

State of the Global Workplace 2023 Report

**THE VOICE OF THE
WORLD'S EMPLOYEES**



*Discover how employees around the world
experienced life and work last year.*

Employee Engagement | Daily Negative Emotions | Job Market

GALLUP®

Gallup is committed to bringing the voice of the employee to the decision-making table as we help global leaders solve their most pressing problems. In this report, we feature annual findings from the world's largest ongoing study of the employee experience. We examine how employees feel about their work and their lives, an important predictor of organizational resilience and performance.

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FROM THE CEO

This spring, the World Bank's chief economist Indermit Gill made a startling claim:

“ **A lost decade could be in the making for the global economy.** The ongoing decline in potential growth has serious implications for the world's ability to tackle the expanding array of challenges unique to our times — stubborn poverty, diverging incomes, and climate change.”

The message is clear. Economic growth is slowing. And if we don't increase global GDP, every other problem gets harder to solve.

So, what can leaders do today to potentially save the world?

Gallup has found one clear answer: *Change the way your people are managed.*

In this year's *State of the Global Workplace* report, we estimate that low engagement costs the global economy \$8.8 trillion. That's 9% of global GDP — enough to make the difference between success and a failure for humanity.

Poor management leads to lost customers and lost profits, but it also leads to miserable lives. Gallup's research into wellbeing at work finds that having a job you hate is worse than being unemployed — and those negative emotions end up at home, impacting relationships with family. If you're not thriving at work, you're unlikely to be thriving at life.

This report captures the voice of the world's employees to help leaders make better decisions. There are some positive trends, but also a lot of work to do. Here's where leaders should start:

- 1) **Focus on your most winnable employees.** Nearly six in 10 employees are quietly quitting, but they are likely to become engaged with a few changes to their workplace.
- 2) **Give them a better manager.** In the past three years, Gallup has used our best science to train over 14,000 managers to be effective coaches. Nine to 18 months later, their teams' engagement ranged from 8% to 18% higher.

By switching to proven, science-based management, organizations could change the course of the economy — and world history. It's that important.



Jon Clifton
CEO

Executive Summary

In 2022, the global workplace experienced an engagement rebound — but workers are still stressed out.

In 2022, employee engagement and job opportunities surged globally, coming back in line with pre-pandemic historical trends on economic development and growth. The United States and Canada region saw no gain in engagement or job opportunities, having experienced its recovery in 2021. The 2022 data show the rest of the world closing the gap with the U.S./Canada in positive aspects for workers.

At the same time, global worker stress remained at a historic high — even as other negative emotions related to the COVID-19 pandemic subsided. This high level of stress may be due to the recovery itself, as many regions of the world struggle to control high inflation.

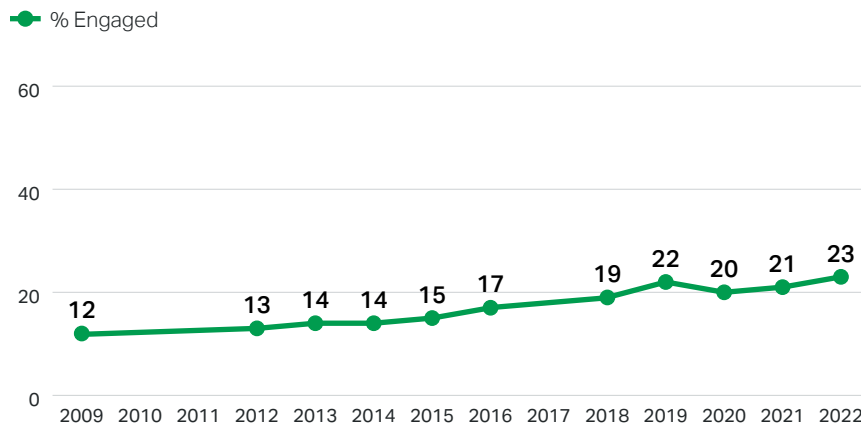
As organizational leaders endeavor to navigate an uncertain economic outlook, their employees' stress is impacting productivity and performance. Addressing these wellbeing concerns and improving engagement should be top priorities for the world's political and business leaders who seek to make the most of the recovery.

“*I am convinced that a company can only be as good as its employees are and how they function together as a team. That's why it's all the more important to weld this team together, so that they can go through good and bad times together.*”

– LYDIA, 51, HEAD OF ORGANIZATION, GERMANY

1 The percentage of employees thriving at work reached a record high in 2022.

Employee Engagement



% Engaged based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording

Twenty-three percent of the world's employees were engaged at work in 2022, the highest level since Gallup began measuring global engagement in 2009. Although engagement declined in 2020, it has returned to its historically positive trend.

Much of this gain was due to a 7-percentage-point rebound in engagement in South Asia, which includes India — estimated to become the world's largest country by population this year. South Asia now leads the world in employee engagement at 33%.¹

“After doing work, when I go home, I feel good that I built people's houses. When I see my kids, my family and parents, I forget all my stress and tiredness.”

– RAMJAS JI, MANAGER, INDIA

“I enjoy my work, and I would miss something if I didn't have to work, even if the money stayed. So, if the employer said, 'you're a nice boy, just go home, I'll keep paying you, you don't have to do anything anymore,' then I would miss something.”

– HARTMUT, 63, IT SECURITY MANAGER, GERMANY

“We are not only coworkers, we are friends, so we hang out outside. We have barbecues, we go out to bars together. We hang out together, so I like it, I like it.”

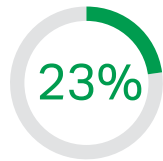
– JONATHAN, STORE MANAGER, BRAZIL

Dig deeper on global, regional, and U.S. employee engagement data.

[Explore Gallup workplace indicators.](#)

¹ In this report, Gallup studied employees who work for an employer each week, which excludes workers in the informal economy — a significant portion of the economy in some countries and areas.

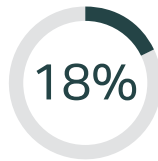
2 The majority of the world's employees are "quiet quitting."



Thriving at work
(Engaged)



Quiet quitting
(Not engaged)



Loud quitting
(Actively disengaged)

Increasing engagement is good news for employees, who are thriving at work and finding their daily work more rewarding. But there is also a long way to go — most workers are “quiet quitting” (not engaged) or “loud quitting” (actively disengaged).

Thriving at work: These employees find their work meaningful and feel connected to the team and their organization. They feel proud of the work they do and take ownership of their performance, going the extra mile for teammates and customers.

Quiet quitting: These employees are filling a seat and watching the clock. They put in the minimum effort required, and they are psychologically disconnected from their employer. Although they are minimally productive, they are more likely to be stressed and burnt out than engaged workers because they feel lost and disconnected from their workplace.

Loud quitting: These employees take actions that directly harm the organization, undercutting its goals and opposing its leaders. At some point along the way, the trust between employee and employer was severely broken. Or the employee has been woefully mismatched to a role, causing constant crises.

Looking at the big picture, low-engagement workers represent an immense opportunity for economic growth. **Gallup estimates that low engagement costs the global economy US\$8.8 trillion and accounts for 9% of global GDP.** Leadership and management directly influence workplace engagement, and there is much that organizations can do to help their employees thrive at work.

For leaders and managers, loud quitting can signal major risks within an organization that are important not to ignore. Conversely, quiet quitters are often your greatest opportunity for growth and change. They are waiting for a leader or a manager to have a conversation with them, encourage them, inspire them. A few changes to how they are managed could turn them into productive team members.

“I just don't feel like there's a lot of room for me to grow internally.”

– MICHELLE, 27, INDIVIDUAL CONTRIBUTOR, UNITED STATES

“It has happened many times that I have addressed things, that staff members have addressed things. Then nothing changes.”

– ANDREAS, 53, HEAD OF IT ORGANIZATION, GERMANY

“I wish my manager was more present.”

– FRANK, MECHANICAL AND CHEMICAL TECHNICIAN, BRAZIL

“My work does not give me the opportunity to go to church, visit family members, or travel for a while.”

– BOLAJI, 39, CASHIER, NIGERIA

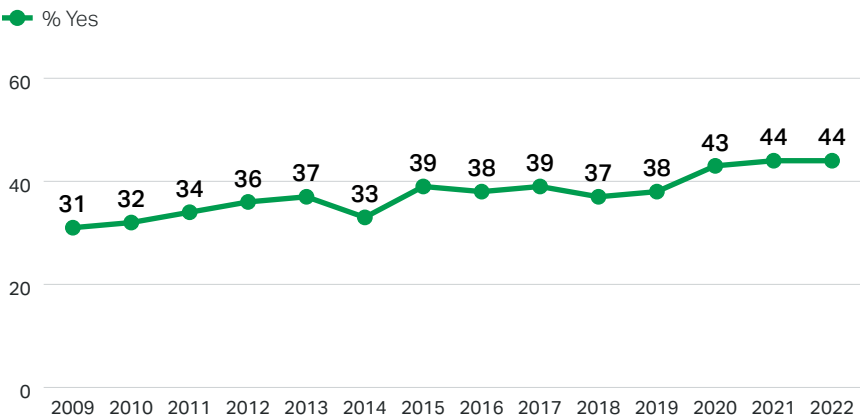
Explore more data on global, regional and U.S. employee engagement.

[Learn more.](#)

3 Although the world has recovered from the worst of the pandemic, employee stress remained at a record-high level.

Daily Stress

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



“By the time I’m done with work, I’m so exhausted that some days I don’t have the energy to hold a conversation. So, over time, I’ve had family [and] friends accuse me of not being socially receptive when they try to reach out.”

– IREGUME, 27, CONSULTANT, NIGERIA

Forty-four percent of employees said they experienced a lot of stress the previous day, repeating the record high in 2021 and continuing a trend of elevated stress that began almost a decade earlier.

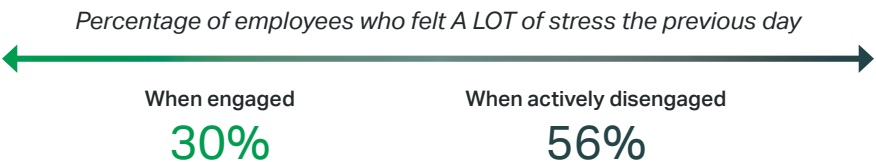
East Asia, which includes China, tied the U.S. and Canada region for the highest levels of stress. One source of this stress may have been lockdowns in 2022. Young workers and remote workers in East Asia saw extremely high levels of daily stress — 60% and 61%, respectively — making them the most stressed-out workers in the world.

What is stressing out the world’s employees? Gallup’s survey does not ask for specifics. Work itself can be a source of stress, and low engagement is related to higher stress. But external factors, like inflation or family health issues, can also be sources of daily stress.

Although leaders and managers cannot change external sources of stress, they can make a difference in overall stress in workers’ lives. Gallup analysis finds that when employees are engaged at work, they report significantly lower stress in their lives.

Discover more employee wellbeing data.

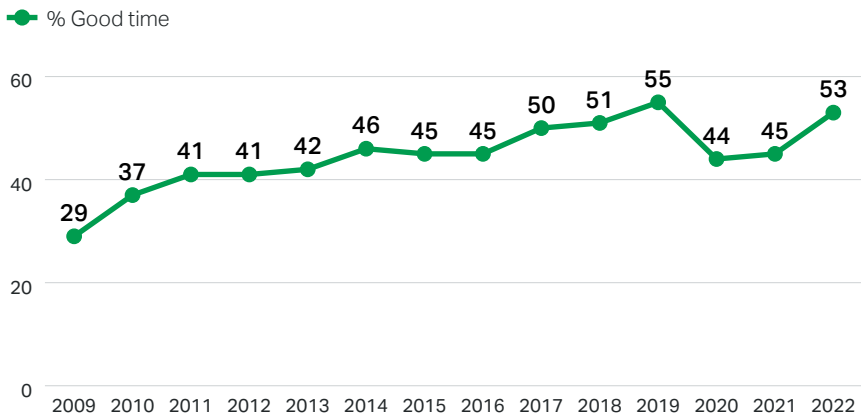
[View data.](#)



4 In 2022, the world experienced a widespread resurgence in jobs.

Job Climate

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?



Fifty-three percent of employees in 2022 said now is a good time to find a job where they live, a sharp increase from the previous year and close to the record high in 2019.

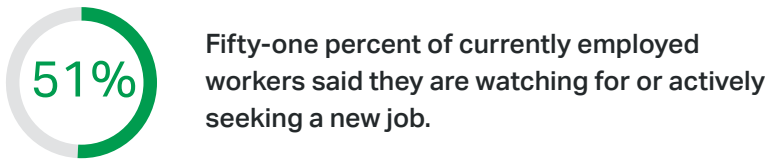
Every region of the world but one saw a rise in the number of workers who said it is a good time to find a job. Southeast Asia and Australia/New Zealand saw 22-percentage-point gains for this item, with most other regions also seeing double-digit gains. The exception was the U.S. and Canada, which saw no increase in this item in 2022 but had climbed 44 percentage points the previous year.

The increase in available jobs is a positive change for workers. It means that deeply unhappy workers are able to leave bad workplaces, and more workers are able to find work that they like.

Learn more about our employee retention and attraction data.

[Explore Gallup workplace indicators.](#)

5 Globally, over half of employees expressed some level of intent to leave their job.



When people see more job opportunities around them, they are more likely to see another job as a possibility. More competition for jobs leads to more enticing job offers and active recruitment as well.

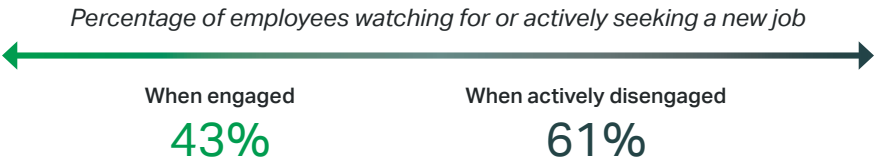
Gallup data consistently show that engaging employees can create a moat of protection around them. A recent Gallup analysis found that engaged employees require a 31% pay increase to consider taking a job with a different organization; not engaged and actively disengaged employees, on average, want a 22% pay increase to change jobs.

“I used to come home thinking only about work. I used to unload everything on my husband. Totally unsatisfied. Then, when I changed roles, it got a little better, but I was still unsatisfied.”

– RAQUEL, TRANSPORTATION ANALYST, BRAZIL

Discover more on employee retention and attraction data.

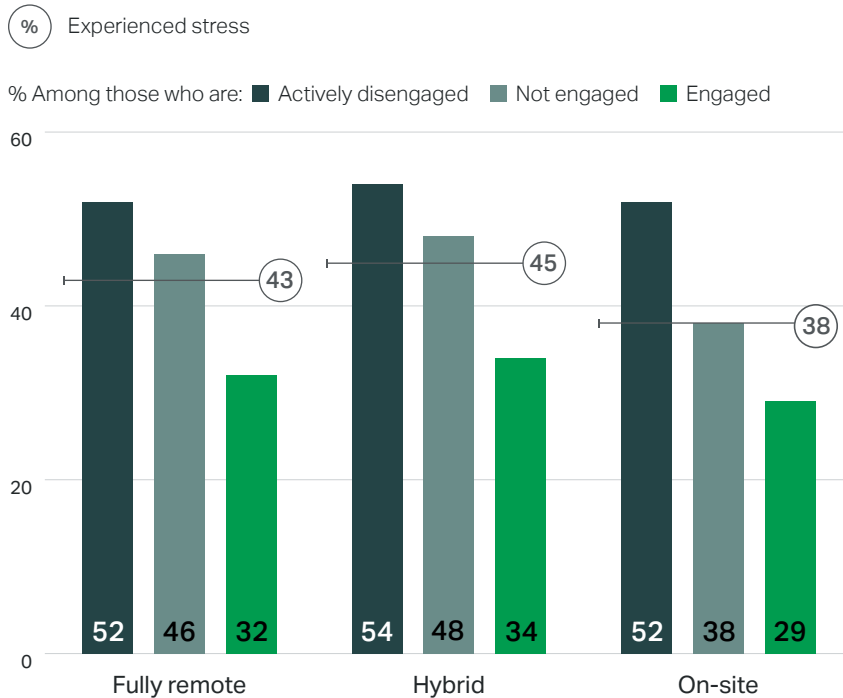
[Explore indicators.](#)



6 Engagement has 3.8 times as much influence on employee stress as work location.

Daily Stress by Engagement and Work Location

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



% Engaged based on Gallup Q12 items; see "Appendix 3: Support Information" for item wording

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. The office remains a gathering place for social bonding, development and culture building within organizations. But the flexibility of remote work allows for greater autonomy and wellbeing, which today's workers highly prize.

With all that said, Gallup analysis finds that engagement has 3.8 times as much influence on employee stress as work location. In other words, what people experience in their every day work — their feelings of involvement and enthusiasm — matters more in reducing stress than where they are sitting.

Leaders need to ask if poor remote work performance or poor hybrid work performance is a location problem or a management problem. No location can *fix* poor management, and the office alone has no magic to create a great organizational culture.

"I have more time to spend with my family, with my wife, with my dogs, so I spend less time in traffic and more quality time with the people I care about."

– AMAURI, IT PROGRAMMER, BRAZIL

"I guess having my workplace at home has made it more challenging to separate myself and step away from work."

– RICK, 71, MANAGER, UNITED STATES

"At home, I feel like my job is just work. Like there's not the, you know, the fun stuff. The camaraderie, right? The relationship building is a little bit harder."

– ANNE, 33, MANAGER, UNITED STATES

Learn more about our hybrid work research.

[Explore data.](#)

7 “Quiet quitting” employees know what they would change about their workplace.

In this report, we asked respondents: What would you change about your workplace to make it better?

Eighty-five percent of the responses offered by those considered to be quiet quitting — which comprises the majority of employees — were related to engagement or culture, pay and benefits, or wellbeing-work/life balance.²

What would you change about your workplace to make it better?

Engagement or Culture

41%

“

- For everyone to get recognized for their contributions
- I would like it if the managers were more approachable, and we could talk openly
- They should grant more autonomy in the work to stimulate everyone’s creativity
- I would like to learn more things, but the work I do is quite repetitive
- I just wish they respected me more
- Giving everyone a fair chance in getting promoted
- Clearer goals and stronger guidance

Pay and Benefits

28%

“

- Increase my salary because I work hard but the pay is not enough
- I would pay employees on time
- Salaries must be proportional to qualifications and merit
- I would like a monthly gas voucher for transport costs
- A really good cafeteria/canteen available to all
- Fully subsidized child care
- They should give rewards to employees for the excellent results achieved by the company

Wellbeing

16%

“

- Communicating shifts well in advance would allow me to better organize my free time
- Less overtime
- I would like to work from home more
- I would like to have longer breaks so I can eat without rushing
- Set up a health clinic
- I want to have a break at work, it’s hard without a rest
- Taking workers’ health and life seriously
- We don’t have a place to relax or to get together with colleagues for a coffee break

Dig deeper on employee retention and attraction data.

[View data.](#)

² The remaining 15% of responses did not fit into any particular theme or category.

Takeaways for Leaders

1) In today's typical organization, most employees are neither engaged nor actively disengaged.

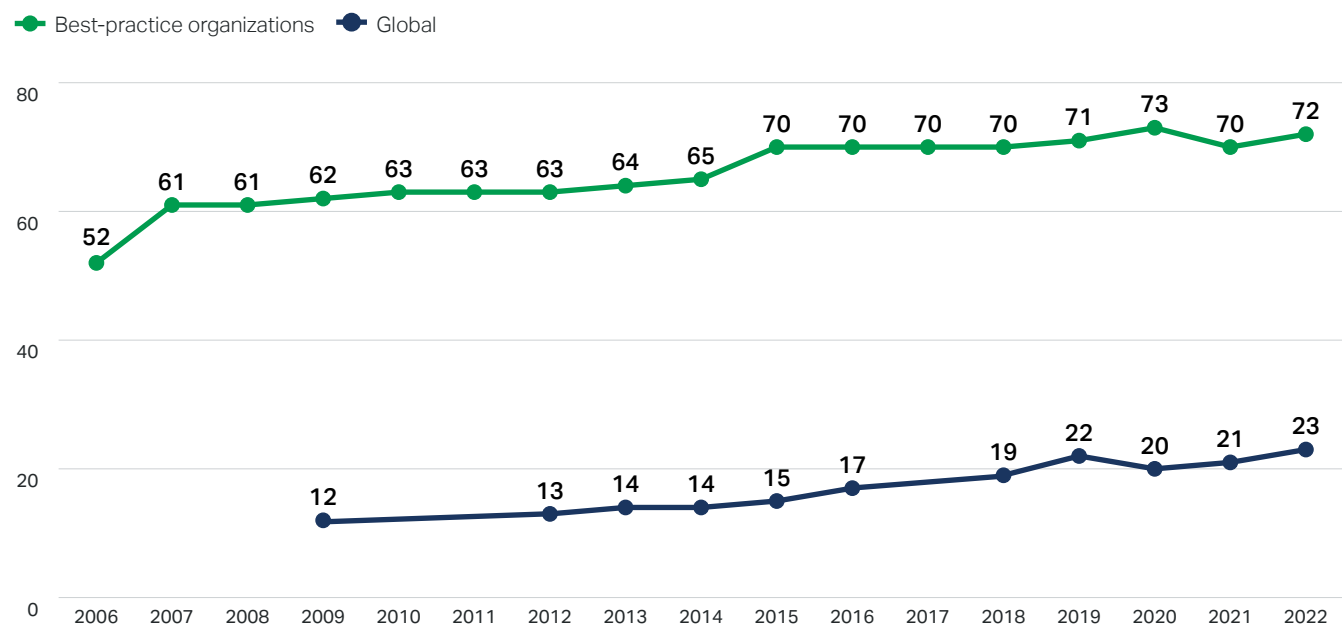
They are filling a seat but have yet to take ownership of their work. By not engaging these employees, leaders are missing a primary driver of customer retention and organic business growth.

2) Employee engagement does not mean happiness. If you are only measuring employee contentment, you are missing engagement. And the reality is that many corporate measures of engagement are really just measuring contentment. True engagement means your people are psychologically present to do their work. They understand what to do; they have what they need; and they have a supportive manager and a supportive team. They know why their work matters. They are *work ready*.

3) Quiet quitting employees are your organization's low-hanging fruit for productivity gains. They are ready to be inspired and motivated — if they are coached in the right way. Gallup has worked with organizations all over the world to increase the number of employees thriving at work. The global average is about one engaged employee for every one actively disengaged employee. For this year's Gallup Exceptional Workplace Award winners, that ratio is 18 to one. Large or small, these workplaces *feel different*.

Employee Engagement Trends

% Engaged



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.

4) The manager is the linchpin of engagement. Seventy percent of team engagement is attributable to the manager. But many or most of your managers are quiet quitting too. They are waiting for the tools to build great teams. The good news is that cutting-edge, science-based management can be taught.

In the past three years, Gallup has provided coaching training to over 14,000 managers. Up to eighteen months after their training, their engagement is 10% to 22% higher, and their team’s engagement is 8% to 18% higher.

Compared with measures from before participants completed Gallup’s learning program, post-learning results — obtained up to 18 months after completing the program — include:

10% to 22%
higher employee engagement
for participants

21% to 28%
reduction in employee turnover

8% to 18%
higher employee engagement
for teams led by participants

20% to 28%
higher likelihood of high performance

Discover more about Gallup’s leadership development framework.
[Learn more.](#)

Global Insights

United States and Canada

Sub-Saharan Africa

Latin America and the Caribbean

East Asia

Europe

South Asia

Post-Soviet Eurasia

Southeast Asia

Middle East and North Africa

Australia and New Zealand

Global Summary

Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

23%

+2

QUIET QUITTING

Not engaged

59%

-1

LOUD QUITTING

Actively disengaged

18%

-1

Job Market

JOB CLIMATE

Good time to find a job

53%

+10

INTENT TO LEAVE

Watching for or actively seeking new job

51%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

44%

0

ANGER

21%

0

EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

THRIVING AT WORK

% Engaged

23%

QUIET QUITTING

% Not engaged

59%

LOUD QUITTING

% Actively disengaged

18%

% ENGAGED

Global

23% +2

Gender

25% Female

22% Male

Age

23% <40 years old

24% ≥40 years old

Job Level

31% Manager

20% Individual contributor

Work Location

30% Exclusively remote

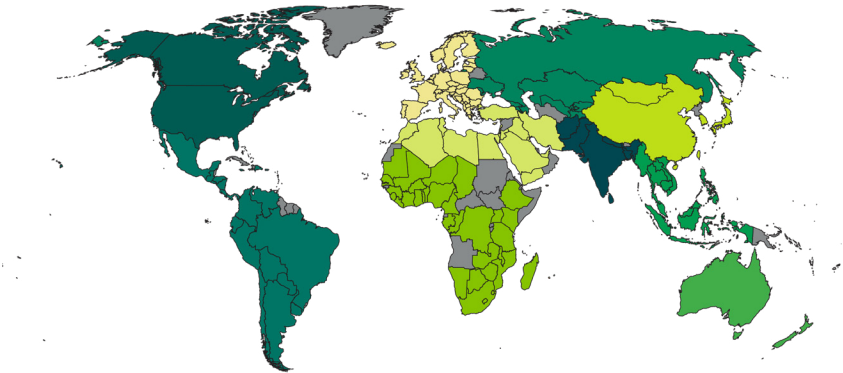
24% Hybrid

21% On-site

Regional Ranking

% Engaged

1	South Asia	33	+7
2	United States and Canada	31	-2
3	Latin America and the Caribbean	31	+8
4	Post-Soviet Eurasia	27	+6
5	Southeast Asia	26	+2
6	Australia and New Zealand	23	+6
7	Sub-Saharan Africa	20	0
8	East Asia	17	0
9	Middle East and North Africa	15	0
10	Europe	13	0



DAILY STRESS

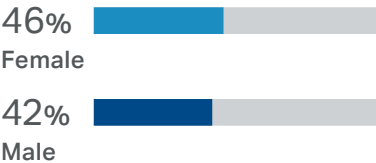
Did you experience the following feelings A LOT OF THE DAY yesterday? How about stress?

% YES

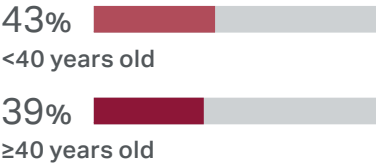
Global

44% 0

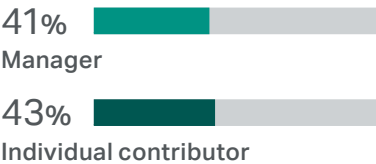
Gender



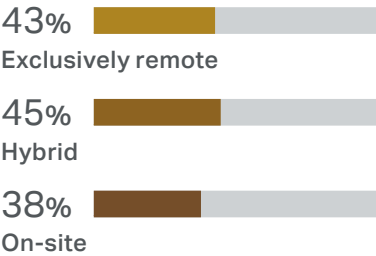
Age



Job Level



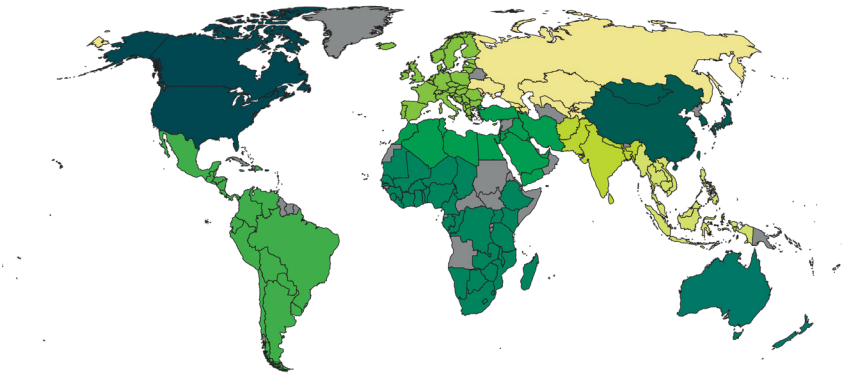
Work Location



Regional Ranking

% Yes

1	United States and Canada	52	+2
2	East Asia	52	-3
3	Australia and New Zealand	47	0
4	Sub-Saharan Africa	46	+9
5	Middle East and North Africa	45	+1
6	Latin America and the Caribbean	41	-9
7	Europe	39	-1
8	South Asia	35	0
9	Southeast Asia	26	-5
10	Post-Soviet Eurasia	24	+5



DAILY ANGER

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

% YES

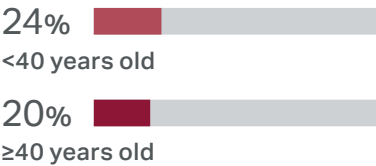
Global

21% 0

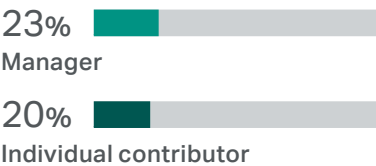
Gender



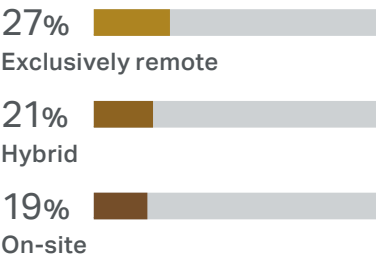
Age



Job Level

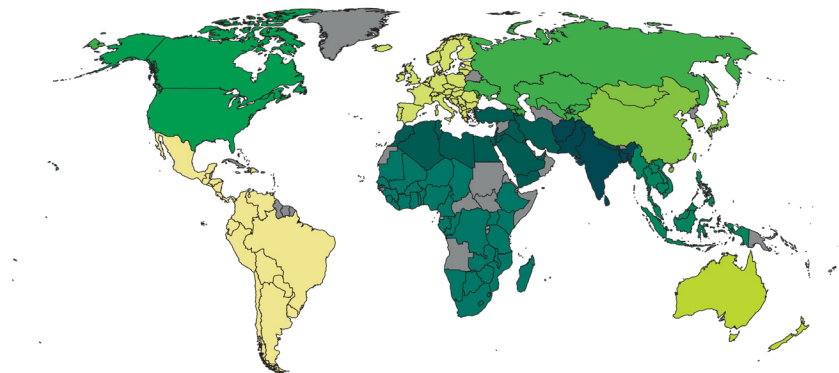


Work Location



Regional Ranking

		% Yes	
1	South Asia	36	+3
2	Middle East and North Africa	32	0
3	Sub-Saharan Africa	26	+3
4	Southeast Asia	19	-1
5	United States and Canada	18	0
6	Post-Soviet Eurasia	18	+5
7	East Asia	17	0
8	Australia and New Zealand	15	+2
9	Europe	14	-4
10	Latin America and the Caribbean	13	-2



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Global

53% +10

Gender

52% 
Female

53% 
Male

Age

55% 
<40 years old

54% 
≥40 years old

Job Level

62% 
Manager

47% 
Individual contributor

Work Location

54% 
Exclusively remote

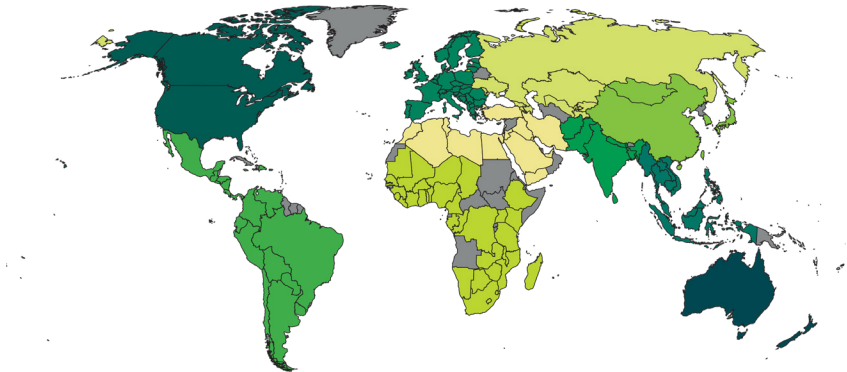
52% 
Hybrid

54% 
On-site

Regional Ranking

% Good time

1	Australia and New Zealand	81	+22
2	United States and Canada	71	0
3	Southeast Asia	61	+22
4	Europe	56	+12
5	South Asia	56	+7
6	Latin America and the Caribbean	52	+11
7	East Asia	50	+13
8	Sub-Saharan Africa	50	+4
9	Post-Soviet Eurasia	46	+12
10	Middle East and North Africa	34	+5



INTENT TO LEAVE

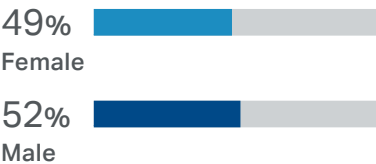
To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

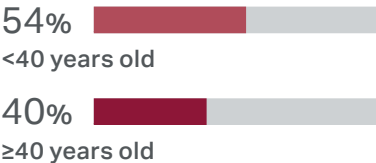
Global

51%

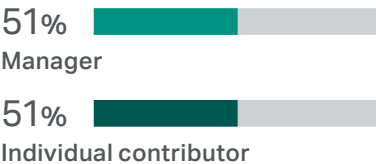
Gender



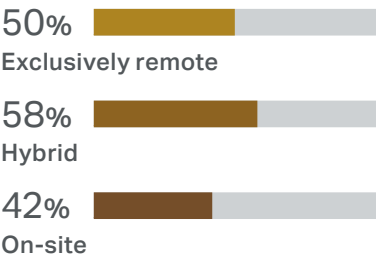
Age



Job Level

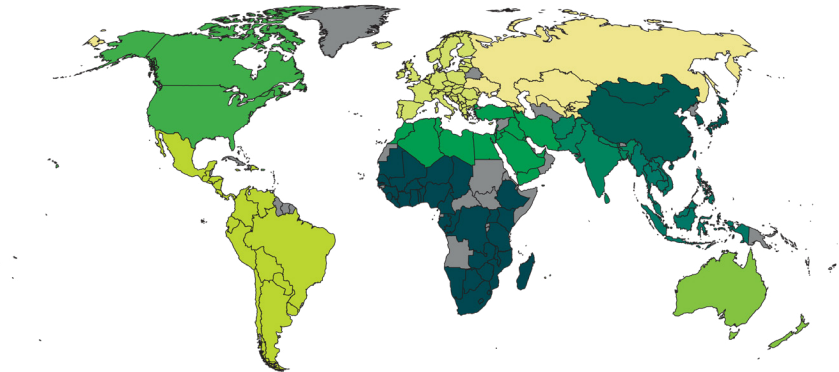


Work Location



Regional Ranking

	% Watching for or actively seeking new job
1 Sub-Saharan Africa	70
2 East Asia	56
3 Southeast Asia	51
4 South Asia	50
5 Middle East and North Africa	49
6 United States and Canada	47
7 Australia and New Zealand	43
8 Latin America and the Caribbean	42
9 Europe	34
10 Post-Soviet Eurasia	33



United States and Canada

Canada, United States



■ Countries that Gallup included
in analysis of this region

TOP TAKEAWAYS

- highest regional percentage of daily stress (tied with East Asia)
- second highest regional percentage of employees who say now is a good time to find a job
- highest regional percentage of female employees who experience high daily stress

*Discover more global
and regional insights on
the state of the global
workplace at [Gallup.com](https://www.gallup.com).*



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

31%

QUIET QUITTING

Not engaged

52%

LOUD QUITTING

Actively disengaged

17%

Job Market

JOB CLIMATE

Good time to find a job

71%

INTENT TO LEAVE

Watching for or actively seeking new job

47%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

52%

ANGER

18%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

31% -2

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

52% +1

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

17% +2

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

31% -2

Global

23% +2



Gender

33%  
Female

29%  
Male

Age

31%  
<40 years old

30%  
≥40 years old

Job Level

34%  
Manager

30%  
Individual contributor

Work Location

35%  
Exclusively remote

35%  
Hybrid

27%  
On-site



DAILY STRESS

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

% YES

Regional

52% +2

Global

44% 0



Gender



Job Level



Age



Work Location



DAILY ANGER

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

% YES

Regional

18% 0

Global

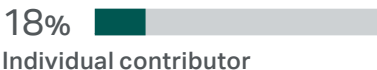
21% 0



Gender



Job Level



Age



Work Location





JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

71% 0

Global

53% +10



Gender

71%

Female

71%

Male

Age

66%

<40 years old

75%

≥40 years old

Job Level

75%

Manager

70%

Individual contributor

Work Location

72%

Exclusively remote

76%

Hybrid

70%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

47%

Global

51%



Gender

46%

Female

48%

Male

Age

56%

<40 years old

40%

≥40 years old

Job Level

44%

Manager

48%

Individual contributor

Work Location

48%

Exclusively remote

50%

Hybrid

47%

On-site

Latin America and the Caribbean

Argentina, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Puerto Rico, Uruguay, Venezuela

TOP TAKEAWAYS

- lowest regional percentage of daily anger
- second highest regional percentage of engaged employees (tied with U.S. and Canada)
- third lowest regional percentage of employees watching for or actively seeking a new job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).

■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

31% ☐ +8

QUIET QUITTING

Not engaged

59% ☐ -3

LOUD QUITTING

Actively disengaged

11% ☐ -5

Job Market

JOB CLIMATE

Good time to find a job

52% ☐ +11

INTENT TO LEAVE

Watching for or actively seeking new job

42%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

41% ☐ -9

ANGER

13% ☐ -2



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

31% +8

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

59% -3

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

11% -5

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

31% +8

Global

23% +2



Gender

31% Female

30% Male

Age

28% <40 years old

36% ≥40 years old

Job Level

36% Manager

28% Individual contributor

Work Location

35% Exclusively remote

27% Hybrid

30% On-site



DAILY STRESS

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

% YES

Regional

41%
-9

Global

44%
0



Gender

51%
Female

34%
Male

Age

43%
<40 years old

39%
≥40 years old

Job Level

45%
Manager

39%
Individual contributor

Work Location

43%
Exclusively remote

43%
Hybrid

39%
On-site

DAILY ANGER

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

% YES

Regional

13%
-2

Global

21%
0



Gender

17%
Female

11%
Male

Age

16%
<40 years old

10%
≥40 years old

Job Level

13%
Manager

14%
Individual contributor

Work Location

13%
Exclusively remote

15%
Hybrid

13%
On-site



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

52% +11

Global

53% +10



Gender

45%

Female

56%

Male

Age

53%

<40 years old

50%

≥40 years old

Job Level

53%

Manager

51%

Individual contributor

Work Location

49%

Exclusively remote

55%

Hybrid

51%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

42%

Global

51%



Gender

41%

Female

42%

Male

Age

48%

<40 years old

31%

≥40 years old

Job Level

42%

Manager

42%

Individual contributor

Work Location

39%

Exclusively remote

48%

Hybrid

38%

On-site

Europe

Albania, Austria, Belgium, Bosnia and Herzegovina, Bulgaria, Croatia, Cyprus, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kosovo, Latvia, Lithuania, Luxembourg, Malta, Montenegro, Netherlands, North Macedonia, Northern Cyprus (Territory of Republic of Cyprus), Norway, Poland, Portugal, Romania, Serbia, Slovakia, Slovenia, Spain, Sweden, Switzerland, United Kingdom of Great Britain and Northern Ireland

TOP TAKEAWAYS

- lowest regional percentage of engaged employees
- second lowest regional percentage of daily anger
- second lowest regional percentage of employees watching for or actively seeking a new job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).

■ Countries that Gallup included in analysis of this region



Regional Summary

Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

13% 0

QUIET QUITTING

Not engaged

72% +1

LOUD QUITTING

Actively disengaged

15% -1

Job Market

JOB CLIMATE

Good time to find a job

56% +12

INTENT TO LEAVE

Watching for or actively seeking new job

34%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

39% -1

ANGER

14% -4



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged



QUIET QUITTING

% Not engaged



LOUD QUITTING

% Actively disengaged



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED



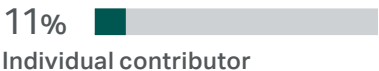
Gender



Age



Job Level



Work Location





DAILY STRESS

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

% YES

Regional

39%
-1

Global

44%
0



Gender

41%
Female

37%
Male

Age

40%
<40 years old

38%
≥40 years old

Job Level

38%
Manager

39%
Individual contributor

Work Location

37%
Exclusively remote

41%
Hybrid

37%
On-site

DAILY ANGER

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

% YES

Regional

14%
-4

Global

21%
0



Gender

15%
Female

14%
Male

Age

15%
<40 years old

14%
≥40 years old

Job Level

15%
Manager

14%
Individual contributor

Work Location

21%
Exclusively remote

13%
Hybrid

13%
On-site



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

56% +12

Global

53% +10



Gender

55%

Female

57%

Male

Age

61%

<40 years old

53%

≥40 years old

Job Level

60%

Manager

53%

Individual contributor

Work Location

55%

Exclusively remote

58%

Hybrid

55%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

34%

Global

51%



Gender

33%

Female

35%

Male

Age

38%

<40 years old

31%

≥40 years old

Job Level

31%

Manager

36%

Individual contributor

Work Location

32%

Exclusively remote

36%

Hybrid

33%

On-site

Post-Soviet Eurasia

Armenia, Azerbaijan, Georgia, Kazakhstan, Kyrgyzstan, Republic of Moldova, Russian Federation, Tajikistan, Ukraine, Uzbekistan



■ Countries that Gallup included in analysis of this region

TOP TAKEAWAYS

- lowest regional percentage of daily stress
- second lowest regional percentage of employees who say now is a good time to find a job
- lowest regional percentage of employees watching for or actively seeking a new job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

27%

QUIET QUITTING

Not engaged

59%

LOUD QUITTING

Actively disengaged

14%

Job Market

JOB CLIMATE

Good time to find a job

46%

INTENT TO LEAVE

Watching for or actively seeking new job

33%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

24%

ANGER

18%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

27% +6

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

59% -3

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

14% -4

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

27% +6

Global

23% +2



Gender

27% Female

26% Male

Age

25% <40 years old

28% ≥40 years old

Job Level

34% Manager

24% Individual contributor

Work Location

44% Exclusively remote

29% Hybrid

22% On-site



DAILY STRESS

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

% YES

Regional

24% +5

Global

44% 0



Gender

26% Female

22% Male

Age

26% <40 years old

22% ≥40 years old

Job Level

25% Manager

23% Individual contributor

Work Location

21% Exclusively remote

23% Hybrid

24% On-site

DAILY ANGER

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

% YES

Regional

18% +5

Global

21% 0



Gender

18% Female

18% Male

Age

20% <40 years old

16% ≥40 years old

Job Level

17% Manager

17% Individual contributor

Work Location

19% Exclusively remote

18% Hybrid

17% On-site



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

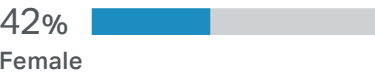
46% +12

Global

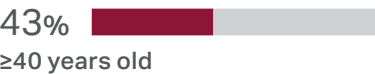
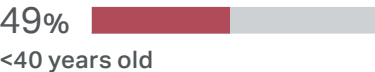
53% +10



Gender



Age



Job Level



Work Location



INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

33%

Global

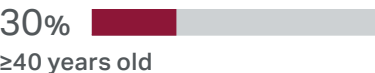
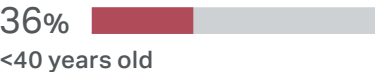
51%



Gender



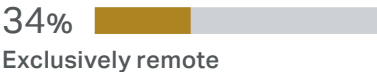
Age



Job Level



Work Location



Middle East and North Africa

Algeria, Bahrain, Egypt, Iran, Iraq, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Palestinian Territories, Saudi Arabia, Tunisia, Türkiye, United Arab Emirates, Yemen



■ Countries that Gallup included in analysis of this region

TOP TAKEAWAYS

- second lowest regional percentage of engaged employees
- second highest regional percentage of daily anger
- lowest regional percentage of employees who say now is a good time to find a job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

15%

QUIET QUITTING

Not engaged

62%

LOUD QUITTING

Actively disengaged

23%

Job Market

JOB CLIMATE

Good time to find a job

34%

INTENT TO LEAVE

Watching for or actively seeking new job

49%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

45%

ANGER

32%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK
% Engaged



QUIET QUITTING
% Not engaged



LOUD QUITTING
% Actively disengaged



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED



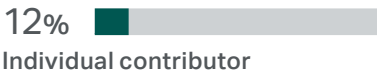
Gender



Age



Job Level



Work Location





DAILY STRESS

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

% YES

Regional

45% +1

Global

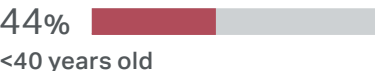
44% 0



Gender



Age



Job Level



Work Location



DAILY ANGER

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

% YES

Regional

32% 0

Global

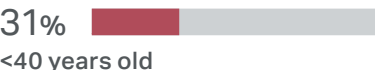
21% 0



Gender



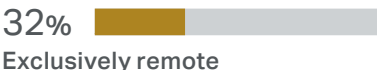
Age



Job Level



Work Location





JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

34% +5

Global

53% +10



Gender

36% Female

33% Male

Age

35% <40 years old

33% ≥40 years old

Job Level

41% Manager

31% Individual contributor

Work Location

43% Exclusively remote

40% Hybrid

29% On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

49%

Global

51%



Gender

43% Female

51% Male

Age

56% <40 years old

36% ≥40 years old

Job Level

44% Manager

51% Individual contributor

Work Location

52% Exclusively remote

56% Hybrid

45% On-site

Sub-Saharan Africa

Benin, Botswana, Burkina Faso, Cameroon, Chad, Comoros, Côte d'Ivoire, Democratic Republic of the Congo, Eswatini, Ethiopia, Gabon, Gambia, Ghana, Guinea, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Senegal, Sierra Leone, South Africa, Tanzania, Togo, Uganda, Zambia, Zimbabwe



■ Countries that Gallup included in analysis of this region

TOP TAKEAWAYS

- highest regional percentage of employees watching for or actively seeking a new job
- third highest regional percentage of daily stress
- third highest regional percentage of daily anger

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

20%

QUIET QUITTING

Not engaged

60%

LOUD QUITTING

Actively disengaged

21%

Job Market

JOB CLIMATE

Good time to find a job

50%

INTENT TO LEAVE

Watching for or actively seeking new job

70%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

46%

ANGER

26%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

20% +0

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

60% -4

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

21% +4

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

20% 0

Global

23% +2



Gender

19% Female

21% Male

Age

19% <40 years old

21% ≥40 years old

Job Level

28% Manager

13% Individual contributor

Work Location

28% Exclusively remote

16% Hybrid

18% On-site



DAILY STRESS

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

% YES

Regional

46% +9

Global

44% 0



Gender

48% Female

45% Male

Age

46% <40 years old

48% ≥40 years old

Job Level

43% Manager

49% Individual contributor

Work Location

43% Exclusively remote

49% Hybrid

45% On-site

DAILY ANGER

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

% YES

Regional

26% +3

Global

21% 0



Gender

26% Female

27% Male

Age

26% <40 years old

26% ≥40 years old

Job Level

27% Manager

26% Individual contributor

Work Location

27% Exclusively remote

28% Hybrid

22% On-site



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

50% +4

Global

53% +10



Gender

49%

Female

50%

Male

Age

51%

<40 years old

47%

≥40 years old

Job Level

53%

Manager

47%

Individual contributor

Work Location

53%

Exclusively remote

52%

Hybrid

42%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

70%

Global

51%



Gender

67%

Female

72%

Male

Age

73%

<40 years old

62%

≥40 years old

Job Level

68%

Manager

71%

Individual contributor

Work Location

67%

Exclusively remote

74%

Hybrid

65%

On-site

East Asia

*China, Hong Kong (S.A.R. of China), Japan, Mongolia,
South Korea, Taiwan (Province of China)*



■ Countries that Gallup included
in analysis of this region

TOP TAKEAWAYS

- highest regional percentage of daily stress (tied with U.S. and Canada)
- second highest regional percentage of employees watching for or actively seeking a new job
- highest regional percentage of male employees who experience high daily stress

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and regional insights on
the state of the global
workplace at [Gallup.com](https://www.gallup.com).*



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

17%

QUIET QUITTING

Not engaged

62%

LOUD QUITTING

Actively disengaged

21%

Job Market

JOB CLIMATE

Good time to find a job

50%

INTENT TO LEAVE

Watching for or actively seeking new job

56%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

52%

ANGER

17%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

17% 0

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

62% 0

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

21% 0

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

17% 0

Global

23% +2



Gender

20% Female

14% Male

Age

15% <40 years old

20% ≥40 years old

Job Level

13% Manager

5% Individual contributor

Work Location

9% Exclusively remote

7% Hybrid

7% On-site



DAILY STRESS

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

% YES

Regional

52% -3

Global

44% 0



Gender



Age



Job Level



Work Location



DAILY ANGER

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

% YES

Regional

17% 0

Global

21% 0



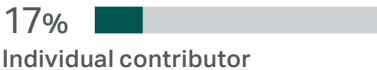
Gender



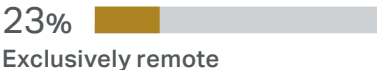
Age



Job Level



Work Location





JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

50% +13

Global

53% +10



Gender

47% 
Female

52% 
Male

Age

45% 
<40 years old

36% 
≥40 years old

Job Level

64% 
Manager

41% 
Individual contributor

Work Location

50% 
Exclusively remote

48% 
Hybrid

55% 
On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

56%

Global

51%



Gender

56% 
Female

56% 
Male

Age

41% 
<40 years old

24% 
≥40 years old

Job Level

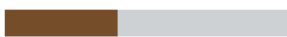
53% 
Manager

58% 
Individual contributor

Work Location

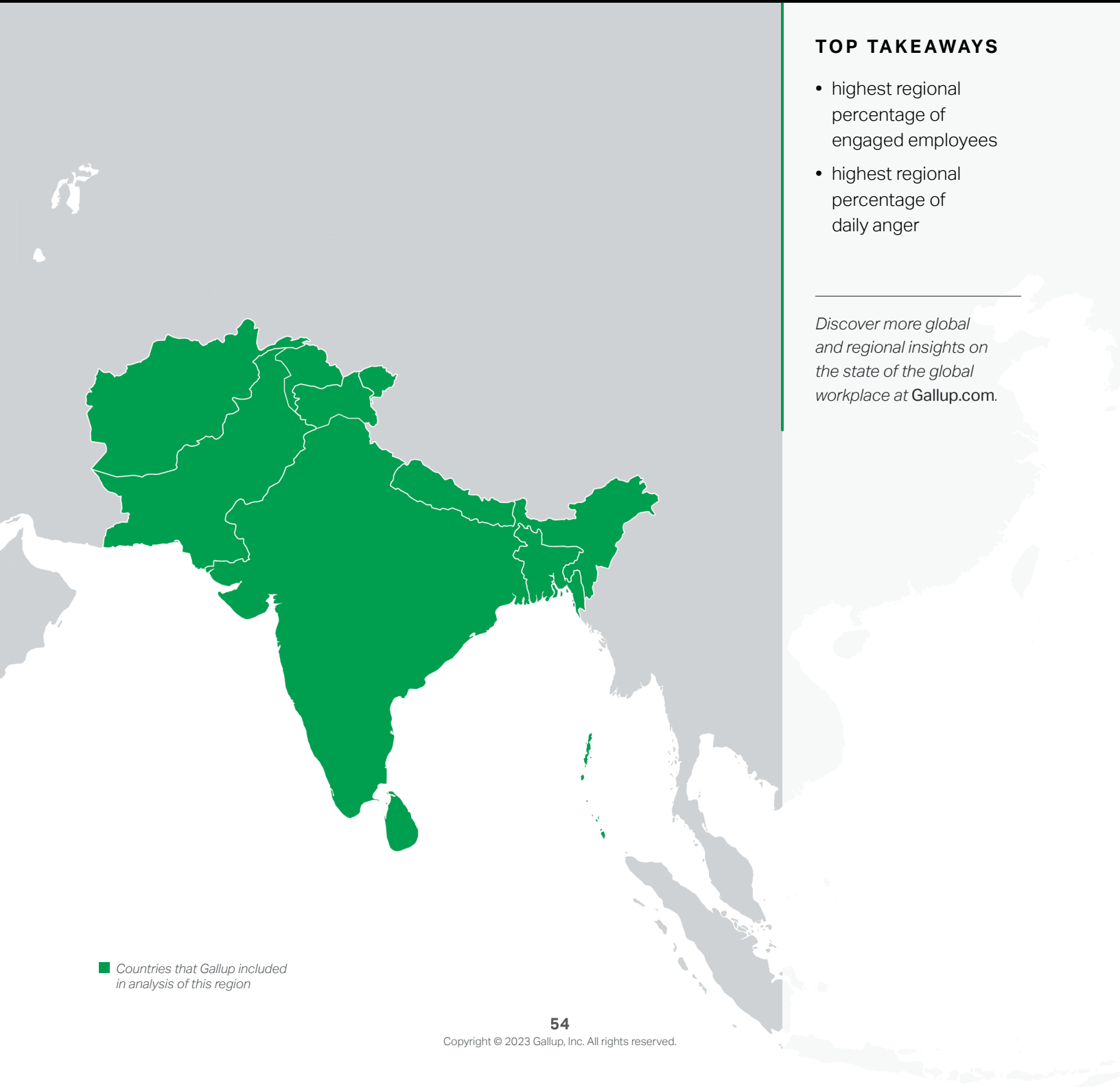
59% 
Exclusively remote

63% 
Hybrid

40% 
On-site

South Asia

Afghanistan, Bangladesh, India, Nepal, Pakistan, Sri Lanka



TOP TAKEAWAYS

- highest regional percentage of engaged employees
- highest regional percentage of daily anger

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).

■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

33%

QUIET QUITTING

Not engaged

46%

LOUD QUITTING

Actively disengaged

21%

Job Market

JOB CLIMATE

Good time to find a job

56%

INTENT TO LEAVE

Watching for or actively seeking new job

50%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

35%

ANGER

36%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged

Regional

33% +7

Global

23% +2



QUIET QUITTING

% Not engaged

Regional

46% -3

Global

59% -1



LOUD QUITTING

% Actively disengaged

Regional

21% -5

Global

18% -1



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

% ENGAGED

Regional

33% +7

Global

23% +2



Gender

39% Female

30% Male

Age

35% <40 years old

31% ≥40 years old

Job Level

41% Manager

27% Individual contributor

Work Location

32% Exclusively remote

35% Hybrid

34% On-site



DAILY STRESS

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

% YES

Regional

35% 0

Global

44% 0



Gender

39% Female

33% Male

Age

33% <40 years old

38% ≥40 years old

Job Level

36% Manager

34% Individual contributor

Work Location

39% Exclusively remote

31% Hybrid

32% On-site

DAILY ANGER

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

% YES

Regional

36% +3

Global

21% 0



Gender

44% Female

32% Male

Age

37% <40 years old

35% ≥40 years old

Job Level

41% Manager

33% Individual contributor

Work Location

39% Exclusively remote

34% Hybrid

34% On-site



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

56% +7

Global

53% +10



Gender

64%

Female

52%

Male

Age

56%

<40 years old

55%

≥40 years old

Job Level

64%

Manager

50%

Individual contributor

Work Location

55%

Exclusively remote

58%

Hybrid

55%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

50%

Global

51%



Gender

47%

Female

53%

Male

Age

53%

<40 years old

47%

≥40 years old

Job Level

53%

Manager

49%

Individual contributor

Work Location

49%

Exclusively remote

56%

Hybrid

42%

On-site

Southeast Asia

Cambodia, Indonesia, Laos, Malaysia, Myanmar, Philippines, Singapore, Thailand, Vietnam

TOP TAKEAWAYS

- second lowest regional percentage of daily stress
- third highest regional percentage of employees who say now is a good time to find a job
- third highest regional percentage of employees watching for or actively seeking a new job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).

■ Countries that Gallup included in analysis of this region



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK

Engaged

26% ☐ +2

QUIET QUITTING

Not engaged

68% ☐ +1

LOUD QUITTING

Actively disengaged

6% ☐ -3

Job Market

JOB CLIMATE

Good time to find a job

61% ☐ +22

INTENT TO LEAVE

Watching for or actively seeking new job

51%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS

26% ☐ -5

ANGER

19% ☐ -1



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged



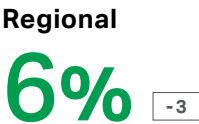
QUIET QUITTING

% Not engaged



LOUD QUITTING

% Actively disengaged



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

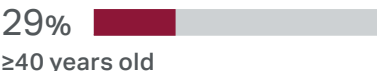
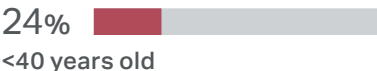
% ENGAGED



Gender



Age



Job Level



Work Location





DAILY STRESS

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

% YES

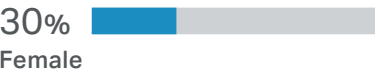
Regional



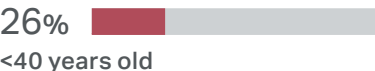
Global



Gender



Age



Job Level



Work Location



DAILY ANGER

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

% YES

Regional



Global



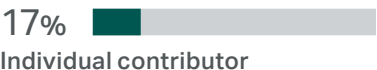
Gender



Age



Job Level



Work Location





JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

61% +22

Global

53% +10



Gender

64%

Female

60%

Male

Age

60%

<40 years old

64%

≥40 years old

Job Level

58%

Manager

63%

Individual contributor

Work Location

63%

Exclusively remote

60%

Hybrid

62%

On-site

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

51%

Global

51%



Gender

44%

Female

55%

Male

Age

55%

<40 years old

44%

≥40 years old

Job Level

54%

Manager

49%

Individual contributor

Work Location

52%

Exclusively remote

58%

Hybrid

38%

On-site

Australia and New Zealand

Australia, New Zealand



■ Countries that Gallup included in analysis of this region

TOP TAKEAWAYS

- second highest regional percentage of daily stress
- highest regional percentage of employees who say now is a good time to find a job

Discover more global and regional insights on the state of the global workplace at [Gallup.com](https://www.gallup.com).



Regional Summary

☐ Boxed numbers indicate the percentage-point change from 2021 to 2022 where available.

Employee Engagement

THRIVING AT WORK
Engaged

23%

QUIET QUITTING
Not engaged

67%

LOUD QUITTING
Actively disengaged

11%

Job Market

JOB CLIMATE
Good time to find a job

81%

INTENT TO LEAVE
Watching for or actively seeking new job

43%

Daily Negative Emotions

Emotions experienced during
a lot of the previous day

STRESS
47%

ANGER
15%



EMPLOYEE ENGAGEMENT

Based on Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

THRIVING AT WORK

% Engaged



QUIET QUITTING

% Not engaged



LOUD QUITTING

% Actively disengaged



THRIVING AT WORK

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

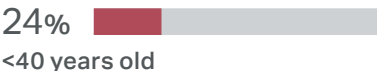
% ENGAGED



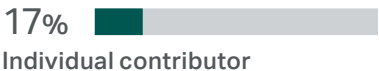
Gender



Age



Job Level



Work Location



** This data point is not provided due to small sample size.



DAILY STRESS

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

% YES

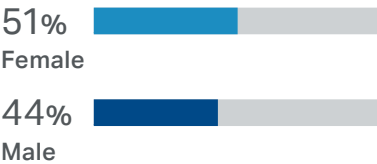
Regional



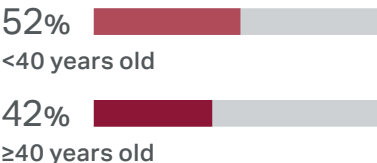
Global



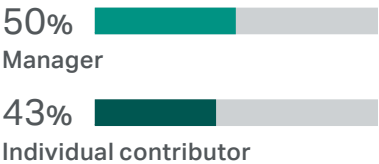
Gender



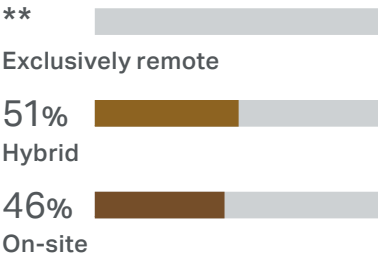
Age



Job Level



Work Location



** This data point is not provided due to small sample size.

DAILY ANGER

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

% YES

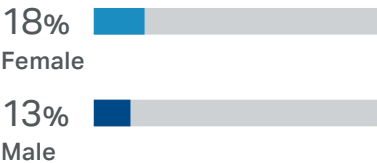
Regional



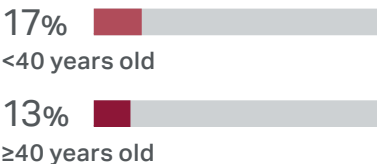
Global



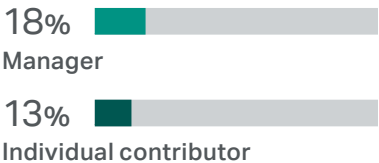
Gender



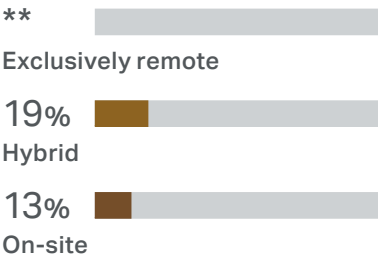
Age



Job Level



Work Location



** This data point is not provided due to small sample size.



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

% GOOD TIME

Regional

81% +22

Global

53% +10



Gender

79% 
Female

84% 
Male

Age

81% 
<40 years old

81% 
≥40 years old

Job Level

86% 
Manager

76% 
Individual contributor

Work Location

** 
Exclusively remote

85% 
Hybrid

77% 
On-site

** This data point is not provided due to small sample size.

INTENT TO LEAVE

To what extent are you currently looking for a different job than the one you have now? Are you actively looking for another job, watching for opportunities but not actively looking, or are you not looking for another job?

% WATCHING FOR OR ACTIVELY SEEKING NEW JOB

Regional

43%

Global

51%



Gender

42% 
Female

44% 
Male

Age

45% 
<40 years old

42% 
≥40 years old

Job Level

40% 
Manager

46% 
Individual contributor

Work Location

** 
Exclusively remote

44% 
Hybrid

44% 
On-site

** This data point is not provided due to small sample size.



Appendix 1: Country/Area Comparisons, by Region

In Appendix 1, “Change” indicates the difference in percentage points when comparing the average from 2019, 2020 and 2021 with the average from 2020, 2021 and 2022.

United States and Canada

EMPLOYEE ENGAGEMENT

Gallup Q12 items; see “Appendix 3: Support Information” for item wording

Rank	Country	Change	% Engaged
1	United States	- 1	34
2	Canada	0	21

DAILY STRESS

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

Rank	Country	Change	% Yes
1	Canada	+ 1	56
2	United States	+ 1	53



DAILY ANGER

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

Rank	Country	Change	% Yes
1	United States	+ 1	20
2	Canada	- 2	17

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	Canada	+ 4	60
2	United States	- 3	57



Latin America and the Caribbean

EMPLOYEE ENGAGEMENT

Gallup Q12 items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	El Salvador	+ 5	37	11	Uruguay	+ 1	26
2	Panama	+ 1	34	12	Paraguay	- 1	22
3	Honduras	+ 5	34	13	Ecuador	- 2	22
4	Costa Rica	+ 2	32	14	Venezuela	- 4	22
5	Nicaragua	- 3	31	15	Argentina	+ 2	21
6	Jamaica	+ 4	30	16	Colombia	- 1	19
7	Dominican Republic	0	29	17	Peru	- 1	19
8	Brazil	- 1	28	18	Bolivia	+ 1	18
9	Mexico	+ 2	27	19	Guatemala	**	**
10	Chile	+ 1	27	20	Puerto Rico	**	**

**This data point is not provided due to small sample size.

DAILY STRESS

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Ecuador	0	57	11	Brazil	- 1	45
2	El Salvador	+ 1	55	12	Uruguay	+ 4	44
3	Peru	- 1	54	13	Honduras	0	44
4	Costa Rica	- 2	54	14	Nicaragua	+ 2	41
5	Dominican Republic	+ 1	51	15	Chile	- 4	40
6	Bolivia	+ 2	51	16	Jamaica	+ 1	36
7	Mexico	- 3	48	17	Panama	- 4	35
8	Venezuela	- 2	48	18	Paraguay	- 2	33
9	Colombia	+ 2	48	19	Guatemala	**	**
10	Argentina	+ 1	47	20	Puerto Rico	**	**

**This data point is not provided due to small sample size.



DAILY ANGER

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Bolivia	+ 2	23	11	Argentina	0	15
2	Jamaica	+ 2	23	12	Honduras	- 3	15
3	Peru	- 1	22	13	Chile	- 2	15
4	Brazil	- 1	20	14	Dominican Republic	+ 1	12
5	Ecuador	0	18	15	Mexico	0	10
6	Costa Rica	- 1	18	16	Paraguay	- 1	10
7	Venezuela	0	17	17	Panama	0	9
8	El Salvador	+ 1	17	18	Uruguay	+ 1	9
9	Colombia	+ 1	17	19	Guatemala	**	**
10	Nicaragua	+ 2	16	20	Puerto Rico	**	**

**This data point is not provided due to small sample size.

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time	Rank	Country	Change	% Good Time
1	Honduras	+ 5	47	11	Peru	- 2	36
2	Nicaragua	+ 4	46	12	Panama	- 6	35
3	Brazil	+ 4	44	13	Bolivia	+ 1	31
4	Mexico	+ 3	43	14	Colombia	+ 1	30
5	El Salvador	+ 3	43	15	Costa Rica	+ 5	26
6	Chile	+ 8	42	16	Uruguay	0	24
7	Paraguay	+ 5	42	17	Argentina	+ 5	24
8	Venezuela	+ 7	38	18	Ecuador	0	22
9	Jamaica	0	36	19	Guatemala	**	**
10	Dominican Republic	0	36	20	Puerto Rico	**	**

**This data point is not provided due to small sample size.



Europe

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged
1	Romania	+ 2	35
2	North Macedonia	+ 4	29
3	Iceland	+ 1	26
4	Estonia	0	25
5	Albania	+ 2	25
6	Lithuania	+ 1	25
7	Kosovo	0	24
8	Latvia	+ 2	24
9	Bulgaria	0	22
10	Bosnia and Herzegovina	+ 1	21
11	Sweden	+ 1	21
12	Hungary	0	21
13	Montenegro	- 1	20
14	Denmark	- 1	20
15	Malta	- 1	20
16	Norway	+ 1	20
17	Portugal	+ 1	19
18	Cyprus	- 1	19
19	Serbia	0	18
20	Slovakia	+ 1	17

Rank	Country	Change	% Engaged
21	Slovenia	0	16
22	Croatia	- 1	16
23	Germany	- 1	16
24	Czech Republic	- 1	15
25	Finland	+ 1	14
26	Netherlands	+ 2	14
27	Poland	0	14
28	Greece	+ 1	12
29	Ireland	0	11
30	Belgium	0	11
31	Switzerland	0	11
32	Austria	+ 2	11
33	United Kingdom of Great Britain and Northern Ireland	+ 1	10
34	Luxembourg	+ 2	10
35	Spain	+ 1	10
36	France	+ 1	7
37	Italy	0	5
38	Northern Cyprus (Territory of Republic of Cyprus)	**	**

**This data point is not provided due to small sample size.



DAILY STRESS

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Greece	-4	60	20	Slovenia	+1	37
2	Malta	+3	56	21	Poland	-1	37
3	Luxembourg	-6	51	22	Spain	-8	36
4	Cyprus	-1	51	23	Sweden	0	36
5	Albania	+2	47	24	Austria	-1	36
6	Finland	+3	46	25	North Macedonia	0	36
7	Italy	-4	46	26	Switzerland	-5	35
8	Croatia	-2	44	27	Romania	0	35
9	Slovakia	0	43	28	Hungary	+1	35
10	Portugal	-3	43	29	Kosovo	0	35
11	Ireland	-6	42	30	Serbia	+3	34
12	Germany	+2	42	31	Bulgaria	-2	32
13	France	-4	40	32	Montenegro	-3	31
14	Belgium	+2	40	33	Netherlands	0	29
15	Norway	-1	38	34	Estonia	+1	28
16	United Kingdom of Great Britain and Northern Ireland	-2	38	35	Lithuania	-3	25
17	Czech Republic	+1	38	36	Denmark	+1	23
18	Bosnia and Herzegovina	+5	37	37	Latvia	-2	22
19	Iceland	-1	37	38	Northern Cyprus (Territory of Republic of Cyprus)	**	**

**This data point is not provided due to small sample size.



DAILY ANGER

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Montenegro	-6	33	20	Luxembourg	-6	15
2	North Macedonia	-2	29	21	Kosovo	-1	14
3	Slovakia	+1	25	22	Switzerland	0	14
4	Malta	+1	24	23	Romania	+1	13
5	Bosnia and Herzegovina	+1	23	24	Lithuania	-3	13
6	Poland	0	23	25	Croatia	+1	13
7	Serbia	+1	21	26	Denmark	0	12
8	Czech Republic	0	21	27	Latvia	-1	12
9	Albania	+2	21	28	Bulgaria	0	11
10	Spain	-3	20	29	Belgium	-2	11
11	United Kingdom of Great Britain and Northern Ireland	+4	19	30	Italy	-5	11
12	Ireland	+1	18	31	Sweden	0	10
13	Greece	-3	18	32	Portugal	0	9
14	France	+1	17	33	Norway	-1	9
15	Germany	-1	17	34	Estonia	+1	8
16	Austria	-1	17	35	Netherlands	-1	8
17	Slovenia	0	16	36	Iceland	-1	7
18	Cyprus	0	16	37	Finland	0	5
19	Hungary	+3	15	38	Northern Cyprus (Territory of Republic of Cyprus)	**	**

***This data point is not provided due to small sample size.*



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time	Rank	Country	Change	% Good Time
1	Denmark	+ 1	70	21	Malta	- 3	45
2	Iceland	+ 8	61	22	Portugal	+ 1	44
3	Lithuania	- 3	60	23	Albania	+ 8	44
4	Luxembourg	+ 5	59	24	Croatia	- 4	43
5	Netherlands	+ 2	56	25	Estonia	- 1	43
6	Germany	+ 3	56	26	Bulgaria	- 2	42
7	Sweden	+ 3	56	27	Kosovo	+ 2	41
8	Czech Republic	+ 4	56	28	Cyprus	- 6	40
9	Slovenia	+ 1	55	29	Slovakia	- 3	37
10	Belgium	0	53	30	United Kingdom of Great Britain and Northern Ireland	- 4	36
11	Norway	+ 3	53	31	France	+ 3	35
12	Austria	+ 1	50	32	Greece	+ 1	32
13	Finland	+ 4	50	33	Bosnia and Herzegovina	- 3	31
14	Latvia	+ 11	49	34	Montenegro	+ 3	30
15	Poland	- 14	48	35	North Macedonia	- 4	30
16	Romania	- 3	48	36	Spain	- 1	26
17	Serbia	- 1	47	37	Italy	+ 2	20
18	Hungary	- 4	46	38	Northern Cyprus (Territory of Republic of Cyprus)	**	**
19	Ireland	- 4	46				
20	Switzerland	- 2	46				

**This data point is not provided due to small sample size.



Post-Soviet Eurasia

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged
1	Uzbekistan	0	34
2	Armenia	-1	32
3	Georgia	0	32
4	Kazakhstan	-1	28
5	Kyrgyzstan	-1	25
6	Ukraine	-1	22
7	Russian Federation	0	22
8	Republic of Moldova	-4	19
9	Azerbaijan	**	**

***This data point is not provided due to small sample size.*

Note: Engagement data not available for Tajikistan.

DAILY STRESS

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

Rank	Country	Change	% Yes
1	Tajikistan	-1	30
2	Armenia	+8	27
3	Ukraine	+3	23
4	Republic of Moldova	-1	22
5	Russian Federation	+2	21
6	Georgia	-2	21
7	Kazakhstan	0	17
8	Kyrgyzstan	-1	15
9	Uzbekistan	0	15
10	Azerbaijan	**	**

***This data point is not provided due to small sample size.*



DAILY ANGER

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

Rank	Country	Change	% Yes
1	Armenia	+ 7	53
2	Uzbekistan	+ 1	28
3	Georgia	+ 2	26
4	Tajikistan	+ 1	25
5	Kyrgyzstan	0	25
6	Ukraine	+ 3	19
7	Republic of Moldova	- 1	14
8	Russian Federation	0	12
9	Kazakhstan	- 1	11
10	Azerbaijan	**	**

***This data point is not provided due to small sample size.*

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	Uzbekistan	+ 2	67
2	Tajikistan	+ 5	65
3	Kyrgyzstan	+ 2	52
4	Kazakhstan	- 2	46
5	Armenia	- 1	39
6	Russian Federation	+ 3	32
7	Ukraine	- 2	32
8	Georgia	+ 4	29
9	Republic of Moldova	+ 2	26
10	Azerbaijan	**	**

***This data point is not provided due to small sample size.*



Middle East and North Africa

EMPLOYEE ENGAGEMENT

Gallup Q12 items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	United Arab Emirates	+ 2	27	10	Libya	- 4	12
2	Iraq	+ 2	26	11	Egypt	+ 1	12
3	Saudi Arabia	+ 3	24	12	Tunisia	0	11
4	Bahrain	+ 1	19	13	Lebanon	- 1	9
5	Israel	- 1	19	14	Iran	0	9
6	Kuwait	- 2	17	15	Algeria	+ 1	8
7	Jordan	- 1	17	16	Palestinian Territories	**	**
8	Morocco	0	14	17	Yemen	**	**
9	Türkiye	0	14				

**This data point is not provided due to small sample size.

DAILY STRESS

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Türkiye	+ 2	68	10	Bahrain	- 3	37
2	Lebanon	+ 3	67	11	Algeria	+ 4	33
3	Tunisia	- 5	56	12	United Arab Emirates	- 2	33
4	Iraq	+ 4	52	13	Saudi Arabia	- 2	29
5	Jordan	- 5	52	14	Israel	- 3	27
6	Libya	+ 7	49	15	Kuwait	-19	26
7	Egypt	- 3	49	16	Palestinian Territories	**	**
8	Iran	0	48	17	Yemen	**	**
9	Morocco	0	38				

**This data point is not provided due to small sample size.



DAILY ANGER

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

Rank	Country	Change	% Yes	Rank	Country	Change	% Yes
1	Türkiye	+ 2	48	10	Morocco	- 1	30
2	Iraq	- 1	47	11	Bahrain	- 3	22
3	Lebanon	- 2	41	12	United Arab Emirates	- 2	21
4	Libya	+ 4	39	13	Saudi Arabia	- 1	21
5	Tunisia	- 2	39	14	Israel	- 3	17
6	Jordan	+ 2	39	15	Kuwait	- 14	12
7	Iran	+ 1	38	16	Palestinian Territories	**	**
8	Algeria	+ 3	36	17	Yemen	**	**
9	Egypt	- 2	30				

**This data point is not provided due to small sample size.

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time	Rank	Country	Change	% Good Time
1	Kuwait	+ 35	84	10	Egypt	- 4	23
2	Saudi Arabia	+ 2	60	11	Jordan	- 1	18
3	United Arab Emirates	+ 6	59	12	Türkiye	+ 2	18
4	Libya	+ 3	55	13	Tunisia	- 2	13
5	Israel	0	46	14	Iran	+ 1	12
6	Bahrain	- 3	36	15	Lebanon	- 1	7
7	Morocco	+ 2	35	16	Palestinian Territories	**	**
8	Iraq	+ 1	30	17	Yemen	**	**
9	Algeria	+ 2	25				

**This data point is not provided due to small sample size.



Sub-Saharan Africa

EMPLOYEE ENGAGEMENT

Gallup Q12 items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged	Rank	Country	Change	% Engaged
1	Mali	+ 3	47	18	Kenya	0	17
2	Senegal	+ 5	41	19	Ghana	- 2	16
3	Republic of the Congo	+ 4	30	20	Zimbabwe	+ 3	14
4	Mozambique	+ 1	28	21	Togo	- 2	14
5	South Africa	+ 2	26	22	Nigeria	- 1	14
6	Tanzania	+ 5	24	23	Ethiopia	- 1	10
7	Benin	+ 3	22	24	Botswana	**	**
8	Sierra Leone	- 7	20	25	Burkina Faso	**	**
9	Côte d'Ivoire	+ 3	20	26	Comoros	**	**
10	Gabon	+ 4	19	27	Eswatini	**	**
11	Mauritius	+ 1	19	28	Gambia	**	**
12	Zambia	- 5	19	29	Lesotho	**	**
13	Guinea	- 9	19	30	Liberia	**	**
14	Uganda	- 3	18	31	Madagascar	**	**
15	Namibia	- 2	18	32	Malawi	**	**
16	Chad	+ 5	18	33	Mauritania	**	**
17	Cameroon	0	17	34	Niger	**	**

***This data point is not provided due to small sample size.*

Note: Engagement data not available for Democratic Republic of the Congo.



DAILY STRESS

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

Rank	Country	Change	% Yes
1	Chad	+ 11	58
2	Uganda	+ 4	57
3	Tanzania	- 1	56
4	Ghana	- 1	54
5	Sierra Leone	+ 4	53
6	Senegal	- 2	50
7	Nigeria	+ 3	50
8	Guinea	- 2	49
9	Togo	- 2	47
10	Cameroon	0	46
11	Republic of the Congo	- 4	40
12	Zimbabwe	- 6	40
13	Benin	+ 4	39
14	Zambia	- 2	39
15	Mali	0	37
16	Côte d'Ivoire	- 1	37
17	South Africa	- 1	36
18	Gabon	- 2	34

Rank	Country	Change	% Yes
19	Ethiopia	+ 1	32
20	Namibia	0	31
21	Kenya	- 1	31
22	Mozambique	- 9	30
23	Mauritius	+ 1	22
24	Botswana	**	**
25	Burkina Faso	**	**
26	Comoros	**	**
27	Democratic Republic of the Congo	**	**
28	Eswatini	**	**
29	Gambia	**	**
30	Lesotho	**	**
31	Liberia	**	**
32	Madagascar	**	**
33	Malawi	**	**
34	Mauritania	**	**
35	Niger	**	**

***This data point is not provided due to small sample size.*



DAILY ANGER

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

Rank	Country	Change	% Yes
1	Chad	+ 12	44
2	Togo	+ 1	41
3	Uganda	+ 3	39
4	Guinea	0	38
5	Benin	+ 3	35
6	Sierra Leone	- 1	35
7	Gabon	+ 3	34
8	Republic of the Congo	+ 4	33
9	Mali	+ 1	33
10	Côte d'Ivoire	0	26
11	Kenya	+ 2	25
12	Cameroon	0	24
13	Ethiopia	0	24
14	Nigeria	- 1	23
15	Ghana	- 2	23
16	Zambia	- 2	21
17	Tanzania	- 2	19
18	Namibia	- 3	19

Rank	Country	Change	% Yes
19	Senegal	- 1	18
20	Mozambique	- 2	17
21	Zimbabwe	- 2	16
22	South Africa	0	16
23	Mauritius	- 1	8
24	Botswana	**	**
25	Burkina Faso	**	**
26	Comoros	**	**
27	Democratic Republic of the Congo	**	**
28	Eswatini	**	**
29	Gambia	**	**
30	Lesotho	**	**
31	Liberia	**	**
32	Madagascar	**	**
33	Malawi	**	**
34	Mauritania	**	**
35	Niger	**	**

**This data point is not provided due to small sample size.



JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	Mali	0	73
2	Côte d'Ivoire	- 2	64
3	Mozambique	- 1	62
4	Chad	- 3	61
5	Tanzania	0	60
6	Guinea	+ 2	55
7	Zambia	+ 6	48
8	Togo	0	48
9	Senegal	+ 3	47
10	Sierra Leone	- 11	47
11	South Africa	+ 4	45
12	Nigeria	+ 4	45
13	Benin	0	44
14	Uganda	+ 1	44
15	Republic of the Congo	+ 5	43
16	Cameroon	0	42
17	Gabon	+ 4	40
18	Kenya	- 5	38

Rank	Country	Change	% Good Time
19	Ghana	- 4	36
20	Ethiopia	0	35
21	Mauritius	- 1	34
22	Zimbabwe	- 1	33
23	Namibia	+ 2	31
24	Botswana	**	**
25	Burkina Faso	**	**
26	Comoros	**	**
27	Democratic Republic of the Congo	**	**
28	Eswatini	**	**
29	Gambia	**	**
30	Lesotho	**	**
31	Liberia	**	**
32	Madagascar	**	**
33	Malawi	**	**
34	Mauritania	**	**
35	Niger	**	**

***This data point is not provided due to small sample size.*



East Asia

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged
1	Mongolia	+ 1	38
2	China	0	18
3	South Korea	- 1	12
4	Taiwan (Province of China)	+ 1	11
5	Hong Kong (S.A.R. of China)	0	6
6	Japan	0	5

DAILY STRESS

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

Rank	Country	Change	% Yes
1	China	+ 5	55
2	Hong Kong (S.A.R. of China)	- 3	50
3	Japan	- 1	42
4	South Korea	+ 2	40
5	Taiwan (Province of China)	0	33
6	Mongolia	+ 1	19



DAILY ANGER

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

Rank	Country	Change	% Yes
1	China	+ 1	19
2	South Korea	+ 1	17
3	Hong Kong (S.A.R. of China)	- 8	17
4	Japan	- 1	14
5	Taiwan (Province of China)	0	12
6	Mongolia	0	11

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	China	- 8	55
2	Taiwan (Province of China)	+ 2	54
3	Hong Kong (S.A.R. of China)	+ 9	31
4	Japan	- 6	25
5	Mongolia	+ 1	25
6	South Korea	+ 2	20



South Asia

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged
1	Bangladesh	-6	34
2	India	+7	33
3	Sri Lanka	-2	26
4	Nepal	+1	25
5	Pakistan	-4	9
6	Afghanistan	**	**

***This data point is not provided due to small sample size.*

DAILY STRESS

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

Rank	Country	Change	% Yes
1	Sri Lanka	+3	58
2	Bangladesh	+1	41
3	Nepal	+2	34
4	Pakistan	+2	33
5	India	0	32
6	Afghanistan	**	**

***This data point is not provided due to small sample size.*



DAILY ANGER

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

Rank	Country	Change	% Yes
1	India	- 1	36
2	Pakistan	- 3	34
3	Sri Lanka	+ 1	32
4	Bangladesh	+ 3	28
5	Nepal	0	22
6	Afghanistan	**	**

***This data point is not provided due to small sample size.*

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	Nepal	+ 2	66
2	India	+ 3	59
3	Sri Lanka	- 6	39
4	Bangladesh	- 7	39
5	Pakistan	- 1	19
6	Afghanistan	**	**

***This data point is not provided due to small sample size.*



Southeast Asia

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see "Appendix 3: Support Information" for item wording

Rank	Country	Change	% Engaged
1	Philippines	- 1	31
2	Thailand	0	25
3	Indonesia	0	24
4	Laos	+ 1	24
5	Malaysia	+ 4	22
6	Myanmar	- 1	22
7	Vietnam	- 3	21
8	Cambodia	- 5	21
9	Singapore	0	13

DAILY STRESS

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

Rank	Country	Change	% Yes
1	Philippines	- 5	45
2	Myanmar	+ 2	39
3	Thailand	- 2	39
4	Cambodia	+ 1	39
5	Singapore	+ 4	38
6	Laos	+ 2	34
7	Vietnam	- 3	32
8	Malaysia	- 2	25
9	Indonesia	+ 1	21



DAILY ANGER

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

Rank	Country	Change	% Yes
1	Laos	-2	33
2	Myanmar	+1	28
3	Philippines	0	23
4	Indonesia	-1	22
5	Cambodia	0	22
6	Thailand	0	21
7	Vietnam	-1	18
8	Malaysia	-1	16
9	Singapore	-2	15

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	Laos	0	70
2	Vietnam	+3	64
3	Cambodia	-2	61
4	Philippines	-2	61
5	Malaysia	+2	50
6	Indonesia	+1	46
7	Singapore	-2	37
8	Thailand	0	32
9	Myanmar	-9	17



Australia and New Zealand

EMPLOYEE ENGAGEMENT

Gallup Q¹² items; see “Appendix 3: Support Information” for item wording

Rank	Country	Change	% Engaged
1	New Zealand	+ 2	21
2	Australia	+ 1	20

DAILY STRESS

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

Rank	Country	Change	% Yes
1	Australia	+ 2	48
2	New Zealand	0	41

DAILY ANGER

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

Rank	Country	Change	% Yes
1	Australia	+ 1	15
2	New Zealand	- 1	11

JOB CLIMATE

Thinking about the job situation in the city or area where you live today, would you say that it is now a good time or a bad time to find a job?

Rank	Country	Change	% Good Time
1	New Zealand	+ 5	67
2	Australia	+ 10	61

Appendix 2: Methodology

The primary data in this report come from the Gallup World Poll, through which Gallup has conducted surveys of the world's adult population, using randomly selected samples, since 2005. The survey is administered annually face to face or by telephone, covering more than 160 countries and areas since its inception. The mode of interviewing may change from year to year in some countries or areas. In addition to the World Poll data, Gallup collected extensive random samples of working populations in Germany, Saudi Arabia, the United Arab Emirates and the United States of America; these samples were added to the dataset for this report. The total number of global employed respondents included in the full trend of data (2009 through 2022) is 2,208,292; for the 2022 data, the total is 122,416.

The target population of the World Poll is the entire civilian, noninstitutionalized, aged-15-and-older population. Gallup's data in this report reflect the responses of adults aged 15 and older who were employed for any number of hours by an employer.

With some exceptions, all samples are probability-based and nationally representative. Gallup uses data weighting to minimize bias in survey-based estimates; ensure samples are nationally representative for each country; and correct for unequal selection probability, nonresponse, and double coverage of landline and mobile phone users when using both mobile phone and landline frames. Gallup also weights its final samples to match the national demographics of each selected country.

Regional findings in this report¹ include data obtained from April 2022 to March 2023 (reported as part of 2022 data), with one exception: Some of this report's data for China come from a nationally representative, mobile telephone Gallup World Poll survey of employed adults in China aged 15 years and older, conducted Dec. 6, 2021, to Jan. 22, 2022. Other data for China come from a nationally representative, web-based Gallup World Poll survey of employed adults in China, aged 18 years and older, conducted March 19-22, 2023. Respondents for the latter survey come from a high-quality opt-in panel provided by a third-party panel provider, and representation of the sample was controlled using quotas for age, gender, education, region and urbanicity. Respondents were able to complete the survey on a desktop computer, tablet or mobile device. Post-stratification weights were constructed to minimize nonresponse bias and project the sample to employed adults aged 18 and older in China.

To determine percentage-point changes at the regional and global levels, Gallup compares data from the same countries and areas in each region and globally year over year. Country-specific findings in "Appendix 1: Country/Area Comparisons, by Region" are based on data aggregated from three years of polling. Percentage-point changes for countries and areas indicate the differences in percentage points when comparing the country's average from 2019, 2020 and 2021 with the average from 2020, 2021 and 2022, with several countries' data obtained in the early months of the following year and reported as part of the current year's results.

¹ In the 2021 and 2022 *State of the Global Workplace* reports, Gallup reported results for the Commonwealth of Independent States. In this 2023 report, that region is named Post-Soviet Eurasia.

Gallup typically surveys 1,000 individuals in each country or area using a standard set of core questions translated into the respective country's major languages. In some countries, Gallup collects oversamples in major cities or areas of special interest. Additionally, in some large countries, such as Russia, sample sizes include at least 2,000 adults. In a small number of countries, the sample size is fewer than 1,000. In this report, Gallup does not provide country-level data (three-year aggregate) or country-level percentage-point change data (three-year aggregate) for any country with an aggregate n size of fewer than 300. However, results from countries with a sample of any size during the 2022 World Poll collection year are included in regional and global results.

For results based on the total sample of employed adults globally, the margin of sampling error ranged from ± 0.4 percentage points to ± 0.6 percentage points at the 95% confidence level. For results based on the total sample of employed adults in each region, the margin of sampling error ranged from ± 0.6 percentage points to ± 4.8 percentage points at the 95% confidence level. For results based on the total sample of employed adults in each country, the margin of sampling error ranged from ± 0.4 percentage points to ± 8.5 percentage points at the 95% confidence level. All reported margins of sampling error include computed design effects for weighting.

Gallup is entirely responsible for the management, design and control of the Gallup World Poll. For more than 80 years, Gallup has been committed to the principle that accurately collecting and disseminating the opinions and aspirations of people around the globe is vital to understanding our world. Gallup's mission is to provide information in an objective, reliable and scientifically grounded manner. Gallup is not associated with any political orientation, party or advocacy group and does not accept partisan entities as clients. Any individual, institution or governmental agency may access the Gallup World Poll regardless of nationality. The identities of clients and all surveyed respondents remain confidential.

The World Poll monitors the issues that matter most to societies worldwide, such as personal safety, food and shelter, employment, wellbeing and confidence in national institutions. In addition to conducting our core polls, organizations worldwide turn to Gallup to conduct custom surveys using our rigorous research standards and scientifically proven methodologies to help them solve their most pressing problems.

Appendix 3: Support Information

Employee Engagement

Employee engagement reflects the involvement and enthusiasm of employees in their work and workplace. Employees can become engaged when their basic needs are met and when they have a chance to contribute, a sense of belonging, and opportunities to learn and grow.

Gallup categorizes an organization's employees as engaged, not engaged or actively disengaged.

- **Engaged employees are thriving at work.** They are highly involved in and enthusiastic about their work and workplace. They are psychological "owners," drive performance and innovation, and move the organization forward.
- **Not engaged employees are quietly quitting.** They are psychologically unattached to their work and company. Because their engagement needs are not being fully met, they're putting time but not energy or passion into their work.
- **Actively disengaged employees are loudly quitting.** They aren't just unhappy at work. They are resentful that their needs aren't being met and are acting out their unhappiness. Every day, these workers potentially undermine what their engaged coworkers accomplish.

Measuring Employee Engagement

To determine the percentage of engaged, not engaged and actively disengaged employees, Gallup uses a proprietary formula founded on extensive research about how the engagement elements, as measured by the Gallup Q¹², relate to various workplace outcomes. For this reason, employee engagement is a much higher bar than merely satisfaction or metrics that combine "strongly agree" and "agree" responses into a "percent favorable" engagement index.

The current standard is to ask each employee to rate the Q¹² statements using six response options, from 5 = strongly agree to 1 = strongly disagree, and the sixth response option — don't know/does not apply — is unscored. Gallup's proprietary formula does not require perfect agreement with all Q¹² elements for employees to be classified as engaged.

Gallup Q¹² Items

- 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.

To learn more about employee engagement worldwide, see the [Employee Engagement workplace indicator webpage](#).

Daily Negative Emotions

Gallup annually surveys around the world to determine people's day-to-day experiences of emotions by asking if they experienced certain feelings during a lot of the previous day. This report focuses on the emotional experiences of employed adults.

- For details on employees' daily feelings of stress, worry, anger and sadness, as well as other wellbeing-related topics, view the [Employee Wellbeing workplace indicator webpage](#).
- For information on the emotions of all adults globally, please see our most recent [Gallup Global Emotions report](#).

Job Market

As leaders seek to attract and retain talent, understanding more about employee perceptions of the job climate and why employees choose to join or leave an organization is critical. Employers can evaluate how these topics relate to their own organizational culture to create strategies for attracting top talent and keeping their star employees from being wooed away.

Learn more about Gallup's research on employee retention and attraction topics, as well as employee perceptions of their current job climate, on the [Employee Retention & Attraction workplace indicator webpage](#).

Gallup's Global Indicators

Gallup's global indicators of workplace performance and societal health track progress on what matters most in workplaces and to societies at large.

Visit Gallup's [Global Indicators webpage](#) for the latest indicators on employee engagement, wellbeing and daily negative emotions, employee retention and the job market, and other workplace topics to help leaders more effectively engage, manage and retain star employees.

[Sign up on Gallup.com](#) to receive updates when Gallup publishes new indicators.

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