

WHAT GLOBAL WORKERS WANT

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GLOBAL WORKER
PROJECT

HIGHLIGHTS FROM NEW SHRM RESEARCH FOR THE GLOBAL WORKER PROJECT

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As part of its Global Worker Project, SHRM has released new research with fresh insights into the priorities of five types of workers (full-time salaried, full-time hourly, part-time, temporary and independent) in the USA, UK, Mexico and Canada. **Read the full research report on the [SHRM website](#).**



WHAT MATTERS MOST?

More than 80% of workers rate **fair compensation, job security, workload manageability** and **flexibility** to manage work and life issues as very or extremely important.

HOW SATISFIED ARE THEY?

Across all worker types, there are wide “satisfaction gaps” between the importance workers assign to key job features and their current level of satisfaction in those areas.¹ A sampling:

- Part-time employees experience a 52 percent gap on fair compensation/pay.
- Independent workers experience a 39 percent gap in their sense of job security/stability at work.
- Full-time hourly employees experience a 35 percent gap on their flexibility to manage work and life issues.
- Full-time salaried employees experience a 34 percent gap on their workload manageability.
- Temporary employees experience a 27 percent gap on their opportunity to do meaningful work.



HOW MANY JOBS DO THEY JUGGLE?

Many workers of all types hold down **more than one job**. This ranges from the predictable — 57% of independent workers — to the unexpected — **29% of full-time salaried** employees work more than one job.

¹Satisfaction gaps calculated as the difference between the percentage of workers indicating a job feature is very or extremely important and the percentage indicating they are very or extremely satisfied in that area.

WHAT'S DRIVING BURNOUT?

Workload manageability emerged as the number one driver of burnout among all worker types.² Workers who are **unsatisfied with their workload manageability** are **4.5 times** more likely to be burned out from work than those who are very or extremely satisfied with their workload manageability (64% vs. 14%).

HOW DO WORKER TYPES DIFFER?

Each worker type differs in some respects from the other four:

- **Full-time salaried employees** put a premium on a sense of belonging and community at work — satisfaction with their sense of belonging and community emerged as a *unique top three driver* of perceived job quality and fulfillment at work for full-time salaried employees but not for other workers.³
- **Full-time hourly employees** are the least likely to be very or extremely satisfied (only 54%) with their flexibility to manage work and life issues (versus 63-75% of other workers) — and only 21% report their job has had a positive impact on their mental health in the past six months — the lowest among the five worker types.
- **Independent workers** report the highest levels of satisfaction with their workload manageability and flexibility to manage work and life issues, with 72% saying they are very or extremely satisfied with the manageability of their workload (versus 56-61% of other workers), and 75% saying they are very or extremely satisfied with their flexibility to manage their personal and professional lives (versus 54-65% of other workers).
- **Part-time employees** are generally content with their reduced hours, with 2/3 reporting that they work part-time because of the flexibility it allows them to attend to other priorities like caregiving or attending school.
- **Temporary employees** put a premium on learning and development opportunities at work — satisfaction with their access to learning and development opportunities emerged as a *unique top three driver* of fulfillment at work for temporary employees but not for other workers.⁴

Methodology: SHRM surveyed **3,845** workers from Canada, Mexico, the United Kingdom and the United States using a third-party online panel. Surveys were conducted in English and Spanish from March 31 to April 17, 2023.

For more information on this research, email us at governmentaffairs@shrm.org.



² Based on a relative weights analysis of the 17 job features examined in the study.

³ Ibid.

⁴ Ibid.