

The State of Global Workplace Culture in 2023

An International Model for Building Better Workplaces

Does a positive workplace culture still matter to employees around the world? Should employers continue to invest in workplace culture as an essential tool for retaining and empowering employees globally?

A SHRM Research survey of 11,080 workers across 15 countries shows that the answer to both questions is YES!



The Global Workplace Culture Model

Regardless of the country where they work, employees' workplace culture perceptions are shaped by five key dimensions.

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|---|--|--|--|--|
| Equitable Leadership Practices <ul style="list-style-type: none"><input type="checkbox"/> Fair performance evaluations.<input type="checkbox"/> Ability to make a complaint about a leader without punishment.<input type="checkbox"/> Appreciation of employees' unique backgrounds, perspectives and experiences.<input type="checkbox"/> Active solicitation of employee feedback by the organization.<input type="checkbox"/> Transparent communication from leadership. | Career Fulfillment <ul style="list-style-type: none"><input type="checkbox"/> Opportunities for career growth.<input type="checkbox"/> Employees' pride in their work.<input type="checkbox"/> A meaningful career. | Good Manager Communication <ul style="list-style-type: none"><input type="checkbox"/> Manager seeks employee input before making decisions.<input type="checkbox"/> Employee has frequent candid/open conversations with manager.<input type="checkbox"/> Employee can trust what the manager says. | Work/Life Integration <ul style="list-style-type: none"><input type="checkbox"/> Ability to balance work and home commitments.<input type="checkbox"/> Not feeling exhausted at end of workday.<input type="checkbox"/> Not irritable at home due to workplace culture.<input type="checkbox"/> Reasonable workload. | Respectful Workplace Interactions <ul style="list-style-type: none"><input type="checkbox"/> Absence of identity-based slights or microaggressions.<input type="checkbox"/> Absence of inconsiderate manager behavior.<input type="checkbox"/> Absence of inconsiderate co-worker behavior.<input type="checkbox"/> Absence of unfair treatment based on identity. |
|---|--|--|--|--|

A Positive Culture Increases Commitment and Job Satisfaction and Lowers Intent to Quit Globally

Employees who rate their organization's culture as "good" or "excellent" (vs. "poor" or "terrible") are:¹



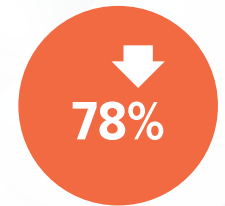
more likely to feel satisfied at work.



less likely to dread going to work.



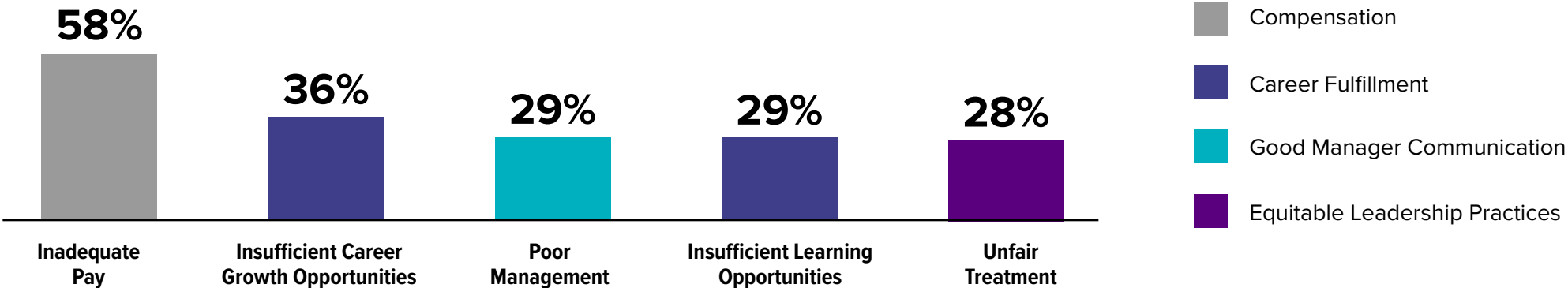
less likely to be actively looking for a new job.



less likely to have actively looked for a new job in the last six months.

Four of the Top Five Reasons Why Employees Look for a New Job Have to Do With Workplace Culture

Top five reasons why employees worldwide plan to leave their employer
 (% of responses among active job hunters; participants could select more than one reason)



- Compensation
- Career Fulfillment
- Good Manager Communication
- Equitable Leadership Practices

Globally, What Can Employers Do? Take These Three Actions to Foster a Positive Culture

1 Build a foundation of equitable leadership practices.

High equity makes employees ...

19x more likely
to rate their workplace culture as “good” or “excellent.”

2 Create meaningful careers.

High career fulfillment raises ...

job satisfaction by **12x** & organizational commitment by **4x**

3 Focus on these three practices:

- Transparent communication from leadership.
- Fair performance evaluations.
- Work that employees can feel proud of.

Methodology
 A sample of 11,080 participants from 15 countries was recruited using a third-party online panel between December 2022 and April 2023. Participants were equally balanced by gender and ranged across all age groups and generations. The participants worked for organizations of all sizes and ranged in tenure with the organization from less than one year to more than 10 years. Most participants were either individual contributors or front-line managers, but a small number of high-level executives also took part.

To learn more, please read the full 2023 Global Workplace Culture report [here](#).

*Based on relative risk ratios obtained from predicted probabilities of binary logistic regression models on each outcome while controlling for social desirability and acquiescence (weighted by country size). Predicted probabilities were obtained at average levels of social desirability and acquiescence.

