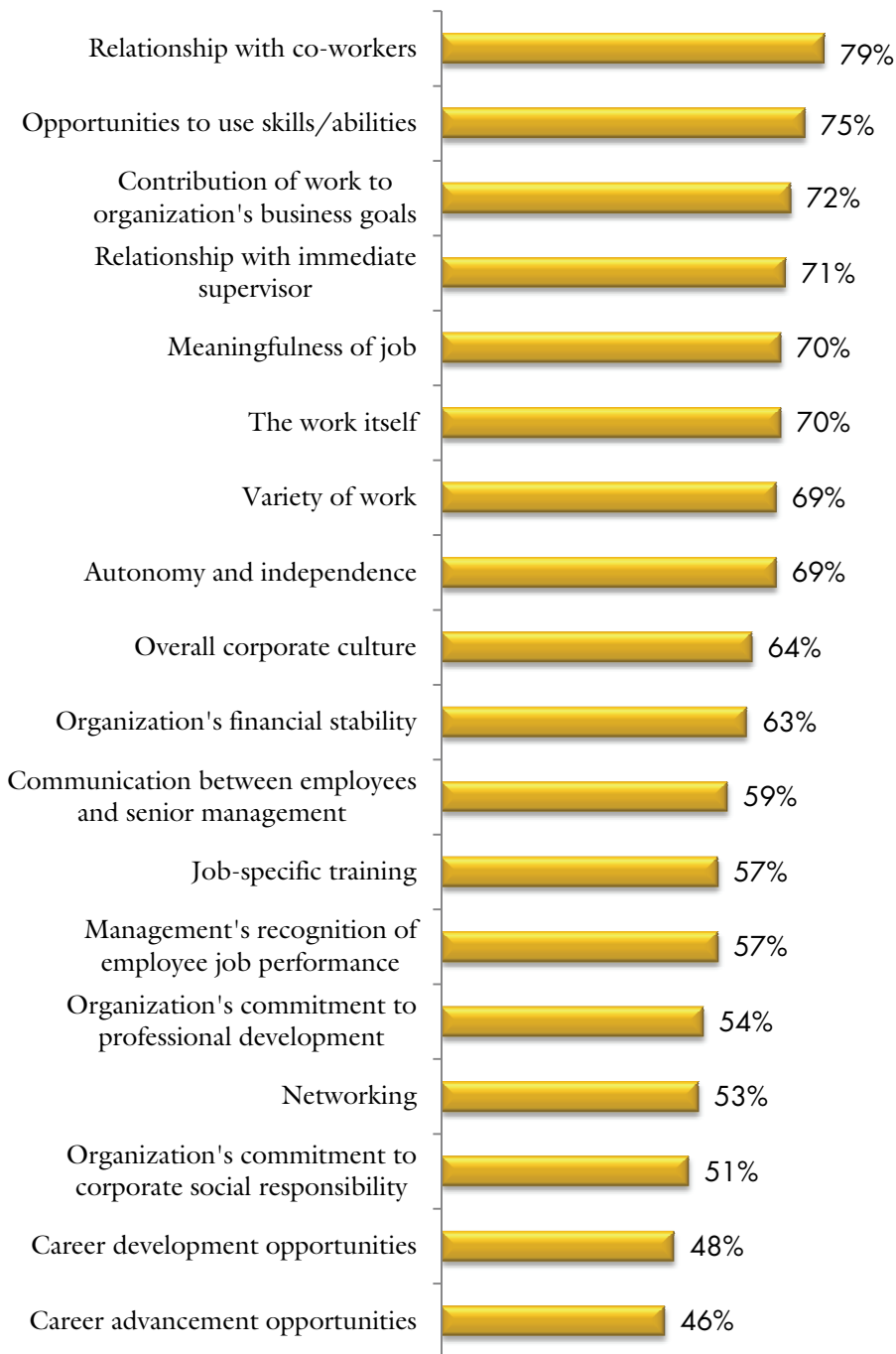


SHRM Research Spotlight: Employee Engagement

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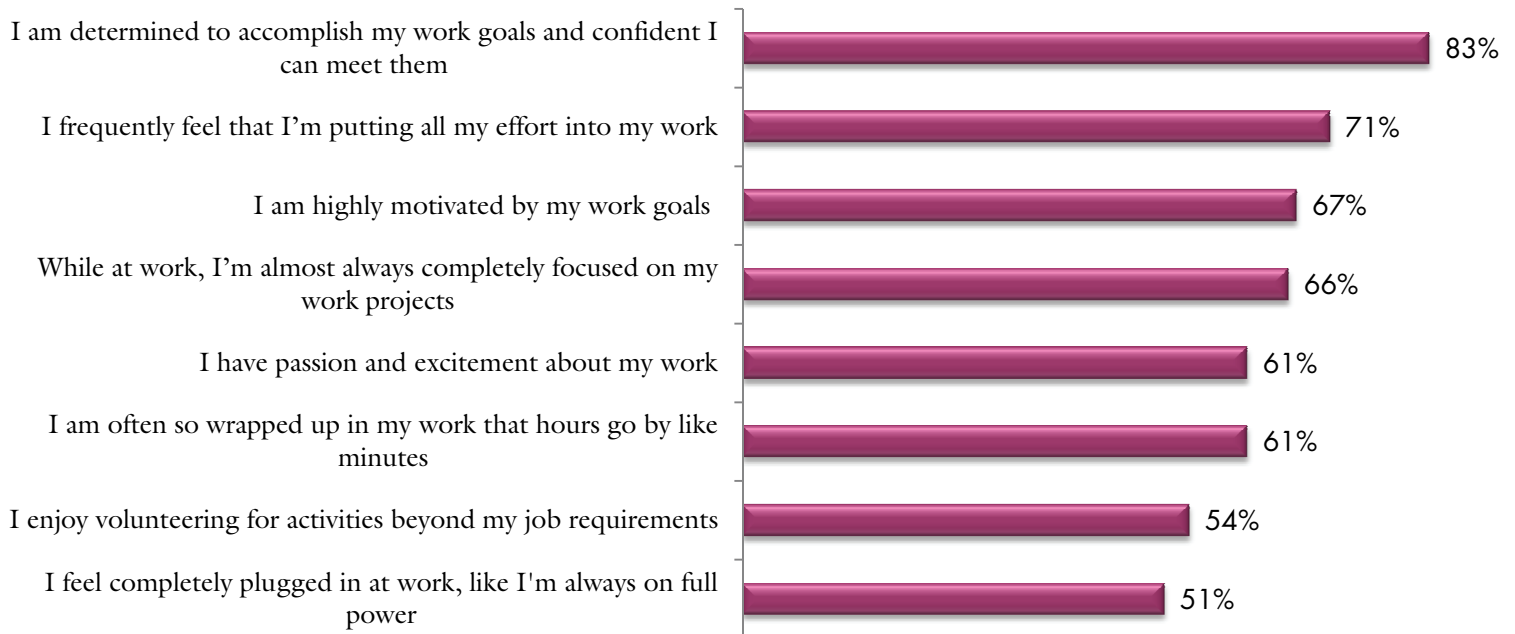
Overall Satisfaction with Conditions of Engagement



Key Findings

- Overall, U.S. employees are moderately engaged in 2012. More than seven out of 10 employees are satisfied with their relationship with co-workers, opportunities to use their skills and abilities in their jobs, the contribution of their work to their organization's business goals, and their relationship with their immediate supervisor.
- Less than 50% of employees are satisfied with their career development opportunities and career advancement opportunities. This indicates that employees' ability to engage through these factors at their organization is low.
- 83% of employees agree (38% strongly agree and 45% agree) that they are determined to accomplish their work goals and are confident that they can meet those goals.
- 71% of employees frequently feel like they are putting all their effort into their work and are completely focused on their work projects.
- 61% of employees believe that employees at their organization are encouraged to be proactive, and 55% believe employees at their organizations deal very well with uncertainty.
- 41% of employees feel that people in their organization volunteer for new projects. This number represents a low level of engagement.

Overall Agreement with Engagement Opinions



Employees are moderately engaged in 2012

Overall Agreement with Engagement Behaviors



Methodology | The sample consists 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 February 2012. The full findings are available in the *SHRM 2012 Employee Job Satisfaction and Engagement* research report.