

GALLUP®

# State of the Global Workplace

THE VOICE OF THE WORLD'S EMPLOYEES

RESEARCH SUMMARY



*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

“ And further still, people’s mental wellbeing has been worsening. In the last 10 years, the number of people expressing stress, sadness, anxiety, anger or worry has been on the rise, reaching its highest levels since the Gallup surveys began.”

— 2023-2024 HUMAN DEVELOPMENT REPORT, UNITED NATIONS DEVELOPMENT PROGRAMME

The global deterioration of mental health is concerning. Some worry we’re spiraling out of control. United Nations Secretary-General António Guterres says, “Our world is becoming unhinged.” Perhaps he’s being overly pessimistic. After all, we’re living in the best time in human history. “Human progress is an observable fact,” Harvard Professor Steven Pinker famously observed.

But what if both are right? If humanity’s mental health is rapidly declining during a golden era of progress and prosperity, it would present one of the greatest paradoxes of our time.

If our collective mood hasn’t soured to historic proportions, it’s soured enough to impact our daily lives. Georgetown Professor Christine Porath finds that rising stress is causing a rapid increase in incivility at work. This is particularly worrying considering we spend most of our lives working, second only to sleeping.

In this year’s *State of the Global Workplace* report, 41% of employees report experiencing “a lot of stress.” Yet stress varies significantly depending on how organizations are run. Those who work in companies with bad management practices (actively disengaged) are nearly 60% more likely to be stressed than people working in environments with good management practices (engaged). In fact, experiencing “a lot of stress” is reported approximately 30% more frequently by employees working under bad management than by the unemployed.

Leaders know workplace stress is a problem — they’ve seen the data, heard it from their colleagues, and experienced it themselves. A quarter of leaders feel burned out often or always, and two-thirds feel it at least sometimes. Many are trying to address it, but often in ineffective ways.

Popular solutions include wellbeing apps or stress management training. Yet recent research by Oxford University finds “little evidence in support of any benefits from these interventions with even some small indication of harm.”

Mindfulness and wellbeing apps aren’t the problem, but when bad management uses them as a fix, it can make things worse. It’s understandable when you consider that a major cause of workplace stress is not having the materials and equipment you need to do your job effectively. That problem can’t be solved with a yoga mat; it requires action from management. And the perception that organizations are investing in areas other than what employees need to get the job done can exacerbate stress.

So, what works better? According to the Oxford study, “organisation-level initiatives such as improvements in scheduling change, management practices, staff resources or tailored job design.” In other words, *changing the way people are managed at the organizational level.*

The global workplace can play a significant role in addressing the world’s mental health crisis. As detailed in this year’s report, changing how we manage people is critical for reducing stress at work and in life.



**Jon Clifton**  
CEO

# Executive Brief

Gallup estimates low employee engagement costs the global economy 8.9 trillion U.S. dollars, or 9% of global GDP.

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## PART I

### Employee Mental Health: A Global Snapshot

- 01** Twenty percent of the world's employees experience daily loneliness. Loneliness is highest for fully remote workers.
- 02** Wellbeing among younger employees dropped in 2023.
- 03** Employee engagement is a significant factor in overall life experiences.

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## PART II

### The Role of Economics and Policy in the Wellbeing of Workers

- 01** Countries where it is a good time to find a job have lower active disengagement — employees have the freedom to get out of miserable work situations.
- 02** Some Labour Rights laws are associated with employees evaluating their present overall life better.
- 03** Independent of labor laws, employee engagement is associated with hope for the future.
- 04** Not all Labour Rights laws are associated with emotional health in the same way. Engaged employees in countries with labor laws aimed at fair wages, safe work, family responsibilities and maternity report the lowest stress.

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## PART III

### The Role of the Manager in Worker Wellbeing and Organizational Performance

Managers account for 70% of the variance in team employee engagement.

- 01** Managers have more negative daily experiences than non-managers and are more likely to be looking for a new job.
  - 02** Across countries, when managers are engaged, employees are more likely to be engaged.
  - 03** In best-practice organizations, three-fourths of managers and seven in 10 non-managers are engaged.
- When organizations increase the number of engaged employees, they improve a host of organizational outcomes, including profit, retention rates and customer service.**

RESEARCH SUMMARY

# From Suffering to Thriving: The Role of Work in Employee Mental Health and Wellbeing

In 2023, global employee engagement stagnated, and overall employee wellbeing declined. While both measures are at or near record highs, their lack of improvement is notable, as they follow multiple years of steady gains. The result is that the majority of the world's employees continue to struggle at work and in life, with direct consequences for organizational productivity.

**Gallup estimates that low employee engagement costs the global economy US\$8.9 trillion, or 9% of global GDP.**

What can leaders do to improve the health and productivity of the world's workforce?

In this report, we examine the current state of employee mental health and wellbeing at the global level. Then, we examine economic and policy-related factors associated with employee wellbeing, followed by manager-related factors for engagement at work and thriving in life overall.

As part of this report, we conducted follow-up interviews with respondents from around the world to learn more about their feelings regarding their work. Examples of their responses are included throughout this Research Summary.

## ACTIVELY DISENGAGED

“ I could push it, but I'm so frustrated with the way things are going that day that I'm like, 'You know what I'm gonna do? I'm gonna do nothing.'”

— STEVEN  
Line Operator



Canada

## NOT ENGAGED

“ I am getting a salary from this work. So, I have to do it, but there is a bit of boredom in doing the same work every day.”

— ARCHANA  
Marketing Supervisor



India

## ENGAGED

“ I really enjoy my job. I think I work with really, really fantastic people, and the work that we do is really, really meaningful.”

— CALISTA  
Contract Manager



Australia

[Learn more about global, regional and U.S. employee engagement data.](#)

[Explore data](#)

PART I

# Employee Mental Health: A Global Snapshot


- 01** Twenty percent of the world's employees experience daily loneliness.
- 02** Wellbeing among younger employees dropped in 2023.
- 03** Employee engagement is a significant factor in overall life experiences.



## Employees' Perspectives on Mental Health


“ My work can contribute to stress, and it can also contribute to a sense of satisfaction. And they balance each other out to the point that I don't feel like I need to make a change.”

— **JACK**  
Art and VFX Director

 Canada


“ Recently, my mother passed away; [my organization] supported me in every way in minutes. That's why I'm satisfied; they treat [a] human as a human being.”

— **KOBA**  
Security Guard

 Georgia

“ If I'm not doing well at work, I'm not doing well in life. It's just the way it is.”

— **EMILIA**  
Educator

 Germany


“ When I finish my work quickly in the evening and go to the gym to exercise, [my] mental stress almost gets eliminated.”

— **NORUDEN**  
Regional Sales Manager

 India

“ You may think work and life outside of work may be separated, but I disagree. These are the same, concurring at the same time.”

— **MISHINA**  
Content Management Director

 Japan

“ I have not been able to go to any of my children's events due to work. We are here all day.”

— **NESTOR**  
Deputy Manager

 Mexico

“ There are times when you come home, and you're very, very stressed. Very, very wound up, and I think, just the longer you stay in it, the more used to it you get.”

— **STEWART**  
Mortgage Advisor

 U.K.

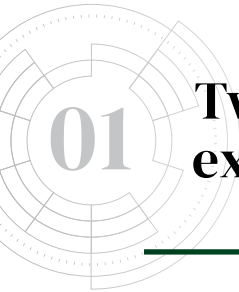
“ I don't want to get up and do anything the next day. I think about calling in sick, so I don't have to deal with the fires.”

— **ANA**  
Nonprofit Director

 U.S.



Employee Mental Health: A Global Snapshot



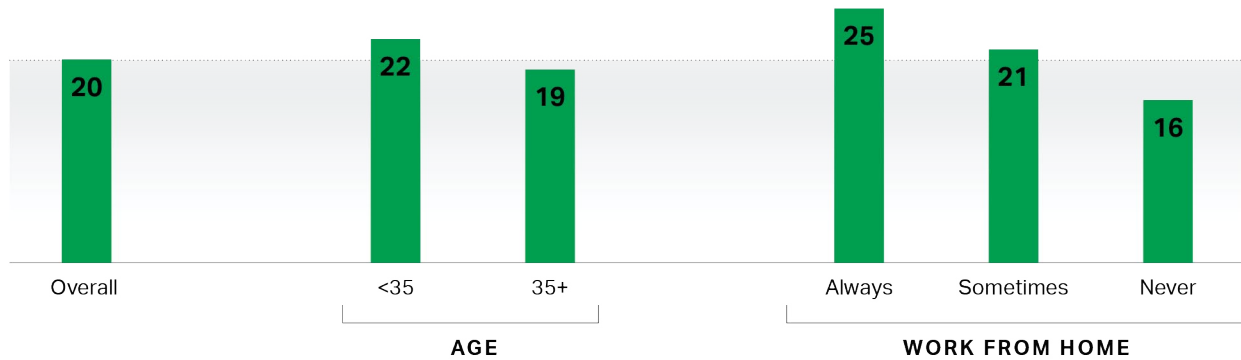
# Twenty percent of the world’s employees experience daily loneliness.

## Daily Loneliness Among Employees

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

How about loneliness?

% Yes



**Globally, one in five employees report experiencing loneliness a lot of the previous day.** This percentage is higher for employees under 35 and lower for those over age 35. Fully remote employees report significantly higher levels of loneliness (25%) than those who work fully on-site (16%).

**Social isolation and chronic loneliness have devastating effects on physical and mental health.** Harvard Professor and Gallup Senior Scientist Lisa Berkman and her colleagues studied the relationship between social and community ties and mortality rates over a nine-year span. The risk of mortality among people who lacked community and social ties was two times greater than that of people who had many social contacts.<sup>1</sup> These differences were independent of physical health, socioeconomic status and health practices.

**Work itself decreases loneliness.** In general, working adults are less lonely (20%) than those who are unemployed (32%), and this remains true across age groups. Work interactions do not necessarily need to be in person to provide a benefit. A Gallup study found that all forms of social time (phone, video, texting, etc.) are associated with a better mood.<sup>2</sup> That said, technological interactions such as messaging have thresholds — moods drop after moderate amounts. This finding aligns with the findings of the *State of the Global Workplace* that working on-site is associated with lower reported loneliness.

1 Berkman, L. F., & Syme, S. L. (1979). Social networks, host resistance, and mortality: A nine-year follow-up study of Alameda County residents. *American Journal of Epidemiology*, 109(2), 186-204.

2 Clifton, J., & Harter, J. (2021). *Wellbeing at work: How to build resilient and thriving teams*. Gallup Press.

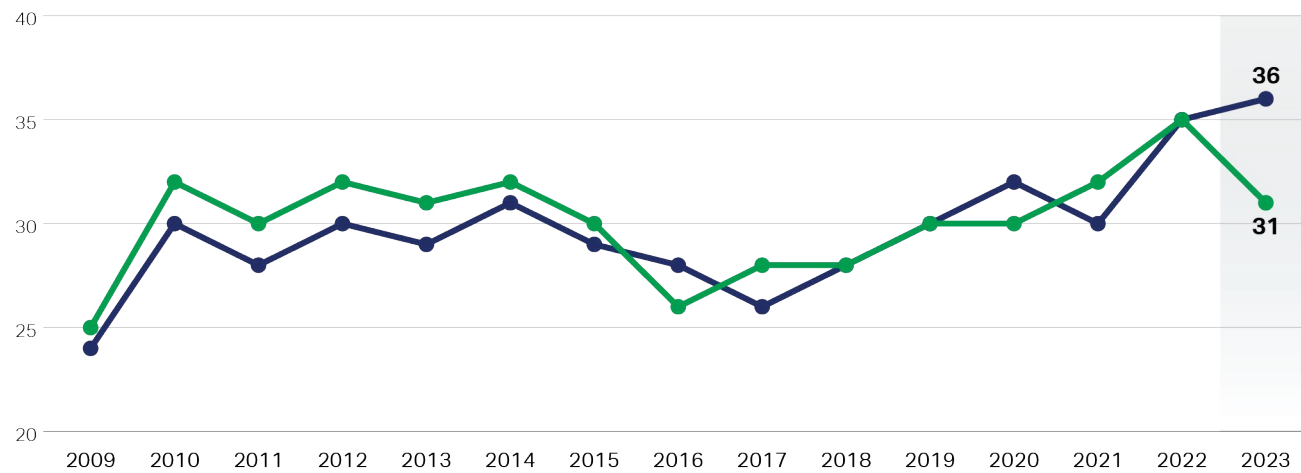


# Wellbeing among younger employees dropped in 2023.

## Employee Wellbeing by Age (2009-2023)

% Thriving

Age <35 Age 35+



**Globally, employee wellbeing declined in 2023 from 35% to 34%.** Gallup’s wellbeing item measures overall life evaluation, combining present and future self-reflection. The decline in 2023 was felt by younger workers under 35.

**The happiness gap between younger and older age groups is generalized outside of work.** This year’s *World Happiness Report* (which reports on the world’s total population) found that people born before 1965 (baby boomers and their predecessors) have life evaluations about one-quarter of a point higher than those born after 1980 (millennials and Gen Z).<sup>3</sup>

**Although generational divides are often exaggerated, this divergence should be on leaders’ radar.** Given that many leaders are older, they may not see the present and the future in the same way as their youngest employees. A decade ago, younger workers had consistently higher life evaluations than older workers; therefore, the difference in perspective is unlikely to be a product only of life stage.

Explore more data on employee wellbeing.

[View data](#)

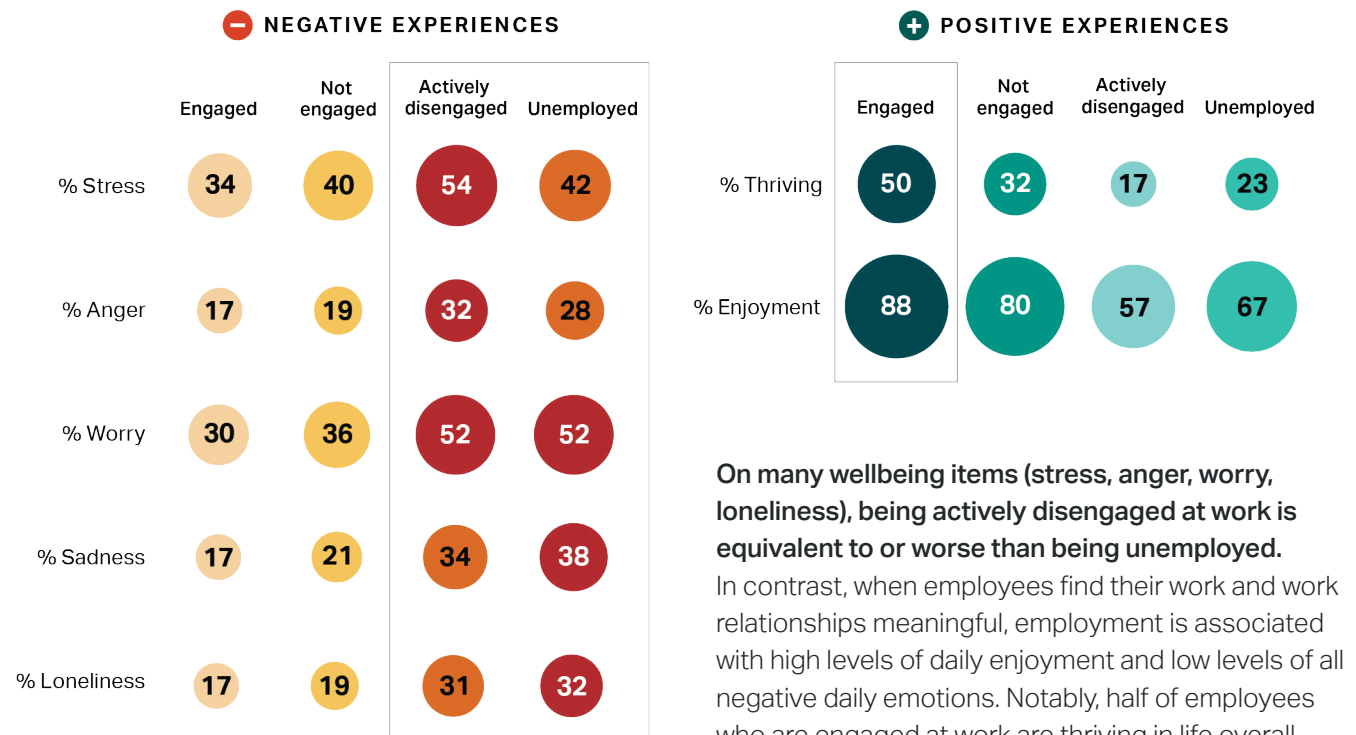
<sup>3</sup> Helliwell, J. F., Layard, R., Sachs, J. D., De Neve, J.-E., Aknin, L. B., & Wang, S. (Eds.). (2024). *World happiness report 2024*. University of Oxford: Wellbeing Research Centre. <https://happiness-report.s3.amazonaws.com/2024/WHR+24.pdf>



# Employee engagement is a significant factor in overall life experiences.

## Relationship Between Engagement and Overall Life Experiences

2023 Global Results



Not all mental health issues are related to work, but work is a factor in life evaluations and daily emotions. Employees who dislike their jobs tend to have high levels of daily stress and worry, as well as elevated levels of all other negative emotions.

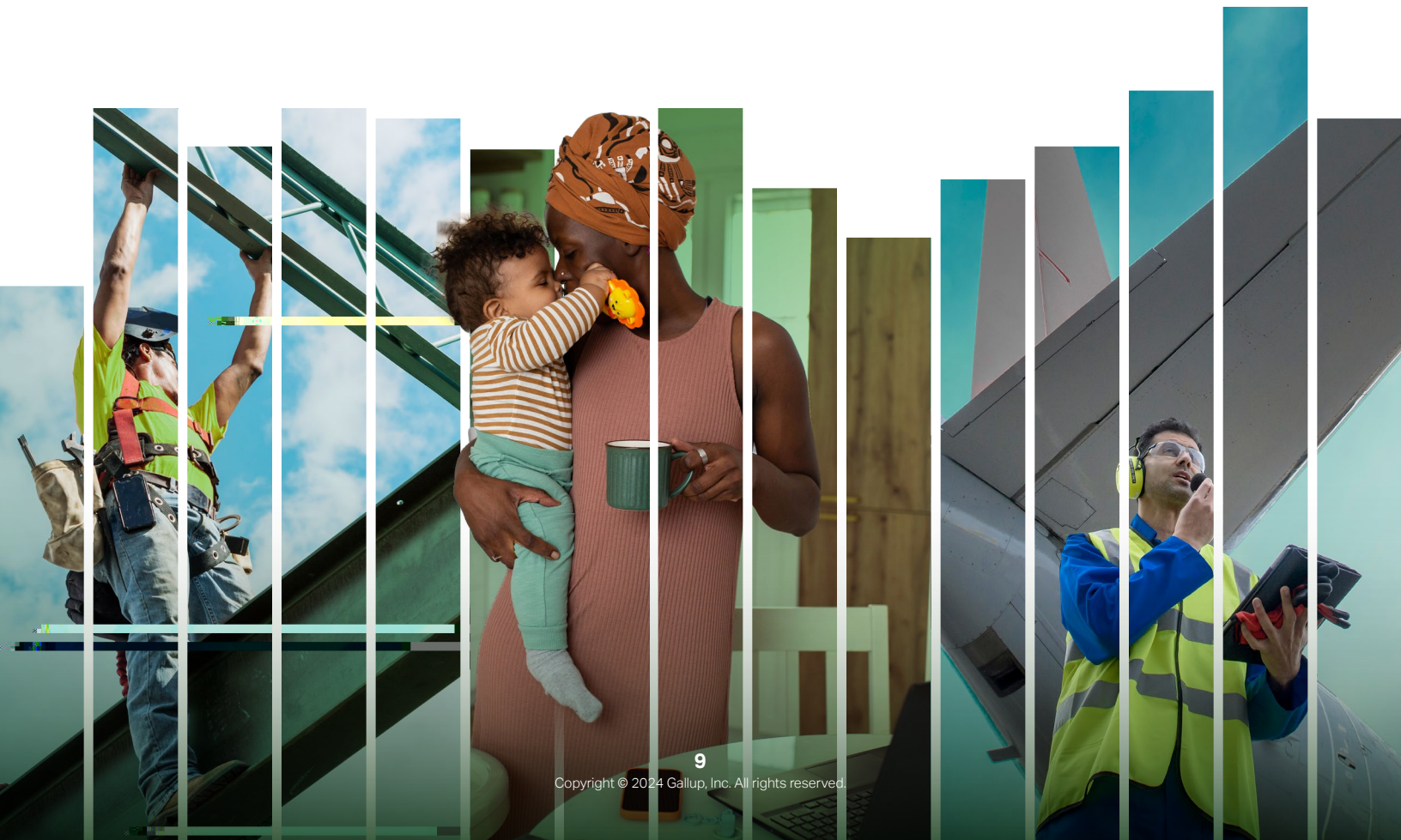
On many wellbeing items (stress, anger, worry, loneliness), being actively disengaged at work is equivalent to or worse than being unemployed. In contrast, when employees find their work and work relationships meaningful, employment is associated with high levels of daily enjoyment and low levels of all negative daily emotions. Notably, half of employees who are engaged at work are thriving in life overall.

For employers, addressing mental health requires support for thriving in life and engagement at work. Employers should provide appropriate benefits and flexibility to support employee wellbeing without neglecting their greatest lever on employee life evaluation: building productive, high-performing teams.

PART II

# The Role of Economics and Policy in the Wellbeing of Workers


- 01** Countries where it is a good time to find a job have lower active disengagement.
- 02** Labor protections are associated with employees evaluating their present overall life better.
- 03** Independent of labor laws, employee engagement is associated with hope for the future.
- 04** Engaged employees in countries with substantial Labour Rights laws have the strongest emotional health.



## Employees' Perspectives on Disengagement


“ You get up in the morning and you just think, ‘I can’t go. I can’t face another day.’ And you just, you’ve just had too much of it all.”

— **CATHERINA**  
Speech Pathologist

 Australia

“ Sometimes, if you’re getting yelled at all day long, and you come home, you know, it’s a little bit harder to deal with things that aren’t normally a big deal at home.”

— **ZACH**  
Parking Enforcement Officer

 Canada


“ In general, I lack accurate and complete information, and it makes me uncomfortable when I have to search for it, especially when I’m unsure whom to ask.”

— **CICELY**  
Accountant Assistant

 Georgia

“ I always think, if I were at the office, at least I wouldn’t have to face accusations of ‘time fraud.’”

— **DANIEL**  
System Programmer

 Germany

“ I get confused when there is more than one person above me directing me and saying different things. I sometimes feel like I don’t know what to do and lose motivation.”

— **NISHIKAWA**  
Accountant

 Japan

“ Sometimes I don’t have the spare parts or the tools needed to do the work because I don’t have the money, and the company doesn’t buy them.”

— **JONATHAN**  
Maintenance Manager

 Mexico

“ When I feel pressure at work, I have to push the engineers and pressure them. I hate doing this to other people. But in our job, we have to do so. Submission means submission.”

— **GHADEER**  
Industrial Engineer

 UAE

“ Everyone’s very, very disposable, and there’s very little loyalty from employers. They want you to give your blood, your life to them, but it’s very easy for them to lay you off [and] reconstruct their companies.”

— **NICK**  
Real Estate Acquisition

 U.S.

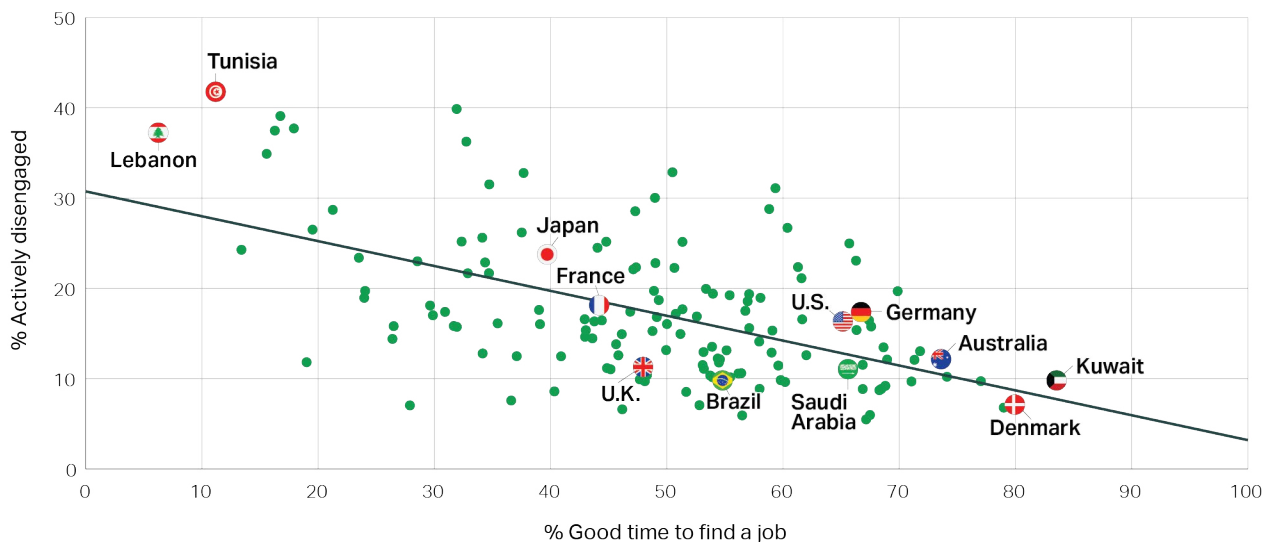


# Countries where people think it is a good time to find a job have lower active disengagement.

## Country-Level Relationship Between Quality of the Local Job Market and Disengagement

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?

r=0.55



**Actively disengaged employees — i.e., workers who actively oppose their employer’s goals — comprise 15% of the global workforce.** Compared to their peers, they are more likely to be suffering in their overall wellbeing, less likely to feel respected and less likely to experience daily enjoyment. Fifty-four percent of actively disengaged workers say they experienced a lot of stress the previous day.

**Poor job markets are highly correlated with active disengagement.** We asked respondents if they felt it was a good time to find a job in their local job market. Their responses track consistently with official unemployment statistics. Our analysis finds that better job markets are associated with lower active disengagement.

**Actively disengaged workers may often be trapped in jobs they do not like for economic reasons.** Economic factors likely play a significant role in active disengagement. We infer that job opportunities allow bitter employees to leave bad situations and find better ones.

**Notably, there is no significant correlation between job market and engagement.** In the aggregate, active disengagement works differently than engagement: Improving economic conditions likely shifts workers from anger to indifference but not from indifference to inspiration.

[Learn more about our employee retention and attraction data.](#)

[View Gallup’s indicator data](#)



## Labor protections are associated with employees evaluating their present overall life better.

**The Labour Rights Index identifies the presence or absence of 46 labor-related statutes within 135 countries.** These include laws related to wages, discrimination, paid leave and safety, among others. The index does not measure the enforcement of these laws, merely their presence. However, it can provide a way to compare countries with more or fewer legal protections for employees and associations with employee wellbeing. (It is important to note that labor protections tend to be associated with economic development; high-income countries generally have more labor laws, but there is variance. We have controlled for some of these variables in our study.)

**Across individuals within countries, labor laws have a positive relationship with thriving in life.** This relationship is stronger for current life evaluation than future life evaluation. In other words, labor laws have a stronger relationship to current satisfaction than optimism for the future.

The labor law sub-indexes with the highest correlations with present life evaluations, after controlling for income and other demographic variables, are listed below.

### Labour Rights Sub-Indexes Most Correlated With Current Thriving in Life\*

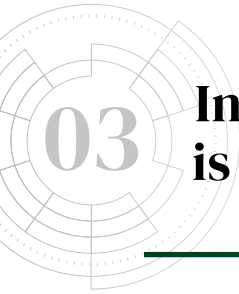
- 1 Maternity at Work
- 2 Fair Wages
- 3 Social Security
- 4 Employment Security
- 5 Fair Treatment
- 6 Safety

\*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)



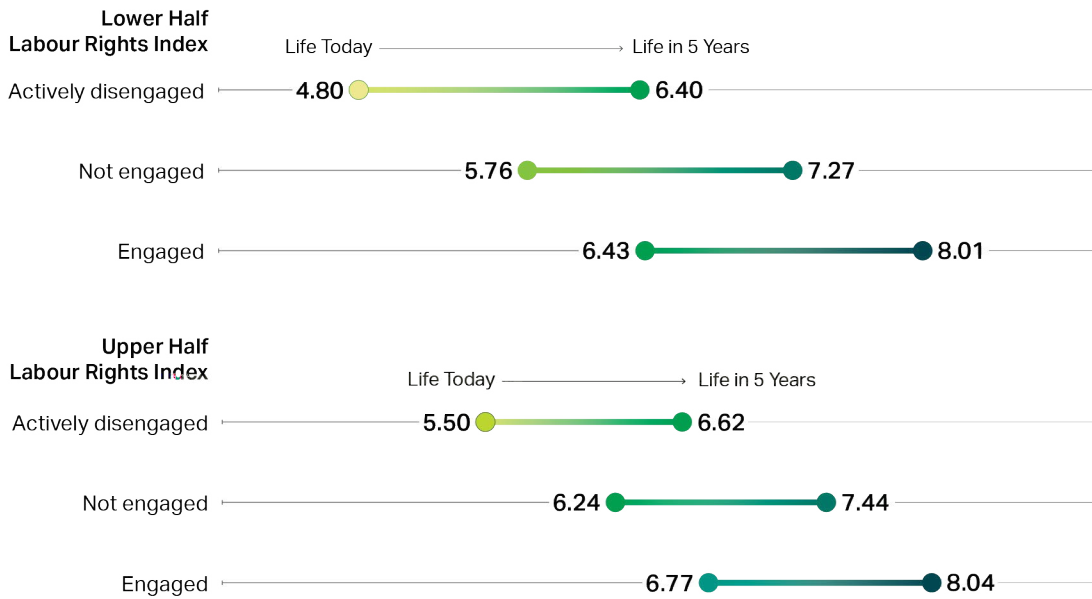
*A woman in Malaysia talks about her views with a Gallup World Poll interviewer. Labor protections related to maternity at work are correlated with current thriving in life for employees.*

The Role of Economics and Policy in the Wellbeing of Workers



# Independent of labor laws, employee engagement is associated with hope for the future.

## Life Evaluations of Engaged Employees in Countries With High and Low Levels of Labour Index-Related Statutes



\*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)

### Employee engagement has a closer association to future life evaluation than the presence of labor laws.

When employees are engaged at work, they have significantly higher hope for their future lives overall. This optimism exists in low Labour Rights countries and higher Labour Rights countries at similar levels. We can reasonably characterize the data this way: A great job is strongly associated with hope for the future.





# Engaged employees in countries with substantial Labour Rights laws have the strongest emotional health.

People often contrast Western Europe’s “work to live” culture with the United States’ “live to work” mindset. Western European countries have some of the strongest labor laws in the world and the lowest employee engagement. The United States ranks lower on labor protections but has much higher employee engagement than Western Europe.

**It may appear that strong labor protections and employee engagement are opposed to each other, as if labor protections make employees feel lost at work, and worker precarity makes people find more meaning in their jobs. But the data suggest otherwise.**

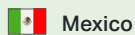
**Labour Rights and engagement do not represent an “either-or” relationship.** Among countries with similar levels of labor protections, the employee work experience varies greatly. Norway, Denmark and Sweden are in the top quartile of countries on the Labour Rights Index<sup>4</sup> while also having close-to-average employee engagement. Conversely, Germany, France and the U.K. are also in the top quartile for labor laws but have below-average employee engagement.

**Furthermore, individuals within a country have widely different workplace experiences.** Individuals within countries with below-average engagement can still be engaged, and when they are, they enjoy higher life evaluations both today and in the future.

## Employees’ Perspectives on Workload

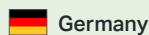
“ I get home and just want to rest. Sometimes I don’t feel like eating, so I eat whatever I find and sleep a lot. Sometimes I sleep 12 hours and wake up tired.”

— **AMAIRANI**  
Cashier



“ I feel that, due to shift work, the leisure time I have, for example, on weekends, is primarily spent on recovering so that I can go back to work on Monday morning.”

— **BIRGIT**  
Physiotherapist



“ You get at times — you are tired, but you are already there at work, you start working, and eventually your body adapts.”

— **PHANICE**  
Housekeeping



4 WageIndicator Foundation, & Centre for Labour Research. (2022). *Labour Rights Index 2022*. <https://labourrightsindex.org/lri-2022-documents/lri-2022-final-7-oct.pdf>

The Role of Economics and Policy in the Wellbeing of Workers

**Combined labor protections and employee engagement are associated with the lowest levels of negative daily emotions.** Labour Rights and high engagement are each individually associated with fewer negative daily emotion experiences among employees. When combined, we find the lowest levels of negative worker emotions.

**Not all labor laws are associated with emotions in the same way.** For example, labor laws aimed at fair wages, safe work, family responsibilities and maternity are associated with reduced loneliness. Laws aimed at safe work, family responsibilities and working hours are associated with less stress.<sup>5</sup>

Engaged employees in countries with these labor law protections have much lower loneliness and stress than less engaged employees within countries with a higher abundance of labor laws.

**Notably, experiencing a lot of daily enjoyment is only associated with engagement.** Along with optimism, employee engagement has a positive association with enjoyment. This finding suggests that a job — when it is good, meaningful and interesting — adds something positive to life.

**Daily Emotions of Engaged Employees in Countries With High and Low Levels of Labour Index-Related Statutes**

% Experienced Daily	Lower Half Labour Rights Index			Upper Half Labour Rights Index		
	Actively disengaged	Not engaged	Engaged	Actively disengaged	Not engaged	Engaged
– Stress	54	43	38	46	34	29
– Sadness	34	25	22	26	16	15
– Loneliness	27	22	20	21	14	12
– Anger	29	22	19	26	16	13
– Worry	53	42	34	43	34	30
+ Enjoyment	54	75	83	56	74	84

\*Control variables: GDP per capita (country level), per capita income percentile group (individual level), age group, gender, marital status, Liberal Democracy Index (V-Dem)

<sup>5</sup> Within labor law sub-indexes, some specific laws are more highly correlated with worker wellbeing than others. For example, working hours laws restricting hours to 56 hours per week and requiring at least three weeks of paid annual leave are related most highly to lower stress.

PART III

# The Role of the Manager in Worker Wellbeing and Organizational Performance


- 01** Managers have more negative experiences than non-managers.
- 02** When managers are engaged, employees are more likely to be engaged.
- 03** In best-practice organizations, three-fourths of managers are engaged, along with seven in 10 non-managers.



## Employees' Perspectives on Managers


“ A good job is a job where I have a manager who knows me, sees and values what I do, and cares about where I'm going in the future.”

— **OLIVA**  
Project Manager

 Canada

“ We have several managers, and we have such a good relationship with each of them that sometimes we forget that they are somehow above us.”

— **MIRIAM**  
Waitress

 Georgia


“ What I like the most is that while talking to the manager, there is an atmosphere of understanding. They always understand my problems and guide me in the right direction.”

— **VIKASH**  
Trade Advisor

 India

“ I always have a 30-minute 1-on-1 session with each person every week, and I always communicate closely with my subordinates, not only about work but also about how they are feeling lately.”

— **TAONO**  
Audit Manager

 Japan

“ What makes me love my job more is that my boss is easy to work with. He doesn't monitor me, and thus, I feel free.”

— **EUNICE**  
Hotel Cleaner

 Kenya

“ Our manager helps a lot and gives us positive energy every day. He teaches us how to do things better.”

— **TAHNOON**  
Industrial Engineer

 UAE

“ I enjoy seeing people grow in their roles. I enjoy identifying where people have gifts and then helping them to develop those and use them.”

— **OLIVIA**  
Curate

 U.K.

“ I like the teamwork with my coworkers. We're all very focused on the mission, and it's good to work towards that common goal.”

— **ALEX**  
Project Manager

 U.S.

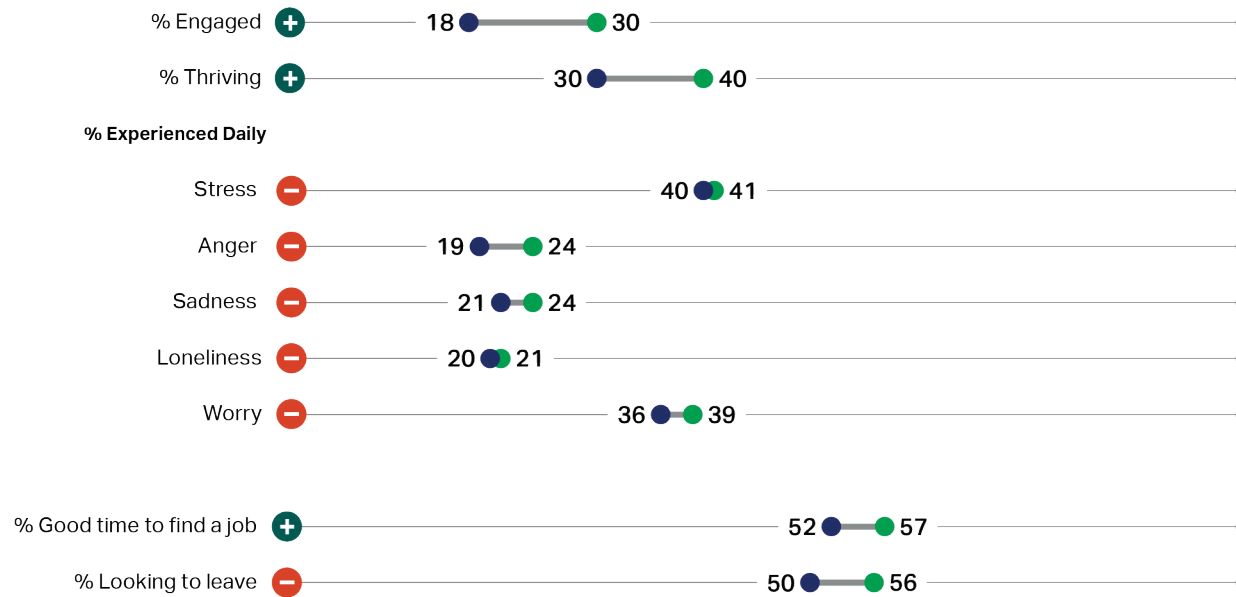


# Managers have more negative experiences than non-managers.

## Overall Life Experiences Among Managers vs. Non-Managers

2023 Global Results

● Managers ● Non-managers



**The world’s managers are more likely than non-managers to be engaged and thriving in life.** Managers are more likely to experience higher pay and higher social status compared to their non-manager peers. They are also more likely to feel their opinions count, to feel connected to their organization and to have manager peers they can rely on for support. All these likely contribute to higher engagement and life evaluations for managers.

**Nevertheless, managers are more likely to be stressed, angry, sad and lonely than non-managers.** Although being a manager has its perks, that does not mean it is easy. Managers experience higher levels of negative emotions than non-managers. They are also more likely to be looking to leave their current job.

Because managers often provide emotional support to employees and direct them to mental health resources, any initiative to address employee mental health and wellbeing should recognize that managers are not immune from suffering — in fact, they may need the most support in some cases.

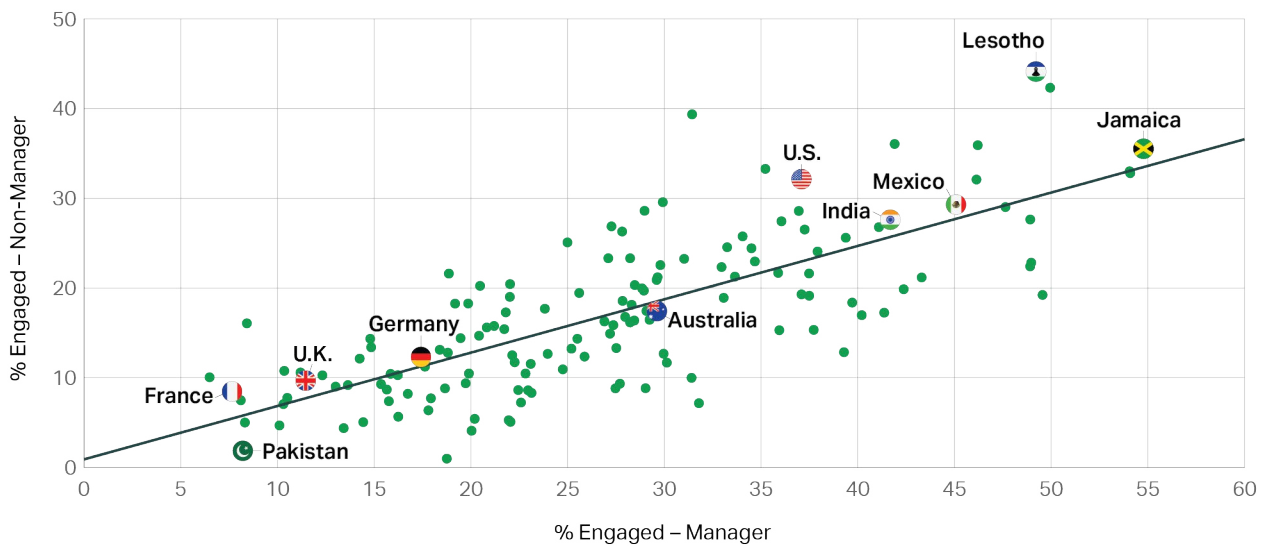
The Role of the Manager in Worker Wellbeing and Organizational Performance



# When managers are engaged, employees are more likely to be engaged.

## Country-Level Relationship Between Manager and Non-Manager Engagement

r=0.58



When managers are engaged at work, non-managers are also more likely to be engaged. Remarkably, this correlation appears at the country level. Countries in the upper half of manager engagement are two times as likely to have engaged non-managers.

**Gallup has found that 70% of the variance in team engagement can be attributed to the manager.<sup>6</sup>**

While economic prosperity and labor protections have a strong correlation to less misery at work, engagement is more closely tied to interpersonal relationships with one’s manager. An effective manager motivates team members, moving them from indifferent to inspired.

**Managers drive engagement through goal setting, regular, meaningful feedback and accountability.** Gallup’s decades of research into effective management finds that a great manager builds an ongoing relationship with an employee grounded in respect, positivity and an understanding of the employee’s unique gifts. Great managers help employees find meaning and reward in their work. As a result, employees take an interest in what they do, leading to higher productivity and enjoyment.

**Discover more data as it relates to leadership and management.**

[▶ Explore data](#)

<sup>6</sup> Clifton, J., & Harter, J. (2019). *It’s the manager: Moving from boss to coach*. Gallup Press.

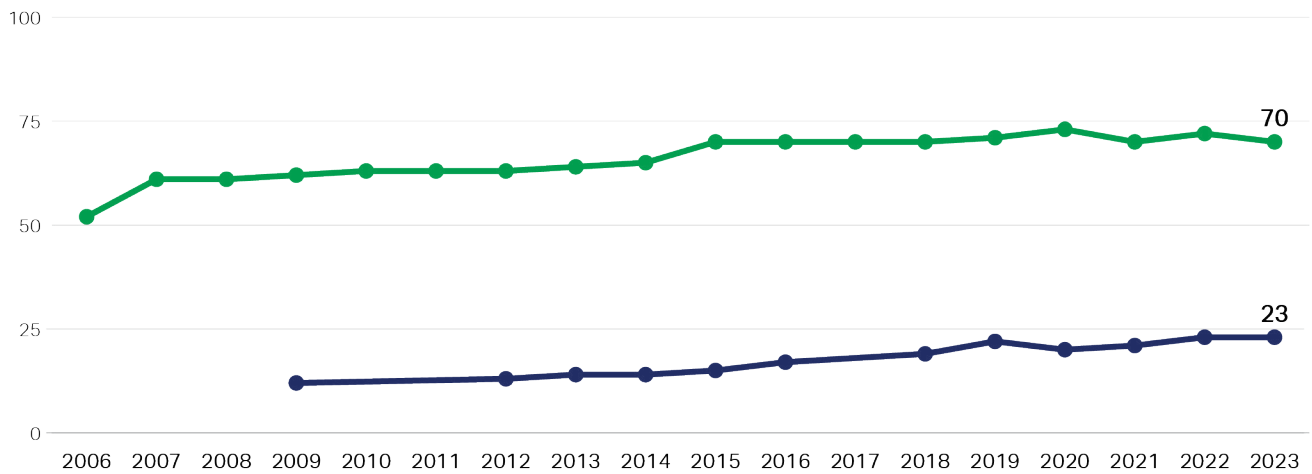


# In best-practice organizations, three-fourths of managers are engaged, as well as seven in 10 non-managers.

## Annual Employee Engagement in the World and Best-Practice Organizations

% Engaged

Best-practice organizations Global



**While only 30% of managers and 23% of employees overall are engaged globally, some organizations reach much higher levels of employee engagement and wellbeing.**

Best-practice organizations across industries and geographies have three-fourths of their managers engaged and seven in 10 non-managers. This is the equivalent of 14 engaged employees for every one actively disengaged employee, a ratio 11 times the global average.

### The global workplace has changed since 2020.

The rise in hybrid work for remote-capable employees has made people management more complicated. And even those in on-site jobs are asking for more autonomy in their work lives. As mentioned at the beginning of this report, the mental health of younger workers is a new and challenging concern. These trends require new ways of managing people.

**Explore the ways to create more engaged employees.**

[▶ Learn more](#)

Many of the organizations Gallup has studied did not start with high levels of engagement. Becoming a highly engaged organization was an intentional effort of leadership over several years. Leaders who build strong and resilient cultures focus on a few things that set them apart from other organizations:

✓ **They put a high priority on manager hiring and development.** As we've seen in this report, the manager-employee relationship is the locus of employee engagement and a central factor in thriving in life overall. The best organizations hire managers with a talent for engaging their teams, and they train their managers into effective coaches who consistently deliver meaningful individual feedback that inspires better future performance.

✓ **They integrate engagement into every stage of their employee and manager life cycle.** They make engagement a business strategy that informs how they hire, onboard, coach and develop talent. They also integrate it into performance management, goal setting, team meetings and manager-employee conversations. In other words, they make it part of their culture. It's simply the way they do business.

✓ **They emphasize wellbeing at work and in life.** They make their support for employee wellbeing visible and consistent. Many organizations employ wellbeing teams with wellbeing counselors or coaches. They also go beyond physical health to include financial literacy and planning support, as well as events like webinars on mental health and encouraging community volunteerism.

When organizations do these things, they simultaneously improve employees' lives and organizational performance.

▶ Learn more about how Gallup partners with organizations at [www.gallup.com](http://www.gallup.com)





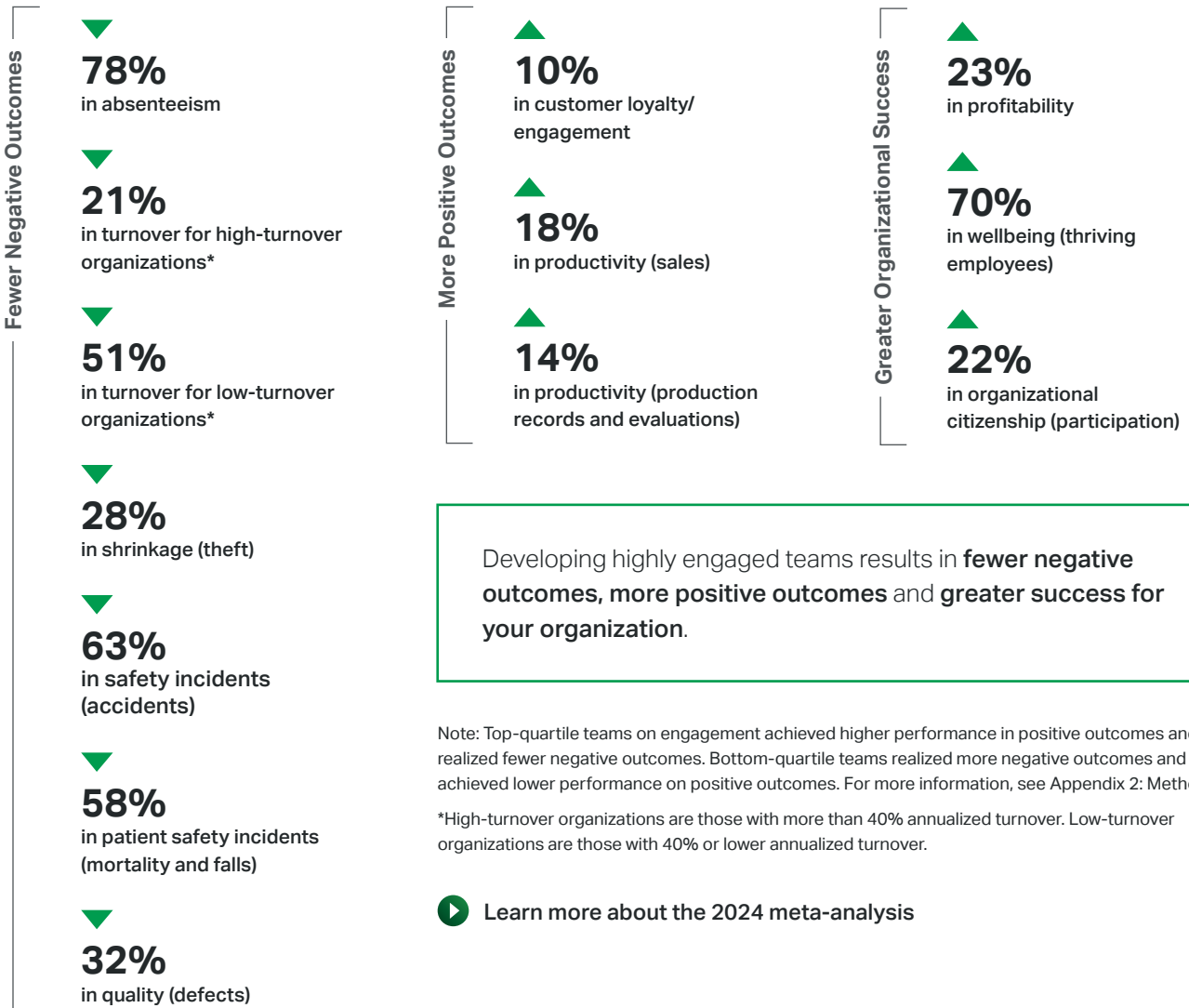
Conclusion

# When organizations increase the number of engaged employees, they improve a host of organizational outcomes.

Gallup finds strong evidence that decreasing the number of disengaged workers drives positive outcomes within organizations. In a 2024 meta-analysis, the largest study of its kind that includes data from more than 183,000 business units across 53 industries and 90 countries, Gallup has found that high-engagement business units are likely to see significantly higher employee wellbeing — as well as higher productivity, profitability and sales — than low-engagement teams.

## Outcomes of Highly Engaged Business Units and Teams

*Difference between top- and bottom-quartile teams/business units within a typical organization*



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