



William & Mary

Raymond A. Mason School of Business

5

Elements of **WORK** SATISFACTION

Only 36% of U.S. employees report that they feel engaged with their work and workplace.¹

Knowing the five elements of work satisfaction is key to improving employee engagement and boosting workplace morale.

Learn How to Create More Meaningful Work

Go deeper on job satisfaction. William & Mary Raymond A. Mason School of Business Associate Professor David Long addresses this topic and more in "Five Strategies to Drive Employee Engagement and Boost Morale."

WATCH THE VIDEO



1

VARIETY

When employees have more variety in their day-to-day work, **they report feeling more satisfied.** Switch up work assignments or roles periodically to give employees the chance to build new skills.



2

IDENTITY

Employees who see the final product are **better able to identify with their work.** This is easier for some roles than others. Increase satisfaction by ensuring employees see the results of their work.



3

SIGNIFICANCE

Making a positive impact on the lives of others leads to greater job satisfaction. Help employees feel valued by showing them the impact of their work.



4

AUTONOMY

The freedom to decide how to do the work is important to job satisfaction. Foster autonomy by outlining specific projects and tasks, but leaving it up to the employee to decide how to get the work done.



5

FEEDBACK

Surprisingly, feedback from a work satisfaction standpoint comes from the work itself, and not from 1:1 meetings or annual reviews. **Feedback comes from the final product and helps employees determine if they did a good job.**

1. Retrieved January 11, 2023, from [gallup.com/workplace/352949/employee-engagement-holds-steady-first-half-2021.aspx](https://www.gallup.com/workplace/352949/employee-engagement-holds-steady-first-half-2021.aspx)