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.

- **Equitable Leadership Practices**
  - Fair performance evaluations.
  - Ability to make a complaint about a leader without punishment.
  - Appreciation of employees’ unique backgrounds, perspectives and experiences.
  - Active solicitation of employee feedback by the organization.
  - Transparent communication from leadership.

- **Career Fulfillment**
  - Opportunities for career growth.
  - Employees’ pride in their work.
  - A meaningful career.

- **Good Manager Communication**
  - Manager seeks employee input before making decisions.
  - Employee has frequent candid/open conversations with manager.
  - Employee can trust what the manager says.

- **Work/Life Integration**
  - Ability to balance work and home commitments.
  - Not feeling exhausted at end of workday.
  - Not irritable at home due to workplace culture.
  - Reasonable workload.

- **Respectful Workplace Interactions**
  - Absence of identity-based slights or microaggressions.
  - Absence of inconsiderate manager behavior.
  - Absence of inconsiderate co-worker behavior.
  - 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:

- **790%** more likely to feel satisfied at work.
- **96%** less likely to dread going to work.
- **83%** less likely to be actively looking for a new job.
- **78%** 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)

<table>
<thead>
<tr>
<th>Reason</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inadequate Pay</td>
<td>58%</td>
</tr>
<tr>
<td>Insufficient Career Growth Opportunities</td>
<td>36%</td>
</tr>
<tr>
<td>Poor Management</td>
<td>29%</td>
</tr>
<tr>
<td>Insufficient Learning Opportunities</td>
<td>29%</td>
</tr>
<tr>
<td>Unfair Treatment</td>
<td>28%</td>
</tr>
</tbody>
</table>

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 and 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.