

SHRM Research Spotlight: Employee Job Satisfaction and Engagement



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Key Findings

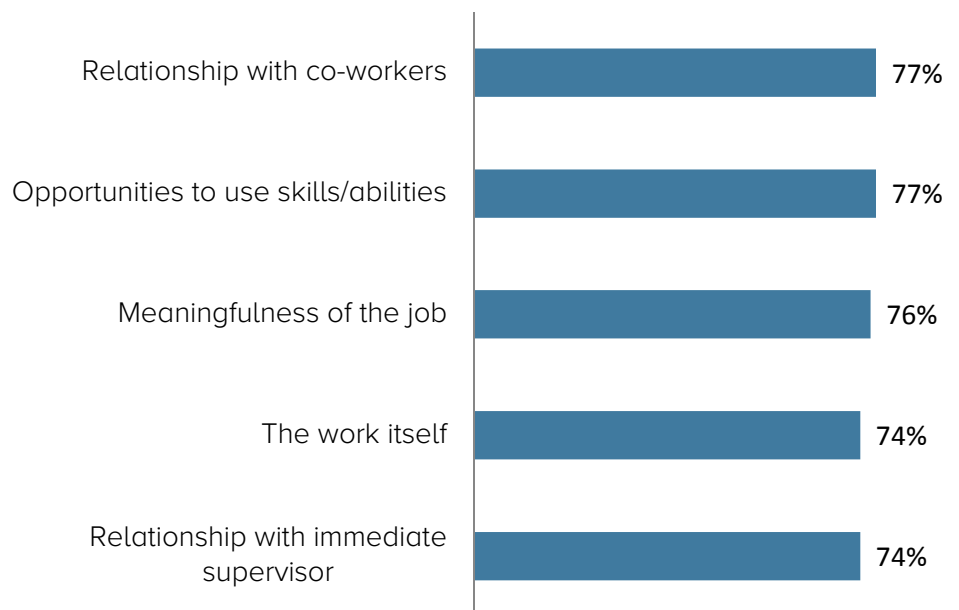
- **Employees are satisfied with their jobs.** Eighty-eight percent of employees reported overall satisfaction with their current job; 37% reported being very satisfied and 51% somewhat satisfied.
- **Employees are engaged at work.** Eighty-nine percent of employees indicated feeling confident they could meet their work goals, and 86% reported feeling determined to accomplish these goals.
- **There are several conditions under which engagement at work is more likely to occur.** Over three-fourths (77%) of employees were satisfied with their relationships with co-workers and opportunities to use skills/abilities. Employees also indicated being satisfied with the meaningfulness of the job (76%).
- **Overall compensation/pay demonstrated the largest gap between importance and satisfaction among employees.** While 63% of employees reported compensation/pay as a very important job satisfaction contributor, only 23% were very satisfied. Respectful treatment of all employees at all levels had the second largest gap, at 36 percentage points.

Top Engagement Opinions



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

Top Engagement Conditions



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)
Compensation/pay, overall (2)	63%	23%	40
Respectful treatment of all employees at all levels (1)	67%	31%	36
Benefits, overall (3)	60%	27%	33
Trust between employees and senior management (5)	55%	27%	28
Job security (4)	58%	32%	26
Career advancement opportunities	47%	24%	23
Communication between employees and senior management	48%	25%	23
Management's recognition of employee job performance	48%	26%	22
Management's communication of organization's goals and strategies	45%	24%	21
Organization's financial stability	53%	33%	20
Opportunities to use skills/abilities (5)	55%	37%	18
Career development opportunities	39%	21%	18
Teamwork between departments/business units	39%	21%	18
Job-specific training	42%	25%	17
Teamwork within department/business unit	43%	26%	17
Overall corporate culture	44%	28%	16
Organization's commitment to professional development	40%	25%	15
Communication between departments/business units	36%	21%	15
Autonomy and independence	46%	32%	14
The work itself	48%	34%	14
Relationship with immediate supervisor	53%	40%	13
Immediate supervisor's respect for employee's ideas	49%	37%	12
Contribution of work to organization's business goals	39%	30%	9
Company-paid training	35%	26%	9
Meaningfulness of the job	43%	34%	9
Organization's commitment to corporate social responsibility	32%	24%	8
Networking opportunities	31%	23%	8
Organization's commitment to a diverse and inclusive workforce	30%	25%	5
Variety of work	35%	30%	5
Relationship with co-workers	40%	36%	4
Feeling safe in the work environment	50%	48%	2
Organization's commitment to a "green" workplace	21%	23%	2

Note: Numbers in parentheses indicate importance ranking of a particular aspect in 2015 for the top five factors. Data are sorted by the "Difference" column. Difference in percentage points 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. Data were collected in November-December 2015. The full findings are available in the *Employee Job Satisfaction and Engagement: Revitalizing a Changing Workforce* research report at <https://www.shrm.org/Research/SurveyFindings/Articles/Pages/Job-Satisfaction-and-Engagement-Report-Revitalizing-Changing-Workforce.aspx>.

