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SOCIETY FOR HUMAN
RESOURCE MANAGEMENT

2007 Job Satisfaction

A Survey Report by the Society for Human Resource Management

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ABOUT THIS REPORT

The objective of the SHRM Job Satisfaction Series is to identify and understand factors important to overall employee job satisfaction from the perspectives of both employees and HR professionals. This knowledge helps HR professionals better understand and appreciate employee preferences when developing programs and policies designated to influence employee satisfaction.

This report discusses the results from the 2007 Job Satisfaction Survey conducted in January 2007 by the Society for Human Resource Management (SHRM).

The survey explored 22 aspects of employee job satisfaction—ranging from job security, career advancement opportunities, communication between employees and management to benefits and compensation. In addition, HR professionals and employees were asked about how specific benefits like health care, paid time off and retirement figured into job satisfaction. Overall results were compared among SHRM’s first Job Satisfaction Poll conducted in September 2002 (also referred to as the 2002 Job Satisfaction Survey), which examined 16 of the same aspects; the 2004, 2005 and 2006 Job Satisfaction Surveys, which included 21 aspects; and the 2007 Job Satisfaction Survey, which included 22 aspects. The surveys were nearly identical, except for a few additions, providing trend data on employee job satisfaction over nearly five years.

Employee data for the 2002 Job Satisfaction Survey were gathered from a convenience sample, while employee data for the subsequent Job Satisfaction Surveys were gathered from a random sample of employees. Therefore, readers should proceed with discretion when generalizing the comparisons between these groups.

ABOUT SHRM

The Society for Human Resource Management (SHRM) is the world’s largest association devoted to human resource management. Representing more than 210,000 individual members, the Society’s mission is to serve the needs of HR professionals by providing the most essential and comprehensive resources available. As an influential voice, the Society’s mission is also to advance the human resource profession to ensure that HR is recognized as an essential partner in developing

and executing organizational strategy. Founded in 1948, SHRM currently has more than 550 affiliated chapters within the United States and members in more than 100 countries. Visit SHRM Online at www.shrm.org.

Introduction

JOB SATISFACTION SERIES

The recruitment and retention of qualified, skilled employees is the foundation of any business, small or large. Research indicates that employees who are satisfied with their jobs are more likely to stay with their current employers. Keeping a cadre of happy and motivated employees, however, is often elusive as the expectations of employees shift. These changing expectations stem from demographic trends, such as growing numbers of Generation Y employees and women entering the workforce, the retirement of baby boomers, caring for elderly parents, and more general changes in society, such as increased stress levels as employees attempt to juggle work and personal responsibilities. As life becomes more challenging, employees may become more stressed. Therefore, the factors long thought to satisfy employees may be shifting, depending on attributes such as the gender and age of employees.

HR professionals are an important organizational link to the human capital embodied by employees. Therefore, as organizations prepare for a changing workforce, it is imperative for HR professionals to be aware of what characteristics employees feel contribute to their motivation and satisfaction on the job.

This series of reports compares the responses of HR professionals and employees in an effort to understand the similarities and differences between these two vantage points. HR professionals are strategically primed to serve as a voice for employees. In addition, as the players in the organization most heavily involved in recruitment, retention and performance management, HR professionals benefit by knowing which factors employees value most. Yet, this is sometimes difficult because understanding what satisfies employees is a dynamic and evolving process. HR professionals need to know that the programs they are promoting for employees are indeed important to them. One way for HR professionals to gauge their knowledge of employee needs is to recognize the degree to which their perceptions are accurate when matched up against employees' perceptions. While collecting only employee data on job satisfaction would provide useful information for HR professionals, another piece of the puzzle is found in a direct comparison of the two groups' perceptions.

In order to make meaningful comparisons, it is important to consider the employees represented in this study. HR professionals were asked to report on employees in

their organizations, i.e., the entire workforce, including both exempt and nonexempt workers. With this in mind, it is accurate to say that the profile of employees from the HR professionals' perspective tends to be a more generalized and inclusive category.

Employee data were analyzed by demographic variables such as employee age, gender and job tenure. These types of analyses are useful because they highlight that not all employees have the same preferences with respect to job satisfaction. HR professionals who are aware of the needs of different groups by age, gender and job tenure may be able to develop programs that appeal to certain groups more than to others. For example, if an organization has high turnover among employees 35 years of age and younger, it would be useful to know what factors affect their satisfaction the most and how the organization can offer programs that appeal to this segment of its workforce.

The Job Satisfaction Series currently consists of seven reports in addition to this one.¹ The previous survey reports in the series can be downloaded individually by SHRM members free of charge at www.shrm.org/surveys. A compilation of SHRM's Job Satisfaction Series that span from September 2002 to April 2004, titled the *Job Satisfaction Series Survey Report*, is also available.

2007 JOB SATISFACTION SURVEY

The SHRM/Rutgers Leading Indicator of National Employment (LINE™),² which tracks monthly changes in U.S. manufacturing and the service-sector jobs, shows that the market is continuing to improve in 2007. A stronger economy and job market make employee retention a greater challenge for HR professionals. According to a recent SHRM survey, about one-half of currently employed respondents reported that they were very likely to search for another job as the economy and job market continued to improve. When factoring in employees' career level, it appears that organizations are more at risk of losing nonmanagement and middle-management employees than executive-level employees as the economy and job market continue to improve.³

The January 2007 SHRM/Rutgers LINE™ also revealed that there was more job growth and slower wage increases than a year ago, and firms were finding it difficult to recruit highly qualified individuals to fill key positions. This is in stark contrast to the economic climate of October 2002, when data were collected for the first Job Satisfaction Survey and talks of recession and mass layoffs were rampant. As socioeconomic and political indicators change from one year to the next, there are also fluctuations in the aspects of job satisfaction that employees and HR professionals view as most important to overall employee job satisfaction.

Since its inception, research from the Job Satisfaction Series has revealed that overall employees are highly satisfied with their jobs. This report will later compare satisfaction levels in this survey to satisfaction levels over the previous four years to determine if there have been significant changes. In addition, data will be analyzed by organization staff size and industry for both groups of respondents and by employee tenure, age and gender.

Methodology

The survey instruments were developed by the SHRM Survey Program. For comparison purposes, employees and HR professionals received similar questions in the surveys.⁴

HR PROFESSIONAL SAMPLE

The HR professional sample was randomly selected from SHRM's membership database, which included approximately 210,000 individual members at the time the survey was conducted. Only members who had not participated in an SHRM survey or poll in the last six months were included in the sampling frame. Members who were students, consultants, academics, located internationally or had no e-mail address on file were excluded from the sampling frame. In January 2007, an e-mail that included a link to the 2007 Job Satisfaction Online Survey was sent to 3,000 randomly selected SHRM members. Of these, 2,670 e-mails were successfully delivered to respondents, and 713 HR professionals responded, yielding a response rate of 27%. The survey was accessible for a period of three weeks, and three e-mail reminders and a fax reminder were sent to nonrespondents in an effort to increase response rates. The sample of 713 HR professionals closely matched the SHRM membership population and the HR professional sample in 2006 in terms of demographics.

EMPLOYEE SAMPLE

A sample of 604 employees was randomly selected by an outside survey research organization's Web-enabled employee panel, which completed the 2007 Job Satisfaction Online Survey over a period of six days. The employee panel is based on a random sample of the entire U.S. telephone population. All panelist households are provided with a custom-designed Web device so that they can complete surveys online. A response rate of 57% was achieved. All respondents were employed either full time or part time.

Comparing the employees in this survey to the 2006 sample showed that the two samples were mostly similar in composition. Differences that emerged included a smaller proportion of employees from the service (profit) sector and a larger proportion of employees aged 36-55 in 2007 than in 2006.

NOTES AND CAVEATS

Analysis: Throughout this report, conventional statistical methods are used to determine if observed differences are statistically significant (i.e., there is a small likelihood that the differences occurred by chance). When presenting data from the overall survey results, findings are discussed, in some cases, even if they are not statistically significant. In some cases, the data are not depicted in corresponding tables/figures even though the results are statistically significant. However, in comparing results from 2007 to previous survey years, only those that are statistically significant are included, unless otherwise noted. Analyses by HR professionals' and employees' organization staff size and industry are discussed. Additional analyses by employee job tenure, gender and age were also conducted.

- Industry categories: only industries that had 20 or more respondents were included in industry analyses. Although respondents from other industries participated in the study, analysis from industries with fewer than 20 respondents sometimes yields inconclusive or questionable results.
- Organization staff size categories: small (1 to 99 employees), medium (100 to 499 employees) and large (500 or more employees).
- Employee age categories: 35 and younger, 36 to 55, and 56 and older.
- Job tenure categories: two years or less, three to five years, six to 10 years, 11 to 15 years and 16 years or more.

Generalization of results: As with any research, readers should exercise caution when generalizing results and take individual circumstances and experiences into consideration when making decisions based on these data. While SHRM is confident in its research, it is prudent to understand that the results presented in this survey report are only truly representative of the sample of HR and employee respondents.⁵

Number of respondents: The number of respondents (indicated by “n”) is noted in all tables and figures and indicates the number of individuals (not organizations) who provided data relevant to a particular table or figure. The number of respondents varies from table to table because some respondents did not answer all of the questions. Individuals may not have responded to a question on the survey because the question or some of its parts were not applicable or because the requested data were unavailable. This also accounts for the varying number of responses within a table.

Confidence level and margin of error: A confidence level and margin of error give readers some measure of how much they can rely on survey responses to represent all SHRM members. Given the level of response to the survey, SHRM Research is 96% confident that responses given by responding HR professionals can be generalized to all SHRM members, in general, with a margin of error of approximately 4%. For example, 48% of the responding HR professionals reported that job security was very important for employee job satisfaction. With a 4% margin of error, the reader can be 96% certain that between 44% and 52% of SHRM members believe that job security is very important to employee job satisfaction. It is important to know that as the sample size decreases, the margin of error increases.

Key Findings

Seventy-nine percent of employees reported overall satisfaction with their current positions, with almost four out of 10 employees indicating they were very satisfied. There were no differences in overall job satisfaction by employee organization size, industry, job tenure, age or gender. HR professionals indicated that employees were satisfied with their jobs, although the overall satisfaction averages for both groups revealed that employees were more satisfied than HR professionals predicted. The main difference appears to be that only 14% of HR professionals believed that employees were very satisfied with their jobs.

The top five “very important” aspects of job satisfaction, according to employees themselves, were *compensation, benefits, job security, work/life balance* and *communication between employees and senior management*. The 2007 findings were very similar to the 2006 job satisfaction results; the main difference was that *communication between employees and senior management* replaced *feeling safe in the work environment* as the fifth important aspect.

Similar to previous survey years, HR professionals perceived many aspects to be more important to employees than employees indicated. The top five aspects of employee job satisfaction predicted by HR professionals included *relationship with immediate supervisor, compensation, management recognition of employee job performance, benefits* and *communication between employees and senior management*. In 2007, the top five list was nearly identical to the list in 2006, except for variations in the order. Most notably, *compensation* moved from fifth place in 2006 to second place in 2007. Overall, the top preferences for employee job satisfaction aspects selected by employees and HR professionals have not changed to a large degree in the past several years.

Analysis by employee organization staff size revealed that for employees in small-staff-sized organizations, *feeling safe in the work environment* was the most important factor to their job satisfaction. For employees at medium- and large-staff-sized organizations, *compensation* and *health care/medical benefits*, respectively, were most important. For male employees, *health care/medical benefits* were the most important aspect to their job satisfaction, whereas *feeling safe in the work environment* was the most important contributor to job satisfaction for female employees. Conversely, in 2006 *compensation* topped the list for both males and females. *Compensation* was

HR professionals indicated that employees were satisfied with their jobs, although the overall satisfaction averages for both groups revealed that employees were more satisfied than HR professionals predicted.

indicated as the most important job satisfaction factor by employees aged 35 and younger and 36 to 55. Employees aged 56 and older indicated that *feeling safe in their work environment* was their top priority.

Survey Results

HR professionals and employees were asked to rate the importance of 22 aspects of the work environment commonly associated with employee job satisfaction.⁶ A five-point scale was used where “1” represented “very unimportant,” “3” represented “neither important nor unimportant” and “5” represented “very important.” The average levels of importance for both employees and HR professionals are presented in the figures and tables throughout this report.

The majority of responses fell into either the “important” or “very important” response category for each of the 22 aspects. Therefore, although the average level of importance for each question will be used as a way to determine if statistically significant differences exist between both groups of respondents and job satisfaction surveys, interpretation of the survey findings will have a greater emphasis on the “very important” category as it provides a more accurate representation of the differences among the 22 aspects.

The aspects were divided into four topic areas—career development, relationship with management, compensation and benefits, and work environment. In addition, for the second year, a special benefits section specifically addressed employees’ and HR professionals’ opinions about how health care/medical benefits, paid time off and retirement benefits affected employee job satisfaction. These questions, however, were kept separate from the overall 22 elements of job satisfaction that were of most importance to employees because they were only asked in 2006 and 2007 and therefore would affect the comparison of the job satisfaction surveys from year to year. In addition, it is possible that these three specific benefits were factored into how respondents answered the question about the benefits aspect.

The following 22 elements of job satisfaction were examined:

Career Development

1. Career advancement opportunities within the organization.
2. Career development opportunities for learning and professional growth.
3. Job-specific training.
4. Networking with others who have similar backgrounds and interests.
5. Opportunities to use skills and abilities in work.
6. The organization's commitment to professional development.
7. Paid training and tuition reimbursement programs

Relationship With Management

8. Communication between employees and senior management.
9. Autonomy and independence to make decisions.
10. Management recognition of employee job performance (feedback, incentives, rewards).
11. Relationship with immediate supervisor.

Compensation and Benefits

12. Benefits (medical, dental, 401(k), disability, life insurance, etc.).
13. Compensation/pay (salary, bonuses).
14. Employee flexibility to balance life and work issues (job sharing, flex schedules, telecommuting, etc.).

Work Environment

15. Feeling safe in the work environment.
16. Job security.
17. Meaningfulness of job (contribution to society as a whole).
18. Overall corporate culture (organization's reputation, work ethics, values, working conditions, etc.).
19. Relationships with co-workers.
20. The contribution of the employee's work to the overall business goals of the organization.
21. The variety of the employee's work (working on different projects, using different skills).
22. The work itself (it is interesting, challenging, exciting, etc.).

In addition, HR professionals were asked to estimate overall employee job satisfaction at their organizations and employees were asked to indicate their overall satisfaction with their current or most recent jobs.

In order to differentiate the aspects most important to respondents, the top five out of the 22 aspects, plus the three special benefits aspects rated as very important, were analyzed by demographic variables for HR professionals and employees.

JOB SATISFACTION ASPECTS IN ORDER OF IMPORTANCE TO EMPLOYEES

Figures 1 and 2 illustrate the 22 components of employee job satisfaction in order of most important to least important, according to employees and HR professionals, respectively.⁷ Tables 1 and 2 compare the list of aspects in 2002, 2004, 2005, 2006 and 2007. When reviewing the top five list of factors that affect job satisfaction, it is important to remember that in some cases there may be differences of only a few percentage points, affecting whether an aspect was rated first or second. Therefore, although in this report the top five job satisfaction aspects are highlighted in several areas, the interpretation of first, second, third, etc., remains flexible.

The Top Five Employee Job Satisfaction Aspects

For employees, the top five contributors to job satisfaction were compensation, benefits, job security, flexibility to balance work/life issues and communication between employees and senior management. As shown in Table 1, the top five aspects in 2007 were essentially the same as in 2006, although communication between employees and senior management moved up slightly in the list to fifth place, replacing feeling safe in the work environment.

For HR professionals, the top five predicted contributors to employee job satisfaction were relationship with immediate supervisor, compensation, management recognition of employee job performance, benefits, and communication between employees and senior management. The top five aspects in 2007 were identical to 2006, except for the change in order, as demonstrated in Table 2.

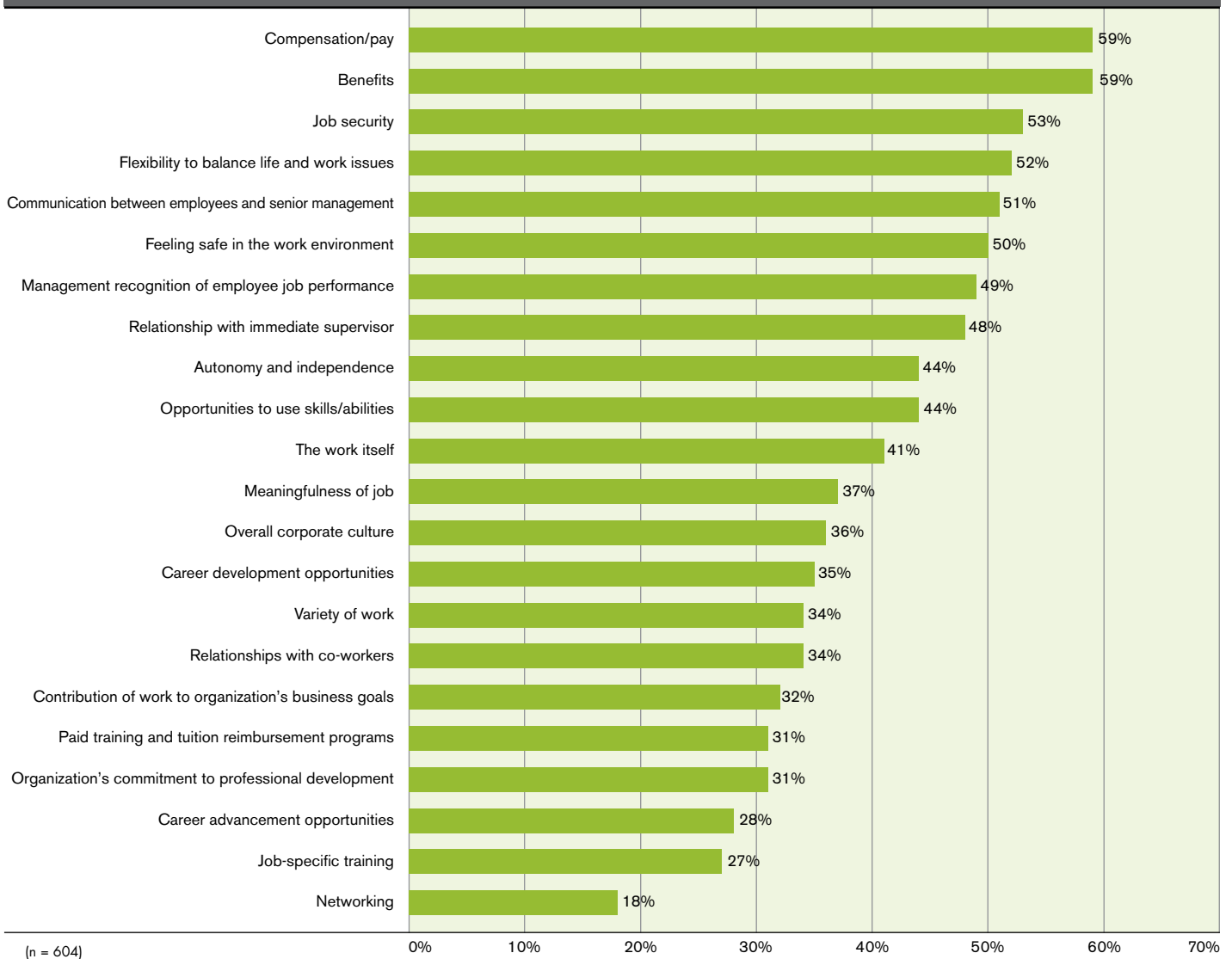
The top five job satisfaction aspects were also analyzed by industry and organization size for both employees and HR professionals and by job tenure, age and gender for employees. In the top five lists by these demographic variables, specific benefits aspects—health care, paid time off and retirement benefits—were also included to provide a better comparison of how these very important benefits played a role in overall job satisfaction (see Appendix).

Compensation

Nearly six out of 10 employees (59%) indicated that compensation was very important to them, making it and benefits the most important of the 22 aspects listed in 2007. Compensation has consistently been rated as the first or second aspect most important to employees, except in 2002 when it came in fifth. Employees in medium and large organizations placed greater value on compensation compared with respondents from small organizations (Table 3), as did employees 55 and younger compared with employees 56 and older (Table 4).

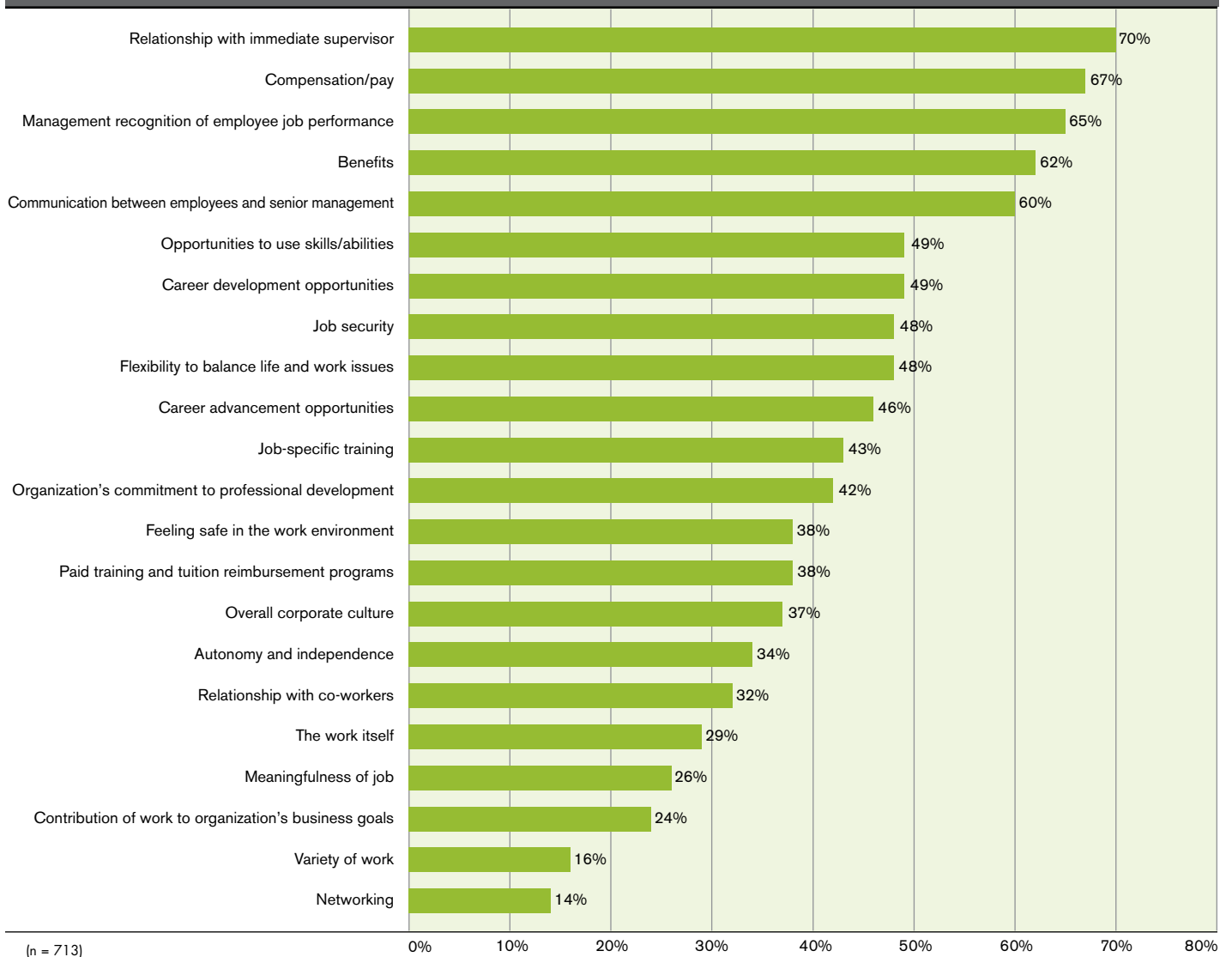
Sixty-seven percent of HR professionals perceived compensation as very important to employee job satisfaction. It is important to note that HR professionals have rated compensation among the top five aspects important to employees over the years, and in 2007 it moved further up on the list to second place. The average level of importance showed that HR professionals believed this aspect to be a more important contributor to job satisfaction than employees themselves did (Table 5). In previous

Figure 1 | “Very Important” Aspects of Employee Job Satisfaction (Employees)



Source: SHRM 2007 Job Satisfaction Survey Report

Figure 2 | “Very Important” Aspects of Employee Job Satisfaction (HR Professionals)



Source: SHRM 2007 Job Satisfaction Survey Report

**Table 1 | Comparison of “Very Important” Aspects of Employee Job Satisfaction:
2002, 2004, 2005, 2006 and 2007 (Employees)**

	2002 (n = 604)	2004 (n = 604)	2005 (n = 601)	2006 (n = 605)	2007 (n = 604)
Compensation/pay	59% (5)	63% (2)	61% (2)	67% (1)	59% (1)
Benefits	64% (2)	68% (1)	63% (1)	65% (2)	59% (1)
Job security	65% (1)	60% (4)	59% (4)	59% (3)	53% (3)
Flexibility to balance life and work issues	62% (3)	57% (5)	60% (3)	59% (3)	52% (4)
Communication between employees and senior management*	62% (3)	54%	50%	48%	51% (5)
Feeling safe in the work environment	36%	62% (3)	55% (5)	54% (5)	50%
Management recognition of employee job performance	49%	47%	45%	47%	49%
Relationship with immediate supervisor	49%	49%	46%	47%	48%
Autonomy and independence	46%	42%	41%	44%	44%
Opportunities to use skills/abilities	–	47%	44%	51%	44%
The work itself	50%	46%	35%	46%	41%
Meaningfulness of job	29%	38%	37%	42%	37%
Overall corporate culture	40%	43%	39%	40%	36%
Career development opportunities	51%	40%	34%	42%	35%
Variety of work	–	37%	45%	40%	34%
Relationship with co-workers	23%	33%	34%	35%	34%
Contribution of work to organization’s business goals	–	35%	33%	37%	32%
Paid training and tuition reimbursement programs	–	–	–	–	31%
Organization’s commitment to professional development	–	34%	31%	35%	31%
Career advancement opportunities	52%	37%	28%	36%	28%
Job-specific training	34%	34%	28%	36%	27%
Networking	–	17%	19%	21%	18%

* This question was modified in 2004 by specifying communication with “senior management” instead of “management.”

Note: Data are sorted by 2007 column. A dash (–) indicates that this question was not asked. Numbers in parentheses indicate position of aspect in respective column year.

Source: SHRM 2007 Job Satisfaction Survey Report

**Table 2 | Comparison of “Very Important” Aspects of Employee Job Satisfaction:
2002, 2004, 2005, 2006 and 2007 (HR Professionals)**

	2002 (n = 461)	2004 (n = 429)	2005 (n = 505)	2006 (n = 548)	2007 (n = 713)
Relationship with immediate supervisor	61% (3)	70% (1)	71% (1)	72% (1)	70% (1)
Compensation/pay	54% (5)	58% (5)	62% (3)	60% (5)	67% (2)
Management recognition of employee job performance	62% (2)	68% (2)	69% (2)	71% (2)	65% (3)
Benefits	53%	60% (3)	61% (4)	62% (3)	62% (4)
Communication between employees and senior management*	77% (1)	59% (4)	60% (5)	62% (3)	60% (5)
Opportunities to use skills/abilities	–	57%	52%	53%	49%
Career development opportunities	48%	51%	50%	56%	49%
Job security	59% (4)	50%	49%	50%	48%
Flexibility to balance life and work issues	46%	53%	53%	50%	48%
Career advancement opportunities	43%	43%	47%	49%	46%
Job-specific training	34%	47%	43%	45%	43%
Organization's commitment to professional development	–	49%	43%	51%	42%
Feeling safe in the work environment	30%	40%	39%	45%	38%
Paid training and tuition reimbursement programs	–	–	–	–	38%
Overall corporate culture	33%	32%	32%	37%	37%
Autonomy and independence	24%	32%	29%	33%	34%
Relationship with co-workers	29%	34%	30%	30%	32%
The work itself	33%	34%	30%	29%	29%
Meaningfulness of job	18%	20%	23%	24%	26%
Contribution of work to organization's business goals	–	22%	21%	24%	24%
Variety of work	–	14%	13%	16%	16%
Networking	–	14%	15%	17%	14%

* This question was modified in 2004 by specifying communication with “senior management” instead of “management.”

Note: Data are sorted by 2007 column. A dash (–) indicates that this question was not asked. Numbers in parentheses indicate position of aspect in respective column year.

Source: SHRM 2007 Job Satisfaction Survey Report

years, HR has typically perceived aspects such as the relationship with immediate supervisor and recognition as more important to employees than compensation, yet it appears that HR is becoming increasingly aware of the importance of compensation to employees. In 2007, HR professionals perceived compensation as more important to employee job satisfaction compared with HR professionals in 2002 (Table 6).

HR literature generally shows that compensation is not the main motivator or satisfier for most employees. Although this study focuses on the importance of various aspects to job satisfaction, it has been argued that employee engagement surveys may be a more effective means for measuring the extent to which employees are not only satisfied but engaged—in other words, dedicated, enthusiastic and committed to their jobs. Even though compensation has ranked among the top components important to employee perceptions about job satisfaction, it is unlikely that employees view it

Table 3 | Comparison of Average Importance of Certain Aspects to Job Satisfaction (by Employee Organization Staff Size)

	Small (1-99 Employees) (n = 218)	Medium (100-499 Employees) (n = 96)	Large (500 and More Employees) (n = 285)	Differences Based on Staff Size
Career advancement opportunities	3.55	3.77	3.96	Large > small
Career development opportunities	3.79	4.05	4.18	Large > small
Job-specific training	3.73	3.93	4.06	Large > small
Organization's commitment to professional development	3.78	4.02	4.11	Large > small
Paid training and tuition reimbursement programs	3.52	3.81	4.02	Large > small
Communication between employees and senior management	4.19	4.40	4.44	Large > small
Autonomy and independence	4.16	4.26	4.38	Large > small
Management recognition of employee job performance	4.13	4.31	4.45	Large > small
Relationship with immediate supervisor	4.12	4.33	4.43	Large > small
Benefits	4.10	4.53	4.61	Medium > small Large > small
Compensation/pay	4.25	4.61	4.61	Medium > small Large > small
Job security	4.23	4.45	4.47	Large > small
Overall corporate culture	4.00	4.28	4.18	Medium > small Large > small
Relationship with co-workers	4.00	4.19	4.23	Large > small

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the averages shown are based on the actual number of respondents by organization staff size who answered the questions using the provided response options.

Source: SHRM 2007 Job Satisfaction Survey Report

in isolation from other factors. There usually are a combination of factors and more complex rationales behind employee job satisfaction. Pay typically becomes an issue when the organization fails to adjust to changes in the market or fails to equitably adhere to its own policy. And, all too often, employees do not understand their organization's pay system and how it works. According to a recent SHRM weekly poll, 58% of HR professionals agreed (responded "agree" and "strongly agree") that employees understood how pay decisions (e.g., merit increases, promotions, bonuses, etc.) were made, while only 32% agreed that employees understood how pay level decisions within pay grades or band systems were made.⁸

In addition, compensation will most likely remain in the forefront of the minds of employees and employers given the rising costs of health care premiums and prescription drug benefits, along with the push for consumer-directed health care plans. As organizations continue to look for ways to reduce their benefits costs and put more of the cost share on employees, employees are finding the need to put more of their compensation into covering health care and retirement savings. As a result, employees may be setting aside more money than before.

Benefits

Similar to compensation, 59% of employees indicated that benefits were very important to job satisfaction. For the past four years, benefits and compensation have both been rated by employees as the top two aspects most important to their job satisfaction. HR professionals (62%) also viewed benefits as very important to employees, and examining the averages revealed that HR professionals actually rated benefits as more important than employees did (Table 5). It is important to bear in mind that in relation to the other aspects that HR professionals rated as very important, benefits fell behind the relationship with immediate supervisor, compensation and management recognition of job performance (Figure 2). It is positive that HR professionals are recognizing the growing importance of benefits to employees. In 2002, benefits did not make the top five list for HR professionals (it was sixth), but since then it has been in the top five list for HR professionals every year the survey was conducted.

These data illustrate that benefits, along with compensation, are of utmost importance to employees, and this trend is likely to continue. Employees placed greater value on benefits in 2002 than in 2005 and 2007 (Table 7). As with compensation, employees from medium and large organizations gave more importance to benefits than did employees from small organizations (Table 3). Benefits were deemed more important to employees 55 and younger than to employees 56 and older (Table 4). It may be that some employees in the oldest age group are covered by Medicare benefits and/or retiree benefits from other organizations where they have worked, and this may affect their perceptions about job satisfaction in relation to benefits. Employees with six to 10 years of job tenure also tended to assess benefits as more important than did employees with two years or less (Table 8).

Table 4 | Comparison of Average Importance of Certain Aspects to Job Satisfaction (by Employee Age)

	35 and Younger (n = 183)	36 to 55 (n = 328)	56 and Older (n = 93)	Differences Based on Employee Age
Career advancement opportunities	4.16	3.75	3.09	35 and younger > 36 to 55 35 and younger > 56 and older 36 to 55 > 56 and older
Career development opportunities	4.30	4.02	3.37	35 and younger > 36 to 55 35 and younger > 56 and older 36 to 55 > 56 and older
Job-specific training	4.08	3.94	3.47	35 and younger > 56 and older 36 to 55 > 56 and older
Opportunities to use skills/abilities	4.37	4.28	4.08	35 and younger > 56 and older
Organization's commitment to professional development	4.08	3.96	3.77	35 and younger > 56 and older
Paid training and tuition reimbursement programs	4.11	3.75	3.33	35 and younger > 36 to 55 35 and younger > 56 and older 36 to 55 > 56 and older
Management recognition of employee job performance	4.45	4.28	4.10	35 and younger > 56 and older
Relationship with immediate supervisor	4.36	4.31	4.11	35 and younger > 56 and older
Benefits	4.49	4.42	4.12	35 and younger > 56 and older 36 to 55 > 56 and older
Compensation/pay	4.53	4.50	4.26	35 and younger > 56 and older 36 to 55 > 56 and older
Flexibility to balance life and work issues	4.48	4.35	4.04	35 and younger > 56 and older 36 to 55 > 56 and older

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the age question; however, the averages shown are based on the actual number of respondents by age who answered the questions using the provided response options.

Source: SHRM 2007 Job Satisfaction Survey Report

Table 5 | Comparison of Average Importance of Certain Aspects to Job Satisfaction (by Sample)

	Employees (n = 604)	HR Professionals (n = 713)	Differences Based on Sample
Career advancement opportunities	3.77	4.36	HR professionals > employees
Career development opportunities	4.00	4.42	HR professionals > employees
Job-specific training	3.91	4.36	HR professionals > employees
Networking	3.57	3.70	HR professionals > employees
Opportunities to use skills/abilities	4.28	4.44	HR professionals > employees
Organization's commitment to professional development	3.96	4.30	HR professionals > employees
Paid training and tuition reimbursement programs	3.79	4.17	HR professionals > employees
Communication between employees and senior management	4.34	4.55	HR professionals > employees
Autonomy and independence	4.28	4.23	
Management recognition of employee job performance	4.31	4.60	HR professionals > employees
Relationship with immediate supervisor	4.29	4.66	HR professionals > employees
Benefits	4.40	4.58	HR professionals > employees
Compensation/pay	4.47	4.65	HR professionals > employees
Flexibility to balance life and work issues	4.34	4.34	
Feeling safe in the work environment	4.37	4.28	Employees > HR professionals
Job security	4.38	4.39	
Meaningfulness of job	4.06	3.96	Employees > HR professionals
Overall corporate culture	4.13	4.23	HR professionals > employees
Relationship with co-workers	4.14	4.24	HR professionals > employees
Contribution of work to organization's business goals	4.07	4.03	
Variety of work	4.11	3.79	Employees > HR professionals
The work itself	4.25	4.13	Employees > HR professionals

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of survey respondents; however, the averages shown are based on the actual number of respondents who answered the questions using the provided response options.

Source: SHRM 2007 Job Satisfaction Survey Report

HR professionals face the dilemma of balancing the right mix of employee benefits while taking into consideration the increasing costs of offering benefits. Benefits have a high monetary value for both employees and organizations, and it is important for organizations to better understand the needs and preferences of their workforce, taking into account employee attributes such as job tenure, age, gender, etc. Likewise, it is necessary that employees understand the full suite of rewards they receive. Sharing this information with employees could include communicating the total cost of the benefits the organization contributes toward benefits per employee. According to the *SHRM 2007 Benefits Survey Report*, HR professionals indicated that their organizations spent an average of 20% of an employee’s annual salary on mandatory benefits such as FICA and unemployment and 18% on voluntary benefits such as health care and retirement benefits (but excluding leave benefits).⁹ This translates into additional income for the employee. Employee benefits serve as a powerful tool for increasing not only employee satisfaction but also loyalty, productivity and recruitment and retention efforts.

Specific Aspects of Benefits

The 2006 and 2007 Job Satisfaction Surveys included a special benefits section asking employees and HR professionals about the importance of health care/medical benefits, paid time off and retirement benefits to employee job satisfaction. Benefits offerings for employees can include a wide array of benefits and perks, however, of

Table 6 | Comparison of Average Importance of Certain Aspects to Job Satisfaction in 2002, 2004, 2005, 2006 and 2007 (HR Professionals)

	2002 (n = 461)	2004 (n = 429)	2005 (n = 505)	2006 (n = 548)	2007 (n = 713)	Differences Based on Year
Job-specific training	4.24	4.39	4.35	4.37	4.36	2004 > 2002 2006 > 2002 2007 > 2002
Communication between employees and senior management*	4.76	4.55	4.57	4.58	4.55	2002 > 2004 2002 > 2005 2002 > 2006 2002 > 2007
Relationship with immediate supervisor	4.57	4.67	4.68	4.70	4.66	2005 > 2002 2006 > 2002 2007 > 2002
Benefits	4.49	4.56	4.58	4.60	4.58	2006 > 2002
Compensation/pay	4.52	4.56	4.61	4.60	4.65	2007 > 2002
Feeling safe in the work environment	4.14	4.28	4.30	4.34	4.28	2004 > 2002 2005 > 2002 2006 > 2002 2007 > 2002
Job security	4.55	4.47	4.46	4.45	4.39	2002 > 2007

* This question was modified in 2004 by specifying communication with “senior management” instead of “management.”

Note: Averages are based on a scale where 1 = “very unimportant” and 5 = “very important.” Sample sizes are based on the actual number of responding HR professionals by year; however, the averages shown are based on the actual number of respondents by year who answered the questions using the provided response options.

Source: SHRM 2007 Job Satisfaction Survey Report

Table 7 | Comparison of Average Importance of Certain Aspects to Job Satisfaction in 2002, 2004, 2005, 2006 and 2007 (Employees)

	2002 (n = 604)	2004 (n = 604)	2005 (n = 601)	2006 (n = 605)	2007 (n = 604)	Differences Based on Year
Career advancement opportunities	4.35	3.92	3.76	3.93	3.77	2002 > 2004 2002 > 2005 2002 > 2006 2002 > 2007 2004 > 2005 2006 > 2005
Career development opportunities	4.38	4.06	4.02	4.15	4.00	2002 > 2004 2002 > 2005 2002 > 2006 2002 > 2007
Job-specific training	4.15	4.03	3.93	4.05	3.91	2002 > 2005 2002 > 2007
Networking	–	3.63	3.68	3.72	3.57	2006 > 2007
Communication between employees and senior management*	4.56	4.41	4.34	4.31	4.34	2002 > 2004 2002 > 2005 2002 > 2006 2002 > 2007
Autonomy and independence	4.37	4.28	4.24	4.26	4.28	2002 > 2005
Benefits	4.59	4.53	4.43	4.46	4.40	2002 > 2005 2002 > 2007
Flexibility to balance life and work issues	4.51	4.48	4.50	4.49	4.34	2002 > 2007 2004 > 2007 2005 > 2007 2006 > 2007
Feeling safe in the work environment	4.14	4.53	4.45	4.41	4.37	2004 > 2002 2004 > 2007 2005 > 2002 2006 > 2002 2007 > 2002
Job security	4.58	4.51	4.48	4.46	4.38	2002 > 2006 2002 > 2007 2004 > 2007
Meaningfulness of job	3.99	4.13	4.13	4.18	4.06	2004 > 2002 2005 > 2002 2006 > 2002
The work itself	4.43	4.32	4.15	4.32	4.25	2002 > 2005 2002 > 2007 2004 > 2005 2006 > 2005
Variety of work	–	4.15	4.33	4.19	4.11	2005 > 2004 2005 > 2006 2005 > 2007

* This question was modified in 2004 by specifying communication with “senior management” instead of “management.”

Note: Averages are based on a scale where 1 = “very unimportant” and 5 = “very important.” Sample sizes are based on the actual number of respondents answering the age question; however, the averages shown are based on the actual number of respondents by age who answered the questions using the provided response options.

Source: SHRM 2007 Job Satisfaction Survey Report

primary importance to many employees are health care, paid time off and retirement. For more detailed information about the types of benefits and trends in benefits offerings over the last five years, see the *SHRM 2007 Benefits Survey Report*.

- Health care/medical benefits: 60% of employees and 64% of HR professionals indicated that this benefit was very important to employee job satisfaction (see Figure 3).
- Paid time off (e.g., vacation, holiday and sick days): 55% of employees and 60% of HR professionals indicated that this benefit was very important to employee job satisfaction (see Figure 4).
- Retirement benefits (e.g., defined contribution plans such as 401(k) and defined benefit plans such as pensions): 56% of employees and 38% of HR professionals reported that this benefit was very important to employee job satisfaction (see Figure 5).

Table 8 | Comparison of Average Importance of Certain Aspects to Job Satisfaction (by Employee Job Tenure)

	2 Years or Less (n = 161)	3 to 5 Years (n = 144)	6 to 10 Years (n = 125)	11 to 15 Years (n = 67)	16 Years or More (n = 102)	Differences Based on Employee Job Tenure
Career advancement opportunities	3.88	3.81	3.94	3.81	3.34	2 years or less > 16 or more years 3 to 5 years > 16 or more years 6 to 10 years > 16 or more years 11 to 15 years > 16 or more years
Career development opportunities	4.13	4.03	4.11	3.93	3.71	2 years or less > 16 or more years 6 to 10 years > 16 or more years
Communication between employees and senior management	4.34	4.37	4.46	4.45	4.08	6 to 10 years > 16 or more years 11 to 15 years > 16 or more years
Management recognition of employee job performance	4.38	4.39	4.34	4.31	4.05	2 years or less > 16 or more years 3 to 5 years > 16 or more years
Relationship with immediate supervisor	4.35	4.29	4.46	4.39	3.96	2 years or less > 16 or more years 3 to 5 years > 16 or more years 6 to 10 years > 16 or more years 11 to 15 years > 16 or more years
Benefits	4.27	4.35	4.58	4.52	4.39	6 to 10 years > 2 years or less
Job security	4.24	4.34	4.56	4.43	4.41	6 to 10 years > 2 years or less
Meaningfulness of job	3.95	4.17	4.26	3.97	3.91	6 to 10 years > 2 years or less 6 to 10 years > 16 or more years

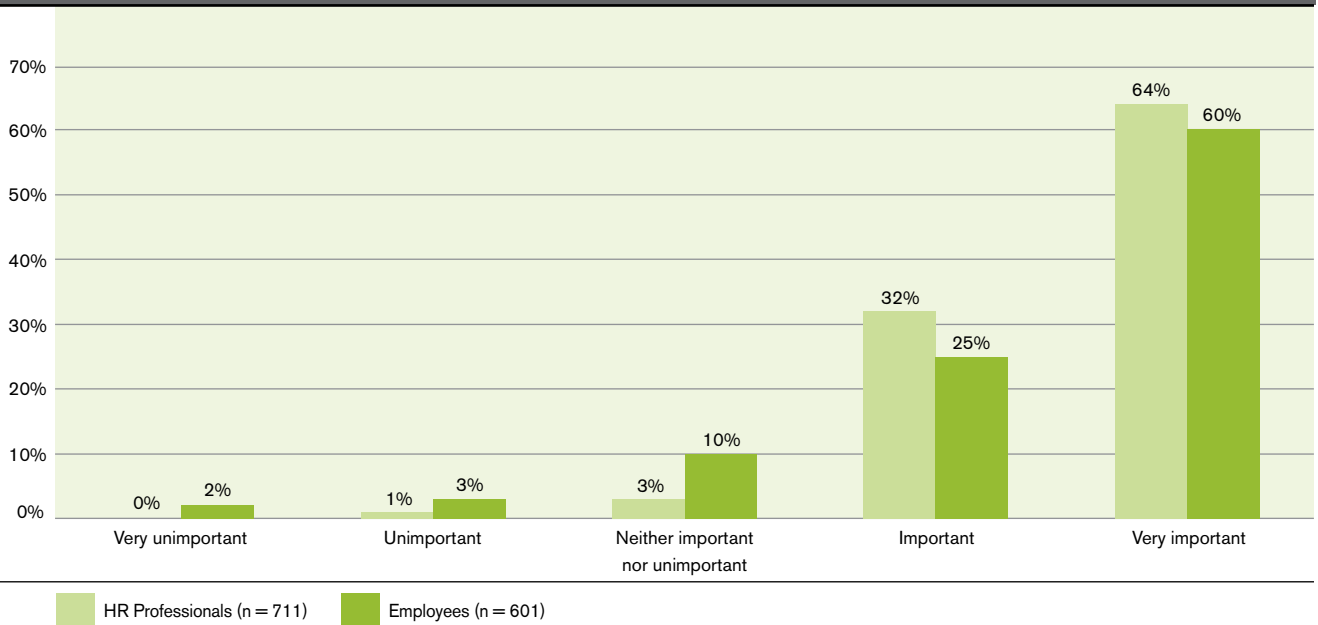
Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the job tenure question; however, the averages shown are based on the actual number of respondents by job tenure who answered the questions using the provided response options.
Source: SHRM 2007 Job Satisfaction Survey Report

Job Security

Job security, which was rated as the top component of job satisfaction by employees in 2002 during the height of the recession, placed third for employees in 2007. Similarly, HR professionals rated job security fourth in 2002, and in subsequent years, job security consistently fell into ninth place. Job security was a more pressing concern for HR professionals and employees in 2002 than in 2007, and for employees in 2004 compared with 2007 (Tables 6 and 7).

Nonetheless, employees and HR professionals were in agreement about the importance of job security (the differences between the two were not statistically significant) (Table 5). Overall, 53% of employees and 48% of HR professionals indicated that job security was very important. This aspect was more important to employees located in large organizations than to employees in small organizations (Table 3) and to employees with six to 10 years of job tenure compared with employees with two years or less of tenure (Table 8). These days, it has become more and more common and acceptable to have worked for several different employers throughout one's lifetime. Job security is perhaps less of a concern for younger tenured employees because the employer-employee relationship is no longer characterized as a lifetime commitment it once was. For females, this job aspect was more important than for male employees (Table 9).

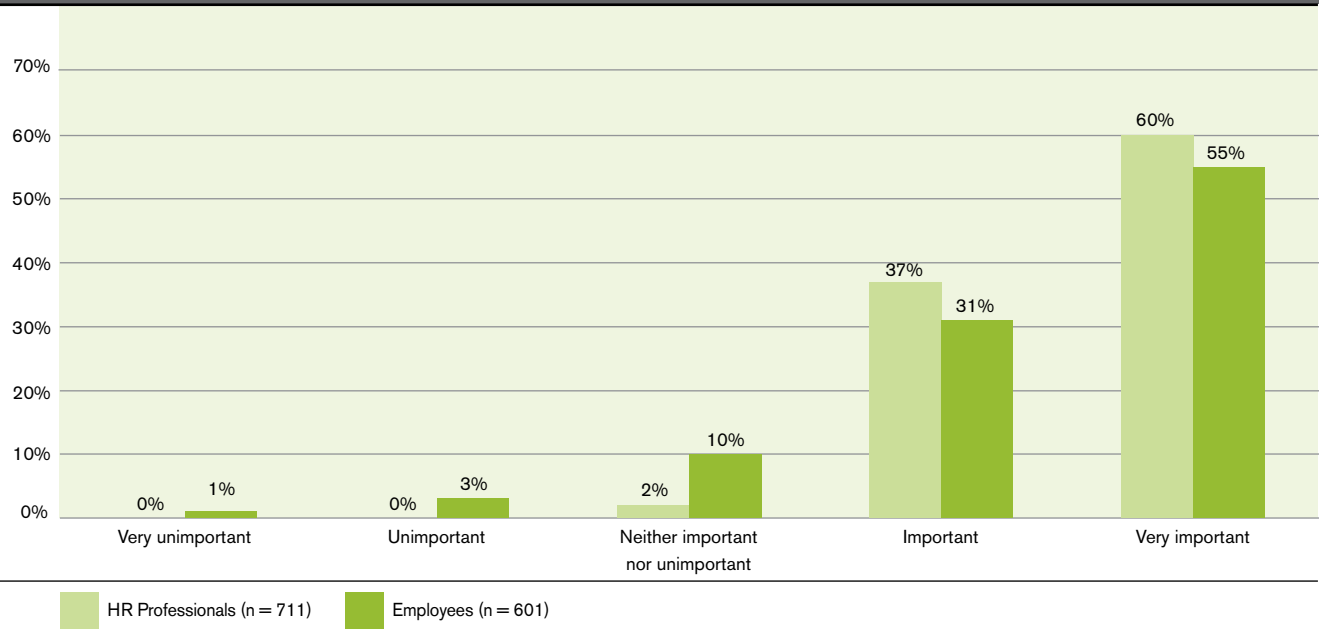
Figure 3 | Importance of Health Care/Medical Benefits



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.59 with a standard deviation of .62; the average level of importance for employees was 4.39 with a standard deviation of .91. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

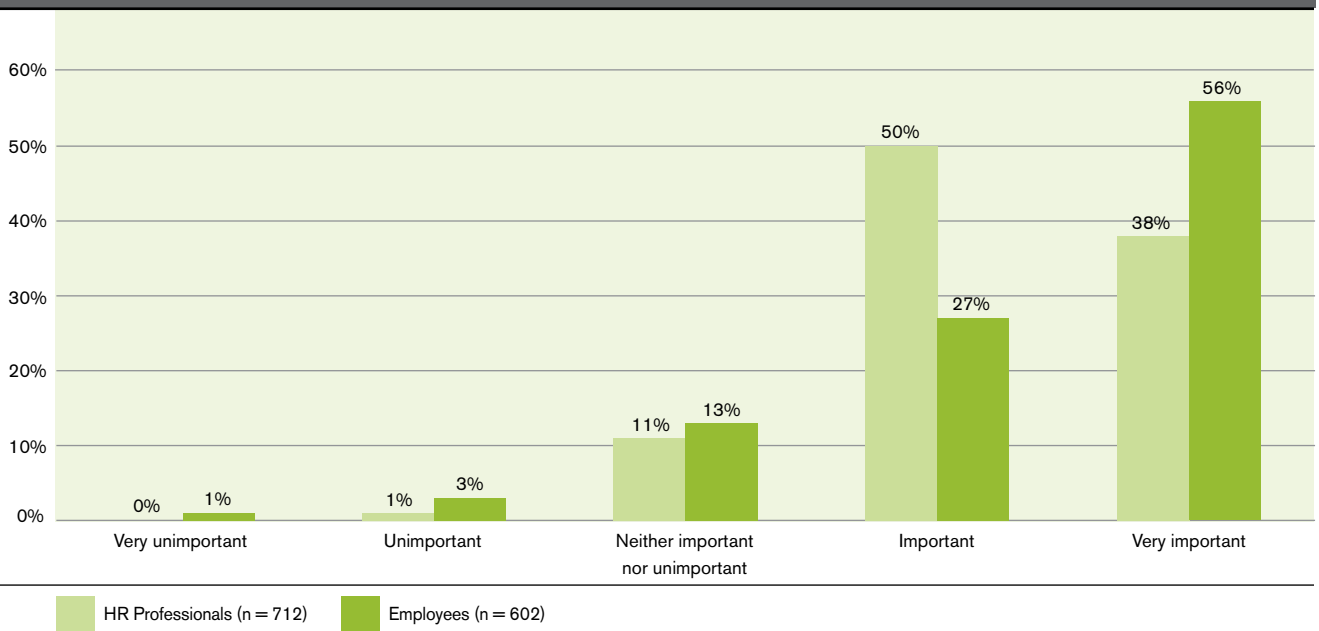
Figure 4 | Importance of Paid Time Off



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.57 with a standard deviation of .56; the average level of importance for employees was 4.36 with a standard deviation of .87. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

Figure 5 | Importance of Retirement Benefits



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.23 with a standard deviation of .72; the average level of importance for employees was 4.34 with a standard deviation of .88. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing results.
 Source: SHRM 2007 Job Satisfaction Survey Report

Overall, these findings suggest that although there have been improvements in the job market since 2002, job security will probably continue to be on the minds of employees as global competition encourages organizations to outsource/offshore jobs, restructure and lay off employees even as the economy strengthens. According to the *SHRM Workplace Forecast* released in 2006, global competitiveness was an underlying force behind several of the top trends reported, with the increased use of offshoring ranked as the second most important trend affecting the workplace and the HR profession.¹⁰ Offshoring has become a more viable option for many business operations due to improved information and communication technologies. In addition, with the increasing numbers of baby boomers retiring, employers may look for alternative sources to find skilled workers.

Table 9 | Comparison of the Importance of Certain Aspects to Job Satisfaction (by Employee Gender)

	Male (n = 340)	Female (n = 264)	Differences Based on Employee Gender
Opportunities to use skills/abilities	4.22	4.35	Female > male
Paid training and tuition reimbursement programs	3.70	3.92	Female > male
Communication between employees and senior management	4.24	4.45	Female > male
Relationship with immediate supervisor	4.18	4.43	Female > male
Flexibility to balance life and work issues	4.23	4.48	Female > male
Feeling safe in the work environment	4.20	4.58	Female > male
Job security	4.30	4.47	Female > male
Meaningfulness of job	3.95	4.20	Female > male
Overall corporate culture	4.03	4.26	Female > male
Relationship with co-workers	4.06	4.23	Female > male
Contribution of work to organization's business goals	4.01	4.15	Female > male

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the gender question; however, the averages shown are based on the actual number of respondents by gender who answered the questions using the provided response options.
Source: SHRM 2007 Job Satisfaction Survey Report

Table 10 | Comparison of Average Importance of Certain Aspects to Job Satisfaction (by HR Professional Industry)

	High-Tech (n = 34)	Manufacturing (Nondurable Goods) (n = 39)	Services (Nonprofit) (n = 49)	Wholesale Retail/Trade (n = 30)	Differences Based on Industry
Flexibility to balance life and work issues	4.56	3.95	4.57	4.17	Services (nonprofit) > manufacturing (nondurable goods)
Meaningfulness of job	4.12	3.77	4.31	3.57	Services (nonprofit) > wholesale retail/trade
The work itself	4.47	3.77	4.23	4.03	High-tech > manufacturing (nondurable goods)

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the industry question; however, the averages shown are based on the actual number of respondents by industry who answered the questions using the provided response options. Only industries represented by 20 or more respondents were included in this table.
Source: SHRM 2007 Job Satisfaction Survey Report

Flexibility to Balance Work/Life Issues

Flexibility to balance work and life, also referred to as work/life balance, was selected as very important by 52% of employees and 48% of HR professionals, making it fourth in the employee list and ninth in the HR professionals' list. Overall, employees and HR professionals were in agreement about the importance of flexibility to balance work and life (the differences between the two were not statistically significant) (Table 5). However, there were some significant differences by year, age, gender and industry for this component.

Compared with 2002, 2004, 2005 and 2006, work/life balance was less important to employees in 2007 (Table 7). Work/life balance was perceived to have greater value for employees 55 and younger compared with those 56 and older (Table 4). Females rated this aspect as more important than male employees did (Table 9). Work/life balance was reported more frequently by HR professionals in the service (nonprofit) industry as an important aspect to employee job satisfaction compared with respondents in the manufacturing (nondurable goods) industry (Table 10).

Employees are having more difficulty achieving work/life balance due to rapid changes in the workplace and an expanding global marketplace. The workday is longer, and because of technologies such as the Internet, PDAs, cell phones and laptops, it does not end when employees leave the office. In addition, there are demands for goods and services 24 hours per day, seven days a week. The trend toward more atypical and unpredictable work hours is having a powerful effect on employees and employers. Studies have reported that telecommuting, for example, increases job satisfaction, productivity, amount of hours worked and commitment to job and lowers stress levels. Although studies show that increases in work/life balance can improve organizational results, many organizations still do not appear to offer these benefits. According to the *SHRM 2007 Benefits Survey Report*, more than one-half (58%) of organizations offered flextime, 56% offered some form of telecommuting and more than one-third (38%) offered compressed workweeks. However, the percentage of organizations that offered these work/life balance opportunities appeared to be increasing only slightly from 2006.

Communication Between Employees and Senior Management

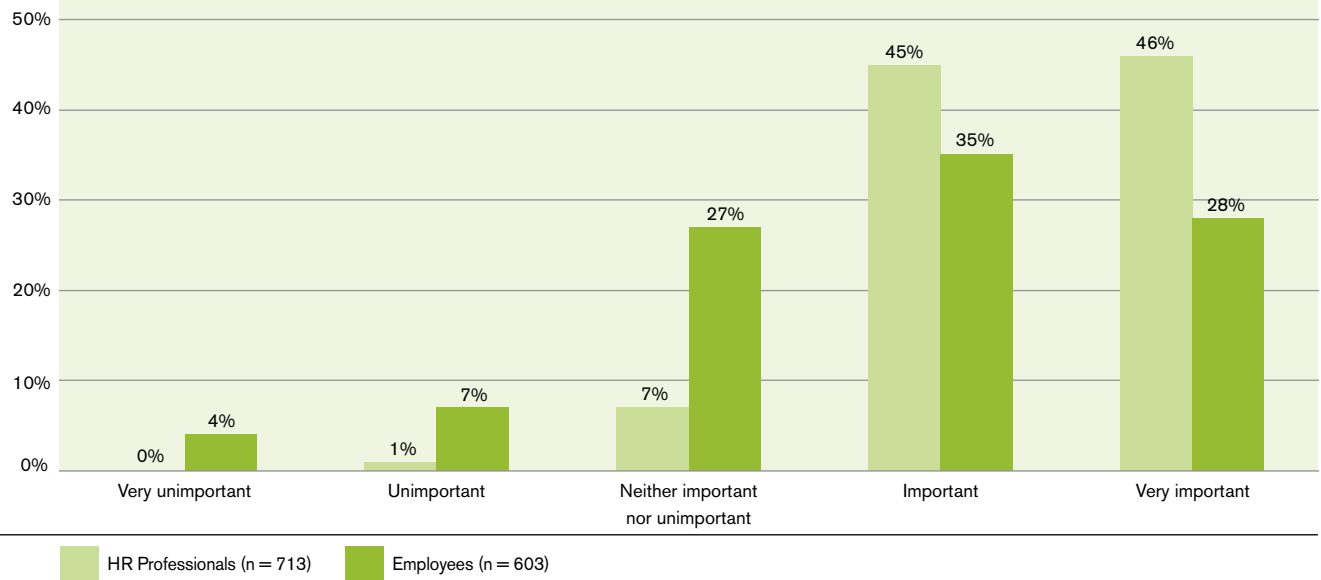
Fifty-one percent of employees and 60% of HR professionals indicated that communication between employees and senior management was very important to employee job satisfaction. For the past four years, approximately one-half of the employees rated this aspect as very important, and in 2002 and 2007, it was listed as one of the top five elements of job satisfaction (Table 1). For HR professionals, communication between employees and senior management has consistently appeared as one of the top five aspects since 2002. HR professionals and employees placed greater value on communication between employees and senior management in 2002 than in 2004, 2005, 2006 and 2007 (Tables 6 and 7). In 2007, the average levels of importance illustrated that HR professionals still perceived this component as more important to job satisfaction than employees indicated (Table 5).

**Table 11 | Comparison of Average Importance of Certain Aspects to Job Satisfaction
(by HR Professional Organization Staff Size)**

	Small (1-99 Employees) (n = 161)	Medium (100-499 Employees) (n = 195)	Large (500 and More Employees) (n = 339)	Differences Based on Staff Size
Career advancement opportunities	4.07	4.37	4.48	Medium > small Large > small
Career development opportunities	4.29	4.39	4.50	Large > small
Paid training and tuition reimbursement programs	4.10	4.06	4.26	Large > medium
Communication between employees and senior management	4.66	4.63	4.44	Small > large Medium > large
The work itself	4.10	4.03	4.19	Large > medium

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the averages shown are based on the actual number of respondents by organization staff size who answered the questions using the provided response options.
Source: SHRM 2007 Job Satisfaction Survey Report

Figure 6 | Importance of Career Advancement Opportunities



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.36 with a standard deviation of .68; the average level of importance for employees was 3.77 with a standard deviation of 1.04. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
Source: SHRM 2007 Job Satisfaction Survey Report

Employees from large organizations were more likely than employees from small organizations to place greater value on this aspect (Table 3). Employees with six to 15 years of job tenure rated this facet of job satisfaction as more important than did employees with 16 years or more of tenure (Table 8). Female employees placed more importance on communication than male employees did (Table 9). Communication was reported more frequently by HR professionals in small and medium organizations as an important aspect to employee job satisfaction compared with respondents in large organizations (Table 11).

Effective communication about an organization's business goals, policies and vision from the senior management team to the workforce provides direction, actively engages employees and fosters trust and respect. Most employees are seeking two-way communication—they want their opinions to be considered as much as they want their supervisors and the organization to communicate important matters to them. Lack of communication can be interpreted by employees as a feeling that they or their opinions do not matter, which may also be interpreted as a lack of respect. Another unfortunate consequence to a lack of or poor communication is that the rumor mill becomes employees' main channel of communication. It is particularly a challenge for large organizations to keep the lines of communication clear and to keep employees in the loop. Senior management can reduce these potential obstacles by keeping employees well-informed through companywide meetings, use of intranets and e-mail communication from the top down.

The Least Important Job Satisfaction Aspects for Employees

Career advancement, job-specific training and networking were among the components that were not strongly connected to employees' overall job satisfaction. HR professionals were more likely to place greater value on these three aspects than employees were (Table 5). HR professionals perceived the contribution of work to organization's business goals, variety of work and networking as three of the least important factors to employee job satisfaction.

Career Advancement Opportunities Within the Organization

Figure 6 depicts the relationship between career advancement opportunities within the organization and employee job satisfaction. Twenty-eight percent of employees and 46% of HR professionals stated that this aspect was very important. Employees placed greater value on career advancement opportunities in 2002 compared with 2007 (Table 7), and this aspect has continued to decline in importance over the years.

Employees from large organizations were more likely to indicate that career advancement was important than were employees from small organizations (Table 3). It is not surprising that younger employees placed greater value on career advancement opportunities than their older counterparts did (Table 4). Similarly, employees who had less tenure in their current companies indicated that this aspect was more important to job satisfaction than did employees with 16 or more years of job tenure (Table 8). Career advancement opportunities were reported as an

important aspect of employee job satisfaction more frequently by HR professionals in medium and large organizations compared with respondents in small organizations (Table 11).

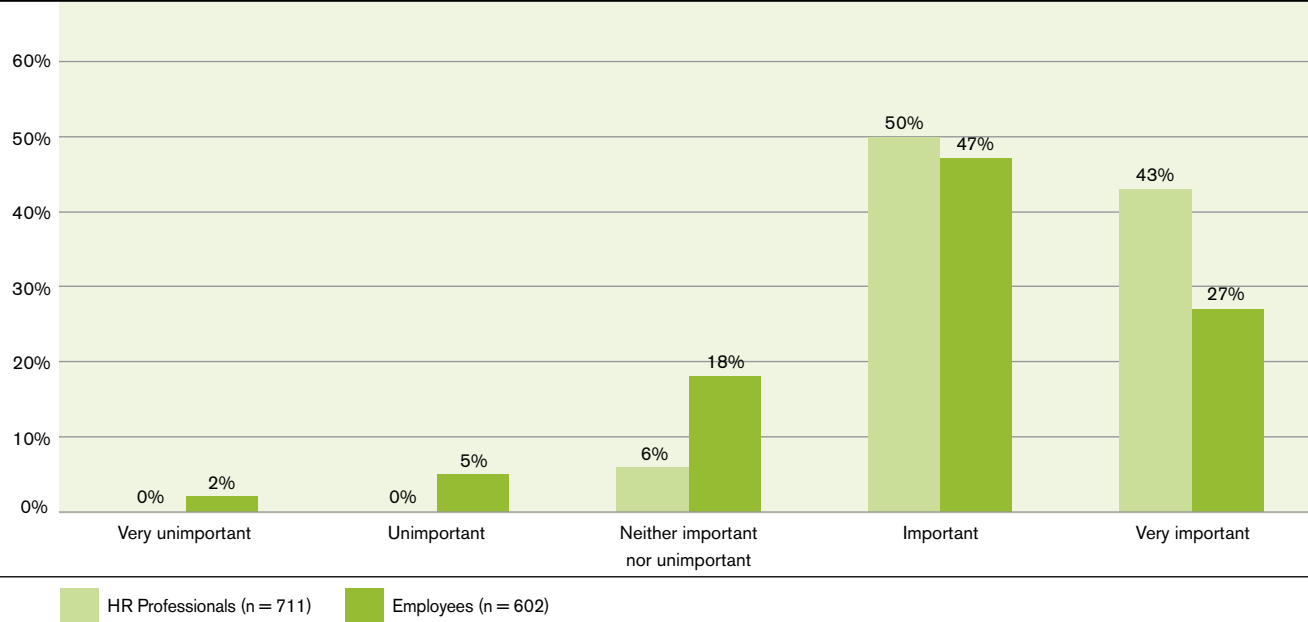
Job-Specific Training

Employees learn new skills or enhance their current skills through job-specific training (formal or informal), and this, in turn, helps them to do their jobs better. The importance of job-specific training to employee job satisfaction is depicted in Figure 7. Twenty-seven percent of employees and 43% of HR professionals indicated that job-specific training was very important to employee job satisfaction. Employees from large organizations were more likely to tie this aspect to their overall job satisfaction compared with employees from small organizations (Table 3). As with the career advancement and career development, younger employees appeared to place more value on this component (Table 4). In contrast to 2002, job-specific training was less important to employees in 2007 (Table 7). The reverse pattern held true for HR professionals (Table 6).

Networking

Networking can open up many different doors for employees, leading to career development and advancement opportunities; however, only a small proportion of

Figure 7 | Importance of Job-Specific Training



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.36 with a standard deviation of .62; the average level of importance for employees was 3.91 with a standard deviation of .94. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

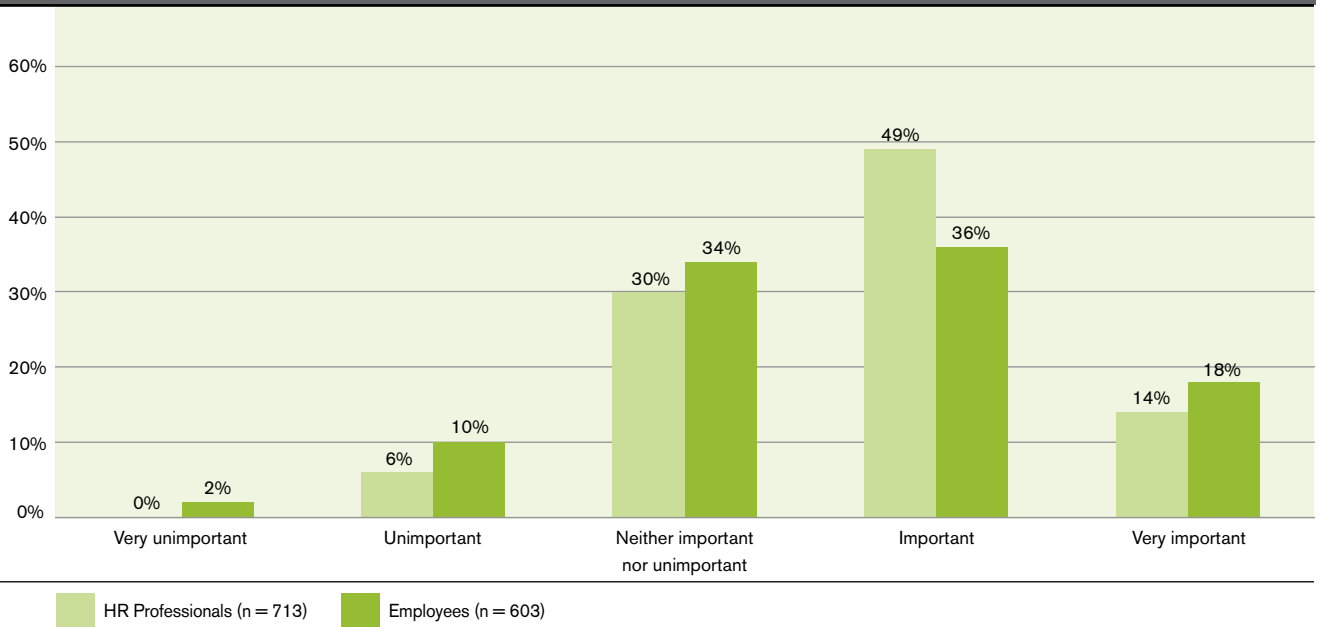
Source: SHRM 2007 Job Satisfaction Survey Report

employees and HR professionals agreed that networking was very important to job satisfaction (18% and 14%, respectively) (Figure 8). Networking placed at the bottom of the list for both employees and HR professionals. The overall average levels of importance revealed that this aspect was more important to employees in 2006 than in 2007 (Table 7). Perhaps employees don't perceive networking opportunities as something that the employer should offer; rather, it is something that employees should pursue on their own. Networking or establishing rein with others as sources of information, contacts and referrals probably comes to mind under certain circumstances, such as when an employee is considering a job change.

The Different Perspectives of Employees and HR Professionals

HR professionals correctly identified three of the top five components of job satisfaction selected by employees. These included compensation, benefits and communication between employees and senior management. For HR professionals, the most important aspect selected as influencing employee job satisfaction was relationship with immediate supervisor (70%), while only 48% of employees viewed it as very important to their job satisfaction, placing it eighth in the employee list. Similarly, HR professionals perceived management recognition of employee job performance to be more important to job satisfaction than employees themselves did (65% and 49%, respectively).

Figure 8 | Importance of Networking



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 3.70 with a standard deviation of .80; the average level of importance for employees was 3.57 with a standard deviation of .96. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

In general, this research showed that HR professionals, in terms of ratings for overall average levels of importance, perceived many aspects to be more important to employees than employees actually indicated (Table 5). This suggests that HR professionals perceived almost all components of job satisfaction as either important or very important, whereas in some cases, employees expressed greater neutrality toward an aspect than expected by HR professionals, thus affecting the overall importance average.

In each of the job satisfaction surveys since 2002, HR professionals predicted that “relational” aspects would have a higher priority in employee job satisfaction than employees indicated. HR professionals’ responses suggest that their perceptions of employee happiness reflect traditional thinking in the HR literature regarding employee needs for communication and recognition. And issues related to people management clearly are at the forefront of importance to employees. Yet, it continues to be a dilemma for HR professionals to balance relational aspects of job satisfaction with the tangible rewards, such as benefits, compensation, job security and flexibility.

While HR professionals are in sync with the attributes most important to employees—benefits and compensation—they consistently allow these factors to be overshadowed by issues that are not among the most relevant to employee job satisfaction. What is important to employees, however, may change, as was seen this year with communication between employees and senior management moving to the employees’ top five list. It is important that HR professionals constantly be aware of the most immediate concerns of employees. If these are overlooked, it will be more difficult to keep employees from leaving their jobs in times of economic expansion.

RESULTS OF OTHER INDIVIDUAL JOB SATISFACTION ASPECTS

Career Development and Employee Job Satisfaction

The first series of questions employees and HR professionals were asked fell under the topic of career development. The job satisfaction components in the career development domain were predicted by HR professionals to be greater contributors to employee job satisfaction than employees indicated (Table 5). It is important to note that none of the components of career development made the top five list for employees or HR professionals (Figures 1 and 2, respectively).

Career Development Opportunities for Learning and Professional Growth

Figure 9 shows results relevant to career development opportunities for learning and professional growth. Thirty-five percent of employees and 49% of HR professionals indicated that career development was very important when assessing job satisfaction. This aspect was perceived by employees as more important in 2002 than in 2007 (Table 7).

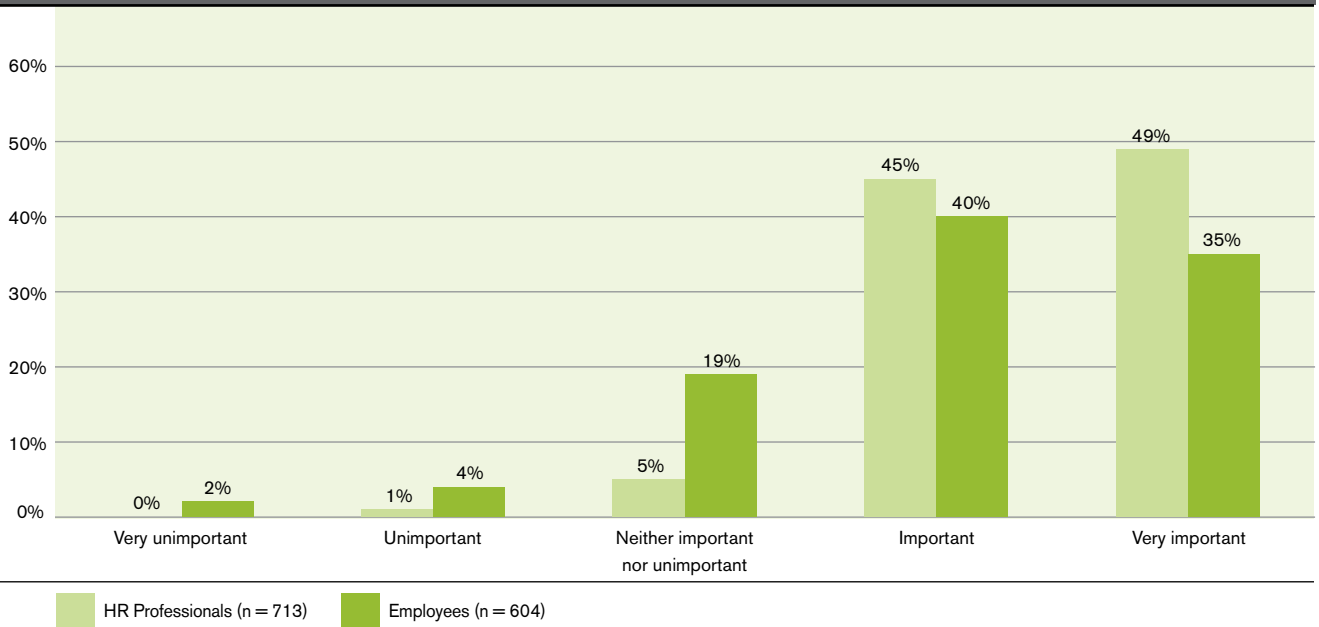
Similar to career advancement, employees from large organizations were more likely to tie this aspect to job satisfaction compared with employees from small organizations (Table 3). Younger employees also viewed career development as more important

than their older counterparts did (Table 4). Employees with less job tenure were more concerned with career development than were employees who had been employed at their organizations for 16 or more years (Table 8). HR professionals from large organizations gave more weight to the value of career development to employee job satisfaction than did HR professionals from small organizations (Table 11).

Opportunities to Use Skills and Abilities at Work

Figure 10 examines how employees and HR professionals viewed opportunities for employees to use their skills and abilities in their work. Such opportunities are linked to job satisfaction because it is generally thought that employees feel good about their jobs when they are utilizing and contributing their unique skills to the organization. In addition, employers may offer different types of work experiences to see if there are any undiscovered skills and abilities that the employees possess. Roughly one-half of employees (44%) and HR professionals (49%) believed this factor was very important to job satisfaction. This element of job satisfaction appeared to be especially important to employees 35 years old and younger compared with employees above the age of 55 (Table 4). This aspect was also a higher priority for female employees than for male employees (Table 9).

Figure 9 | Importance of Career Development Opportunities

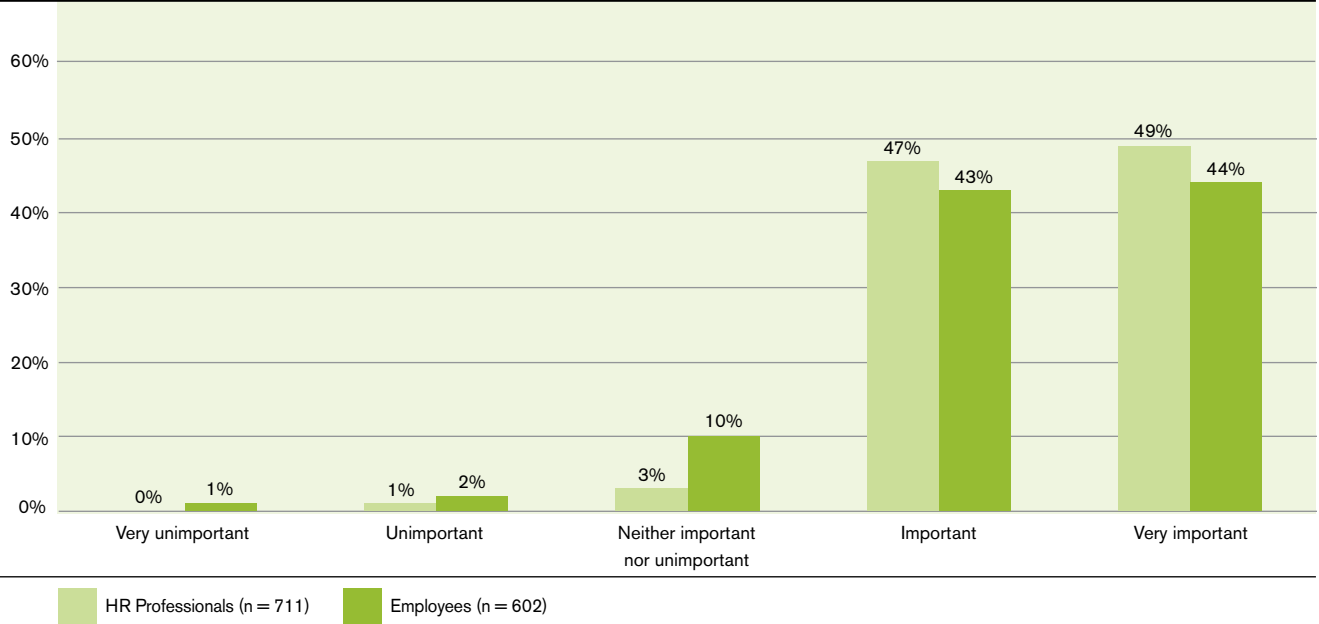


Note: Percentages may not total 100% due to rounding. On a scale where 1 = “very unimportant” and 5 = “very important,” the average of HR professional predictions was 4.42 with a standard deviation of .64; the average level of importance for employees was 4.00 with a standard deviation of .95. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

Organization’s Commitment to Professional Development

Due to the changing nature of work and the workplace environment, a skilled, knowledgeable workforce with employees who are adaptive, flexible and focused on the future is imperative for organizations. Employers often encourage growth and career development of employees by coaching and helping employees reach their personal goals through professional development opportunities, such as attending conferences or training and obtaining professional certifications. Employees are usually eager to participate in professional growth opportunities because they are able to enhance their skills and credentials with financial support from their organizations. These skills can be applied to their current positions and also enhance employees’ resumes for future jobs both within and outside of their organizations. Thirty-one percent of employees indicated that an organization’s commitment to professional development was very important to job satisfaction, compared with 42% of HR professionals who felt the same way. These data are depicted in Figure 11. An organization’s commitment to professional development was deemed more important by employees from large organizations than by those from small organizations (Table 3). Employees aged 35 and younger placed greater value on this aspect than did employees aged 56 and older (Table 4).

Figure 10 | Importance of Opportunities to Use Skills/Abilities



Note: Percentages may not total 100% due to rounding. On a scale where 1 = “very unimportant” and 5 = “very important,” the average of HR professional predictions was 4.44 with a standard deviation of .61; the average level of importance for employees was 4.28 with a standard deviation of .78. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

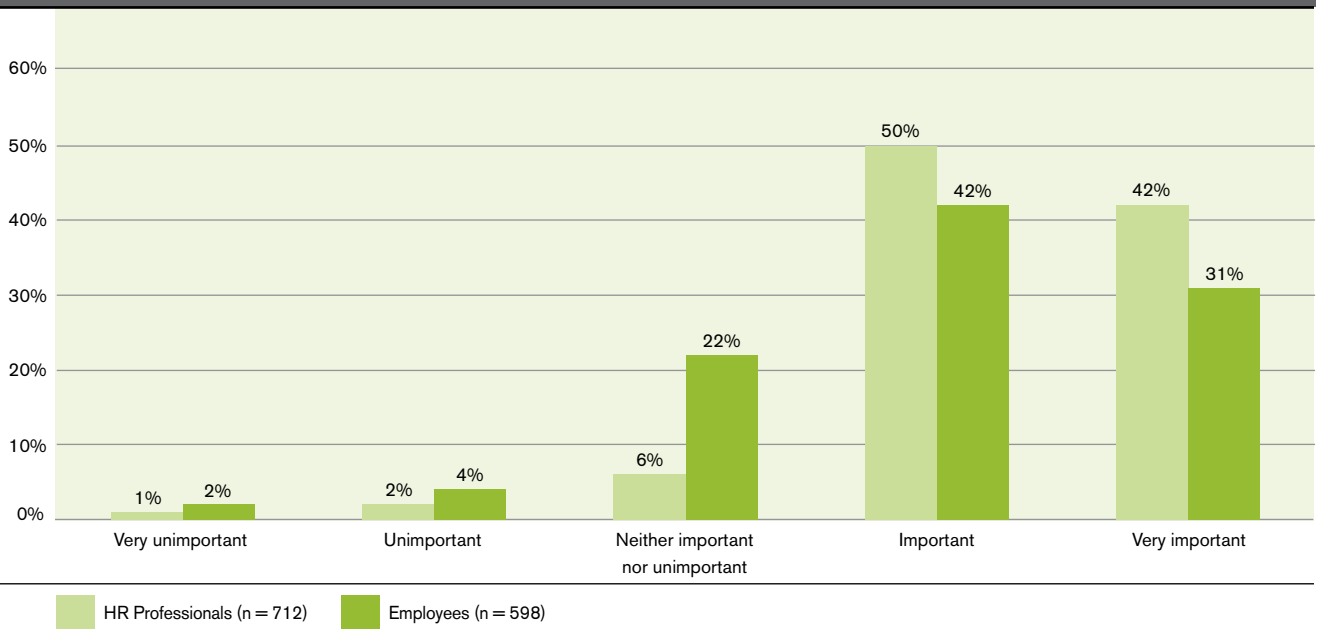
Source: SHRM 2007 Job Satisfaction Survey Report

Paid Training and Tuition Reimbursement Programs

With paid training and tuition reimbursement programs, employers support employees who want to reach their career goals by continuing their education. Some organizations will go so far as paying the entire tuition, creating competitive scholarship programs, giving employees time off to study and providing bonuses to reward employees who reach their goals. Thirty-one percent of employees and 38% of HR professionals indicated that this aspect was very important to job satisfaction. These data are depicted in Figure 12.

Employees from large organizations gave more importance to paid training and tuition reimbursement programs than did employees from small organizations (Table 3). This aspect was deemed more important by employees aged 35 and younger than by employees aged 36 and older, and by employees aged 36 to 55 compared with those 56 and older (Table 4). Female employees assessed this aspect as more important than male employees did (Table 9). HR professionals in large organizations were more likely to place greater value on this aspect than HR professionals in medium organizations (Table 11).

Figure 11 | Importance of Organization’s Commitment to Professional Development



Note: Percentages may not total 100% due to rounding. On a scale where 1 = “very unimportant” and 5 = “very important,” the average of HR professional predictions was 4.30 with a standard deviation of .72; the average level of importance for employees was 3.96 with a standard deviation of .90. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

Employee Relationships With Management and Employee Job Satisfaction

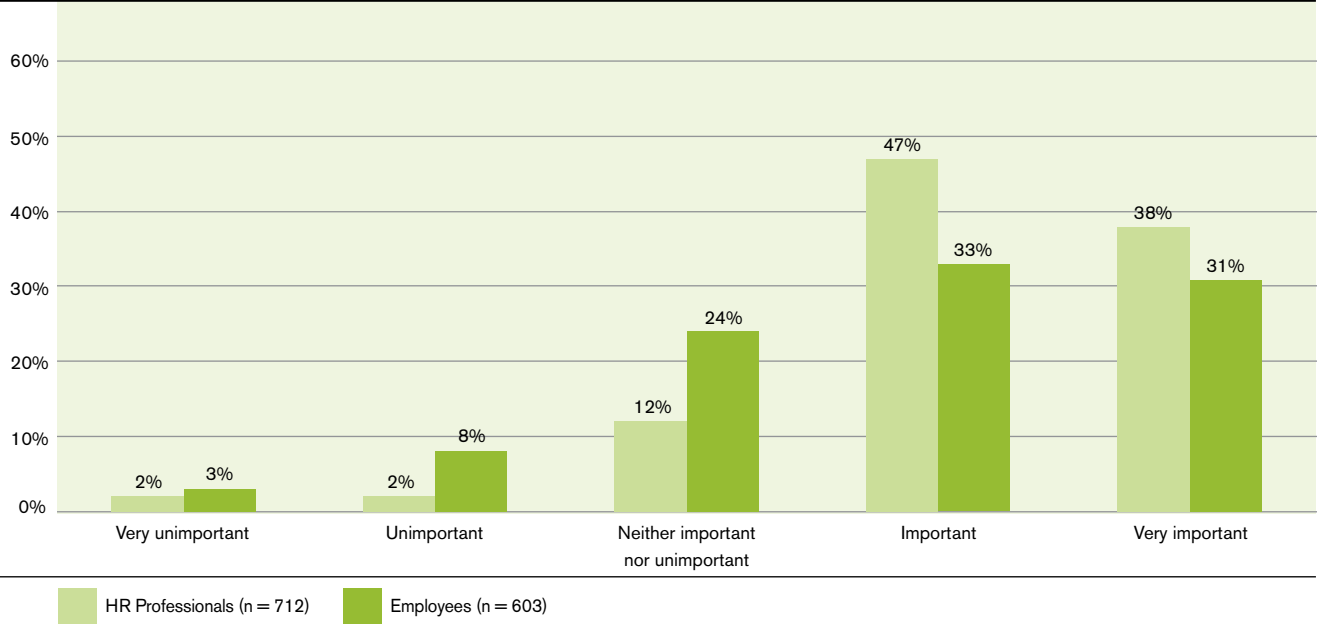
The next series of questions fell under the general topic of employee relationships with management and included recognition of employee job performance by management and relationship with immediate supervisor. HR professionals predicted that these two elements would be of more relative importance to employee job satisfaction than employees indicated (Table 5). Relationship with management and recognition of employee job performance were in the top five list for HR professionals, while neither were in the employees' top five list.

Since employees and HR professionals were in agreement about the importance of autonomy and independence (the differences between the two were not statistically significant) (Table 5), the figure depicting these data is not shown or discussed below. However, employees in large organizations placed more importance on this aspect compared with small organizations (Table 3).

Management Recognition of Employee Job Performance

Figure 13 shows how employees and HR professionals related management recognition of employee job performance to job satisfaction. Employee recognition can include offering awards, incentives or something as simple as praise that recognizes and values outstanding work. It is believed to be a cost-effective and valuable tool that can help lower stress, absenteeism and turnover, and increase

Figure 12 | Importance of Paid Training and Tuition Reimbursement Programs



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.17 with a standard deviation of .84; the average level of importance for employees was 3.79 with a standard deviation of 1.08. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

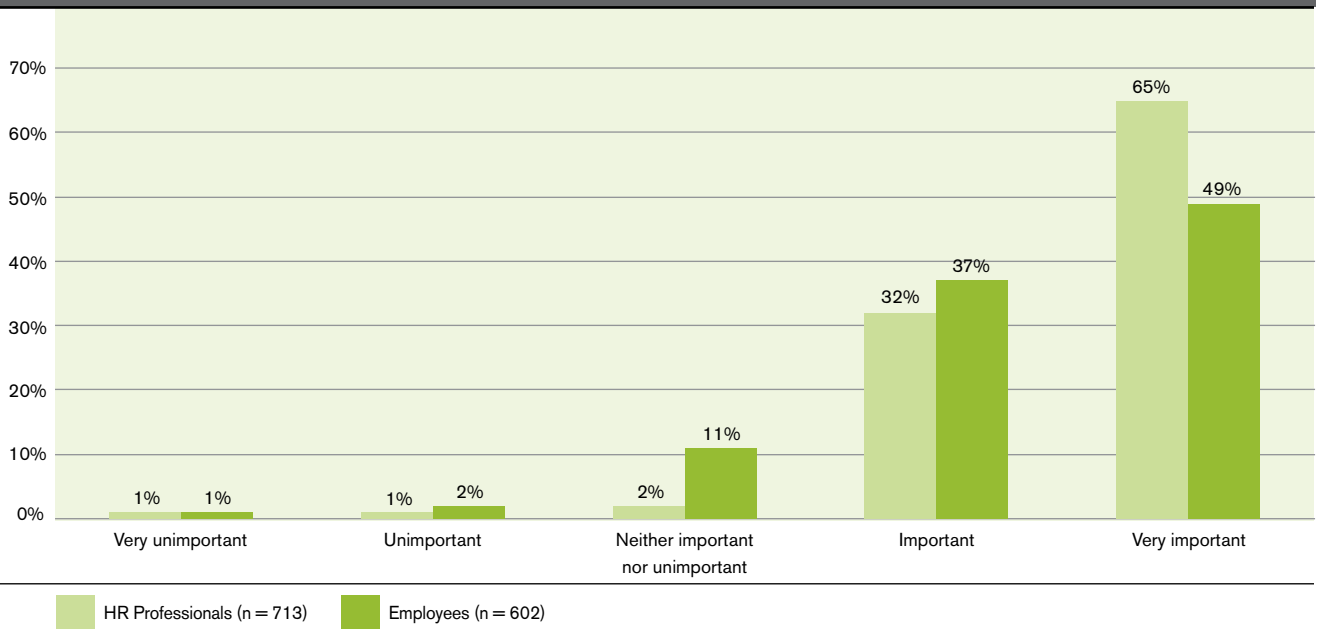
employee morale, productivity, competitiveness, revenue and profits. Forty-nine percent of employees and 65% of HR professionals believed management recognition was very important. This aspect was rated as the third most important element of employee job satisfaction by HR professionals (Figure 2), while for employees it was seventh on the list (Figure 1).

Employees at large organizations reported that recognition for their work was important to their job satisfaction more frequently than employees from small organizations did (Table 3). It is probably easier for one's work to go unnoticed in larger organizations, and this fact may account for these findings. It appears that employees aged 35 and younger valued recognition by their managers more than did employees 56 and older (Table 4). Employees with five years or less of job tenure viewed recognition by management as more important than did employees who had been with their organizations for 16 or more years (Table 8).

Relationship With Immediate Supervisor

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 employee behavior is largely a function of the supervisor. Employees who have positive relationships with their supervisors may be more likely to communicate with their supervisors about work-related or personal issues, put up with poor

Figure 13 | Importance of Management Recognition of Employee Job Performance



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.60 with a standard deviation of .63; the average level of importance for employees was 4.31 with a standard deviation of .83. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

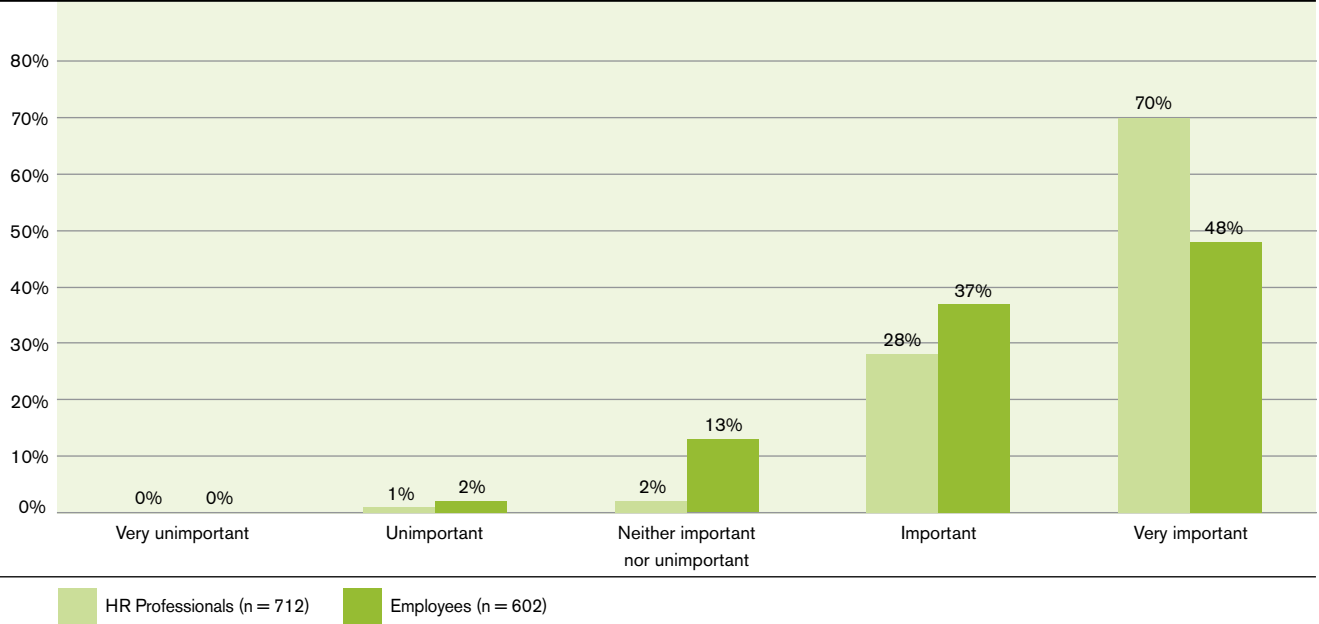
Source: SHRM 2007 Job Satisfaction Survey Report

corporate policies and hardships and put in the extra effort. When there are open lines of communication, supervisors are better equipped to respond to the needs and problems of their employees.

Overall, nearly one-half (48%) of employees, compared with 70% of HR professionals, indicated that this aspect was very important to job satisfaction (Figure 14). This element was rated the most important out of the 22 aspects of job satisfaction by HR professionals (Figure 2), however, it was eighth on the employees' list (Figure 1). The supervisor and employee relationship has consistently been rated the most important aspect to job satisfaction by HR professionals for the last four years (Table 2). HR professionals perceived this aspect as more important to employee job satisfaction in 2005, 2006 and 2007 than in 2002 (Table 6).

These findings are significant because they illustrate that while an employee's relationship with his or her supervisor is certainly important, it is not considered as important to employee job satisfaction as HR professionals predicted. This is not to downplay the importance of the relationship, since nearly one-half of employees reported this aspect as very important. It may be that while employees definitely want to have a strong relationship with their supervisors, this element of their jobs is not what ties them to their workplaces as much as other factors on the list do.

Figure 14 | Importance of Relationship With Immediate Supervisor



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.66 with a standard deviation of .56; the average level of importance for employees was 4.29 with a standard deviation of .81. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

Employees in large organizations, compared with those from small organizations, indicated that their relationship with their supervisors was more important to their overall job satisfaction (Table 3). Employees 35 and younger, compared with those aged 56 and older, indicated that their relationship with supervisors was more important to their job satisfaction (Table 4). Employees in categories with less than 16 years of job tenure valued this component of job satisfaction more than employees with 16 years or more of tenure did (Table 8). This aspect was reported more frequently by female employees as an important aspect to job satisfaction than by male employees (Table 9).

Specific Aspects of Benefits and Employee Job Satisfaction

As discussed earlier in this report, in 2006 and 2007 respondents were asked about specific types of benefits (health care, paid time off and retirement) and their relationship to employee job satisfaction. Employees and HR professionals rated health care benefits (60% and 64%, respectively) as very important, closely followed by retirement benefits (56% and 38%, respectively) and paid time off (55% and 60%, respectively) (Figures 3-5). Based on the average means, HR professionals predicted health care benefits and paid time off to be more important to job satisfaction than employees indicated. Conversely, employees placed greater value on retirement benefits than HR professionals predicted, and this element of job satisfaction was more important for employees in the 2006 Job Satisfaction Survey than in the 2007 survey.¹¹

The baby boom generation is approaching retirement, yet many may need to continue working as their retirement benefits are not what they expected. Social Security and defined benefit pensions are expected to diminish by the time the Generation X employees leave the workforce, and as a result, employees are taking greater control of their financial futures. Yet, there remains a major disconnect in how employers and their employees view the importance of retirement benefits. Retirement benefits were perceived as important to employees, yet studies have shown that employees are not saving enough for a financially secure retirement and

Table 12 | Comparison of Average Importance of Specific Health Care/Medical Benefits to Job Satisfaction (by Employee Organization Staff Size)

	Small (1-99 Employees) (n = 218)	Medium (100-499 Employees) (n = 96)	Large (500 and More Employees) (n = 285)	Differences Based on Staff Size
Health care/medical benefits	4.08	4.52	4.61	Medium > small Large > small
Paid time off (e.g., vacation, holiday, sick days, personal days, etc.)	4.13	4.45	4.52	Medium > small Large > small
Retirement benefits (e.g., defined contribution plans such as 401(k) and other defined benefit plans such as pensions)	4.02	4.51	4.55	Medium > small Large > small

Note: Averages are based on a scale where 1 = "very unimportant" and 5 = "very important." Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the averages shown are based on the actual number of respondents by organization staff size who answered the questions using the provided response options.
Source: SHRM 2007 Job Satisfaction Survey Report

seem oblivious to it. Implementing an investment advice program that provides a range of services tailored to participants' needs is a step toward helping employees better prepare for retirement.

Health care benefits, paid time off and retirement benefits were valued more by employees at medium and large organizations compared with those at small organizations (Table 12). Health care/medical benefits were more important to employees 35 and younger compared with employees over the age of 55. Again, it may be that employees over the age of 55 have health care coverage from alternative sources, which may make them less concerned with this aspect in relation to their job satisfaction. Employees with six to 10 years of job tenure tied their job satisfaction levels to their organizations' retirement benefits more than employees with under two years of tenure did.¹² HR professionals from the educational services industry viewed retirement benefits as more important to job satisfaction than did HR professionals in the manufacturing (nondurable) industry, as did HR professionals in large organizations compared with small organizations.¹³

Work Environment and Employee Job Satisfaction

The final group of questions asked employees and HR professionals to rate the importance of various work environment components to overall job satisfaction. Since employees and HR professionals were in agreement about the importance of the employee's contribution to the organization's business goals (the differences between the two were not statistically significant) (Table 5), the figure depicting these data is not shown or discussed below. However, female employees were more likely than male employees to place greater value on this aspect (Table 9).

Overall, compared with employees' actual responses, HR professionals predicted corporate culture and relationships with co-workers to be more important to employee job satisfaction, while they underestimated the importance of feeling safe at work, meaningfulness of job, variety of work and work itself (Table 5). These findings suggest that HR professionals, by focusing on these areas, may discover tools to increase not only satisfaction but also employee retention.

Feeling Safe in the Work Environment

Fifty percent of employees and 38% of HR professionals indicated that feeling safe in the work environment was very important to employee job satisfaction. These data are depicted in Figure 15. In 2004, this aspect nearly doubled in importance from 2002 and was included in the top five list for employees. Since then, it has slightly decreased in importance, and this year it moved to sixth place (Table 1). HR professionals have consistently rated this element of job satisfaction much lower than employees did, although in every year since the 2002 Job Satisfaction Survey, they have, on average, given it increasingly higher ratings. Significant differences by year are depicted in Tables 6 and 7. Feeling safe in the workplace has been an especially important job satisfaction factor for women workers (Table 9).

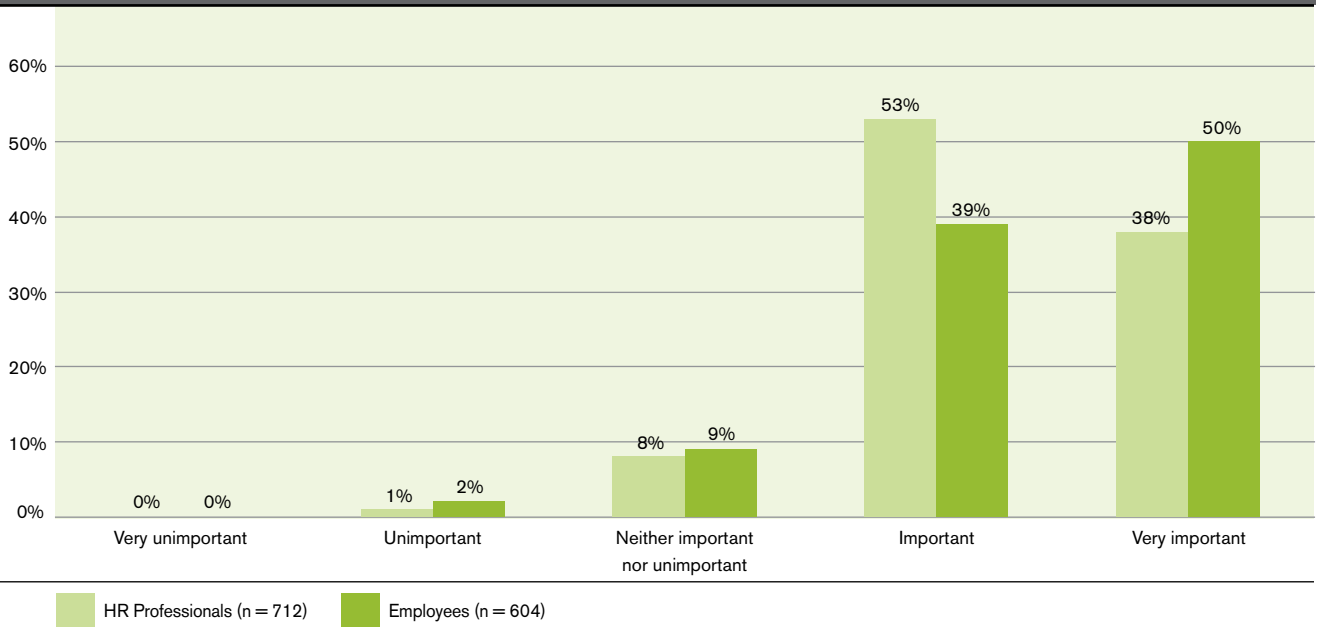
With security threats ranging from terrorism and violence in the workplace to public health issues, it is not surprising that employees are concerned about workplace safety, and in turn, this may lead to greater expectations of employers to protect them from major threats. A number of employers have taken steps to improve their security systems and disaster preparedness plans. According to the *SHRM 2005 Disaster Preparedness Survey Report*, 85% of HR professionals reported that their organizations had disaster preparedness plans in place in case of chemical and biological disasters or security threats.¹⁴

With security issues in the forefront of employees' minds, HR professionals need to make sure that they possess the necessary training to address such a wide range of threats, have the appropriate resources dedicated and keep their employees well-informed about the security measures their organizations have in place.

Meaningfulness of Job

Thirty-seven percent of employees, compared with 26% of HR professionals, believed that the meaningfulness of one's job (the feeling that the job contributes to society as a whole) was very important to overall job satisfaction (Figure 16). The average level of importance attributed to meaningfulness of their jobs by employees has in general increased since 2002, with the exception of 2007 (Table 7). These findings suggest

Figure 15 | Importance of Feeling Safe in the Work Environment

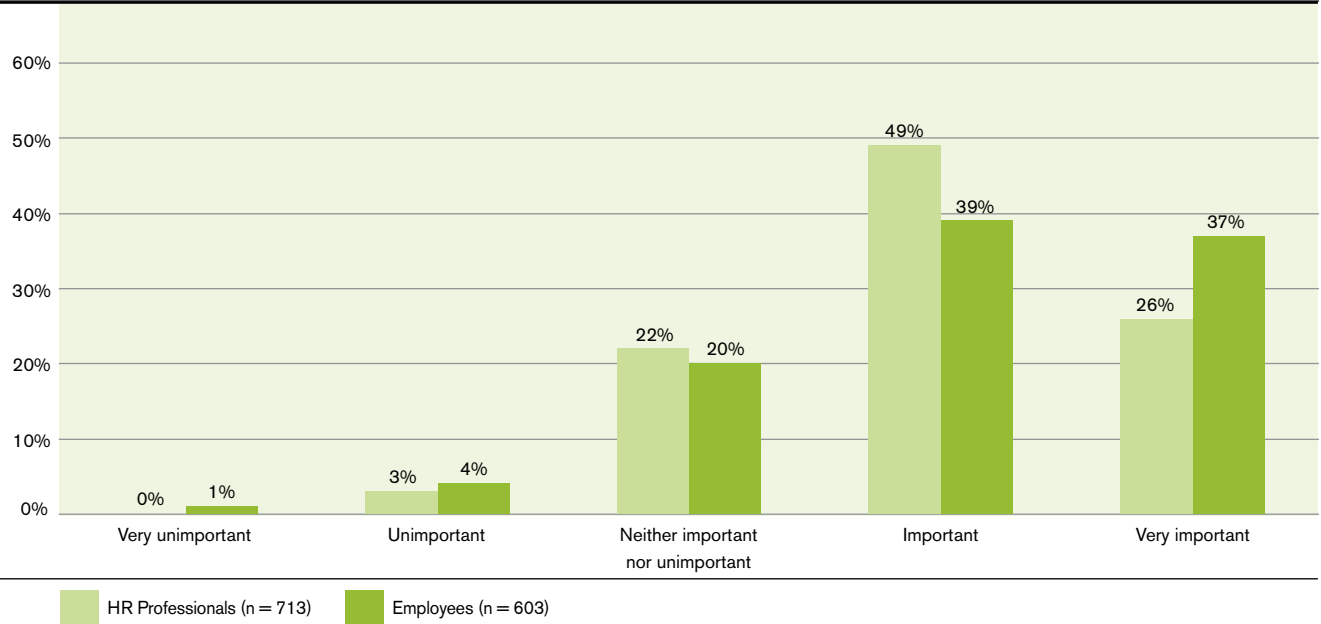


Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.28 with a standard deviation of .65; the average level of importance for employees was 4.37 with a standard deviation of .74. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
Source: SHRM 2007 Job Satisfaction Survey Report

that working at a job that gives back to society has a feel-good factor that contributes to employee job satisfaction. Organizations can make a concentrated effort to communicate to employees the ways in which the organization and the employee's work give back to society or make a difference. Organizations that practice corporate social responsibility may also have a stronger appeal for some employees. According to the *SHRM 2007 Corporate Social Responsibility Pilot Study*, employee morale and employee retention are among the organizational factors that can be improved through corporate social responsibility programs.¹⁵

Meaningfulness of job was more important to employees in the educational services industry compared with employees in the manufacturing (durable goods) and wholesale/retail trade industries.¹⁶ Employees with six to 10 years of job tenure were more likely to indicate that meaningfulness of their jobs was more important to job satisfaction, compared with employees who were relatively new to their organizations (two years or less) and those with longer tenure (16 or more years) (Table 8). Female employees reported that this factor was more important to their job satisfaction compared with male employees (Table 9). HR professionals in the service (nonprofit) industry perceived this aspect to be more important to employee job satisfaction than did HR professionals in wholesale retail/trade (Table 10).

Figure 16 | Importance of Meaningfulness of Job



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 3.96 with a standard deviation of .80; the average level of importance for employees was 4.06 with a standard deviation of .91. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

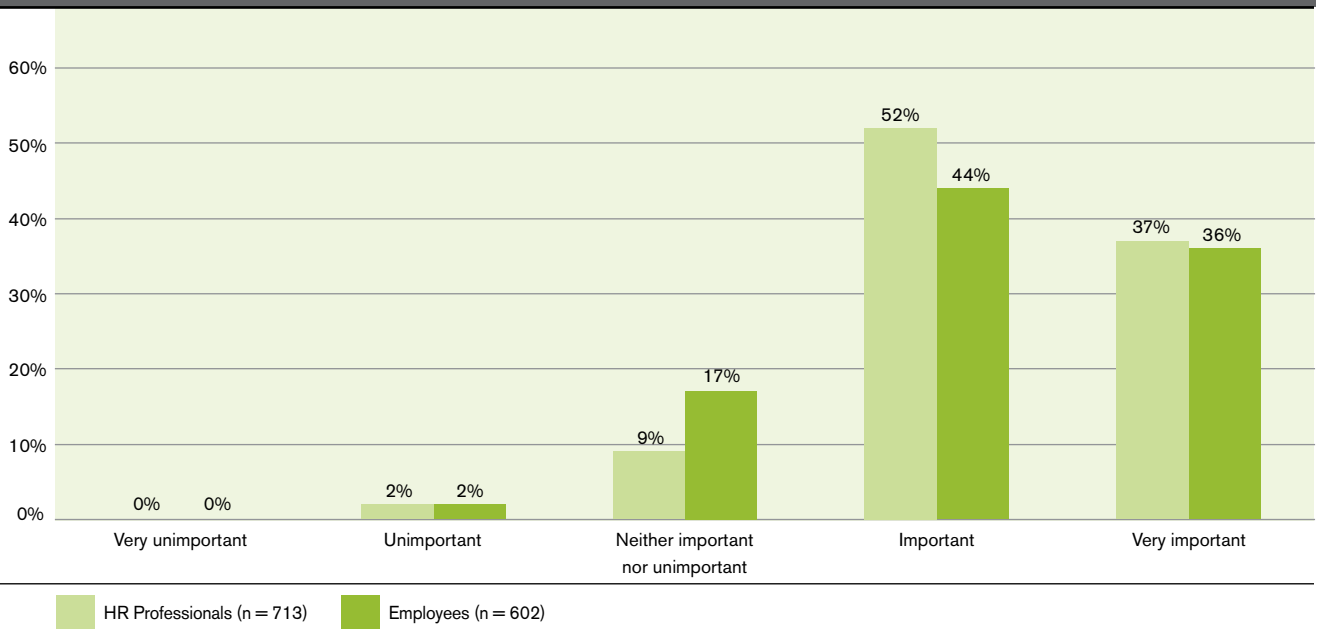
Overall Corporate Culture

The organization’s reputation, work ethics, values and working conditions are key components of the overall corporate culture. Similar proportions of employees (36%) and HR professionals (37%) believed that the corporate culture was very important to job satisfaction. These data are shown in Figure 17. Employees in medium and large organizations were more likely to indicate that the corporate culture was important to job satisfaction than were employees in small organizations (Table 3). Female employees rated this facet of job satisfaction as more important than did male employees (Table 9).

Relationships With Co-Workers

Figure 18 examines relationships with co-workers and their impact on employee job satisfaction. Roughly one-third (34%) of employees and HR professionals (32%) reported that this factor was very important to job satisfaction. Relationship with co-workers was more important for employees located in large organizations than for those in small organizations (Table 3), and female employees placed greater value on this aspect than male employees did (Table 9).

Figure 17 | Importance of Corporate Culture



Note: Percentages may not total 100% due to rounding. On a scale where 1 = “very unimportant” and 5 = “very important,” the average of HR professional predictions was 4.23 with a standard deviation of .71; the average level of importance for employees was 4.13 with a standard deviation of .81. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

The Variety of Work

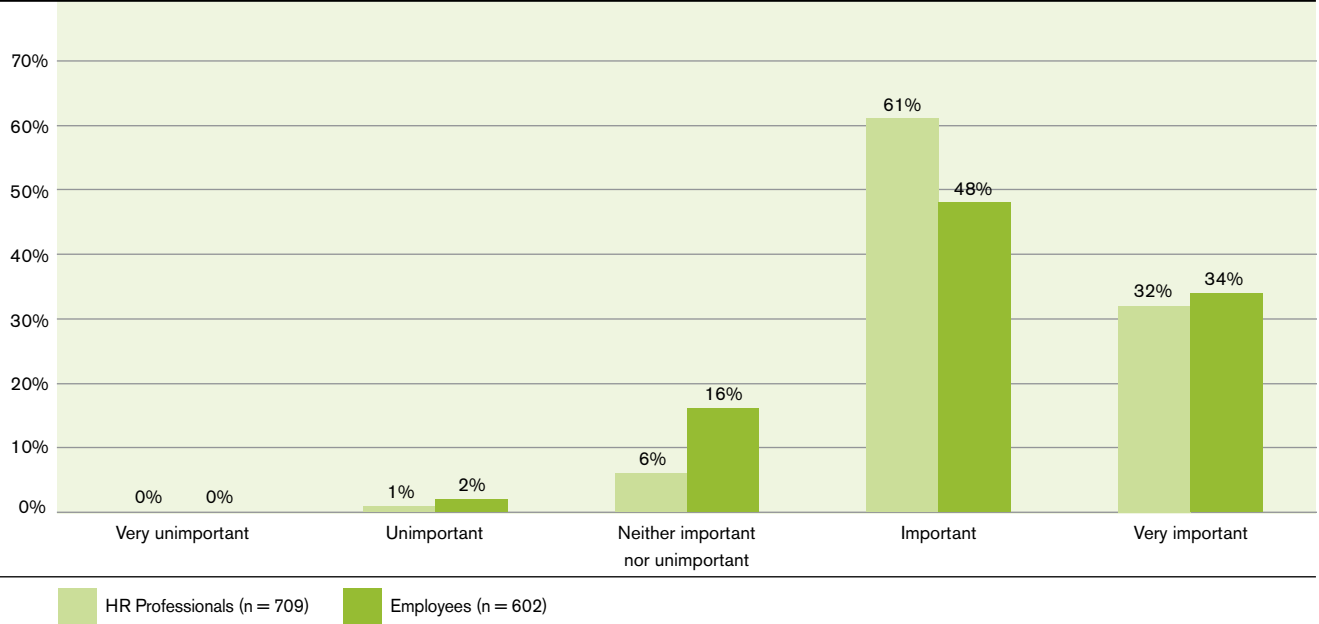
Part of the challenge of any position is providing employees with opportunities to work on different projects and use different skills that both challenge employees and keep the work interesting. HR professionals underestimated the importance of this component to employee satisfaction: 34% of employees, compared with 16% of HR professionals, indicated that variety of work was very important. These data are shown in Figure 19. This aspect was rated as more important to employees in 2005 than in 2007 (Table 7).

The Work Itself

Whether a job was interesting, challenging or exciting was included under the aspect of the work itself. Forty-one percent of employees indicated that the work itself was very important to job satisfaction, compared with 29% of HR professionals (Figure 20). This element of job satisfaction was more important for employees in the 2002 Job Satisfaction Survey than for those in the 2007 survey (Table 7).

The work itself aspect was reported by HR professionals in the high-tech industry as more important to employee job satisfaction than by HR professionals in the manufacturing (nondurable goods) industry (Table 10). HR professionals in large organizations, compared with those in medium organizations, rated this facet as more important (Table 11).

Figure 18 | Importance of Relationships With Co-Workers



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.24 with a standard deviation of .60; the average level of importance for employees was 4.14 with a standard deviation of .76. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

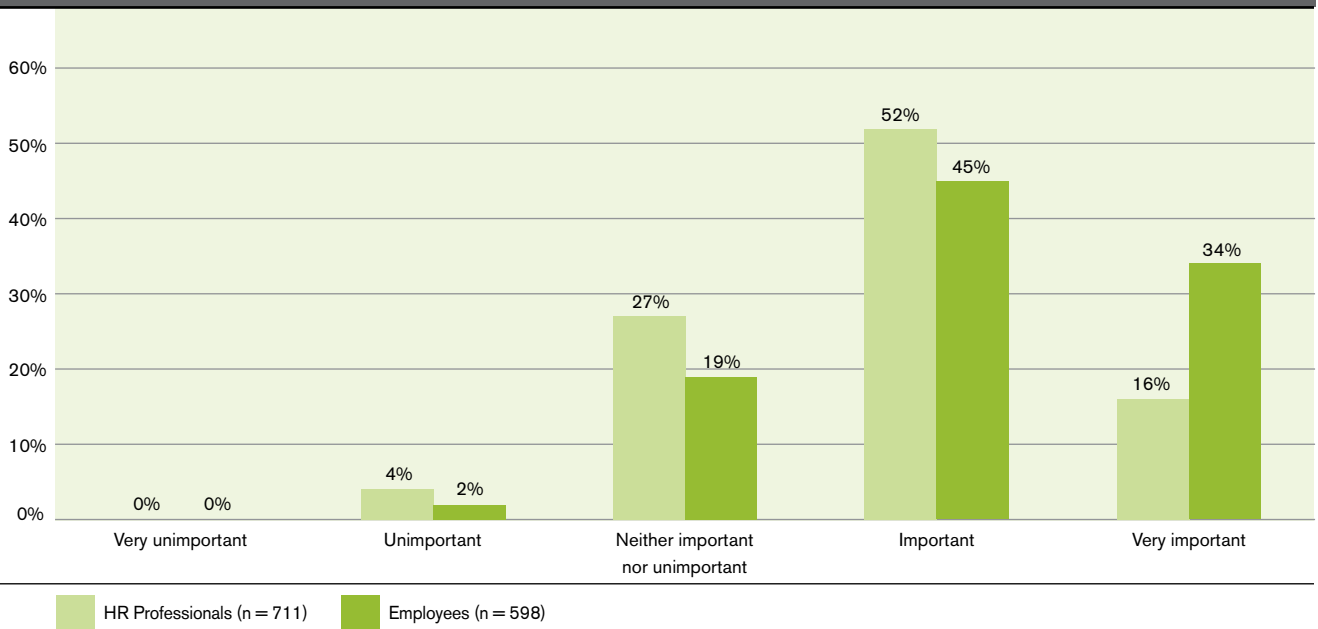
OVERALL EMPLOYEE JOB SATISFACTION

It is a generally held belief that when employee satisfaction is very high, it translates into increased productivity, commitment and retention for organizations. In 2007, employees were highly satisfied with their jobs, with 38% indicating they were very satisfied. HR professionals perceived employees as more likely to be somewhat satisfied (69%) than very satisfied (14%). Figure 21 depicts job satisfaction levels for employees, along with predictions of how satisfied HR professionals perceived employees to be with their jobs.

Figure 22 illustrates the trend data on overall employee job satisfaction from September 2002 to January 2007. The overall satisfaction averages for employees have been consistently favorable over the years and reveal that employees have been more satisfied with their jobs in recent years (2006) than in 2002, when the Job Satisfaction Survey was first conducted. This may be a sign that employees are feeling more confident and secure in their jobs due to an improving economy, increasing wages and organizational stability.

Figure 23 depicts that the opinions of HR professionals about employee job satisfaction have remained relatively consistent over the years. HR professionals perceived employees as more satisfied with their jobs in 2006 than in 2003. Interestingly, a trend continues to exist where HR professionals predict lower levels of

Figure 19 | Importance of the Variety of Work



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 3.79 with a standard deviation of .76; the average level of importance for employees was 4.11 with a standard deviation of .77. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

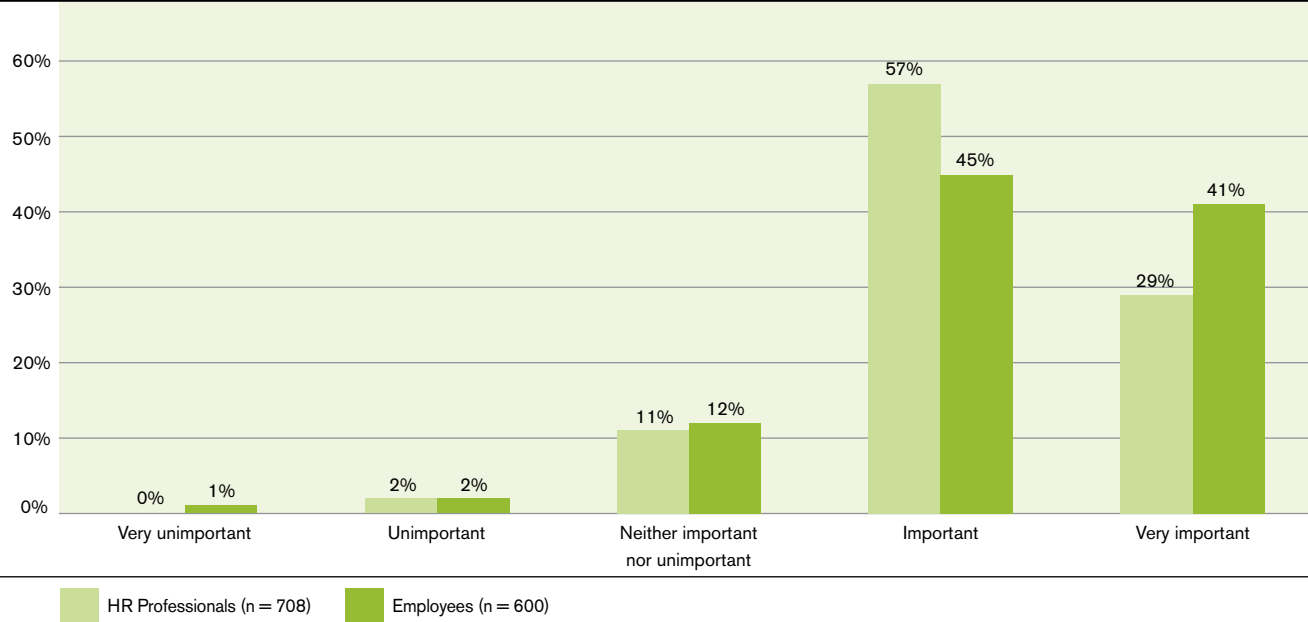
employee satisfaction than what employees report. This may be in part related to how HR professionals gather feedback from employees, which often tends to be during exit interviews.

Analysis of overall employee job satisfaction by employee and HR professional industry, employee job tenure, age and gender showed no significant differences in employee job satisfaction. HR professionals' responses did show some variations depending on organization size: HR professionals in small organizations reported higher employee satisfaction levels than did HR professionals in large organizations.¹⁷

HOW ORGANIZATIONS DETERMINE EMPLOYEE JOB SATISFACTION

Determining employee job satisfaction is a challenging endeavor, and HR professionals and employees both tend to feel apprehensive about the subject. Employees may feel uncomfortable or at risk of possible repercussions if they express how they feel about their jobs to their employers. HR professionals, on the other hand, may feel somewhat apprehensive about formally gathering the opinions of their workforce; they may not welcome the possibility of negative feedback from their employees; or they feel that they lack the necessary resources or commitment from management. Employee attitudes are also dynamic and can be influenced by many different factors. Employee attributes or factors that are beyond the control of decision makers in organizations pose further challenges for the HR professional.

Figure 20 | Importance of the Work Itself



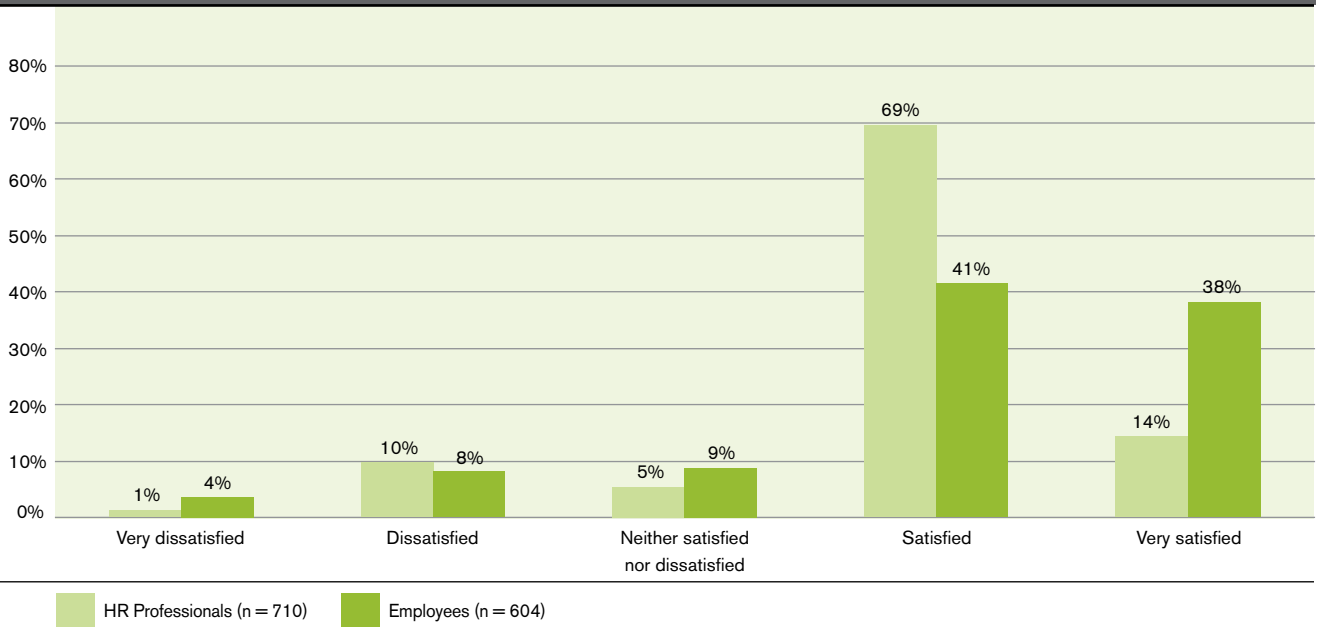
Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very unimportant" and 5 = "very important," the average of HR professional predictions was 4.13 with a standard deviation of .70; the average level of importance for employees was 4.25 with a standard deviation of .76. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

Source: SHRM 2007 Job Satisfaction Survey Report

How do organizations go about figuring out employee satisfaction levels? There are a myriad of ways to measure employee attitudes, each with its own advantages and disadvantages. Figure 24 shows that most HR professionals reported that they learned about employee job satisfaction through employee exit interviews or surveys (72%), by speaking with employees on an individual basis (68%), through feedback from employee performance reviews (65%) and by word of mouth (60%). Using employee attitude surveys and speaking with managers about their direct reports as a method for determining job satisfaction were reported by roughly one-half of HR professionals (50% and 45%, respectively).

HR professionals from health, manufacturing (durable) and service (nonprofit) industries were more likely than those from the education services to cite employee exit interviews or surveys as a method of measuring employee job satisfaction.¹⁸ Table 13 depicts the methods used by organizations to determine job satisfaction based on organization staff size. Large organizations were more likely than small and medium organizations to conduct employee focus groups, track the number of complaints that the organization received (including legal/EEO complaints) and utilize employee attitude surveys and employee onboarding interviews/surveys to measure job satisfaction. Medium organizations tended to measure job satisfaction through employee attitude surveys, tracking the number of legal/EEO complaints, employee exit interviews/surveys and word of mouth. Small organizations, compared with large

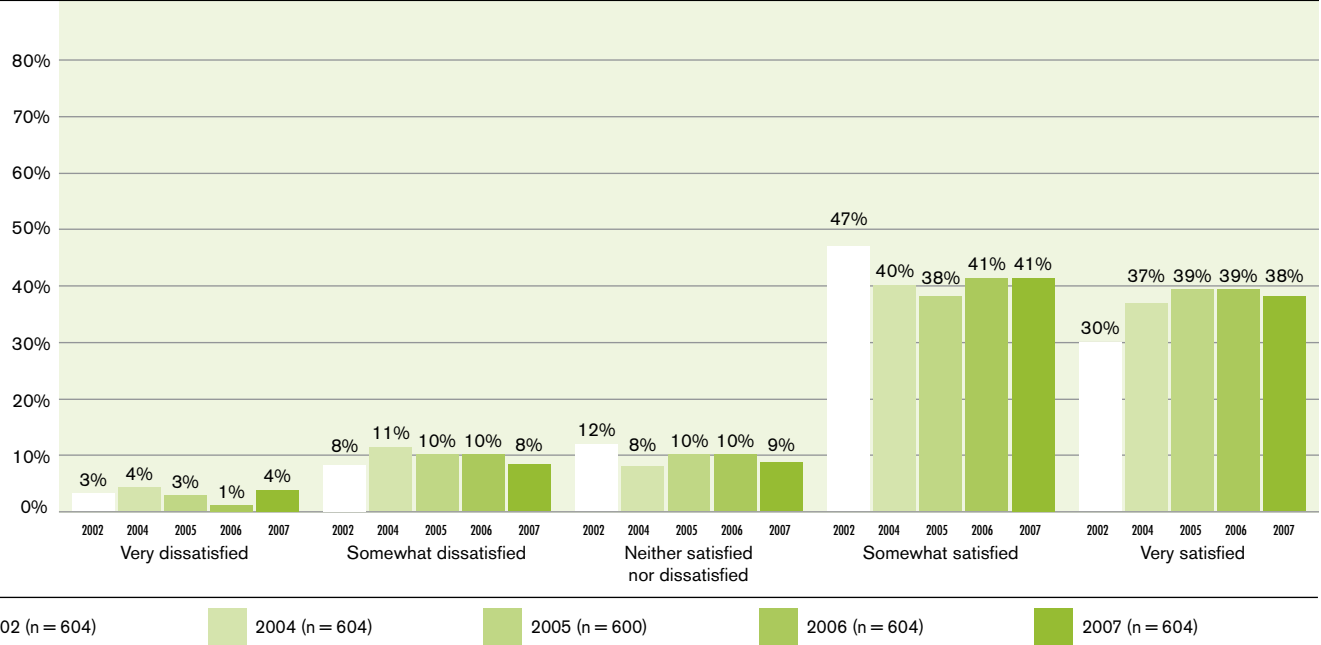
Figure 21 | Overall Satisfaction of Employees With Their Current Job



Note: Percentages may not total 100% due to rounding. On a scale where 1 = “very dissatisfied” and 5 = “very satisfied,” the average of HR professional predictions was 3.86 with a standard deviation of .82; the average level of importance for employees was 4.02 with a standard deviation of 1.06. A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.

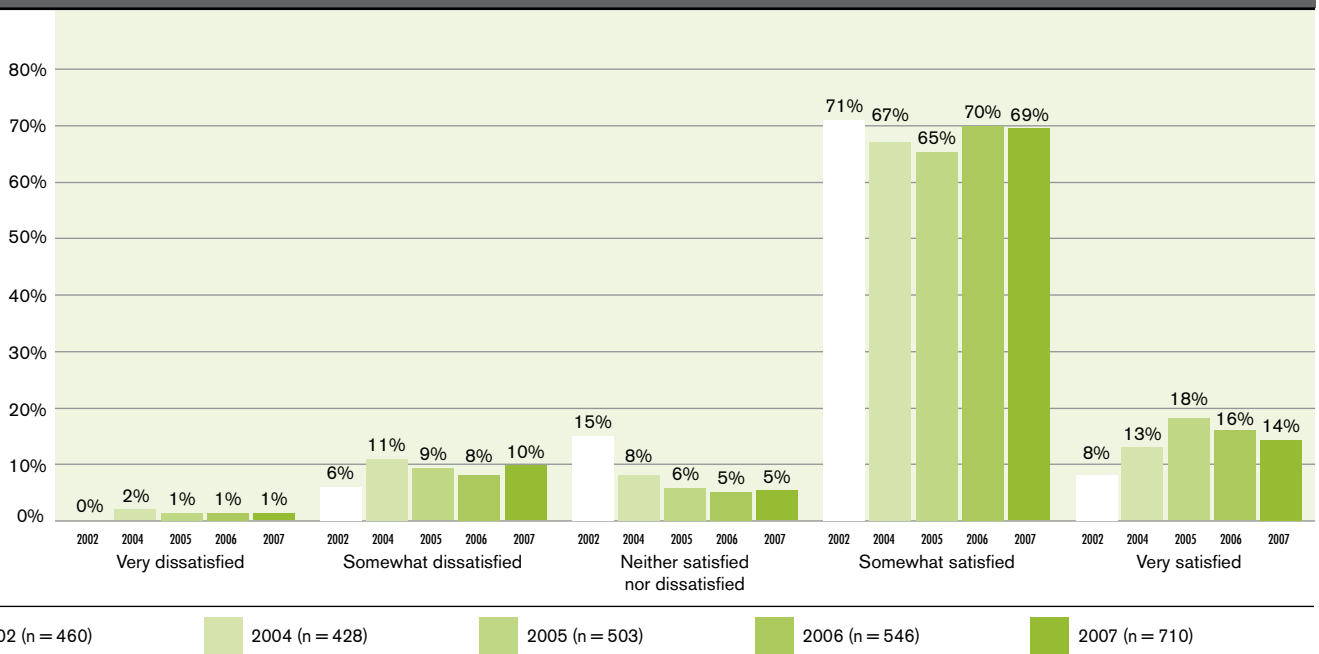
Source: SHRM 2007 Job Satisfaction Survey Report

Figure 22 | Overall Employee Job Satisfaction Comparison of Surveys (Employees)



Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very dissatisfied" and 5 = "very satisfied," the average level of employee satisfaction for employees and standard deviations (SD) for the surveys were as follows: 2002 Job Satisfaction Survey (average = 3.91, SD = 1.02); 2004 Job Satisfaction Survey (average = 3.95, SD = 1.11); 2005 Job Satisfaction Survey (average = 4.01, SD = 1.06); 2006 Job Satisfaction Survey (average = 4.10, SD = .99) and 2007 Job Satisfaction Survey (average = 4.02, SD = 1.06). A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

Figure 23 | Overall Employee Job Satisfaction Comparison of Surveys (HR Professionals)



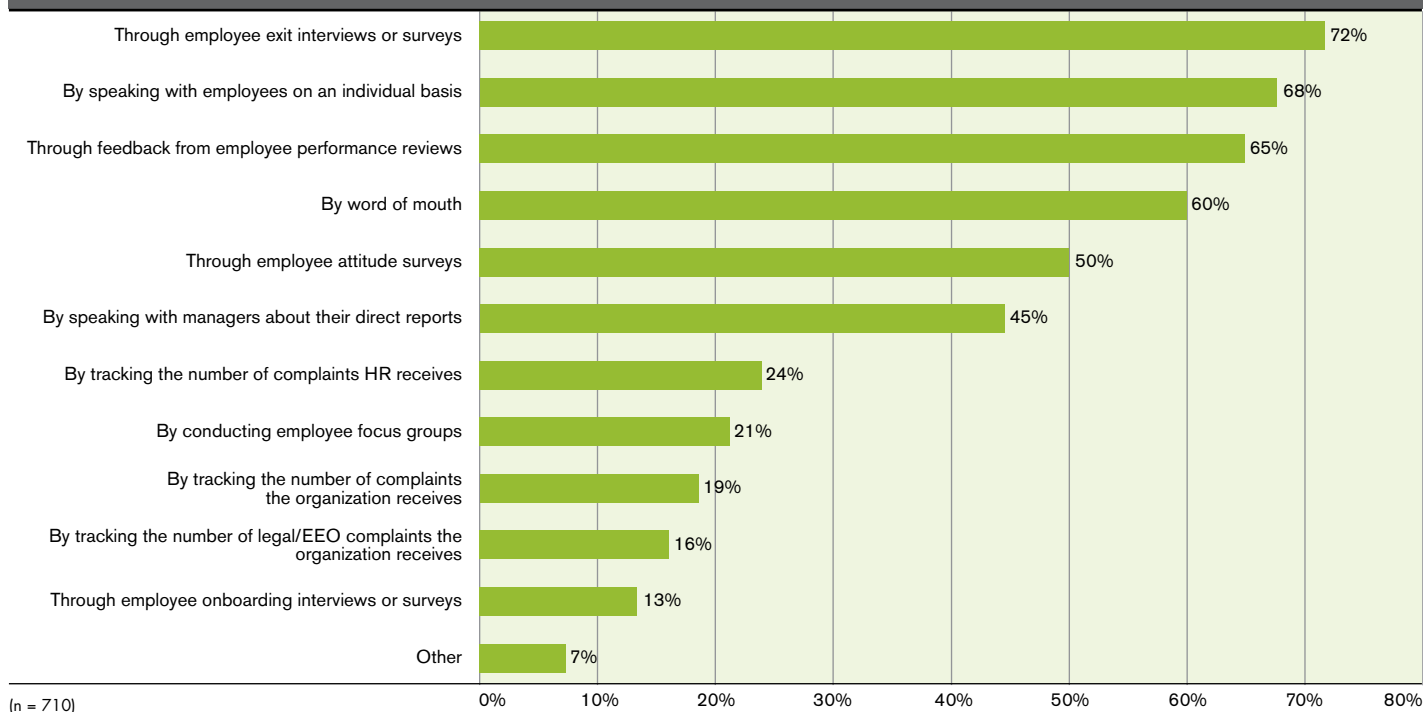
Note: Percentages may not total 100% due to rounding. On a scale where 1 = "very dissatisfied" and 5 = "very satisfied," the average level of employee satisfaction HR professionals predicted and standard deviations (SD) for the surveys were as follows: 2002 Job Satisfaction Survey (average = 3.81, SD = .67); 2004 Job Satisfaction Survey (average = 3.78, SD = .87); 2005 Job Satisfaction Survey (average = 3.89, SD = .85); 2006 Job Satisfaction Survey (average = 3.93, SD = .77) and 2007 Job Satisfaction Survey (average = 3.86, SD = .82). A standard deviation of 1.0 or greater indicates a relative lack of consensus. Readers should proceed with caution when generalizing the results.
 Source: SHRM 2007 Job Satisfaction Survey Report

organizations, were more likely to learn about job satisfaction through speaking with employees on an individual basis and by word of mouth.

It is interesting that the most prevalent method of learning about how satisfied or dissatisfied employees were with their jobs was at a point when employees were leaving the organization. Although it provides the employer with some invaluable insight, it does not afford the employer the opportunity to intervene early on and work out a possible solution with the employee. Another unfortunate consequence is that the exit interview or survey may also provide employers with slightly biased results since it is likely that at least some of the employees leaving the organization may be unhappy or disgruntled. As mentioned earlier, this may account for the lower perceived overall employee job satisfaction levels by HR professionals (Figure 21).

Although employees may be reluctant to talk one-on-one with their employers about how they feel about their jobs, employers can encourage open lines of communication and ongoing feedback sessions (outside of performance evaluations) to deal with any concerns early on. As previously discussed, when employees and supervisors have a good relationship where they feel safe and supported, the employees are likely to share work-related issues. Feedback from employees during performance reviews may also have inherent biases because employees may not be completely honest

Figure 24 | How Organizations Determine Employee Job Satisfaction



Note: Percentages do not total 100% due to multiple response options.
Source: SHRM 2007 Job Satisfaction Survey Report

at a time when their job performance and their possible merit increases are being discussed. Employers also frequently learn about employee attitudes through word of mouth, where there is a higher likelihood for the employer to receive inaccurate or incomplete information.

While employee attitude or satisfaction surveys are not without their own problems, they can reveal a wealth of information about employees' perceptions, given that the survey is properly designed and conducted. Administering an employee attitude survey can send a positive message to employees that their opinions are valued. Employers can successfully do the survey in-house; however, outsourcing it to a third party can give greater credibility and confidentiality to the results. Employers need to make a concerted effort to gain the trust of employees by ensuring that responses cannot be directly linked back to an individual employee and that individual responses are kept confidential. Employees' fears can be decreased with detailed and clear communications from HR, including information about the purpose of the survey, how the survey results will be used and the steps taken to ensure confidentiality.

If employee attitude or satisfaction surveys are used, an organization must commit that it will listen to what employees have to say, address their concerns openly and honestly and make changes based on the survey results. Employees will want accountability for how their opinions are being dealt with and the changes that have

Table 13 | How Organizations Determine Employee Job Satisfaction (by HR Professional Organization Staff Size)

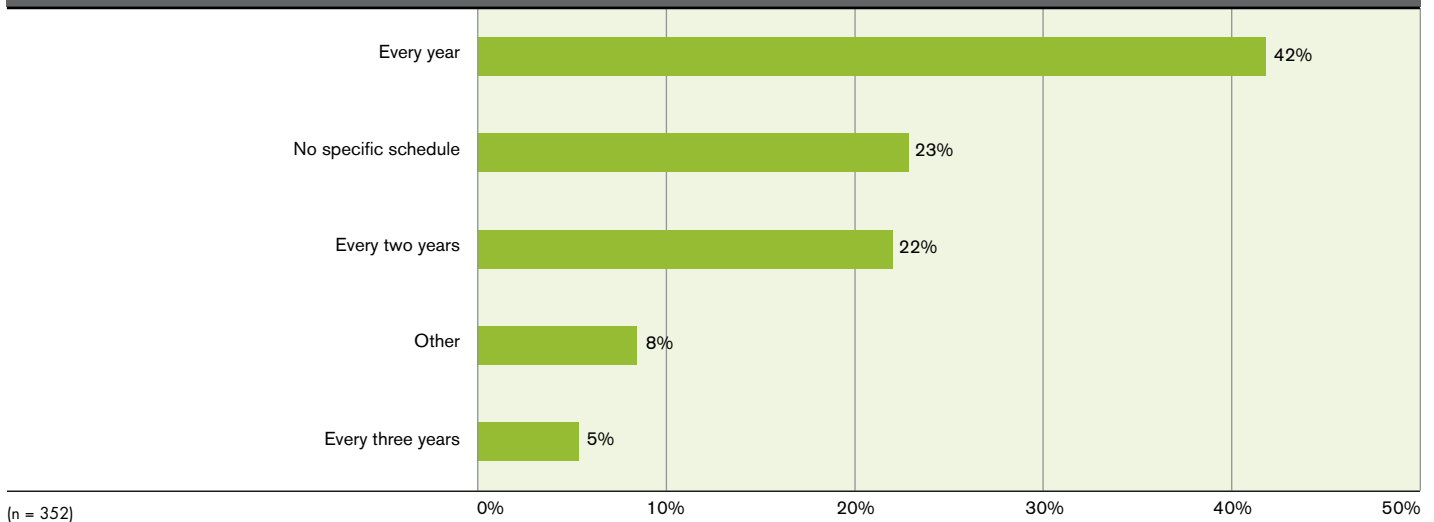
	Small (1-99 Employees) (n = 161)	Medium (100-499 Employees) (n = 195)	Large (500 and More Employees) (n = 339)	Differences Based on Staff Size
Through employee attitude surveys	21%	38%	60%	Medium > small Large > small Large > medium
By speaking with employees on an individual basis	79%	70%	62%	Small > large
By conducting employee focus groups	8%	14%	32%	Large > small Large > medium
By tracking the number of complaints the organization receives	14%	14%	24%	Large > small Large > medium
By tracking the number of legal/EEO complaints the organization receives	4%	13%	24%	Medium > small Large > small Large > medium
Through employee exit interviews or surveys	58%	74%	78%	Medium > small Large > small
Through employee onboarding interviews or surveys	8%	9%	19%	Large > small Large > medium
By word of mouth	67%	68%	53%	Small > large Medium > large

Note: Sample sizes are based on the actual number of respondents answering the organization staff size question; however, the percentages shown are based on the actual number of respondents by organization staff size who answered the questions using the provided response options.
Source: SHRM 2007 Job Satisfaction Survey Report

come as a result of their ideas. If employees do not perceive the organization to be effectively implementing results from employee attitude surveys, it may be harder to garner active participation in future surveys.

How often do organizations gauge employee satisfaction levels? Forty-two percent of HR professionals from organizations that reported using employee attitude or satisfaction surveys indicated that these surveys were conducted on an annual basis, while 22% conducted them every two years and 23% did not have a specific schedule. These data are depicted in Figure 25. HR professionals in large and medium organizations were more likely to report conducting employee attitude surveys every two years than were those in small organizations. HR professionals in small organizations, compared with large organizations, tended to follow no specific schedule.¹⁹

Figure 25 | Frequency of Employee Attitude Surveys



Note: Percentages may not total 100% due to rounding. HR professionals who reported that their organizations did not conduct employee attitude surveys were excluded.
Source: SHRM 2007 Job Satisfaction Survey Report

Appendix

Top Five “Very Important” Aspects for HR Professionals and Employees by Industry

Industry	Respondents	First	Second	Third	Fourth	Fifth
Construction and mining/oil and gas	HR Professionals	Relationship with immediate supervisor	Compensation/pay	Benefits	Management recognition of employee job performance	Health care/medical benefits
	%	73%	73%	65%	62%	58%
	Employees	Health care/medical benefits	Paid time off	Benefits	Retirement benefits	Compensation/pay
	%	65%	65%	61%	61%	58%
Educational services	HR Professionals	Health care/medical benefits	Benefits	Communication between employees and senior management	Management recognition of employee job performance	Career development opportunities
	%	71%	70%	65%	60%	60%
	Employees	Health care/medical benefits	Job security	Meaningfulness of job	Benefits	Compensation/pay AND feeling safe in the work environment
	%	61%	58%	58%	56%	56%
Government	HR Professionals	Health care/medical benefits	Benefits	Relationship with immediate supervisor	Management recognition of employee job performance	Compensation/pay
	%	81%	73%	73%	67%	66%
	Employees	Retirement benefits	Benefits	Health care/medical benefits	Job security	Paid time off
	%	69%	64%	61%	61%	61%
Health	HR Professionals	Management recognition of employee job performance	Paid time off	Compensation/pay	Relationship with immediate supervisor	Health care/medical benefits
	%	71%	70%	69%	69%	63%
	Employees	Compensation/pay	Management recognition of employee job performance	Health care/medical benefits	Job security	Benefits
	%	66%	63%	61%	59%	59%
High-tech	HR Professionals	Relationship with immediate supervisor	Compensation/pay	Career development opportunities	Communication between employees and senior management	Benefits AND flexibility to balance life and work issues
	%	76%	71%	68%	65%	59%
	Employees	Relationship with immediate supervisor	Management recognition of employee job performance	Benefits	Compensation/pay	The work itself AND flexibility to balance life and work issues
	%	68%	68%	60%	60%	60%

Table continued on next page.

Top Five “Very Important” Aspects for HR Professionals and Employees by Industry (cont.)

Industry	Respondents	First	Second	Third	Fourth	Fifth	
Manufacturing (durable goods)	HR Professionals	Relationship with immediate supervisor	Benefits	Compensation/pay	Health care/medical benefits	Paid time off	
	%	81%	75%	74%	73%	73%	
	Employees	Retirement benefits	Benefits	Health care/medical benefits	Paid time off	Compensation/pay	
	%	71%	67%	60%	60%	57%	
Services (profit)	HR Professionals	Compensation/pay	Relationship with immediate supervisor	Career development opportunities	Paid time off	Health care/medical benefits AND communication between employees and senior management AND flexibility to balance life and work issues	
	%	66%	66%	64%	61%	58%	
	Employees	Health care/medical benefits	Paid time off	Flexibility to balance life and work issues	Communication between employees and senior management	Benefits AND compensation/pay AND job security AND management recognition of employee job performance	
	%	56%	54%	54%	53%	49%	
	Wholesale/retail trade	HR Professionals	Compensation/pay	Health care/medical benefits	Management recognition of employee job performance	Relationship with immediate supervisor	Paid time off
	%	80%	67%	63%	62%	60%	
Employees	Compensation/pay	Health care/medical benefits	Benefits	Paid time off	Retirement benefits		
%	63%	62%	60%	57%	57%		

Note: Only industries represented by 20 or more employees and HR professionals were included in this table.
Source: SHRM 2007 Job Satisfaction Survey Report

Top Five “Very Important” Aspects for HR Professionals and Employees by Organization Staff Size

Staff Size of Organization	Respondents	First	Second	Third	Fourth	Fifth
Small (1-99 employees)	HR Professionals	Compensation/pay	Communication between employees and senior management	Relationship with immediate supervisor	Management recognition of employee job performance	Health care/medical benefits AND benefits
	%	69%	67%	65%	64%	57%
	Employees	Feeling safe in the work environment	Compensation/pay	Flexibility to balance life and work issues	Paid time off	Communication between employees and senior management AND health care/medical benefits
	%	50%	48%	47%	47%	47%
Medium (100-499 employees)	HR Professionals	Relationship with immediate supervisor	Health care/medical benefits	Communication between employees and senior management	Paid time off	Management recognition of employee job performance AND compensation/pay
	%	68%	68%	67%	66%	66%
	Employees	Compensation/pay	Health care/medical benefits	Benefits	Retirement benefits	Paid time off
	%	68%	66%	65%	64%	59%
Large (500 and more employees)	HR Professionals	Relationship with immediate supervisor	Compensation/pay	Health care/medical benefits	Management recognition of employee job performance	Benefits
	%	73%	67%	64%	64%	62%
	Employees	Health care/medical benefits	Benefits	Compensation/pay	Retirement benefits	Paid time off
	%	69%	69%	66%	65%	60%

Source: SHRM 2007 Job Satisfaction Survey Report

Top Five “Very Important” Aspects for Employees by Job Tenure

Job Tenure	First	Second	Third	Fourth	Fifth
2 years or less	Compensation/pay	Flexibility to balance life and work issues	Benefits	Health care/medical benefits	Management recognition of employee job performance
	57%	57%	55%	54%	53%
3 to 5 years	Health care/medical benefits	Benefits	Compensation/pay	Paid time off	Retirement benefits
	60%	58%	58%	58%	55%
6 to 10 years	Compensation/pay	Benefits	Retirement benefits	Health care/medical benefits	Job security
	67%	64%	62%	62%	61%
11 to 15 years	Benefits	Compensation/pay	Health care/medical benefits	Paid time off	Retirement benefits
	64%	62%	60%	60%	60%
16 years or more	Health care/medical benefits	Retirement benefits	Benefits	Paid time off	Job security
	69%	65%	61%	60%	58%

Source: SHRM 2007 Job Satisfaction Survey Report

Top Five “Very Important” Aspects for Employees by Age

Age	First	Second	Third	Fourth	Fifth
35 and younger	Compensation/pay	Benefits	Flexibility to balance life and work issues	Health care/medical benefits	Job security
	62%	61%	59%	59%	56%
36 to 55	Health care/medical benefits	Compensation/pay	Benefits	Retirement benefits	Paid time off
	61%	61%	60%	56%	56%
56 and older	Feeling safe in the work environment	Retirement benefits	Health care/medical benefits	Benefits	Paid time off
	60%	59%	57%	54%	53%

Source: SHRM 2007 Job Satisfaction Survey Report

Top Five “Very Important” Aspects for Employees by Gender

Gender	First	Second	Third	Fourth	Fifth
Male	Health care/medical benefits	Benefits	Compensation/pay	Retirement benefits	Paid time off
	59%	59%	58%	55%	52%
Female	Feeling safe in the work environment	Flexibility to balance life and work issues	Compensation/pay	Health care/medical benefits	Benefits
	63%	61%	61%	61%	60%

Source: SHRM 2007 Job Satisfaction Survey Report

Conclusions

Low job satisfaction can contribute to multiple organizational problems and has been associated with increased levels of turnover and absenteeism, which ultimately cost the organization in terms of low performance and decreased productivity. The factors that affect job satisfaction are varied and dynamic in nature, making it difficult for HR professionals to pinpoint what aspects are most important and make employees happy. It is important for HR professionals to be aware of the needs and composition of their workforce as well as the impact of environmental factors when developing their programs and policies. As the job market expands, it will be particularly important for HR professionals to pay close attention to aspects that are important to employee job satisfaction in general and by employee age, gender and other workforce characteristics.

The results of this survey indicate that each of the 22 aspects was important to employee job satisfaction to varying degrees, according to employees and HR professionals. HR professionals accurately predicted the average importance level of four of the 22 aspects to employees: job security, work/life balance, autonomy and independence, and contribution of work to the organization's business goals. In comparison with 2006, HR professionals were in sync with the importance of job security and work/life balance for employees. This is important, considering that both of these factors are in the top five list of "very important" attributes to employee job satisfaction. HR professionals predicted that 14 aspects were more important to employees than they actually were. There were four aspects that employees rated higher in overall importance to job satisfaction than HR professionals predicted. These were feeling safe in the work environment, meaningfulness of job, the work itself and the variety of work.

Since their inception, the SHRM Job Satisfaction Surveys have revealed that HR professionals tend to place high value on the importance of relational aspects to employee job satisfaction: supervisor-employee relationships, recognition and communication have always been among the top five "very important" aspects of employee job satisfaction, as perceived by HR professionals. While these factors are certainly important to employees, they appear to have become secondary. Compensation and benefits are again of primary concern to employees. These two

It is important for HR professionals to be aware of the needs and composition of their workforce as well as the impact of environmental factors when developing their programs and policies.

aspects of job satisfaction have held the top two positions for employees in the past four SHRM Job Satisfaction Surveys, signifying that for employees, tangible components that are readily definable are of utmost importance.

Although benefits and compensation are often perceived as the most valuable incentive for employees to stay with their jobs, they are also among the most difficult to provide. One of the challenges with compensation is that employees often do not understand how the pay structure works within their organizations. Employers can take steps to better articulate information about the pay structure, make sure that they adjust to changes in the market and adhere to their policies in an equitable way. Organizations can highlight the worth of the total compensation package, including the full suite of benefits available to employees. This also speaks to the relationship between senior management and employees. Senior management can reduce these potential issues by keeping employees well-informed and by effectively communicating information throughout the organization. Work/life balance practices, such as flextime, telecommuting and compressed workweeks, are low-cost alternatives and have shown to increase job satisfaction and productivity while lowering stress levels. The good news is that there are a number of ways to improve job satisfaction outside of benefits and compensation, as mentioned throughout the report. To stay in tune with employees, engage employees and hold on to top performers, employers can make a concentrated effort to solicit feedback on a regular basis from employees and encourage open lines of communication.

An HR Perspective: 2007 Job Satisfaction Survey Report

According to the *SHRM Glossary of Human Resource Terms*,²⁰ job satisfaction is a tool that both defines and measures how employees feel regarding their job, work environment, pay, benefits and so forth. Work/life balance, a key aspect of job satisfaction, is identified as a top trend for total rewards/compensation and benefits.²¹ In addition, a recent survey found that work/life balance ranked number three out of the top five attraction drivers in the United States.²² This trend reflects the business response to today's changing workforce demographics, with an increasing number of women, single parents, baby boomers and Generations X and Y demanding work/life balance options in the workplace.

As this survey report reveals, employees rated work/life balance among the top five very important aspects for job satisfaction. The report also highlights that employees are focusing on tangible rewards, such as flexibility, rather than relationship aspects of the job. Yet it is interesting to note that HR professionals placed work/life balance as ninth in importance out of the 22 job satisfaction aspects. Thus, there is some disparity in how employees and HR professionals regard the importance of work/life balance. For those organizations that have work/life programs, the solution could be as simple as HR carefully examining the degree to which these benefits are communicated to employees and reviewing how management actively encourages the use of these programs.

From a mega viewpoint, this difference in opinion represents a definite area of opportunity for HR. Work/life balance programs are known to be excellent strategic tools for the attraction and retention of talent. From a practical viewpoint, organizations lacking successful work/life balance programs are clearly at risk of employee burnout due to the high stress levels created by today's 24/7 on-call work environment. Consequently, employees are likely to look for a company that demonstrates respect for its workforce through the sincere use of work/life balance benefits.

Therefore, from an applied perspective, HR professionals will want to consider the following key questions: 1) does the organization's culture truly support work/life balance initiatives? 2) is there strong support from top management? 3)

Work/life balance programs are known to be excellent strategic tools for the attraction and retention of talent.

are there unsupportive supervisors who do not allow employees to benefit from these programs? and 4) are employees concerned about career advancement opportunities if they take advantage of work/life balance programs?

For work/life initiatives to be successful, it is essential that the organization's culture supports a positive balance between work and life. For those HR practitioners who oversee work/life initiatives, below are some practical points to follow as general guidelines:²³

- Articulate work/life balance as one of the organization's core values, communicating this consistently in the company's vision, mission statement and human resource policies.
- Look closely at the organization's culture and work processes and then determine if they are aligned with the company's work/life strategy.
- Identify and evaluate employees' needs on a regular basis with tools such as surveys, using the results to add or modify work/life benefits as needed.
- Offer a wide range of work/life benefits from which employees can choose.
- Hold supervisors and managers accountable for supporting work/life balance and consider including this in performance reviews.
- Measure results by closely examining employee participation in various work/life balance programs.

In addition, HR professionals can take a number of practical steps to gain a better understanding of how employees feel about work/life balance. For example, HR can conduct focus groups, encourage one-on-one employee/manager informational sessions, administer targeted employee attitude surveys through an outside vendor to ensure confidentiality, and gather information during exit interviews. (However, the exit interview is generally not the best avenue as employees may not provide positive feedback at this point.) The most successful vehicles for information gathering are those that provide employees with the ability to anonymously give opinions, unrelated to performance appraisal practices. Thus, by using a myriad of ways to learn about employees' need for work/life balance and the use of company programs that currently exist, HR professionals will be better placed to offer a key aspect for job satisfaction to their workforce.

Demographics

HR PROFESSIONALS

Organization Staff Size	
Small organization (1-99 employees)	23%
Medium organization (100-499 employees)	28%
Large organization (500 and more employees)	49%
(n = 695)	

Industry	
Services (profit)	11%
Manufacturing (durable goods)	10%
Health	9%
Services (nonprofit)	7%
Government	7%
Finance	6%
Educational services	6%
Manufacturing (nondurable goods)	5%
High-tech	5%
Wholesale/retail trade	4%
Construction and mining/oil and gas	4%
Insurance	3%
Hospitality/accommodations/food services*	3%
Telecommunications	2%
Transportation	2%
Utilities	2%
Biotechnology/pharmaceuticals*	1%
Legal*	1%
Real estate/property management/home builder*	1%
Arts/entertainment/recreation*	1%
Newspaper publishing/broadcasting	0%
Other	10%
(n = 712)	
*For the purpose of the analysis, these categories are recodes from the "other" category.	

EMPLOYEES

Organization Staff Size	
Small organization (1-99 employees)	36%
Medium organization (100-499 employees)	16%
Large organization (500 and more employees)	48%
(n = 599)	

Industry	
Educational services	12%
Wholesale/retail trade	10%
Health	10%
Manufacturing (durable goods)	7%
Services (profit)	6%
Government	6%
Construction and mining/oil and gas	5%
Transportation	4%
High-tech	4%
Services (nonprofit)	3%
Manufacturing (nondurable goods)	3%
Insurance	2%
Finance	2%
Telecommunications	2%
Newspaper publishing/broadcasting	2%
Hospitality/accommodations/food services*	2%
Arts/entertainment/recreation*	1%
Legal*	1%
Engineering/aerospace*	1%
Utilities	0%
Other**	15%
(n = 601)	
*For the purpose of the analysis, these categories are recodes from the "other" category.	
**Industries listed in the "other" category included childcare, consulting, automotive, farming, etc.	

EMPLOYEES

Gender	
Male	56%
Female	44%
(n = 604)	

Age	
35 and younger	30%
36-55	54%
56 and older	15%
(n = 604)	
Note: Percentages do not total 100% due to rounding.	

Job Tenure	
2 years or less	27%
3 to 5 years	24%
6 to 10 years	21%
11 to 15 years	11%
16 or more years	17%
(n = 599)	

Endnotes

¹ 2002 *Job Satisfaction Survey Report* published in December 2002, *Job Security Survey Report* published in June 2003, *Job Benefits Survey Report* published in December 2003, *Job Compensation/Pay Survey Report* published in January 2004, *2004 Job Satisfaction Survey Report* published in April 2004, *2005 Job Satisfaction Survey Report* published in June 2005, and *2006 Job Satisfaction Survey Report* published in June 2006.

² For more information on SHRM/Rutgers LINE[™] visit www.shrm.org/line

³ Frincke, J. (2006, December). *SHRM/CareerJournal.com 2006 U.S. job retention poll findings*. Retrieved from www.shrm.org/surveys.

⁴ The 2007 Job Satisfaction Survey instruments are available for readers upon request.

⁵ The HR professional and employee groups that participated in this survey were from different organizations, and this may also account for some of the differences found in this research.

⁶ In 2004, 2005 and 2006, five aspects were added to the list of the original 16 from 2002. In 2007, one additional aspect was added to the list for a total of 22.

⁷ The “very important” category was used as a reference for the figures. In some cases, the differences between each of the 22 components are slight; therefore, the order in which the data are displayed should not be considered as absolute.

⁸ Society for Human Resource Management. (2007, February 27). Do employees in your organization understand how pay decisions are made? [SHRM Weekly Online Survey]. Retrieved April 6, 2007, from www.shrm.org/surveys.

⁹ Society for Human Resource Management. (2007, June). *SHRM 2007 benefits survey report*. Alexandria, VA: Society for Human Resource Management.

¹⁰ Schramm, J. (2006, June). *SHRM workplace forecast*. Alexandria, VA: Society for Human Resource Management.

¹¹ These data are not depicted in a table.

¹² These data are not depicted in a table.

¹³ These data are not depicted in a table.

¹⁴ Fegley, S. (2005). *SHRM 2005 disaster preparedness survey report*. Alexandria, VA: Society for Human Resource Management.

¹⁵ Benedict, A. (2007). *SHRM 2007 corporate social responsibility pilot study*. Alexandria, VA: Society for Human Resource Management.

¹⁶ These data are not depicted in a table.

¹⁷ These data are not depicted in a table.

¹⁸ These data are not depicted in a table.

¹⁹ These data are not depicted in a table.

²⁰ *SHRM Glossary of HR Terms*, www.shrm.org/hrresources/hrglossary_published

²¹ Society for Human Resource Management. (2006). *SHRM Special Expertise Panel 2006 trends report*. Alexandria, VA: Author.

²² O'Neal, S., & Gebauer, J. (2006, first quarter). Talent management in the 21st century: Attracting, retaining and engaging employees of choice. *WorldatWorkJournal*.

²³ Business for Social Responsibility. (2007). *Work-life quality*. Retrieved from www.bsr.org/CSRResources/IssueBriefDetail.cfm

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2. SHRM/CareerJournal.com 2006 Workplace Vacation Poll Findings (30 pages, September 2006)
3. SHRM/CareerJournal.com 2006 Workplace Romance Poll Findings (17 pages, January 2006)
4. SHRM/CareerJournal.com 2005 U.S. Job Recovery and Retention Survey Report (40 pages, November 2005)
5. Organizational Communication Poll Findings (24 pages, June 2005)
6. Workplace Productivity Poll Findings (17 pages, January 2005)
7. SHRM/CareerJournal.com Workplace Privacy Poll Findings (47 pages, January 2005)
8. SHRM/CareerJournal.com 2004 U.S. Job Recovery and Retention Poll Findings (33 pages, November 2004)
9. Employee Trust and Loyalty Poll Findings (21 pages, July 2004)
10. Job Negotiation Survey Findings (41 pages, April 2004)
11. Job Opportunities Survey (39 pages, September 2003)
12. Job Recovery Survey (28 pages, August 2003)
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14. Job Satisfaction Poll (74 pages, December 2002)
15. HR Implications of the Attack on America (23 pages, September 2002)
16. Corporate Credibility and Employee Communications Survey (14 pages, August 2002)

17. Job Opportunities Poll (30 pages, August 2002)
18. Workplace Romance Survey (24 pages, February 2002)
19. School-to-Work Programs Survey (16 pages, January 2002)
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21. Negotiating Rewards Poll (14 pages, October 2001)
22. Search Tactics Poll (8 pages, April 2001)

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3. 2007 Corporate Social Responsibility Pilot Study (40 pages, March 2007)
4. 2006 Weapons in the Workplace Survey Report (33 pages, November 2006)
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6. 2006 Strategic HR Management Survey Report (31 pages, October 2006)
7. Are They Really Ready to Work? Employers' Perspectives on the Basic Knowledge and Applied Skills of New Entrants to the 21st Century U.S. Workforce (64 pages, October 2006)
8. Manufacturing Industry Findings on Human Resource Topics (47 pages, July 2006)
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12. 2006 Executive Compensation Survey Report (33 pages, May 2006)
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17. 2005 Offshoring Survey Report (51 pages, October 2005)
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24. 2005 Rewards Programs and Incentive Compensation Survey Report (38 pages, March 2005)
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26. Reference and Background Checking Survey Report (41 pages, January 2005)
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51. Recruiter Cost/Budget Survey (30 pages, October 2002)
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53. Workplace Demographic Trends Survey (37 pages, June 2002)
54. Global Leadership Survey (36 pages, June 2002)
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56. A Study of Effective Workforce Management (36 pages, February 2002)
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58. Job Security and Layoffs Survey (76 pages, December 2001)
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