

SHRM Research Spotlight:

Employee Job Satisfaction and Engagement

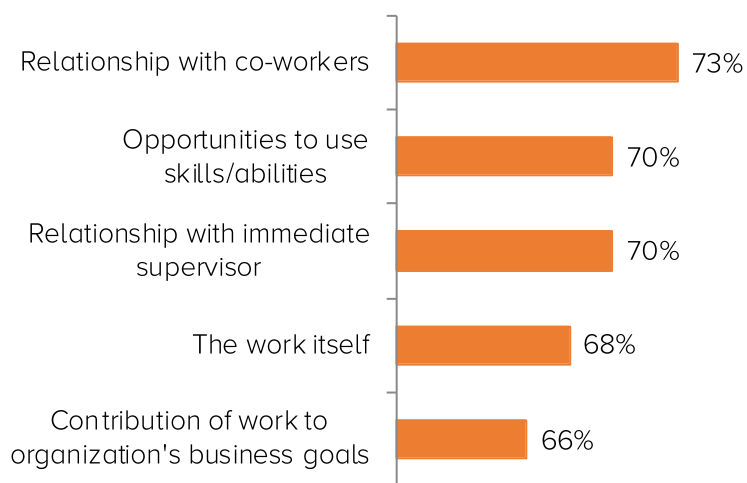
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Top Engagement Aspects (Opinions and Behaviors)



Note: Figure represents those who answered "agree" and "strongly agree."

Top Conditions of Engagement



Note: Figure represents those who answered "somewhat satisfied" and "very satisfied."

Key Findings

- **Employees are satisfied with their jobs.** Eighty-one percent of employees reported overall satisfaction with their current job.
- **Employees are moderately engaged at work.** Seventy-nine percent of employees indicated feeling determined to accomplish work goals and confident that these goals could be met, and 69% said that they frequently feel like they are putting all their effort into their work.
- **There are several conditions under which engagement at work is more likely to occur.** Almost three out of four (73%) employees were satisfied with their relationships with co-workers. The majority were satisfied with the opportunities to use their skills/abilities (70%) and their relationship with their immediate supervisor (70%).
- **Compensation/pay demonstrated the largest gap between importance and satisfaction among employees.** While 60% of employees reported compensation/pay as a very important job satisfaction contributor, only 25% were very satisfied with the benefit. Communication with senior management had the second largest gap, at 29 percentage points.

Employees' Level of Satisfaction with Aspects They Find Important to Job Satisfaction

	Very Satisfied	Very Important	Difference (Gaps)
Compensation/pay (1)	25%	60%	35%
Communication between employees and senior management	21%	50%	29%
Job security (2)	31%	59%	28%
Benefits (4)	26%	53%	27%
Opportunities to use skills/abilities (2)	33%	59%	26%
Management's recognition of employee job performance	25%	50%	25%
Organization's financial stability (4)	29%	53%	24%
Career advancement opportunities	19%	40%	21%
Relationship with immediate supervisor (3)	37%	54%	17%
Autonomy and independence	30%	47%	17%
The work itself (5)	35%	51%	16%
Job-specific training	24%	40%	16%
Overall corporate culture	29%	45%	16%
Organization's commitment to professional development	21%	36%	15%
Career development opportunities	21%	33%	12%
Organization's commitment to corporate social responsibility	21%	31%	10%
Meaningfulness of the job	32%	41%	9%
Networking	18%	26%	8%
Feeling safe in the work environment	42%	49%	7%
Paid training and tuition reimbursement programs	20%	27%	7%
Contribution of work to organization's business goals	28%	35%	7%
Relationship with co-workers	36%	41%	5%
Variety of work	30%	33%	3%
Organization's commitment to a "green" workplace	19%	22%	3%
Organization's commitment to a diverse and inclusive workforce	29%	28%	1%

Note: Numbers in parentheses indicate importance ranking of a particular aspect in 2013 for the top five factors. Data are sorted by the "Difference" column. Difference percentages are based on absolute difference between "very important" and "very satisfied."

Methodology: The sample consists of 600 employees randomly selected by an outside survey research organization's web-enabled employee panel, which is based on a random sample of the American Community Survey. Data were collected in July and August of 2013. The full findings are available in the *Employee Job Satisfaction and Engagement: The Road to Economic Recovery* research report.