

# Employee Well-Being Report

Data-driven insights into people’s happiness and success at work

Once a quarter, the People Science team does a deep dive into our global employee engagement and workforce data to better understand how organizations can help employees be happy and successful at work.

## Employee Happiness at Work

Note: Beginning in this June 2022 report, we transitioned our Happiness Index from a percent favorable score to a mean score on a 0-100pt scale. The past 12 months of the trend have been updated to reflect this change. [Click here](#) to learn more about why Glint encourages using mean scores over favorability scores for employee engagement data.



By the end of March 2022, employee happiness at work had held relatively steady over the past 12 months.

**How we measure employee happiness at work:** "How happy are you working at your company?" One seemingly simple question can predict employees' sense of well-being, including their job satisfaction, motivation to go above and beyond, organizational pride, plans to stay, desire to make an impact, and much more. In our years of data collection and analysis, we have found that employee happiness is a precursor to business success.

## The State of Hybrid Work Today

Despite declining rates of remote work since early in the pandemic, workers are over 3x as likely to be working remotely today and over 2x as likely to be participating in hybrid work compared with prior to the pandemic.

Please indicate where you primarily performed your job during each of the following time periods.



Today, leaders are less likely to report working fully-remotely than individual contributors:



### What Principal People Science Consultant, Tom Nolan says:

"While the percentage of time spent working remotely has been declining compared to early-pandemic numbers, it is becoming clear these numbers will not return to pre-pandemic states. In addition to this, we're seeing differences by leadership level in the percentage of those who are working fully remote versus not. This reality presents some significant implications and opportunities.



For example, we know that flexible working arrangements, where and when possible, are here to stay. Given this reality, those with people management responsibilities will need to master a 'multimodal' approach – where their team members will be a varying combination of in-person and virtual, and may be different each day.



As a result, everyone (not just HR) will need to be more intentional about building connections with coworkers and teams. Finally, leaders will need to maintain a relatively fluid mindset regarding their people-related practices and policies."

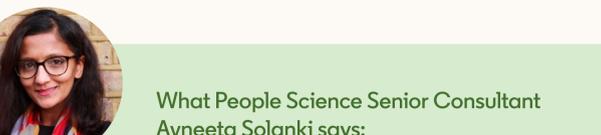
## Manager Support for Hybrid

One critical element of successful hybrid work is manager support for flexibility, which according to our research seems to vary by global region, with North America (NAMER) reporting the lowest rates of manager support by a 10 percentage point margin.

**70%** of global respondents agree that their manager supports flexible work (e.g., in work time and/or location)

### Regional Differences in Perceived Support for Flexibility

My manager supports flexible work (e.g., in work time and/or location).  
Measured as % responding favorably to the above survey item.



NOTE: EMEA = Europe, Middle East, and Africa, APAC = Asia-Pacific, NAMER = North America



### What People Science Senior Consultant Avneeta Solanki says:



"It's promising to see that in this new world of work, the majority of employees globally (70%) do feel supported by their managers to work flexibly. A key element of perceived support here is trust. Comments on Glint surveys around 'the return to work' have often suggested that when employees are not happy with their company's decision to return to the office, they often attribute this to a lack of trust in them to work 'out of sight.' In this scenario, managers have a key role to play in ensuring that all employees (regardless of working arrangement) feel trusted, included, and valued as a part of their team, despite what broader organizational decisions have been made around flexible working.

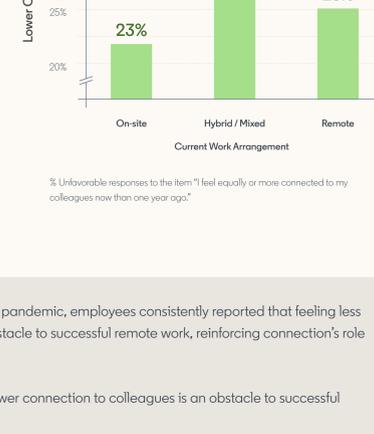


Interestingly, NAMER employees are much less likely to report that their manager supports flexible working compared with their EMEA and APAC counterparts. Despite lower scores on manager support for flexible work, Glint's regional benchmark data suggests that NAMER employees generally do not score significantly lower on many other aspects of company culture (e.g., having "great" culture, feeling empowered, relationship with their manager). This suggests that the difference in perceived support for flexibility may relate to regional differences in a manager's belief about where employees 'should' be working from, and reflective of core differences in the strength of 'office culture'. There appears to be a slightly stronger pull from NAMER managers to return to pre-pandemic office culture than from managers elsewhere."

## Employee Connection

Employees working in mixed/hybrid work arrangements report feeling more disconnected from colleagues compared with their counterparts who work in on-site and remote contexts.

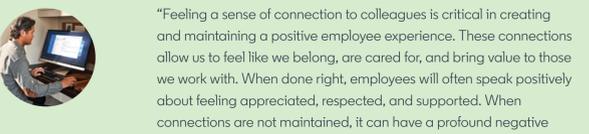
Employees with hybrid work arrangements were 52% more likely than on-site workers and 40% more likely than remote workers to indicate they felt disconnected from colleagues over the past year.



% Unfavorable responses to the item "I feel equally or more connected to my colleagues now than one year ago."

Regardless of company size, during the pandemic, employees consistently reported that feeling less connected to colleagues was a core obstacle to successful remote work, reinforcing connection's role as a core human need.

Percent of respondents reporting that lower connection to colleagues is an obstacle to successful remote work:



### What People Science Consulting Manager Chad Bennett says:



"Feeling a sense of connection to colleagues is critical in creating and maintaining a positive employee experience. These connections allow us to feel like we belong, are cared for, and bring value to those we work with. When done right, employees will often speak positively about feeling appreciated, respected, and supported. When connections are not maintained, it can have a profound negative impact on levels of trust, inclusivity, and collaboration.



Leaders and managers play a critical role in ensuring employees stay connected as hybrid work arrangements become more common. Those who thrive in this area are proactive in reaching out and sharing best practices, personal experiences, and internal examples being role modeled in the organization. One benefit of these practices is to help those who have transitioned into a new work arrangement better understand why connections are important and how they can be successful at building them.



Finally, as one element of *People Success*, connection is fundamental in how employees work together to achieve a common goal. Connections allow organizations to be agile, resilient, and keep the needs of their people at the forefront of the employee journey. When there is a strong sense of connection present, individuals thrive, teams are highly productive, and organizations become talent magnets."

## Methodology

The insights in this edition of the Employee Well-Being Report were derived from self-reported data collected in partnership with LinkedIn Market Research in March 2022 from a global survey sample of 2,911 active, English-speaking LinkedIn members, as well as March 2021 from a global survey sample of 1,895 active, English-speaking LinkedIn members.

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