**Top Engagement Aspects**

- I am determined to accomplish my work goals and confident I can meet them: 73% (Millennials), 79% (All Generations)
- I frequently feel like I'm putting all my effort into my work: 60% (Millennials), 69% (All Generations)
- I am highly motivated by my work goals: 59% (Millennials), 63% (All Generations)
- While at work I'm almost always completely focused on my work projects: 57% (Millennials), 66% (All Generations)

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

**Key Findings**

- The majority of Millennials are satisfied with their jobs. Seventy-five percent of Millennials reported overall satisfaction with their current job, compared with 81% for overall employees.
- Determination and confidence to accomplish work goals are at the forefront for Millennials. Three out of five (60%) Millennials indicated that they frequently feel like they are putting all their effort into their work, and 59% said that they are highly motivated by their work goals.
- Similar to overall employees, compensation/pay and job security are the top two contributors to job satisfaction for Millennials. Compensation/pay was rated as "very important" by 57% of Millennials, followed by job security (56%) and opportunities to use skills/abilities (54%).
- Compensation/pay is also the aspect with the largest gap between importance and satisfaction for Millennials. In addition, Millennials had a 32-percentage-point gap between satisfaction with and importance of career advancement opportunities, compared with a 21-percentage-point gap for overall employees.

**Top Job Satisfaction Aspects**

- Compensation/pay: 57% (Millennials), 60% (All Generations)
- Job security: 56% (Millennials), 59% (All Generations)
- Opportunities to use skills/abilities: 54% (Millennials), 59% (All Generations)
- Relationship with immediate supervisor: 54% (Millennials), 54% (All Generations)
- Management's recognition of employee job performance: 52% (Millennials), 50% (All Generations)

Note: Figure represents those who answered "very important."
Millennial Employees’ Level of Satisfaction with Aspects They Find Important to Job Satisfaction

<table>
<thead>
<tr>
<th>Aspect</th>
<th>Very Satisfied</th>
<th>Very Important</th>
<th>Difference (Gaps)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Compensation/pay (1)</td>
<td>21%</td>
<td>57%</td>
<td>36%</td>
</tr>
<tr>
<td>Career advancement opportunities (5)</td>
<td>18%</td>
<td>50%</td>
<td>32%</td>
</tr>
<tr>
<td>Opportunities to use skills/abilities (3)</td>
<td>24%</td>
<td>54%</td>
<td>30%</td>
</tr>
<tr>
<td>Management's recognition of employee job performance (4)</td>
<td>23%</td>
<td>52%</td>
<td>29%</td>
</tr>
<tr>
<td>Communication between employees and senior management</td>
<td>19%</td>
<td>47%</td>
<td>28%</td>
</tr>
<tr>
<td>Job security (2)</td>
<td>29%</td>
<td>56%</td>
<td>27%</td>
</tr>
<tr>
<td>The work itself</td>
<td>23%</td>
<td>48%</td>
<td>25%</td>
</tr>
<tr>
<td>Organization’s financial stability</td>
<td>25%</td>
<td>49%</td>
<td>24%</td>
</tr>
<tr>
<td>Organization’s commitment to professional development</td>
<td>17%</td>
<td>40%</td>
<td>23%</td>
</tr>
<tr>
<td>Benefits</td>
<td>25%</td>
<td>47%</td>
<td>22%</td>
</tr>
<tr>
<td>Career development opportunities</td>
<td>17%</td>
<td>39%</td>
<td>22%</td>
</tr>
<tr>
<td>Relationship with immediate supervisor (3)</td>
<td>33%</td>
<td>54%</td>
<td>21%</td>
</tr>
<tr>
<td>Meaningfulness of the job</td>
<td>25%</td>
<td>45%</td>
<td>20%</td>
</tr>
<tr>
<td>Job-specific training</td>
<td>25%</td>
<td>44%</td>
<td>19%</td>
</tr>
<tr>
<td>Overall corporate culture</td>
<td>26%</td>
<td>45%</td>
<td>19%</td>
</tr>
<tr>
<td>Organization’s commitment to corporate social responsibility</td>
<td>17%</td>
<td>34%</td>
<td>17%</td>
</tr>
<tr>
<td>Autonomy and independence</td>
<td>26%</td>
<td>42%</td>
<td>16%</td>
</tr>
<tr>
<td>Networking</td>
<td>17%</td>
<td>32%</td>
<td>15%</td>
</tr>
<tr>
<td>Paid training and tuition reimbursement programs</td>
<td>18%</td>
<td>32%</td>
<td>14%</td>
</tr>
<tr>
<td>Contribution of work to organization’s business goals</td>
<td>21%</td>
<td>34%</td>
<td>13%</td>
</tr>
<tr>
<td>Organization’s commitment to a “green” workplace</td>
<td>16%</td>
<td>28%</td>
<td>12%</td>
</tr>
<tr>
<td>Variety of work</td>
<td>24%</td>
<td>36%</td>
<td>12%</td>
</tr>
<tr>
<td>Feeling safe in the work environment</td>
<td>38%</td>
<td>48%</td>
<td>10%</td>
</tr>
<tr>
<td>Relationship with co-workers</td>
<td>34%</td>
<td>39%</td>
<td>5%</td>
</tr>
<tr>
<td>Organization’s commitment to a diverse and inclusive workforce</td>
<td>28%</td>
<td>30%</td>
<td>2%</td>
</tr>
</tbody>
</table>

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” for Millennial employees.

Methodology: The sample consists of 600 employees randomly selected by an outside survey research organization’s web-enabled employee panel, which is based on the American Community Study. 159 of sampled employees identified themselves as Millennials. 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.