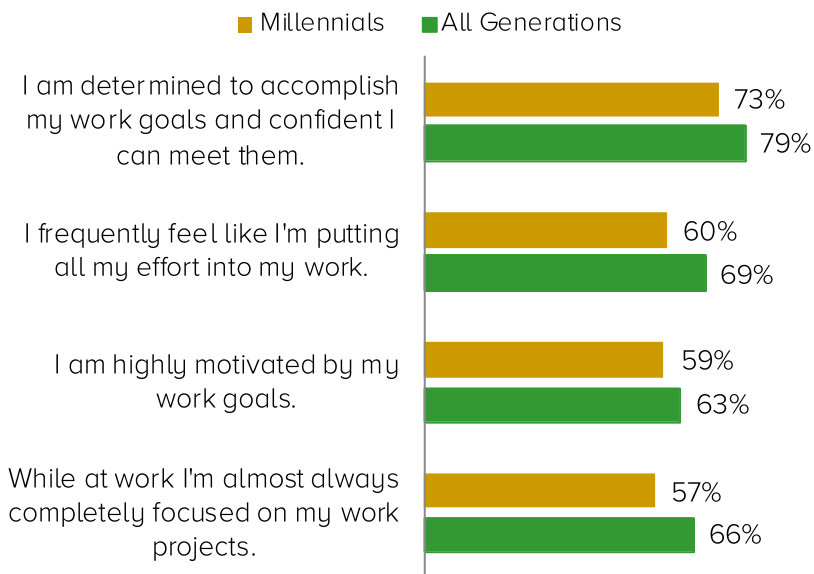


SHRM Research Spotlight:

Millennial Employees' Job Satisfaction and Engagement

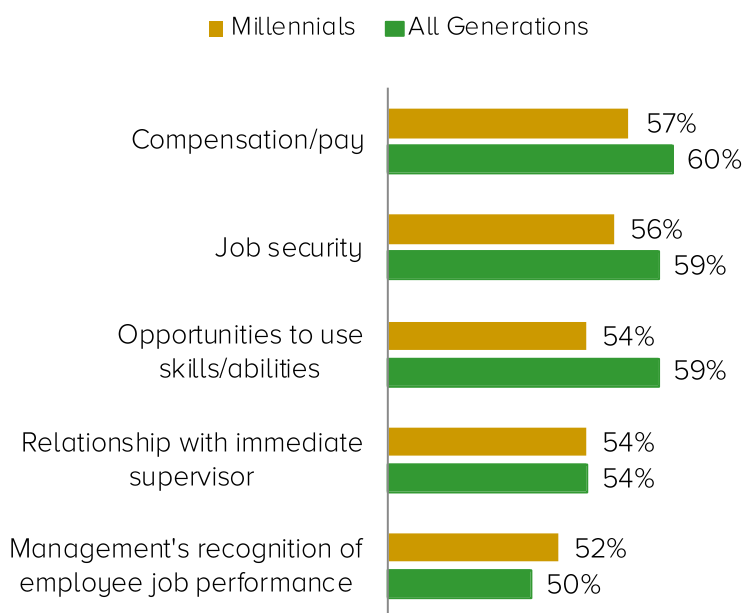
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Top Engagement Aspects



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

Top Job Satisfaction Aspects



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

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.

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

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

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.