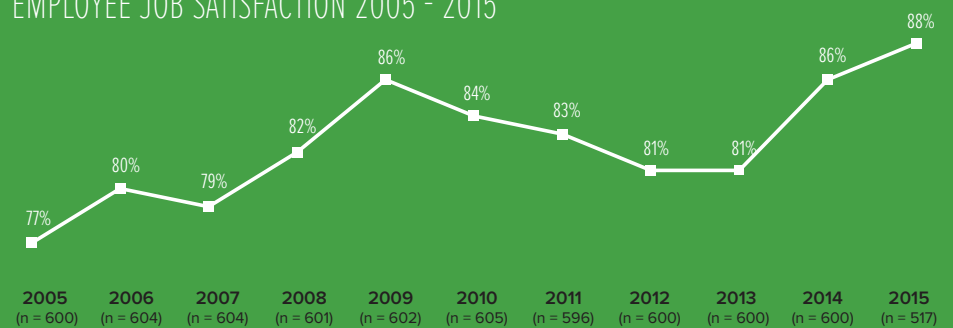




FIGURE 1

EMPLOYEE JOB SATISFACTION 2005 - 2015



Note: Figure represents respondents who indicated they were "somewhat satisfied" or "very satisfied" with their current job. Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied." "Neutral/Neither satisfied nor dissatisfied" were excluded from this analysis.

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

EXECUTIVE SUMMARY

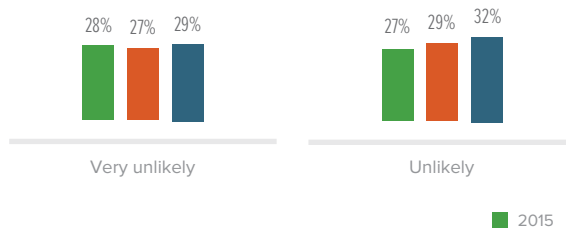
88%

OF U.S. EMPLOYEES REPORTED OVERALL SATISFACTION WITH THEIR CURRENT JOB, MARKING THE HIGHEST LEVEL OF SATISFACTION OVER THE LAST 10 YEARS.

This year presents the greatest proportion of employees satisfied with their current job since SHRM first administered the Employee Job Satisfaction Survey in 2002.

In 2015, 88% of U.S. employees reported they were satisfied with their job overall, with 37% reporting they were very satisfied and 51% reporting they were somewhat satisfied. This percentage marks the highest level of satisfaction over the last 10 years. Since 2013, the percentage of satisfied employees has been trending upward. Nevertheless, it is evident that a larger portion of employees are satisfied only to a certain extent, which signals the possibility for improvement. Similar attitudes were found with satisfaction toward employers: 45% indicated being somewhat satisfied and 40% indicated being very satisfied with their organization.

Not surprisingly, as the economy has remained relatively stable over the last couple of years, organizations may have found themselves being able to reintroduce incentives and perks that had been reduced or eliminated as a result of the Great Recession. Conversely, employees have more flexibility to seek out employment opportunities that better fit their needs and wants rather than remain in a position for its job security. Forty-five percent of employees reported that they would be likely or very likely to look for other jobs outside their current organization within the next year.

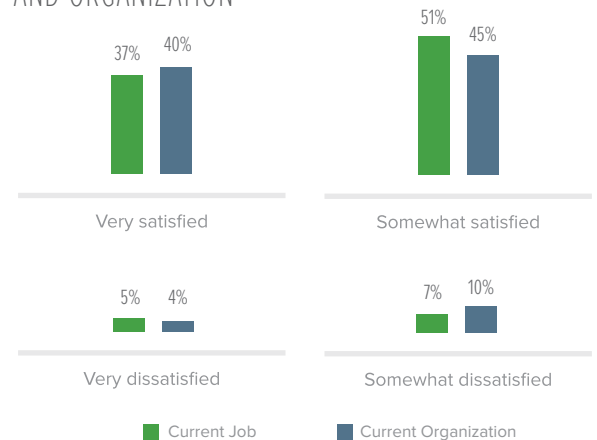


Note: n = 583-600.

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

FIGURE 2

SATISFACTION WITH CURRENT JOB AND ORGANIZATION

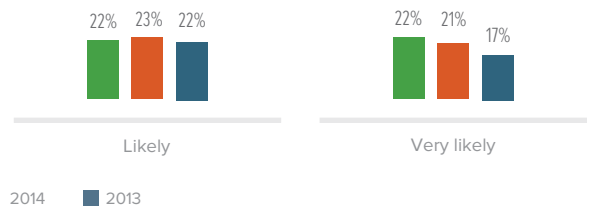


Note: n = 517-521. Figure represents respondents who indicated they were "somewhat satisfied" or "very satisfied" with their current job or organization. Percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied." "Neutral/Neither satisfied nor dissatisfied" were excluded from this analysis.

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

FIGURE 3

LIKELIHOOD OF LOOKING FOR A JOB OUTSIDE CURRENT ORGANIZATION IN THE NEXT 12 MONTHS



EXECUTIVE SUMMARY

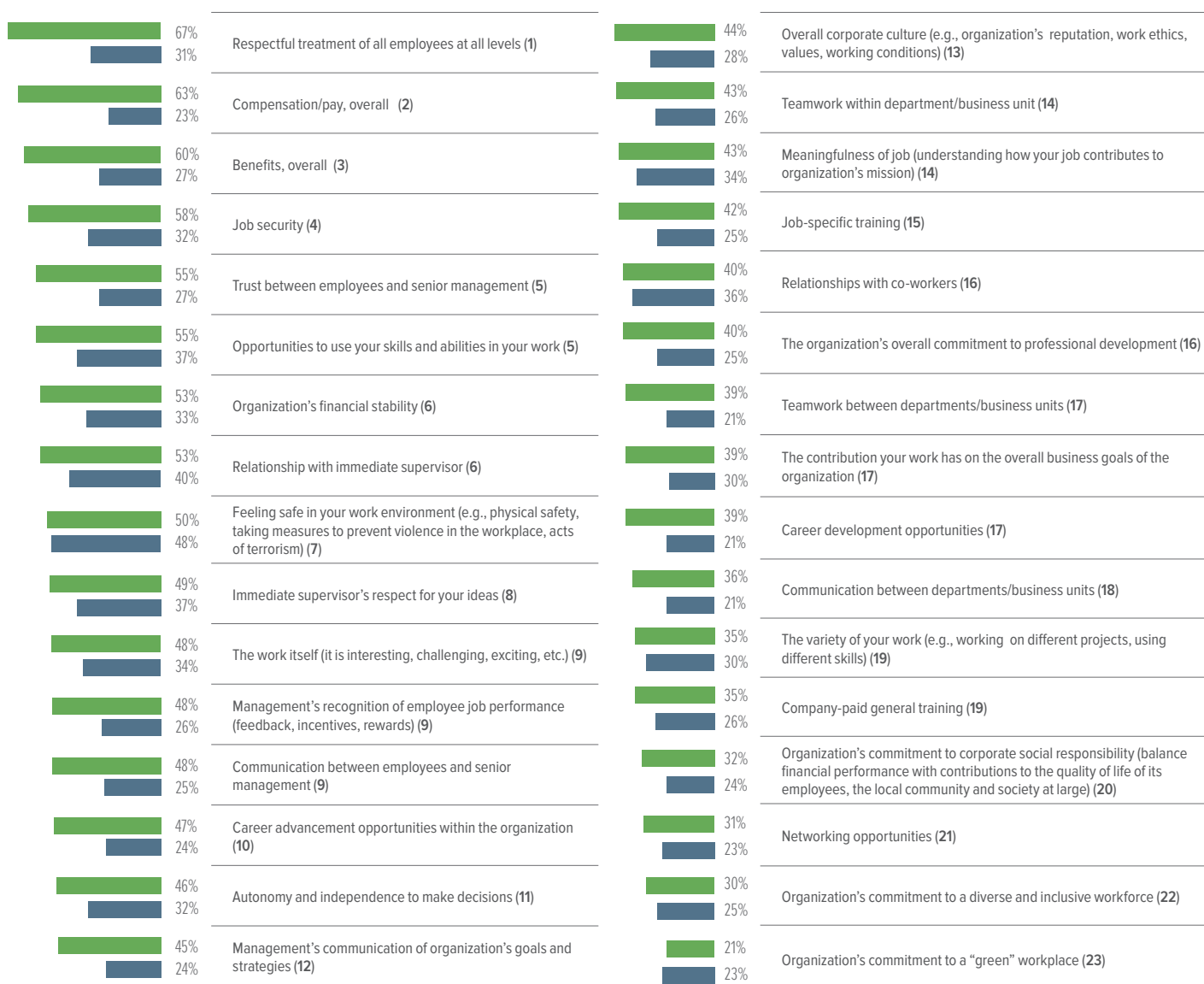
Top Five Contributors to Employee Job Satisfaction

Respectful treatment of all employees at all levels was rated as very important by 67% of employees in 2015, making it the **top** contributor to overall employee job satisfaction for the second year in a row (see Figure 4; see trend data for importance of job satisfaction contributors in Table 4 of the Appendix). The second consecutive appearance of this aspect at the top of the list of job satisfaction contributors supports the theory that although employees do place importance on financial features of a job such as pay and benefits, they consider culture and connection to be of utmost importance. Feeling appreciated for their time and efforts creates a bond between employees, management and their organization.

FIGURE 4

JOB SATISFACTION ASPECTS RATED AS VERY IMPORTANT AND VERY SATISFIED BY EMPLOYEES

■ Very Important
■ Very Satisfied



Note: n = 468-595. Importance percentages are based on a scale where 1 = "very unimportant" and 4 = "very important." Satisfaction percentages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied." Data are sorted in descending order by the percentage of respondents who indicated "very important."

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

67%

RESPECTFUL TREATMENT OF ALL EMPLOYEES AT ALL LEVELS WAS RATED AS
VERY IMPORTANT BY EMPLOYEES IN 2015.

At 63%, overall compensation/pay was the **second** most important contributor to job satisfaction, jumping from the fourth position in 2014. This aspect has held a spot within the leading five job satisfaction contributors since 2002, when SHRM first began administering its Job Satisfaction Survey. Overall benefits were the **third** most important job satisfaction contributor, with 60% of employees rating it as very important. Similar to compensation/pay, benefits have also been among the top five contributors to job satisfaction since in 2002, with the exception of 2012. Moving from the fifth position in 2014 to **fourth** in 2015 was job security, with 58% of employees citing it as very important to their job satisfaction; this aspect has moved around the five principal job satisfaction influencers since 2002.

It is undeniable that compensation/pay, benefits and job security all shape the degree to which employees are satisfied; however, it is also noteworthy to mention that the extent of their importance fluctuates as a result of external factors such as changing economic conditions. Organizations may need to tailor their retention and recruitment strategies around multiple elements, creating a total rewards program. Relying solely on an individual aspect may make their approach less effective or even outdated as dynamics quickly shift.

The **fifth** leading job satisfaction contributor in 2015 was a tie between two aspects: opportunities to use skills and abilities, and trust between employees and senior management. Just over one-half (55%) of employees rated these workplace features as very important to their job satisfaction. Not surprisingly, employees indicated that they want chances to demonstrate their talents. This trend was especially visible when job mobility and growth were static; however, even as employment opportunities expand, employees are noting the importance of fine-tuning their expertise. Although trust between employees and senior management fell three spots, its presence within the leading five job satisfaction contributors reveals that employees value interpersonal relationships and a workplace culture that fosters trust from leadership.

ORGANIZATIONS MAY NEED
TO TAILOR THEIR RETENTION
AND RECRUITMENT
STRATEGIES AROUND
MULTIPLE ELEMENTS,
CREATING A TOTAL
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Compensation/pay was the second most important contributor to job satisfaction, jumping from the fourth position in 2014.

EXECUTIVE SUMMARY

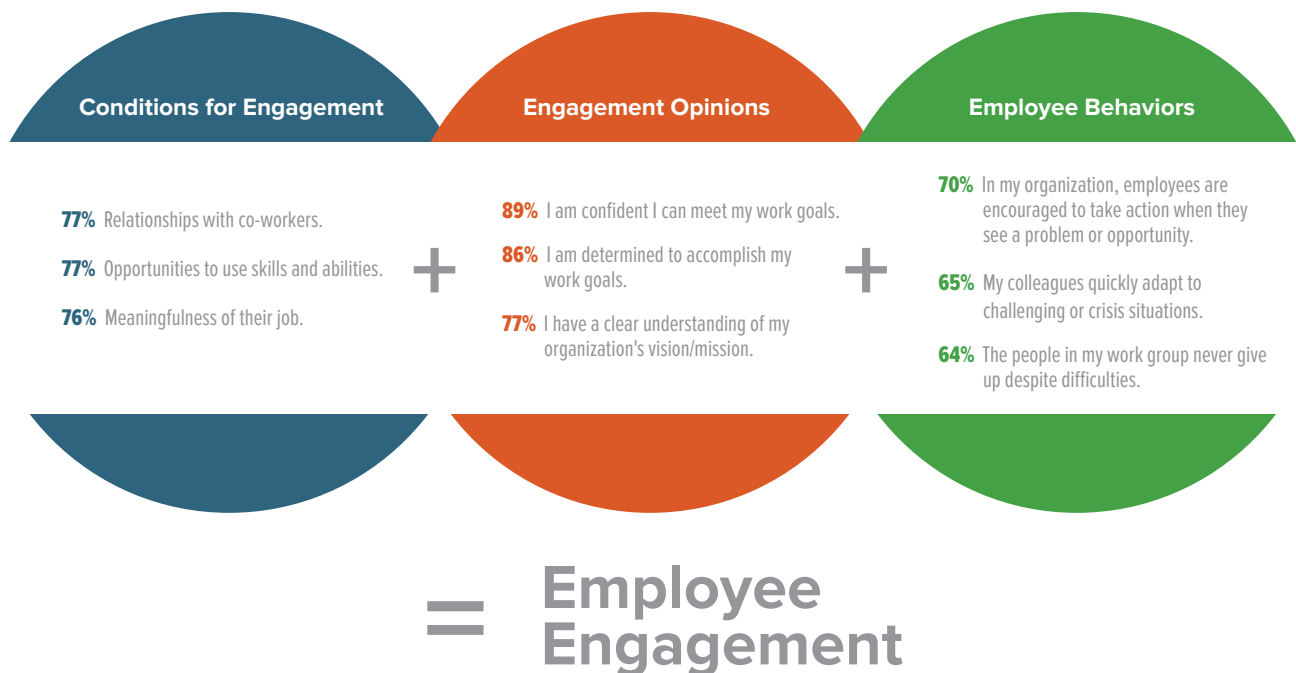
Top Aspects Contributing to Employee Engagement

On a scale of 1 to 5, with 1 being the least engaged and 5 being the most engaged, this research found employees to be moderately engaged with an index of 3.8, relatively similar to prior years (3.7 in 2014 and 3.6 in 2013). Employee engagement may or may not be aligned with employee job satisfaction, as engagement is tied to employees' connection and commitment to their work and their particular organization. Furthermore, while employee engagement levels indicate that employees appear to be moderately engaged, this level of engagement may not be widespread throughout the entire organization, as employees in lower job levels appear to be less engaged.

Employee engagement is typically defined by the actual conditions in the workplace (the environment and the work itself) and workers' opinions and behaviors (how the employees perceive their relationship with their work, as well as how they view others around them relating to their work).

Employee engagement factors were also analyzed according to a variety of demographics, including gender, age and job level. Statistically significant differences revealed from these analyses are shown in the Appendix.

FIGURE 5
EMPLOYEE ENGAGEMENT



Note: Top three employee engagement conditions, opinions and behaviors are shown.

Source: Employee Job Satisfaction and Engagement (SHRM, 2016)

What Do These Findings Mean for Organizations?

Employees still value culture, but compensation is increasing in importance. There is some evidence that after an extended period of wage stagnation, compensation is starting to improve for more workers. But this trend is not widespread and perhaps explains why more employees in 2015 ranked overall compensation/pay as very important for determining job satisfaction when compared with 2014. More than three out of five (63%) respondents cited this factor in 2015, the highest level since 2006 (67%). This also marked the second consecutive year that respondents most frequently pointed to respectful treatment of all employees at all levels as very important for determining job satisfaction. Knowing this, HR professionals' recruitment and retention strategies should be balanced with competitive compensation and a workplace culture that promotes respect.

Workers' priorities are often similar across generations, but strategies should not reflect a one-size-fits-all approach.

In what has become a challenging time for managing talent of all levels, HR professionals are frequently leveraging their organizations' benefits as a means of recruiting and retaining high-performing employees. The results from this survey show that Millennials, members of Generation X and Baby Boomers all place a high level of importance on overall benefits when determining job satisfaction. However, they value a few other aspects of their jobs differently. Millennials (88%) placed greater importance on career development opportunities than Baby Boomers did (76%), for example, and members of Generation X (89%) more frequently cited organization's commitment to professional development as a contributor to job satisfaction compared with Baby Boomers (79%). As the proportions of Millennial and Baby Boomer workers in the labor force shift in the future, HR professionals should be aware of different factors that engage employees of all generations.

Employees want to feel valued and included. Employers should encourage constant communication and feedback among employees at all levels of the organization. Workers of all career levels and generations place high value on compensation- and benefit-related factors when determining job satisfaction, but nonfinancial factors also weigh heavily in employees' satisfaction with their careers. At least half of respondents to this survey found a variety of these factors to be very important, including trust between employees and senior management, relationship with immediate supervisor, and feeling safe in the work environment. By fostering a workplace environment that emphasizes communication, respect for others and collaboration among workers at all levels, HR professionals can expect higher levels of engagement from their employees.

WORKERS OF ALL CAREER LEVELS AND GENERATIONS PLACE HIGH VALUE ON COMPENSATION- AND BENEFIT-RELATED FACTORS WHEN DETERMINING JOB SATISFACTION, BUT NONFINANCIAL FACTORS ALSO WEIGH HEAVILY IN EMPLOYEES' SATISFACTION WITH THEIR JOBS.