EMPLOYEE JOB SATISFACTION AND ENGAGEMENT: THE DOORS OF OPPORTUNITY ARE OPEN

SHRM®
SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

ISSUE

Although job satisfaction is relatively high, there is room for organizations to improve employee engagement. Decreased engagement leads to less dedication by employees, higher turnover and lowered productivity.

INSIGHT

Fairness and transparency are fundamental yet powerful concepts that can make a lasting impression on employees and employers. These principles have the potential to influence many organizational outcomes in the workplace, including job satisfaction and organizational commitment.

IMPLICATIONS

Integrating fairness and transparency into organizational procedures and initiatives will have a ripple effect of organizational enhancements. If these values are genuinely displayed by leadership, employees are more likely to mimic the desired behaviors of openness, establishing a more reciprocal relationship.

In today's business landscape, organizations face numerous obstacles as they deal with the complexities of the 21st century workplace. Managing in a rapidly changing world and anticipating imminent challenges on the horizon are part of the survival of every organization. HR professionals cite sustaining high degrees of employee engagement and developing future organizational leaders at the forefront of their human capital challenges.[1] If left unaddressed, these substantial concerns could result in growing turnover rates and decayed performance due to a lack of direction and inspiration. Given these consequences, it is important for organizations to be well versed in their employees' satisfaction and engagement levels to retain and nurture key performers in a dynamic business climate.

Nearly two-fifths (38%) of U.S. employees reported that they were very satisfied with their current job, whereas a greater proportion (51%) stated they were satisfied but to a lesser degree, indicating that the majority of U.S. employees are to some extent satisfied with their present job role. Satisfaction with one's organization paralleled job satisfaction; 50% expressed some satisfaction (i.e., responded "somewhat satisfied") with their organization and 38% voiced a higher level of satisfaction (i.e., "very satisfied"). Similar levels of employee job satisfaction have been observed in recent years: a combined 88% in 2015 and 86% in 2014.

In 2016, job and organization satisfaction were also measured by calculating an average to encompass a more holistic view of the data. When examining satisfaction through this perspective, a moderate increase is seen between 2013 and 2014 for both job and organization satisfaction. However, there was a slight decline in organization satisfaction between 2012 and 2013. An explanation for the drop in organization satisfaction but not job satisfaction may include employee frustrations with stagnant wages that have lingered even as organizations have mostly recovered from the Great Recession as well as higher health care deductibles and prescription co-pays shifted onto employees.

Employees were surveyed about 44 contributors of job satisfaction within the categories of career development, compensation and benefits, employee relationships with management, and work environment. The five factors that employees assessed as the leading job satisfaction contributors were respectful treatment of all employees at all levels, compensation/pay, trust between employees and senior management, job security, and opportunities to use their skills and abilities at work. This executive summary discusses the degrees of importance and satisfaction, along with implications and recommendations for improvement.

GREATEST CONTRIBUTORS TO EMPLOYEE JOB SATISFACTION

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Respectful treatment of all employees at all levels

Although respectful treatment of all employees seems straightforward and effortless, it has received much attention around the workplace and in society as of late. In the organizational sense, it encompasses a wide variety of challenges given that employee perceptions related to respect touch many facets of the workplace, ranging from diversity and inclusion to prevention of workplace violence and harassment. Building a company culture that explicitly welcomes respect and equality may be more difficult to stress if an organization has a homogeneous workforce or a strong emphasis on the

hierarchy of job levels (i.e., substantial power disparities); these risk factors may make organizations more susceptible to creating an environment where harassment exists.[2] Workplace environments that demonstrate fairness and allow employees to freely discuss opposing views and ask questions are most likely to thrive as a result of this factor's importance.

The largest percentage of respondents have indicated that respectful treatment of all employees at all levels was a very important contributor to their job satisfaction each year since 2014. In 2016, roughly two-thirds (65%) of employees agreed with this sentiment; however, only 38% of workers were very satisfied with this aspect. Not surprisingly, this aspect reflected the most differences among workforce demographics:

- Female employees (72%) were more likely to report this aspect as a very important contributor to job satisfaction than male employees (57%) were.

- A greater proportion of Millennials (45%) were very satisfied with this aspect compared with Generation Xers (31%).

- Individual contributors (31%) were less likely than executives (52%) to be very satisfied with the level of respect shown to all employees.

Given the high importance of respectful treatment and the disparities between the perceptions of how well respect is given, organizations may want to try the following suggestions:
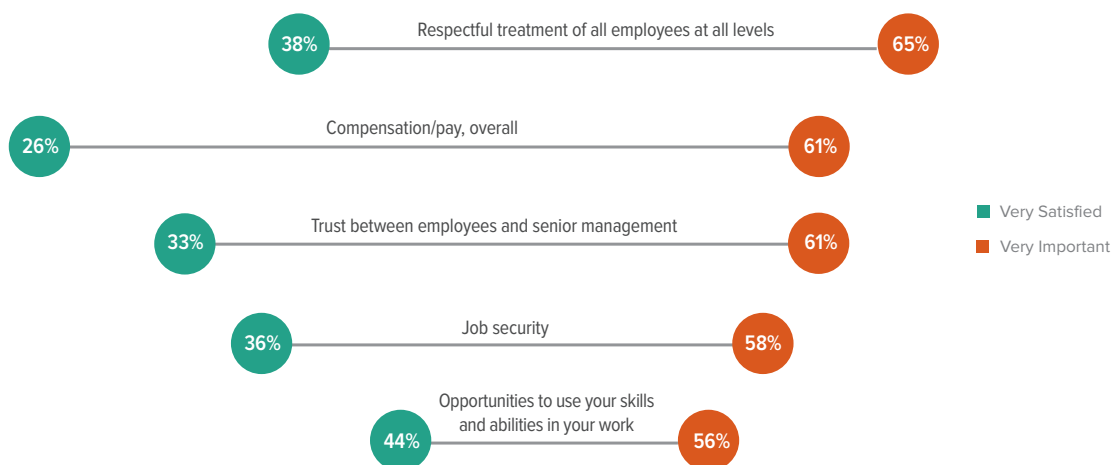
FIGURE 1

EMPLOYEE JOB AND ORGANIZATION SATISFACTION: 2012 TO 2016
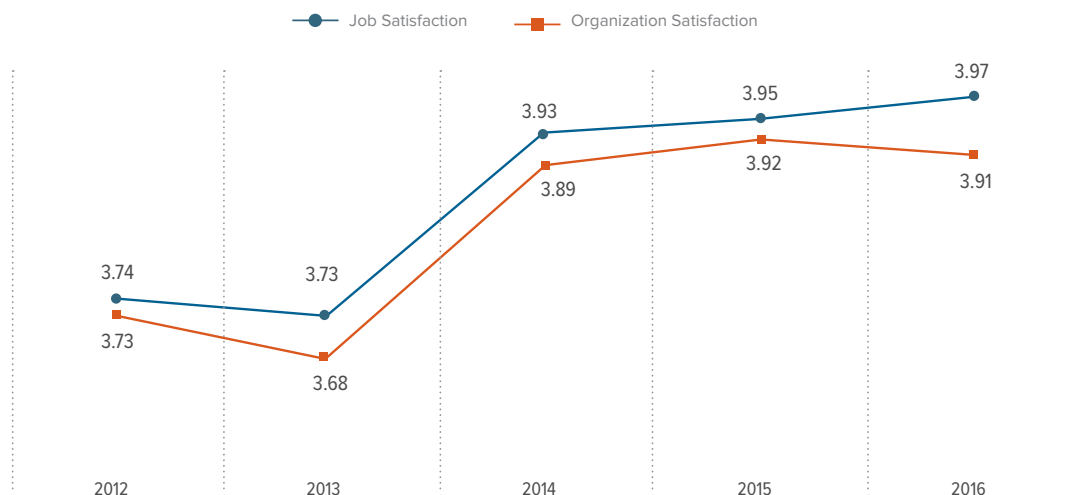
Note: Averages are based on a scale where 1 = "very dissatisfied" and 5 = "very satisfied."
Source: Employee Job Satisfaction and Engagement (SHRM, 2017)

FIGURE 2

GREATEST CONTRIBUTORS TO EMPLOYEE JOB SATISFACTION

38%	Respectful treatment of all employees at all levels	65%
26%	Compensation/pay, overall	61%
33%	Trust between employees and senior management	61%
36%	Job security	58%
44%	Opportunities to use your skills and abilities in your work	56%

■ Very Satisfied
■ Very Important

Note: n = 572-586. "Not applicable" responses were excluded from this analysis. Data are sorted in descending order by the percentage of respondents who indicated "very important."
Source: Employee Job Satisfaction and Engagement (SHRM, 2017)

- **Gain self-awareness and strive for improvement.** To achieve maximum potential, organizations must recognize the multitude of commonalities and differences among employees and the benefits of diversity. This success begins with self-awareness. At times, unconscious or even conscious biases may cloud judgment or interpretation of a situation. Self-reflection can be a powerful tool to seek understanding because it builds empathy and emotional intelligence. Before acting, employees should take a moment to assess the impact their behavior may have on others and attempt to comprehend opposing viewpoints. Building self-awareness also includes promoting an organizational culture that holds employees accountable to seek resolution by displaying nonjudgment and even vulnerability at times.[3] Organizations that encourage self-awareness and self-reflection among employees will see a positive impact on employees' problem-solving abilities and relationships.

- **Consider whether your organization may benefit from a civility policy and/or training.** The Equal Employment Opportunity Commission (EEOC) task force report maintained that encouraging workplace civility and respect could minimize the risk of inappropriate conduct escalating to a level of harassment; however, organizations may face some liability under the National Labor Relations Act (NLRA) when implementing a civility policy/training.[4] Nevertheless, the enforcement of equal employment opportunity (EEO) laws may outweigh the risks of violating the NLRA. It is recommended to apply language that is broader, using phrases such as "working in a cooperative manner." Organizations may want to create training programs that teach collaboration and listening skills to improve employees' level of civility. When calling attention

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DATA TO ACTION

- **Revisit** your organization's core values and discuss specifics about the behaviors that do and do not correspond to those guiding principles.

- **Encourage** employees to ask for feedback to assess whether perceptions are accurate.

- **Develop** guidelines that provide coaching and parameters on expected behaviors. Hold management accountable to ensure that the behaviors are promoted and followed.

- **Build** a business case for customized civility and bystander intervention training to make education and intervention preparation more relevant and meaningful to employees.

to undesirable behaviors, provide suggestions of what suitable conduct may look like so that these unwanted behaviors can be substituted.

- **Create bystander intervention training programs.** Most often, employees complete training with an emphasis on learning about behaviors that are unacceptable in the workplace; however, teaching employees how to mediate a potential undesirable scenario may help keep workplaces safe and respectful.[5] Many schools and colleges/universities have successfully supplemented their training programs to include bystander intervention to prevent bullying and sexual harassment[6]; thus, it is plausible that this success could be transitioned into organizations. Bystander intervention training may consist of ways to recognize improper behavior and ways to intervene in a safe manner. These programs could help change norms and attitudes, allow for a greater sense of empathy and diffuse responsibility to staff as a whole. In conjunction with civility training, bystander intervention training could reduce offensive behaviors in the workplace.

Compensation/pay

When applying Maslow's hierarchy of needs, compensation links to employees' most fundamental safety and security needs by offering financial stability. Hence, it is not surprising that research has found that compensation has influence over other organizational outcomes. For instance, satisfaction with one's pay had a negative relationship with turnover intent, meaning that when employees are pleased with their level of compensation, they are less likely to leave the organization and vice versa.[7] Pay satisfaction was tied to pay level, structure and raises. Other research revealed that individual performance pay was consistently linked to satisfaction, and discrete components of individual performance pay (e.g., commissions, bonuses, stock options, tips) also displayed a positive correlation with job satisfaction.[8] The only component of individual performance pay that had a negative correlation was piece rates, a compensation system in which payment is given for each unit produced or action completed. One may argue that commissions are the sales equivalent of piece rates; however, there may be an underlying issue such as job level that may prompt this distinction. Thus, organizations need to bear in mind the differences among employees and tailor their rewards programs accordingly.

Roughly two-thirds (61%) of employees noted compensation/pay as a very important job satisfaction contributor, yet a mere one-quarter (26%) of employees stated they were very satisfied with it, marking this factor with the largest gap at 35 percentage points.

- Millennial employees (37%) were more likely to indicate they were very satisfied with their compensation/pay compared with Generation Xers (20%) and Baby Boomers (22%).

This year's survey findings were mixed regarding various types of rewards given to employees: although the proportion of employees receiving raises remained consistent with most recent years (62% in 2016, 65% in 2015, 63% in 2014), there was a drop in the percentage of workers who received bonuses compared with prior years (41% in 2016 vs. 50% in 2015 and 2014). In organizations where bonuses were previously awarded, their absence may partially account for the substantial gap between importance and satisfaction with compensation/pay, especially if no explanation or reasoning was provided to employees.

Organizations may want to begin with this basic yet effective tactic to help improve pay satisfaction:

- **Clearly communicate compensation.** Research studies have explored justice and its connection to pay level. Their findings suggest the equality of compensation amounts (distributive justice) and the equality of how those compensation amounts are decided upon (procedural justice) are connected to pay satisfaction.[9] Moreover, a recent study uncovered that informational justice—whether the reasons underlying the resource allocation decision are clearly, truthfully and adequately explained to the affected parties—has a relationship to pay satisfaction as well.[10] As a result, management must make substantial efforts to develop equity among the methods used to determine pay and deter any ambiguity in how those outcomes were established by communicating with staff in a clear and timely manner. Employees' understanding of the pay structure and its administration is a product of how well managers explain the system and how fair and unbiased the process is. A poor grasp of these procedures could induce adverse employee attitude toward pay.

DATA TO ACTION

- ■ **Review** your organization's current compensation philosophy and communication strategy to determine strengths and weaknesses.

- ■ **Benchmark** against compensation surveys to verify whether salaries are competitive with current market rates.

- ■ **Identify** the target audience (e.g., employees as well as their spouses, partners and dependents) if a compensation communication strategy does not exist.

- ■ **Consider** these factors when constructing your compensation communication strategy: the audience's location, employees' work schedules and existing distribution channels.

Trust between employees and senior management

Building a strong foundation of trust between employees and senior management is critical at any organization. A workplace atmosphere that lacks psychological safety—"the belief that engaging in risky behaviors like voice will not lead to personal harm"[11]—can manifest a variety of damaging outcomes: delayed identification of obstacles due to fear of challenging authorities, declining morale, lack of idea exploration and others. Many studies have found a connection between leadership style and the level of employees' trust in their leaders.[12] Transformational leaders, rather than transactional leaders, were more likely to foster trust from their followers, which, in turn, may initiate a host of additional positive results, including increased organizational commitment, job satisfaction and motivation.[13] Conversely, organizations with transactional leaders struggled to improve. Nevertheless, senior management may be able to restore employees' trust; through efforts such as apologies and policy changes, improvements in loyalty and openness were demonstrated.[14]

Given the numerous benefits that stem from this trust, it should not be surprising that 61% of employees rated this aspect as very important to their job satisfaction. However, only about one-third of employees (33%) were very satisfied with their level of trust toward their organizations.

- Males were less likely to describe managerial trust as very important to their job satisfaction compared with females (56% and 65%, respectively).

In light of the sizable disparity between importance of and satisfaction with this aspect, organizations should strive to close the gap by exploring approaches to strengthen trust between employees and management:

- **Create an open-door policy.** Encourage employees to bring forth comments, questions or grievances and emphasize that there will be no negative consequences for employees who use this policy. One study cited that employees who experienced positive personal incidents were more likely to hold greater perceptions of procedural fairness, which also resulted in higher degrees of satisfaction and probability of staying with the organization.[15] Although organizations cannot predict the outcome of a complaint, another finding mentions that procedural justice accumulation—an accrual of when one finds equity in multiple methods in which outcomes are determined—may allow workers to tolerate unfavorable conclusions from time to time. Even though employees may not have submitted a complaint themselves, it is likely that they are cognizant of at least some of their employer's procedures to form an opinion; therefore, it is important to keep in mind procedural fairness when constructing processes for an organization's open-door policy. Other points to be mindful of are managers' time dedicated to resolving issues and policy misuse.[16] To minimize frequent interruptions, management should empower workers to initially solve these disputes with their immediate supervisor.

- **Commit to and reinforce openness.** Besides providing formal practices of allowing employees to freely express themselves (e.g., open-door policies, 360° feedback systems), senior management must be able to communicate effectively as well. A study found that managerial openness—rather than just a transformational leadership style—was a more reliable indicator of whether employees felt safe speaking up.[17] Often employees are afraid of limited advancement opportunities and reduced leadership and peer support as repercussions after voicing their opinion; however, senior management must clearly show employees a willingness to change and act based on their feedback. Organizations may want to strengthen the support around speaking up by integrating rewards such as bonuses, recognition or elevated status. Those leaders who promote and visibly display openness and vulnerability are more likely to create an environment in which their employees will follow in their footsteps.[18]

DATA TO ACTION

- **Urge** leadership to address any past mistakes or shortcomings that may have contributed to employees' skepticisms. Moving forward, strive for consistency in words and actions to regain employees' trust.

- **Encourage** leadership to get out of their offices and interact with staff to forge better communication channels. Requiring staff to start the discussion may induce anxiety. In addition, closed office doors may create negative associations (e.g., unwanted information such as job loss).

- **Ask** managers to establish specific hours for employees to use the open-door policy to preserve productivity.

Job security

Similar to the aforementioned financial stability that compensation/pay fulfills, job security can play a comparable role. Any risks that potentially interfere with the continuity of workers' employment can inflict a significant amount of harm to individuals and organizations alike, in short-term and long-term capacities.[19] The strongest relationships were seen between job security and immediate reactions of job attitudes (job satisfaction and job involvement) and organizational attitudes (organizational commitment and trust), whereas long-term responses to health and work-related behavior varied from weak to moderate strength.

One theory argues that emotional intelligence (EI) determines the coping behavior used to process increased perception of job security; individuals with high EI are better prepared to self soothe and reframe their feelings into a positive manner, whereas individuals with low EI are unable to or can only temporarily pacify the anxieties related to job insecurity.[20] High EI employees may see job insecurity as an opportunity and motivator to try harder, whereas low EI employees are prone to engaging in detachment, self-blaming and wishful thinking.

Nearly three out of five (58%) employees noted that job security was very important to their job satisfaction. However, approximately one out of three (36%) employees were very satisfied with the stability of their employment, a deficit of 22 percentage points. No importance or satisfaction differences between generations, genders or job levels were revealed for this aspect. One explanation may be that all employees want to experience guaranteed employment, yet they do not feel reassured in their roles. Organizations may seek to alleviate some of this insecurity through increased EI:

- **Build emotional intelligence.** Although not completely fixed, EI can be enhanced provided that one is willing to commit to change.[21] HR professionals may begin with helping employees acknowledge their feelings and evaluate whether their response is appropriate for the situation. It is possible to experience more than one emotion simultaneously as they overlap during the emotional process. Facilitation on pinpointing those feelings that have the largest sway in workers' thought process may be useful. Encourage employees to ask for feedback. Although soliciting feedback is generally difficult for most, this insight is valuable as it can present a more accurate picture of one's strengths and weaknesses.

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DATA TO ACTION

- ■ **Promote** honest communication and offer employees opportunities to voice their concerns about their position.

- ■ **Address** employees' feelings when delivering bad news and follow up with a plan.

- ■ **Seek out** support opportunities for staff through coaching and employee assistance programs; these programs can help improve employees' abilities to recognize, manage and express emotions with management.

Opportunities to use skills and abilities

One study discovered that employee empowerment and job enrichment had a direct link to job satisfaction and an indirect link to whether an employee leaves the organization; meaning, empowerment and job enrichment influence job satisfaction, which affects turnover intention.[22] Given that turnover can be costly for organizations, retention of key performers is critical. Job enrichment can be described as providing employees with more stimulating work by integrating vertical work functions of that role. By completing more challenging job duties, employees may be more intrinsically motivated as they experience a greater sense of fulfillment.

Nearly three out of five (56%) employees expressed that the opportunity to use their skills and abilities was a very important contributor to job satisfaction, and 44% of employees were very satisfied with these opportunities in their current job.

- Executives (64%) were more likely to be satisfied with opportunities to use their skills and abilities compared with lower-level employees (nonexempt nonmanagement (39%) and nonmanagement/individual contributors (42%)). This disparity in satisfaction is hardly surprising as lower-level employees seldom are the decision makers in what projects they are assigned and, thus, what skills and abilities they use.

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Applying solutions proposed below will provide a more realistic outlook of which skills and abilities employees will be able to use in their jobs and may enhance the person-job fit:

- **Conduct a job analysis.** Research has shown that person-job fit has a strong positive correlation to job satisfaction; that is, the better the fit, the higher the employee's level of job satisfaction.[23] To ensure the proper match is found, organizations should create job descriptions that accurately reflect the essential job functions of the role. To do so, organizations must first conduct job analysis activities to delve deeper into those job functions: what is involved, how frequently, in what atmosphere and so on. Job analysis typically includes techniques such as observation, interviewing and conducting questionnaires as a means to gather information about the job (e.g., knowledge, skills, abilities, tools used). Only two out of five employees (41%) have conducted a job analysis at their current organization and an even smaller percentage (15%) have a certification that includes job analysis.[24] Breaking down the critical and necessary job responsibilities of a role could also lead to increased job performance.[25] For example, the dissection of job roles could identify where tasks can be modified to boost effectiveness or efficiency or even prevent injuries caused by miscalculated requirements.[26]

- **Identify and train employees with potential.** Taking into consideration the expected skills gap ahead, organizations should recognize employees who have the aptitude to fulfill those missing organizational needs. With the investment to teach these employees, turnover intent may lessen as workers recognize the organization's commitment to further their knowledge and skills. Supervisors may allow employees to complete a full cycle of a project series or process by gradually introducing new tasks. Managers may even choose to give employees some independence on how to accomplish the assignments while maintaining accountability. Combining new activities with learned ones will prevent employees from engaging in too many repetitive tasks.

DATA TO ACTION

- **Use** readily available templates for job analysis. Involve employees in the process by having them conduct a job analysis for their role (they know it best!). Their input will be important as they are the ones completing the job's duties and know what is needed on a daily basis.

- **Start** a pilot program where employees can be nominated or volunteer to participate in gaining new skills and knowledge.

- **Identify** skills and abilities that employees may be underutilizing and discover ways they can be applied.

EMPLOYEE ENGAGEMENT

Similar to the procedural justice and compensation satisfaction relationship discussed earlier, equity among organizational processes and systems can increase employee engagement as well.[27] As one might suspect, workers are less likely to devote their time and energy if they will not be recognized adequately and fairly. Furthermore, one model theorizes that procedural justice will have a secondary impact on employee engagement through organizational identification. This aspect will "enable individuals to view, and internalize, an organization's success as his/her personal success."[28]

In SHRM's research, multiple factors are clustered into three areas to construct employee engagement:

- **Conditions for engagement**: the workplace environment and the work itself.
- **Engagement opinions**: employees' connection with their work.
- **Engagement behaviors**: colleagues' connection with employees' work.

The items within these groupings are explored to formulate an employee engagement index. Based on a five-point scale where 1 signifies the least engaged and 5 signifies the most engaged, the index represents 38 total factors. This year's survey indicates a moderately engaged workforce with an index of 3.9. Preceding indices exhibit comparable levels of engagement (3.8 in 2015 and 3.7 in 2014).

When broken down individually, engagement conditions have an average index of 3.9, and engagement opinions and behaviors have indices of 4.0 and 3.7, respectively. Notice that engagement opinions are higher than engagement behaviors. Employees tend to rate their own engagement levels higher than their colleagues'. Organizations can leverage engagement levels by demonstrating the importance of equity and candidness. Serving as a reciprocal relationship between the employee and the employer, engagement has the aptitude to elevate performance and strengthen the link among these relationships.

Despite a relatively high level of job satisfaction and moderate engagement, a fair amount (40%) of employees reported, to some degree, the possibility of seeking employment outside of their current organization within the next 12 months. Percentages of employees likely to search for an external position in 2015 and 2014 were marginally higher, at 45% and 44%, respectively. The leading reason for employees looking for external positions was higher compensation/pay, followed by better benefits, better job security and additional career advancement opportunities. Not surprisingly, compensation/pay was the top motive for most employees who were not planning to look for positions outside of their organization. Subsequent reasons include flexibility to balance work and life issues, the benefits package, job security, and meaningful work.

FIGURE 3
EMPLOYEE ENGAGEMENT INDICES

Engagement Conditions

Employee Engagement
3.9

Engagement Opinions

Engagement Behaviors

> Serving as a reciprocal relationship between the employee and the employer, engagement has the aptitude to elevate performance and strengthen the link among these relationships.

Note: Engagement statements are rated based on a scale where 1 = "strongly disagree" and 5 = "strongly agree." Averages of engagement statements are then calculated to create engagement indices.
Source: Employee Job Satisfaction and Engagement (SHRM, 2017)

FIGURE 4

REASONS EMPLOYEES STAY AT OR LEAVE THEIR CURRENT ORGANIZATION

	LEAVE		STAY
Compensation/pay	56%		44%
Flexibility to balance work and life issues	18%		34%
Benefits, the overall package	29%		32%
Job security	25%		29%
Meaningful work	14%		29%
Location (e.g., convenient, accessible)	13%		22%
Challenging work	8%		13%
Relationship with immediate supervisor	7%		12%
Level of workplace stress is manageable	16%		11%
Overall organizational culture	7%		7%
Career advancement opportunities	21%		6%
Opportunities for training and development	5%		3%
Other	4%		4%

Note: n = 242-358. Percentages do not total 100% due to multiples response options. Data sorted in descending order by reasons to stay percentages.
Source: Employee Job Satisfaction and Engagement (SHRM, 2017)

CONCLUSION

Two significant themes repeatedly appeared throughout the exploration of the leading contributors to job satisfaction and employee engagement. Fairness and openness are vital elements for any organization to be structurally sound. They provide the backbone of any institution while also weaving into every policy and process of an organization. Mindful HR professionals recognize the importance of these concepts because a culture in which leaders highlight trust, open communication and fairness is identified as the top strategy to combat current human capital challenges.[29] Failure to integrate these components is a missed opportunity, which represents a mark of apathy and hinders the employee-employer relationship. Although avoiding all negative circumstances is unrealistic, employees are more willing to accept the conditions or outcomes if they believe that the process or policy is based on reasonable terms. Equality and transparency must be evident from the top down and the bottom up for any organization to thrive and inspire continuous success.

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RESPONDENT DEMOGRAPHICS

ORGANIZATION STAFF SIZE

1 to 99 employees	34%
100 to 499 employees	19%
500 to 2,499 employees	18%
2,500 to 24,999 employees	18%
25,000 or more employees	12%

Note: n = 600.

ORGANIZATION SECTOR

Privately owned for-profit	50%
Publicly owned for-profit	26%
Nonprofit	15%
Government	9%

Note: n = 600.

JOB TENURE

2 years or less	26%
3 to 5 years	23%
6 to 10 years	21%
11 to 15 years	12%
16 or more years	17%

Note: n = 599. Percentages do not total 100% due to rounding.

GENERATION/AGE

Millennials (born after 1980)	38%
Generation X (born 1965-1980)	35%
Baby Boomers (born 1945-1964)	26%
Veterans (born before 1945)	2%

Note: n = 600. Percentages do not total 100% due to rounding.

GENDER

Female	53%
Male	47%
Other	0%*

Note: n = 598. Respondents who chose "prefer not to answer" were excluded from the analysis. An asterisk (*) indicates that the percentage was less than .5%.

JOB LEVEL

Nonmanagement (e.g., assistant, coordinator, specialist)	30%
Professional nonmanagement (e.g., analyst, nurse, engineer)	30%
Middle management (e.g., manager, supervisor, director)	30%
Executive level (e.g., CEO, CFO)	10%

Note: n = 600.

EDUCATION LEVEL

Did not graduate from high school	1%
High school graduate/GED	13%
Some college	19%
2-year degree	9%
4-year degree	37%
Post-graduate degree	22%

Note: n = 597. Percentages do not total 100% due to rounding. Respondents who chose "prefer not to answer" were excluded from the analysis.

RACE

White	76%
Black/African-American	8%
Hispanic or Latino	8%
Asian or Asian-American	6%
Two or more races	2%
American Indian and Alaska Native	1%
Native Hawaiian and Other Pacific Islander	0%*

Note: n = 594. Respondents who chose "prefer not to answer" were excluded from the analysis. An asterisk (*) indicates that the percentage was less than .5%.

ORGANIZATION INDUSTRY

Health care and social assistance	14%
Retail trade	13%
Educational services	11%
Professional, scientific and technical services	10%
Manufacturing	8%
Accommodation and food services	8%
Finance and insurance	6%
Public administration	6%
Administrative and support and waste management and remediation services	5%
Information	4%
Transportation and warehousing	3%
Wholesale trade	3%
Construction	3%
Religious, grantmaking, civic, professional and similar organizations	3%
Arts, entertainment and recreation	3%
Real estate and rental and leasing	2%
Management of companies and enterprises	2%
Repair and maintenance	1%
Utilities	1%
Personal and laundry services	1%
Agriculture, forestry, fishing and hunting	1%
Mining	0%

Note: n = 600. Percentages do not total 100% due to multiple response options.

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METHODOLOGY

This executive summary was based on the findings from the SHRM Employee Job Satisfaction and Engagement Survey of 600 U.S. employees. The data were collected in December 2016 by an external survey research organization through a web-enabled employee panel. Randomly sampled, all survey respondents were employed full time or part time with their organization for at least three months. The survey explored 44 elements of job satisfaction and 38 elements of employee engagement, which were categorized into the following eight areas: career development, compensation, benefits, employee relationships with management, work environment, conditions for engagement, engagement opinions and engagement behaviors.

The demographic profile of the sample obtained was matched to the demographic profile of U.S. employees. The U.S. Census Bureau conducts a monthly survey of households called the Current Population Survey (CPS) for the Bureau of Labor Statistics to attain information about the labor force, its characteristics and employment. A comparison between the 600 employees in the 2016 Employee Job Satisfaction and Engagement Survey sample and the CPS sample showed differences in education level, race/ethnicity and organizational industry. Compared with the CPS findings, the 2016 sample consisted of more employees with bachelor's and postgraduate degrees, less racially diverse employees, and fewer employees in the construction and manufacturing industries.

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