



DATA SNAPSHOT

2024 Employee Experience Trends: Asia-Pacific & Japan

Dr. Cecelia Herbert, PsyD, XMP

Principal XM Catalyst

Dr. Antonio Pangallo, PhD

Principal XM Scientist

Talia Quaadgras

Research Program Manager

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Executive Summary

KEY FINDINGS IN THIS REPORT

As part of Qualtrics' global employee study, employees from 32 countries/regions rated their current work experiences across several components. From this study, we analyzed the five key performance indicators (*Engagement, Inclusion, Well-Being, Intent to Stay, and Experience v Expectations*) for employee experience as well as the top seven drivers of *Engagement* in each country. In this snapshot, we share the metrics from Asia-Pacific and Japan. We found that:

- + **KPI ratings vary by country.** *Engagement* ratings span 51 percentage points in this region, the greatest variation of all KPIs. *Intent to Stay* ratings have the smallest gap, spanning 28 percentage-points across the thirteen countries measured in this region.
- + **Indonesian and Thai employees report the highest *Intent to Stay*.** The majority of Indonesian and Thai employees (>75%) expressed an intention to stay working with their employer for 3 years or more. Employers in Australia and New Zealand should expect the most turnover as a little over half of employees in these countries report their *Intent to Stay* with their current employer for at least 3 years.
- + **Japanese employees report the greatest change in employee experience since 2021.** Since 2021, Japan's five KPI metrics have changed on average by over 10 percentage points, the most of any country in this region. The ratings New Zealander employees provide have changed the least from 2021, shifting by just over one percentage point.
- + **Professional development is a top driver of employee engagement.** Twelve of thirteen APJ countries in this study selected *I feel that my career goals can be met at this organization* as a top driver of employee engagement. *I am proud of this organization's efforts to have a positive impact on the world* is also a top driver of *Engagement* in 10 of 13 countries.
- + **APJ employees changed their *Experience v Expectations* ratings the most since 2021.** Of the five KPIs, *Experience v Expectations* saw the biggest ratings change since 2021, shifting by an average of 10.5 percentage points in the countries included in both studies. *Inclusion* ratings stayed the most stable over the same period in this region, with an average change of just 2.8 percentage-points.

STUDY KEY FACTS

- Global employee study
- Online panel
- 32 countries/regions
- 36,872 employees
- Conducted in July of 2023

2024 Employee Experience Trends: Asia-Pacific & Japan

STUDY OVERVIEW

The data for this report comes from a global employee study that Qualtrics conducted in the third quarter of 2023. Using an online survey, Qualtrics collected data from 36,772 employees across 32 countries/regions: Argentina, Australia, Brazil, Canada, Chile, Colombia, France, Germany, Hong Kong (China), India, Indonesia, Italy, Japan, Malaysia, Mexico, the Netherlands, New Zealand, the Philippines, Poland, Singapore, South Africa, South Korea, Spain, Sweden, Switzerland, Republic of China (Taiwan), Thailand, Turkey, the United Arab Emirates, the United Kingdom (excluding the Republic of Ireland), the United States, and Vietnam.

Qualtrics surveyed approximately...

...400 employees from Poland, South Africa, and Switzerland.

...500 employees from Chile, Indonesia, Malaysia, the Philippines, Taiwan, and Vietnam.

...1,000 employees from Argentina, Brazil, Canada, Colombia, Hong Kong, Italy, Mexico, the Netherlands, New Zealand, Singapore, South Korea, Spain, Sweden, Thailand, Turkey, and the UAE.

...2000 employees from Australia, France, Germany, India, Japan, and the UK.

...4000 employees from the United States.

FIGURES IN THE REPORT

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8. Employee Experience KPIs: Australia
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Methodology

EMPLOYEE EXPERIENCE KEY PERFORMANCE INDICATOR QUESTIONS

All item responses were provided on a 5 point Likert scale. For the first four metrics, we asked employees the degree to which they agree with (*Strongly disagree, Disagree, Neither agree nor disagree, Agree, Strongly agree*) the below statements. Response scales for the last two metrics, Intent to Stay and Expectations, are listed with their statement.

Engagement:

- *My work gives me a feeling of personal accomplishment* (**Accomplish**)
- *I would recommend this company to people I know as a great place to work* (**Recommend**)
- *The company I work for motivates me to contribute more than is normally required to complete my work* (**Motivate**)

Inclusion:

- *I feel as if I belong at this company* (**Belonging**)
- *I can be myself at this company* (**Authenticity**)
- *At this company, everyone can succeed to their full potential, no matter who they are (e.g., all ages, cultural backgrounds, genders, races, religions, etc.)* (**Equity**)

Well-Being:

- *I feel energized at work* (**Energy**)
- *I feel positive about myself at work* (**Positivity**)
- *I have trusting relationships at work* (**Relationships**)

Intent to Stay:

- *I intend to keep working at this company for...* (6 months or less/Over 6 months, up to 1 year/Over 1 year, up to 3 years/Over 3 years, up to 5 years/Over 5 years)

Expectations:

- *Overall, to what extent does your experience working at this company meet your expectations?* (Far below expectations/Below expectations/Meets expectations/Exceeds expectations /Greatly exceeds expectations)

Metrics reported are %-favorable – the percentage of responses rated 4+ on the 5-point scale.

Employee Experience KPIs: Global

KEY TAKEAWAYS

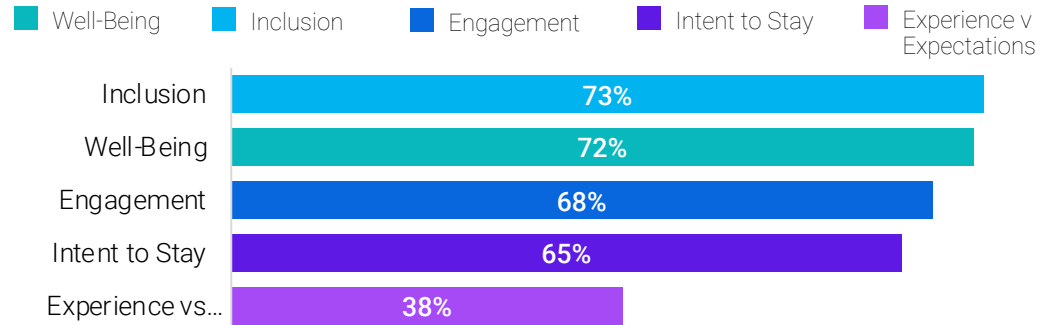
- + *Inclusion* is the top-rated EX KPI globally, at 73%. *Experience v Expectations* is the lowest-rated, at 38% having their expectations exceeded.
- + Sixty-eight percent of employees rated their engagement favorably, 2 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 6 percentage-points from 2021 to 38%.
- + The top driver of *Engagement* globally is *this organization's processes enable me to effectively meet my customers' needs*. Seventy-three percent of employees agree with this statement.

ABOUT

This data shows the rating for five employee experience KPI ratings in 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 globally.

The metrics reported represent % favorable ratings (4+ out of 5). See appendix for the wording of driver items.

2024 Employee Experience Key Performance Indicators: Global

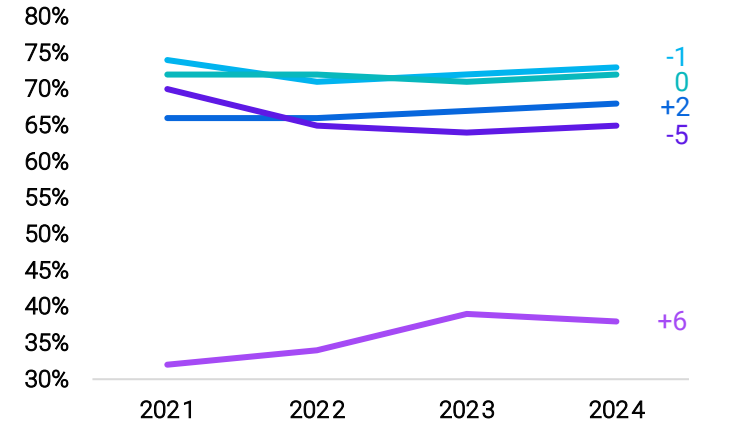


Top 7 Drivers of Engagement

In 2024

Rank	Driver	Rating
1	Processes	73%
2	Encouraged Better Serve	70%
3	Proud Efforts	67%
4	Career Goals	66%
5	Opportunities Learn & Dev	70%
6	Skills	79%
7	Believe	74%

KPIs 2021-2024



Well-Being by Country/Region

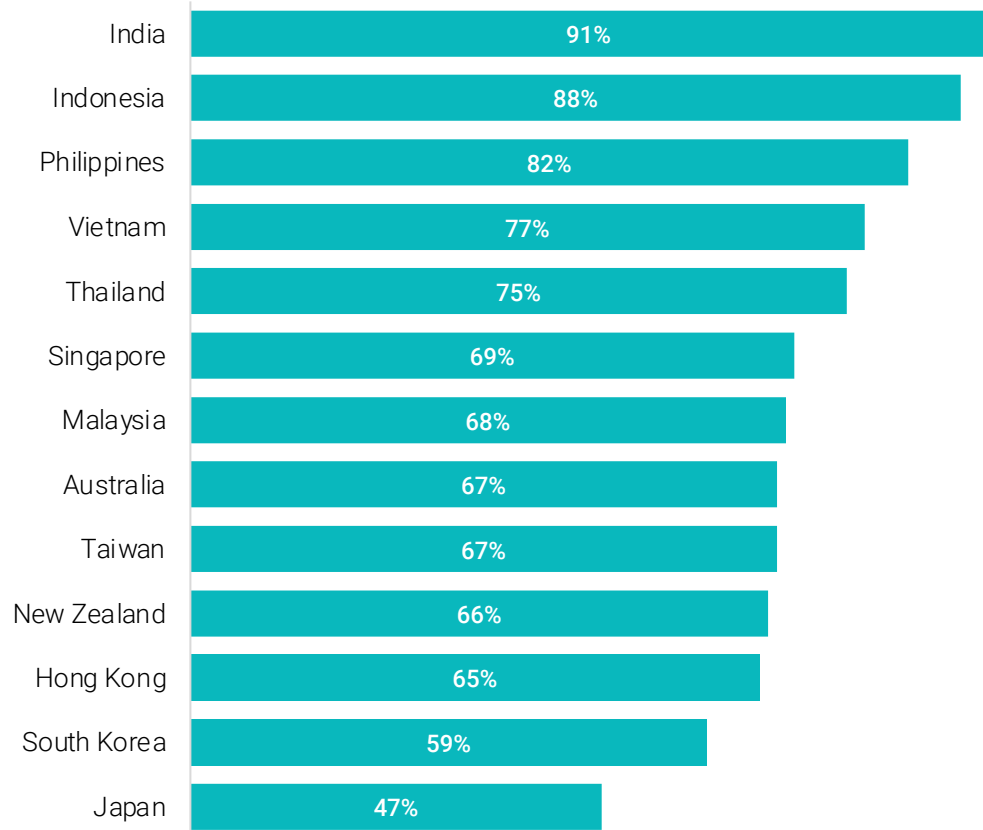
KEY TAKEAWAYS

- + India has the highest employee *Well-Being* rating in the APJ region, at 91%, followed by Indonesia at 88% favorable.
- + The Japanese provided the lowest employee *Well-Being* rating in the region (65%), while South Koreans provided the second-lowest rating (59%)

ABOUT

This chart shows the Well-Being rating for all countries/regions in the APJ region.

Well-Being by Country/Region



Inclusion by Country/Region

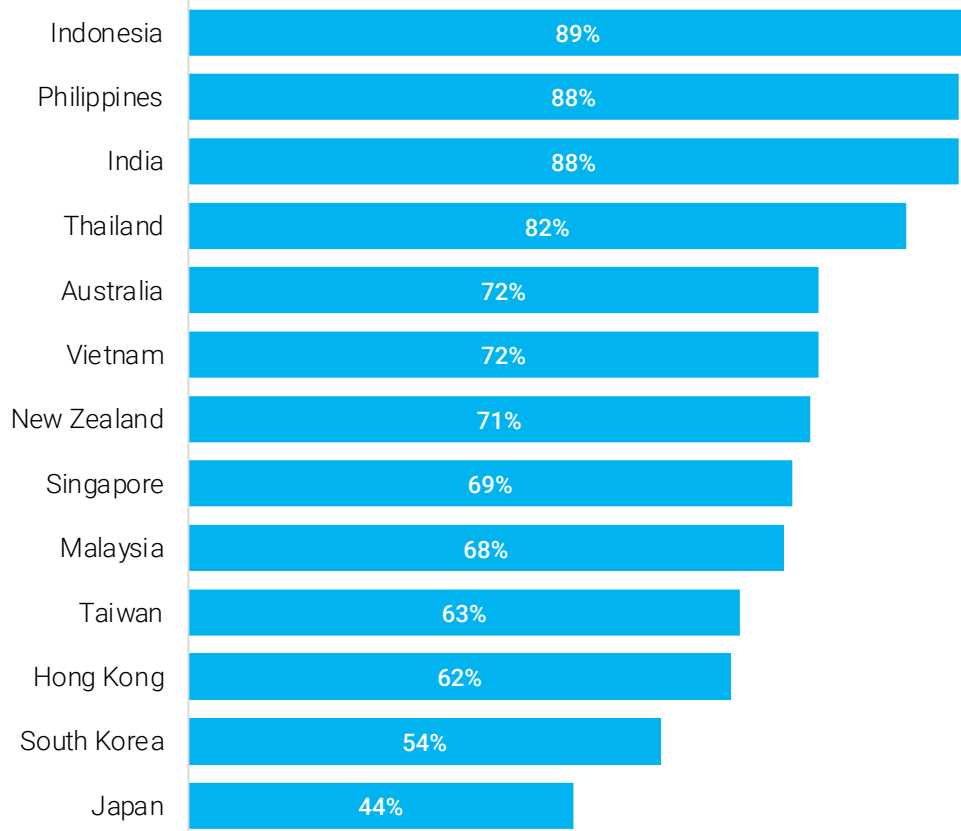
KEY TAKEAWAYS

- + India and the Philippines have the highest *Inclusion* ratings in the APJ region, at 89% and 88%, respectively.
- + Japanese employees provided the lowest *Inclusion* rating in the region (44%). South Korean employees all reported the second-lowest *Inclusion* ratings, all at 54% favorable.

ABOUT

This chart shows the Inclusion ratings for all countries/regions in the APJ region.

Inclusion by Country/Region



Engagement by Country/Region

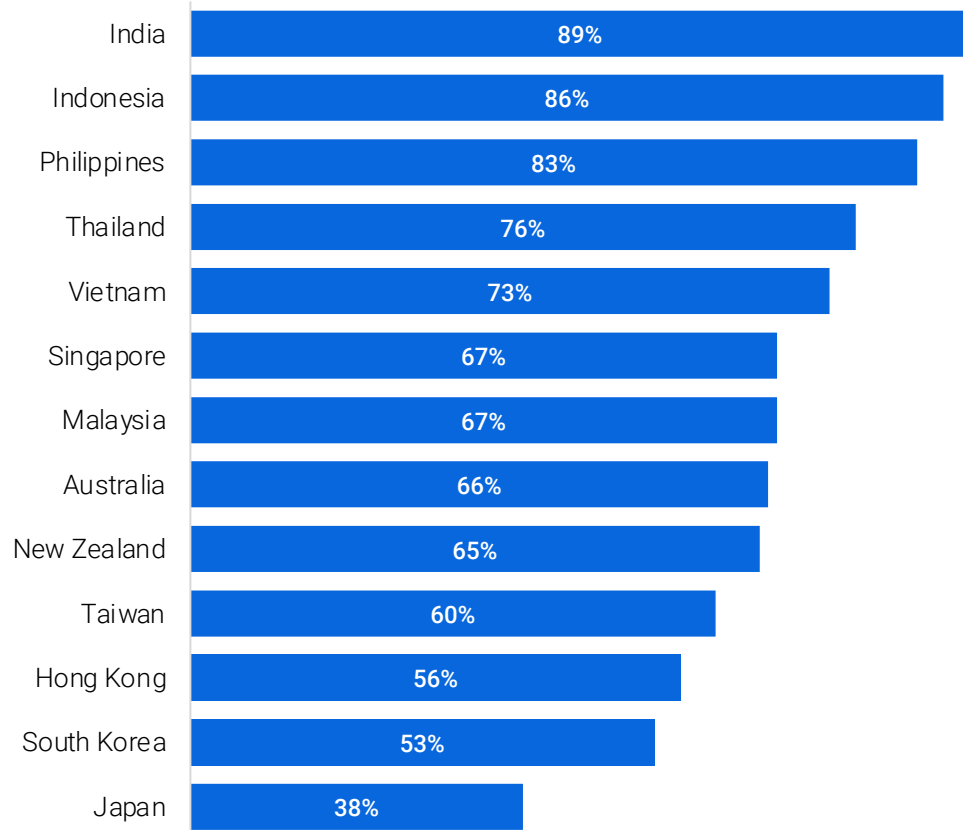
KEY TAKEAWAYS

- + India and Indonesia have the highest *Engagement* ratings in the APJ region, at 89% and 86%, respectively.
- + Japanese employees provided the lowest *Engagement* rating in the region (38%), 15 percentage-points lower than the next-lowest ratings (South Korea, 53%).

ABOUT

This chart shows the *Engagement* ratings for all countries/regions in the APJ region.

Engagement by Country/Region

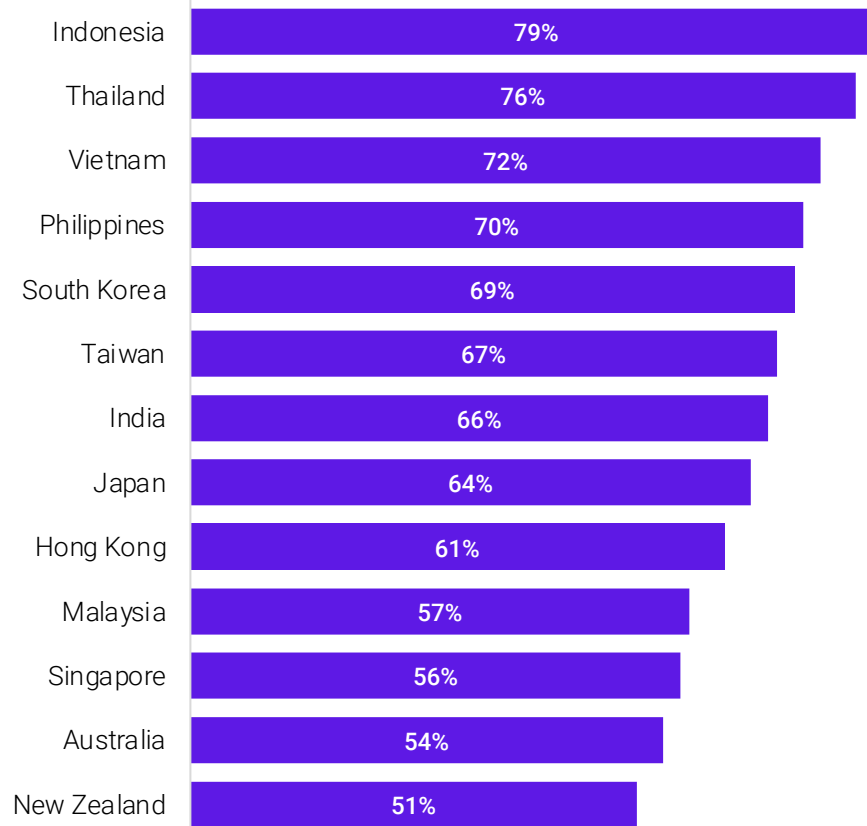


Intent to Stay by Country/Region

KEY TAKEAWAYS

- + Indonesian employees report the highest intent to stay at their organization, with 79% reporting an *Intent to Stay* for 3 or more years.
- + New Zealand employees provided the lowest *Intent to Stay* rating in the region (51%), followed by Australian employees (54%).

Intent to Stay by Country/Region



ABOUT

This chart shows the Intent to Stay ratings for all countries/regions in the APJ region.

Experience v Expectations by Country/Region

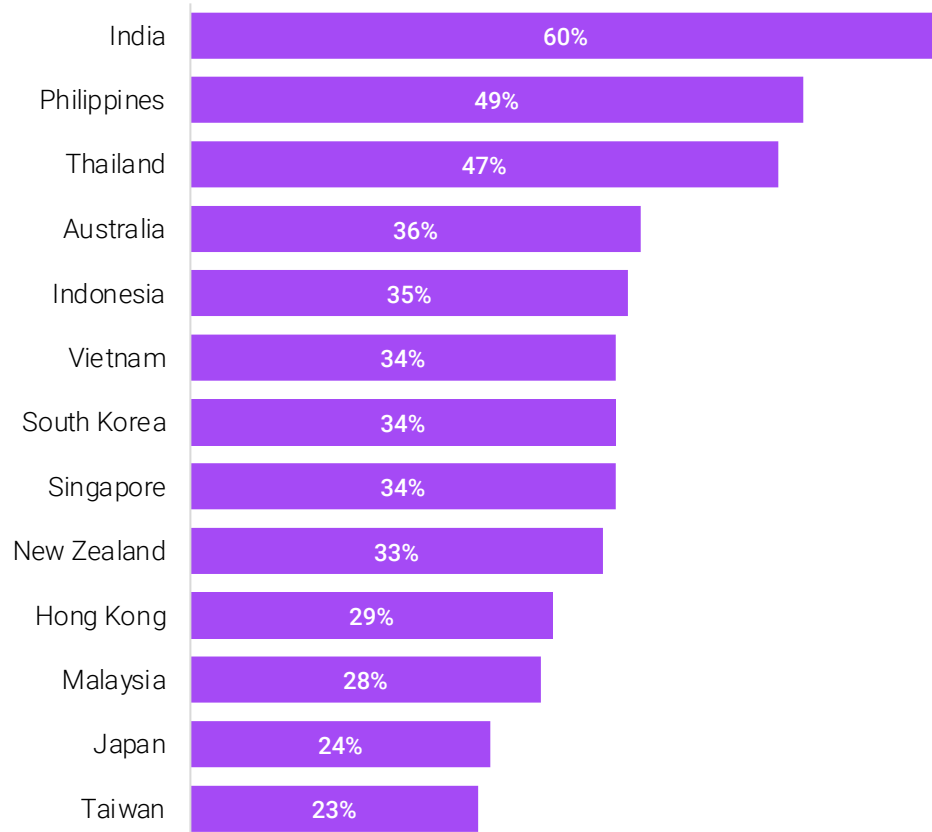
KEY TAKEAWAYS

- + Indian employees have the highest propensity to say their experience working at their organization exceeds their expectations, with a rating of 60%.
- + Taiwanese employees provided the lowest *Experience v Expectations* rating in the region (23%), followed by Japanese employees (24%).

ABOUT

This chart shows the Experience v Expectations ratings for all countries/regions in the APJ region.

Experience v Expectations by Country/Region



Employee Experience KPIs: Australia

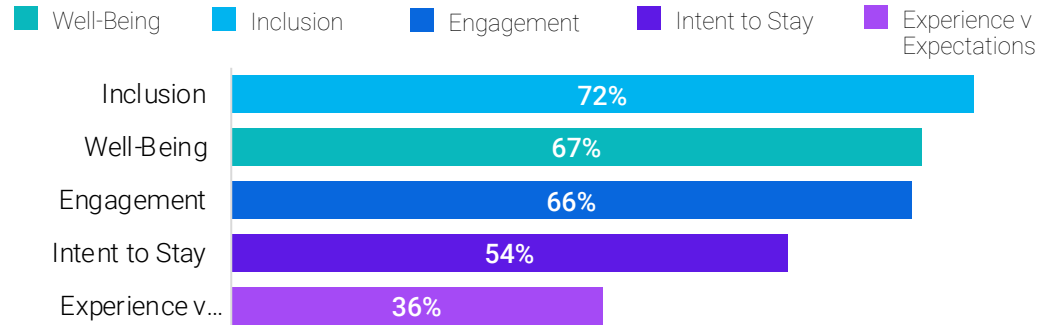
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in Australia, at 72% favorable. *Experience v Expectations* is the lowest-rated, at 36%.
- + Sixty-six percent of Australian employees rate their engagement favorably, 5 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 12 percentage-points from 2021 to 36%.
- + The top driver of *Engagement* in Australia is *I am proud of this organization's efforts to have a positive impact on the world*. Sixty-six percent of Australian employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings in 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Australia.

2024 Employee Experience Key Performance Indicators: Australia

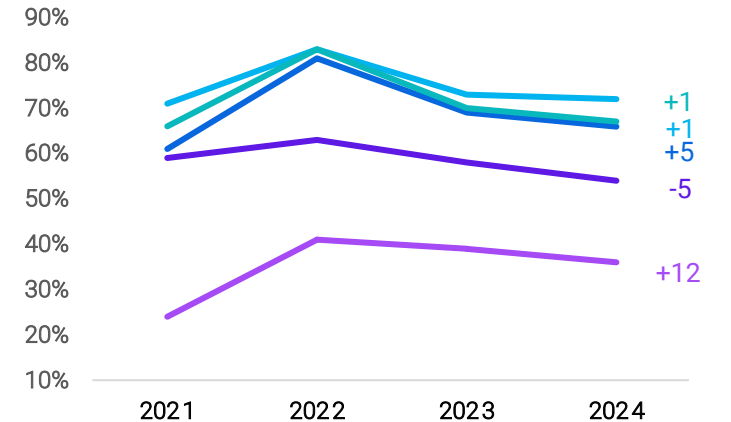


Top 7 Drivers of Engagement

In Australia 2024

Rank	Driver	Rating
1	Proud Efforts	66%
2	Career Goals	64%
3	Encouraged Better Serve	69%
4	Processes	74%
5	Believe	76%
6	Opps Learn & Dev	69%
7	Open Honest	62%

Australia KPIs 2021-2024



Employee Experience KPIs: Hong Kong (China)

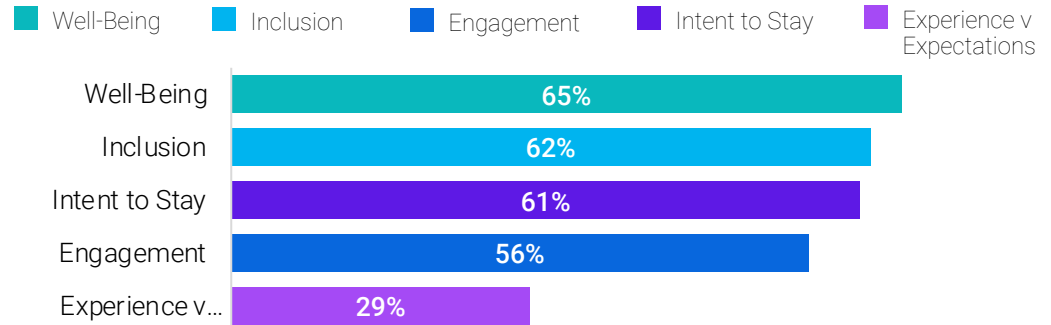
KEY TAKEAWAYS

- + Employee *Well-Being* is the top-rated KPI in Hong Kong (China), at 65% favorable. *Experience v Expectations* is the lowest-rated, at 29%.
- + Fifty-six percent of Hong Kong (China) employees rate their engagement favorably, the same as in 2021. The largest change in KPI ratings was for *Intent to Stay*, dropping 21 percentage-points from 2021 to 61%.
- + The top driver of *Engagement* in Hong Kong (China) is *...my career goals can be met at this organization*. Fifty-eight percent of employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings in 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Hong Kong (China).

2024 Employee Experience Key Performance Indicators: Hong Kong (China)



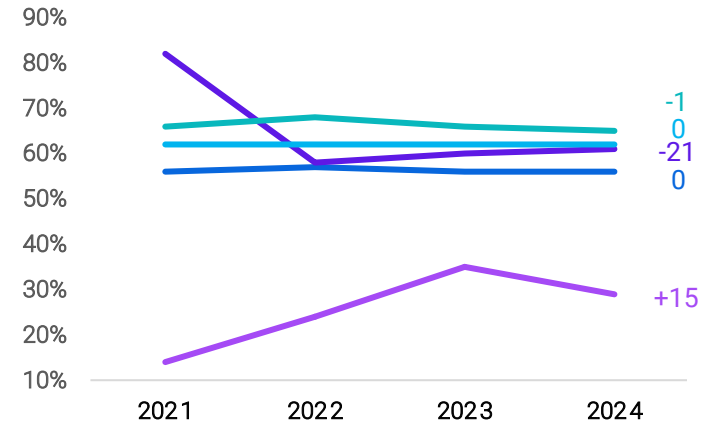
Top 7 Drivers of Engagement

In Hong Kong (China), 2024

Rank	Driver	Rating
1	Career Goals	58%
2	Proud Efforts	55%
3	Opps Learn & Dev	62%
4	Encouraged Better Serve	56%
5	Career Discuss	56%
6	Open Honest	55%
7	Processes	60%

Hong Kong (China) KPIs 2021-2024

3 year %-pt change



Employee Experience KPIs: India

KEY TAKEAWAYS

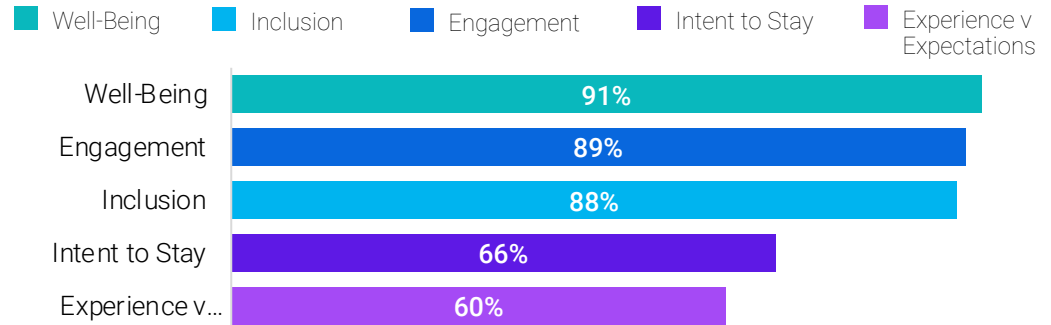
- + Employee *Well-Being* is the top-rated KPI in India, at 91% favorable. *Experience v Expectations* is the lowest-rated, at 60%.
- + Eighty-nine percent of Indian employees rate their engagement favorably, 4 percentage-points more than in 2021, which was the largest change across the EX KPIs.
- + The top driver of *Engagement* in Indian is *...my career goals can be met at this organization*. Eighty-eight percent of Indian employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings in 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in India.

Data was not collected on Indian KPIs in 2021.

2024 Employee Experience Key Performance Indicators: India

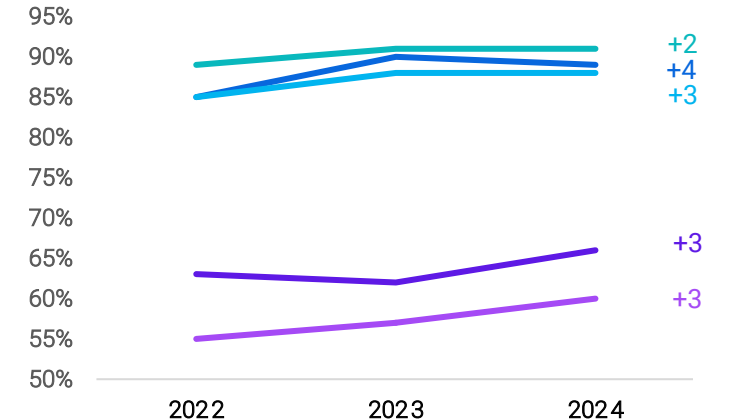


Top 7 Drivers of Engagement

In India, 2024

Rank	Driver	Rating
1	Career Goals	88%
2	Processes	90%
3	Encouraged Better Serve	91%
4	Proud Efforts	90%
5	Career Discuss	85%
6	Opps Learn & Dev	91%
7	Action Soc Resp	86%

India KPIs 2022-2024



Employee Experience KPIs: Indonesia

KEY TAKEAWAYS

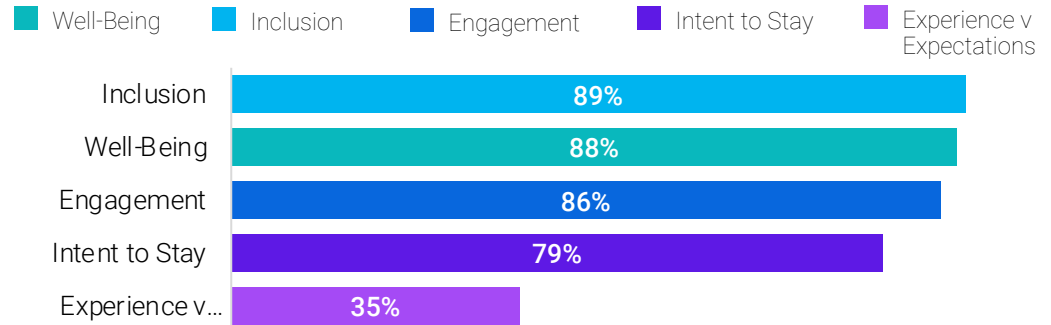
- + *Inclusion* is the top-rated KPI in Indonesia, at 89% favorable. *Experience v Expectations* is the lowest-rated, at 35%.
- + Eighty-six percent of Indonesian employees rate their engagement favorably, 11 percentage-points more than in 2022, the largest change in KPI ratings.
- + The top driver of *Engagement* in Indonesia is *this organization is taking action to be socially responsible*. Eighty-four percent of Indonesian employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in Indonesia.

Data was not collected on Indonesian KPIs in 2021.

2024 Employee Experience Key Performance Indicators: Indonesia

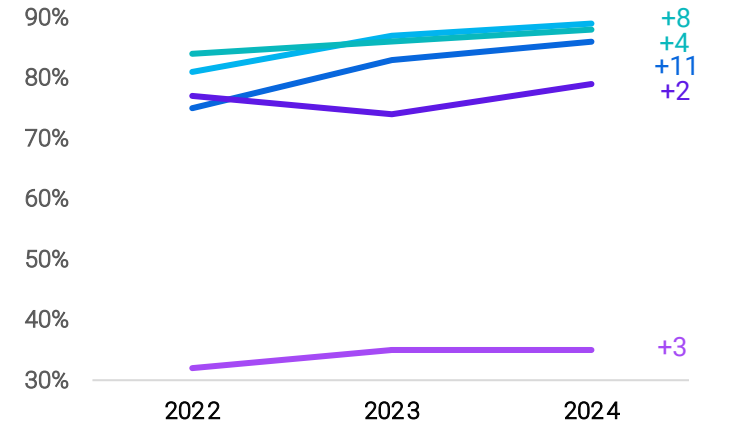


Top 7 Drivers of Engagement

In Indonesia, 2024

Rank	Driver	Rating
1	Action Soc Resp	84%
2	Processes	86%
3	Adapt Change	86%
4	Snr Leader Feedback	80%
5	Link	83%
6	Everyone Same	80%
7	Physical Workspace	87%

Indonesia KPIs 2022-2024



Employee Experience KPIs: Japan

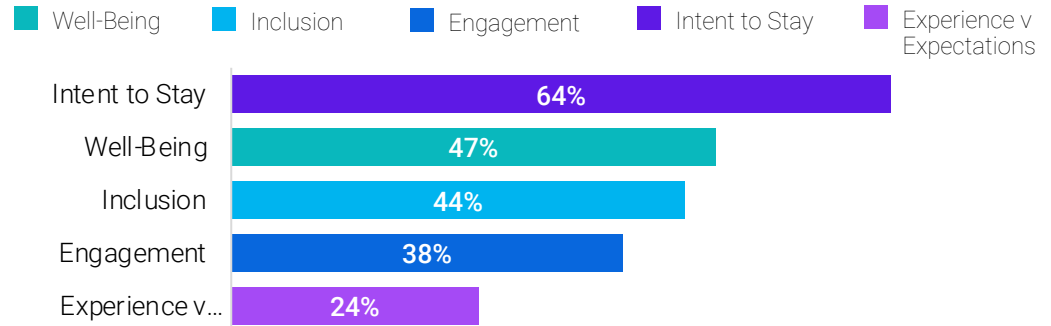
KEY TAKEAWAYS

- + *Intent to Stay* is the top-rated KPI in Japan at 64% favorable. *Experience v Expectations* is the lowest-rated, at 24%.
- + Thirty-eight percent of Japanese employees rate their engagement favorably, 7 percentage-points less than in 2021. The largest change in KPI ratings was for employee *Well-Being*, decreasing 14 percentage-points from 2021 to 47%.
- + The top driver of *Engagement* in the Japan is *...my career goals can be met at this organization*. Thirty-six percent of Japanese employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Japan.

2024 Employee Experience Key Performance Indicators: Japan

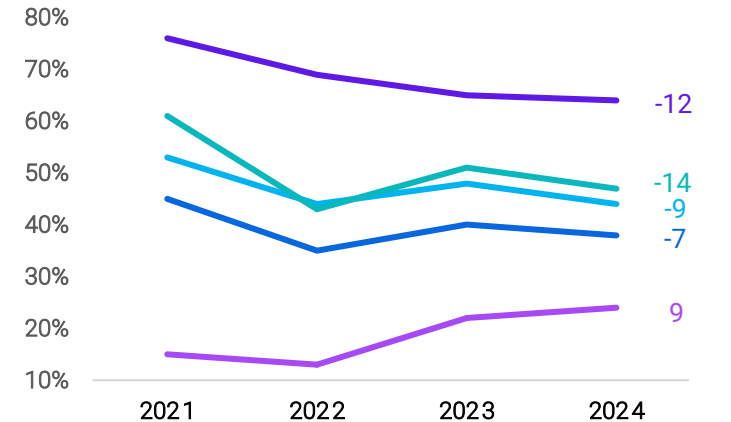


Top 7 Drivers of Engagement

In Japan, 2024

Rank	Driver	Rating
1	Career Goals	36%
2	Opps Learn & Dev	43%
3	Proud Efforts	46%
4	Career Discuss	30%
5	Processes	46%
6	Believe	40%
7	Snr Leader Feedback	34%

Japan KPIs 2021-2024



Employee Experience KPIs: Malaysia

KEY TAKEAWAYS

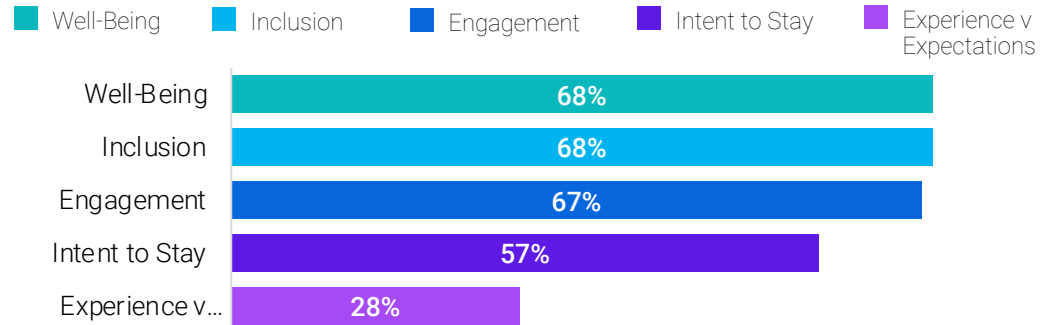
- + *Inclusion* and employee *Well-Being* is the top-rated KPIs in Malaysia, at 68% favorable. *Experience v Expectations* is the lowest-rated, at 28%.
- + Sixty-seven percent of Malaysian employees rate their engagement favorably, 1 percentage-point fewer than in 2022. The largest change in KPI ratings was for employee *Intent to Stay*, decreasing 7 percentage-points from 2022 to 57%.
- + The top driver of *Engagement* in Malaysia is *I am encouraged to develop new and better ways of serving customers*. Seventy-one percent of Malaysian employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in Malaysia.

Data was not collected on Malaysian KPIs in 2021.

2024 Employee Experience Key Performance Indicators: Malaysia

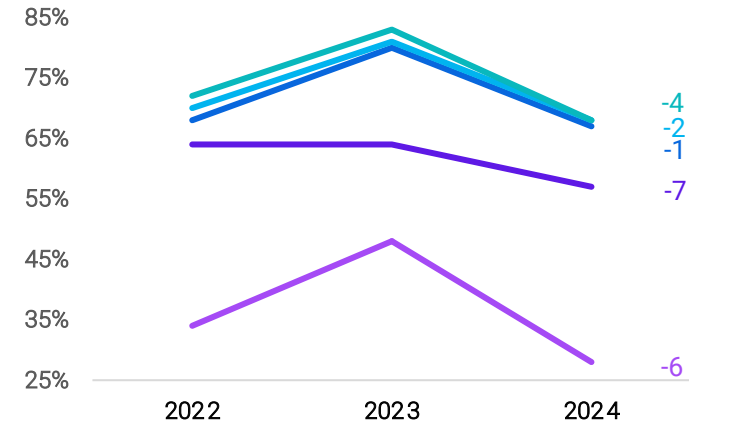


Top 7 Drivers of Engagement

In Malaysia, 2024

Rank	Driver	Rating
1	Encouraged Better Serve	71%
2	Opps Learn & Dev	73%
3	Career Goals	62%
4	Processes	68%
5	Career Discuss	60%
6	Snr Leader Feedback	59%
7	Treated	77%

Malaysia KPIs 2022-2024



Employee Experience KPIs: New Zealand

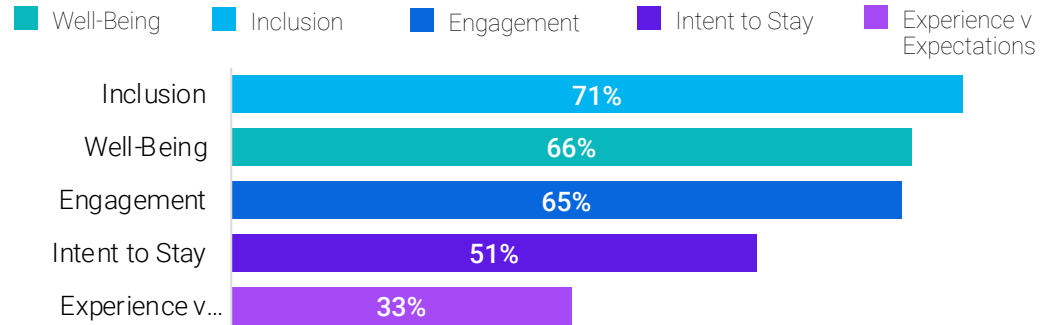
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in New Zealand, at 71% favorable. *Experience v Expectations* is the lowest-rated, at 33%.
- + Sixty-five percent of New Zealand employees rate their engagement favorably, 2 percentage-points more than in 2021. The largest change in KPI ratings was for *Intent to Stay*, decreasing 3 percentage-points from 2021 to 51%.
- + The top driver of *Engagement* in New Zealand is *...my career goals can be met at this organization*. Sixty percent of New Zealander employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in New Zealand.

2024 Employee Experience Key Performance Indicators: New Zealand

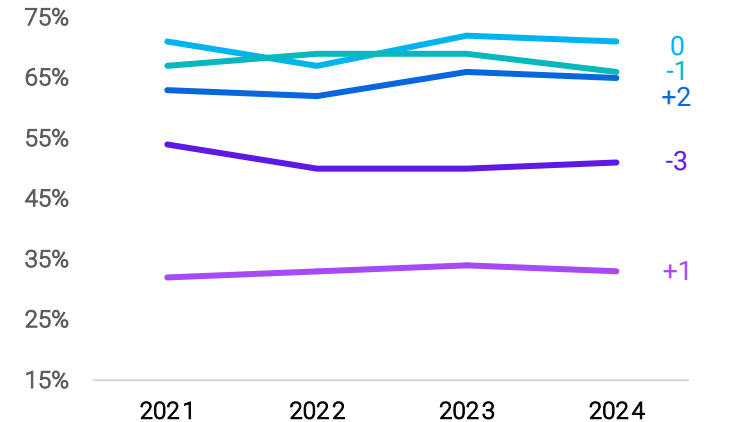


Top 7 Drivers of Engagement

In New Zealand, 2024

Rank	Driver	Rating
1	Career Goals	60%
2	Opps Learn & Dev	67%
3	Processes	70%
4	Encouraged Better Serve	65%
5	Proud Efforts	68%
6	Open Honest	59%
7	Future	67%

New Zealand KPIs 2021-2024



Employee Experience KPIs: Philippines

KEY TAKEAWAYS

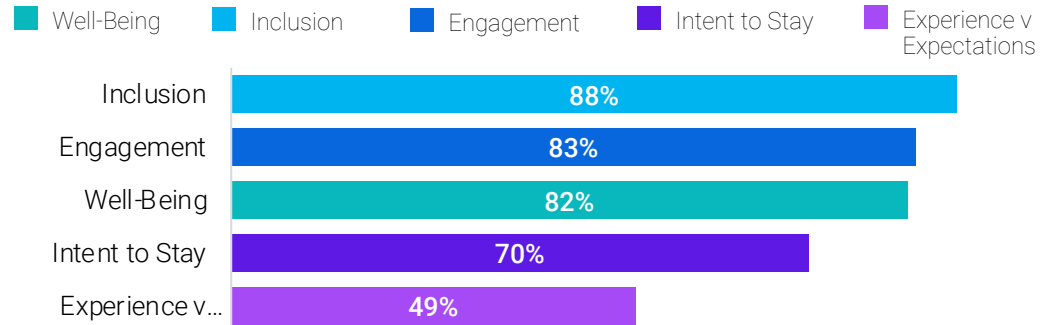
- + *Inclusion* is the top-rated KPI in the Philippines, at 88% favorable. *Experience v Expectations* is the lowest-rated, at 49%.
- + Eighty-three percent of Filipino employees rate their engagement favorably, 8 percentage-point more than in 2022. The largest change in KPI ratings was for *Inclusion*, increasing 11 percentage-points from 2022 to 88%.
- + The top driver of *Engagement* in the Philippines is *I am proud of this organization's efforts to have a positive impact on the world*. Eighty-five percent of Filipino employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in Malaysian.

Data was not collected on Malaysian KPIs in 2021.

2024 Employee Experience Key Performance Indicators: Philippines

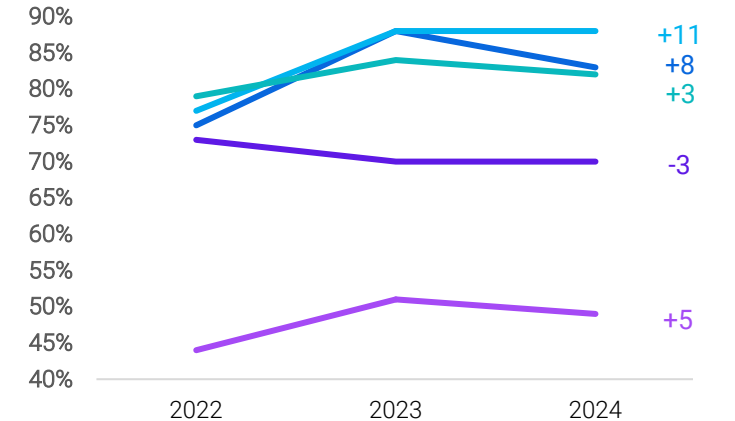


Top 7 Drivers of Engagement

In the Philippines, 2024

Rank	Driver	Rating
1	Proud Efforts	85%
2	Opps Learn & Dev	86%
3	Career Goals	80%
4	Processes	88%
5	Env Practices	80%
6	Career Discuss	76%
7	Report Unethical	80%

Philippines KPIs 2022-2024



Employee Experience KPIs: Singapore

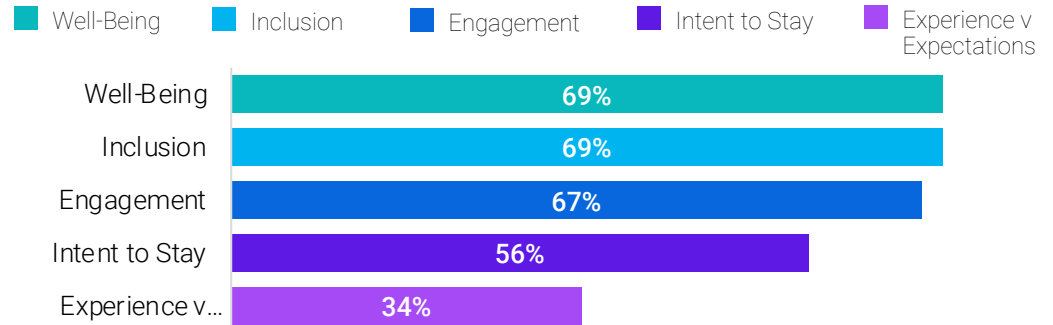
KEY TAKEAWAYS

- + *Inclusion* and employee *Well-Being* are the top-rated KPI in Singapore, each at 69% favorable.
- + Sixty-seven percent of Singaporean employees rate their engagement favorably, 11 percentage-points more than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 12 percentage-points from 2021 to 34%.
- + The top driver of *Engagement* in Singapore is *...my career goals can be met at this organization*. Sixty-five percent of Singaporean employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Singapore.

2024 Employee Experience Key Performance Indicators: Singapore

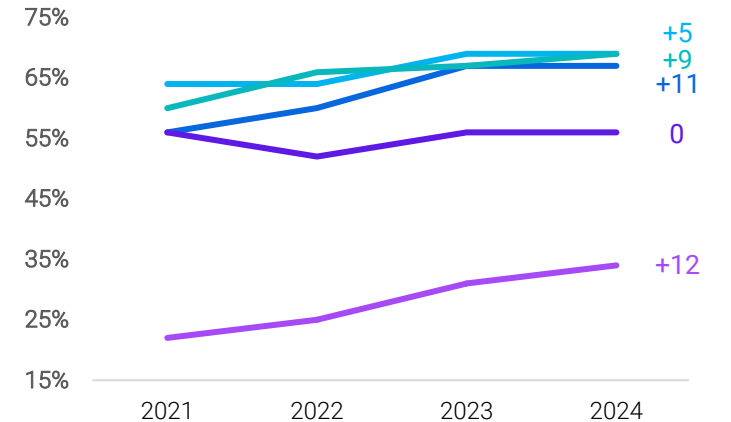


Top 7 Drivers of Engagement

In Singapore, 2024

Rank	Driver	Rating
1	Career Goals	65%
2	Encouraged Better Serve	73%
3	Processes	72%
4	Proud Efforts	72%
5	Career Discuss	62%
6	Open Honest	65%
7	Productive	69%

Singapore KPIs 2021-2024



Employee Experience KPIs: South Korea

KEY TAKEAWAYS

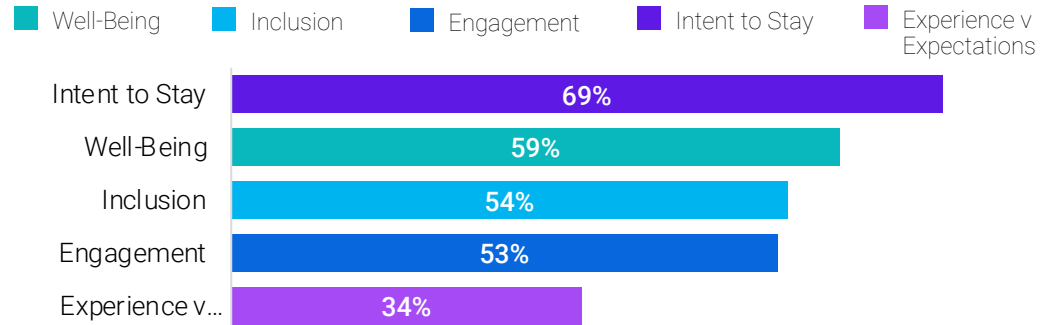
- + *Intent to Stay* is the top-rated KPI in South Korea, at 69% favorable. *Experience v Expectations* is the lowest-rated, at 34%.
- + Fifty-three percent of South Korean employees rate their engagement favorably, 6 percentage-point more than in 2022, the largest change in KPI ratings.
- + The top driver of *Engagement* in the South Korea is *I am proud of this organization's efforts to have a positive impact on the world*. Forty-nine percent of South Korean employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2022-2024 and the top 7 drivers of the Engagement KPI in 2024 in South Korea.

Data was not collected on South Korean KPIs in 2021.

2024 Employee Experience Key Performance Indicators: South Korea

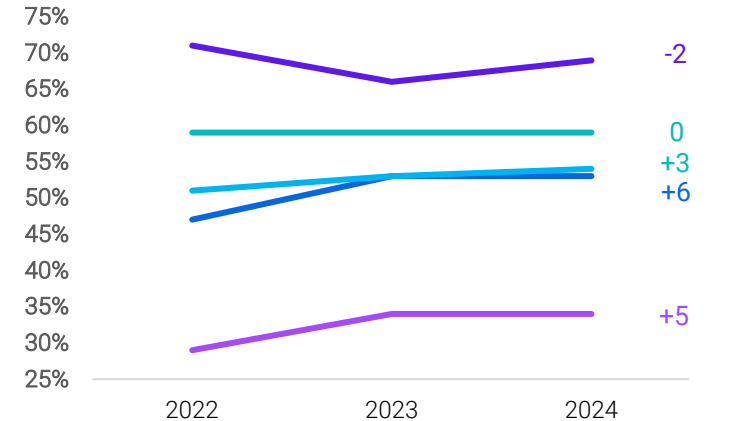


Top 7 Drivers of Engagement

In South Korea, 2024

Rank	Driver	Rating
1	Proud Efforts	49%
2	Opps Learn & Dev	51%
3	Processes	58%
4	Career Goals	55%
5	Career Discuss	51%
6	Encouraged Better Serve	52%
7	Snr Leader Feedback	45%

South Korea KPIs 2022-2024



Employee Experience KPIs: Republic of China (Taiwan)

KEY TAKEAWAYS

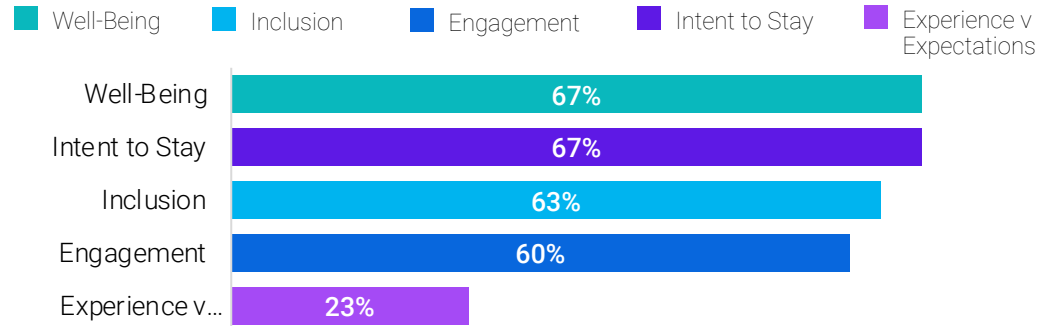
- + Employee *Well-Being* is the top-rated KPI in Taiwan, at 67% favorable. *Experience v Expectations* is the lowest-rated, at 23%.
- + The top driver of *Engagement* in Taiwan is *...my career goals can be met at this organization*. Fifty-six percent of Taiwanese employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings and the top 7 drivers of the Engagement KPI in 2024 in Taiwan.

Data was not collected on Taiwanese KPIs in 2021-2023.

2024 Employee Experience Key Performance Indicators: Republic of China (Taiwan)



Top 7 Drivers of Engagement

In Taiwan, 2024

Rank	Driver	Rating
1	Career Goals	56%
2	Career Discuss	53%
3	Processes	60%
4	Believe	60%
5	Proud Efforts	57%
6	Encouraged Better Serve	62%
7	Env Practices	68%

Taiwan KPIs 2021-2024

Data not available

2021 2022 2023 2024

Employee Experience KPIs: Thailand

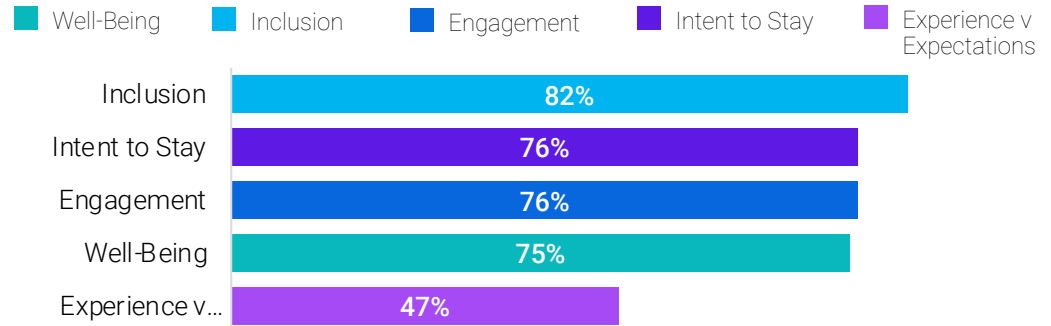
KEY TAKEAWAYS

- + *Inclusion* is the top-rated KPI in Thailand, at 82% favorable.
- + Seventy-six percent of Thai employees rate their engagement favorably, 2 percentage-points less than in 2021. The largest change in KPI ratings was for *Experience v Expectations*, increasing 14 percentage-points from 2021 to 47%.
- + The top driver of *Engagement* in Thailand is *I am encouraged to develop new and better ways of serving customers*. Eighty-three percent of Thai employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings from 2021-2024 and the top 7 drivers of the Engagement KPI in 2024 in Thailand.

2024 Employee Experience Key Performance Indicators: Thailand

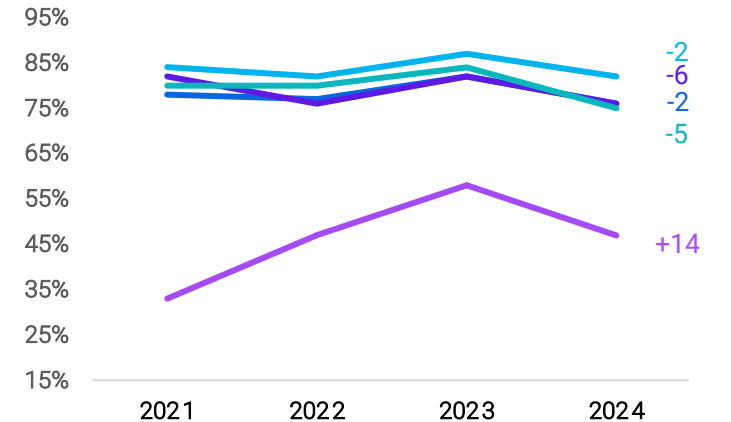


Top 7 Drivers of Engagement

In Thailand, 2024

Rank	Driver	Rating
1	Encouraged Better Serve	83%
2	Career Goals	81%
3	Career Discuss	75%
4	Link Performance	74%
5	Opps Learn & Dev	85%
6	Processes	83%
7	Proud Efforts	78%

Thailand KPIs 2021-2024



Employee Experience KPIs: Vietnam

KEY TAKEAWAYS

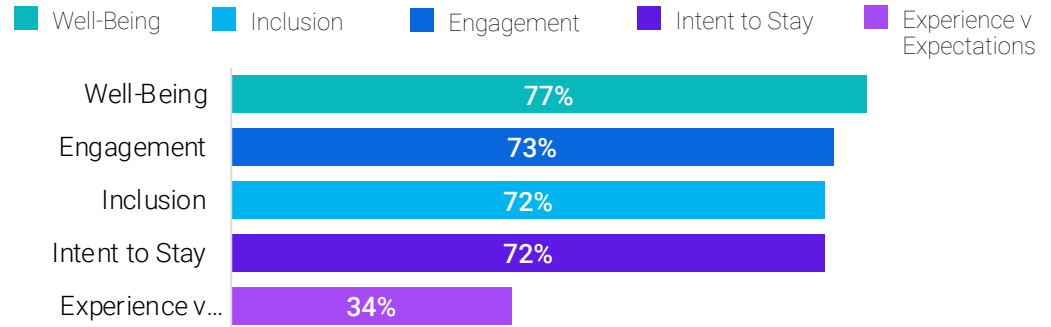
- + Employee *Well-Being* is the top-rated KPI in Vietnam, at 77% favorable. *Experience v Expectations* is the lowest-rated, at 34%.
- + The top driver of *Engagement* in Vietnam is *...my career goals can be met at this organization*. Seventy-eight percent of Vietnamese employees agree with this statement.

ABOUT

This data shows the five employee experience KPI ratings and the top 7 drivers of the Engagement KPI in 2024 in Vietnam.

Data was not collected on Vietnamese KPIs in 2021-2023.

2024 Employee Experience Key Performance Indicators: Vietnam



Top 7 Drivers of Engagement

In Vietnam, 2024

Rank	Driver	Rating
1	Career Goals	78%
2	Encouraged Better Serve	83%
3	Env Practices	72%
4	Processes	79%
5	Proud Efforts	75%
6	Challenge Tradition	62%
7	Meaningful	82%

Vietnam KPIs 2021-2024

Data not available

2021 2022 2023 2024

Engagement Drivers Index

EMPLOYEE EXPERIENCE ENGAGEMENT DRIVERS

Through regressions, we found the top seven drivers of the engagement KPI for each country in 2024. Statements for each driver are summarized below:

Driver	Statement
Action Soc Resp	This organization is taking action to be socially responsible (e.g., supporting community events, charitable causes etc.)
Adapt Change	I feel supported in my efforts to adapt to organizational changes
Believe	I believe in the organization's values
Benefits Meet Needs	The employee benefits I have meet my needs
Career Discuss	I have meaningful discussions with my manager about my career development
Career Goals	Overall, I feel that my career goals can be met at this organization
Cares	My manager cares about my well-being
Challenge Tradition	At this organization, I can challenge the traditional ways of doing things
Company Support	This organization supports my efforts to balance my work and personal life
Confident	I have confidence in senior leadership to make the right decisions for this organization
Continually Improve	This organization continually improves the way work gets done
Cooperate Job Done	The people I work with cooperate to get the job done
Encouraged Better Serve	I am encouraged to develop new and better ways of serving customers
Env Practices	This organization fosters environmentally friendly practices (e.g. recycling, paperless culture, saving energy)
Everyone Same	At this organization, everyone is held to the same ethical standards
Flexibility	I have the flexibility I need in my work schedule to meet both work and personal needs
Future	I believe this organization has an outstanding future

Driver	Statement
Link	I can see a clear link between my work and this organization's strategic objectives
Link Performance	My pay is clearly linked to my performance
Meaningful	I receive meaningful recognition when I do a good job
Open Honest	There is open and honest communication at this organization
Opps Learn & Dev	I have good opportunities to learn and develop at this organization
Physical Workspace	My physical workspace allows me to be productive
Positive Change	I have seen positive changes as a result of previous surveys
Processes	This organization's processes enable me to effectively meet my customers' needs
Productive	The work processes at this organization allow employees to be as productive as possible
Proud Efforts	I am proud of this organization's efforts to have a positive impact on the world
Report Unethical	I know how to report suspected unethical business practices
Safe Work	I feel safe while I am at work
Skills	My job makes good use of my skills and abilities
Snr Leader Feedback	Senior leadership responds to feedback from employees
Treated	I am treated with respect at work
Understand Affect Work	This organization does a good job of helping me understand how changes will affect my work

DATA CALCULATION

Percent favorable ratings for each KPI component and driver are calculated by combining the total number of respondents that selected the top two choices (agree & strongly agree/over three years & over five years/ exceeds & greatly exceeds expectations) and dividing by the total number of respondents. Metrics for Engagement, Inclusion, and Well-Being are then calculated by averaging the three components.

Data for the 2021, 2022, and 2023 KPIs come from the Qualtrics Employee Experience Trends Global Study from each respective year. Data may not be available for certain countries in certain years depending on their sample availability.

Figure 1 is calculated by finding the score for each KPI and driver across all 32 countries/regions (referred to as 'global') included in this study.

Figures 2-6 are calculated by finding each metric's rating for each country in the APJ region.

AUTHORS

Cecelia Herbert, PsyD, XMP – Principal XM Catalyst
Antonio Pangallo, PhD – Principal XM Scientist
Talia Quaadgras – Research Program Manager

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