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# SHRM<sup>®</sup> EMPLOYEE JOB SATISFACTION & ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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\*\*\*\* Fictitious Data \*\*\*\*

**SHRM 2011-2012 CUSTOMIZED  
EMPLOYEE JOB SATISFACTION AND ENGAGEMENT  
BENCHMARKING REPORT**

Your report is based on the following criteria:

**SELECTION CRITERIA**

Industry: Your industry

Staff Size: Your staff size

SHRM Customized Human Capital,  
Health Care, Retirement and Welfare,  
and Employee Benefits Prevalence  
Reports are also available. Please visit our  
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## TABLE OF CONTENTS

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A Guide to Your SHRM Customized Benchmarking Report	3
Customized Tables Based on Your Criteria	5
Conclusion: Looking Ahead and Next Steps	19
A Glossary of Terms	22

## A GUIDE TO YOUR SHRM CUSTOMIZED BENCHMARKING REPORT

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### Understanding the Data

As you compare your own data against the data from other organizations, please keep the following in mind:

1. This report is based on data derived from the SHRM Customized Benchmarking Database, which contains data from a random collection of U.S. employees in U.S. companies of all sizes and types. The report is designed to target companies that closely match the selected criteria so that a more focused and comparable analysis and interpretation can be performed. Therefore, any interpretations of these data should be kept within this context.
2. A deviation between your figure for employee job satisfaction and engagement measure and the comparative figure is not necessarily favorable or unfavorable; it is merely an indication that additional analyses may be needed. Job satisfaction and engagement measures that relate more closely to the context of your organization's industry and employee size are more

descriptive and meaningful than information that is more generic in nature, such as all industries combined. The larger the discrepancy between your figures and those found in this report, the greater the need for additional scrutiny.

3. In cases where you determine that potentially serious deviations do exist, it may be helpful to go back and calculate the same employee job satisfaction and engagement measure for your organization over the past several years to identify any trends that may exist.

4. The information in this report should be used as a tool for decision-making rather than an absolute standard. Because companies differ in their overall business strategy, location, size and other factors, any two companies can be well managed, yet some of their employee job satisfaction and engagement measures may differ greatly. No decision should be made solely based on the results of any one study.

## Working with the Data

The information in this report is designed to be a tool to help you evaluate decisions and activities that affect job satisfaction and engagement of your organization's employees. When reviewing these data, it is important to realize that business strategy, organizational culture, leadership behaviors and industry pressures are just a few of the many factors that drive employee job satisfaction and engagement. For example, an industry that generally hires nonskilled labor, such as manufacturing, may have a lower level of satisfaction with compensation than the high-tech industry, which hires specialized knowledge workers. This is because organizations in the high-tech industry may need to spend more to find qualified staff and relocate out-of-town candidates.

Absolute measures are not meaningful in isolation—they should be compared with one or more measures to determine whether a satisfactory level exists. Other measures, for example, might be your organization's past results in this area or comparatives based on organizational size, industry or geographic location.

Each table in the report contains customized employee job satisfaction and engagement benchmarks in aggregated form. There may be discrepancies between your organization's employee job satisfaction and engagement benchmarks and the level of satisfaction for a particular category. It is particularly helpful to communicate to line managers and other executives that just because your organization has benchmarks that are different from the normative data, it does not mean they are favorable or unfavorable. Rather, it may be the result of a particular total rewards strategy, special circumstances or other business initiatives that cause differences with your organization's benchmarks.

## Notes

The data in this report were collected in early 2011. The number of respondents, indicated by "n," is composed of the U.S. employees that responded to the specific satisfaction or engagement item. Therefore, the number of employees may vary from item to item. Some items may not be offered by some organizations or may not apply to the responding employee. Some data are not displayed when there are fewer than five employees for a specific metric.

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### CAREER DEVELOPMENT

	n	Satisfied	Neutral	Dissatisfied
Organization's commitment to professional development	65	52%	28%	20%
Career advancement opportunities within the organization	48	44%	30%	26%
Career development opportunities for learning and professional growth (mentorships, cross-training, etc.)	59	48%	30%	22%
Job-specific training	43	54%	28%	17%
Opportunities to network with others (within or outside the organization) to help in advancing one's career	57	48%	35%	17%
Opportunities to use skills and abilities in work	62	47%	33%	20%
Paid training and tuition reimbursement programs	52	42%	35%	22%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### RELATIONSHIP WITH MANAGEMENT

	n	Satisfied	Neutral	Dissatisfied
Communication between employees and senior management	54	69%	18%	14%
Autonomy and independence to make decisions	57	50%	25%	25%
Management's recognition of employee job performance (feedback, incentives, rewards)	63	47%	19%	34%
Relationship with immediate supervisor	69	42%	20%	38%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### COMPENSATION AND BENEFITS

	n	Satisfied	Neutral	Dissatisfied
Compensation/pay overall	48	43%	13%	44%
Base rate of pay	59	44%	8%	48%
Opportunities for variable pay (bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions)	43	41%	9%	50%
Stock options	63	56%	23%	21%
Being paid competitively with the local market	69	52 %	37%	11%
Benefits	62	42%	28%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### COMPENSATION AND BENEFITS

	n	Satisfied	Neutral	Dissatisfied
Health care/medical benefits	69	44%	8%	48%
Family-friendly benefits (life insurance for dependents, subsidized child care, elder care referral service, etc.)	62	41%	9%	50%
Paid time off (vacation, holidays, sick days, personal days, etc.)	59	44%	8%	48%
Retirement benefits (defined contribution plans such as 401(k))	54	69%	18%	14%
Defined benefit pension plans	57	50%	25%	25%
Flexibility to balance life and work issues (alternative work arrangements, including job-sharing, flex schedules, telecommuting, etc.)	61	56%	23%	21%

## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

### WORK ENVIRONMENT

	n	Satisfied	Neutral	Dissatisfied
Feeling safe in the work environment	48	42%	13%	45%
Job security	59	45%	8%	46%
Meaningfulness of job (understanding how the job contributes to society as a whole)	43	42%	9%	51%
Organization's commitment to corporate social responsibility (balancing financial performance with contributions to the quality of life of its employees, the local community and society at large)	63	56%	24%	20%
Organization's commitment to a 'green' workplace (environmentally sensitive and resource-efficient)	69	51%	37%	12%
Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.)	62	42%	20%	38%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### WORK ENVIRONMENT

	n	Satisfied	Neutral	Dissatisfied
Relationships with co-workers	68	43%	13%	44%
Contribution of work to organization's business goals	39	44%	8%	48%
The work itself (it is interesting, challenging, exciting, etc.)	33	41%	9%	50%
Variety of work (working on different projects, using different skills)	54	56%	23%	21%
Organization's financial standing	26	52%	37%	11%
Organization's commitment to a diverse and inclusive workforce	38	42%	28%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### ENGAGEMENT OPINIONS

	n	Agree	Neutral	Disagree
Determined to accomplish work goals	43	41%	9%	50%
Highly motivated by work goals	48	56%	23%	21%
Wrapped up in work	32	52%	37%	11%
Completely plugged in at work	35	42%	28%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### ENGAGEMENT OPINIONS

	n	Agree	Neutral	Disagree
Involvement in volunteer for activities beyond job requirements	38	41%	9%	50%
Passionate and excited about work	52	56%	23%	21%
Putting effort into work	36	52%	37%	11%
Completely focused on work projects	31	40%	30%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### ENGAGEMENT BEHAVIORS

	n	Agree	Neutral	Disagree
Colleagues adapt to challenging or crisis situations	36	41%	9%	50%
Work group never gives up	29	56%	23%	21%
Employees take action when problem or opportunity arises	26	52%	37%	11%
Work group anticipates next challenge	38	42%	28%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### ENGAGEMENT BEHAVIORS

	n	Agree	Neutral	Disagree
Employees in organization embrace unexpected responsibilities	22	41%	9%	50%
Employees in organization volunteer for new projects	54	56%	23%	21%
Work group is flexible in expanding scope of work	26	52%	37%	11%
Employees in organization are flexible in unpredictable work situations	38	42%	28%	30%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### CONDITIONS FOR ENGAGEMENT

	n	Satisfied	Neutral	Dissatisfied
Career advancement opportunities	43	41%	9%	50%
Career development opportunities	34	56%	23%	21%
Job-specific training	26	52%	37%	11%
Organization's commitment to professional development	38	42%	28%	30%
Relationships with co-workers	33	41%	9%	50%
Organization's financial stability	54	56%	23%	21%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### CONDITIONS FOR ENGAGEMENT

	n	Satisfied	Neutral	Dissatisfied
Networking	33	41%	9%	50%
Opportunities to use your skills and abilities	54	56%	23%	21%
Meaningfulness of job	36	52%	37%	11%
Contribution of work organization's business goals	37	42%	28%	30%
The work itself	43	41%	9%	50%
Variety of work	34	56%	23%	21%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### CONDITIONS FOR ENGAGEMENT

	n	Satisfied	Neutral	Dissatisfied
Communication between employees and senior management	33	41%	9%	50%
Autonomy and independence	54	56%	23%	21%
Management recognition of employee job performance	26	52%	37%	11%
Relationship with immediate supervisor	38	42%	28%	30%
Organization's commitment to corporate social responsibility	33	41%	9%	50%
Overall corporate culture	54	56%	23%	21%

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## SHRM EMPLOYEE JOB SATISFACTION AND ENGAGEMENT CUSTOMIZED BENCHMARKING REPORT

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### OVERALL SATISFACTION AND LIKELIHOOD TO LEAVE IN 2011

	n	Satisfied	Neutral	Dissatisfied
Overall job satisfaction	33	41%	9%	50%
Overall satisfaction with the company	54	55%	27%	28%

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	n	Likely	Unlikely
Likely to look for job outside your organization	33	41%	49%

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## CONCLUSION: LOOKING AHEAD AND NEXT STEPS

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No doubt the past several years have been unique in the degree to which the overall economic environment has influenced the workplace and many of the factors that contribute to employee job satisfaction and engagement. But whatever the broader business climate, organizations' success will always depend on their ability to *attract*, *retain* and *develop* top talent. Creating an environment where employees are satisfied with their jobs and are fully engaged with their work is crucial to achieving any of these three objectives.

### Planning Your Next Steps

*Understanding* the factors that are most influential in determining how satisfied employees are with their jobs is a necessary first step in making improvements.

*Addressing* these findings through a series of specific and thoughtful actions is the next step. It is critical for employees to feel that changes will be made as a result of these job satisfaction and engagement survey findings. When employees are skeptical that any meaningful changes will be made to

address the problem areas identified in the survey, they will grow frustrated and therefore will be less likely to take future surveys seriously.

The following is a list of suggestions for getting started and taking action after you have conducted a thorough review of the report:

- Focus on a limited number of priority issues identified in the survey.
- Depending on your organization's staff size, target a limited number of lower-performing units. Conversely, identify high-performing units and see what lessons can be learned from them and applied elsewhere in your organization.
- Consider using focus groups or other qualitative approaches to getting more detailed information on the identified priority issues.
- Whenever possible, involve employees in finding solutions and, at minimum, give employees the

opportunity to make suggestions anonymously.

- Work with your business leaders to draw up an action plan that identifies the priority issues and the steps needed to address these issues.
- Clearly communicate the action plan to employees and follow up on accomplishments related to the plan frequently.
- Track the actions being taken. This will help you measure results later, after the action plan has been implemented, and will help you learn from any successes or failures.
- Repeat the survey annually to track improvements or declines in employee satisfaction and engagement over time.
- Track external issues that could influence employee job satisfaction and consider possible strategies for preparing for and responding to broader trends.

## The Influence of the Broader Environment

In addition to variables within the workplace, a wide range of broader social, economic and demographic trends can influence both employee job satisfaction and employee engagement. For example, if the economy continues to improve, organizations may be better positioned to offer more competitive compensation and benefits packages. At the same time, a more robust economy could mean that employee expectations around compensation and benefits will also rise. In organizations that fail to meet or effectively address these

expectations, employees may become dissatisfied with the financial aspects of job satisfaction. A greater proportion of total compensation dedicated to health care benefits may leave fewer funds available for wage increases. This trend, along with a general rise in living costs, could also influence employee satisfaction around compensation and pay.

Demographic trends are another external factor that could influence job satisfaction in the years ahead. An aging population will result in a higher proportion of older workers in the workplace. Older workers may value slightly different job satisfaction factors than younger workers do, and organizations will need to respond wisely to these varying calls for resources.

Another key demographic trend that may influence employee job satisfaction in the years ahead is a growing gender divide in educational achievement. In the United States, women now obtain more bachelor's, master's and doctorate degrees than men. As a result, more employers may decide to tailor work practices to offer greater workplace flexibility in order to attract more qualified women to their organization. SHRM's research in job satisfaction trends has found that there is general agreement on most of the factors that men and women value. Therefore, organizations implementing more flexible working practices or other moves to attract and retain qualified female employees will also benefit in their efforts to attract and retain male employees.

## The Importance of Intangibles

Because a wide range of internal and external issues can influence employee job satisfaction and engagement, both the factors that influence job satisfaction and those that employees are most or least satisfied with can change over time. One issue to consider is whether the long recession and its continuing impact on the labor market has had an influence on the kinds of factors employees rate favorably and unfavorably. An argument could be made that in a time of scarcity of jobs employees will be less satisfied with job satisfaction aspects involving pay and benefits and more focused on and satisfied with the intangible rewards of the work experience.

Such a theory appears to be supported by an analysis of SHRM's normative database of approximately 5,000 U.S. employees; employees are currently most satisfied with these kinds of intangible aspects, such as their relationships with their co-workers, a feeling of personal safety in the work

environment, opportunities to use their skills and abilities, and the inherent satisfaction to be found within the work itself. At the same time, most of the areas U.S. employees are dissatisfied with involve compensation or benefits. Moving forward, employers may need to pay more attention to addressing these financial aspects, without forgetting to continue to reinforce and support the intangible factors that most employees already report being very satisfied with.

A fuller understanding of the unique issues that drive job satisfaction and engagement of employees in your organization has empowered you to take action. Building a solid action plan will help you continue to move forward and improve your organization's work environment. An awareness of the potential impact of external factors will help you prepare for the future. Taken together, these steps will help you build an organization where employees are satisfied, motivated, engaged and effective.

## A GLOSSARY OF TERMS

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### Elements of Employee Job Satisfaction

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#### Career Development

Career development encompasses employees continually taking part in more advanced or diverse activities (e.g., training, networking) that result in employees improving their skills, gaining new skills, taking greater responsibility at work, and improving performance, status and income levels. The following elements of employee job satisfaction are included in this category:

- Organization's commitment to professional development.
- Career advancement opportunities within the organization.
- Career development opportunities for learning and professional growth (mentorships, cross-training, etc.).
- Job-specific training.
- Opportunities to network with others (within or outside the organization) to help in advancing one's career.
- Opportunities to use skills and abilities in work.

- Paid training and tuition reimbursement programs.

#### Relationship with Management

The relationship an employee has with his or her supervisor is a central element to the employee's affiliation to the organization, and it has been argued that many employee behaviors are largely a function of the way they are managed by their supervisor. When there are open lines of communication (e.g., encouraging an open-door policy), supervisors can respond more effectively to the needs and problems of their employees. Effective communication from senior management can provide the workforce with direction, dispel rumors and promote trust. In addition, management's recognition of employee performance through praise (private or public), awards and incentives is a cost-effective way of increasing employee morale, productivity and competitiveness. The following elements of employee job satisfaction are included in this category:

- Communication between employees and senior management.
- Autonomy and independence to make decisions.

- Management's recognition of employee job performance (feedback, incentives, rewards).
- Relationship with immediate supervisor.

### Compensation and Benefits

To attract the best employees, companies must research the market in their area as well as their industry to ensure that the salaries and benefits offered match up against their competitors. Effective compensation program also ensures that pay levels are equitable internally. Benefits for employees can include a wide array of perks and other offerings; however, of primary importance to many employees are health care, paid time off, retirement and family-friendly benefits. The following elements of employee job satisfaction are included in this category:

- Compensation/pay overall.
- Base rate of pay.
- Opportunities for variable pay (bonuses, commissions, other variable pay, monetary rewards for ideas or suggestions).
- Stock options.
- Being paid competitively with the local market.
- Benefits.
- Health care/medical benefits.
- Family-friendly benefits (life insurance for dependents, subsidized child care, elder care referral service, etc.).
- Paid time off (vacation, holidays, sick days, personal days, etc.).

- Retirement benefits (defined contribution plans such as 401(k)).
- Defined benefit pension plans.
- Flexibility to balance life and work issues (alternative work arrangements, including job-sharing, flex schedules, telecommuting, etc.)

### Work Environment

Employers understand that employees spend a fair amount of their time at work and take steps to ensure the work environment is conducive for employees to be productive and satisfied at work. The following elements of employee job satisfaction are included in this category:

- Feeling safe in the work environment.
- Job security.
- Meaningfulness of job (understanding how the job contributes to society as a whole).
- Organization's commitment to corporate social responsibility (balance financial performance with contributions to the quality of life of its employees, the local community and the society at large).
- Organization's commitment to a 'green' workplace (environmentally sensitive and resource-efficient).
- Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.).
- Relationships with co-workers.
- Contribution of work to organization's business goals.

- The work itself (it is interesting, challenging, exciting).
- Variety of work (working on different projects, using different skills).
- Organization's financial standing.
- Organization's commitment to a diverse and inclusive workforce.

## Elements of Employee Engagement

### Engagement Opinions

Personal engagement is defined by feelings of urgency, focus, enthusiasm and intensity. It is the energized feeling that an employee has about work. Employees with high engagement will generally agree or strongly agree with the eight items in this section:

- Determined to accomplish work goals.
- Highly motivated by work goals.
- Wrapped up in work.
- Completely plugged in at work.
- Volunteer for activities beyond job requirements.
- Passionate and excited about work.
- Putting effort into work.
- Completely focused on work projects.

### Engagement Behaviors

Engagement in an organization can also be described by an employee's behaviors that have a positive impact on the success of the organization. Organizations with highly engaged employees will find that employees agree or strongly agree with the eight items in this section:

- Colleagues adapt to challenging or crisis situations.
- Work group never gives up.
- Employees take action when problem or opportunity arises.
- Work group anticipates next challenge.
- Employees in organization embrace unexpected responsibilities.
- Employees in organization volunteer for new projects.
- Work group is flexible in expanding scope of work.
- Employees in organization are flexible in unpredictable work situations.

### Conditions for Engagement

There are certain conditions under which employee engagement is much more likely to occur. Employees need the capacity to engage, reasons to engage and the feeling that they are free to engage. Employees who view the condition as positive for the facilitation of engagement will be very or at least somewhat satisfied with the items in this section. *(Note: These are items from the job satisfaction section of the report. They indicate conditions under which engagement can be maximized.)*

- Career advancement opportunities.
- Career development opportunities.
- Job-specific training.
- Organization's commitment to professional development.
- Relationships with co-workers.
- Organization's financial stability.
- Networking.

\*\*\*\* Fictitious Data \*\*\*\*

- Opportunities to use skills and abilities in work.
- Meaningfulness of job.
- Contribution of work organization's business goals.
- The work itself.
- Variety of work.
- Communication between employees and senior management.
- Autonomy and independence.
- Management's recognition of employee job performance.
- Relationship with immediate supervisor.
- Organization's commitment to corporate social responsibility.
- Overall corporate culture.