

STUDY OF STATE OF THE GLOBAL WORKPLACE REPORT 2022 AND 2021 TO UNDERSTAND HOW EMPLOYEES AROUND THE WORLD EXPERIENCED LIFE AND WORK, AND STATUS OF INDIA AT GLOBAL LEVEL

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ABSTRACT

The foremost objective of any organization is to create stakeholder value through the delivery of quality products, services and solutions in a timely manner. For delighting stakeholders and to deliver quality products, services, and solutions, capable employees must be employed at various levels. Such employees of an organization must leverage all the resources along with optimum utilization of their personal competencies and capabilities. To achieve this prime objective every organization is in need of dedicated employees who can give their complete being for the growth of the organization. For converting human efforts into excellence and quality, there must be synchronization of the human head, hand and heart. Despite of clear positive link between employee engagement and extraordinary business outcomes, various studies and research has underlined that disengaged employees outnumber their engaged colleagues. To understand the exact status of workforce of a specific organization, it is necessary to know how effectively different employers and countries around the world are using the human capital at their workplaces. And for this, it is always helpful to do the in-depth study of reports and research published by elite, renowned, and trustworthy advisory and consultancy organizations. Gallup is one of the most trustworthy organizations when it comes to research on employee engagement. This paper attempts to study the latest two 'State of the Global Workplace Reports' to understand the various aspects related to workplace, employees, and engagement in India with respect to global levels and South Asia levels. This comparison can be helpful to understand current status of employee engagement in India, status of India in comparison to global levels and other countries of south Asia, and to understand areas where employers and leaders can make progress to boost employee engagement through effective Human Resource policies.

Keywords Employee Engagement, Gallup, Global Workplace Report, Environmental, Social and Governance, Life Evaluation, Daily Stress, Daily Anger, Daily Sadness.

Introduction

Every year the Gallup publishes 'State of the Global Workplace Report'. Gallup is an American analytics and advisory company which carries out study of workplaces across 96 countries. Gallup delivers analytics and advice which can be very much advantageous to leaders and organizations for solving their most pressing problems. Gallup is having more than 80 years of experience and with its global reach, Gallup knows more about the attitudes

and behaviors of employees, customers, students and citizens than any other organization in the world. State of the Global Workplace Report asks key questions about workplace experience to determine how the global workplace is changing over time. These reports are summarizing a wealth of data on how effectively employers and countries around the world are using the human capital at the workplaces. The report gives insights into various aspects related to workplace, employees, and engagement. This paper attempts to study the latest two 'State of the Global Workplace Reports' to understand the various aspects related to workplace, employees, and engagement in India with respect to global levels and South Asia levels. Such comparison can be immensely helpful to understand current status of employee engagement globally, status of India in comparison to global levels and other countries of south Asia, and to understand areas where organizations and leaders can take progressive steps to boost the employee engagement through effective Human Resource policies.

Objectives

- To understand the various aspects taken into consideration by Global Workplace report.
- To understand the methodology adopted by Global Workplace report to find out how employees around the world experienced life and work.
- To understand and compare results of India with global and south Asia results.

Methodology

This research paper is based on secondary data. Latest two years' Global Workplace reports published by Gallup are utilized for writing this paper. This paper attempts to compare two years' statistics and analytics published in the reports to understand India's results in comparison of global levels and other countries in South Asia.

Results and Discussions

The primary data in this report come from the Gallup World Poll. For these surveys Gallup had selected randomly world's adult population since 2005. The survey collects information through face to face meetings or telephonic conversations. Gallup typically surveys 1,000 individuals in each country or area, using a standard set of core questions that has been translated into the major languages of the respective country. For results based on the total sample of adults globally, the margin of sampling error ranged from ± 0.5 percentage points to ± 0.7 percentage points at the 95% confidence level. For results based on the total sample of adults in each region, the margin of sampling error ranged from ± 0.6 percentage points to ± 5.0 percentage points at the 95% confidence level. For results based on the total sample of adults in each country, the margin of sampling error ranged from ± 0.5 percentage points to ± 8.5 percentage points at the 95% confidence level. All reported margins of sampling error include computed design effects for weighting. In the year 2021 the survey was administrated in 116 countries and in 2022 the survey was administrated in 160 countries. The survey has divided countries in following 11 groups.

- Sub-Saharan Africa
- Southeast Asia
- Latin America and the Caribbean
- Middle East and North Africa
- South Asia
- United States and Canada
- Commonwealth of Independent States

- Europe
- East Asia
- Australia and New Zealand

State of Global Workplace Report 2022 has taken into consideration following parameters to discover how employees around the world experienced life and work.

- Employee Engagement
- Life Evaluation
- Daily Negative Emotions
- Environmental, Social, and Governance
- Job Market

Whereas because of pandemic, State of Global Workplace Report 2021 have collected the data on Effects of the COVID-19 Pandemic instead of Job market. All remaining parameters e.g. Employee engagement, Life Evaluation, Daily Negative Emotions, and Environmental, Social, and Governance were covered in the report.

Results of all above parameters stated in the reports are quite instrumental for managers and employers. The results can be studied to understand current status of employee engagement and perception of employees about workplace and career. With these results, managers and employers can formulate effective Human Resource policies with which they can improve engagement levels of employees. These reports can facilitate comparison of India with various other countries and if the performance of other countries is better than India then the managers and employers can take guidelines from those better performances to bring positive changes in Indian workplaces and work culture. Following are the details regarding the comparison.

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. Gallup had utilized its Q12 scale which includes following 12 questions.

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.

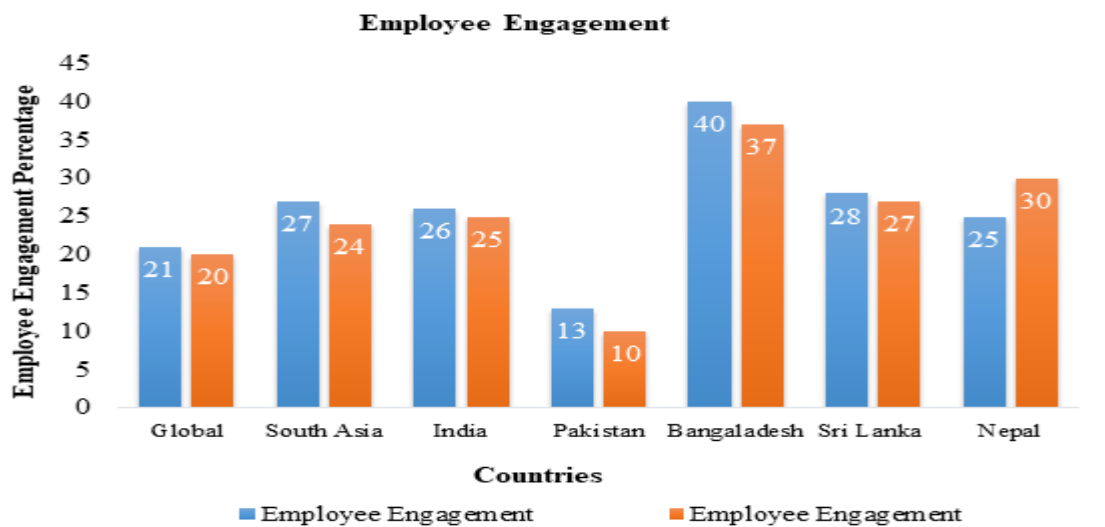


Chart No. 1. – Employee Engagement Percentage

According to the reports India's engagement percentage was 26 and 25, in the year 2022 and 2021 respectively. The employee engagement of India is greater than global percentage. But Bangladesh and Sri Lanka were doing better than India in both the years. Employers and leaders can observe the policies adopted at workplaces by employers in Bangladesh and can try to improve engagement percentage in India.

Life Evaluation

For evaluating the life of respondents the reports measure respondents' perceptions of where they stand now and in the future. Respondents were asked to imagine a ladder with steps numbered from zero at the bottom to 10 at the top. Where the top of the ladder represents the best possible life for you, and the bottom of the ladder represents the worst possible life for you. Following two questions were asked to all respondents:

- On which step of the ladder would you say you personally feel you stand at this time? (0-10)
- Just your best guess, on which step do you think you will stand in the future, say about five years from now? (0-10)

On the basis of responses, Gallup classified respondents into one of three categories of wellbeing — thriving, struggling or suffering — and determines the percentage of respondents in each category. Individuals who rate their current life at a 7 or higher and their future life as an 8 or higher are "thriving." Individuals are "suffering" if they rate their current and future lives at 4 or below. All other individuals are "struggling." was the criteria utilized to evaluate the life.

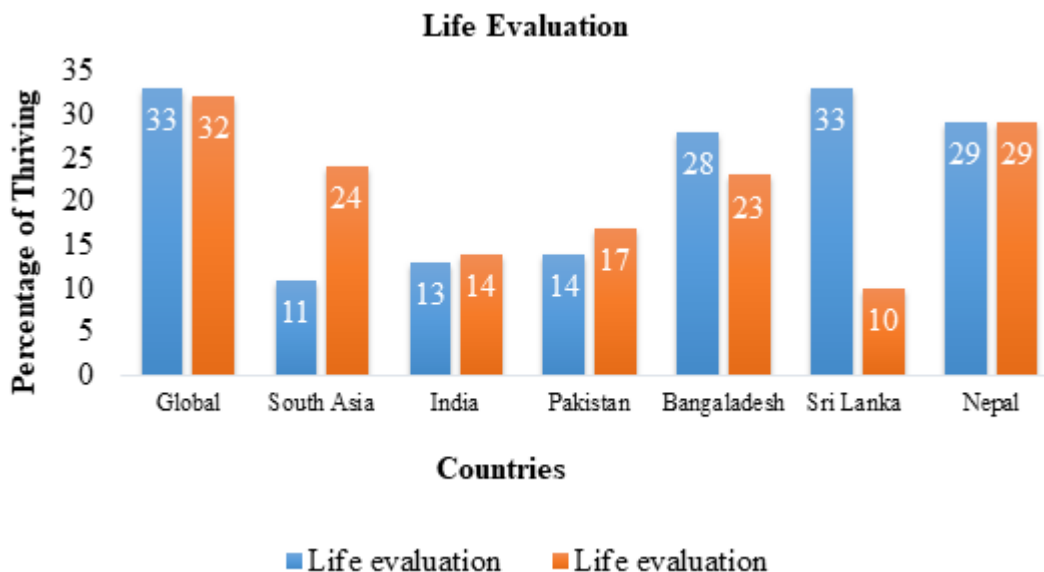


Chart No. 2. – Percentage of “Thriving” Individuals

For this parameter the global percentage was 33 and 32, in the year 2022 and 2021 respectively. Very less percentage of Indians were thriving according to the reports. If individuals are not happy with their current or future life, obviously such negative perception about life is going to have negative impact on the productivity and discretionary efforts initiated by individuals at their workplace.

Daily Negative Emotions

Gallup annually surveys around the world to determine people’s experiences of daily emotions. This report focuses on the emotional experiences of employed adults. To understand the emotional experience following questions were asked to respondents

- Did you experience the following feelings during a lot of the day yesterday? How about physical pain?
- Did you experience the following feelings during a lot of the day yesterday? How about worry?
- Did you experience the following feelings during a lot of the day yesterday? How about sadness?
- Did you experience the following feelings during a lot of the day yesterday? How about stress?
- Did you experience the following feelings during a lot of the day yesterday? How about anger?

The Negative Experience Index score is the mean of all valid affirmative responses to the above items multiplied by 100. Country-level index scores range from zero to 100. The higher the score, the more pervasive negative emotions are in a country. People’s experiences with health problems and their ability to afford food are predictive of higher negative scores. The first sub- parameter of Daily Negative Emotions is Daily Worry and the results are as follows:

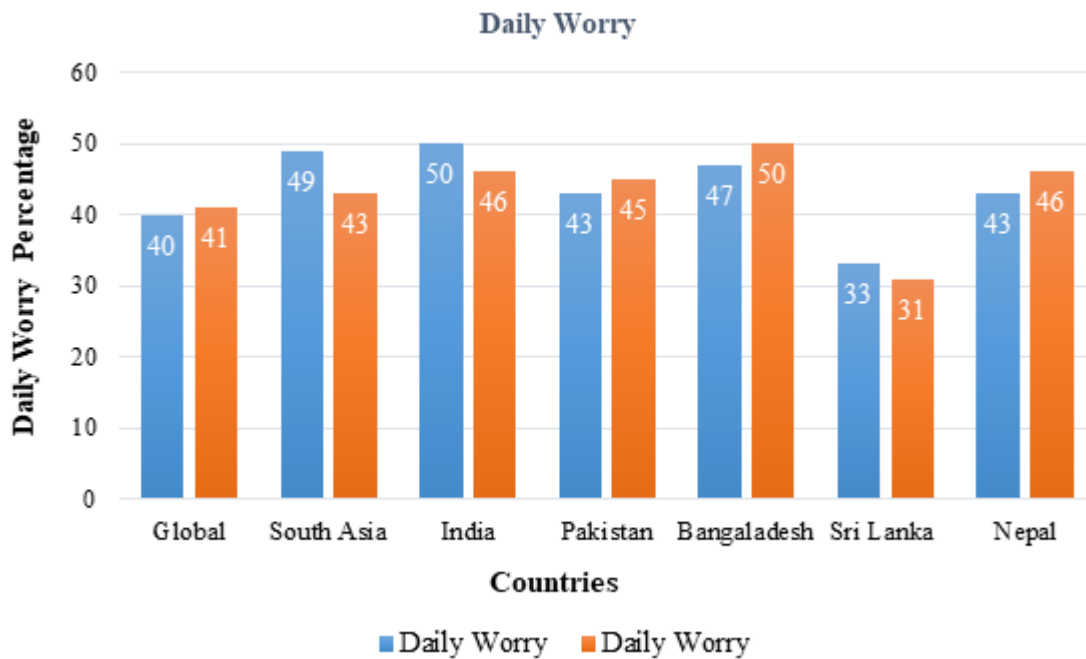


Chart No. 3. – Percentage of “Worried” Individuals

Above chart shows that again the percentage of individuals who were experiencing daily worry in India are more than the global and South Asia level. All other south Asian countries covered in the reports are having less percentages of individuals who were experiencing daily worry. For improving emotional engagement of employees it is necessary that individuals must have more positive experiences in their lives.

Second aspect taken into consideration for calculating The Negative Experience Index score is daily anger. Did you experience the following feelings during a lot of the day yesterday? How about anger? This question is helpful to understand the temperaments of individuals working at different workplaces.

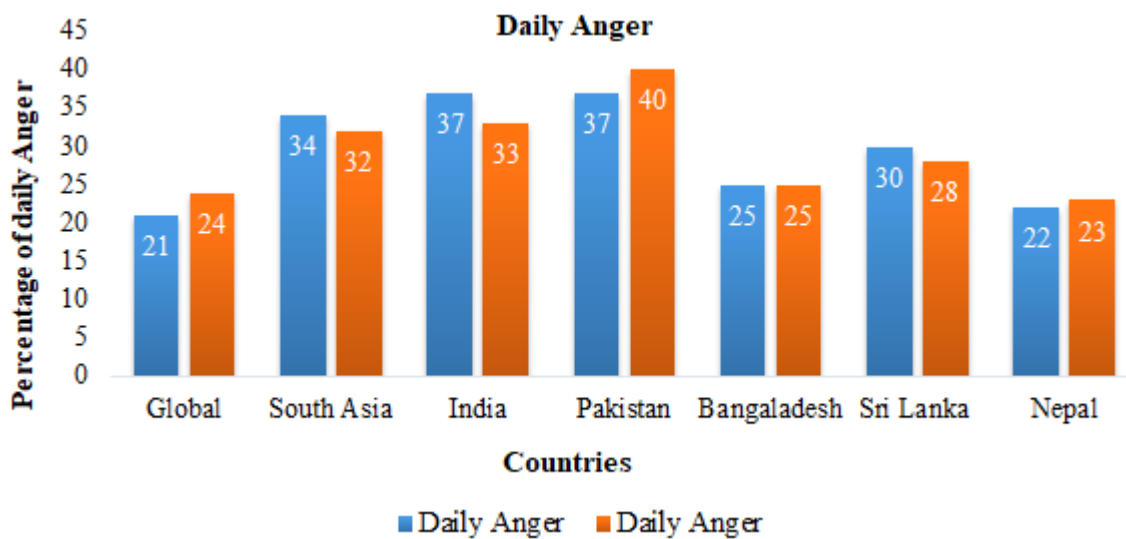


Chart No. 4. – Percentage of “Angry” Individuals

Above chart shows that again, in India the percentage of individual’s who were experiencing daily anger are more than the global and South Asia level. All other south Asian countries covered in the reports are having less percentages of individuals who were experiencing daily worry. For improving emotional engagement of employees it is necessary that individuals must have more positive experiences in their lives. Higher percentage of respondents who are experiencing more anger may have negative impact on decision making ability, communication skills and overall mental wellbeing.

Third aspect taken into consideration for calculating The Negative Experience Index score is daily stress. Did you experience the following feelings during a lot of the day yesterday? How about stress? This was the question asked to the respondents to understand the stress levels of individuals working at different workplaces.

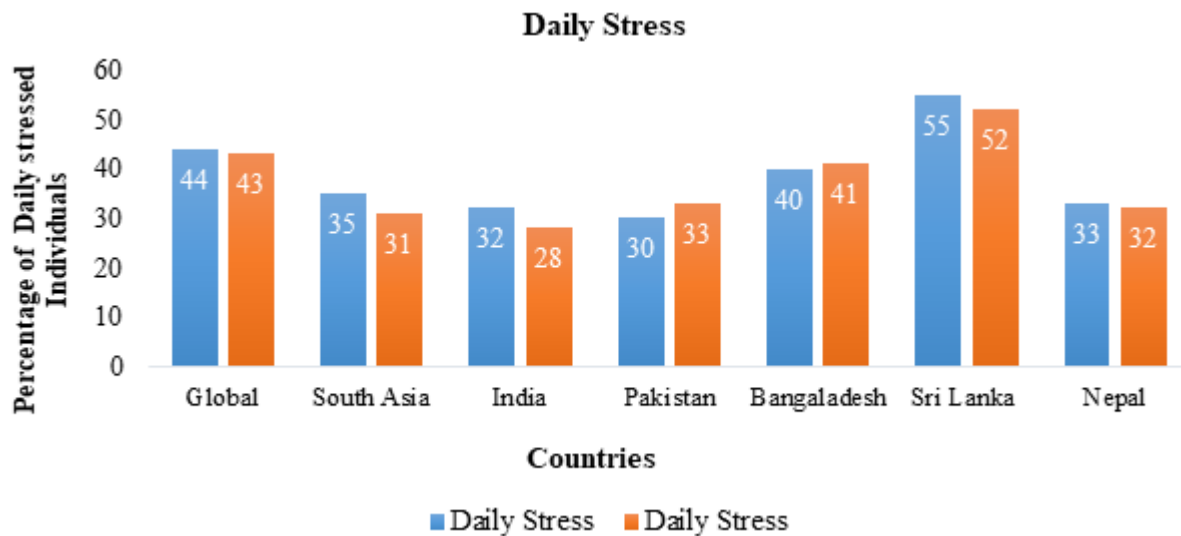


Chart No. 5. – Percentage of “Stressed Out” Individuals

Above chart shows that percentage of individual’s who were experiencing Daily Stress in India are less than the global and South Asia level. All other south Asian countries covered in the reports are having higher or same percentages of individuals who were experiencing daily stress. Less percentage of stressed out individuals will surely have positive impact on emotional engagement and will be helpful to boost employee engagement levels across the workplaces.

The fourth and the last aspect taken into consideration for calculating The Negative Experience Index score is daily stress. Did you experience the following feelings during a lot of the day yesterday? How about sadness? This was the question asked to the respondents to understand the emotions of individuals working at different workplaces.

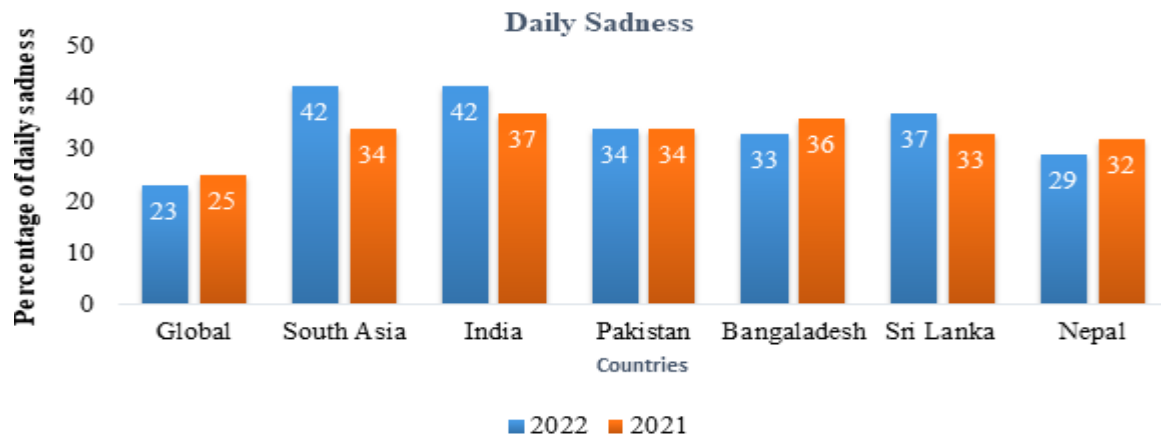


Chart No. 6. – Percentage of “Sad” Individuals

Above chart shows that again in India the percentage of individuals experiencing daily sadness is more than the global and South Asia level. All other south Asian countries covered in the reports are having less percentage of individuals who were experiencing daily sadness in comparison of India. For improving emotional engagement of employees it is necessary that individuals must have more positive experiences in their lives. Higher percentage of respondents who are experiencing sadness may have negative impact on the enthusiasm, interpersonal skills, energy levels, and overall mental wellbeing.

The fourth parameter which was covered in State of Global Workplace Report 2022 is Job Market. This parameter includes two aspects i.e. Job Climate and Relocation Potential. The responses related to Job market were collected only in the year 2022.

- **Job Climate** – To understand the climate the following question was asked to respondents.

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? (Response options: Good time/ Bad time) This report, is reporting the percentage of employees who selected the “Good time” response for this item.

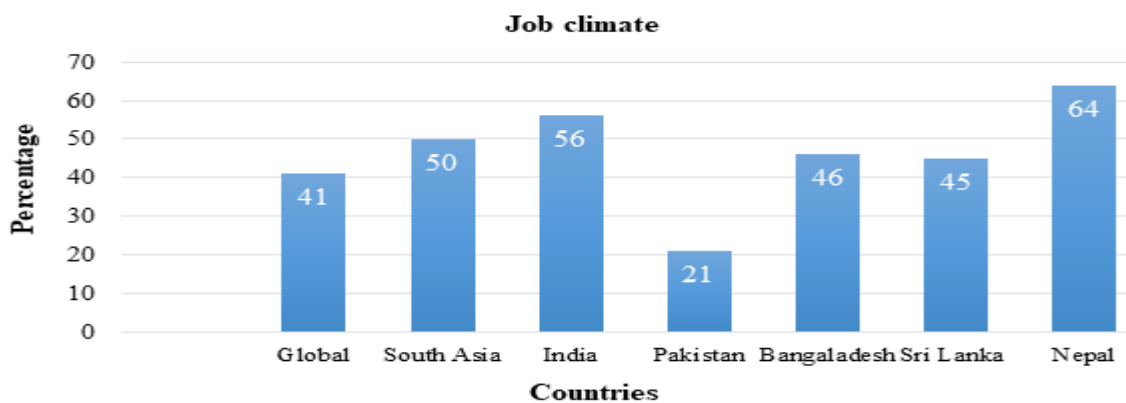


Chart No.7. – Percentage of Individuals who think it is a good time to find job in the country

Above chart shows that 56% of respondents were stating that it is a good time to find the job in India. This positive perspective may get resulted into more enthusiasm, energy, and belongingness towards workplace. All above maintained traits are responsible for increasing employee engagement at workplace.

• **Relocation Potential** – To understand the relocation potential the following question was asked to respondents.

In the next 12 months, are you likely or unlikely to move away from the city or area where you live? (Response options: Likely to move, Unlikely to move). This report, is reporting the percentage of employees who selected the “Likely to move” response for this item.

This item does not measure desire to migrate permanently from one country to another. Following chart is showing the results for above question.

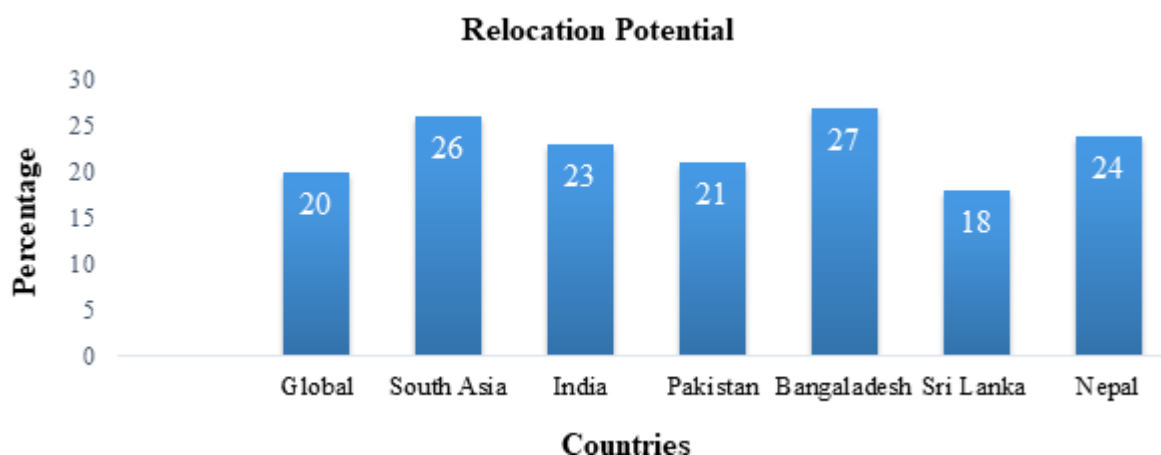


Chart No. 8. – Percentage of Individuals who are “Likely to move”

Above chart shows the percentages of individuals who are likely to move away from city or area where they are living currently, and only 23% of Indians are stating they are likely to move away. Less percentage of people who might prefer to leave their current place underlines the growth opportunities provided by their current city or workplace. Availability of Growth opportunities is one of the indicators of employee engagement.

Conclusions

The responses of various questions covered in these two reports underline the following facts.

- State of the Global Workplace Report is very insightful report published by Gallup. Leaders and employers can get important and creditworthy insights from these reports, which may provide strong foundation to establish and revise the Human Resource (HR) policies to improve employee engagement and overall wellbeing of employees.
- The study of these reports is helpful to understand various aspects which must be taken into consideration while conducting survey for measuring Employee Engagement.
- The study of reports is helpful to understand the methodology which can be utilized to conduct the surveys for measuring employee engagement and to understand how effectively employers and countries around the world are using the human capital in their workforces.
- Percentage of engaged employees is more in India as compared to percentage of engaged employees at global levels.
- Bangladesh and Sri Lanka are having more percentage of engaged employees in comparison of India. Indian employers, leaders, and managers can study the policies adopted by these countries to establish and maintain healthy engagement practices.
- When it comes to life evaluation most of South Asian countries i.e. Pakistan, Bangladesh, Sri Lanka, Nepal are outperforming India. Less percentage of Indians are feeling

thriving about current as well as future life. At the global level, the percentage of individuals who feel that their current as well as future life is thriving is more than the percentage of Indians who believe so.

- Daily Negative Emotions parameter is taking into consideration four aspects – i.e. Daily Worry, Daily Stress, Daily Anger, and Daily Sadness. In all these four aspects with the only exception of daily stress, Indians performed badly.
- According to the reports the percentage of people who are witnessing “Daily Worry” was 50 and 46 in the year 2022 and 2021 respectively. This percentage is greater than the percentage of people who were experiencing similar feeling at global or South Asian level. Along with Bangladesh, India was the other country where more citizens were worried on daily basis. This negative emotion may have negative impact on performance and concentration.
- Report underlines one more interesting fact about negative emotion, i.e. anger prevalent amongst Indians. The percentage of individuals who are feeling angry on daily basis was 37 and 33 in the year 2022 and 2021 respectively. The percentage is increased after the pandemic. The pandemic is having negative impact on the emotions. Frequent anger may have negative impact on decision making power. The percentage of people who felt anger on daily basis was too less when it comes to global as well as South Asian level. This weakness of Indians may have negative impacts when it comes to working with diverse workforce.
- India outperformed only in one aspect i.e. Daily stress, when it comes to Daily Negative Emotions. Percentage of stressed out Indians is far lesser as compared to percentage of stressed out people at global levels, in Bangladesh, and Sri Lanka. Less stress can lead to better work-life balance, involvement at workplace, and discretionary efforts.
- India is having more people who are feeling sadness on daily basis as compared to global and South Asian Levels.
- When it comes to Job Market which includes two aspects i.e. Job Climate and Relocation Potential, majority of Indians i.e. more than 80% of Indians felt that it’s a good time to find a job in the city or country. And only 23% of Indians believed that they would be “Likely to move” to other places. This attitude shows the faith of Indian employees in the growth opportunities available at their current working place or in the city or in the country, which is one of the significant indicators of employee engagement.

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