

# Examining Current Trends in Organizational Development

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GALLUP®

# The State of the Workplace

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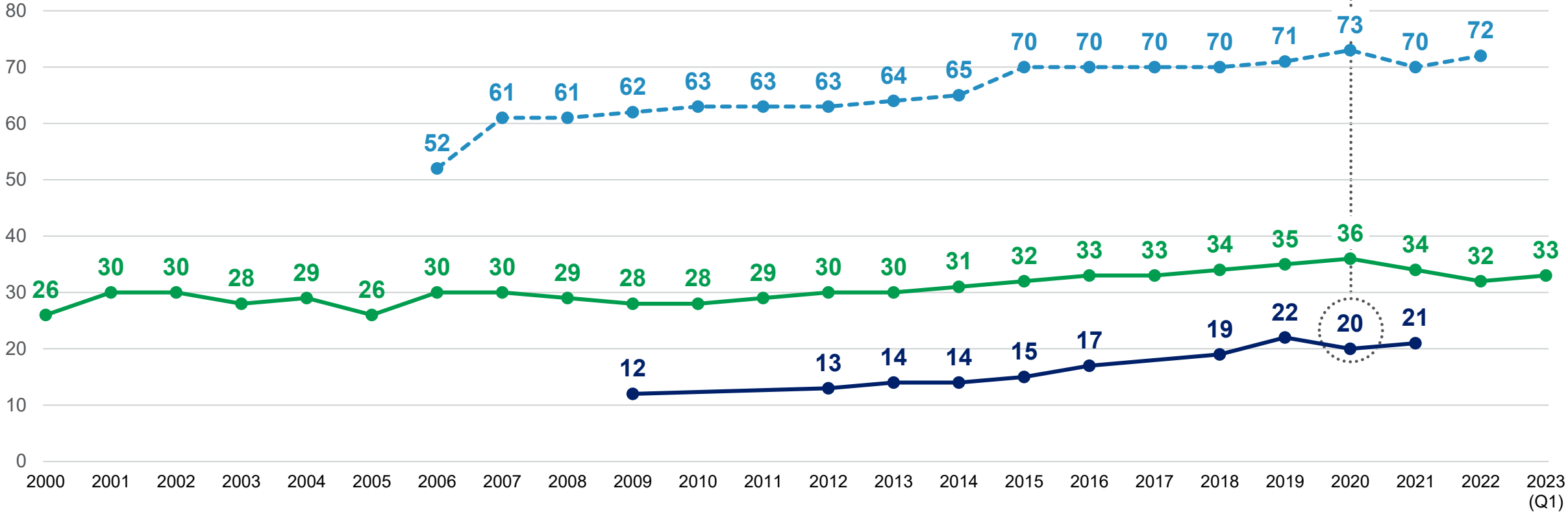
# Employee Engagement Nationally

## Employee Engagement Trends

% Engaged

—●— U.S.    —●— Global    - -●- - Best-practice organizations

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



WF Q1 2023, U.S. Employees MOE: ±1 point. 2021 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.

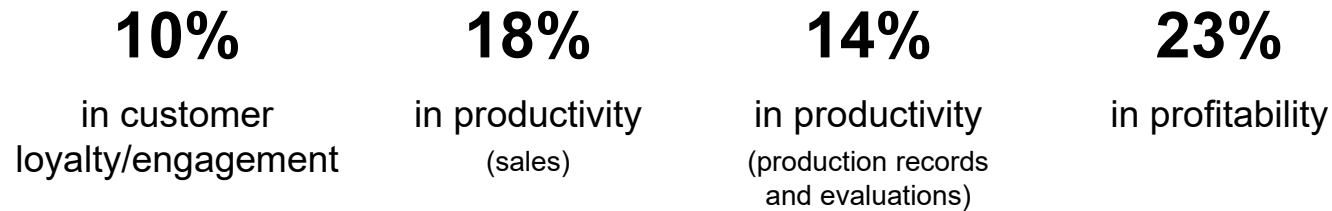
# Engagement at Work = Wellbeing at Work

- Q01.** I know what is expected of me at work.
- Q02.** I have the materials and equipment I need to do my work right.
- Q03.** At work, I have the opportunity to do what I do best every day.
- Q04.** In the last seven days, I have received recognition or praise for doing good work.
- Q05.** My supervisor, or someone at work, seems to care about me as a person.
- Q06.** There is someone at work who encourages my development.

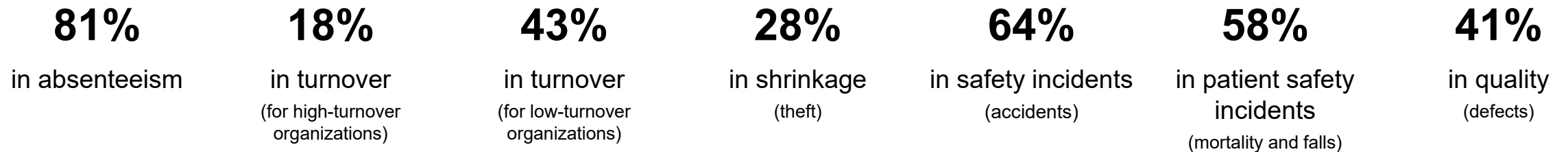
- Q07.** At work, my opinions seem to count.
- Q08.** The mission or purpose of my company makes me feel my job is important.
- Q09.** My associates or fellow employees are committed to doing quality work.
- Q10.** I have a best friend at work.
- Q11.** In the last six months, someone at work has talked to me about my progress.
- Q12.** This last year, I have had opportunities at work to learn and grow.

# The Business Case for Engagement

## Positive Outcomes



## Negative Outcomes



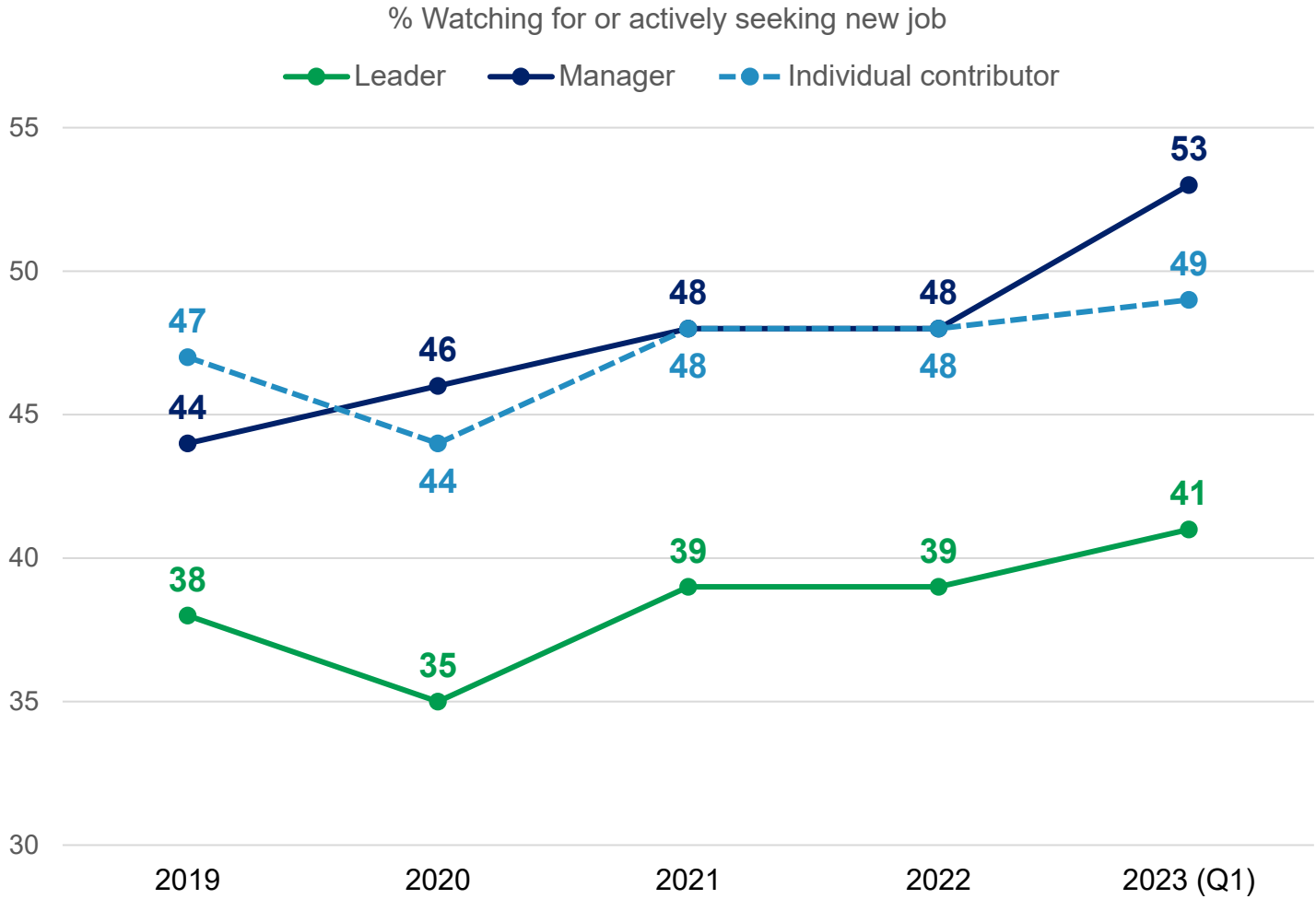
Source: *The Relationship Between Engagement at Work and Organizational Outcomes: 2020 Q12® Meta-Analysis: 10th Edition*

\*The above figures are median percent differences across companies in Gallup's database. High-turnover organizations are those with more than 40% annualized turnover. Low-turnover organizations are those with 40% or lower annualized turnover.

An actively disengaged employee costs their organization  
**\$3,400 for every \$10,000 of salary, or 34%.**  
An actively disengaged employee who makes \$60,000 a year  
costs their company \$20,400 annually.

Gallup estimates actively disengaged employees cost the U.S.  
**\$483 billion-\$605 billion** each year in  
lost productivity.

# Managers at Increasingly Higher Risk of Voluntarily Leaving

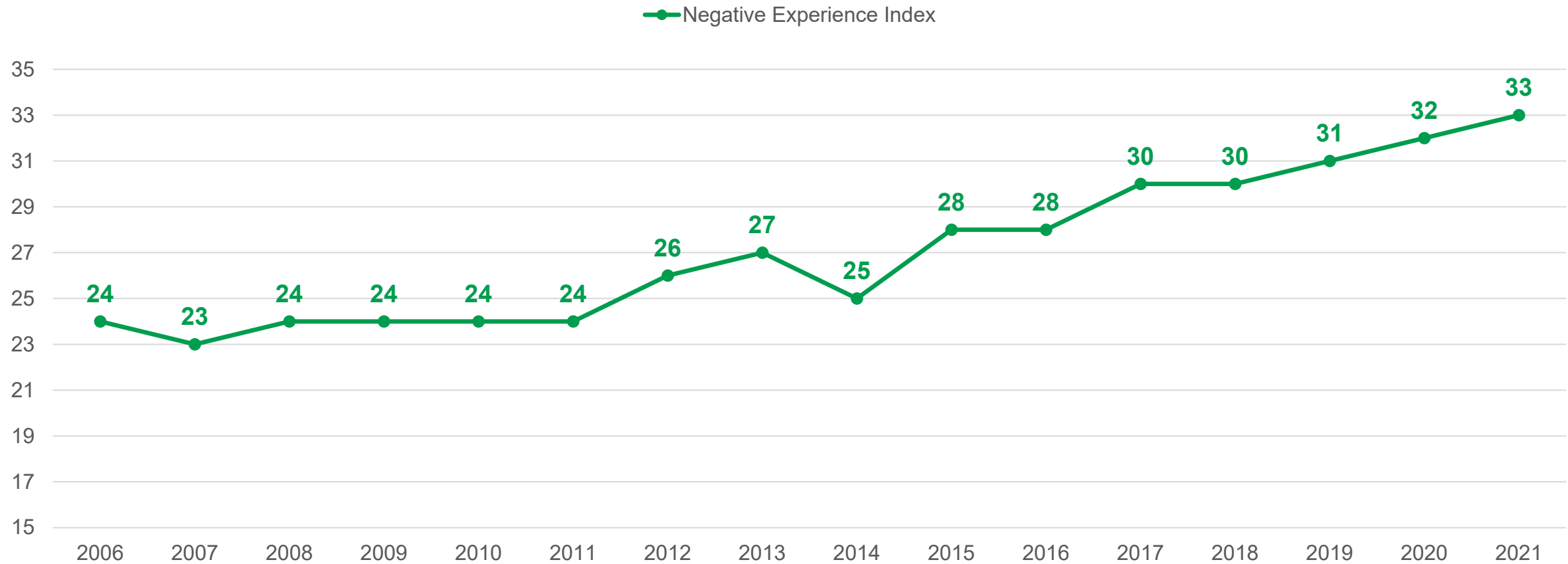


Turnover intentions have **increased more for managers** than other job levels, such as senior leaders and individual contributors.

WF Q1 2023, U.S. Employees; Leader MOE: ±4 points, Manager MOE: ±3 points, Individual Contributor MOE: ±1 point

# The Global Rise of Unhappiness

The Negative Emotions Index measures anger, stress, worry, physical pain and sadness





# How Life at Work Impacts Your Overall Life

	Thriving at Work (Engaged)	Quietly Quit (Not Engaged)	Loudly Quit (Actively disengaged)	Unemployed
<b>Experiencing a lot of...</b>				
Sadness	24%	27%	42%	43%
Anger	16%	19%	29%	26%
Physical Pain	31%	32%	<b>42%</b>	36%
Stress	28%	36%	<b>50%</b>	44%
Worry	37%	44%	<b>59%</b>	57%

# Over the last six months, what type of impact has your job had on your mental health?

■ % Extremely Positive   ■ % Extremely Negative

## % ENGAGED



## % NOT ENGAGED

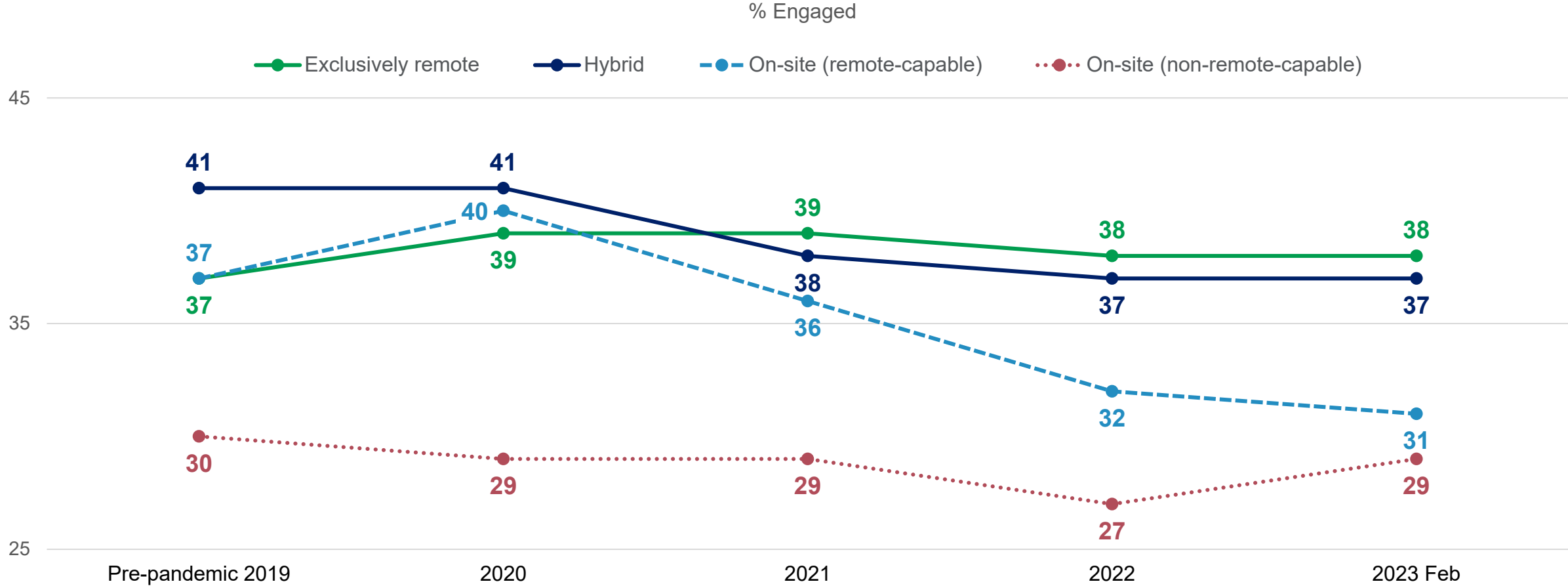


## % ACTIVELY DISENGAGED



# Employee Engagement Lowest for On-Site Employees

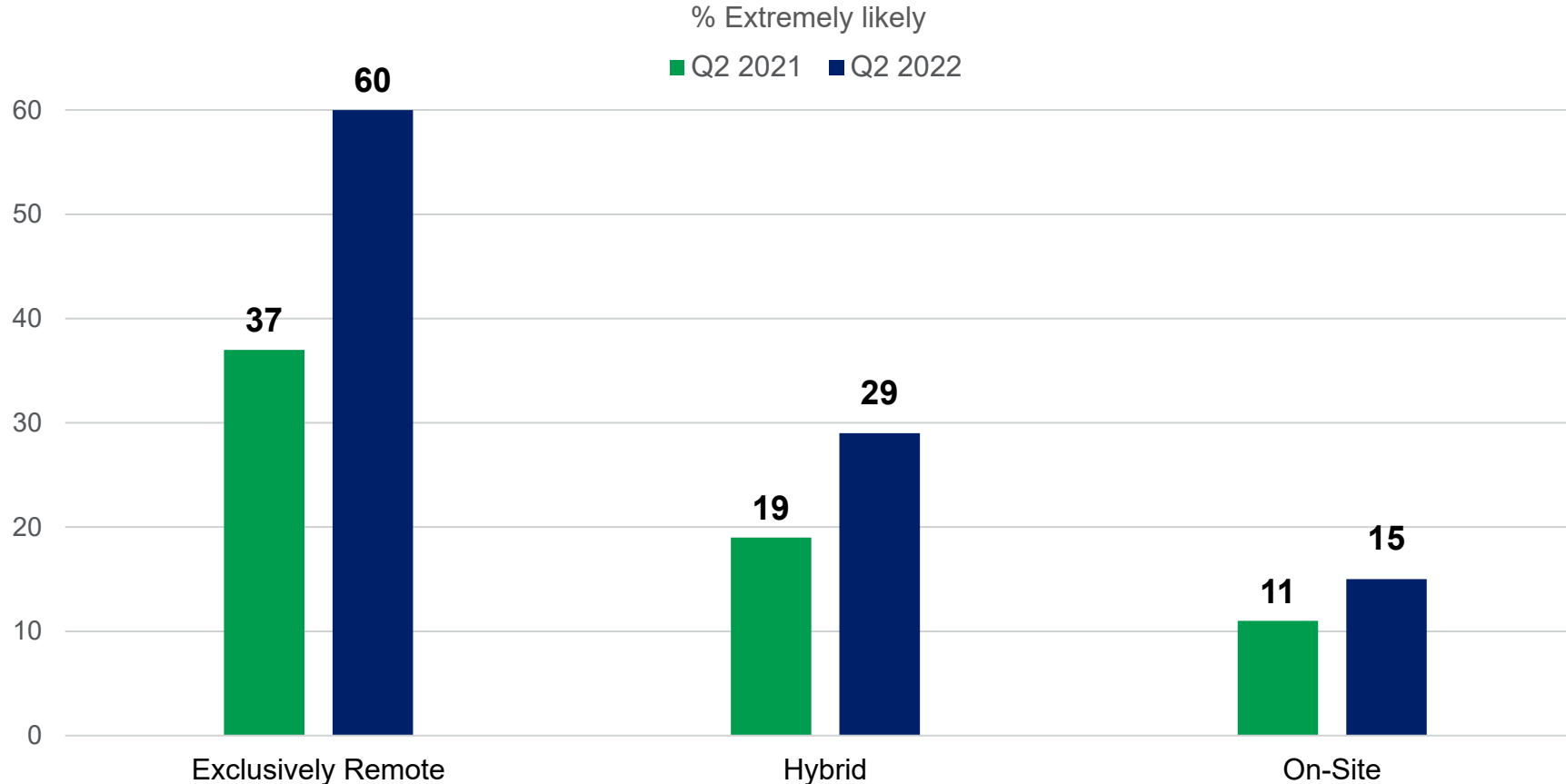
Remote-capable, on-site employees have experienced the largest drop in engagement since 2019.



WF Q1 2023, U.S. FT Employees; Exclusively Remote MOE: ±3 points, Hybrid MOE: ±2 point, On-Site (Remote-Capable) MOE: ±4 points, On-Site (Non-Remote-Capable) MOE: ±2 point

# High Risk of Turnover if Remote-Capable Employees Are Not Allowed Remote Flexibility

## Likelihood to Seek New Job if Remote Work Options Aren't Offered



U.S. FT Remote-Capable Employees; WF Q2 2021, MOE: ±5 points; WF Q2 2022, MOE: ±4 points

Extreme turnover risk increased from

**4 in 10**

in 2021 to

**6 in 10**

in 2022 among exclusively remote employees.

# Thank you

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