SHRM Research Spotlight:
Employee Job Satisfaction and Engagement

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SOCIETY FOR HUMAN
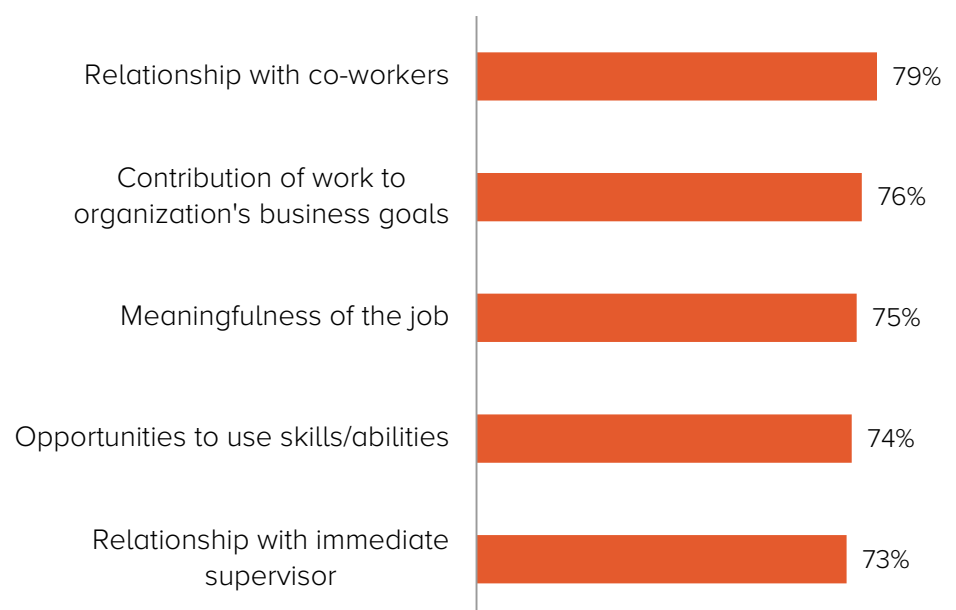RESOURCE MANAGEMENT

Key Findings

- **Employees are satisfied with their jobs.** Eighty-six percent of employees reported overall satisfaction with their current job.

- **Employees are engaged at work.** Ninety-two percent of employees indicated feeling confident they could meet their work goals, and 88% reported feeling determined to accomplish these goals.

- **There are several conditions under which engagement at work is more likely to occur.** Over three-fourths (79%) of employees were satisfied with their relationships with co-workers. Employees also reported being satisfied with the contribution of their work to the organization's business goals (76%) and the meaningfulness of the job (75%).

- **Respectful treatment of all employees at all levels demonstrated the largest gap between importance and satisfaction among employees.** While 72% of employees reported respectful treatment as a very important job satisfaction contributor, only 33% were very satisfied with it. Compensation/pay had the second largest gap, at 37 percentage points.

Top Engagement Opinions

I am confident I can meet my work goals	92%
I am determined to accomplish my work goals	88%
I have a clear understanding of my organization's vision/mission	76%
I am highly motivated by my work goals	74%
I frequently feel like I'm putting all my effort into my work	69%

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

Top Engagement Conditions

Relationship with co-workers	79%
Contribution of work to organization's business goals	76%
Meaningfulness of the job	75%
Opportunities to use skills/abilities	74%
Relationship with immediate supervisor	73%

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

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

	Very Important	Very Satisfied	Difference (Gaps in Percentage Points)
Respectful treatment of all employees at all levels (1)	72%	33%	39
Compensation/pay (4)	61%	24%	37
Trust between employees and senior management (2)	64%	28%	36
Benefits (3)	63%	27%	36
Communication between employees and senior management	55%	23%	32
Management's recognition of employee job performance	55%	24%	31
Career advancement opportunities	47%	20%	27
Job security (5)	59%	32%	27
Management's communication of organization's goals and strategies	52%	26%	26
Opportunities to use skills/abilities	58%	34%	24
Organization's financial stability	55%	33%	22
Communication between departments/business units	41%	21%	20
Immediate supervisor's respect for employee's ideas	56%	37%	19
Job-specific training	41%	22%	19
Organization's commitment to professional development	42%	23%	19
Teamwork between departments/business units	41%	22%	19
Autonomy and independence	47%	28%	19
Career development opportunities	39%	21%	18
Relationship with immediate supervisor	58%	40%	18
Overall corporate culture	48%	31%	17
Teamwork within department/business unit	43%	26%	17
The work itself	50%	36%	14
Networking opportunities	33%	21%	12
Meaningfulness of job	46%	35%	11
Company-paid general training	31%	24%	7
Feeling safe in the work environment	53%	48%	5
Organization's commitment to corporate social responsibility	31%	26%	5
Contribution of work to organization's business goals	38%	33%	5
Variety of work	37%	32%	5
Relationship with co-workers	44%	42%	2
Organization's commitment to a "green" workplace	20%	19%	1
Organization's commitment to a diverse and inclusive workforce	29%	28%	1

Note: Numbers in parentheses indicate importance ranking of a particular aspect in 2014 for the top five factors. Data are sorted by the "Difference" column. Differences in percentage points are based on the absolute difference between "very important" and "very satisfied."