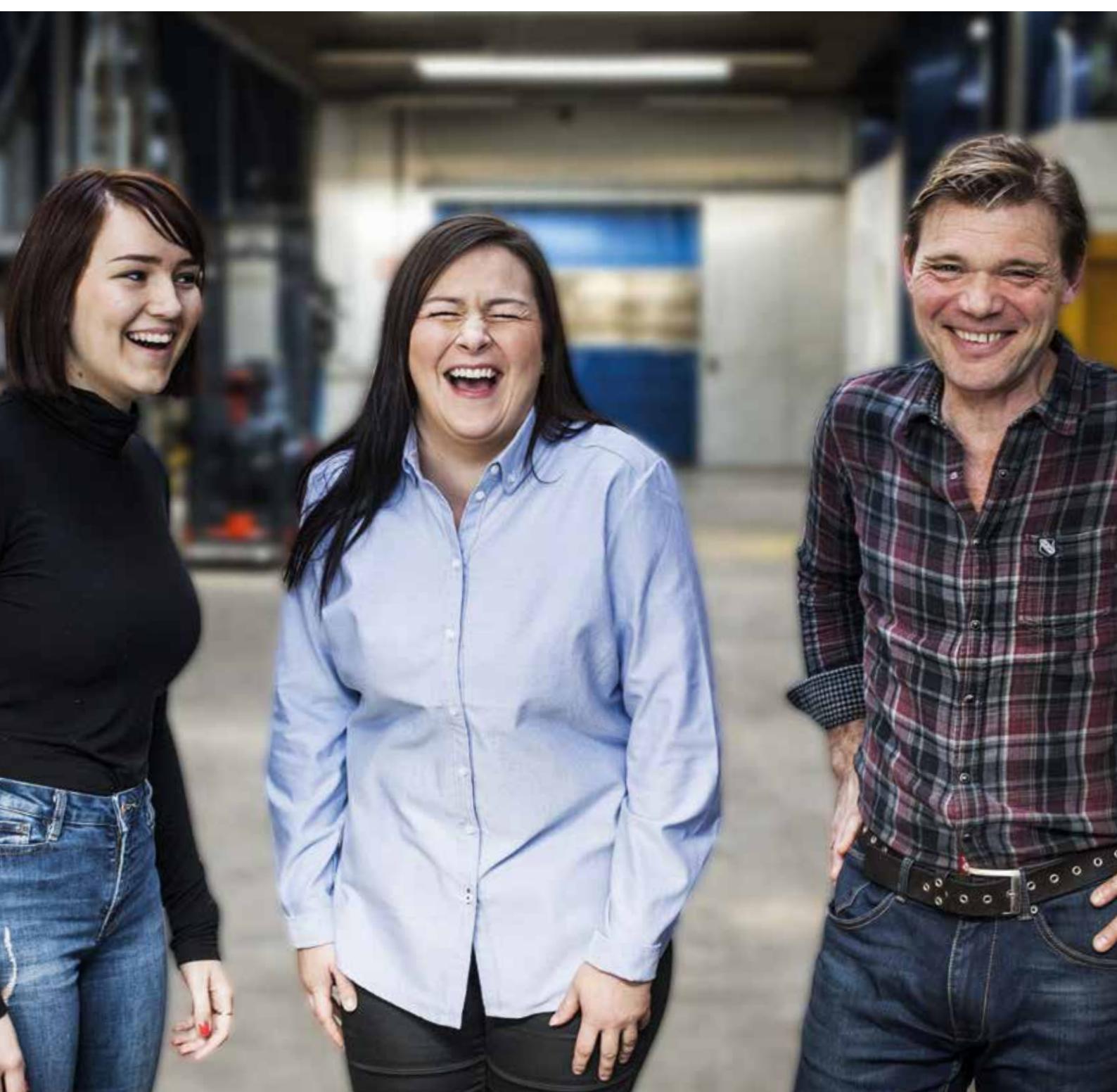




Job Satisfaction INDEX 2017

Together we push the limits for job satisfaction in Denmark





The logo for the Job Satisfaction Index 2017. It features a stylized graphic of three horizontal bars of increasing height from left to right, followed by the text "Job Satisfaction" in a large, light gray serif font, and "INDEX 2017" in a bold, black sans-serif font.

Together we push the limits
for job satisfaction in Denmark

KRIFA is a social partner organization established in 1899 and has approximately 200.000 members. To most people, "keep up the good work" is a salutation. To us it's more than that. Our vision is to create job satisfaction for the individual at each of life's work phases, in working communities and workplaces. Our wish is for people to experience well-being and happiness in their work. We want to be our members' collaboration partner, in good times as well as in times of trouble. We want to be there when they wish to develop themselves and become inspired. But also when a conversation is necessary during difficult times, when lawyers have to be brought forth and when it's difficult to find a job. We work every day to boost job satisfaction- for our members, at workplaces and in society in a broad way. It's a dream of ours. Read more at www.krifa.dk/godarbejslyst.

THE HAPPINESS RESEARCH INSTITUTE is an independent think-tank that provides research-based knowledge about well-being, happiness and quality of life at a societal and organizational level. We publish analyses in collaboration with selected partners and counsel decision makers in Denmark and abroad. Read more at (www.lykkeforskning.dk) www.happinessresearchinstitute.com

KANTAR GALLUP has carried out studies in Denmark since 1939 and is today Denmark's largest analysis- and consultancy providing service. As the market's leading analysis- and consultancy providing service in Denmark we are ahead in the development of advanced models of analysis, digital solutions, technologies and services that transform information to knowledge- based decisions that are ready-to-use. Read more at www.gallup.dk.

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Let us explore the limits of job satisfaction

Man is an inquisitive being. We all carry the urge to discover and explore. We are drawn by the black holes on the map, by the distant planets and to see past the next corner. We hunger for knowledge. And our innate inquisitiveness has taken us far. We have become wiser about the world, about each other and about ourselves.

It is also inquisitiveness that has brought Krifa and the Happiness Research Institute together. The Job Satisfaction Index is a product of systematized inquisitiveness. Inquisitiveness towards the good work life, what creates great job satisfaction and what you can do to raise job satisfaction.

For the third year in a row, we are testing the waters for job satisfaction at the Danish workplaces and examine what is important for job satisfaction among the Danes.

In this version of the Job Satisfaction Index our urge to discover and explore will also bring us to the limits of work life and job satisfaction. We are among other going to discover the resources that exist within the co-workers at the limit of the work life, explore what the travel to work signifies for job satisfaction, and what happens when job satisfaction is replaced by stress.

We are interested in the limits, in the transitions, in being on your way from one opportunity to another. Because it's at the limit, in the meeting with that which is new, that we get to learn to know ourselves better and become conscious of where we come from and what direction we wish to move towards. Those questions follow us throughout our entire work life. We are constantly on the verge of a new chapter, a new phase and a new discovery.

We hope that you are willing to come and explore with us and expand the limits of job satisfaction in Denmark, and we hope, that we can move the boundaries for job satisfaction together.



Søren Fibiger Olesen
President
Krifa



Meik Wiking
Director
The happiness research
institute



Job Satisfaction

There are two cornerstones in our humanity, in Freud's opinion: love and work. This rapport is mostly about the second cornerstone- but maybe also a little about the first- because we believe that, there has to be room for both in a good life. That is why we, during the course of the last three years, have asked almost 8.000 Danes questions about balance in everyday life, about the experiencing of meaning in what they do, and whether they feel satisfied about their work- we have even dared to ask if they are happy.

SEVEN IMPORTANT FACTORS FOR JOB SATISFACTION

The Job Satisfaction Index is a mapping of that which creates job satisfaction in the Danish workplaces. The study has identified seven factors: Whether or not you feel that your work makes sense, whether you experience having a say, whether you feel fully in charge of your work, the extent in which you feel that you are generating results, whether you are satisfied with leadership at your workplace, whether you feel good around your colleagues, and whether you experience a balance between work life and spare time.

Together, these seven factors explain 71 percent of, why some Danes experience high or low job satisfaction. Seventy-one percent is a high explanation rate, when working with such a broad-based group that the co-workers in Denmark consist of. Twenty-nine percent of the job satisfaction cannot be explained with our study. That can for instance be factors such as physical work conditions but also a wide set of factors that are different from person to person.

MEANING IS INEVITABLE

It is of great importance for the Danes' job satisfaction that our job makes sense to us. For the third consecutive year in a row, the extensive mapping of the Danes' job satisfaction shows that this is the most important factor.

This does not mean that other factors such as the relationship with the co-workers and the boss does not hold any significance for the job satisfaction- or that you cannot be satisfied about

your job, although the higher purpose may be difficult to spot. It simply means that, the mere fact that your job makes sense, turns out to be the most determinant factor.

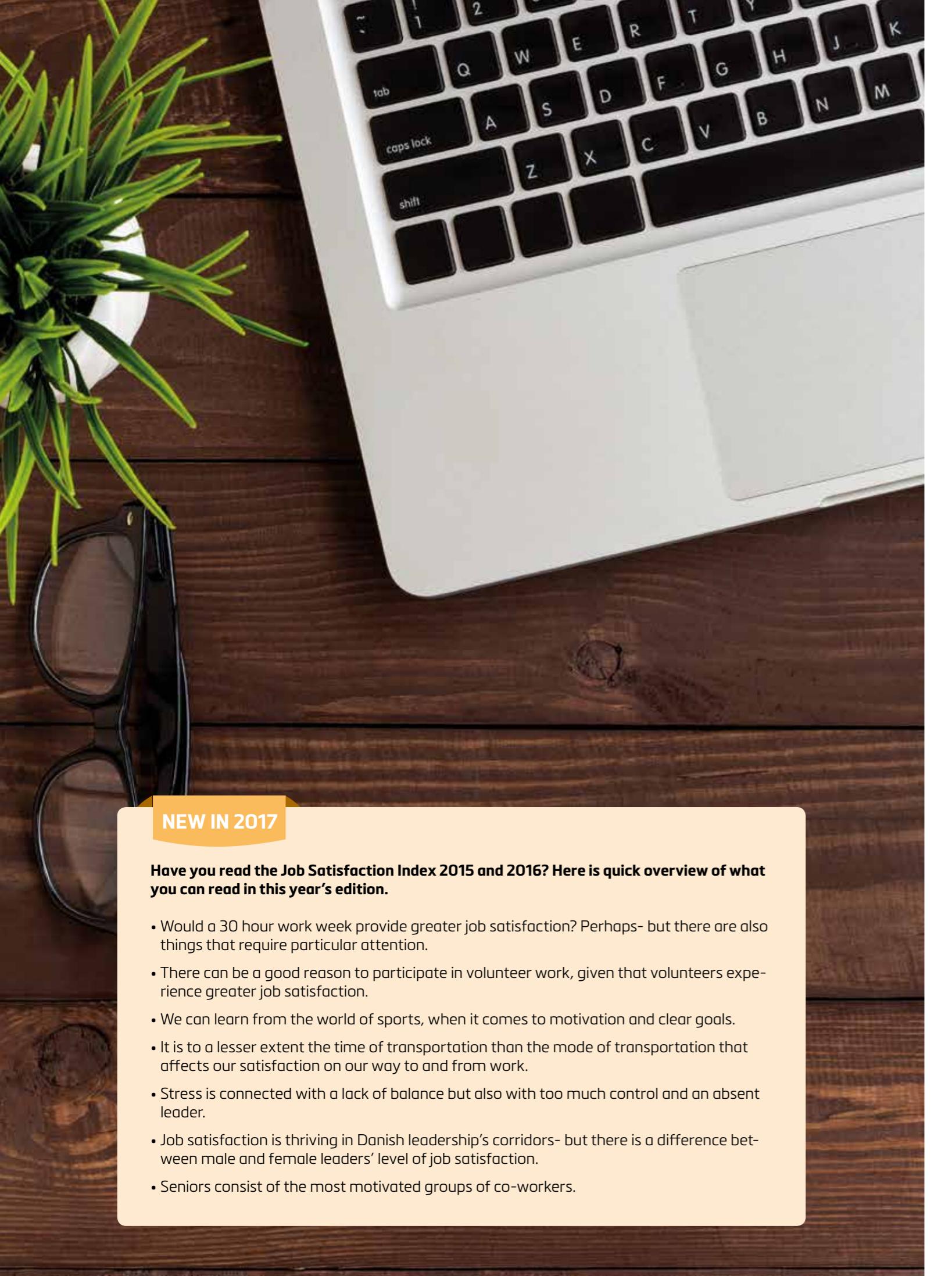
The Job Satisfaction Index shows that if we increase the experience of the job being more meaningful with 10 point on a scale from 0 to 100, the job satisfaction increases with 2,8 points. The fact that the job can make more sense is about experiencing the working for a greater purpose; about the fact that the role that you play in the organization makes sense; that you achieve professional satisfaction and feel that you are successful as a human being- in interaction and in community with others.

GREAT JOB SATISFACTION PROVIDES A GREAT LIFE

A good life is also about a good working life. It makes sense intuitively – and the achievements also show in the Job Satisfaction Index. Being satisfied by one's job equals satisfaction outside of the work place. If we raise the job satisfaction by 10 points on a 100-scale, the general level of happiness increases correspondingly with 5,9 points. It's the general picture – however job satisfaction signifies a little more for men's level of happiness than women's.

That is congruent with other studies, where work also means more for satisfaction with life for men than for women. It may be due to the fact that men are more likely to gain recognition and create their identity through their job.





NEW IN 2017

Have you read the Job Satisfaction Index 2015 and 2016? Here is quick overview of what you can read in this year's edition.

- Would a 30 hour work week provide greater job satisfaction? Perhaps- but there are also things that require particular attention.
- There can be a good reason to participate in volunteer work, given that volunteers experience greater job satisfaction.
- We can learn from the world of sports, when it comes to motivation and clear goals.
- It is to a lesser extent the time of transportation than the mode of transportation that affects our satisfaction on our way to and from work.
- Stress is connected with a lack of balance but also with too much control and an absent leader.
- Job satisfaction is thriving in Danish leadership's corridors- but there is a difference between male and female leaders' level of job satisfaction.
- Seniors consist of the most motivated groups of co-workers.

A HIGH LEVEL OF JOB SATISFACTION

It is pleasing for us to see that the Danes, yet again, this year experience being relatively happy with their jobs. This includes both the joy of working overall; the experience of having had a good day yesterday as well as looking forward to the work day tomorrow. Job satisfaction in 2017 is placed at a level called 74 point on a scale from 0 to 100- same high level as last year. It is congruent with international studies that show, that the Danes are the ones that are the most satisfied with their jobs. It is due to the relatively good conditions and framework in Denmark, among other things, as well as good opportunities for changing jobs, if there is something that we are not satisfied with, as well as a general focus on well-being at the Danish workplaces.

JOB SATISFACTION AND JOY OF WORK

Is job satisfaction the same as joy of work? We often run into that question when we talk about the great work life in Denmark. The two words are used differently, and there are many attitudes towards them. We have chosen to use the term job satisfaction- and for us it is important to draw a distinction between joy of work and job satisfaction.

According to the dictionary, joy is the feeling that we get when we see something we like or in some other way experience something pleasing or satisfying. Joy is related to rejoicing, delight and triumph.

We hope that all people may experience that during their work life. But an ordinary work life will also offer other things than rejoice and triumph. At Krifa and the Happiness Research Institute we are interested in people throughout their entire work life. When things are well – and when they are not well at all. And everything in between. During transitions. Between jobs and between life phases. Between job and family. Between boredom and stress. We wish and work for people to experience job satisfaction in all phases of their work life. Not in a superficial way. But with the point of departure that starts there where the individual is at. To inspire where motivation is high. To point out perspectives when job satisfaction seems to be far away. That we continue to incite the desire to participate.

That is what job satisfaction is about to us. To strengthen or (re)find the desire to work. To participate. To make a difference. For ourselves and for others- also when it is difficult.

If we look at what words that are connected with desire, it's about appetite, spirit and enterprise. It's about the urge to create and battle. The desire to grab. The desire to use your hands and your head. The desire to tell, the desire to write, the desire to build, the desire to learn, the desire to show care, the desire for discussion, the desire for adventure- and the desire for life.

That is exactly what we want to fight for. For people to experience safety, inspiration and develop in their work life. Our focus is on life as a whole and the individual as a whole.

ABOUT JOB SATISFACTION INDEX

The Job Satisfaction Index 2017 is an extensive study that maps and analyses job satisfaction in Denmark. The study is carried out in a partnership between Krifa's research center for job satisfaction (Videncenter for God Arbejdslyst) and the Happiness Research Institute in collaboration with Kantar Gallup.

It is a factor analysis shaped on the basis of the employee's personal assessments of different elements for job satisfaction. The analysis examines among other, satisfaction with leadership, colleagues, influence, achievements, balance, the feeling of mastering one's tasks as well as the experience of having a meaningful job.

The study is based on responses from a total of 2706 persons from the entire country. The participants in the study are all more than 18 years old; (they) are registered as belonging to the work force and as having at least one superior above them. It is the third consecutive year that we are carrying out the study.

Explanation for words and numbers in the index

Parlor: In the rapport there are some different terms that we would like to introduce you to here.

JOB SATISFACTION

In the model we have broken down operationalized the term job satisfaction by breaking it down into smaller units. We question five angles that will shed light on the degree of job satisfaction: To what degree do you feel satisfaction in relation to your work? To what degree do you feel motivated to go to work? To what degree would you assess your work place overall to be a great place to work in? To what degree did you enjoy your latest day of work? To what degree do you look forward to the next time you are going to work?

FACTORS

Factors are the areas influencing the Danes' overall job satisfaction- and this is where the Job Satisfaction Index has identified seven factors:

MEANING

The experience of using one's work life on something meaningful is of crucial importance to us. We have to, among other things, be able to, identify a deeper purpose with our life to experience joy of work. The factor is also influenced by whether or not we experience that the function that we fulfill in the organization make sense.

MASTERY

Mastery is about having the feeling of being able to master the situations that are put in front of us- to feel sufficient and competent when facing our daily tasks.

LEADERSHIP

If we experience that our closest superior has good professional and social skills, and that we have a good relations with him or her, it significantly affects our level of job satisfaction in a positive manner.



INFLUENCE

When we experience having an influence on the conditions of the work day, it affects our level of job satisfaction. If we control how, when and with whom we resolve our tasks it strengthens the joy of going to work.



ACHIEVEMENTS

We can have small as well as great goals that we achieve single-handedly or in community with our other co-workers. No matter how we achieve results, it carries a great significance that we experience the sense of accomplishing something when we are at work.



BALANCE

If we experience a sense of balance between the number of tasks and the time available to solve them, it strengthens our job satisfaction. However, balance is also about that which lies outside of the workplace. Hence we also examine the sensible balance between our work and leisure.

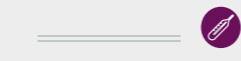


COLLEAGUES

For many of us our colleagues in the work place are some of the people with whom we spend most of our time with in everyday life. Our relationships in the work place is therefore an important point in the study of job satisfaction.

NUMBERS

In the rapport numbers on temperature, effects and degree of explanation appear:



TEMPERATURE

point

Temperature

The temperature expresses how satisfied the Danes are with their level of job satisfaction overall and the seven factors that we measure. For example, that could be, how satisfied one is with one's leader. The temperature calculated on the basis of a number of questions about leadership; for example "Do you experience your closest superior as having good professional skills?" and "Do you trust your closest superior?" We assess the points of the temperature on a scale from 0 to 100.



EFFECT

point

Effect

Effect tells us something about how much influence a given factor has on job satisfaction. If the temperature on a factor is raised by 10 points, how much would the job satisfaction rise in total? Let us say that a co-worker, Flemming, experiences a total job satisfaction of 70 on a scale from 0 to 100 and is experiencing having an influence of 50, also on a scale from 0 to 100. The following year Flemming experiences a greater degree of influence at his job and now reports 60 instead of 50. Influence, has according to our study an effect of 1,1 points. It signifies that Flemming's total sense of job satisfaction has been raised from 70 to 71,1.

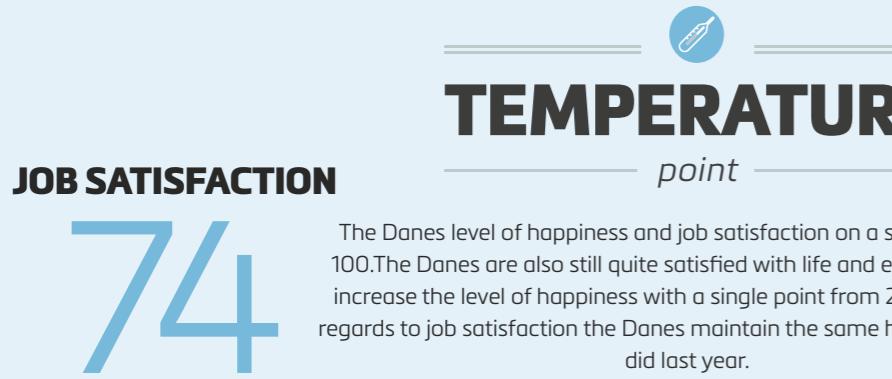
The factors that signify less or more for great job satisfaction on a day to day basis are of course individual, and the rapport shows the average effect among the Danes. The effect is calculated by Kantar Gallup via "structural equation modelling. You can read more on the development of the method under the section "That's how we did it".

DEGREE OF EXPLANATION

The degree of explanation expresses, how big a part of the dependent variable Y (job satisfaction), that is explained by the model in the independent models (the seven factors).

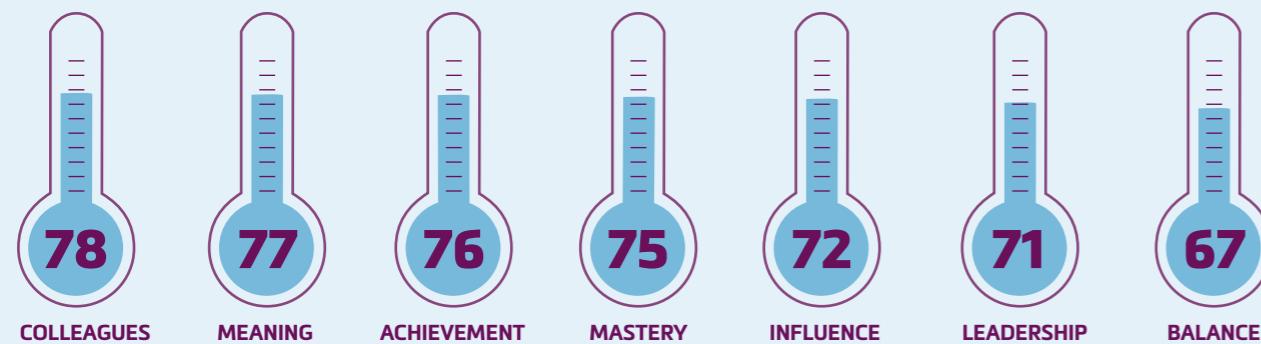
The degree of explanation is as the result of complicated mathematical calculations, for which Gallup stands for and guarantees the validity of.

JOB SATISFACTION INDEX 2017



HOW SATISFIED ARE DANES WITH THAT, WHICH MEANS SOMETHING FOR JOB SATISFACTION?

The temperature on seven factors that influences the Danes job satisfaction on a scale from 0 to 100.



THE STUDY EXPLAINS

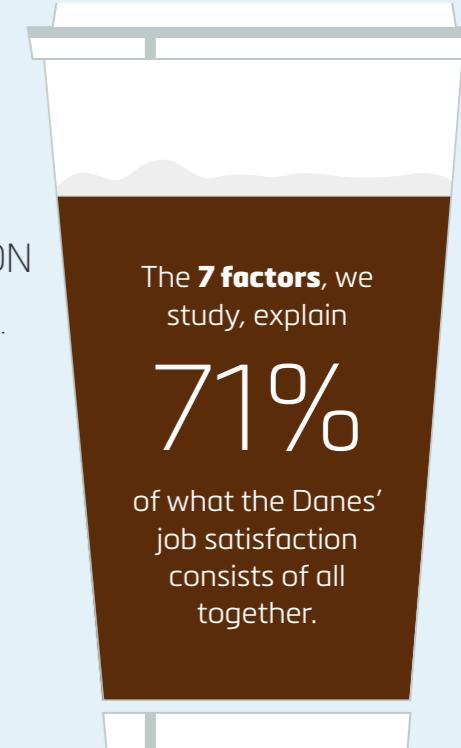
THE MAJORITY OF THE DANES' JOB SATISFACTION

WHAT HAS THE GREATEST EFFECT ON THE DANES JOB SATISFACTION?



Job Satisfaction and happiness

Our job satisfaction carries importance for our happiness in general. The Job Satisfaction Index 2017 shows, that if job satisfaction were to be raised with 10 points, it would affect our level of happiness with 5,9 point. For instance the level of happiness would rise from 77 to 82,9 points, if job satisfaction were raised from 74 to 84 points.



Here the effect of job satisfaction is seen for each time that we improve the temperature with a factor of 10 points.

If we for example improve/raise the experience of work as meaningful, from 70 to 80 points on our 0 to 100 scale, the job satisfaction would rise with 2,8 point- from 74 to 76,8 on an equivalent scale.

Meaning has as previously mentioned the greatest effect on Danes' job satisfaction, which can reflect man's fundamental wish to help and contribute positively to other's lives.

Conversely, the relations with our colleagues have a lesser effect on job satisfaction than many imagine- however the study shows that colleagues play a great role for the general level of happiness.

This is how we did

This rapport is based on an extensive basis of knowledge-, interview, and data. In connection with the preparation of the rapport a data collection work has been carried out, where both qualitative and quantitative data is used to give an insight in the prerequisites for job satisfaction in the Danish work place.

The rapport continues to build on the foundation that has been created with the study of Job Satisfaction Index 2015 and 2016. There has been carried out a review of the relevant literature within job satisfaction. It concerns rapports, specialized books and research articles, for instance:

- **"Arbejdsmiljø og Helbred"**, Arbejdstilsynet, 2012
- **Dansk Erhvervs medlemsundersøgelse**, 2012
- **"Happiness Pays: Measuring the effect of subjective well-being on later income using sibling fixed effects"**, Oswald & De Neve, 2012
- **"How's Life? Measuring well-being"**, OECD, 2011
- **"Long working hours and risk of coronary heart disease and stroke: a systematic review and meta-analysis of published and unpublished data for 603 838 individuals"**, Kivimäki et al, 2015
- **"Stress That Doesn't Pay: The Commuting Paradox"**, Frey & Stutzer, 2004
- **"The Future of Jobs"**, World Economic Forum, 2016
- **"The relationship between pay and job satisfaction: A meta-analysis of the literature"**, Judge et al, 2010

The Rapport, moreover, builds on our own data material gathered by the analysis institute

Kantar Gallup among a representative sample of Danish co-workers. In total 2706 persons have participated in the study that has been developed by Krifa's Center for Knowledge for Job Satisfaction and The Happiness Research Institute, resulting in a deeper understanding of what it is that provides job satisfaction for the co-workers.

At the same time we have drawn on knowledge from leading scientists and practitioners, who have worked intensively with work-life and the prerequisite for job satisfaction, which includes:

- Anne Sophie Debel, economist with a focus on the employment market at Ældre Sagen (Senior Citizens' Association).
- Jørgen Bruun Pedersen, lector at the University of Roskilde.
- Einar Baldursson, occupational psychologist and lector at the University of Aalborg
- Ulrik Lynge, coach og motivational Expert
- Helena Schiller, PhD at the Stress Research Institute at Stockholm University
- Eik Dahl Bidstrup, Mayor at the Municipality of Dragør
- Henri Brorson, Digital Chief at Krifa
- Henrik Stenmann, Senior Partner at IIH Nordic
- Christian Bjørnskov, Professor of Economics at the University of Aarhus

THE DEVELOPMENT OF METHOD

The study is being conducted for the third year in succession. The frame of questions is being adjusted in line with our acquirement of more experiences and thus more nuances. This year, we have adjusted the questions concerning the factors "meaning" and "influence".

They account for a huge part of the explanation that both temperature and number of effect for these two factors having changed considerably from 2016 to 2017. The questions for the overall life satisfaction and job satisfaction as well as the other five factors are unchanged and therefore the results are directly comparable from 2016 to 2017.

DEMARCATION

The starting point for the rapport is the modern Danish labour market. It means that basic rights and proper physical conditions are expected to be present. The rapport directs its' focus towards the elements that promote great job satisfaction.

It does not undermine the need for handling objectionable working conditions, but limits itself to examining the possibilities for the good work life.

RESPONDENTS

The respondents in the study consist of 2.706 persons from the entire country and make up for a representative sample of the Danish population in regards to e.g. gender, age and geography. The participants in the study are all over the age of 18 and are associated with the labour market and have at least one superior above them.

METHOD

Data have been collected in October 2016. Kantar Gallup has applied the structural equation modelling, that belong in the category of regressions analysis to calculate the causality between a dependable variable (job satisfaction) and another independent variable (e.g. the factors "meaning", "colleagues", and "leadership").

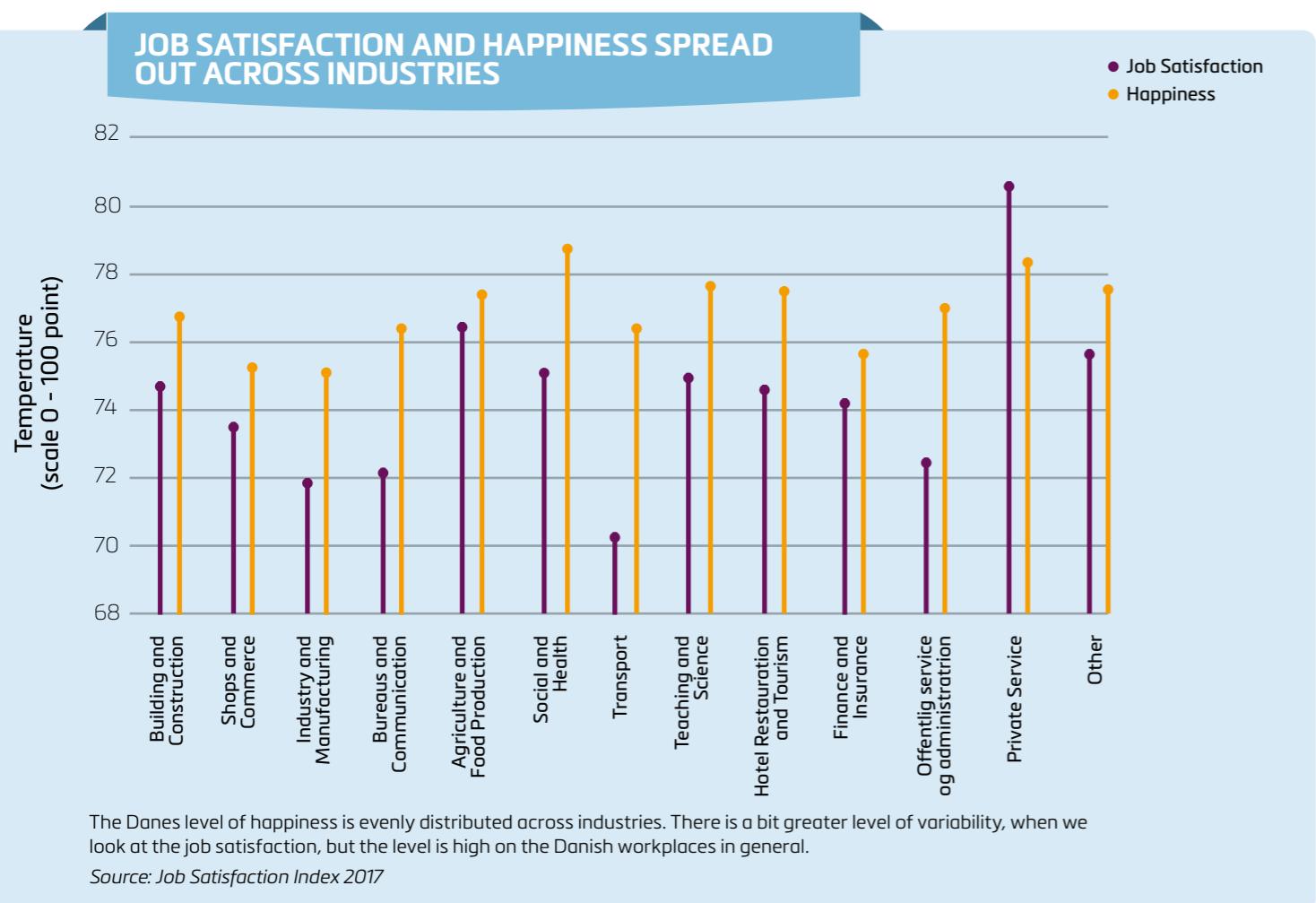
The effect is thereby estimated by the independent variable on the independent variable, while the significance of other independent variables is being controlled. The independent variables (e.g. leadership) consist of a wide range of different questions, e.g.: "To what degree do you experience that your closest superior has good social skills? And "To what degree do you experience feeling trust towards your closest leader?"

Job satisfaction across industries

Job satisfaction is high in Denmark, but how do things look, when we take a closer look at the individual industries and are there differences in regards to what it is that provides job satisfaction across industries?

Across the various industries there is fortunately great job satisfaction to be found. In all of the industries we see a level of job satisfaction that is above 70 points on a temperature scale from 0 to 100. It looks best in the private service industry, while the transportation industry is to be found last in the field, but the differences are

relatively small. It also turns out that the Danes in general are quite satisfied with life no matter what industry they work in. The Job Satisfaction Index indeed shows that the level of happiness is at a high stable level, in addition to the landscape of work places.



BUILDING AND CONSTRUCTION

1. I experience a sense of pride in my work.
2. I experience professional satisfaction through my work.
3. I have the feeling of making progress in my work.

AGRICULTURE AND PRODUCE

1. I experience that my work is meaningful.
2. I experience professional satisfaction through my work.
3. I experience that there is a balance between my work assignments and my skills.

SHOPS AND COMMERCE

1. I experience that my work is meaningful
2. I experience that my work provides me with a sense of having accomplished something.
3. I experience being proud of my work.

SOCIAL AND HEALTH

1. I experience professional satisfaction through my work.
2. I have the feeling of making progress in my work.
3. I experience that I'm developing my skills.

EDUCATION AND RESEARCH

1. I experience my work as being meaningful
2. I am experiencing pride over my work.
3. I experience satisfaction through my work.

Top three statements that are connected with high job satisfaction in chosen businesses.

Source: Job Satisfaction Index 2017.

PRIDE OF WORK PROVIDES JOB SATISFACTION

It also turns out that, according to the Job Satisfaction Index, that it is more or less agreed on across industries, as to what it is that provides job satisfaction.

In the below-mentioned we have put into sharp focus, as to which three questions in the Job Satisfaction Index survey that most correlates with job satisfaction cross-industries. Here it turned out that the experience of being proud of one's work was a top scorer in five entire businesses: building and construction, bureaus and communication, finance and insurance, private service as well as public service and administration.

THE JOB MUST MAKE SENSE

The other great common denominator is the experience of having a job that is meaningful. That is within the fields such as teaching and research, industry and production, commerce and

shop as well as within agriculture and produce that this experience has a great correlation with job satisfaction.

After that the waters part a little. While there is a highlighting of the professional satisfaction in social and health services, the balance between work and spare time is more important for job satisfaction in transportation. Meanwhile, the salary and time to deliver quality in the work, turns out to have significance for the job satisfaction within the field of the restaurant-, hotel-, and tourism.

The great equivalents also stress that regardless of whether we have professions such as brick-layers, auditors, lawyers, hairdressers or police officers, we are all first and foremost human beings- and that is the same that goes a long way in driving job satisfaction.

30 hour workweek

- what do you need to pay attention to?

Should we change the limit for the length of a normal workweek? In Denmark we are discussing the possibilities for and the consequences of a 30 hour work week in these years. How much does it cost and what about the productivity, are we often asked. But how about job satisfaction? And what should be payed attention to, if one considers reducing the working hours?

Many feel that they have too much to do which has great consequences for job satisfaction. Firstly, the Job Satisfaction Index show a correlation between stress and job satisfaction- the more stressed, the less job satisfaction, which we will take a closer look at in a later chapter. The spread of stress has caused several stakeholders to discuss the possibility of reducing the working time.

DEBATE ABOUT SHORTER WORK WEEKS

Especially the idea of a 30-hour work week, where everybody will get the opportunity to reduce working hours, has been heavily discussed in the Danish public. "A 30 hour working week is the answer", "Can we afford a 30 hour working week?", Scientist: The idea of a 30 hour working week is unsustainable", "Danish Company makes a 30 hour working week permanent" are some of the headlines in the media.

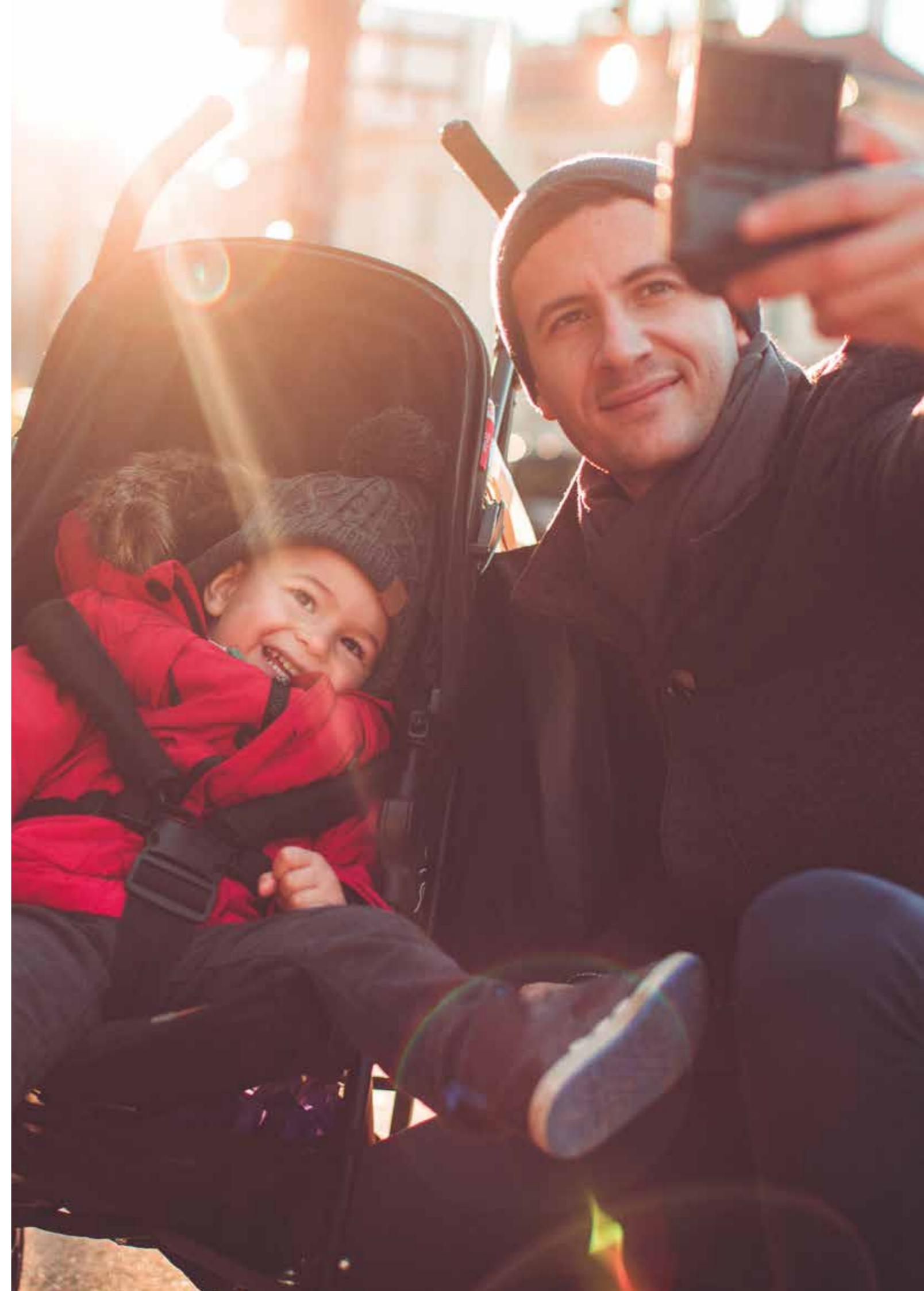
In such a debate climate it can be healthy to look at the results on the other side of the strait, given that Sweden has more experience with a shorter work week than we have in Denmark.

30-HOUR WORK WEEK IS BOTH A SUCCES AND A FAILURE IN SWEDEN

Toyota in Göteborg has been a vanguard and has succeeded 14 years ago with reducing the amount of work hours to 30 and at the same time increasing profits and keeping the employees. More nursing homes in Sweden have also experimented with shorter work weeks, where some have dropped the scheme again after the increase of sick leave – against all expectations. One of the latest attempts has been initiated by the company Filmundus, who develops apps and is based in Stockholm. Here, they have equally introduced a 30 hour work week and at the same time reduced the number of meetings and banned the employees from using social media during work hours.

LOWER JOB SATISFACTION AT 30 HOURS PER WEEK?

The Job Satisfaction Index shows that those who work fewer hours than average in Denmark do not necessarily report higher job satisfaction.



Job Satisfaction and number of hours



Job satisfaction is a little higher for those who work more than 40 hours a week. Indicated on a temperature scale from 0 to 100 points.

Source: Job Satisfaction Index 2017

It seems surprising when the discussion of a 30 hour work week suggests that it is a path that leads to improved well-being. But perhaps there is an explanation for the paradox?

The correlation can be the result of having more people in the group with jobs who work shorter hours than normal, or more people with jobs that provide a lesser degree of job satisfaction, or that employees wish to work a fulltime job, but can't find such a job. Helena Schiller, PhD at the Stress Research Institute at the University of Stockholm, states: "There are several possible causes for the lower job satisfaction levels among those who work less hours. One of them being that the persons, who work fewer hours, may also have a greater responsibility as well as tasks in terms of home and family. Another one being, that the people who only work 30 hours may want to work more, or that fewer hours may lead to less interesting and stimulating tasks".

TASKS AND TIME HAVE TO MATCH

Another explanation for the low job satisfaction is that the amount of tasks does not decrease accordingly with the working hours. As a matter of fact the numbers from the Job Satisfaction study show that the group, who work less hours, feel to a lesser extent that they have enough time to handle their assignments.

Under any circumstances it is clear that a shorter work week does not provide us with a higher level of job satisfaction. If we do not have any influence on the planning of our work and if the total amount of work load stays the same, while the time to finish it is reduced, or if other factors in our life put us under pressure, the short time can be connected with stress and not job satisfaction.

We cannot conclude that a 30 hour work week is a bad idea, when it comes to job satisfaction. It would require us to take a look at other parameters than working time- and that we follow a group of employees over time, if a work place reduces the working hours- otherwise we will get a distorted view of the effect of 30 hours on job satisfaction. However, if we manage to reduce the working hours in a way where the workload and influence go hand in hand, there can be profits to gain- both in terms of bottom-line as well as job satisfaction. But there are a number of things that one should be aware of if you flirt with the idea of introducing a 30 hour work week to the workplace.

IHH NORDIC – A DANISH EXAMPLE

In Denmark IHH Nordic is one of the leading companies when it comes to reducing work hours. After a three year trial the company has made their 4 day work week permanent. One of the reasons is that the company's turnover has increased by 20%.

However comprehensive thinking is needed says Henrik Stenmann, who is senior partner at IHH Nordic: "It is not enough to just reduce the working hours. In order not to stand with the same work load, but with less time to complete it, it is the responsibility of everybody to change behavior. Instead of doing that which we are used to, we automate and outsource the tasks that our employees are overqualified to do and ask the employers to think: "could this be done in a smarter way?"

CHANGED BEHAVIOR IS NECESSARY

Therefore IHH Nordic has also tried out 40 different initiatives including the playing of concentration music and that which is called the Pomodoro-technique, where you work 25 minutes without letting oneself become distracted in order to then take a five minute pause.

Meetings who used to last one hour or more, now only last 20 or 45 minutes and there has also been an introduction of a mail culture, where the co-workers now primarily get mails that are relevant to them – and thereby doing away with setting all the cc's.

All and all, one can say that the company has carried out a "what is lost on the outside has to be won on the inside" strategy. It shortens the total amount of working time, but makes the remaining much more efficient. The efforts have led to a rise in job satisfaction during the last few years.

NO TALK THURSDAYS

One could take an even more radical step instead of just shortening the meetings. One could abolish them. At least that is what Jason Fried prefers. Fried is an entrepreneur and author of the New York Times bestseller "Rework – Change the way you work forever", that is about, how one becomes more efficient in the workplace. His advice is simple. Get rid of M&Ms "Meetings and Managers".



It is not enough to merely lower the working hours. In order not to carry the same work load, with less time to complete it, it is everybody's responsibility to change behavior."

"Leaders are people, whose job it is to interfere with people", he believes. "They always have to see how things are going, or want to see a status rapport, or worse: To summon people for a meeting where you then have to sit and talk about the work that you have been planning to carry out"

Fried is provocative, but his point about us being less effective, when we are constantly subjected to interruptions is familiar to many of us. The experience of really getting something out of hand during work one late evening or during the weekend as the only one- without having the phones ring or emails coming in and without having the meetings breaking up the time. Especially in jobs that demand long periods with uninterrupted thought processing, can disturb or ruin the productivity- and therefore we must work in a longer time. Therefore Fried recommends the introduction of "No talk Thursdays" where the co-workers can look forward to hours of uninterrupted concentration for the tasks that require complicated thought processing. It is obvious that no talk Thursdays it is not a possibility in all workplaces – for example the emergencies.

THINK IN TERMS OF WHOLE SOLUTIONS
But there are a number of good ideas that you can look at and draw inspiration, if one is to consider the introduction of a 30 hour workweek at ones workplace. The most important thing is to think in terms of comprehensible solutions and make sure that the workload is equivalent to the working time.

A shorter working week will at the same time provide for more possibilities to participate in the no-man's land that lies between worktime and spare time- namely volunteering- we will take a look at that in the next chapter.

Henrik Stenmann, Senior Partner, IHH Nordic

Voluntary job satisfaction

The Danes' work life is more than 8 A.M to 4.P.M. Many of us get involved in voluntary work – and that can also signify something in terms of how happy we are with our job, according to Job Satisfaction Index 2017.

When the work day is over, more work awaits for a great number of Danes. A no-man's land, where we work- but without getting payed for it. We step up to the plate on the football field, in charity shops or by passing the collection box around without receiving a penny for it- and we literally do it with pleasure.

Krifa's mission is to create job satisfaction – in all areas. This is why we are also interested in understanding what it is that creates happiness when it comes down to volunteering and job satisfaction.

This is why we in this year's Job Satisfaction Index have shed some light on the connection between volunteering and job satisfaction.

VOLUNTEERS HAVE GREATER JOB SATISFACTION
The Job Satisfaction Index 2017 shows that people who volunteer have a greater amount of job satisfaction and experience greater satisfaction with the factors that mean something for the job satisfaction. They are happier with their colleagues and experience a greater balance

between work life and spare time, and are more inclined to feel that they master their tasks and feel to a greater extent that they are creating achievement in the work place- in comparison with those who do not do volunteer work. The differences are not huge, but the tendency repeats itself across all factors.

THE CHICKEN OR THE EGG

It is probable that a part of the explanation concerning these correlations, is that people who have a high level of job satisfaction have more mental resources available on a daily basis and are therefore more inclined to participate in voluntary activities- but it could also be the result of the reversed correlation: That volunteering affects job satisfaction directly or indirectly. If one is pleased with one's work, but miss the sense of experiencing that your work makes sense, then volunteering can be an interesting addition. Studies on volunteering point out that the causation points towards both directions. Happy people are more inclined to participate in volunteering, while volunteering in return makes people happier.





WOMEN ARE A LITTLE AHEAD

In the Job Satisfaction Index 2017 a slight 32 percent of the questioned employees responded that they CURRENTLY volunteered. A slightly higher number of women (34 percent) than men (30 percent) do voluntary work, but the effect of job satisfaction is the same for both genders. Both men and women experience greater satisfaction with their work in a number of areas, when they do volunteering on the side.

VOLUNTEERING LOWEST IN ZEALAND

At the same time there are considerably more Northern Jutlanders than Copenhageners who participate in volunteering. This is illustrated in the Job Satisfaction Index, which at the same time points towards a general picture showing

that volunteering is more prosperous in Fyn and Jutland than in Zealand. While ca. every forth study in Zealand and the capital participate in volunteering, it is the case for every third in the rest of Denmark. Perhaps one is a bit more aware in the province that community does not come about on its' own. It is something that we must create in common. At the same time it may also be the result of having more organized offers to choose from in Copenhagen.

SPORT ASSOCIATIONS ARE AT THE TOP

If you look at it in the span of a longer period and in the population as a whole, there would according to the Volunteering Rapport from "Center for Frivilligt social arbejde" be many more people who work as volunteers: During the

VOLUNTEERING DISTRIBUTED ACROSS REGIONS



Jutlanders and Fionians work more often as volunteers than people in Zealand and the Capital Area.
Source: Job Satisfaction Index 2017

last five years, 70 percent of all the Danes have at some point or another done some volunteering. The individual's volunteering initiative is limited to not only one type of work, but can easily spread itself across many different types of areas. Other studies show that the kind of volunteering that we spend most time on is the one where we engage ourselves in the local sport associations.

WHAT CHARACTERIZES VOLUNTEERS?

What seems to be the explanations behind our happiness in connection with volunteering? In the volunteering study ,(Frivilligundersøgelsen 2012), and SFI, the National Research Center for Well-being has examined voluntary work in Denmark ("Det Nationale Forskningscenter for Velfærd"). In the research they had taken a look at the underlying causes that has resulted in Danes choosing to put voluntary work hours as swim coaches, scout leaders or Visiting Friends.

In the study one has taken a closer look at that which characterizes the volunteers and the

causes that result in the Danes choosing to put more voluntary hours as swim coaches, scout leaders or visiting friends.

LARGER SOCIAL NETWORK

The results from SFI's rapport are interesting because they provide an indication as to where the reason lies, for people who work as volunteers, to also having greater job satisfaction, must be found. The study shows that the volunteers have a greater social network than those who do not work as volunteers. The connection here can be that the people who have a greater interface are more likely to get into voluntary work, because they are often recruited through their network. Another explanation can be that the voluntary work in itself provides for a bigger network.

And when you ask the participants in the study what motivational grounds they have for carrying out voluntary work, they also answer that it is the social community that they participate in that weighs the most heavily as a volunteer.

Bente, 60 years old, Respondent in the Job Satisfaction Index God Arbejdslyst Indeks study.

"Balance in life for me, is having a job that I like, good and meaningful leisure activities and time to volunteer in the parish where I live."

SUCES WITH VOLUNTEER WORK

The social contact and the sense of community that characterizes life as a volunteer, has been used quite deliberately in the Municipality of Dragør. Here a study revealed that about one fifth of the citizens in the municipality felt lonely and weren't thriving.

Attempts have been made to address it by implementing concrete initiatives among other things, in order to incite more people to join volunteering- with great success, says Eik Bidstrup:

" We wanted to end loneliness and lack of well-being, and thought that the field of volunteering offered some natural places where people could meet one another and get into some social communities. So we initiated a process where we entered into dialogue with the local spirits with fire in their bellies and associations about developing a platform where the municipality and associations could meet in order to involve more people in volunteering", he explains, and continues: " Our experiences have been that the voluntary activities is a really good way to create more involvement in some communities, where meaningful relationships are formed, and there are some healthy values."

That observation is backed up by several international studies showing that volunteering has a positive effect on one's mood.

For example, Francesca Borgonovis study, "Doing Well by Doing Good" show that people who carry our voluntary activities feel healthier and more satisfied in general with existence than those who do not.

SOCIAL CAPITAL CREATES PROSPERITY

In Dragør the positive sides of using volunteers to create better well-being for lonely people have been so convincing that the mayor can easily imagine that they also may have significance for other aspects of existence: " It is not far-fetched to imagine that the positive effects of the good social communities that you become a part of as a volunteer also has a spill-over effect in other areas of one's life and can for example add some social capital to one's work life," says Eik Bidstrup.

“ It is not far -fetched to think that the positive effects of the good social communities that you become part of as a volunteer also has a spill-over effect into other areas of one's life and for example can add some social capital into one's work life”

Eik Bidstrup, mayor, Dragør and member of Krifas Advisory Board for Job Satisfaction.

And this is exactly that social capital that according to Forskningscenter for Arbejdsmiljø (The research center for Working Environment) has significance for the work place. The research center defines social capital as the resources that exist in the social networks between the colleagues in a work place.

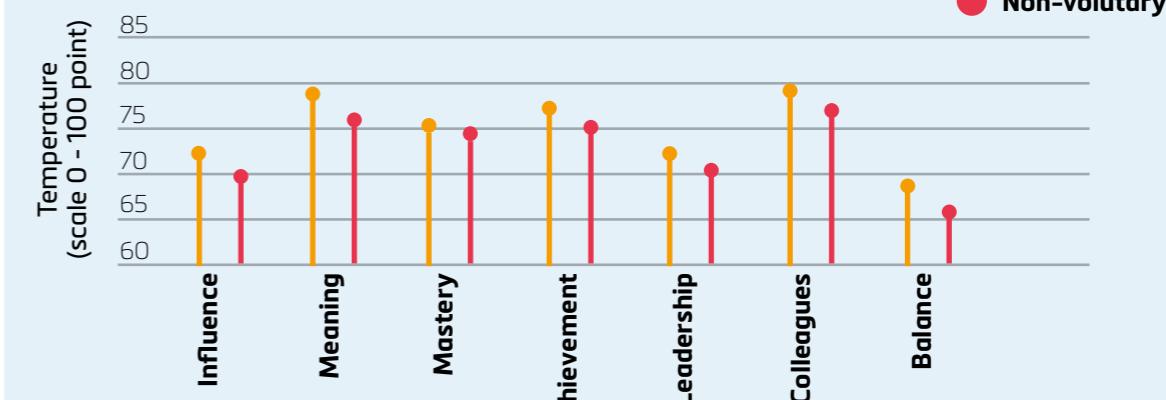
A part of the explanation thereof, that volunteers experience greater job satisfaction, could be that the group, to a higher extent, than those who do not volunteer already experience greater well-being and that it in itself does such, that they find more meaning and happiness with their jobs, assignments, bosses and co-workers. But at the same time it is also not difficult to imagine that people who have a good network and good social relations from their volunteering work also are more likely to take their values and social skills with them into their working life, which might also in part be an explanation as to why people who work as volunteers also experience greater job satisfaction.

VOLUNTEERS MAY PERHAPS MASTER THEIR WORK BETTER

Beyond the social aspect, SFI's Frivilligundersøgelse (Volunteer survey) also show that those who carry out voluntary activities , do it because it gives them an opportunity to learn more about the area that they are working with on a daily basis . And for some it plays a part in that volunteering can also provide them with contacts that they can use later in their work life. It is especially the group under 30 years of age, the group under training and those outside of the employment market who stress that volunteering can also be a help in connection with developing their own skills and help them on the employment market. The groups of volunteers, who the least emphasizes that volunteering can strengthen their careers, are the 50-60 year olds and those with higher educations who must assumed to also have a relatively strong developed sets of skills already.

A lot indicates that there, for at least some of the volunteers, is a connection between voluntary activities and a strengthening of the competencies in relation with their daily job. These condi-

VOLUNTEERS EXPERIENCE GREATER SATISFACTION WITH ALL FACTORS



Volunteers experience a greater satisfaction with all of the factors who have significance for job satisfaction.
Source: Job Satisfaction Index 2017

tions point back at the fact that the participants in the Job Satisfaction 2017 survey, who carry out voluntary work, to a higher degree experience that they master their jobs. This is also be caused by the fact that their competences have received a lift through volunteering, or that many of those who carry out voluntary work, belong in a group – the elderly and highly educated- who already have a high level of skills.

WHY ARE THERE NOT MORE VOLUNTEERS?

If volunteer work is so good for us and for job satisfaction, then why are there not more people who work as volunteers? We may find the answer in the Norwegian rapport ("Livskvalitet - Betydning av kultur og frivillighet for helse, trivel og lykke") "Quality of life – the significance of culture and volunteering for health, well-being and happiness" from 2010, that is the biggest study in the area in Scandinavia.

According to the study there is a lack of knowledge on the positive effects of volunteering on the volunteers' well-being. Voluntary activities are often regarded as something that benefits others and society – and it is easy to overlook that we can also get something out of contributing. Therefore one should perhaps to a higher degree elaborate on the personal benefits that one achieves by working as a volunteer- and thereby expand the limits for where one can gain job satisfaction.

Now we move from volunteering to the world of sports- what can we learn about job satisfaction from there.

CAN YOU GET RUNNERS HIGH FROM JOB SATISFACTION?

A lot of people have heard of "runners high" – the kick that runners can experience – but did you know that you can also talk about a "helpers high"? Helper's high is an expression of an emotion of well-being as a result of a good deed. We may perhaps know it from ourselves, when we have helped tourists find their way or hold the door for a stranger.

There has been conducted several different experiments, who show that our mood improves by doing something good for others – from an example conducted from a study from the University of British Columbia. Here the scientists measured the researchers' mood and afterwards delivered an envelope with money for each of them. Half of the test subjects were told to spend the amount of money on themselves during the day. The other half of the test subjects were told to spend the amount on other than themselves. Both groups were called on the same night and interviewed about their mood and their use of the money. The scientists could trace an improved mood among the persons who have spent the money on others than themselves. Those who have bought coffee for a friend, earrings for their mother or given a homeless person a handout felt happier than those who have spent money on themselves. Hence there is a lot to learn from the scientific world in connection with how we can better spend our time and money to create happiness and job satisfaction. But now we shall take a look at what we can learn from the world of sports.

Job satisfaction and motivation

- What can you learn from the world of sports

When you have to understand what it is that drives job satisfaction in the Danish workplaces, it can make great sense to draw a parallel to the world of sports. There are clear learning points that we can transfer from the world of sports in order to create greater job satisfaction in the Danish work places- which includes the clarification of the main task as well as the way in which we work with motivation.

There are similarities as well as differences between the world of sports and the Danish work places. In both worlds we are constantly trying to outdo ourselves. We jump higher, longer and run faster- in the world of sports, in the literal sense and in the figurative sense in the Danish work places. We add 10 percent on top of the goal each year – or we have to cut back 10 percent. In time. In budget.

We are also a team. There is team spirit. We fight together and perhaps we feel that we are fighting against somebody else. About landing the job. About the export market. About the survival of the organization.

There are similarities, but the differences are also noticeable – and they provide insight as to what it is that the Danish workplaces would be able to learn from the world of sports.

WHAT IS THE GOAL?

In the world of sports the goal is always clear. You have to run a distance as fast as possible or get the ball in between two goalposts. When the goal is clear it becomes easier to understand the task, but the goal is not always clear in the work places.

Morten Christensen, author of the bestseller "Kend din kerneopgave" (Know your main task) and partner at the development office Beta, a consultant agency who specializes in welfare development, describes a climate in the Danish workplaces where one change or strategy replaces the other and where there is often confusion in regards to the main task – and that can have a negative effect on the job satisfaction and innovation.

"How much innovation is generated when leaders take classes to learn how to walk on glowing coal or make chocolate casts of the workplace's set of values? Not much. One should instead go about it in reverse. One should first clarify one's task and then find the innovative solutions to meet it in a better and smarter way", says Morten Christensen.

The Job Satisfaction Index also shows a correlation between job satisfaction and the experience of having clear and well-defined goals for what you have to do at work. At the same time the study shows that clear and well-defined goals reduce the experience of feeling stressed out.



The Top 5 signs that you have clear and well-defined goals at your work-place

The Job satisfaction Index show, that the following five statements have the biggest correlation between having clear and well-defined goals.

1. You have the feeling of having accomplished something – for example sub-tasks during the day.
2. It is clear when you have resolved a task.
3. You have the possibility to see concrete achievements in relation to your work-performance.
4. You have the feeling of progressing in your work.
5. You experience a sense of professional satisfaction.

Source: Job Satisfaction Index 2017

CONSCIOUSLY WORKING WITH MOTIVATION

At the same time the world of sports can teach us something about how we strengthen our motivation. When Pernille Blume wins a golden medal at the Olympics or when Sara Slott Pedersen beats her own record in hurdling, is a result of many hours of training. Many early mornings, even more kilometers and most certainly also days, where you would have preferred lying on the couch or be with your family than putting hour after hour after hour in the gym or swimming pools or at the stadium.

Such an effort does not just demand talent, will, stamina and strength. It also demands a huge amount of conscious work with motivation. And motivation is something that doesn't just give sportsmen wings, but also a central element in connection with providing ordinary people a better sense of job satisfaction.

THE DANES ARE QUITE MOTIVATED

The Job Satisfaction Index 2017 shows, as a matter of fact, that motivation is strongly convergent with the other dimensions that make it pleasant to go to work. Those Danes who feel motivated going to work and get their assignments done, are as a matter of fact often happier with their jobs, and think overall that their workplace is great, and look forward to the next time they are off to work.

Luckily the feeling of being motivated is not a strange notion for the co-workers in the Danish work places. In the study 38 percent of the respondents say, that they feel very motivated about their job, while only 2,5 percent responded, that their motivation was at rock bottom. And the tendency applies from Gedser to Skagen – we look as though we are somewhat equally motivated to take off along with the leader and

the colleagues, regardless of where we live in the country.

Overall it is of course a positive thing that it looks so great in regards to motivation at work with more than a third of the Danes. But there is still a potential in looking at how you can create greater motivation in more people.

WHAT CAN WE LEARN FROM THE WORLD OF SPORTS

If we are to create grounds for even more co-workers in the Danish work places to experience the job satisfaction that follows with being motivated about one's job, it would be worth taking a look at, whether we can learn something from the world of sport's conscious focus on working with motivation.

We have therefore spoken to motivational expert and coach for Guldfireren, Ulrik Lynge, who help people who helps sports elitists, companies, and public organizations with working for and create motivation. Furthermore, he is a part of Krifa's Advisory Board for Job Satisfaction Index .

"Of course, it is not everything from the world of sports that can be transferred directly to business, but when it comes to motivation, there is a lot from the world of sports that can be implemented in companies", he says. "It's about creating environments and cultures that can support the feeling of motivation with the individual employee. If you succeed with that, you manage to create a greater sense of well-being and better efficiency".

MEANING AND MOTIVATION ARE CONNECTED

The Job Satisfaction Index this year shows once more, that those, who feel that their job is motivating, are also those who think that it

makes sense to them. And it is precisely that i.e. the job makes sense, which is central according to the motivation coach: "Companies must make the employees understand the overall strategy. From the top shelf to the outer corner, companies have to raise the profile on what it is that it wants to achieve and make it clear for the employees, as to why they are a part of the project, so they see where they and their efforts make a difference."

INFLUENCE AND TRUST FOSTER MOTIVATION

The Job Satisfaction Index show at the same time that employees who experience having influence at their work place, feel a much higher degree of motivation. Ulrik Lynge sees the same tendency, which points towards the employees experiencing being included in the processes as a

determinant: "When you as an employee experience that you are being involved, it provides a feeling that the company is trusting you. And when you sense that, you automatically feel responsibility and take ownership for the assignments and to see that what you do makes a difference", he explains. "It creates momentum, which again is motivating, because the individual can see that his or her effort generates results."

Consequently, there is a lot to be learned from the world of sports- also about how we move the boundaries for job satisfaction. In the meanwhile we are going to visit the boundary that separates spare time and work time- which is the transport to and from work.





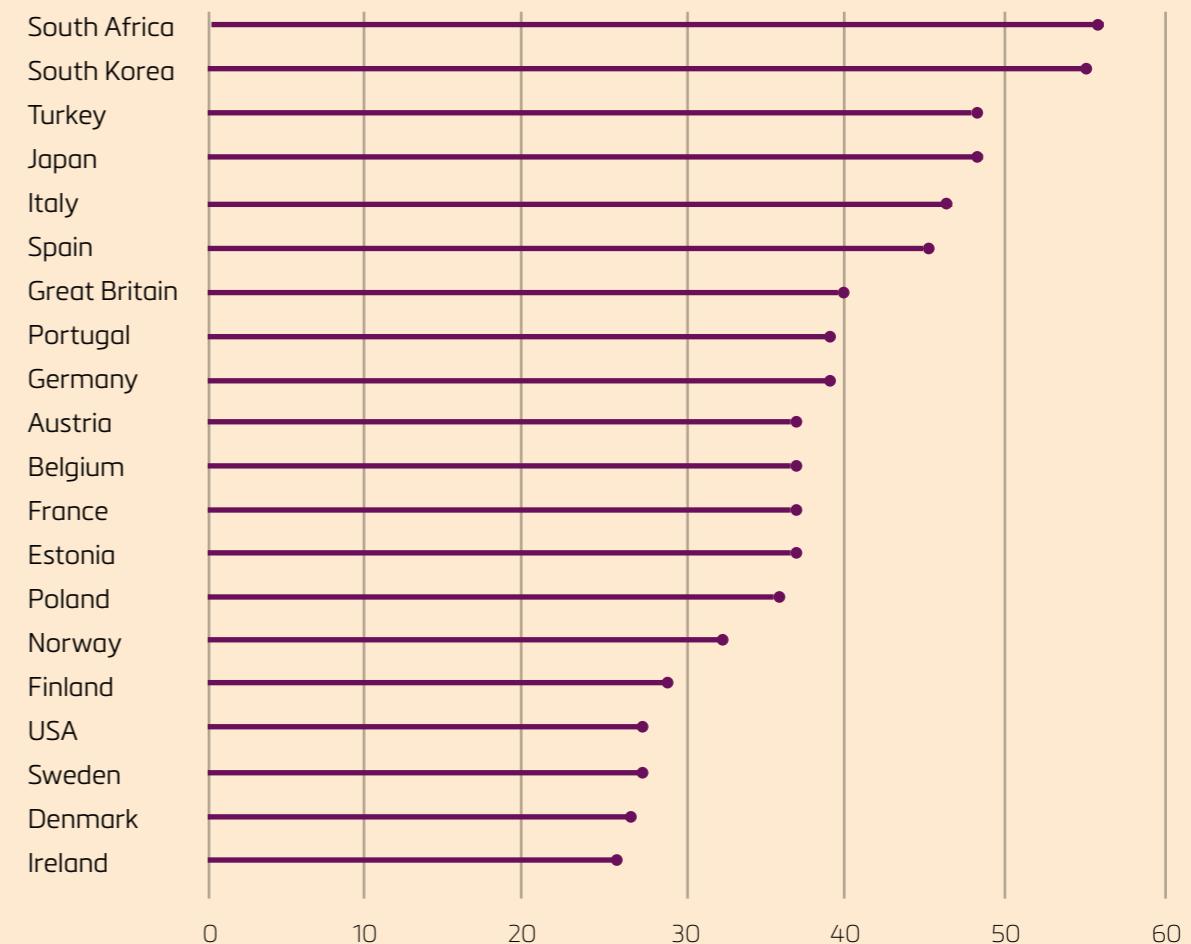
The travelling to work

It is only a minority of people who dream of having to travel a long way to work, but it turns out however, that it is less depends on the length of transportation time. It's about the mode of transportation. By exchanging the car or the bus with the bike or an electric bike for those who have the opportunity, satisfaction with the trip to work can be increased.

One can often feel that the work day begins before showing up at the office or at the factory. The windshields need to be scraped free from ice beforehand, the kids have to be dropped off at the day-care and you have to get to the freeway in time, if you want to avoid getting stuck in line. Again. When it comes down to how much time we have to spend to get to and from work, the Danes are rather quite fortunate. Only the Irish

have a shorter route to work than the Danes out of the 24 countries that the OECD have included in the latest major study of the area. Having twice a long way to travel to work in South Korea as in Denmark, is not much of a comfort, if you are stuck in a queue on route E45 and the meeting starts in five minutes – and the travel to work can feel like a chore. TRANSPORTEN ER

TIME OF TRANSPORTATION TO AND FROM WORK
(minutes per day)



The Danes are among those who spend the least time on transportation to work. The average Dane spends 27 minutes on a daily basis travelling to and from work. In the other end of the scale are the South Africans who must use nearly an hour on a daily basis.

Source: OECD, *How's Life? Measuring Well-being*, 2011

THE LOWEST POINT OF THE DAY

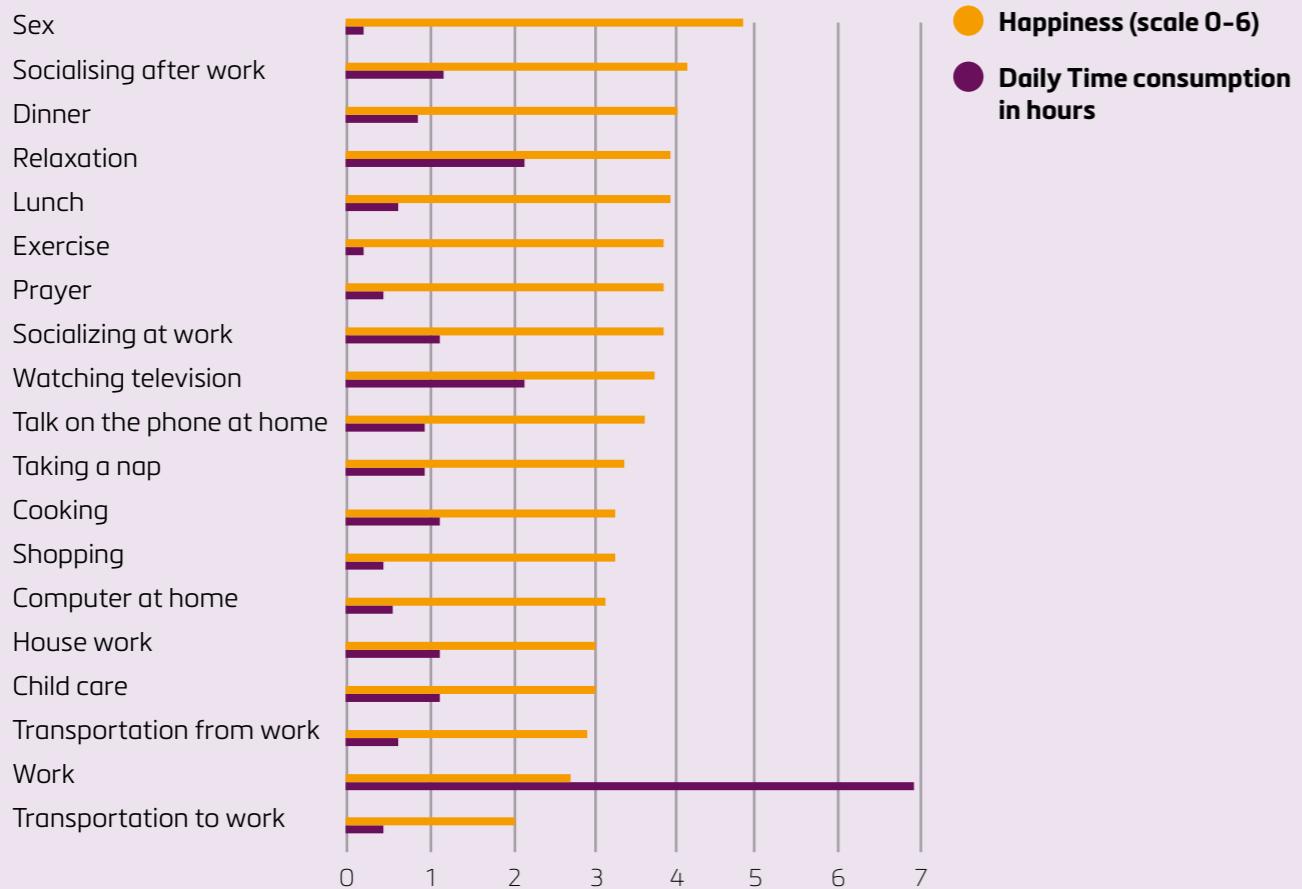
When happiness researchers attempt to understand what it is that creates and inhibits happiness, they use the Day Reconstruction-method, among other, that is developed by Daniel Kahneman, who is a professor of psychology at Princeton and has received the Nobel prize in economics. The Day Reconstruction-method maps out the mood and the circumstances that affect it, during the day. This is done by getting a big group of test subjects to reconstruct, what they have experienced the day before.

Bit by bit the people note what they have experienced, how long the different activities took as

well as what emotions these activities led to and how strong the emotions were.

Professor Kahneman applied the method in an experiment among 919 women in Texas. The scientist could map out when during the day and under what activities, the women experienced most happiness. Kahnemans study showed that while sex and interaction was placed at the top, transportation to work was at the bottom. It was the worst time of day. That is why we chose to examine, in connection with the Job Satisfaction Index, whether to trip to and from work also affects the Danes happiness- both on the job and outside.

TRANSPORT TIL ARBEJDE ER DAGENS LAVPUNKT



Professor Daniel Kahnemans Day Reconstruction Method points out that it is the commuting to work that people experience as the worst element of their day. On the top of the list is sex and social interaction.

Source: Kahneman et al, A Survey Method for Characterizing Daily Life Experience: The Day Reconstruction Method, 2004

DOES THE TRAVELLING TO WORK HAVE INFLUENCE ON THE DANES JOB SATISFACTION?

The short answer is "yes" and "no". If we examine whether or not the time of transportation influences the Danes job satisfaction or their general level of happiness, the answer seem to be no. Those who can roll out of bed and be at work instantly do not have greater job satisfaction than those who have to commute far. The length of the commute does not seem to have any influence on job satisfaction either. Hence, the pattern among Danes is different from those that we can observe internationally. In Great Britain the counterpart to Statistics Denmark– The Office of National Statistics – have actually concluded, that each minute that

is added on the commute to and from work, affects life satisfaction negatively. At the same time the commuters in Great Britain experienced greater worry and a worse mood in everyday life than those who worked from home, or those who had a short travel to work.

Time of Transportation	Happiness	Job satisfaction
0-15 minutes	77	74
16-30 minutes	77	74
31-60 minutes	78	74
61-120 minutes	77	75
121+ minutes	76	74

The duration of the trip to work does not seem to affect neither the job satisfaction nor the general level of happiness with the Danes.

Source: Job Satisfaction Index 2017

THE MODE OF TRANSPORTATION CARRIES IMPORTANCE

So one would think that transportation would not affect our job satisfaction and well-being as such in Denmark. But at the same time, it turns out that it is not just dependent of the time of transportation. It is also the mode of transportation. A group of scientist at the McGill University in Montreal, Canada, has studied, which form of transport that is best for the mood. The study was conducted on 3.400 persons, looked at six typical ways in which one could go to work. You can take the car, the bus, the train, the metro, the bicycle or you can take the ride by walking. The test subjects were examined both in the summer and in the winter, where the scientists would highlight the level of satisfaction with the different aspects of the tours and calculate the results into one single satisfaction score. Thereby the greatest level of satisfaction could be traced back to those who could travel to work by foot, while those who had to travel by bus were at the bottom. The individual country's infrastructure and the quality of for example the public transportation play a part, but studies in England have reached similar results.

"Yes, please", one would think. When you can go to work by foot, it is obvious that you are happier, because then you are probably not 100 kilometers away from home". It is correct – the distance to work can dictate the possibilities of transportation.

RAISE YOU PULSE – AND HAPPINESS WILL FOLLOW

Therefore, it is particularly interesting to study commuters over time and observe what is happening when people change their mode of transportation but have to travel the same distance on their way to work. This is exactly what a group of economists and scientists from the department of Health from the Universities in East Anglia and York did. Over a period of 18 years they followed the patterns of travel and the satisfaction among 18.000 Brits. In 2014 they published the study "Does active commuting improve psychological wellbeing? Longitudinal evidence from eighteen

waves of the British Household Panel Survey", that looked at the commuters' wellbeing and satisfaction before and after a change of transportation. Here the conclusion was that the persons who have changed from travelling by car to travelling by bicycle or walking, experienced a better mood in everyday life and greater satisfaction with their travel on their way to work- even though the trip may have lasted longer.

ACCOUNT FOR TRANSPORTATION IN THE EQUATION

The modern life makes it possible for more and more people to work from home and thus save the trip to and from the office, the factory or there where the work takes place otherwise. At the same time new technology signifies that we will have new possibilities. More municipalities in Denmark offer to borrow an electric bicycle to test whether or not it could be a new attractive way to get to work. on.

It provides us with the possibility of improving the border-country that surrounds our work time. Our travel to and from work. It might at the same time be an opportunity to get more exercise on a daily basis, better time with the family, or perhaps just a bigger smile across the face. We should therefore think in terms of transportation when we consider our job situation. Can I work from home one day a week, is it possible to change to a healthier mode of transportation and how much more would I be willing to pay for one hour more a day?

Thus there are a number of possibilities to improve the border-country that surrounds our work, and perhaps experience a little more satisfaction with it all.

In the meantime we are now going to learn from individuals who were pushed to and even over the edge.

On the edge

- stress and job satisfaction

If we reach the limit as to what it is we can handle, job satisfaction can become job dissatisfaction. Stressed out co-workers have less job satisfaction – but why does stress occur, and what can you do to prevent stress from occurring?

Stress can have great consequences – for the one afflicted with stress and the concerned person's family, but also for the co-workers, the employer and ultimately for the economy. Therefore there is a good reason to dive into the subject and have a closer look at the numbers from the Job Satisfaction Index 2017 and see if they can tell us something about stress in the Danish workplaces.

A GREAT NUMBER OF PEOPLE EXPERIENCE SIGNS OF STRESS

Unfortunately the study shows that stress is not a stranger to the Danish workplaces. A good 82 percent says that they have experienced signs of stress to some extent within the latest week. It is not necessarily a sign that the majority of the co-workers in the Danish Work Places are close to succumbing to stress – the number includes by definition also those who have only temporarily experienced a very low degree of stress, who one must assume is both quite common in most peoples' work life and presumably also relatively harmless.

What can seem to be more worrying on the other hand is that barely 21 percent respond that they have experienced signs of stress in a significant degree during the latest week. The number cannot tell us for instance how this group experiences long-term stress or is just about to become seriously ill. But it gives us a clear impression that stress constitutes a problem in the Danish work places- and has an extent that testifies for a need to take action towards the problem.

MEN ARE LESS STRESSED

In general men report to be a little less stressed than women- 18, 7 percent of the men have to an extensive degree experienced stress within the last week, against 23 percent of the women. This tendency has been spotted in a long range of studies and is therefore not surprising. It has been suggested many times that the reason has to be found in the fact that men still have a lesser amount of responsibility at home than women, and that they undertake less tasks with an inflexible aspect to them, such as having to leave the work place in order to pick up the children at a fixed time.

MORE WORK CAUSES MORE STRESS - SOME TIMES

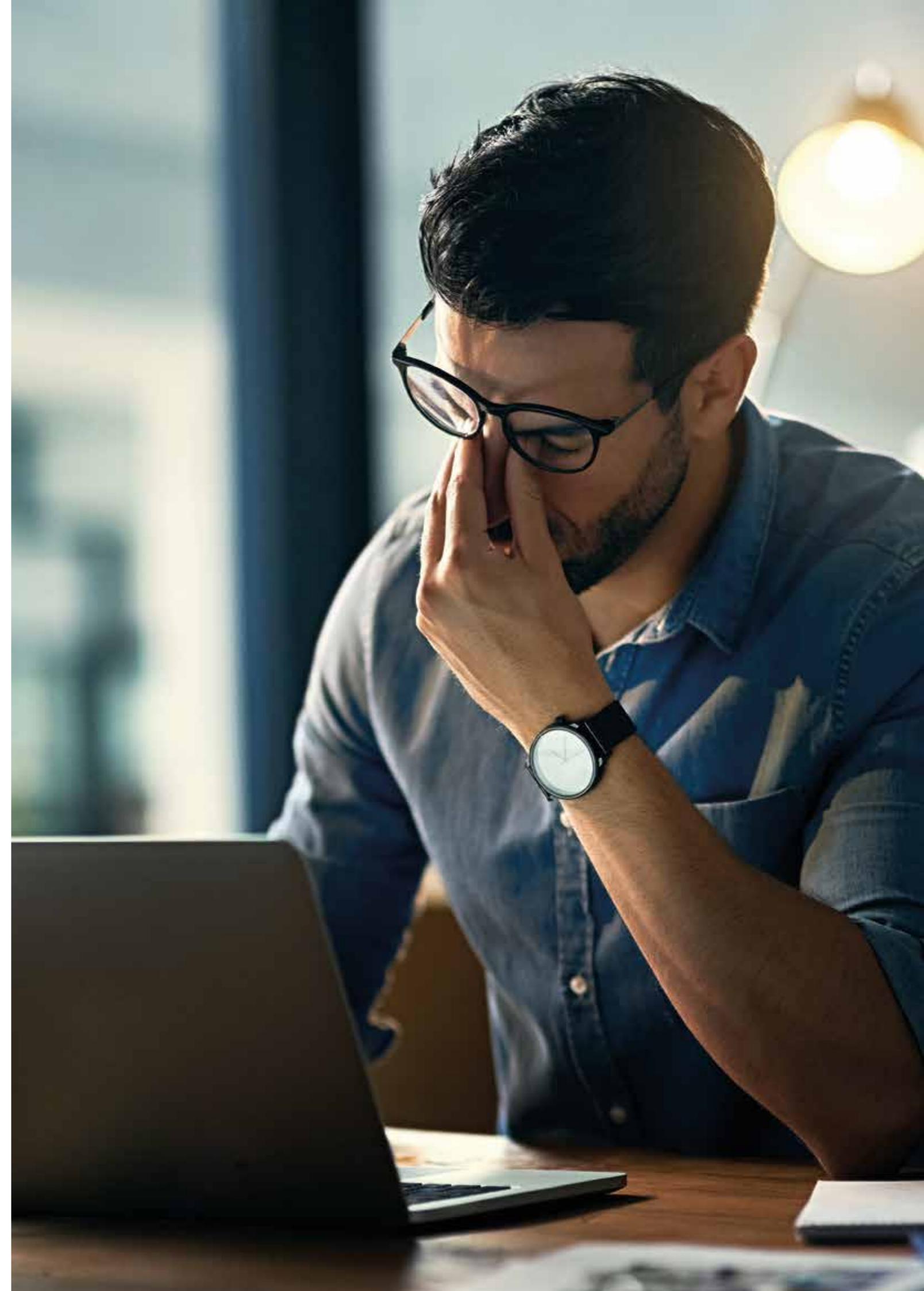
Something which catches the eyes, when you look at the numbers in Job Satisfaction Index 2017, is how the level of stress correlates with the weekly work schedule. The study shows, maybe not so surprising that the level of stress in general is higher with those who put many work hours into the work place: The group who works 20 hours a week or less are on average placed on 35 on a scale from 0 to 100, when we ask about the extent to which they have felt stressed during the latest week.

In comparison the group who works between 51 and 55 hours a week is placed significantly higher, actually at 56 on our scale from 0 to 100.

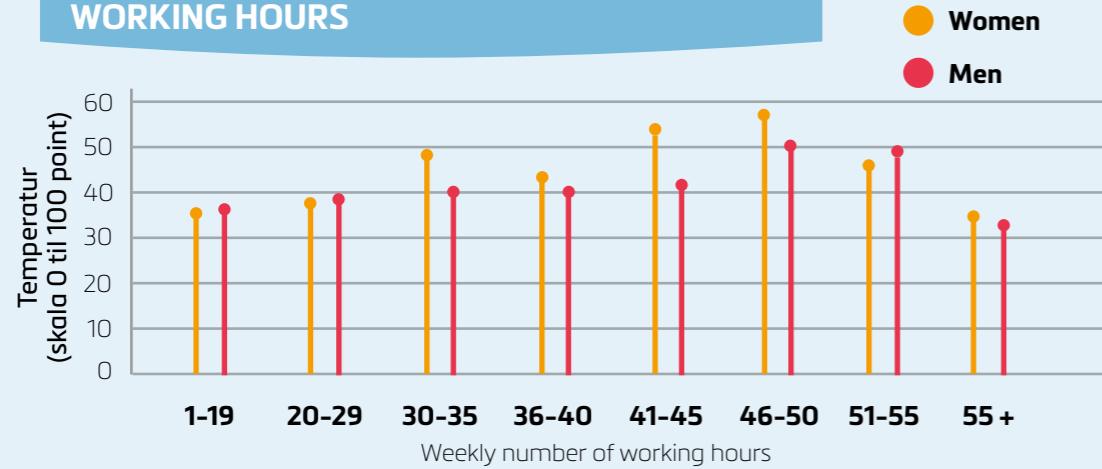
But it is quite interesting that those who work even more and add 55 work hours per week are considerably less stressed – as a matter of fact they lie at the bottom with an average of barely 34. The explanation here could be that this group mostly consists of people with career jobs and managing responsibilities that have actively chosen to work a lot and have therefore perhaps already arranged their life so that the high working hours won't conflict too much with their family life and practical chores in daily life.

HIGH JOB SATISFACTION CAN TURN TO STRESS

If desire, interest and passion is the cause of so many hours at work it can be a good thing- that at the same time raises job satisfaction. But if the long days are the result of having more assignments than time, it is a problem that over time can cause stress- resulting in a negative effect on job satisfaction. At the same time the passion can be a sign that one is taking more and more assignments upon one's shoulders, and although one experiences high job satisfaction, one has to keep in mind that no one is immune to stress.



STRESS AND THE WEEKLY NUMBER OF WORKING HOURS



Overall the experience of stress rises accordingly with the weekly number of work hours- except when you work more than 55 hours a week. But women with more than 30-35 hour work weeks are more stressed even though they work less.

Source: Job Satisfaction Index 2017

WOMEN WORKING PART TIME ARE UNDER MOST PRESSURE

Another interesting fact is that the tendency for those who work more are also more stressed is broken when you see a group of women who work 30-35 hours a week. This group experience being more stressed than those who work both 36-40 hours a week and those who work 41-45 hours a week.

Numbers from Statistics Denmark show that more women than men have not chosen to work full time- a situation that could possibly contribute to feelings of stress.

At the same time a part of the group is working with reduced hours due to illness or invalidity, which must likewise be considered as conditions that can contribute to increased stress.

Moreover, it must be assumed that a significant part of the group, who work with reduced hours are mothers with small children who struggle to manage work and the previously mentioned responsibility for family life. But if you take a look at how the numbers are spread out on the age groups we can see that this assumption doesn't hold up. 30-39 year olds, who, as is known, most often have children, are the least stressed among women; only surpassed by the group over 60 years old. It applies for both genders, that the middle-aged are more stressed than families with small children- a tendency that repeats itself in several other studies, the National Institute of Public Health among others.

THE MORE STRESS, THE LESS JOB SATISFACTION

There are good reasons to pay attention to the levels of stress around the Danish workplaces. There is often a new deadline. A new assignment that we want to complete to the best of our abilities. Just until next month, till next week, till Tuesday, till afternoon, till in an hour. And sometimes we forget what we can withstand. We can only withstand an entire work life, if we stop burning our candles in both ends and stick together in holding back.

Stressed colleagues are not always happy colleagues: The more stress we experience, the lower our job satisfaction. If we dive more into how our stress is connected with the seven factors, that we highlight in the Job Satisfaction Index, the study shows that it is especially the lack of experience of balance between working life and family life that are connected with whether or not we are feeling stressed.

In the same way the lack of influence is also connected with stress. It can be connected with not feeling that you are in control over your situation. If decisions that affect you are made over your head, that feeling of being "nannyed" and loss of control can seem stressful.

BALANCE, INFLUENCE AND STRESS

If we take a step closer, we are able to see, which aspects that are connected with the experience of being stressed.

It is not so surprising that there is a connection between stress and lack of balance between work and spare time as well as a lack of time to solve one's tasks. On the contrary it is more surprising that the lack of balance between control and freedom as well as the experience of not having the nearest leader available to you, is just as much connected with stress. A way to mitigate stress among colleagues could therefore be about showing responsiveness and find a healthy balance between freedom and control.

Einar Baldursson, occupational psychologist and lecturer at the University of Aalborg can easily recognize the correlation between stress and the lack of balance between work life and spare time. He also pinpoints the importance of having influence on the job in order to avoid stress, but emphasizes, that there can also be a flipside of the medal due to that very factor: "Influence in many job types becomes a two-fold phenomenon. Influence often signifies a high degree of personal or collective responsibility- which is straining".

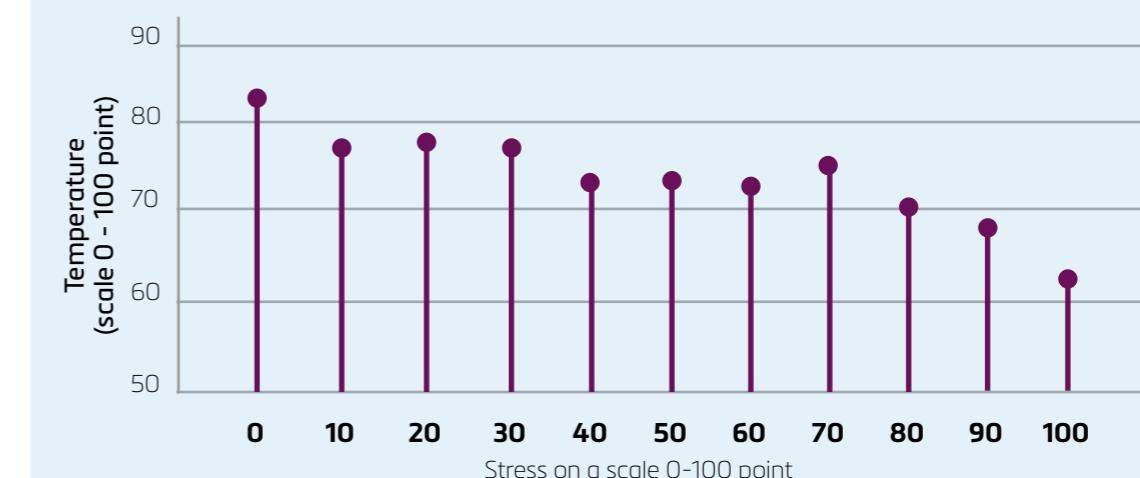
To put it another way: Even though a lack of influence can cause increased stress, increased stress can also increase influence, and thus- for many types of jobs- more responsibility, can equally lead to an increase in stress.

TOP FIVE CORRELATIONS WITH THE EXPERIENCE OF BEING STRESSED

1. Experiencing a lack of balance between work life and private life.
2. Experiencing a lack of balance between the amount of tasks and the time to solve them.
3. Not experiencing having time to deliver the desired quality at work.
4. Not experiencing the right balance between freedom and control at one's work place.
5. Not experiencing that the leader's door is open.

Source : Job Satisfaction Index 2017

MORE STRESS GIVES LESS JOB SATISFACTION



The Job Satisfaction Index shows, not surprisingly that the experience of stress has a negative effect on the Danes' job satisfaction. The more stress we experience, the less job satisfaction.

Source: Job Satisfaction Index 2017

To get ahead of stress

Videnscenter for Arbejdsmiljø (the research center for the working environment) points out four things that can be a particular help to us in avoiding feeling stressed at our work place.

1) The feeling of having control over the situation

You have to have influence and experience control over working practices and tasks- and to know that you have the competences to complete the tasks. This is also a factor that is emphasized by the National Research Center for Working Environment.

2) The feeling of predictability

You have to know what is going to happen, so you can prepare yourself in order to handle the situation- most of it is somewhat what it is used to be.

3) Social support from colleagues and leadership

You have to have someone to talk to at the work place- big and small. You have to be able to get help for the concrete work tasks as well as getting support in the meantime.

4) The feeling of having things going the right way

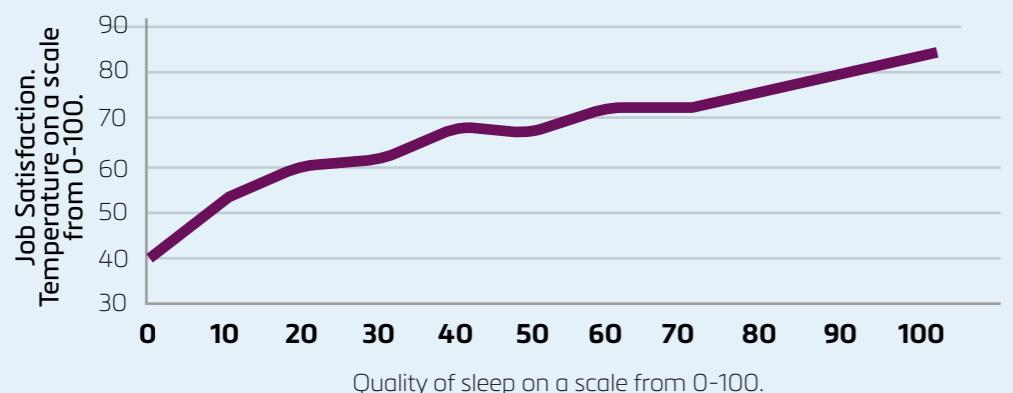
You have to remind one another of the successes – and you have to have an expectation of being able to reach the goals that are set out.

Source: Videnscenter for Arbejdsmiljø (The research center for the working environment)

THE BETTER YOU SLEEP – THE HIGHER JOB SATISFACTION

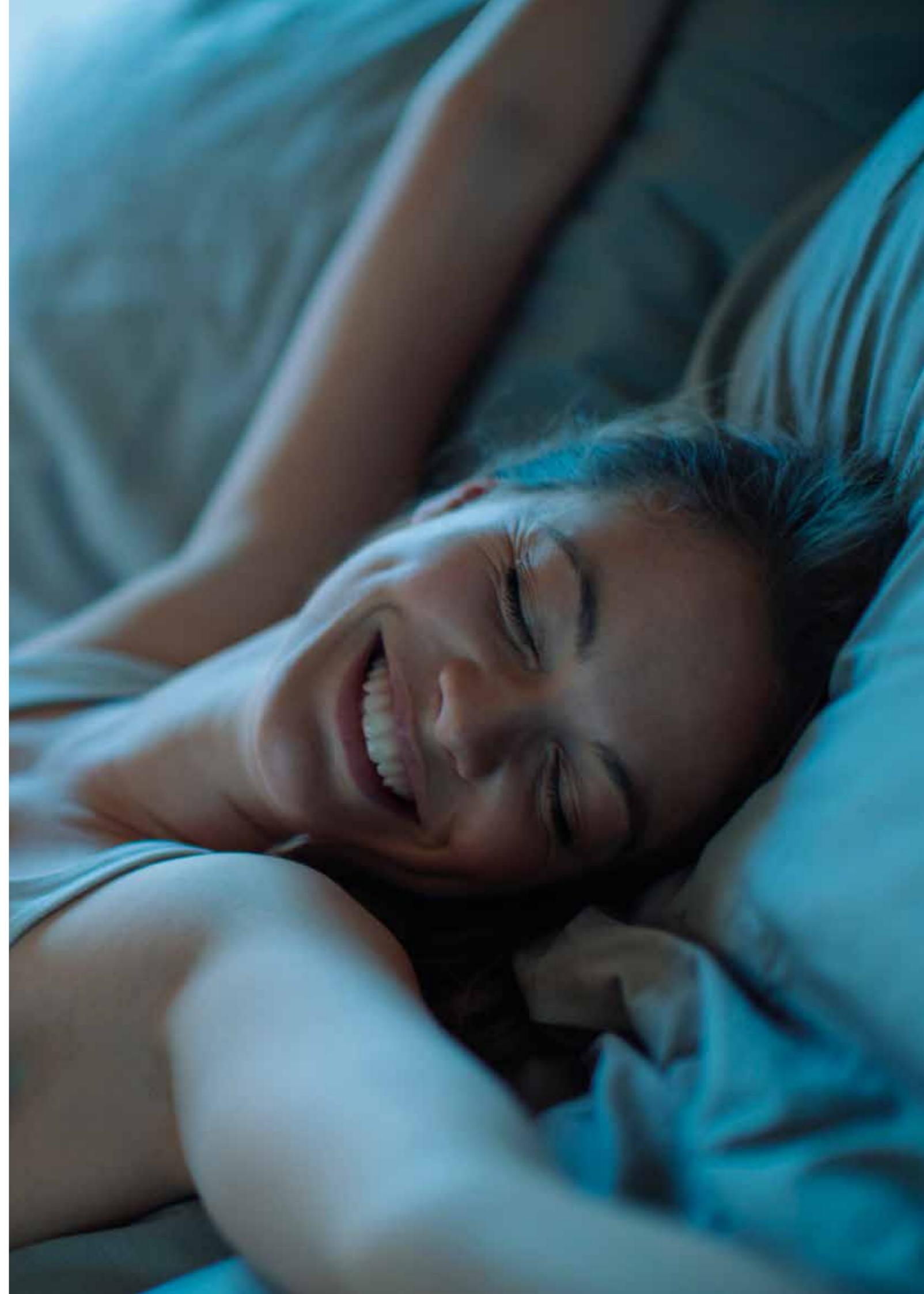
SLEEP TIGHT

Job Satisfaction Index shows a correlation between the quality of our sleep and our job satisfaction. The better the respondents experience their sleep, the higher their job satisfaction. The correlation can of course go both ways. On the one hand a good night's sleep can mean that we have more energy to become motivated and show job satisfaction. On the other hand the lack of job satisfaction and difficulties at the work place can also lead to worries that keep you up at night.



There is a clear correlation between the quality of sleep and our job satisfaction.

Source: Job Satisfaction Index 2017



What makes the leader thrive?

The numbers from Job Satisfaction Index show that the leaders have greater job satisfaction than their co-workers- and that they are more satisfied with life in general than their employees. But what is it that drives the leader's job satisfaction?

During a work life, there are some of us who go from being colleagues to leaders. So how is it with job satisfaction with the leaders? The Job Satisfaction Index reveals that leaders have greater job satisfaction and are happier than their colleagues. While the job satisfaction temperature among the Danes in general is placed at 74 points, the level among the leaders is at 78 on a scale from 0 til 100.

MORE SATISFIED WITH THE PAY ...

The easy explanation for the difference could be that leaders earn more and that they therefore experience greater job satisfaction. The mapping also shows that leaders are more content with their pay than the colleagues. But the connection between job satisfaction and the satisfaction with the pay is simply not strong enough to explain the difference between the leaders' and the colleagues' job satisfaction- that is also supported by international research in the area, that has examined the lack of connection between job satisfaction and pay.

...BUT JUST AS STRESSED AS THE REST OF US

The greater job satisfaction is not about the leaders experiencing less stress that affects job satisfaction negatively. Among both managers and employees more than 20 percent have experienced signs of stress during the latest week. At the same time the managers indicate that they work more weeks than the colleagues, and that the balance between work and spare time therefore seems challenged even further for the leaders.

INFLUENCE IS DETERMINING FOR JOB SATISFACTION

The Job Satisfaction Index shows that the possibility of influence has an enormous significance for the leaders' job satisfaction. Influence is more than twice as important for the leaders than for the colleagues. The experience of having influence on important decisions, influence on job tasks and the possibility of organizing one's day has therefore far greater importance for the managers.

Job Satisfaction is highest among the managers



Managers experience a bit more job satisfaction than the Danes in general. A difference of four points.

Source: Job Satisfaction Index 2017

At the same time the leaders also experience having more influence than the average colleague in Denmark.

The relationships between colleagues, however, do not seem to play a very big part for the leaders, while it is of great significance for the ordinary colleague.

That which is most noticeable however, is that there is no sign of a clear connection between the leaders' job satisfaction and the achieving of results. That seems to be in conflict with the standard impression of leaders who look for and are driven by achieving results. This may be the results of the questions that are asked in the survey, that do not capture the type of results that leaders are supposed to deliver. The question re-

sults can for example be about, whether or not it is clear, when you have solved a task, and if you can see the results of the individual tasks. More often managers have to deliver overall more results; create well-being, changes and economic objectives. And that type of result creation does not show very clearly in this study.

DIFFERENCES BETWEEN WOMEN AND MEN

There is a big difference between that which drives job satisfaction among female and male leaders. Influence is important when it comes to leaders as a group – but having influence and being able to be in charge is even more important for the female leaders. As a matter of fact this factor has an effect that is 1.5 times higher than among the male leaders and 2.5 times higher than the average Danes.

INFLUENCE HAS A GREATER EFFECT ON LEADERS' JOB SATISFACTION



There is a huge difference to trace in regards to what it is that drives job satisfaction among leaders and among colleagues in Denmark. For leaders influence is significantly more important than it is for colleagues.

Source: Job Satisfaction Index 2017

The importance of influence among the female managers may be due to the fact that women had to fight harder to obtain influence in the work places.

When we have had to fight harder to achieve something, we also appreciate it more- that may be the reason that influence weighs more heavily on the scale in regards to job satisfaction among the female manager than the males.

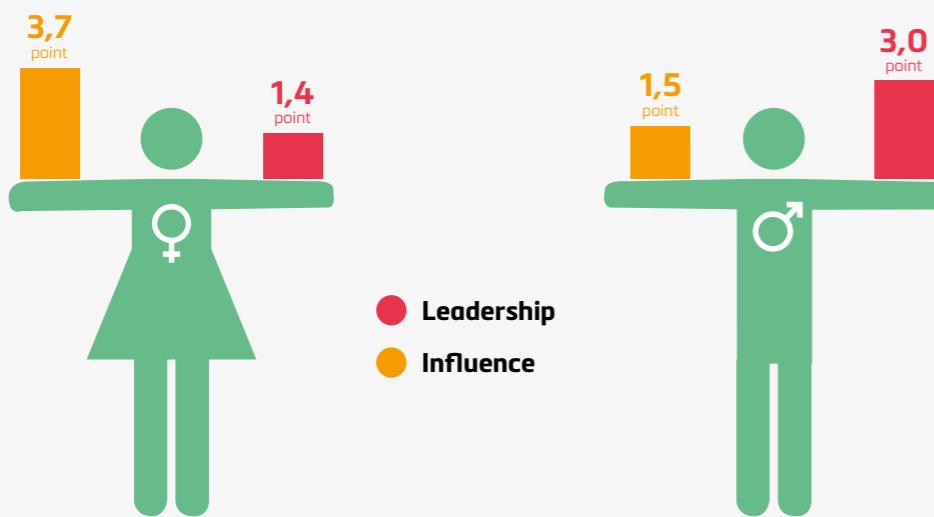
Conversely, it signifies a lot more for the male middle managers that they experience good

management themselves. An explanation for a good relationship with management has a greater effect on the male managers job satisfaction could be that men see a good relationship with the boss as a prerequisite for an opportunity for advancement.

LEADERS ARE ALSO HUMANS

The experience of, having work making sense is the most important factor for managers. It is especially the experience of having succeeded as a human being through one's job, that one experiences pride over the job that is motivating.

Influence and management have different effect on female and male managers' job satisfaction



If we take a look at the female and male managers, we see significant differences between that which drives job satisfaction. Here influence becomes even more significant for women, while men emphasize the importance of having a good manager above them
Source: Job Satisfaction Index 2017

It is thus not only for the average co-worker that the experience of having a job that makes sense that is the most important for job satisfaction- it is also for the leaders as a group. Or in other words: Leaders are also people.

If we focus on the temperature on the "meaning" factor, we will also get a partial explanation as to why the leaders report higher job satisfaction. Here the temperature is even higher among the average population. The average temperature for meaning in the Danish work places is at 77 on our 0 to 100 scale, while it is at 82 among the managers. The high temperature on meaning strongly contributes to the leaders' high job satisfaction.

JOB SATISFACTION PROPAGATES

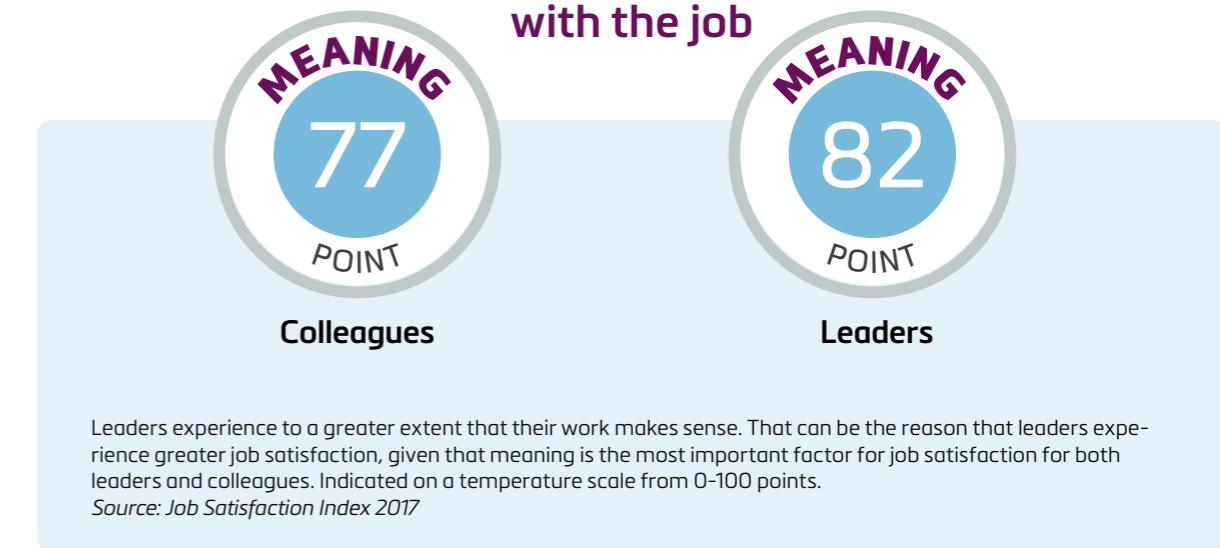
The belief that bosses with good job satisfaction provide their co-workers with job satisfaction is spreading. It was precisely that, which got Iver Tarp to start "Glade Chefer" (Happy Bosses), that has now reached more than several members in

Denmark. Here the idea is that managers with a positive mindset create happy co-workers, who are more productive. This is why it is more relevant to focus on the bosses' job satisfaction.

"Happy bosses make for happy co-workers- and ultimately happy bottom-lines."
Iver Tarp, Founder, "Glade Chefer" [Quotation needs approval]

Job satisfaction is crucial for everybody, colleagues as well as leaders. Through our work life we can experience moving on the border between colleagues and leader. We go from colleague to leader- and sometimes from leader to colleague- but we cannot move downwards when it comes to job satisfaction, regardless of what the business card says. At the same time it is lines that we draw between ourselves and others. We could also draw such boundaries in completely different areas. For example across political boundaries. So let us see whether or not the political boundaries mean something for our job satisfaction.

Leaders experience greater meaning with the job



Can you alter your job satisfaction in the voting booth?

There is a difference between how much Socialist People's Party's and the Christian Democrats' voters look forward to go to work on Monday. Does this mean that you will become more satisfied if you change party?

In connection with the Job Satisfaction Index 2017 we have examined whether there is a connection between our political affiliation and our level of job satisfaction and happiness.

Christian Bjørnskov, who is a happiness researcher and professor of Economics at the University of Aarhus, explains that, the reason is not to be found in what people vote for. It is not the party that you vote for that can explain the difference in happiness and job satisfaction.

THE WORLD AS AN (UN) FAIR PLACE

Instead he sees a tendency where the differences in happiness depend on how fair you feel that the world is. He explains that fairness in that connection is not about how huge the inequality is in the world. Instead it's about the extent to which we perceive that the mechanisms that run the world are fair.

Fairness is not about how many rich and poor people there are in the world. Instead it's about how you perceive the path to wealth. If you see

the path as something that emerges, when some people exploit other people to become rich themselves – a perception that is often found on the political left – you see the situation as being unfair.

Conversely, if you see wealth as the result of hard work, ambition and focus- a perception that is more often found at the Right- you perceive the world as being more just. The feeling of justice depends on and is influenced by one's political beliefs and the political spectacles through which you see the world- and the perception of justice can at the same time influence which jobs we wish to carry out.

RIGHT-WINGED ARE MORE HAPPY

Bjørnskov elaborates, that his research shows that Right-wing voters in USA as well as Europe are generally more happy than the Left-winged voters- because the Right-winged voters perceive the world as being more just than the Left-winged voters do. The same tendency applies in Denmark.

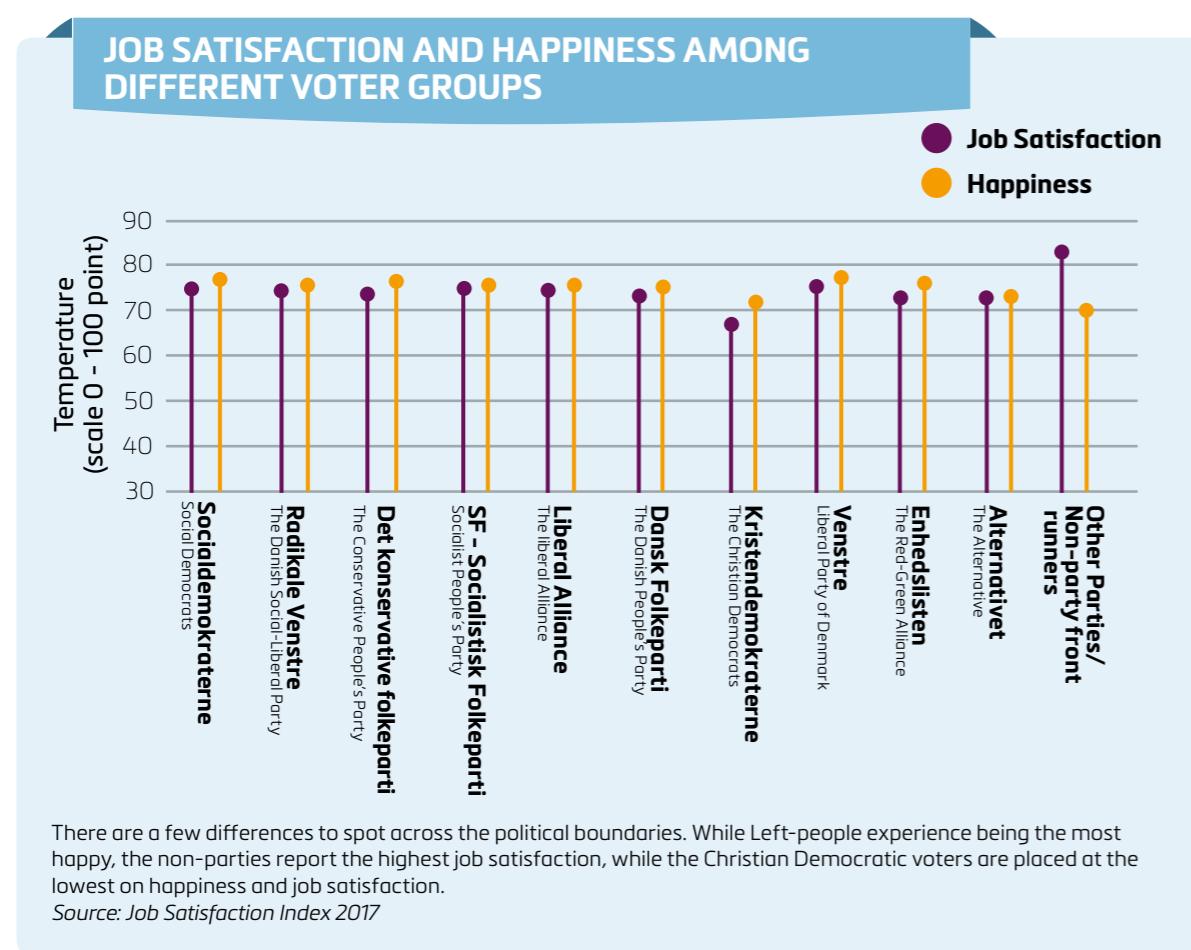
JOB SATISFACTION INDEPENDENT OF POLITICAL STANDPOINT

Lastly, he does point out that this difference cannot explain the fluctuations in the graph

above. The explanation in the differences in job satisfaction and happiness with the different voters can be found to a higher extent in other factors. Job satisfaction is much more affected by one's concrete job task and work place than our political orientation.

Our political viewpoint's effect on our job satisfaction can be said to be indirect. Our political persuasion carries significance in relation to how we perceive the world and that can affect our choice of career. And our career path can ultimately have influence on our job satisfaction. As the Job Satisfaction Index show, job satisfaction depends on how we perceive that one's work makes sense and that one performs tasks that one is good at and by which one is continuously challenged by.

Thus the job satisfaction cannot be changed by putting one's vote in another place at the next election. And as an encouragement it could also be said that the effort must be put at the work place when boosting job satisfaction- not in political campaigns. Now we shall see, whether or not you can set you tick next to a number of signs indicating that you suffer from high job satisfaction.

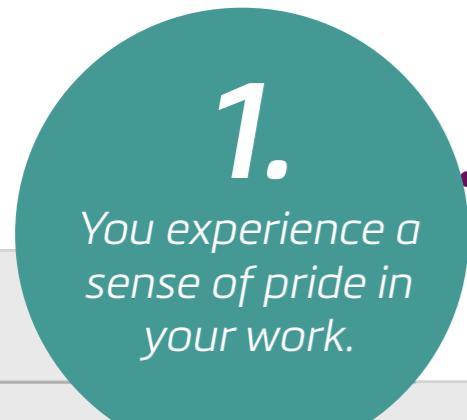


Nine signs that indicates whether or not you suffer from high job satisfaction

Danes are placed at a high level in general, when it comes to job satisfaction. But what are the signs that indicate that you are among those who borders on having Denmark's highest level of job satisfaction?

The Job Satisfaction Index points out seven factors, that all carry significance for our job satisfaction, but here we will take a step closer. Behind each factor there are as a matter of fact a number of questions, and if we take a closer look at these, we can see a clear pattern with the

individuals who experience job satisfaction. Here are the nine statements, where the connection with job satisfaction is strongest. You probably suffer from high job satisfaction, if you are able to put a tick next to these nine statements.



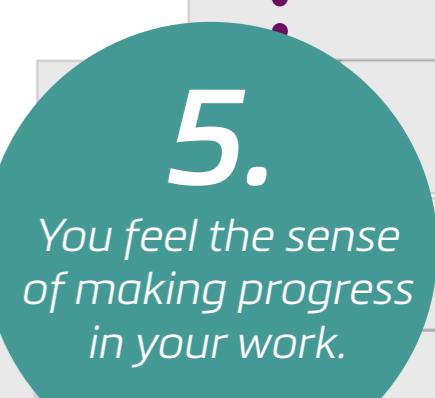
When the question "Well, what do you do?" evokes a sense of happiness with people, it's a good sign. As a matter of fact, pride in one's work is the strongest connection to job satisfaction, when we examine the many data.



You can certainly nod your head in agreement to the experience of having your job satisfaction elevated when you are challenged and succeeding professionally in your work.



It is of great significance for you that you experience spending your work life on something that provides meaning- for yourself and for others.



Improving at one's job makes you want to do the job. Therefore statement number five is about the experience of making significant progress in your tasks.



Job satisfaction is connected with our identity and our satisfaction in general with our existence. When you experience a sense of success as a human being through our work, you experience higher job satisfaction.





It feels good to cross out the to-do list. It provides job satisfaction. Therefore sign number five and six are both about making progress and achieving results.



7.
You experience a sense of skill-development.

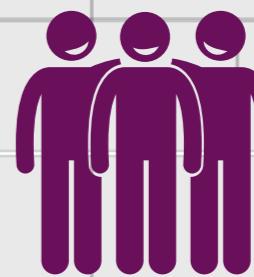
The seventh place goes to the experience of developing your professional skills but also as a human being.

You feel that you can always go to your manager's office, if there is something that you feel the need to discuss- then it's a good sign of job satisfaction.



8.

You experience, that you contribute in helping each other improving professionally at your workplace.



The experience of achieving something together with others, that you as co-workers make better use of each other, is also something that contributes to your job satisfaction.

9.

You experience that the manager's door is open.

Let us take a closer look at one of the last boundaries that we will run into during our work life- which is the time right up to our retirement.

Still going strong

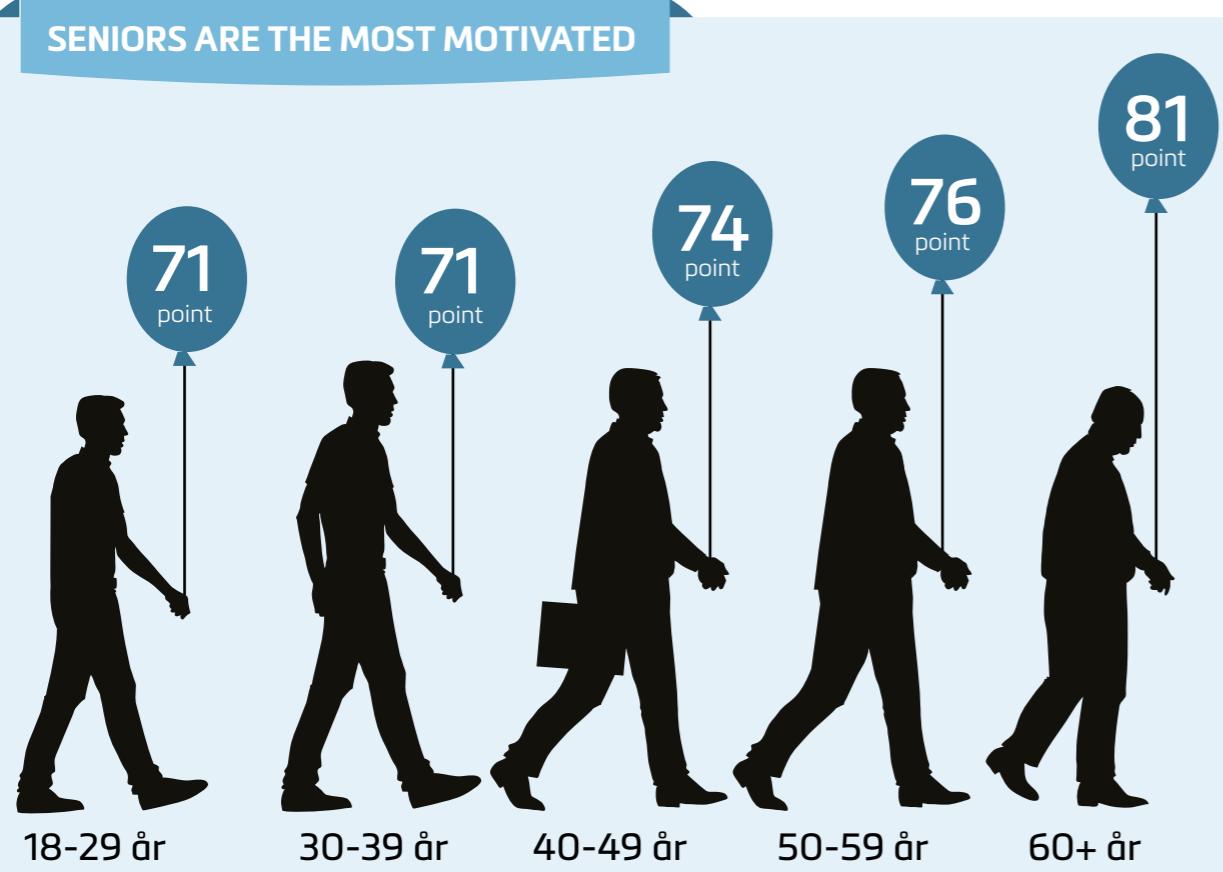
David Attenborough does it. Danish Queen Margrethe II does it. Pope Francis does it. Work, even though they have passed the age of 75 years, that is. Seniors are the most motivated co-workers and with great potential for the Danish work places.

It is crucial that seniors have the right to retire in Denmark. The most important is that the choice is up to the seniors. Therefore we must also provide for the best possible conditions for the seniors, who wish to remain in the employment market, and in Denmark there are more and more seniors who choose to stay at work, although their birth certificate is from the 40's and 50's. As a matter of fact, there has been an increase of ca.10 percent in employment among seniors over the last decade according to the

numbers from Statistics Denmark. That is good news for the work places in Denmark.

SENIORS ARE THE MOST MOTIVATED

The Job Satisfaction Index actually shows that there is a general tendency between a co-worker's age and how motivated he or she is. There is of course a difference between people, but the general pattern in the study shows that the age group over 60 years old score significantly higher on motivation than the other groups.



The older we are, the higher our motivation. For example, the temperature on the experience of motivation 10 points higher with persons over 60 years old than for co-workers under 30 years old.

Source: Job Satisfaction Index 2017



“Job satisfaction means that I do not wish to retire in the nearest future, even though I'll turn 70 the next time.”

Jørgen, Respondent in Job Satisfaction Index.

WHEN MEANING, MASTERY AND BALANCE MEET MOTIVATION ARISES

At the same time the Job Satisfaction Index shows that motivation is particularly connected with three factors: How you experience that your work provides meaning, if you feel that you are mastering your job, and whether or not you have balance between work and spare time.

The experience of having your work making sense is greatest for the eldest groups. That may be connected with the fact that wisdom, wisdom of life and the recognition of one's own abilities makes the elderly co-workers capable of seeing the meaning with their work to a higher degree.

That is a picture that the economist at Ældre Sagen, (Senior Citizen's Association, Denmark), Anne Sophie Debel, can easily recognize: "The experiences make it so that you are able to deal with the challenges that you are facing. You have tried it before. You have an in-build safety and faith in your own abilities. It also plays a part in regards to motivation. One's work makes sense. It is not the same insecurity", she says.

Furthermore, the children have moved out, which makes it easier to balance work, family and spare time. That can entail that a greater part of the energy can be put into work, when you don't have to pick up the children and navigate on the schools' intranet – that many parents' have to build into daily life's jigsaw puzzle. In addition to that, as Debel puts it. "Career wise you have achieved what you wanted and can therefore concentrate on putting more focus into the content of the work."

YOUNG PEOPLE AND OLD PEOPLE ARE MOTIVATED DIFFERENTLY

For all age-groups, professional satisfaction as well as the experience of making progress and achieving something, is important for job satisfaction.

Furthermore there is a difference as to what that motivates young and old people: The Job Satisfaction Index show that the feeling of being good at one's job mean more to the elderly when you have to motivate them, while the development of skills are more important for the young than the elderly.

However, it is unknown, whether the differences in the motivation factor are seen, because you are motivated differently based on how old you are, or if it is due to having the same motivational factors throughout your entire life, and that there are general differences between the generations.

ROLEMODELS AND THE LACK THEREOF

All though the Danish press has recently written about a happy truck driver, one can easily get the impression that it is only in the glamourous jobs that you can grow old. While the media is primarily telling the tale about actors and politicians who have turned 70 years old, there is less focus on the 70 year old daytime career, or the man who founded a blacksmith's forge as a young man and still work in the company at the age of 75 years old. The unbalanced focus is partially due to some sectors being more run-down than others. There are simply fewer scaffolding workers than actors, who can continue to work at an advanced age. But the media's one-sided focus on the creative jobs can at the same time signify that seniors in more regular jobs do not have role models and examples from their own sectors showing that they can work longer. That can contribute in establishing the norm about not having other choices than checking out for the last time, upon reaching 65. At the same time the Danish work places risk missing out on the co-workers who show the greatest level of motivation – and skilled co-workers are hindered in participating during those years where they could experience the greatest job satisfaction – on the edge of the working life.

If your job motivation is high, there is at the same time reason to believe that you are quite satisfied with life. The Job Satisfaction Index actually shows that our job satisfaction is connected with our level of happiness. So if you have job satisfaction, you may be on the edge of what (the Danish television channel) TV2 calls "almost blissful".

Let us take a closer look at that.



COOL SENIORS

Here are a number of role models, who were born in the 10's, 20's, or 30's:

Morgan Freeman – 80 years old
Bent Fabricius-Bjerre – 92 years old
Pave Frans – 80 years old
Warren Buffet – 86 years old
Lise Nørgaard – 99 years old
David Attenborough – 90 years old
Ghita Nørby – 82 years old
Betty White – 95 years old



Happiness is ...

Job Satisfaction Index shows that we can explain ca. 35 percent and the Danes feelings of happiness with factors that revolve around work. But how about the remaining 65 percent, what does happiness correlate with as far as they are concerned? We will attempt to show a picture of it here:

...A COMPLEX TERM

First we must try to answer the question, as to what happiness actually is – because it is a complex and subjective thing. Happiness can be a state of and a feeling. It can be the spontaneous "I love you" from a son or a daughter and an everlasting satisfaction with life. Both are correct, and both are important and is concluded as an important part of the happiness research.

Fundamentally there is a differentiation between two forms of happiness: the eudaimonic – where happiness and the meaning of life appear in the form of something that is greater than ourselves. It can be in the form of fighting for a better society, our near relations or the belief that a god provides you with the meaning of life. It also shows in the Job Satisfaction Index, where the experience of taking that which provides meaning for us, not only has significance for job satisfaction, but our feeling of happiness. The other form is called hedonism- there happiness is immediate. Happiness is pleasure and absence of bad feelings or experiences.

...IN DANGER ON THE HEDONISTIC TREADMILL

A term from the research on happiness' world is the "hedonistic treadmill".

It covers over the fact that we as people become easily used to a new situation. It means that if we get a higher pay or the car that we have always dreamt of, we will quickly get used to the new life and begin dreaming of car number two. Unfortunately we are very good at raising the bar for what we think it takes to make us happy. When it comes to job satisfaction it is also good to be attentive of the hedonistic treadmill and try to guard ourselves against it. It could be by focusing on the things that motivate us from within- it can be the feeling of having our job making sense or relations to our co-workers- and to a less extent at the outer element, such as the right car.

...FORSEABLE CHOICES

We live in a time, where opportunities present themselves in all awakened hours of all days of the year. We have hundreds of associations with offers on identity and character, dating sites with offers of thousands of potential life partners and an education sector and an employment market that offers tens of thousands of different job. In a study from 1995 Sheena Lyengar, professor in business at Columbia University and author to the book *The Art of Choosing*, examined customer behavior in a supermarket. She displayed alternatively 6 and 24 different samples of marmalade by a booth and offered at the same time a discount of 1 dollar upon purchasing the marmalade.

When presenting 24 different samples the booth got more visitors, then when there were only six different possibilities. The customers who have visited the smaller choice of goods were 10 times more likely to buy one of the marmalades. 30 percent of those who tasted the smaller choices of goods in the end chose to buy, while it was only the case for 3 percent of those who has tasted the 24 different kinds.

This is about making sure that we have chosen the better alternative, we feel better about making the choice. Because too many choices can in other words undermine our satisfaction with the choice that we make- or do not make. When it comes to job satisfaction this mechanism is also good to take heed. If we have to make a choice between too many options, it can end up with us becoming less satisfied with the choice that we make.

...RELATIV

Happiness is relative and something that also appears when we compare ourselves to others – and "win" by comparison. Man is a social being, and it comes very natural to us to compare ourselves with one another and wishing to be better than others- no matter if "better" is in the shape of more money, more organic foods or a beautiful body. Because happiness is relative it can also be harder to be unhappy in the world's happiest country. It can seem easier to be unemployed, if others are also unemployed, than if you are the only one without a job in a group of people with an occupation. Because of our tendencies to compare ourselves with others, studies also show that some people prefer a scenario, where they earn 40.000 a month, if everybody else makes 30.000 a month, instead of a scenario, where they earn 60.000 a month, if everybody else makes 80.000 a month. When it comes to happiness, our pay does not affect our spending opportunities; we also apply the pay as a barometer for our social position. When it comes to job satisfaction it is important to keep in mind that we are constantly making comparisons. We compare ourselves to others and compare the present with the past.

Now we are not going to talk about "the good old days"- we have to look forward.

Job satisfaction of the future

- job satisfaction in 2030

It is hard to predict the future. But it is useful. It is the limit ahead of us that we keep letting moving us around. Because our images about the future shape our behavior today and our possibilities of creating even more job satisfaction.

A GAZE INTO THE CHRYSTAL BALL

There are numbers of so-called megatrends that provide outlines on the future's employment market. We have mapped them in a review of a number of authoritative rapportos and models, The Future of Jobs from World Economic Forum, Futures of Families to 2030 from OECD and Technology Jobs and the Future of Work from McKinsey as well DREAM (Danish Rational Economic Agents Model), all emphasize technology and flexibility as the common denominator of the future.

Technological Progress is not something new. The new thing, on the other hand is the speed, with which the technology develops itself and changes our society. At the same time that the rapid technology develops, we should also prepare ourselves on even greater demands and opportunities when it comes to flexibility. It is applicable for both our work time and workplaces. Let us take a closer look at development and make an attempt at answering some of the questions that are moving closer to us in these years.

THE POWER OF AUTOMATIZATION

Earlier days' automatization entailed increased productivity, new jobs and increased wealth. "But today automatizations are so brutal and happen with such a force and within so many sectors at once that the employment market is fundamentally challenged," says Henri Brorson,

who is the digital leader at Krifa, about how the digitalizing affects the employment market.

WILL TECHNOLOGY TAKE OUR JOBS

The production apparatus has been automated through many years and the amounts of jobs that have disappeared is enormous. "The new thing is" Henri Brorson explains "that this time office and information workers, are also hit. The more predictable your job is, the greater the risk."

Klaus Æ. Mogensen, who is a senior researcher at the Department of Foresight research Institute agrees "Work that is routine, can be taught by a computer. Sometimes it can do a better job. The self-propelled car does not get distracted because it feels like checking out Facebook, while driving."

If a person can carry out another person's task by studying very closely a detailed inventory over everything that this person has done earlier, there is a greater chance that an algorithm can learn it and pick up from there. Auto-didactic algorithms will strengthen the amount of automation and take over in many areas; including paralegals, call center employees, salesmen, journalists, doctors, audits and case workers. More experts point towards a future where there are simply not enough jobs for everybody, or that entire sectors within a very short time span will be replaced by technology.

“ 65 percent of the children in the world , who start school today, will be working in jobs that do not yet exist."

World Economic Forum



"We are going to have to find a solution as to how we are going to have to deal with 10-15 percent of the workforce, who work in the transport sector today, when they are going to stand without a job in a few years because of self-propelled cars, it was pointed out earlier this year on stage at the World Government Summit. The words were Elon Musks', about whom it is said that he does not merely predict the future, but that he also to a large extent creates it himself. Tesla, which is one of Musk's businesses, has already installed the self-propelled technology in all cars for years, so that they were ready once the legislation was in place.

WHERE TO FIND MEANING ONCE THE JOB DISAPPEARS?

Where is the job satisfaction to come from if the job disappears? For the third year in a row, the Job Satisfaction Index has showed that the most important factor in connection to experiencing job satisfaction is meaning. At the same time we draw a great part of our identity and community through our job. So what do we do if we are on the verge of losing our job to technology? How we tackle this challenge politically is vital for how the future may look for the people who will lose their jobs. Will it become attractive to have a job or perhaps be completely without any? Will we share existing jobs in a way that we have them some of the time in turns? Many questions abound. One of them being: What educations can best prepare us for the future?

THE NEW JOBS HAVE NOT BEEN INVENTED YET

New technologies wean out the types of education that will be sought after in the future. According World Economic Forums rapport about the future's job 65 percent of the children in the wor-

ld who start school today will be working in jobs that do not yet exist. This is a thought-provoking prospect. It clearly shows that the employment market is rapidly changing and that the sector for education is going to have to keep up. If we don't educate ourselves in other areas than we do today, an education mismatch is going to take place in the year 2030. We will simply be having too many people with educations of no use- and positions without competent labour skills to occupy.

THE LIMITLESS WORKLIFE

Greater flexibility and an erasing of the limits between work and leisure will together with technology change our lives and conditions for job satisfaction in the future. Whether it is going to be a good or bad development will depend on how we handle the increasing flexibility, for example in the form of more flexible working hours. Do homework and flexible working hours mean that we can never get every day life's various activities to merge into one another, or does it mean that we are never really truly off-work?

Denmark is already one of the countries where most firms offer their employees a job from home, even though you have the possibility to work from home, there are still many who opt for the office. "The physical community still provides a basic function", says Henri Brorson, who is the digital chief at Krifa. "Man is fundamentally a cohort-animal and very few of us want to work alone from home day in and day out. We need someone to share our daily lives with. That, I think, in combination with new technological possibilities will create new collegial communities."

PREPARED FOR THE FUTURE LABOR MARKET

Devin Fidler, Research Director ved Institute for the Future, points out a number of competences that can help us become well-equipped for the jobs that will be in demand.

Problem solving

"Computational Thinking", as it is called, is a particular way of reasoning that makes us capable of understanding a complex problem and to develop possible solutions. Can we deal with a large amount of data and identify a pattern in it? It could for example be in jobs such as software-developer or market-analysis.

Care

In view of the population becoming older, the need for health care will increase, according to Fidler. Also in spite of the fact that telemedicine and such technologies is gaining ground.

Social (media) intelligence.

This competence covers both the use of new and social media as well as the social understanding in general. Fidler points out this competence because it will be long before computers learn the softer competences such as, for example, cultural and social understanding.

Curiosity

In years we have talked about lifelong learning and that mantra will only become more significant in line with the appearance of new technologies and demand for new competences. Therefore Fidler encourages you to constantly learn something new and becoming curious in regards to the world.

Adaptation and business understanding

It is not just about understanding the world around you, but also understanding the workplace of which you are part of. Instead of for example seeing yourself as an organization who delivers letters, you could see yourself as an organization who visits every home in Denmark, and with that perspective consider which types of services within for example safety and care one could therefore be able to provide.

FLEXIBILITY FOR BETTER OR WORSE

An example of, how technological possibilities and the desire for contact create new communities is the concept Remote Year, where 75 people consist of a travelling office community that lasts 12 months. Each month the digital nomads move to a new city – Lisbon, Marrakesh, Lima, Bangkok and Buenos Aires – where they are all accommodated and get a new work place. The participants work for different companies and typically work within communications, software development, design and marketing, and the combination of technology and flexibility makes the participants capable of combining work with the desire for adventure.

Something less exotic can also work. Greater flexibility will also make family life in small towns such as Ballerup and Bjerringbro work out better, and the good news is that World Economic Forum

actually predicts an increasing balance between work and spare time in almost every category. The Job Satisfaction Index has pointed out the importance of balance between work and spare time in relation to experiencing great job satisfaction several times and 2030 contains new opportunities in that area. But it depends, as previously mentioned, of how we welcome the increased flexibility. Henri Brorson explains: "Fundamentally I believe that the many opportunities is going to demand more active opting-in and opting out on the part of both employees and workplace in the future. We have to make efficient use of the strength of flexibility without running the employees and thus in the long term the work place into the ground".

ROOM FOR EVERYBODY – A COLLECTIVE RESPONSIBILITY

Previously we have been gazing a bit into the crystal ball, in relation to that which is expected to characterize the future's job market. There is no doubt that the technological development, among other, will hold a great significance for the jobs and the competences that will be needed in the future. But no matter which jobs that come and which jobs that will disappear and which skills the employees of the future have to acquire in order to become and remain a part of the working community our ambition remains the same: we want a job market, where more people are able to experience job satisfaction every day.

The challenge for both employees, employers, civil-society and politicians in that connection will be to collectively make sure that the job market of the future becomes a place, where there is room for everybody and where each employee and leader will get the optimum conditions for experiencing job satisfaction in everyday life.
aktive til- og fravælg fra både medarbejdere og arbejdspladsens side fremover. Vi skal udnytte styrken i fleksibiliteten uden at køre medarbejderne, og dermed på sigt arbejdspladsen, i sæk."



Together in the pursuit of greater job satisfaction towards 2030

We have an ambition of having even more people in the Danish employment market experiencing job satisfaction in every phase of their work life, in working communities and in work places towards 2030. With the Job Satisfaction Index 2017 we hope to have stimulated your curiosity in relation to how we can raise job satisfaction for even more people together.

The curiosity towards that which contributes to the good working life and creates job satisfaction has in the Job Satisfaction Index 2017 among other brought us to the limits for the working life and job satisfaction. It has provided us with valuable knowledge about how the exercising of volunteer work can influence on job satisfaction, how stress can influence job satisfaction and which significance the travelling to work can have for the employees' job satisfaction.

THE LEADERS' PARTICULAR RESPONSIBILITY FOR JOB SATISFACTION

It is our wish that more Danes are able to experience even better job satisfaction by 2030. The road is long and winding and not a task that the individual employee can or has to carry on his own shoulders. It is a shared task where employees, managers and the rest of the community carry a responsibility. The leader play a huge part in that connection. That is the reason why, among other thing that we have also chosen to focus on the leader's job satisfaction.

Our ambition is to contributing to job satisfaction for everybody- both employees and leaders. We believe that leaders and employees have a shared responsibility for raising job satisfaction, but the leaders have a particular responsibility for supporting a culture in the work place, that provided optimum growing conditions.

In extension of this report we shall highlight the leaders' impact on the employees' experienced job satisfaction. Which dimensions of leadership have a particular significance for the employees'

experience of job satisfaction? This knowledge is interesting because it is crucial for the individual employee to be able to create optimum conditions for employees' well-being and job satisfaction?

THE JOURNEY HAS ONLY JUST BEGUN

It is the third year in succession, that we are completing the Job Satisfaction Index, and we are still getting wiser as to what types of handles that can be put on, in order for us to raise job satisfaction in Denmark together. But our curiosity is not fully satisfied with that rapport. It is a long and exiting journey where we day by day and year by year work on fulfilling the vision of having even more people on the Danish job market experiencing job satisfaction in all of life's work phases, in working communities and in work places.

“Let us together consider how our working life ought to be designed in the future, if we let the desire of job satisfaction be the point of focus in 2030.”

Søren Fibiger Olesen, president, Krifa

We look forward to the journey and hope that the Job Satisfaction Index 2017 has stimulated more people's curiosity and that many, together with us, will participate in fulfilling the ambition of greater job satisfaction for more people.



Appendix

Here you can explore some of the many data that the Job Satisfaction index 2017 consists of. In the following, right below you will find the temperature on the job satisfaction and seven different factors spread out on age, gender and income among other.

Age

JOB SATISFACTION

Temperature on a scale from 0 to 100	
18-29 years	71
30-39 years	71
40-49 years	74
50-59 years	76
60+ years	80

MEANING

Temperature on a scale from 0 to 100	
18-29 years	77
30-39 years	74
40-49 years	77
50-59 years	79
60+ years	83

INFLUENCE

Temperature on a scale from 0 to 100	
18-29 years	71
30-39 years	73
40-49 years	73
50-59 years	74
60+ years	77

MASTERY

Temperature on a scale from 0 to 100	
18-29 years	75
30-39 years	73
40-49 years	75
50-59 years	76
60+ years	80

COLLEAGUES

Temperature on a scale from 0 to 100	
18-29 years	80
30-39 years	78
40-49 years	77
50-59 years	78
60+ years	81

ACHIEVEMENTS

Temperature on a scale from 0 to 100	
18-29 years	75
30-39 years	73
40-49 years	76
50-59 years	77
60+ years	81

LEADERSHIP

Temperature on a scale from 0 to 100	
18-29 years	74
30-39 years	72
40-49 years	71
50-59 years	71
60+ years	73

BALANCE

Temperature on a scale from 0 to 100	
18-29 years	68
30-39 years	64
40-49 years	66
50-59 years	67
60+ years	71

Sector

JOB SATISFACTION

Temperature on a scale from 0 to 100	
Private	75
Public	75

MEANING

Temperature on a scale from 0 to 100	
Private	78
Public	79

INFLUENCE

Temperature on a scale from 0 to 100	
Private	74
Public	73

MASTERY

Temperature on a scale from 0 to 100	
Private	76
Public	76

COLLEAGUES

Temperature on a scale from 0 to 100	
Private	78
Public	79

ACHIEVEMENTS

Temperature on a scale from 0 to 100	
Private	77
Public	76

LEADERSHIP

Temperature on a scale from 0 to 100	
Private	72
Public	72

BALANCE

Temperature on a scale from 0 to 100	
Private	68
Public	66

Gender

JOB SATISFACTION

Temperature on a scale from 0 to 100	
Man	75
Woman	75

MEANING

Temperature on a scale from 0 to 100	
Man	77
Woman	79

INFLUENCE

Temperature on a scale from 0 to 100	
Man	74
Woman	73

MASTERY

Temperature on a scale from 0 to 100	
Man	75
Woman	76

COLLEAGUES

Temperature on a scale from 0 to 100	
Man	78
Woman	79

ACHIEVEMENTS

Temperature on a scale from 0 to 100	
Man	77
Woman	76

LEADERSHIP

Size of the Company

JOB SATISFACTION

Temperature on a scale from 0 to 100

Under 10 employees	78
10-19 employees	77
20-49 employees	76
50-99 employees	75
100-249 employees	75
250-499 employees	73
500+ employees	74

MEANING

Temperature on a scale from 0 to 100

Under 10 employees	79
10-19 employees	79
20-49 employees	79
50-99 employees	79
100-249 employees	78
250-499 employees	76
500+ employees	78

INFLUENCE

Temperature on a scale from 0 to 100

Under 10 employees	79
10-19 employees	77
20-49 employees	76
50-99 employees	72
100-249 employees	74
250-499 employees	72
500+ employees	72

MASTERY

Temperature on a scale from 0 to 100

Under 10 employees	77
10-19 employees	78
20-49 employees	76
50-99 employees	76
100-249 employees	75
250-499 employees	75
500+ employees	76

COLLEAGUES

Temperature on a scale from 0 to 100

Under 10 employees	78
10-19 employees	78
20-49 employees	79
50-99 employees	79
100-249 employees	78
250-499 employees	78
500+ employees	79

ACHIEVEMENTS

Temperature on a scale from 0 to 100

Under 10 employees	81
10-19 employees	78
20-49 employees	76
50-99 employees	76
100-249 employees	76
250-499 employees	76
500+ employees	76

LEADERSHIP

Temperature on a scale from 0 to 100

Under 10 employees	74
10-19 employees	74
20-49 employees	71
50-99 employees	71
100-249 employees	72
250-499 employees	70
500+ employees	72

BALANCE

Temperature on a scale from 0 to 100

Under 10 employees	73
10-19 employees	70
20-49 employees	67
50-99 employees	65
100-249 employees	67
250-499 employees	67
500+ ansatte	66

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Together we push the limits for job satisfaction in Denmark

The Job Satisfaction Indeks 2017 is a mapping of what which creates job happiness in the Danish workplaces.

Krifa, The Happiness Research Institute and Kantar Gallup have asked more than 2700 Danish employees to assess different dimensions of their lives and their workplace, for the third year in succession. It has provided a unique insight into job satisfaction in the Danish work place.

The rapport provides among other insight into:

- What age-group that has the most motivated co-workers.
- Why volunteers experience greater job satisfaction
- What it is that creates job satisfaction in the manager's office.
- Why we should include the commute to work into our calculation when we consider different jobs.
- What you should consider if the work place considers a 30 hour work week.
- What will influence job satisfaction in the year 2030.



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