

SHRM Research Spotlight: Millennial Employees' Job Satisfaction and Engagement

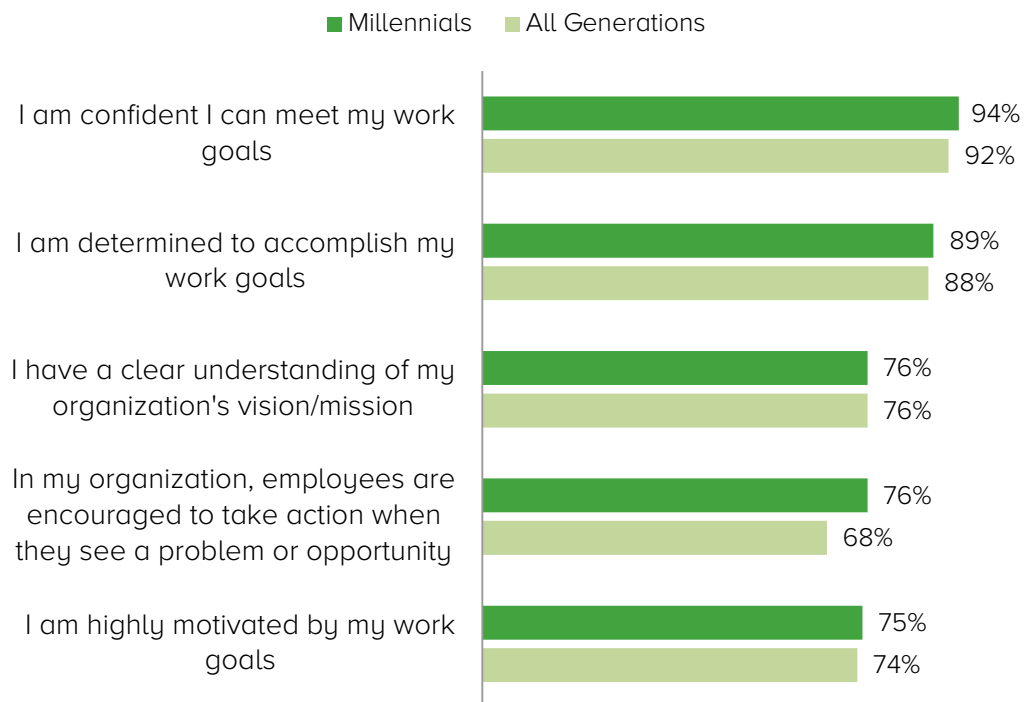


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Key Findings

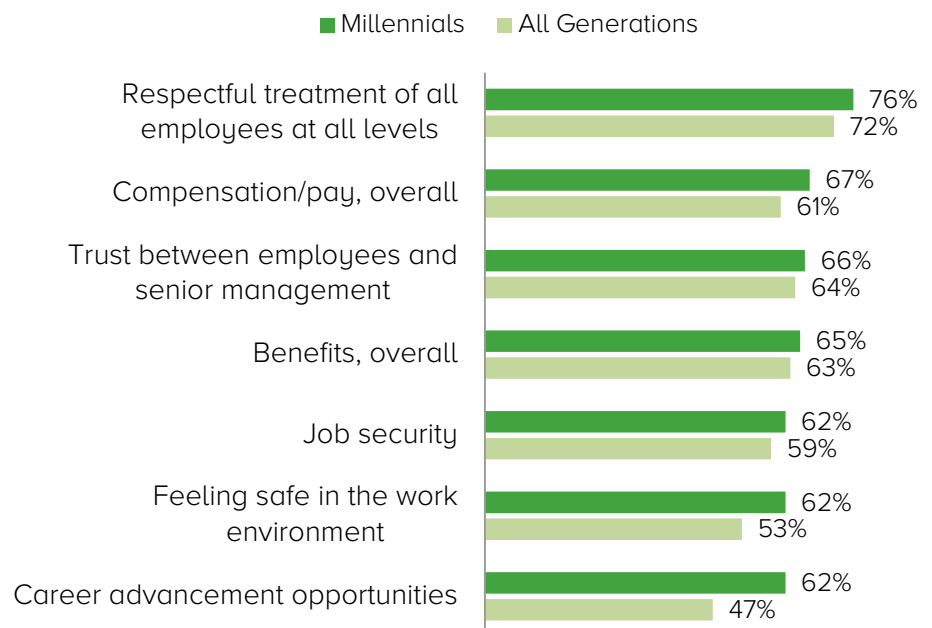
- The majority of Millennials are satisfied with their jobs.** Eighty-nine percent of Millennials reported overall satisfaction with their current job.
- Millennials understand their organizations' mission and feel encouraged to take initiative.** While all generations indicated they were confident and determined to meet their work goals as their top engagement opinion, 76% of Millennials reported having a clear understanding of their organization's vision/mission and indicated that their organization encourages employees to take action when they see a problem or opportunity.
- Respectful treatment and compensation/pay are the top two contributors to job satisfaction for Millennials.** More than three-fourths (76%) of Millennials rated respectful treatment of all employees at all levels as "very important," followed by compensation/pay (67%), and trust between employees and senior management (66%).
- Compensation/pay demonstrated the largest gap between importance and satisfaction for Millennials.** While 67% of Millennials reported compensation/pay as a very important job satisfaction contributor, only 19% were very satisfied with it.

Top Engagement Aspects (Opinions and Behaviors)



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

Top Job Satisfaction Aspects



Note: Figure represents those who answered "very important."

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

	Very Important	Very Satisfied	Difference (Gaps in Percentage Points)
Compensation/pay (2)	67%	19%	48
Respectful treatment of all employees at all levels (1)	76%	35%	41
Career advancement opportunities (5)	62%	22%	40
Benefits (4)	65%	26%	39
Communication between employees and senior management	58%	21%	37
Management's recognition of employee job performance	60%	23%	37
Trust between employees and senior management (3)	66%	29%	37
Management's communication of organization's goals and strategies	54%	25%	29
Opportunities to use skills/abilities	56%	29%	27
Career development opportunities	47%	23%	24
Organization's commitment to professional development	46%	23%	23
Job security	62%	39%	23
Communication between departments/business units	42%	19%	23
Immediate supervisor's respect for employee's ideas	61%	39%	22
Organization's financial stability	52%	30%	22
Teamwork between departments/business units	45%	24%	21
Relationship with immediate supervisor	61%	41%	20
The work itself	52%	32%	20
Overall corporate culture	52%	33%	19
Networking opportunities	39%	20%	19
Job-specific training	45%	27%	18
Autonomy and independence	46%	29%	17
Meaningfulness of job	53%	36%	17
Teamwork within department/business unit	43%	27%	16
Variety of work	42%	31%	11
Organization's commitment to a diverse and inclusive workforce	36%	28%	8
Company-paid general training	34%	27%	7
Organization's commitment to corporate social responsibility	36%	30%	6
Feeling safe in the work environment (5)	62%	56%	6
Organization's commitment to a "green" workplace	25%	20%	5
Relationship with co-workers	49%	45%	4
Contribution of work to organization's business goals	39%	35%	4

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

Methodology The sample consisted 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 November 2014. The full findings are available in the *Employee Job Satisfaction and Engagement: Optimizing Organizational Culture for Success* research report at <http://www.shrm.org/research/surveyfindings/pages/job-satisfaction-and-engagement-report-optimizing-organizational-culture-for-success.aspx>.