

# Contents

- TABLE 1:** Top Five Aspects of Job Satisfaction Rated as “Very Important” by Employees: 2004-2014
- TABLE 2:** Top Five Employee Engagement Conditions
- TABLE 3:** Top Five Employee Engagement Opinions and Behaviors
- TABLE 4:** Benefits Leveraged to Retain Employees
- TABLE 5:** Conditions for Engagement
- TABLE 6:** Engagement Opinions
- TABLE 7:** Engagement Behaviors
- TABLE 8:** Aspects of Job Satisfaction Rated as “Very Important” by Employees: 2004-2014
- TABLE 9:** Comparison of Important Aspects of Job Satisfaction by Select Employee Demographics
- TABLE 10:** Importance of Job Satisfaction Contributors
- TABLE 11:** Top Five “Very Important” Aspects of Job Satisfaction by Employee Gender
- TABLE 12:** Top Five “Very Important” Aspects of Job Satisfaction by Employee Generation/Age
- TABLE 13:** Top Five Very Important Aspects of Job Satisfaction by Employee Job Level
- TABLE 14:** Importance of Compensation and Benefits as Job Satisfaction Contributors
- TABLE 15:** Comparison of Important Aspects of Compensation and Benefits by Select Employee Demographics
- TABLE 16:** Employees’ Satisfaction With Aspects of Job Satisfaction
- TABLE 17:** Job Satisfaction Aspects: Differences in Importance vs. Satisfaction
- TABLE 18:** Job Satisfaction Aspects: Differences in Importance vs. Satisfaction: Male Employees
- TABLE 19:** Job Satisfaction Aspects: Differences in Importance vs. Satisfaction: Female Employees
- TABLE 20:** Comparison of Engagement Conditions by Select Employee Demographics
- TABLE 21:** Comparison of Engagement Opinions and Behaviors by Select Employee Demographics
- TABLE 22:** Top Five Employee Engagement Opinions and Behaviors by Employee Gender
- TABLE 23:** Top Five Employee Engagement Opinions and Behaviors by Employee Generation/Age
- TABLE 24:** Top Five Employee Engagement Opinions and Behaviors by Employee Job Level

**TABLE 1: Top Five Aspects of Job Satisfaction Rated as “Very Important” by Employees: 2004-2014**

	2004 (n = 604)	2005 (n = 601)	2006 (n = 605)	2007 (n = 604)	2008 (n = 601)	2009 (n = 601)	2010 (n = 600)	2011 (n = 600)	2012 (n = 600)	2013 (n = 600)	2014 (n = 600)
Respectful treatment of all employees at all levels	—	—	—	—	—	—	—	—	—	—	72% (1)
Trust between employees and senior management	—	—	—	—	—	—	—	—	—	—	64% (2)
Benefits, overall	68% (1)	63% (1)	65% (2)	59% (1)	57% (2)	60% (2)	60% (2)	53% (5)	53%	53% (4)	63% (3)
Compensation/pay	63% (2)	61% (2)	67% (1)	59% (1)	53% (3)	57% (3)	53% (5)	54% (4)	60% (3)	60% (1)	61% (4)
Job security	60% (4)	59% (4)	59% (3)	53% (2)	59% (1)	63% (1)	63% (1)	63% (1)	61% (2)	59% (2)	59% (5)

**Note:** A dash (—) indicates the question was not asked on that year’s survey. Table represents the percentage of respondents who rated each aspect as “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 2: Top Five Employee Engagement Conditions**

	2011 (n = 600)	2012 (n = 600)	2013 (n = 600)	2014 (n = 600)
Relationship with co-workers	76% (1)	79% (1)	73% (1)	79% (1)
Contribution of work to organization's business goals	71% (4)	72% (3)	66% (4)	76% (2)
Meaningfulness of the job	69% (5)	70% (5)	64%	75% (3)
Opportunities to use skills/abilities	74% (2)	75% (2)	70% (2)	74% (4)
Relationship with immediate supervisor	73% (3)	71% (4)	70% (2)	73% (5)
The work itself	76% (1)	70% (5)	68% (3)	73% (5)
Organization's financial stability	63%	63%	65% (5)	73% (5)

**Note:** Table represents the percentage of respondents who indicated they were "somewhat satisfied" or "very satisfied" with each employee engagement condition. Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied." Respondents who indicated "Not applicable" were excluded from this analysis.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 3: Top Five Employee Engagement Opinions and Behaviors**

	2011 (n = 600)	2012 (n = 600)	2013 (n = 600)	2014 (n = 600)
I am confident I can meet my work goals.	—	—	—	92% (1)
I am determined to accomplish my work goals.	—	—	—	88% (2)
I have a clear understanding of my organization's vision/mission.	—	—	—	76% (3)
I am highly motivated by my work goals.	68% (4)	67% (3)	64% (4)	74% (4)
I frequently feel that I'm putting all my effort into my work.	70% (2)	77% (2)	69% (2)	69% (5)

**Note:** A dash (—) indicates the question was not asked on that year's survey. Table represents the percentage of respondents who indicated they "agree" or "strongly agree" with the statements regarding employee engagement. Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 4: Benefits Leveraged to Retain Employees**

	All Employees	Highly Skilled Employees	High-Performing Employees
<b>Most leveraged benefits</b>	1. Health care (74%) 2. Retirement savings and planning (62%) 3. Leave benefits (51%)	1. Health care (70%) 2. Leave benefits; flexible working benefits (both 53%) 3. Retirement savings and planning (46%)	1. Health care (60%) 2. Retirement savings and planning (54%) 3. Professional and career development benefits (52%)
<b>Benefits to increase in importance</b>	1. Retirement savings and planning (67%) 2. Health care (58%) 3. Preventive health and wellness (57%)	1. Flexible working benefits (62%) 2. Health care; retirement savings and planning (both 59%) 3. Professional and career development benefits (58%)	1. Retirement savings & planning; professional & career development benefits (both 62%) 2. Flexible working benefits (59%) 3. Health care (51%)

Source: 2014 Strategic Benefits Survey—Leveraging Benefits to Retain Employees (SHRM, 2014)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 5: Conditions for Engagement**

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied	Overall Satisfaction
Relationship with co-workers	2%	4%	15%	37%	42%	79%
Contribution of work to organization’s business goals	1%	3%	19%	43%	33%	76%
Meaningfulness of the job	3%	5%	16%	40%	35%	75%
Opportunities to use skills/abilities	4%	6%	17%	40%	34%	74%
Relationship with immediate supervisor	5%	6%	15%	33%	40%	73%
The work itself	4%	6%	17%	37%	36%	73%
Organization’s financial stability	2%	6%	19%	40%	33%	73%
Variety of work	4%	6%	18%	39%	32%	71%
Autonomy and independence	5%	6%	20%	41%	28%	69%
Overall corporate culture	5%	6%	22%	36%	31%	67%
Management’s recognition of employee job performance	8%	9%	22%	38%	24%	62%
Communication between employees and senior management	9%	12%	19%	37%	23%	60%
Organization’s commitment to corporate social responsibility	4%	7%	32%	32%	26%	58%
Job-specific training	5%	11%	29%	33%	22%	55%
Organization’s commitment to professional development	6%	13%	27%	31%	23%	54%
Career development opportunities	6%	12%	28%	33%	21%	54%
Career advancement opportunities within the organization	8%	12%	26%	34%	20%	54%
Networking opportunities (within or outside the organization)	5%	10%	35%	30%	21%	51%

**Note:** Percentages are based on a scale where 1 = “very dissatisfied” and 5 = “very satisfied.” Respondents who indicated “Not applicable” were excluded from this analysis. Data are sorted in descending order by the “overall satisfaction” percentages.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 6:** Engagement Opinions

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Overall Agreement
I am confident I can meet my work goals.	1%	1%	6%	36%	56%	92%
I am determined to accomplish my work goals.	1%	1%	10%	44%	44%	88%
I have a clear understanding of my organization’s vision/mission.	3%	5%	16%	42%	34%	76%
I am highly motivated by my work goals.	2%	6%	18%	37%	37%	74%
I frequently feel that I’m putting all my effort into my work.	2%	8%	21%	43%	26%	69%
I am often so wrapped up in my work that hours go by like minutes.	3%	9%	20%	39%	29%	68%
While at work, I’m almost always completely focused on my work projects.	3%	9%	20%	41%	27%	68%
I am provided with the resources to do my job well.	3%	10%	21%	43%	24%	67%
I have passion and excitement about my work.	4%	9%	27%	36%	25%	61%
I feel completely plugged in at work, like I’m always on full power.	3%	14%	29%	35%	20%	55%
I enjoy volunteering for activities beyond my job requirements.	4%	12%	29%	34%	20%	54%

**Note:** Percentages are based on a scale where 1 = “strongly disagree” and 5 = “strongly agree.” Data are sorted in descending order by the “overall agreement” column.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 7: Engagement Behaviors**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Overall Agreement
In my organization, employees are encouraged to take action when they see a problem or opportunity.	3%	7%	23%	44%	24%	68%
The people in my work group quickly adapt to challenging or crisis situations.	4%	10%	23%	42%	21%	63%
The people in my work group never give up despite difficulties.	3%	8%	27%	42%	20%	62%
Employees in my organization deal very well with unpredictable or changing work situations.	5%	12%	28%	34%	21%	55%
The people in my work group are always flexible in expanding the scope of their work.	5%	14%	29%	36%	17%	53%
The people in my work group are constantly looking out to see what challenge is coming next.	4%	12%	33%	35%	17%	52%
In my organization, employees view unexpected responsibilities as an opportunity to succeed at something new.	6%	14%	34%	31%	16%	47%
In my organization, employees often volunteer for new projects.	6%	16%	34%	32%	13%	45%

**Note:** Percentages are based on a scale where 1 = “strongly disagree” and 5 = “strongly agree.” Data are sorted in descending order by the “overall agreement” percentages.  
**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)



**TABLE 8: Aspects of Job Satisfaction Rated as “Very Important” by Employees: 2004-2014**

	2004 (n = 604)	2005 (n = 601)	2006 (n = 605)	2007 (n = 604)	2008 (n = 601)	2009 (n = 601)	2010 (n = 600)	2011 (n = 600)	2012 (n = 600)	2013 (n = 600)	2014 (n = 600)
Respectful treatment of all employees at all levels	—	—	—	—	—	—	—	—	—	—	72% (1)
Trust between employees and senior management	—	—	—	—	—	—	—	—	—	—	64% (2)
Benefits, overall	68% (1)	63% (1)	65% (2)	59% (1)	57% (2)	60% (2)	60% (2)	53% (5)	53%	53% (4)	63% (3)
Compensation/pay, overall	63% (2)	61% (2)	67% (1)	59% (1)	53% (3)	57% (3)	53% (5)	54% (4)	60% (3)	60% (1)	61% (4)
Job security	60% (4)	59% (4)	59% (3)	53% (2)	59% (1)	63% (1)	63% (1)	63% (1)	61% (2)	59% (2)	59% (5)
Opportunities to use skills/abilities	47%	44%	51% (5)	44%	50% (4)	55% (4)	56% (3)	62% (2)	63% (1)	59% (2)	58%
Relationship with immediate supervisor	49%	46%	47%	48%	47% (5)	52%	48%	55% (3)	54% (5)	54% (3)	58%
Immediate supervisor’s respect for employee’s ideas	—	—	—	—	—	—	—	—	—	—	56%
Communication between employees and senior management	54%	50%	48%	51% (4)	50% (4)	51%	47%	53% (5)	57% (4)	50%	55%
Management’s recognition of employee job performance	47%	45%	47%	49%	44%	52%	48%	49%	50%	50%	55%
Organization’s financial stability	—	—	—	—	—	—	54% (4)	55% (3)	52%	53% (4)	55%
Feeling safe in the work environment	62% (3)	55% (5)	54% (4)	50% (5)	53% (3)	54% (5)	51%	48%	47%	49%	53%
Management’s communication of organization’s goals and strategies	—	—	—	—	—	—	—	—	—	—	52%
The work itself	46%	35%	46%	41%	47% (5)	50%	54% (4)	53% (5)	52%	51% (5)	50%
Overall corporate culture	43%	39%	40%	36%	40%	45%	41%	46%	47%	45%	48%
Autonomy and independence	42%	41%	44%	44%	41%	47%	46%	52%	48%	47%	47%
Career advancement opportunities	37%	28%	36%	28%	29%	32%	34%	36%	42%	40%	47%
Meaningfulness of the job	38%	37%	42%	37%	45%	45%	38%	35%	39%	41%	46%
Relationship with co-workers	33%	34%	35%	34%	39%	42%	38%	38%	40%	41%	44%
Teamwork within department/ business unit	—	—	—	—	—	—	—	—	—	—	43%
Organization’s commitment to professional development	34%	31%	35%	31%	33%	30%	33%	36%	36%	36%	42%
Communication between departments/ business units	—	—	—	—	—	—	—	—	—	—	41%
Job-specific training	34%	28%	36%	27%	27%	35%	34%	33%	36%	40%	41%
Teamwork between departments/ business units	—	—	—	—	—	—	—	—	—	—	41%
Career development opportunities	40%	34%	42%	35%	30%	29%	31%	33%	34%	33%	39%

continued on next page

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 8: Aspects of Job Satisfaction Rated as “Very Important” by Employees: 2004-2014 (continued)**

	2004 (n = 604)	2005 (n = 601)	2006 (n = 605)	2007 (n = 604)	2008 (n = 601)	2009 (n = 601)	2010 (n = 600)	2011 (n = 600)	2012 (n = 600)	2013 (n = 600)	2014 (n = 600)
Contribution of work to organization’s business goals	35%	33%	37%	32%	34%	39%	36%	33%	34%	35%	38%
Variety of work	37%	45%	40%	34%	35%	34%	35%	32%	33%	33%	37%
Networking opportunities	17%	19%	21%	18%	21%	22%	22%	26%	27%	26%	33%
Company-paid general training	—	—	—	31%	32%	29%	26%	24%	28%	27%	31%
Organization’s commitment to corporate social responsibility	—	—	—	—	33%	31%	28%	28%	28%	31%	31%
Organization’s commitment to a diverse and inclusive workforce	—	—	—	—	—	—	—	22%	27%	28%	29%
Organization’s commitment to a “green” workplace	—	—	—	—	23%	17%	17%	17%	17%	22%	20%

**Note:** Sample sizes are based on the actual number of respondents by year; however, the percentages shown are based on the actual number of respondents by year who answered the question using the provided response options. A dash (—) indicates that the question was not asked in that year’s survey. Numbers in parentheses indicate position of aspect in the respective column year. Table represents the percentage of respondents who indicated the aspect was “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 9: Comparison of Important Aspects of Job Satisfaction by Select Employee Demographics**

	Overall	Differences Based on Gender	Differences Based on Generation/Age	Differences Based on Job Level
Respectful treatment of all employees at all levels	98%	Female (99%) > male (96%)	—	—
Trust between employees and senior management	96%	Female (99%) > male (93%)	—	—
Compensation/pay, overall	96%	Female (98%) > male (95%)	—	—
Job security	96%	Female (98%) > male (93%)	—	—
Organization's financial stability	96%	Female (98%) > male (94%)	—	—
Immediate supervisor's respect for employee's ideas	96%	Female (99%) > male (93%)	—	—
Communication between employees and senior management	95%	Female (98%) > male (93%)	—	—
Relationship with immediate supervisor	95%	Female (98%) > male (91%)	—	—
The work itself	95%	—	—	—
Benefits, overall	94%	—	—	—
Management's recognition of employee job performance	94%	Female (97%) > male (90%)	—	—
Management's communication of organization's goals and strategies	94%	Female (97%) > male (91%)	—	—
Overall corporate culture	94%	Female (97%) > male (92%)	—	—
Teamwork within department/business unit	94%	Female (97%) > male (91%)	—	—
Opportunities to use skills/abilities	94%	—	—	—
Communication between departments/business units	93%	Female (97%) > male (89%)	—	—
Teamwork between departments/business units	93%	Female (96%) > male (90%)	—	—
Autonomy and independence	92%	Female (95%) > male (89%)	—	—
Meaningfulness of the job	92%	Female (95%) > male (88%)	—	—
Relationship with co-workers	92%	Female (96%) > male (88%)	—	—
Contribution of work to organization's business goals	92%	Female (96%) > male (88%)	—	—
Feeling safe in the work environment	91%	Female (96%) > male (84%)	—	—
Organization's commitment to professional development	90%	—	—	—

continued on next page

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 9: Comparison of Important Aspects of Job Satisfaction by Select Employee Demographics (continued)**

	Overall	Differences Based on Gender	Differences Based on Generation/Age	Differences Based on Job Level
Variety of work	90%	Female (93%) > male (87%)	—	—
Job-specific training	87%	Female (91%) > male (82%)	—	—
Organization's commitment to corporate social responsibility	85%	Female (91%) > male (78%)	Millennials (89%), Generation X (88%) > Baby Boomers (78%)	—
Career development opportunities	84%	—	Millennials (89%), Generation X (90%) > Baby Boomers (75%)	—
Career advancement opportunities	83%	Female (87%) > male (80%)	Millennials (94%), Generation X (87%) > Baby Boomers (73%)	—
Company-paid general training	82%	Female (86%) > male (77%)	Generation X (86%) > Baby Boomers (74%)	—
Networking opportunities	76%	—	Millennials (83%) > Baby Boomers (69%)	—
Organization's commitment to a diverse and inclusive workforce	74%	Female (82%) > male (64%)	Millennials (80%) > Baby Boomers (65%)	—
Organization's commitment to a "green" workplace	63%	Female (72%) > male (54%)	Millennials (72%) > Baby Boomers (55%)	—

**Note:** A dash "—" indicates that there were no statistically significant differences by the respective demographic (e.g., by gender). Table represents the percentage of responding employees who reported each aspect was "important" or "very important" to their job satisfaction. Percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Data are sorted in descending order by the "overall" percentage column. Respondents who indicated "Not applicable" were excluded from this analysis.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 10: Importance of Job Satisfaction Contributors**

	Very Unimportant	Unimportant	Important	Very Important
Respectful treatment of all employees at all levels	1%	2%	26%	72%
Trust between employees and senior management	1%	3%	32%	64%
Benefits, overall	1%	4%	31%	63%
Compensation/pay, overall	1%	3%	35%	61%
Job security	1%	4%	37%	59%
Opportunities to use your skills and abilities in your work	2%	3%	36%	58%
Relationship with immediate supervisor	1%	4%	37%	58%
Immediate supervisor's respect for my ideas	1%	3%	40%	56%
Communication between employees and senior management	1%	3%	40%	55%
Management's recognition about employee job performance	1%	5%	39%	55%
Organization's financial stability	1%	3%	41%	55%
Feeling safe in your work environment	1%	8%	38%	53%
Management's communication of organization's goals and strategies	1%	5%	42%	52%
The work itself	1%	5%	45%	50%
Overall corporate culture	1%	5%	46%	48%
Career advancement opportunities	3%	14%	36%	47%
Autonomy and independence	1%	6%	45%	47%
Meaningfulness of job	1%	7%	46%	46%
Relationships with co-workers	1%	7%	48%	44%
Teamwork within department/business unit	1%	5%	51%	43%
The organization's overall commitment to professional development	2%	8%	48%	42%
Job-specific training	3%	11%	46%	41%
Communication between departments/business units	1%	6%	52%	41%
Teamwork between departments/business units	1%	6%	52%	41%
Career development opportunities	3%	13%	45%	39%
Contribution of work to organization's business goals	1%	7%	54%	38%
Variety of work	1%	9%	53%	37%
Networking opportunities	4%	20%	43%	33%
Company-paid general training	3%	15%	51%	31%
Organization's commitment to corporate social responsibility	3%	12%	54%	31%
Organization's commitment to a diverse and inclusive workforce	4%	23%	45%	29%
Organization's commitment to a "green" workplace	7%	30%	43%	20%

**Note:** n = 600. Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the percentage of respondents who indicated "very important."

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

**TABLE 11: Top Five “Very Important” Aspects of Job Satisfaction by Employee Gender**

	First	Second	Third	Fourth	Fifth
Male	Respectful treatment of all employees at all levels	Trust between employees and senior management	Opportunities to use skills/abilities	Compensation/pay, overall	Benefits, overall
	64%	59%	58%	57%	56%
Female	Respectful treatment of all employees at all levels	Benefits, overall	Trust between employees and senior management	Compensation/pay, overall	Relationship with immediate supervisor
	79%	70%	69%	66%	65%

**Note:** Table represents the percentage of respondents who rated each aspect as “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 12: Top Five “Very Important” Aspects of Job Satisfaction by Employee Generation/Age**

	First	Second	Third	Fourth	Fifth
Millennials	Respectful treatment of all employees at all levels	Compensation/pay, overall	Trust between employees and senior management	Benefits, overall	Feeling safe in the work environment; job security; career advancement opportunities
	76%	67%	66%	65%	62%
Generation X	Respectful treatment of all employees at all levels	Benefits, overall	Trust between employees and senior management	Job security	Compensation/pay, overall
	71%	69%	65%	63%	61%
Baby Boomers	Respectful treatment of all employees at all levels	Trust between employees and senior management	Opportunities to use skills/abilities; compensation/pay, overall	Benefits, overall	Organization’s financial stability
	70%	61%	60%	58%	56%

**Note:** Table represents the percentage of respondents who rated each aspect “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.” Responses from Veterans were not shown due to a small sample size (n < 25).

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 13: Top Five Very Important Aspects of Job Satisfaction by Employee Job Level**

	First	Second	Third	Fourth	Fifth
<b>Nonexempt (hourly) nonmanagement</b>	Respectful treatment of all employees at all levels	Compensation/pay, overall; benefits, overall	Job security	Trust between employees and senior management	Feeling safe in the work environment
	76%	67%	64%	63%	60%
<b>Professional nonmanagement</b>	Respectful treatment of all employees at all levels	Benefits, overall; trust between employees and senior management; opportunities to use skills/abilities	Compensation/pay, overall; relationship with immediate supervisor	Job security	Immediate supervisor's respect for employee's ideas
	73%	62%	60%	56%	55%
<b>Middle management</b>	Trust between employees and senior management	Respectful treatment of all employees at all levels	Benefits, overall	Communication between employees and senior management; management's communication of organization's goals and strategies; opportunities to use your skills/abilities; organization's financial stability	Job security, relationship with immediate supervisor
	68%	66%	62%	58%	57%
<b>Executive management</b>	Opportunities to use skills/abilities	The work itself	Trust between employees and senior management	Respectful treatment of all employees at all levels	Autonomy and independence
	69%	68%	67%	66%	65%

**Note:** Table represents the percentage of respondents who rated each aspect as “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)



**TABLE 14: Importance of Compensation and Benefits as Job Satisfaction Contributors**

	Very Unimportant	Unimportant	Important	Very Important
Health care/medical benefits	1%	6%	29%	64%
Paid time off	1%	5%	30%	64%
Being paid competitively with the local market	1%	6%	36%	57%
Flexibility to balance life and work issues	2%	7%	36%	55%
Base rate of pay	1%	6%	44%	50%
Defined contribution plans	1%	9%	42%	47%
Opportunities for variable pay	1%	14%	43%	42%
Family-friendly benefits	3%	20%	41%	36%
Defined benefit pension plan	2%	18%	45%	35%
Wellness programs	4%	27%	46%	24%
Stock options	7%	44%	34%	15%

**Note:** n = 515-598. Respondents who indicated “Not applicable” were excluded from this analysis. Data are sorted in descending order by the percentage of respondents who indicated “very important.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 15: Comparison of Important Aspects of Compensation and Benefits by Select Employee Demographics**

	Overall	Differences Based on Gender	Differences Based on Generation/Age	Differences Based on Job level
Base rate of pay	94%	—	—	—
Paid time off	94%	Female (97%) > male (92%)	—	—
Being paid competitively with the local market	93%	—	—	—
Health care/medical benefits	93%	Female (96%) > male (90%)	—	—
Flexibility to balance life and work issues	91%	Female (97%) > male (85%)	Millennials (95%), Generation X (94%) > Baby Boomers (86%)	—
Defined contribution plans	89%	—	—	—
Opportunities for variable pay	85%	Female (87%) > male (81%)	—	—
Defined benefit pension plan	80%	—	—	—
Family-friendly benefits	77%	—	Generation X (83%) > Baby Boomers (72%)	—
Wellness programs	70%	Female (76%) > male (62%)	Millennials (74%), Generation X (74%) > Baby Boomers (61%)	—
Stock options	49%	—	—	—

**Note:** A dash “—” indicates that there were no statistically significant differences in this category. Table represents the percentage of respondents who rated each aspect as “important” or “very important” to their job satisfaction. Percentages are based on a scale where 1 = “very unimportant” and 4 = “very important.” Data are sorted in descending order by the “overall” percentage column. Respondents who indicated “Not applicable” were excluded from this analysis.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 16: Employees' Satisfaction With Aspects of Job Satisfaction**

	Very Dissatisfied	Somewhat Dissatisfied	Neutral	Somewhat Satisfied	Very Satisfied
Feeling safe in the work environment	1%	2%	14%	34%	48%
Relationship with co-workers	2%	4%	15%	37%	42%
Relationship with immediate supervisor	5%	6%	15%	33%	40%
Immediate supervisor's respect for employee's ideas	4%	5%	17%	36%	37%
The work itself	4%	6%	17%	37%	36%
Meaningfulness of the job	3%	5%	16%	40%	35%
Opportunities to use skills/abilities	4%	6%	17%	40%	34%
Respectful treatment of all employees at all levels	8%	7%	17%	35%	33%
Organization's financial stability	2%	6%	19%	40%	33%
Contribution of work to organization's business goals	1%	3%	19%	43%	33%
Job security	1%	7%	19%	40%	32%
Variety of work	4%	6%	18%	39%	32%
Overall corporate culture	5%	6%	22%	36%	31%
Autonomy and independence	5%	6%	20%	41%	28%
Trust between employees and senior management	8%	11%	20%	34%	28%
Organization's commitment to a diverse and inclusive workforce	3%	5%	33%	30%	28%
Benefits, overall	6%	10%	19%	37%	27%
Management's communication of organization's goals and strategies	4%	11%	24%	36%	26%
Organization's commitment to corporate social responsibility	4%	7%	32%	32%	26%
Teamwork within department/business unit	5%	10%	21%	38%	26%
Company-paid general training	5%	11%	30%	31%	24%
Management's recognition of employee job performance	8%	9%	22%	38%	24%
Compensation/pay, overall	7%	15%	16%	38%	24%
Organization's commitment to professional development	6%	13%	27%	31%	23%
Communication between employees and senior management	9%	12%	19%	37%	23%
Job-specific training	5%	11%	29%	33%	22%
Teamwork between departments/business units	7%	11%	25%	35%	22%
Career development opportunities	6%	12%	28%	33%	21%
Networking opportunities	5%	10%	35%	30%	21%
Communication between departments/ business units	6%	13%	27%	33%	21%
Career advancement opportunities within the organization	8%	12%	26%	34%	20%
Organization's commitment to a "green" workplace	4%	8%	36%	32%	19%

**Note:** n = 466-561. Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the percentage of respondents who indicated "very satisfied."

**Source:** Employee Job Satisfaction and Engagement (SHRM, 2015)

**TABLE 17: Job Satisfaction Aspects: Differences in Importance vs. Satisfaction**

	Very Important	Very Satisfied	Differences (Gaps)
Respectful treatment of all employees at all levels (1)	72%	33%	39%
Compensation/pay, overall (4)	61%	24%	37%
Trust between employees and senior management (2)	64%	28%	36%
Benefits, overall (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 the 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:** Importance percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Satisfaction percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied". Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the "Differences (Gaps)" column. Percentages are based on the absolute difference between the percentage of respondents who indicated the aspect was "very important" to their job satisfaction and the percentage of respondents who indicated they were "very satisfied" with the aspect. Numbers in parentheses indicate the position of the aspect in 2014.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

**TABLE 18: Job Satisfaction Aspects: Differences in Importance vs. Satisfaction: Male Employees**

	Very Important	Very Satisfied	Differences (Gaps)
Respectful treatment of all employees at all levels	64%	30%	34%
Trust between employees and senior management	59%	26%	33%
Compensation/pay, overall	57%	24%	33%
Benefits, overall	56%	28%	28%
Management's recognition of employee job performance	48%	21%	27%
Communication between employees and senior management	48%	22%	26%
Career advancement opportunities	44%	19%	25%
Job security	53%	29%	24%
Management's communication of organization's goals and strategies	47%	25%	22%
Opportunities to use skills/abilities	58%	37%	21%
Organization's financial stability	53%	33%	20%
Autonomy and independence	46%	27%	19%
Teamwork between departments/business units	37%	20%	17%
Organization's commitment to professional development	38%	22%	16%
Immediate supervisor's respect for employee's ideas	49%	34%	15%
Career development opportunities	37%	22%	15%
Communication between departments/business units	35%	20%	15%
Teamwork within department/business unit	38%	25%	13%
Overall corporate culture	42%	29%	13%
Relationship with immediate supervisor	51%	38%	13%
Job-specific training	33%	21%	12%
Networking opportunities	35%	24%	11%
The work itself	46%	37%	9%
Meaningfulness of the job	41%	33%	8%
Contribution of work to organization's business goals	37%	32%	5%
Organization's commitment to a diverse and inclusive workforce	23%	28%	5%
Relationship with co-workers	36%	40%	4%
Organization's commitment to a "green" workplace	14%	18%	4%
Feeling safe in the work environment	40%	44%	4%
Company-paid training	27%	23%	4%
Organization's commitment to corporate social responsibility	25%	22%	3%
Variety of work	35%	32%	3%

**Note:** Importance percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Satisfaction percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied". Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the "Differences (Gaps)" column. The difference/gap percentages are based on the absolute difference between the percentage of respondents who indicated the aspect was "very important" to their job satisfaction and the percentage of respondents who indicated they were "very satisfied" with the aspect in their current job.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

**TABLE 19: Job Satisfaction Aspects: Differences in Importance vs. Satisfaction: Female Employees**

	Very Important	Very Satisfied	Differences (Gaps)
Respectful treatment of all employees at all levels	79%	35%	44%
Benefits, overall	70%	27%	43%
Compensation/pay, overall	66%	24%	42%
Trust between employees and senior management	69%	29%	40%
Communication between employees and senior management	62%	23%	39%
Management's recognition of employee job performance	60%	26%	34%
Management's communication of organization's goals and strategies	56%	26%	30%
Job security	64%	34%	30%
Career advancement opportunities	50%	21%	29%
Opportunities to use skills/abilities	59%	31%	28%
Communication between departments/business units	47%	21%	26%
Job-specific training	47%	22%	25%
Organization's financial stability	58%	34%	24%
Immediate supervisor's respect for employees' ideas	62%	40%	22%
Relationship with immediate supervisor	65%	43%	22%
Organization's commitment to professional development	45%	24%	21%
Overall corporate culture	54%	34%	20%
Teamwork within department/business unit	48%	28%	20%
Career development opportunities	41%	21%	20%
Teamwork between departments/business units	44%	24%	20%
The work itself	54%	35%	19%
Autonomy and independence	48%	30%	18%
Networking opportunities	31%	18%	13%
Meaningfulness of the job	50%	37%	13%
Feeling safe in the work environment	64%	52%	12%
Company-paid general training	35%	25%	10%
Relationship with co-workers	51%	43%	8%
Organization's commitment to corporate social responsibility	37%	30%	7%
Variety of work	39%	32%	7%
Organization's commitment to a diverse and inclusive workforce	34%	28%	6%
Contribution of work to organization's business goals	40%	34%	6%
Organization's commitment to a 'green' workplace	25%	20%	5%

**Note:** Importance percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Satisfaction percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied." Respondents who indicated "Not applicable" were excluded from this analysis. Data are sorted in descending order by the "Difference (Gaps)" column. The difference/gap percentages are based on the absolute difference between the percentage of respondents who indicated the aspect was "very important" to their job satisfaction and the percentage of respondents who indicated they were "very satisfied" with the aspect in their current job.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

**TABLE 20: Comparison of Engagement Conditions by Select Employee Demographics**

	Overall	Differences Based on Gender	Differences Based on Generation/Age	Differences Based on Job level
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%	—	—	—
Organization's financial stability	73%	—	—	—
The work itself	73%	—	—	Middle management (78%) > nonexempt (hourly) nonmanagement employees (65%)
Variety of work	71%	—	—	Middle management (77%) > nonexempt (hourly) nonmanagement employees (64%)
Autonomy and independence	69%	—	—	—
Overall corporate culture	67%	—	—	—
Management's recognition of employee job performance	62%	—	—	—
Communication between employees and senior management	60%	—	—	Middle management (68%) > nonexempt (hourly) nonmanagement employees (54%)
Organization's commitment to corporate social responsibility	58%	—	—	—
Job-specific training	55%	Female (59%) > male (49%)	Millennials (63%) > Baby Boomers (48%)	—
Career advancement opportunities within the organization	54%	—	Millennials (64%) > Baby Boomers (49%)	Middle management (65%) > nonexempt (hourly) nonmanagement employees (47%)
Organization's commitment to professional development	54%	—	—	—
Career development opportunities	54%	—	—	Middle management (63%) > nonexempt (hourly) nonmanagement employees (47%)
Networking opportunities	51%	—	—	Middle management (59%) > nonexempt (hourly) nonmanagement employees (44%)

**Note:** A dash “—” indicates that there were no statistically significant differences by the respective demographic (e.g., by gender). Table represents the percentage of responding employees who indicated being “somewhat satisfied” or “very satisfied” with each job satisfaction aspect. Percentages are based on a scale where 1 = “very dissatisfied” and 5 = “very satisfied.” Data are sorted in descending order by the “overall” column. Respondents who indicated “Not applicable” were excluded from this analysis.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 21: Comparison of Engagement Opinions and Behaviors by Select Employee Demographics**

	Overall	Differences Based on Gender	Differences Based on Generation/Age	Differences Based on Job level
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%	—	—	—
While at work I'm almost always completely focused on my work projects.	68%	—	—	—
I am often so wrapped up in my work that hours go by like minutes.	68%	—	—	—
In my organization, employees are encouraged to take action when they see a problem or opportunity.	68%	Female (71%) > male (63%)	—	—
I am provided with the resources to do my job well.	67%	—	—	—
My colleagues quickly adapt to challenging or crisis situations.	63%	—	—	—
The people in my work group never give up despite difficulties.	62%	—	—	—
I have passion and excitement about my work.	61%	—	—	Middle management (69%) > nonexempt (hourly) nonmanagement employees (52%)
Employees in my organization deal very well with unpredictable or changing work situations.	55%	—	Millennials (64%) > Generation X (50%)	—
I feel completely plugged in at work, like I'm always on full power.	55%	—	—	—
I enjoy volunteering for activities beyond my job requirements.	54%	Female (59%) > male (49%)	—	—
The people in my work group are always flexible in expanding the scope of their work.	53%	—	—	—
In my work group, we are constantly looking out to see what challenge is coming next.	52%	—	Millennials (62%) > Baby Boomers (46%)	—
Others in my organization view unexpected responsibilities as an opportunity to succeed at something new.	47%	—	Millennials (59%) > Generation X (44%), Baby Boomers (39%)	—
Other people in my organization often volunteer for new projects.	45%	—	—	—

**Note:** A dash “—” indicates that there were no statistically significant differences by the respective demographic (e.g., by gender). Table represents the percentage of respondents who indicated the “agree” or “strongly agree” with statements on engagement opinions and behaviors. Percentages are based on a scale where 1 = “strongly disagree” and 5 = “strongly agree.” Data are sorted in descending order by the “overall” percentage column.

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)



**TABLE 22: Top Five Employee Engagement Opinions and Behaviors by Employee Gender**

	First	Second	Third	Fourth	Fifth
Male	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I am highly motivated by my work goals; I have a clear understanding of my organization's vision/mission.	While at work I'm almost always completely focused on my work projects.	I am often so wrapped up in my work that hours go by like minutes.
	93%	87%	73%	69%	68%
Female	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I have a clear understanding of my organization's vision/mission.	I am highly motivated by my work goals.	I frequently feel like I'm putting all my effort into my work; in my organization, employees are encouraged to take action when they see a problem or opportunity.
	92%	90%	79%	75%	71%

**Note:** Table represents the percentage of respondents who indicated they "agree" or "strongly agree" with statements on engagement opinions and behaviors. Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree."

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 23: Top Five Employee Engagement Opinions and Behaviors by Employee Generation/Age**

	First	Second	Third	Fourth	Fifth
Millennials	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	In my organization, employees are encouraged to take action when they see a problem or opportunity; I have a clear understanding of my organization's vision/mission.	I am highly motivated by my work goals.	I am provided with the resources to do my job well.
	94%	89%	76%	75%	73%
Generation X	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I have a clear understanding of my organization's vision/mission.	I am highly motivated by my work goals.	I frequently feel like I'm putting all my effort into my work.
	91%	88%	79%	73%	71%
Baby Boomers	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I am highly motivated by my work goals; while at work I'm almost always completely focused on my work projects.	I have a clear understanding of my organization's vision/mission.	I am often so wrapped up in my work that hours go by like minutes; I frequently feel like I'm putting all my effort into my work.
	92%	89%	73%	72%	68%

**Note:** Table represents the percentage of respondents who indicated they "agree" or "strongly agree" with statements on engagement opinions and behaviors. Percentages are based on a scale where 1 = "strongly disagree" and 5 = "strongly agree." Responses from Veterans were not shown due to a small sample size (n < 25).

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)

**TABLE 24: Top Five Employee Engagement Opinions and Behaviors by Employee Job Level**

	First	Second	Third	Fourth	Fifth
Nonexempt (hourly) nonmanagement	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I have a clear understanding of my organization's vision/mission.	I am highly motivated by my work goals.	I frequently feel like I'm putting all my effort into my work.
	93%	88%	78%	70%	69%
Professional nonmanagement	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I am highly motivated by my work goals; I have a clear understanding of my organization's vision/mission.	I frequently feel like I'm putting all my effort into my work.	My colleagues quickly adapt to challenging or crisis situations.
	90%	86%	70%	66%	65%
Middle management	I am confident I can meet my work goals.	I am determined to accomplish my work goals.	I am highly motivated by my work goals.	I have a clear understanding of my organization's vision/mission.	I am often so wrapped up in my work that hours go by like minutes.
	94%	91%	81%	78%	74%
Executive management	I am determined to accomplish my work goals.	I am confident I can meet my work goals.	I am highly motivated by my work goals.	I have a clear understanding of my organization's vision/mission; I have passion and excitement about my work; I am often so wrapped up in my work that hours go by like minutes.	I am provided with the resources to do my job well.
	93%	90%	86%	81%	79%

**Note:** Table represents the percentage of respondents who indicated they “agree” or “strongly agree” with statements on engagement opinions and behaviors. Percentages are based on a scale where 1 = “strongly disagree” and 5 = “strongly agree.”

**Source:** *Employee Job Satisfaction and Engagement* (SHRM, 2015)

[RETURN TO THE TABLE OF CONTENTS](#)