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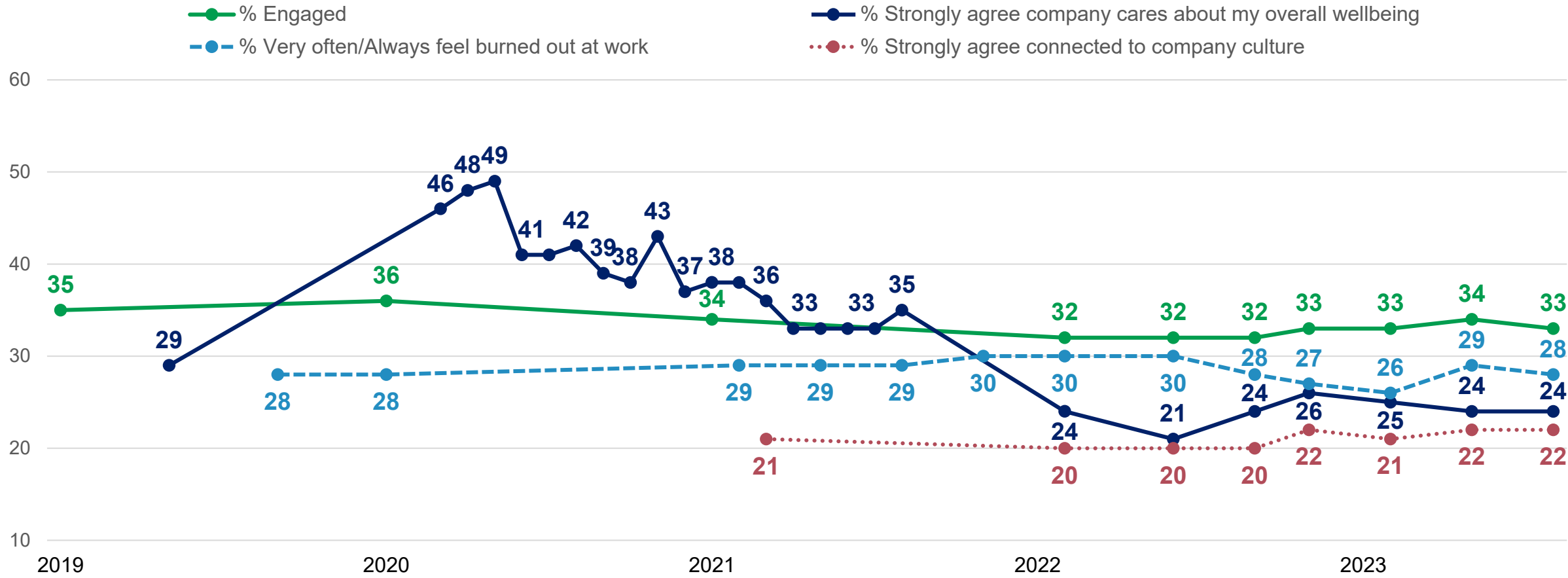
# The State of the Workplace

**Maddie Gaber**

*Associate Principal, Gallup*

# Engagement + Wellbeing = Thriving Workplaces

## Engagement, Burnout, Sense of Care and Connection to Culture

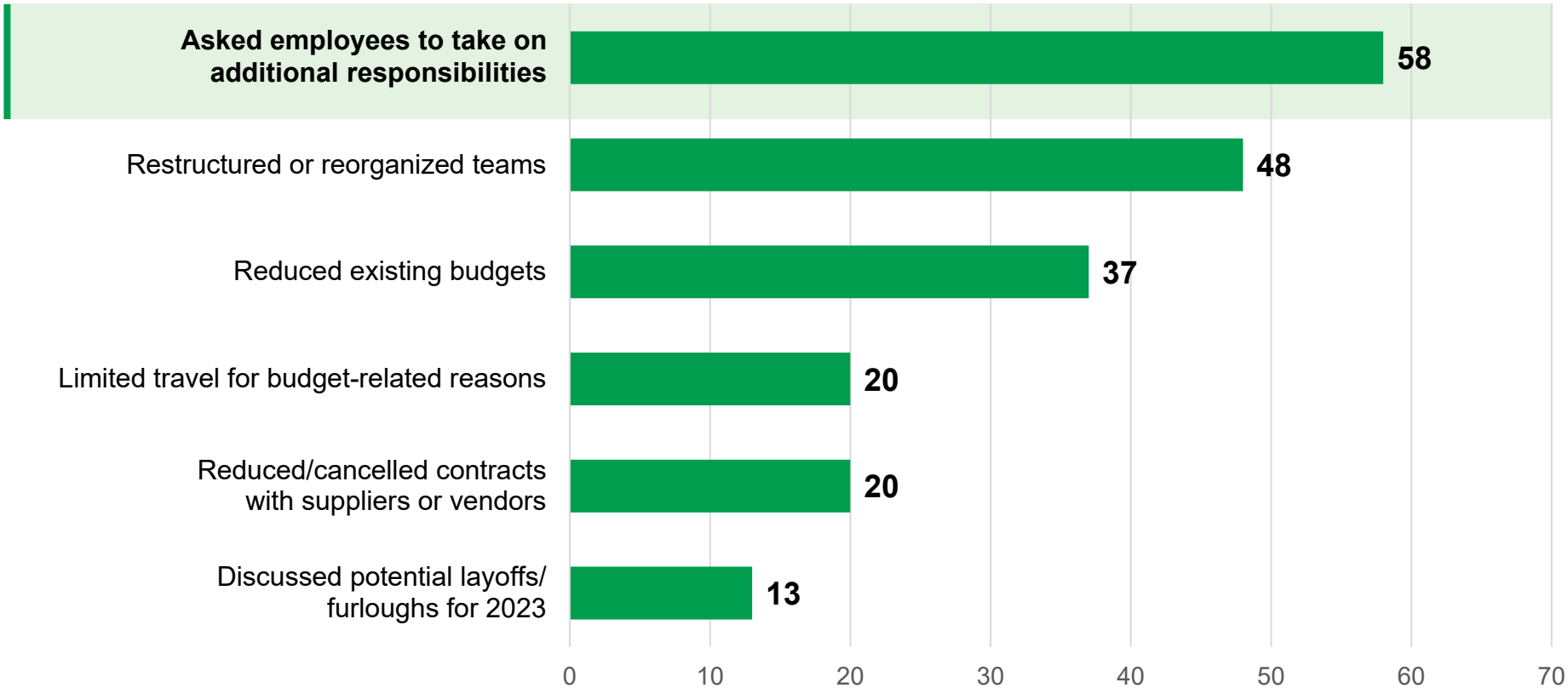


WF Q3 2023, U.S. Employees MOE: ±1 point

# Impact of Economic Challenges on Work Teams

In the past 3 months, has your organization done any of following?  
% Yes

## Business Challenges



WF Q1 2023, U.S. Employees MOE: ±1 point

**“Taking on additional responsibilities”** is the most common and impactful challenge.

People asked to take on additional responsibilities are:

- 2.5x as likely to feel **burned out at work** very often or always
- 55% more likely to be watching for or actively **seeking a new job**
- 39% less likely to be **engaged at work**
- half as likely to think their **employer cares about their wellbeing**

# Engagement Matters More Than Where Employees Work

Much has been made about the pros and cons of remote, hybrid or fully on-site work. Some employees find working from home more conducive to focused work, while others find they focus better in the office.

Gallup analysis finds that **engagement** has

**3.8x**

as much influence on employee stress as work location.

Leaders need to ask if poor remote work performance or poor hybrid work performance is a **location problem** or a **management problem**.

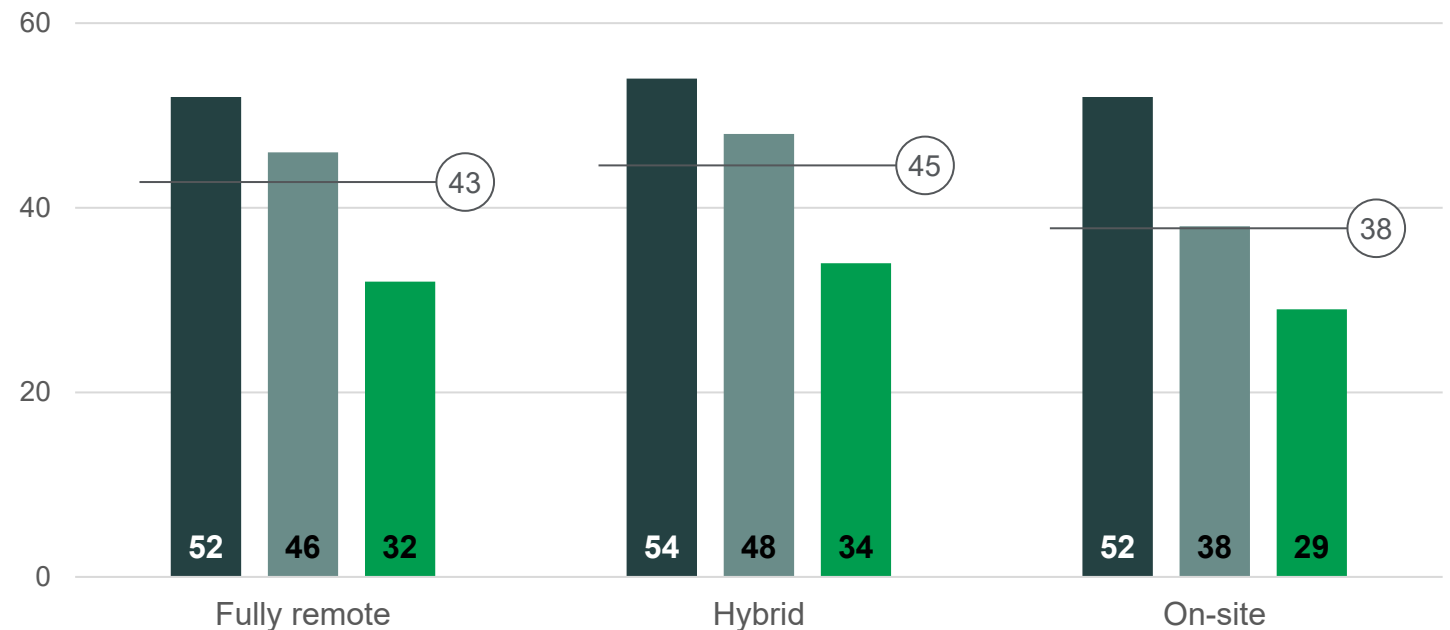
Source: Gallup's State of the Global Workplace: 2023 Report

## Daily Stress by Engagement and Work Location

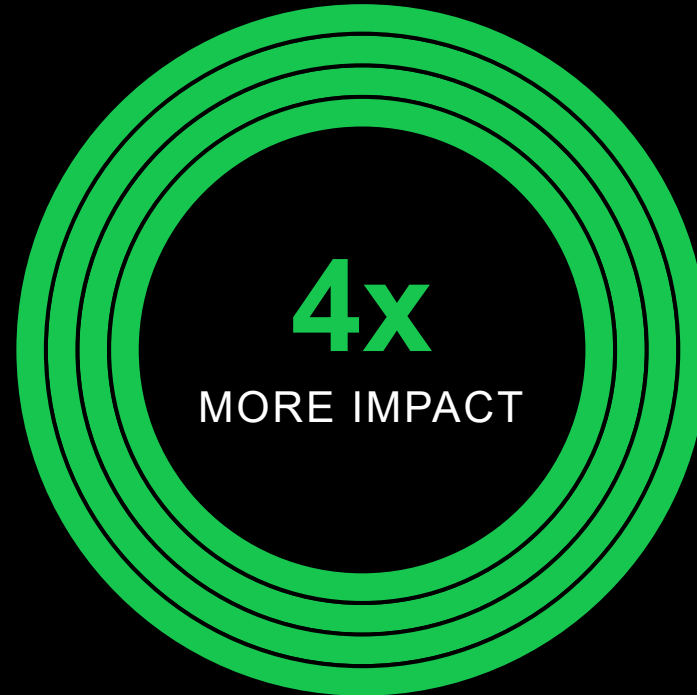
Did you experience the following feelings during A LOT OF THE DAY yesterday? How about stress?

(%) Experience stress

% Among those who are: ■ Actively disengaged ■ Not engaged ■ Engaged



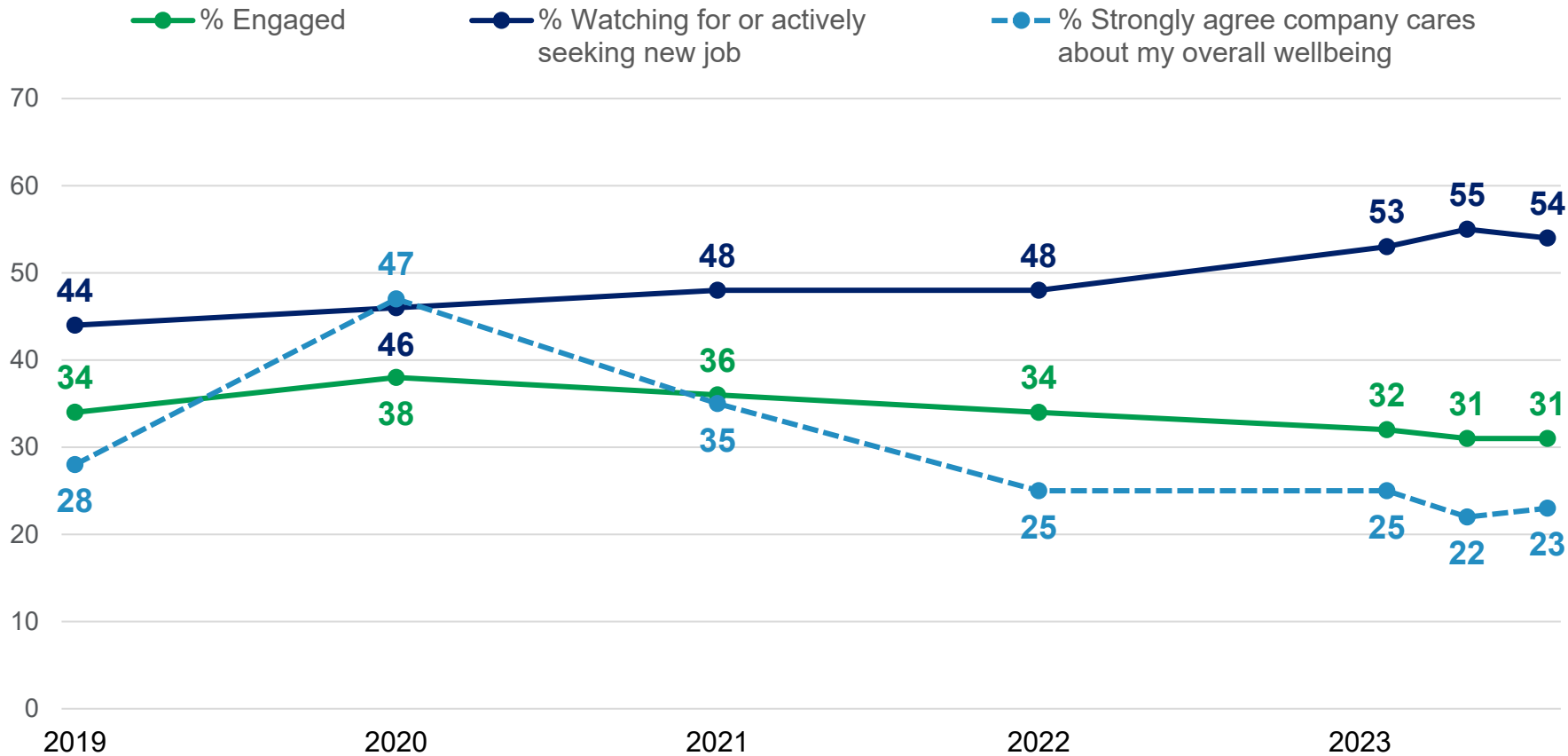
# GREAT MANAGERS HAVE



on **employee engagement** and **wellbeing**  
than a person's work location

# The Declining Manager Experience

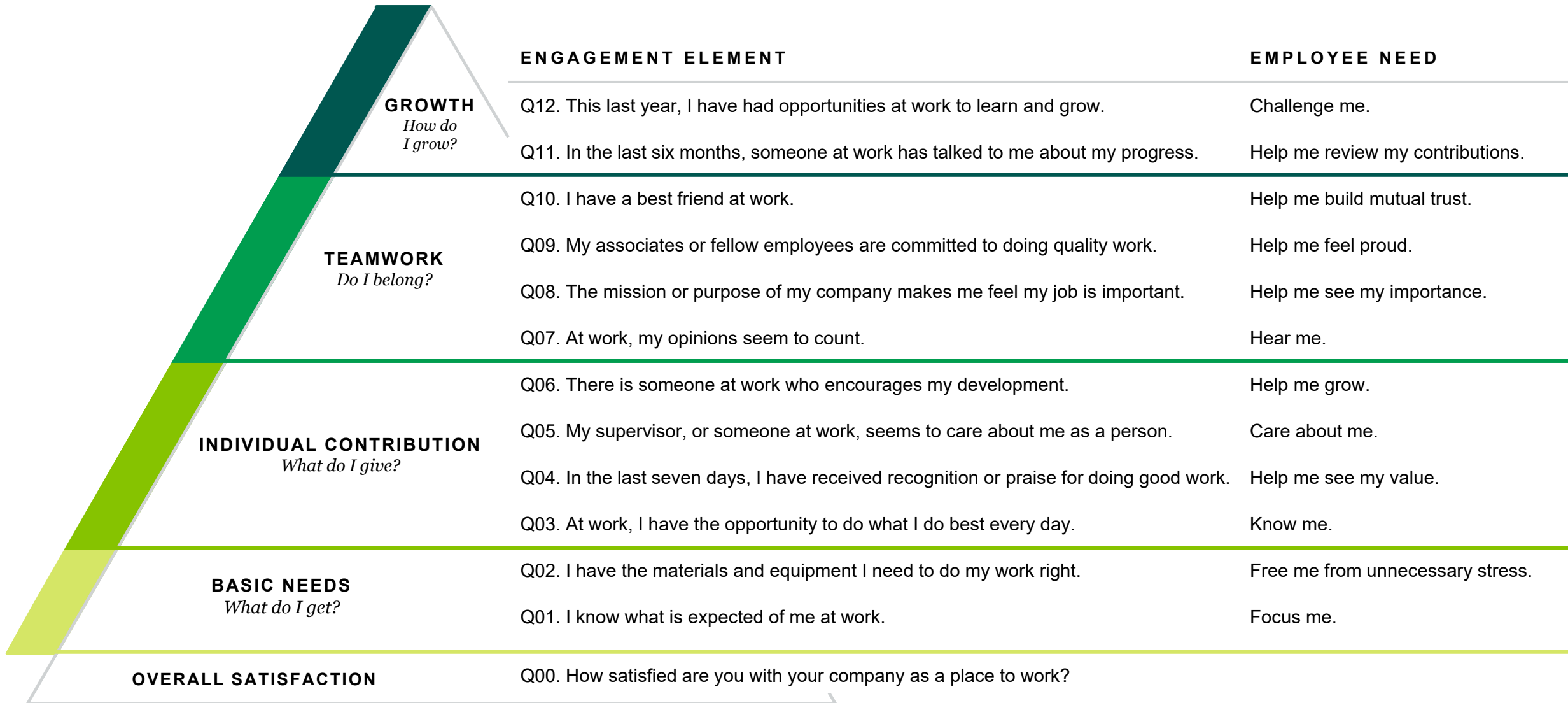
Manager experiences based on Gallup's employee engagement, intent to leave and sense of care survey items



WF Q3 2023, U.S. Managers MOE: ±3 points

As managers' engagement and perceptions that employers care about their wellbeing decline, their intent to leave rises.

# The Items That Matter for Engagement — Gallup's Q<sup>12</sup>®





# The Business Impact of Highly Engaged Business Units and Teams

Gallup research of more than 112,000 teams — over 2.7 million employees

## Differences in Business Outcomes: Teams With Top-Quartile vs. Bottom-Quartile Engagement

Median Percent Differences Across Companies in Gallup's Database

● Top-quartile teams ● Bottom-quartile teams



Teams in the top quartile of employee engagement, compared with teams in the bottom quartile:

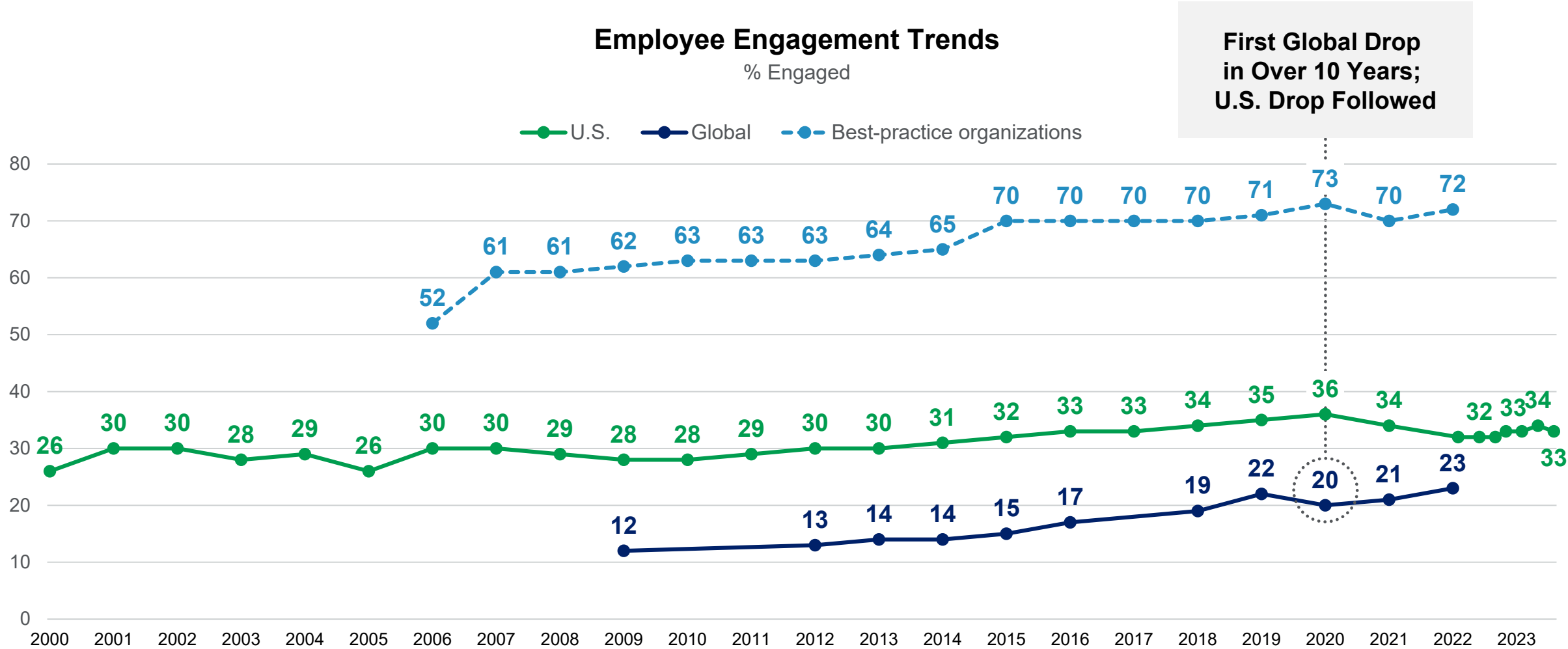
- **achieved higher performance on positive outcomes** (customer loyalty, sales, productivity, profitability, wellbeing and organizational citizenship)
- **realized fewer negative outcomes** (absenteeism, turnover, shrinkage, safety incidents and quality defects)

Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2020 Q12® Meta-Analysis: 10th Edition*

\*High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.



# Employee Engagement in the U.S., World and Best-Practice Organizations



**First Global Drop in Over 10 Years; U.S. Drop Followed**

WF Q3 2023, U.S. Employees MOE: ±1 point. 2022 Gallup World Poll, Global Employees MOE: ±1 point. Percentages for best-practice organizations are average percentages of engaged employees across annual Gallup Exceptional Workplace Award winners; percentages reflect the year that Gallup collected the winners' engagement data — not the year that Gallup named the award winners.

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