

# Job Satisfaction INDEX 2016

THIS REPORT HAS BEEN PRODUCED IN A PARTNERSHIP BETWEEN KRIFA AND  
THE HAPPINESS RESEARCH INSTITUTE IN COLLABORATION WITH TNS GALLUP



# How do we create better workplaces?

Are we getting along with our bosses? Do we see purpose in what we do? This report seeks to explain what drives satisfaction at work.

Work takes many forms. We may educate the young, care for the old, or make sure other people arrive to work on time. You may find yourself behind the counter, behind the wheel, behind the desk, or behind the stage. Nevertheless, there is a set of common denominators among the happiest employees.

So what drives job satisfaction? Why are some employees happier than others? And how can we draw inspiration from some of the happiest employees in the world to improve well-being at work on a global scale? These are some of the questions this report seeks to answer.

The report is based on an extensive study of more than 2,500 Danish employees – as Danes report the highest levels of jobs satisfaction in the world. The study is

a collaboration between Krifa, one of the biggest trade unions in Denmark; TNS Gallup, a global survey firm; and The Happiness Research Institute, a think tank focusing on well-being, happiness, and quality of life.

When it comes to satisfaction and happiness, Danes are an interesting group to study. Danes seem to top every happiness ranking, and the same goes for job satisfaction. In fact, according to Eurobarometer 2014, Denmark has the happiest workforce in Europe: 94% of Danish employees report themselves satisfied with their conditions at work, while the EU average is 77%.

It is our hope this report will provide insight and inspiration for anyone who wants to put job satisfaction on the agenda.

## HOW WE COMPILED THIS REPORT

This publication is a summary of a more comprehensive report published in Danish. Several sources were used to write the initial report: (1) a survey based on Structural Equation Modelling conducted by TNS Gallup among 2,569 employees in Denmark, (2) interviews with experts and practitioners within the field, and (3) academic research contained in books, scientific articles, and reports such as Van Helden, M. & Pecci, R. (2016). "Well-being and Performance at Work"; Munir, F. Nielsen, et al (2012). "Mediating the Effects of Work-Life Conflict Between Transformational Leadership and Health-Care Workers' Job Satisfaction and Psychological Well-being"; and Helliwell, J. F., Layard, R. & Sachs J. (2015), "World Happiness Report."

# Factors

The study has investigated the impact the following factors have on job satisfaction among the happiest employees in the world.



## PURPOSE

A sense of purpose in our work has a big impact on our job satisfaction. We must be able to identify meaning and purpose and feel the function we have within the organisation makes sense in order to achieve happiness at work.

---



## MASTERY

Do we feel we master the tasks we are confronted with at work? In order to experience job satisfaction, we must feel competent and adequate for our daily tasks.

---



## LEADERSHIP

Our managers affect all aspects of our work conditions, from the nature of specific tasks to the overall culture in the workplace. Managers therefore have a big effect on our job satisfaction.

---



## INFLUENCE

Feeling as though we are able to influence our working conditions has a positive effect on our job satisfaction. If we can decide when, how, and with whom we do our task, it improves well-being at work.

---



## ACHIEVEMENTS

We may experience achievements great and small, some achieved collectively and others by ourselves. Common to all is they improve our job satisfaction.

---



## WORK-LIFE BALANCE

Our job satisfaction improves when we feel a balance exists between the amount of work we have and the time we have to accomplish it. But balance also involves establishing a healthy relationship between our professional life and our private life.

---



## COLLEAGUES

Apart from our closest family, our colleagues are often the people with whom we spend the most time. Naturally, the social relations we establish at work affects our happiness.

---

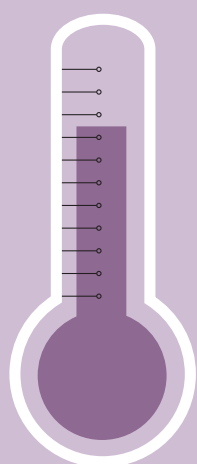


## SALARY

We are paid for our work. Salary enables us to put food on the table and a roof over our head, and makes us feel recognized for what we do. This year, we also look at how much salary matters for happiness at work.

# Job Satisfaction Index 2016

## JOB SATISFACTION IN THE HAPPIEST WORKFORCE



### THE TEMPERATURE OF JOB SATISFACTION

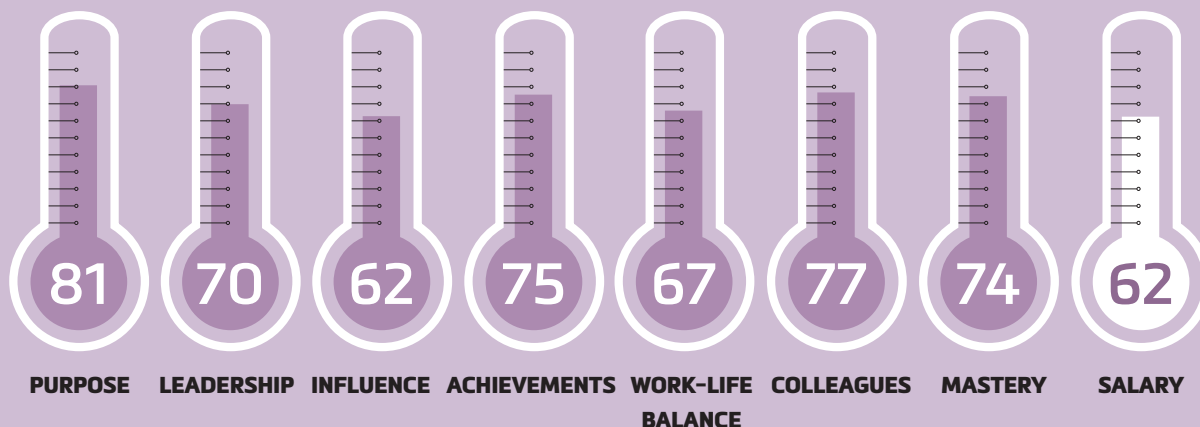
The figures below is a calculated index on a scale from 0 to 100. In the years to come, we will take an annual temperature on job satisfaction and on those factors which affect it.

74

76

OVERALL  
HAPPINESS  
LEVEL

## THE TEMPERATURE OF THE SEVEN FACTORS WHICH AFFECTS JOB SATISFACTION AND THE HYGIENE FACTOR SALARY

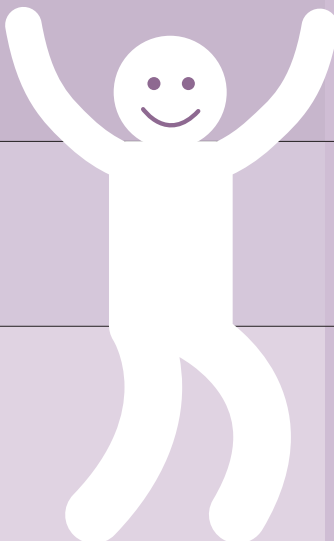


“We have to challenge the standard way of thinking to ensure the best possible conditions for the individual to get a real opportunity for a better work life balance.”

Søren Fibiger Olesen, President, Krifa.



## EFFECT ON JOB SATISFACTION

	SALARY	0.4
	INFLUENCE	0.4
	COLLEAGUES	0.8
	ACHIEVEMENTS	1.1
	LEADERSHIP	1.6
	WORK-LIFE BALANCE	1.9
	MASTERY	2.2
	PURPOSE	2.6

These factors on the left all have an effect on job satisfaction. However, some have a bigger effect than others. The numbers are the effect on job satisfaction for an improvement of the given factor with 10 points. For instance, if we increase mastery from 60 to 70, job satisfaction should increase by 2.2.

## JOB SATISFACTION AND HAPPINESS

Again this year, we find job satisfaction has a large effect on our overall happiness. The studies show if we increase job satisfaction by 10 points, it will affect our happiness by 6.1 points.

6.1

## PRIORITY MAP – WHERE SHOULD YOU FOCUS YOUR EFFORTS?



The priority map gives an overview of how the different factors score among the happiest employees and the effect they have. From this, we find that workplaces should focus on work-life balance, as this factor has a large effect and a lot of room for improvement.

Source: Job Satisfaction Index 2016.

# The secret recipe of motivation

According to the Job Satisfaction Index 2016, the recipe for higher motivation is to be found in meaningful work, work-life balance, confidence in one's skills, and the experience of results. This is important to have in mind if a leader or a workplace wishes to step up motivation among employees.

The Job Satisfaction Index's ambition is, among other things, to help workplaces and leaders reach an understanding of what motivates us and how to increase motivation. Motivation is an important part of job satisfaction, but what is it that makes us feel passionate about something? That is what this chapter is all about.

Purpose and mastering each explain 25 percent of motivation, while balance explains 20 percent. But purpose and motivation have the closest relationship, which means how motivated we feel about our work tasks has to do with how much meaning we feel

towards our work. Later in the report, we dive into the concept of purpose, and look into how we can increase purpose at work.

## CREATE MOTIVATION WITH THE HELP OF PURPOSE

How do we create motivation through purpose? According to Lotte Bøgh Andersen, professor at Aarhus University, international and Danish literature on leadership agrees that so-called "vision leadership" is the answer to how leaders can make employees' work tasks more meaningful, and thereby increase motivation.

### TOP-5 SIGNS TO RECOGNIZE IF YOU FEEL MOTIVATED

- |  |       |
|--|-------|
| 1. You feel proud of your job                                  | 0.667 |
| 2. You experience a professional satisfaction through your job | 0.654 |
| 3. You experience making work-related progress                 | 0.632 |
| 4. You experience your job as meaningful                       | 0.607 |
| 5. You feel you develop your competences                       | 0.584 |

These five statements have the biggest connection with the feeling of motivation. The numbers to the right are the correlation coefficients, which have a maximum of 1. The higher the correlation coefficient, the stronger the connection.

Source: Job Satisfaction Index 2016.

“It is particularly important as a leader, when work assignments get complex and challenging for a company, to strengthen employees’ belief in their own abilities.”

Morten Fjord, manager, Kolind Centralskole.

Leaders need to pay attention to employees’ achievements, and tell them in what way their contributions have made a result – to lead the way, instead of controlling it to shed motivation.<sup>1</sup>

#### **CREATE MOTIVATION THROUGH BALANCE**

As a leader, you also need to show consideration when it comes to employees’ balance between their work lives and private lives. This study shows one of the most important factors regarding motivation is the experience of balance. What is interesting is that the importance of balance on motivation is highly distinct. Helle Rosdahl Lund, director at the Center for Balance Between Work Life and Family Life, finds the following connection between a balanced life and motivation: “The experience of balance between work and private life is important for all individuals. It spreads life quality and resilience in your work life as well as your private life.” She also stresses the importance of one’s identity and the different roles we have depending on the situation we are in. The employee is not just “a worker,” but may also be a parent and/or partner, among other things. The leader needs to understand the employee as a person.

#### **UNDERSTANDING AND COMMUNICATION SECURE THE BALANCE**

Like understanding employees as individuals, discussing stress, pressure, and insecurity at work is important to be able to influence employees’ feelings of balance. Studies show leadership style has a great impact on the employee’s work-life balance, and the risk of burnout. According to a study by The National Research Centre for the Working Environment in Denmark, Loughborough University, and Copenha-

gen University, vision leadership – paying attention to employees’ individual needs – made the work-life balance stronger among employees.<sup>2</sup>

#### **CREATE MOTIVATION THROUGH MASTERING AND RESULTS**

It does not come as a surprise that motivation is positively affected when one feels one is good at their job. The Job Satisfaction Index 2016 shows that mastering, like purpose, is one of the most important factors for motivation. The fact that mastering has a great effect on motivation is due to the ways work has changed. We used to work to put bread on the table, but now work involves the creation of an identity to develop and succeed. We experience pleasure through recognition, acknowledgment, and success, which modern work offers. At work, we experience the rush of success.<sup>3</sup> Mastering an area will lead to better results, which in turn increases motivation, since we can see the fruit of our labour.

If you, as a leader, seek to increase motivation at work, the Job Satisfaction Index points to three ways of doing so: First, motivation can be strengthened when focusing on purpose. Be clear about the company’s goals, why they are your goals, and what one can do to contribute. Second, making sure employees have a good balance between their work lives and their private lives can increase motivation. Finally, strengthening employees’ confidence when it comes to their competences and qualities has a positive impact on motivation.

# Salary and satisfaction

Salary alone does not determine job satisfaction – but income does have an effect on how we evaluate our lives. A higher income entails a greater life satisfaction; in particular, if we earn more than the people around us.

## **SALARY AS A HYGIENE FACTOR**

When it comes to salary, the results from Job Satisfaction Index 2016 are very much in line with the general findings from international research. That is, the impact of salary on job satisfaction is negligible. In fact, salary has the smallest effect of all the factors examined in this study. If satisfaction with salary is increased by 10 points, job satisfaction only increases by 0.4 points.

A well-known explanation for why salary doesn't have a bigger impact on job satisfaction can be found in the "Two-Factor-Theory" developed by the American work psychologist and professor Frederick Herzberg. Based on years of research on work life, Herzberg started to distinguish between what he called "hygiene factors" and "motivators." The motivators arise from intrinsic conditions of the job itself, such as recognition and responsibility, and these produce positive satisfaction. On the other hand, the hygiene factors arise from extrinsic factors (e.g. salary and colleagues) and constitute the framework of our jobs. The hygiene factors do not have a positive impact on job satisfaction like the motivators, but, if absent, they might have a negative impact. In other words: Dissatisfaction with salary has a negative impact on job satisfaction as a whole and we might be inclined to look for a new job, but satisfaction with salary has no major positive effect on job satisfaction.

The Job Satisfaction Index 2016 shows very clearly how motivators (e.g. purpose, mastery) and hygiene factors (e.g. salary) impact job satisfaction to different extents. The figure on the next side illustrates how satisfaction with salary increases as we move from a low-income group toward a high-income group. This finding is not very interesting nor surprising. What is interesting: this raise in salary has no positive impact on job satisfaction.

## **CAN HAPPINESS BE BOUGHT?**

It is evident money has almost no positive impact on job satisfaction, but can the same be said about our satisfaction with life? Actually, it can't. Both the Job Satisfaction Index 2016 and contemporary research in this field suggest people with higher incomes enjoy a higher life satisfaction. Some important notions have to be mentioned, however.

First, when it's claimed that "money can buy happiness," it is because we consider how life would be without – not being able to afford putting food on the table is reason for great misery. Second, when income exceeds a certain threshold, more money no longer has a significant positive effect on life satisfaction. And, third, contemporary research suggests people are more interested in their relative income than their absolute income. In other words: We are more interested in how much our neighbour earns than how much we earn ourselves.

## **HOW MUCH DOES YOUR NEIGHBOUR EARN?**

In 1998, Harvard University did a study of a group of students. The students were asked which of the following worlds they would prefer living in: One in which they earned \$50,000 a year, but the average salary was \$25,000 a year, or one in which they earned \$100,000 a year, but the average salary was \$200,000? Nearly half went with the first option, even though they would earn less in absolute terms. The reason why many people pick the first world is we not only are interested in how much we can consume, but also our position in the social hierarchy. We compare ourselves to others, and we prefer not to fall behind in the social race.

In Job Satisfaction Index 2016, we have measured relative income by asking how satisfied the respondent is with his/her salary compared to what other people



earn. Our study shows the low-income group is less satisfied with their salary if they compare themselves to other occupational groups than if they compare themselves to those with the same education and working experience. This difference is not apparent when we look at the high-income group. What does this mean? The obvious explanation is the low- and middle-income groups to a greater extent looks toward the occupational groups which hold a higher income than towards their own colleges where the difference in salary may be marginal.

As people earn more money, both their absolute and relative income satisfaction increases. The relative income satisfaction increases the most, which supports the notion that relative income is more important to people.

**SALARY SATISFACTION, JOB SATISFACTION AND HAPPINESS**



If you compare different income groups there is a gap in the satisfaction with salary, while the job satisfaction and happiness levels are similar.

Source: Job Satisfaction Index 2016.







# What is the point?

To have a good job is to have a meaningful job. The sense of purpose is of absolute importance for job satisfaction, and it is central to the modern work life – but what kind of activity entails the sensation of meaning?

## THE PURSUIT OF PURPOSE

“Why do I go to work every day?” When the alarm goes off in the morning and it is time to snap out of your comfortable state of tranquility, this question might arise in one’s head. Most people then remind themselves of more than the mere fact that work puts food on the table. In general, we are mainly motivated to do our job because we see purpose in doing it – and the feeling of purpose has a vital impact on our job satisfaction.

According to Cecilie Eriksen, a Ph.D. from Aarhus University in Denmark, the purpose people find in their work has undergone a historical shift. “Historically, the reason to go to work has, to a large extent, been exclusively to feed your family. For many people nowadays, work is much more than that. We work because we feel that it matters – both to society and to who we are.”

Even though purpose can be difficult to pinpoint, it is of absolute importance if we want to understand job satisfaction. If we increase an individual’s sensation of purpose by 10 points, overall job satisfaction goes up by 2.6 points. Thus, meaning proves to be the most important factor for job satisfaction. In fact, it has a greater effect on job satisfaction than salary, results, and colleagues combined.

The importance of purpose is probably best captured by the words of the French poet Antoine Saint-Exupéry: “If you want to build a ship, don’t drum up people to collect wood and don’t assign them tasks and work, but rather teach them to long for the endless immensity of the sea.”

## THE INGREDIENTS OF PURPOSE

How does this essential component of job satisfaction work? According to Mads Lindholm, Ph.D. in organisational psychology, there are three fundamental ways of looking at the way we feel a sense of purpose in our work: upward, outward, and inward.

Purpose that goes upwards, is when we have the feeling of contributing to greater good of society. Purpose that goes outwards is the meaning we feel in relation to the real people around us. Purpose that goes inwards is the experience of professional development and succeeding as human beings through accomplishments at work.

In our research, we have tried to capture each of these three dimensions of purpose in the workplace. All of them are strongly correlated with job satisfaction.

“Meaning can be found in all parts of society and has nothing particularly to do with age or salary.”

Mads Lindholm, Ph.D. in organisational psychology.

### A STRONGER SENSE OF PURPOSE IN MINOR ENTERPRISES

The Job Satisfaction Index 2016 shows the size of a business has an effect on employees' sensation of purpose. Smaller businesses have in general a higher score on purpose than bigger ones.

According to Mads Lindholm, this is because of the different ways of applying purpose in the workplace. "Purpose can take place on a cosmic scale, where you get the feeling you are contributing to something greater than yourself. But purpose is also important on a local scale, because it is essential that you understand the impact of your own individual effort."

While bigger companies have been better in creating meaning on a cosmic scale, it might be more difficult to see the part you play in such corporations. Bigger companies gain the most in job satisfaction by increasing the awareness of the importance of the individual employee.

### THREE SUGGESTIONS FOR MORE PURPOSE

- Make the long-term goal of the company clear – even if a task seems trivial, such awareness can create an upward sense of purpose to it.
- Point out to the employee why his or her work is important – every position in a workplace is indispensable and it is important to recognize this.
- Make a difference! Many companies donate a portion of their profits or make their skills available for charitable projects. This not only generates good publicity – it is a great motivator for employees to create results.

### SENSE OF PURPOSE



Employees have a greater sense of purpose in smaller organisations.

Source: Job Satisfaction Index 2016.











# High job satisfaction at small workplaces

Employees at smaller companies experience a higher sense of job satisfaction. They experience meaning related to work, feel they can see concrete results related to their tasks, and feel like they do what they are best at to a higher degree than do employees at bigger companies.

According to Job Satisfaction Index 2016, smaller companies have the best conditions for work-related happiness. Studies show average job satisfaction decreases when the organisation gets bigger. The highest work-related happiness is found at companies with less than 10 employees, while companies with more than 500 employees are on the opposite side of the scale. It is interesting that bigger companies, which usually have more employee perks, draw the short straw when it comes to work-related happiness. Smaller companies are better at making employees

feel their work is meaningful, which can be one cause for the high work-related happiness. Another explanation could be employees feel heard and seen at work, which makes them feel what they do is worthwhile. It is harder to be seen at a workplace with more than 500 employees than at one with less than 10. Employees at smaller companies also report feeling they master their tasks, feeling contentment that what they do produces results, and feeling they have a balance between their private and work lives to a greater extent than do employees at bigger companies.

“ Job satisfaction is being respected for your work - and that your boss is aware of your results”

Women in her 60s, and respondent in Job Satisfaction Index 2016.



**JOB SATISFACTION**



**INFLUENCE**



Above we have the temperatures of job satisfaction and influence in different company sizes. It shows that employees in smaller organisations experience higher levels of influence and job satisfaction.

Source: Job Satisfaction Index 2016.





# Trust is a good thing. End of story.

Trust is a crucial ingredient in our relationships at work, be it directed to our boss or our colleagues. In the Danish labour market, there is a clear link between an individual's job satisfaction and trust for leaders and colleagues.

## **TRUST IN DIFFERENT DIRECTIONS**

Trust is central – not only in our everyday life, but also for our job satisfaction. It is essential that one feels trusted at work, but as important is that it goes the other way as well. It is all about joint trust. Related to work, trust can be divided in two directions: horizontal and vertical. The “horizontal” covers trust between colleagues, and “vertical” is about trust between employees and leaders. The Job Satisfaction Index 2016 shows both directions of trust are vital for job satisfaction. This study concludes vertical trust has an 18% stronger connection than horizontal. In other

words, trust between our leaders and ourselves means more for job satisfaction than the trust between our colleagues and ourselves. This might be due to the fact it is your leader who controls your future at work, which means a good relationship between you and your leader will lead to open discussions about performance and expectations. At the same time, it is of course important to feel trust in your colleagues since you spend a lot of hours together at work. When it comes to levels of trust, Danes report a higher feeling of trust with their colleagues than their leaders, both in the private and public sectors.

## **WHAT IS TRUST BASED ON?**

### **CALCULATIVE-BASED TRUST**

The trust of employees is based on their estimation of whether they can get something out of trusting each other, and what that would be.

### **KNOWLEDGE-BASED TRUST**

This form of trust is based on the knowledge you have about your colleagues work routines, strengths, and weaknesses.

### **RELATIONSHIP-BASED TRUST**

This one is like the knowledge-based trust, but it has become stronger due to better relationships between employees.

### **IDENTIFICATION-BASED TRUST**

Here, two colleagues know each other so well they can represent each other's interests, and they are not afraid to share important tasks with each other.

Source: S. Jagd (2009), Tillidsbaseret ledelse.



### **TRUST INCREASES PRODUCTIVITY AND REDUCES STRESS**

Trust is not only good for relationships and job satisfaction, it leads to economic profit since it can boost a company's productivity. One study found companies with higher social capital have 3 percentage points higher profits than other companies.<sup>4</sup> Gert Tinggaard Svendsen, professor at the Institute for Social Science at Aarhus University, has done research on trust and social capital and says everything becomes easier at work when trust is involved. According to him, it is beneficial for the collaboration if you trust each other, instead of having to be assured the other tells the truth by formal interactions. At workplaces where work is based on informal trust, you save resources, while problems with trust lead to higher expenditures.

Astrid M. Richardsen, professor at the Norwegian Business School, conducted a study on trust based on responses from almost 3,000 participants, which supports Svendsen's point. Her comprehensive study shows it is important for leaders to trust their employees in order to decrease the risk of employees succumbing to work-related stress. The study concludes that leaders showing great trust in their employees reported less feelings of stress than did other leaders. Richardsen says the reason for this can be that trustful leaders delegate more assignments to employees rather than carrying the burden themselves, and thereby decrease their levels of stress.

### **HOW CAN WE STRENGTHEN TRUST?**

The Job Satisfaction Index 2016 concludes that trust has two dimensions, one academic and one social. We trust our leaders more when we experience them as competent and professional; this is the academic dimension of trust. Although, the academic dimension does not create trust on its own – the social dimension is needed, too.

To strengthen trust at work, Gert Tinggaard Svendsen stresses the importance of meetings where employees and leaders regularly meet in the same room. Here, both parts can discuss possible problems or lack of consideration. Also, the size of the group is vital – if the group is too big it is easy to "hide" amongst each other. It takes time, and a good leader, to create trustful relationships, but it is a good investment for job satisfaction.







# Do what you do best

Mastering something is all about feeling you can handle the situations you come across in life. Related to work life, “mastering” means feeling competent when handling your work assignments. The experience of mastering your tasks leads to job satisfaction.

## “GOOD JOB!”

Everyone wants to feel competent when solving a task – it is a basic human need. Therefore, mastering is important in work life, since it is essential for job satisfaction. We encourage our children when they do something right by saying “Good job!” But mastering involves more than only acknowledgment – it is about the experience of joy when doing something you know you are good at. It is important we feel satisfied with our achievements, and the balance between our competence and the task we are given, to experience job satisfaction.

When finding the match between our competencies and tasks, we experience something called “flow” in positive psychology. The concept was introduced by Mihaly Csikszentmihalyi, a professor in psychology at the University of Chicago. Flow is a positive mental condition where we get so involved in a task it feels like time disappears. Experiencing flow at work has a crucial effect on job satisfaction.

The Job Satisfaction Index 2016 shows mastering is one of the most important factors in creating joy at Danish workplaces. It has the next biggest effect on the assembled job satisfaction, after the factor of purpose. If we increase the feeling of mastering by 10 points, the factor analysis shows it will lead to a 2.2 point improvement in job satisfaction.

Mastering is closely connected with the dimensions of job satisfaction regarding looking forward to going to work and feeling motivated, and less connected when it comes to if one believes the workplace is a good one. Mastering is not only about doing what we are good at, but also curiosity and the need to get even better. This is a good thing, since development and new com-

petencies are important in the modern work life.

It is not correct to believe people want easy work tasks. Studies show employees want challenging assignments since it will increase their competencies, both on a personal and an academic level. One could say the way to mastering goes through challenges and development – “Practice makes the master.” The meaning of mastering on job satisfaction is connected to other factors in the Job Satisfaction Index 2016. Mastering creates the necessary conditions to achieve satisfying results, and thereby feel one contributes instead of being a burden at work. It is between the new experiences and the known ones we can experience the perfect combination of challenges.

## HOW CAN WE STRENGTHEN THE EXPERIENCE OF MASTERING?

In the book Flow, author Mihaly Csikszentmihalyi writes about how to experience flow at work:

1. Put up goals giving fast and clear feedback
2. Deepen in a specific activity
3. Notice what happens right now
4. Learn to enjoy the experiences in the moment
5. Find the match between competences and challenges

# Working for the good life

The good life goes hand-in-hand with job satisfaction – and both parts are connected to what could be considered a meaningful life. This is why we must work together to secure the conditions for job satisfaction and the good life in the future.

We create value for each other and ourselves through work. Work is the activity we spend most of our waking hours on, and it is a big part of our lives, our relationships, and our identities. The Job Satisfaction Index 2016 concludes that job satisfaction is closely linked to general happiness. We can see that an increase of 10 points on job satisfaction moves our happiness level 6.1 points in a positive direction. This is not very surprising, since work is so much more than just putting food on the table.

## **PURPOSE IS CENTRAL FOR THE GOOD LIFE**

Happiness is an umbrella term, and therefore researchers work with different dimensions when studying what influences happiness, and purpose is one of them. As mentioned many times in this report, purpose is one of the most important factors when it comes to work. It is also essential for our experience of happiness. People who feel they have a purpose in life report higher levels of happiness compared to those who do not. According to “World Happiness Report 2015,” which is published by Columbia University on behalf of the UN, the results show purpose has great effect on how we evaluate our lives – an effect bigger than our living conditions.

## **THE FUTURE WORK LIFE**

Globalization comes with new demands on how to design both the labour market and the workplace. We do not see any opposition between work and the good life; we believe work can be a source of joy. International happiness research shows work is an essential factor when it comes to the experience of high quality of life. It is important to take this into consideration, especially these days when many Danes experience work-related stress and burnout.

Danes job satisfaction and quality of life are relatively good, but there is always room for improvement. If we want to develop job satisfaction in Denmark, we need to meet related questions with seriousness and creativity. How we can secure a better balance between our work life and private life and how we can create a better experience of purpose through our work, are examples of questions that need to be answered.

With the publication of Job Satisfaction Index 2016, Krifa and The Happiness Research Institute hope to start a dialogue regarding questions like those above, and also shed light on the possibilities we already have. We hope you, dear reader, want to be part of making this dream come true and create even more job satisfaction across the World.

“Job satisfaction is when you as a 57-year-old spend more time thinking about existing on the labour market than on your pension.”

Employee and respondent to the Job Satisfaction Index 2016.

# Sources

**1.** Nielsen, K. (2010), "Arbejdsmiljø og Helbred i Danmark."

**2.** Munir, F., Nielsen, K., Gaarder, A.H., Albertsen,

K. & Carneiro, I.G. (2012). "Mediating the Effects of Work-Life Conflict Between Transformational Leadership and Health-care Workers' Job Satisfaction and Psychological Well-being."

**3.** la Cour, D. (2009), "Arbejde - eller ikke arbejde," Psykolog Nyt.

**4.** Offentlig Ansattes Organisationer, Hvilken sammenhæng er der mellem tillid og produktivitet?

**KRIFA** - The Christian Trade Union Movement in Denmark was founded in 1899 and is today among the biggest trade unions in Denmark. We have always been different from other trade unions. Our main differences lies within our organisational beliefs: We build on the Christian outlook and view on human nature - We are interdisciplinary - We fight for the wage earner's freedom regarding choice of trade union - We believe in co-operation rather than conflict on the labour market - We do not support any political party.

**Find out more at [www.krifa.dk/indeks](http://www.krifa.dk/indeks)**

**THE HAPPINESS RESEARCH INSTITUTE** is an independent think tank focusing on well-being, happiness, and quality of life. Our mission is to inform decision-makers of the causes and effects of human happiness, make subjective well-being part of the public policy debate, and improve quality of life for citizens across the world.

**Find out more at [www.happinessresearchinstitute.com](http://www.happinessresearchinstitute.com)**

**TNS GALLUP** is a leading analysis and consultancy company in Denmark providing advanced models of analysis, digital solutions, technologies, and services, which turns information into decision making knowledge. TNS Gallup is part of WPP/Kantar organization, which is represented in more than 90 countries.

**THIS REPORT HAS BEEN PRODUCED IN A PARTNERSHIP BETWEEN KRIFA AND THE HAPPINESS RESEARCH INSTITUTE IN COLLABORATION WITH TNS GALLUP**

**Editorial team:** Gitte Krog Nørgaard, Mikkel Hundborg, Michael Birkjær, Johan Jansen, Felicia Öberg, Marie Lundby, Kjartan Andsbjerg, and Meik Wiking.

**Proofreading:** Justin Gerdes

**Graphic Design:** Danielle Brandt Design

**Photos:** Istock

ISBN 978-87-90177-37-9

© Krifa and The Happiness Research Institute 2016

For further information, please contact [indeks@krifa.dk](mailto:indeks@krifa.dk) or [info@happinessresearchinstitute.com](mailto:info@happinessresearchinstitute.com)

# What drives satisfaction at work?

Job Satisfaction Index 2016  
maps what matters for the  
happiest employees in  
the World.

For the second year in a row **Krifa, The Happiness Research Institute** and **TNS Gallup** have asked more than 2,500 Danish employees to rate different dimensions of their work life. This report will give you insight in how to motivate people, why purpose matters when it comes to happiness, and how you can increase job satisfaction in your organisation.

ISBN 978-87-90177-37-9



THIS REPORT HAS BEEN PRODUCED IN A PARTNERSHIP BETWEEN KRIFA AND  
THE HAPPINESS RESEARCH INSTITUTE IN COLLABORATION WITH TNS GALLUP