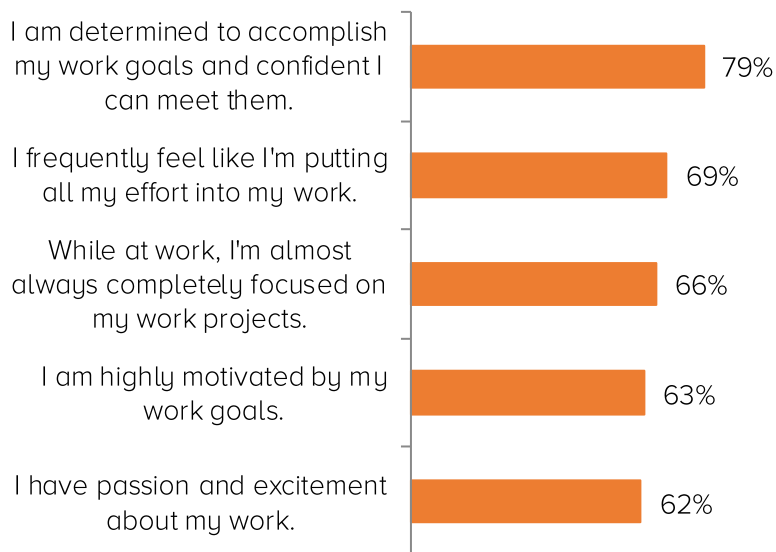


# SHRM Research Spotlight:

## Employee Job Satisfaction and Engagement

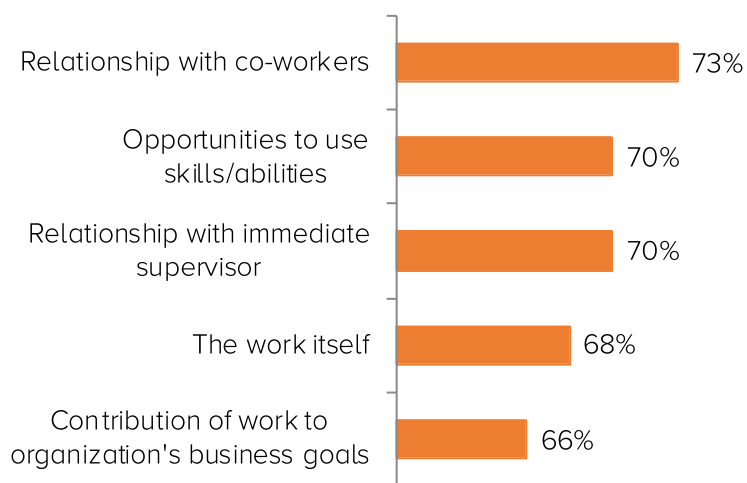
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### Top Engagement Aspects (Opinions and Behaviors)



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.