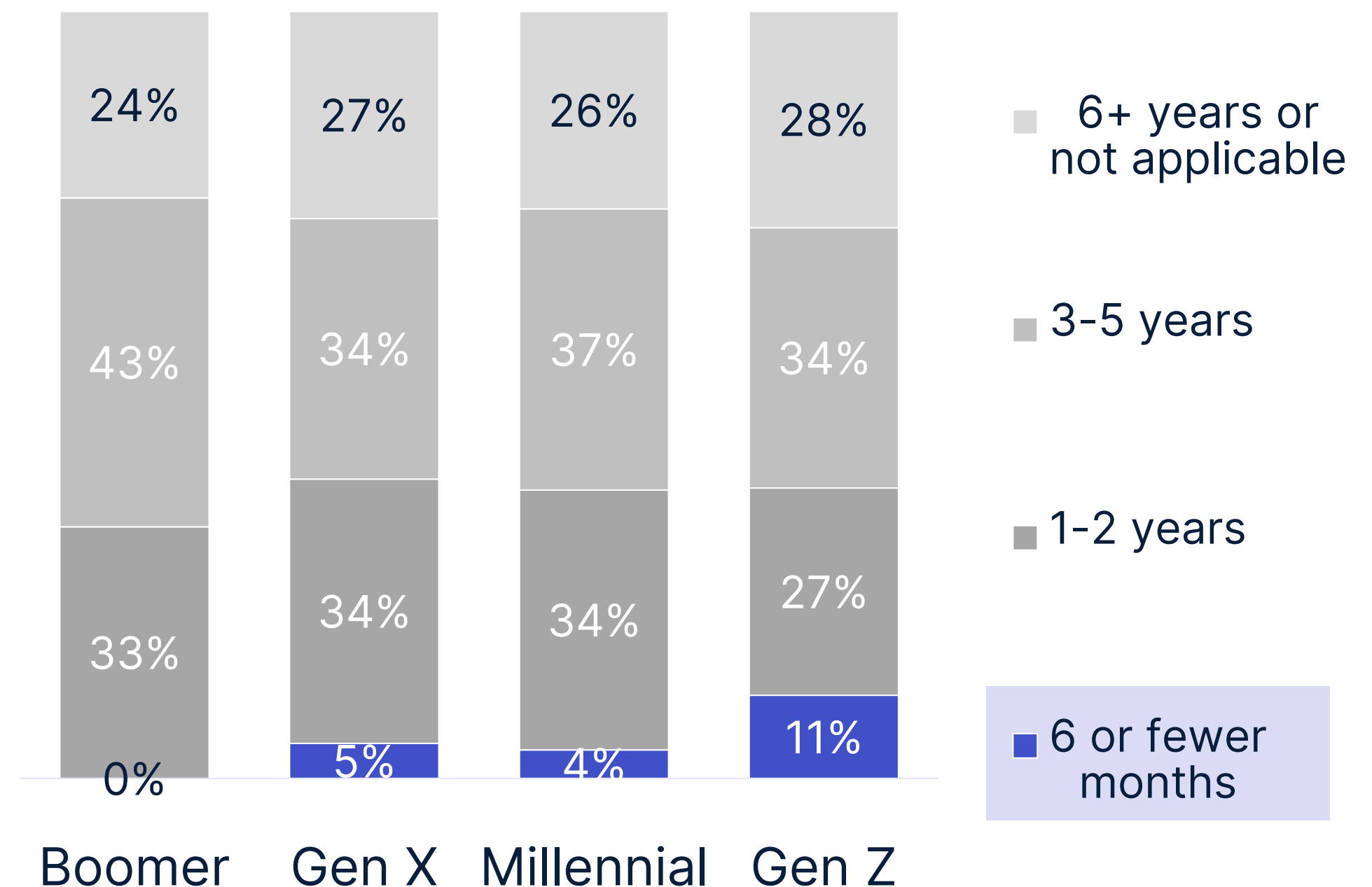
0%   25%   50%   75%

Deep dive:
Gen Z in the workforce

Gen Zers are more inclined to expect fast promotions in their roles, but this may be due to occupying less senior positions in general.

From Medallia Market Research September 2024 General Employee Population Survey (n = 1,016); "Think of the job position you have now. What do you think is the typical amount of time someone should be in that position before they should expect a promotion to a more senior one?"
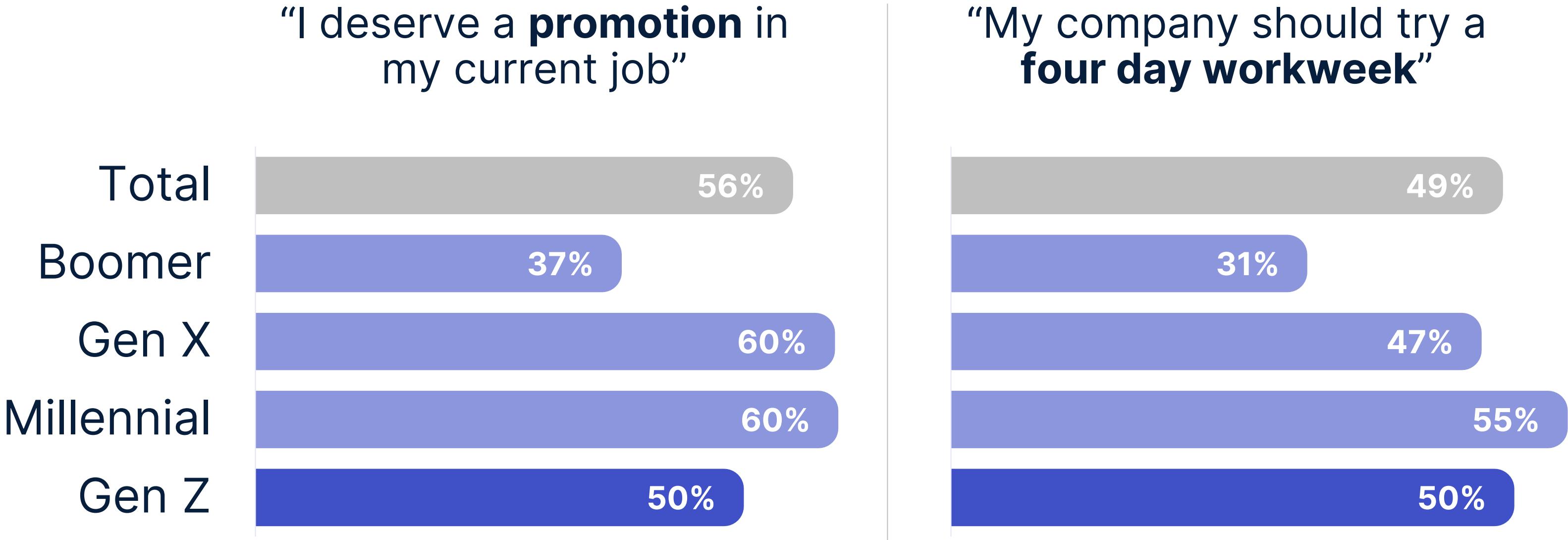
How long should current role last before expecting a promotion
% selecting year range, by generation

	Boomer	Gen X	Millennial	Gen Z
6+ years or not applicable	24%	27%	26%	28%
3-5 years	43%	34%	37%	34%
1-2 years	33%	34%	34%	27%
6 or fewer months	0%	5%	4%	11%

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But Gen Z doesn't display a sense of entitlement more than Millennials do re: promotions or a shorter work week.

Sentiments on work, % agreeing by generation


"I deserve a **promotion** in my current job"

Total	56%
Boomer	37%
Gen X	60%
Millennial	60%
Gen Z	50%

"My company should try a **four day workweek**"

Total	49%
Boomer	31%
Gen X	47%
Millennial	55%
Gen Z	50%

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Gen Z, however, is eager for more opportunities to provide feedback in the workplace.

"I want more opportunities to provide feedback to my supervisors about my experience as an employee"
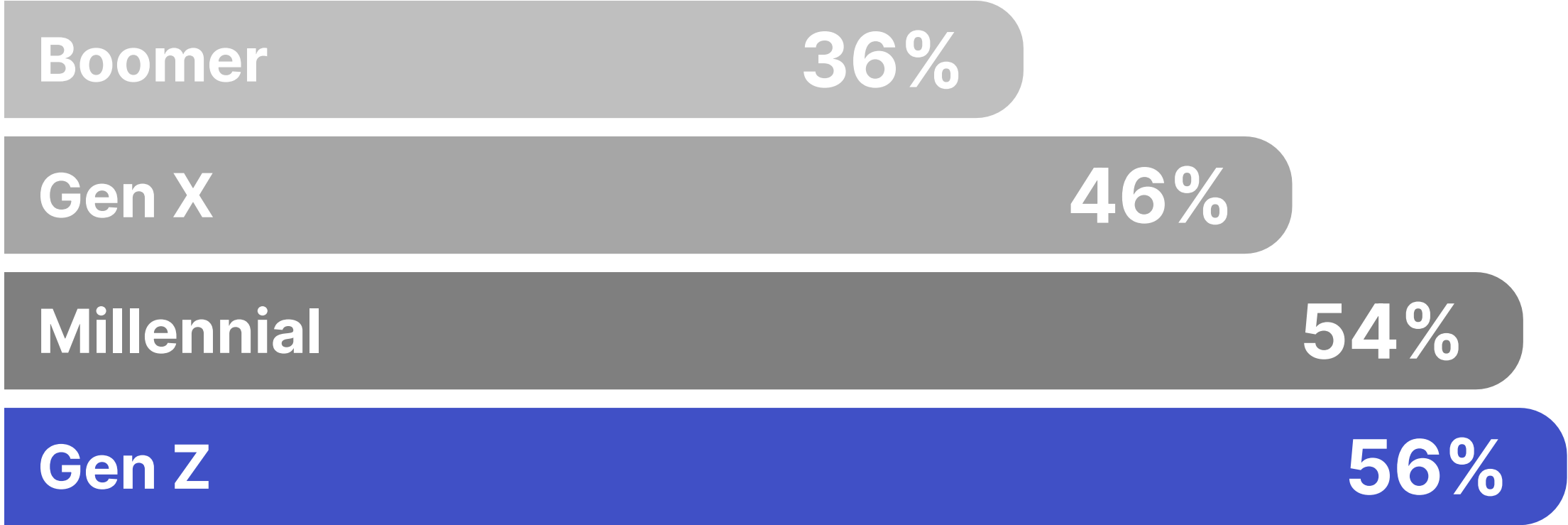% agreeing, by generation

Total	Boomer	Gen X	Millennial	Gen Z
48%	32%	48%	51%	53%

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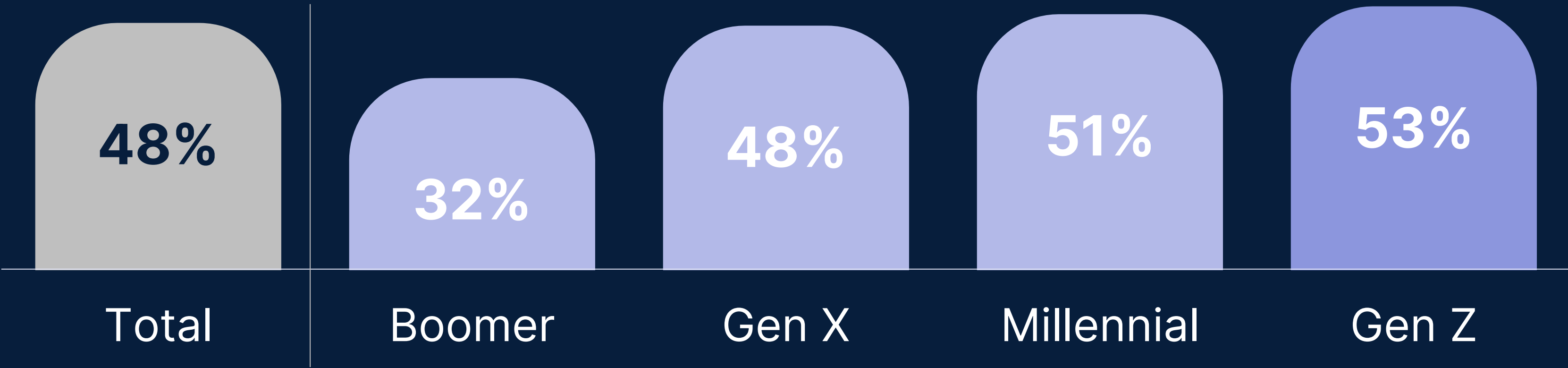
And employers should pay attention, as Gen Zers are open to seeking new jobs.

"I would be interested in finding a new job somewhere else, even though I may not be actively looking right now"
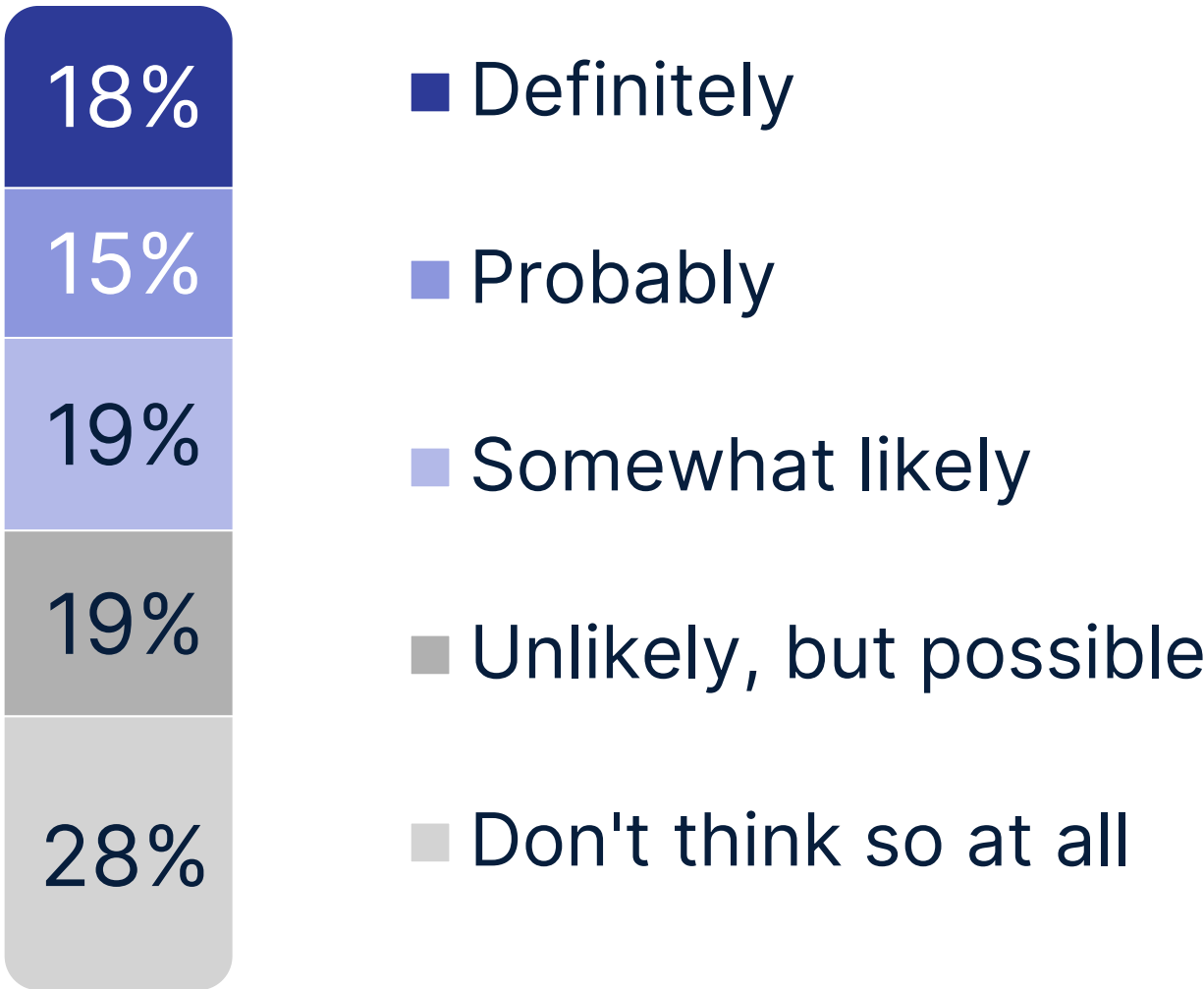
% agreeing, by generation

Generation	%
Boomer	36%
Gen X	46%
Millennial	54%
Gen Z	56%

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Deep dive:
Expectations of AI at work

Most workers can see the potential that Artificial Intelligence could have on their jobs.

Expectation AI will play a role in job in 5 years
% of employees, by sentiment

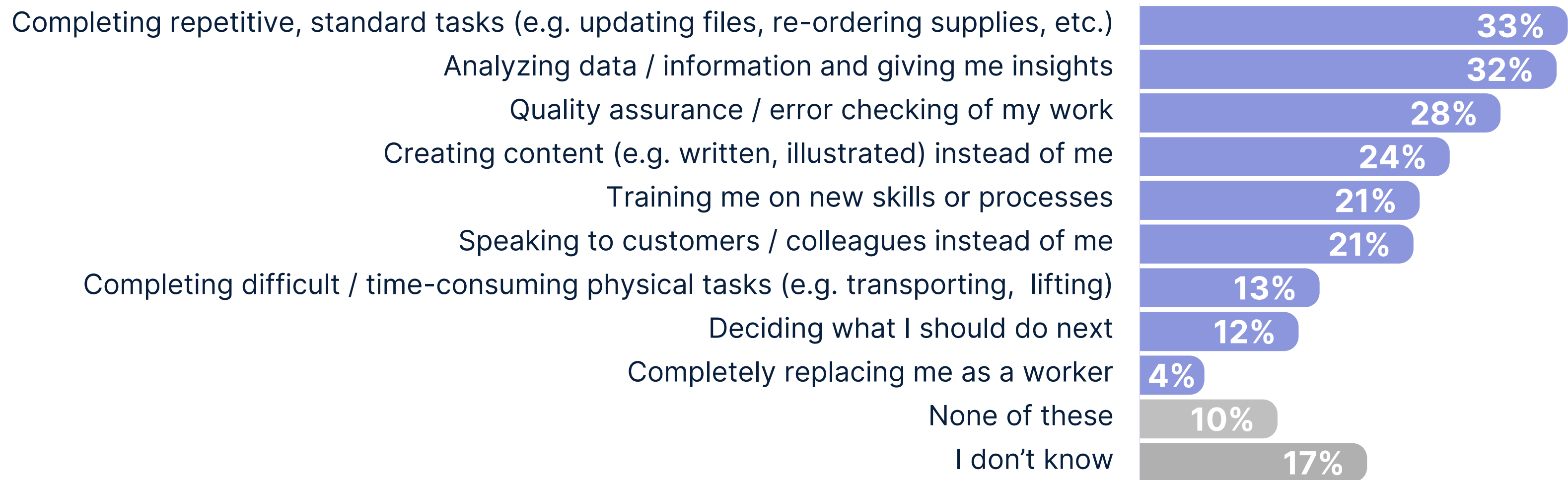**About 1 in 3** think AI will probably or definitely be used in their jobs

%	Sentiment
18%	■ Definitely
15%	■ Probably
19%	■ Somewhat likely
19%	■ Unlikely, but possible
28%	■ Don't think so at all

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Most do not believe AI will completely replace them as a worker, but they do think it will do a variety of things.

Expectations of AI's future impact on jobs
Among employees who believe AI will impact their job in next 5 years

Category	Percentage
Completing repetitive, standard tasks (e.g. updating files, re-ordering supplies, etc.)	33%
Analyzing data / information and giving me insights	32%
Quality assurance / error checking of my work	28%
Creating content (e.g. written, illustrated) instead of me	24%
Training me on new skills or processes	21%
Speaking to customers / colleagues instead of me	21%
Completing difficult / time-consuming physical tasks (e.g. transporting, lifting)	13%
Deciding what I should do next	12%
Completely replacing me as a worker	4%
None of these	10%
I don't know	17%

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Recap

- **Feedback and enablement:** Employees are more motivated to serve customers well when they themselves have good experiences working (and managers agree that they see a link between employee experience and customer experience). However, many employees feel roadblocked by obstacles / inefficiencies in their jobs and limits to being able to provide feedback or share ideas.

- Many managers similarly wish for more mechanisms to hear from employees, and attribute an organizational likelihood to not take action or lack of prioritization as reasons these mechanisms aren't more regularly in place.

- **Retention:** Opportunities to provide feedback and to regularly career plan with a supervisor are tied to employee satisfaction, and with over a quarter of employees currently seeking jobs elsewhere, employers must take attrition risk seriously. Employees have been consistent over time in seeking better pay first and foremost when finding a new job, but interestingly, pay is not as big a factor in why happy employees stay at their current jobs (compared to other more experiential and cultural factors).

- **Support / benefits:** Workplace changes over the past few years are revealing changes to the thoroughness of onboarding. Separately, many employees with personal situations that affect their work are often left without the accommodations they seek.

- **Work-from-home:** The proportion of those working from home, or desiring to work from home, are both largely unchanged over the past two years. While remote workers lack social opportunity, this doesn't increase their likelihood of feeling undervalued or wanting to seek employment elsewhere.

- **Gen Z:** Myths about Gen Z's sense of entitlement in the workplace are in many ways unfounded. However, Gen Z deserves attention in its higher likelihood of wanting more career discussion opportunities with supervisors, and in being interested in seeking jobs elsewhere.

- **AI:** 1 in 3 workers think AI is highly likely to play a role in their job over the next 5 years, with the biggest use cases being for automating repetitive tasks and for analyzing data.

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AGILE RESEARCH

- Quickly gather insights with a user-friendly DIY survey tool, built to support over 50 languages and complex methodologies (Max Diff or Conjoint).

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VIDEO

- Capture and analyze rich video feedback from surveys, focus groups, or online journaling exercises. Bring these insights to life through video showreels and storytelling.

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IDEAS

- A real-time ideation platform that inspires innovation development.