



2023 Global Workplace Well-Being Summary

STUDY AUTHORS

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Workplace Well-Being Research Summary: 2023

The Myers-Briggs Company continued research of workplace well-being in 2023, for the eighth consecutive year. Well-being of employees continues to be an area of concern and emphasis for many organizations, as they adjust to new ways of operating in the post-COVID era. Recent research by the American Psychological Association (2023) found that a large majority of workers are concerned about their mental health and well-being at work. Workers in 2023 also have an increased expectation that their organization “values their emotional and psychological well-being” and “provides support for mental health.” Reassuringly, the research found that most workers are satisfied with the mental health resources provided at work, and about half of survey respondents regularly receive information about the resources available to support their mental health. The researchers concluded, however, that more work is needed in this area as the well-being of workers is now a priority in 2023.

We provide a summary of our ongoing workplace well-being research and include key findings related to new topics and factors influencing people’s well-being at work. The specific aims for our 2023 workplace well-being research study included:

- Building on our previous studies, using the Global Workplace Well-being Inventory® (GWWI®), investigating trends of workplace well-being in an international workforce sample between 2016 and 2023.
- Continuing to explore the interaction between well-being and personality type using the *Myers-Briggs Type Indicator*® (MBTI®) framework.
- Exploring how well-being relates to teamwork and team functioning.
- Investigating if well-being relates to emotional intelligence (EQ) using a new measure of EQ. We also examined relationships between the EQ measure and MBTI personality preferences.
- Exploring if psychological safety is correlated with positive workplace well-being.
- Exploring if a person’s well-being is related to their perceptions of support from their direct supervisor or manager.

The following sections provide a summary of the key findings for these topics and recommendations for applying the findings in today’s workplaces.

What is workplace well-being?

The Global Workplace Well-Being Inventory (GWWI) expands on the previous work of leading well-being researchers in the field, who found that positive well-being, or “flourishing,” is more than just being “happy” (Seligman, 2011; Diener & Tay, 2012). Our research undertaken from 2016 to 2023 shows that workplace well-being comprises six factors:

1. Positive Emotions—frequent feelings of happiness, contentment, pleasure
2. Relationships—mutual feelings of caring, support, satisfaction
3. Engagement—deep psychological connection and absorption in an activity or cause
4. Meaning—a sense of purpose and direction
5. Accomplishment—success or mastery for its own sake
6. Negative Emotions—low levels of anxiety, pessimism, depression

We refer to this model of workplace well-being as PREMAN (Boult, Thompson, & Schaubhut, 2019).

Study sample characteristics

Invitations to participate in the 2023 well-being research were sent to people who had recently completed the *Myers-Briggs Type Indicator* (MBTI) assessment via The Myers-Briggs Company's commercial website. Invitations were also sent to members registered in the Myers-Briggs Company Research Panel (panel members opt into research invitations) and international customers via the company's global distributor network.

If you would like to join or confirm your membership in our panel, click here:

<https://www.research.net/r/ResearchPanel2023>

Characteristics of the 2023 sample are summarized in Table 1.

Table 1. Sample characteristics of the studies

Sample characteristic	2023 Study
Sample size	1,935
Average age of respondent	47.1
Standard deviation for age	11.9
Percent male	31
Percent female	67

Country samples

Data in 2023 were collected from people in 76 different countries. However, the largest samples were drawn from the United States ($n = 1,259$), Australia ($n = 165$) and the United Kingdom ($n = 92$). Some of the other countries represented in sample include India ($n = 53$), New Zealand ($n = 46$), Canada ($n = 36$), Singapore ($n = 23$), South Africa ($n = 22$), Philippines ($n = 16$), and Mexico ($n = 10$). A limiting factor for participation is that the survey is only available in English.

MBTI® type and preferences of the sample

The Myers-Briggs® typology is composed of four pairs of psychologically opposite preferences which represent four different areas of personality. The possible combinations of these preferences result in 16 broad personality types. The four preference pairs are:

- Extraversion (E) and Introversion (I)
- Sensing (S) and Intuition (N)

- Thinking (T) and Feeling (F)
- Judging (J) and Perceiving (P)

The respondents in our research completed the MBTI assessment and type verification process to obtain a best-fit personality type—one of the 16 Myers-Briggs types. Of note, the MBTI assessment measures personality characteristics that are within the healthy or nonabnormal range of personality.

The MBTI type distribution of the sample is summarized in Table 2 and the MBTI preferences and preference pairs in Table 3. The tables show that the largest MBTI type in the sample is INTJ, followed by ISTJ. The smallest MBTI type in the sample ESFP, followed by ISFP. Four-letter type and individual preferences are used in many of the analyses that follow.

Table 2. MBTI® type distribution of the 2023 Sample

Sensing		Intuition			
Thinking	Feeling	Thinking	Feeling		
ISTJ	ISFJ	INFJ	INTJ	Judging	Introversion
n = 174 9.0%	n = 109 5.6%	n = 163 8.4%	n = 180 9.3%		
ISTP	ISFP	INFP	INTP	Perceiving	extraversion
n = 52 2.7%	n = 38 2.0%	n = 120 6.2%	n = 82 4.2%		
ESTP	ESFP	ENFP	ENTP	Judging	extraversion
n = 40 2.1%	n = 32 1.7%	n = 144 7.4%	n = 67 3.5%		
ESTJ	ESFJ	ENFJ	ENTJ	Judging	extraversion
n = 61 3.2%	n = 88 4.5%	n = 92 4.8%	n = 125 6.5%		

Workplace well-being and personality type

Workplace well-being was measured using the Global Workplace Well-being Inventory (GWWI: Boulton, Thompson, & Schaubhut, 2019). Self-ratings of workplace well-being were examined for respondents of each MBTI type; findings are summarized in the Figure 1. The pattern of results in 2023 is largely consistent with prior years. There is a difference in overall workplace well-being based on the Extraversion–Introversion preference pair, where the group results show that respondents with a preference for Introversion report lower levels of overall workplace well-being compared to respondents with a preference for Extraversion. The MBTI type with the lowest self-reported level of overall workplace well-being in the 2023 sample was ISTP, while the type with the highest level of overall workplace well-being was ENFJ. Since 2016, findings from our research have consistently found people with ISTP preferences reporting the lowest relative levels of well-being and people with ENFP preferences consistently reported the highest levels of well-being.

The overall pattern of well-being results by type since 2016 has found people with ISTP preferences also consistently report the lowest levels of well-being for each of the individual PREMAN factors (i.e. Positive Emotions, Relationships, Engagement, Meaning, Accomplishment, and low Negative Emotions). We also found people with preferences for E, N, and F (ENFP and ENFJ types) consistently report the highest ratings across the well-being factors. The findings of

the 2023 study also show reported levels of well-being for each MBTI type have remained remarkably stable from 2016 to 2023. This suggests that relative differences in well-being have also remained consistent over this period.

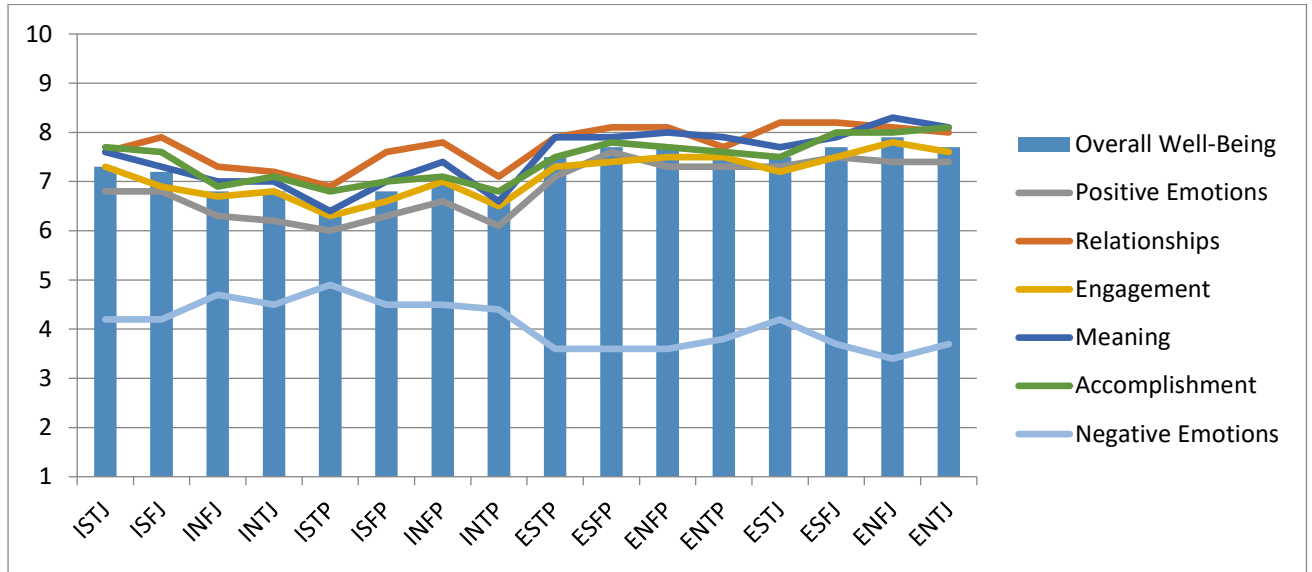


Figure 1. 2023 well-being ratings by MBTI® type

Workplace well-being trends: 2016 to 2023

The workplace well-being data from the 2023 study was compared with data from previous administrations of the GWWI between 2016 and 2022. The trends over the previous eight years for workplace well-being are summarized in Figure 2, which show there are not large changes in the levels of overall workplace well-being between 2016 and 2023. However, a downward trend in workplace well-being is becoming more obvious over time. This should be a concern for both organizations and employees.

In addition, the trend data show an interesting pattern in the well-being ratings since 2020. Well-being measured at the start of the COVID lockdown period in the United States (2020 Study 1) were unexpectedly slightly higher than in all preceding years except 2016. However, there was also a drop across all well-being measures when the data were collected after approximately three months of pandemic-related economic and social disruption (2020 Study 2). There is a further decrease in overall well-being reported in 2021 when the full effect of the lockdowns and other pandemic-related restrictions were in place. In 2022, there was generally a small increase in all indicators of workplace well-being. In 2023, the level of workplace well-being decreased again for all factors, to the second-lowest levels since 2016. Interestingly, the well-being factors of Accomplishment and Negative emotions did not change significantly from 2022 to 2023.

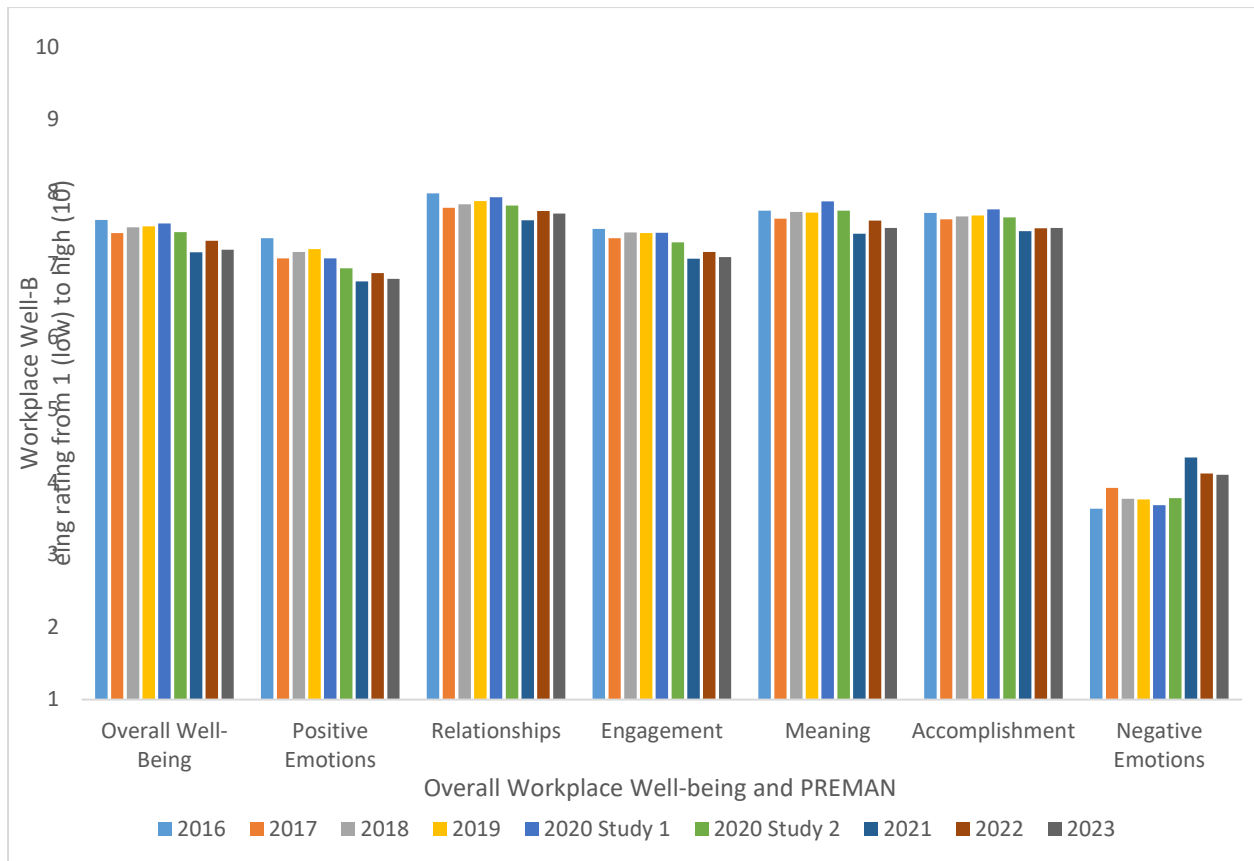


Figure 2. Well-being ratings by year: 2016 to 2023

Team functioning and workplace well-being

The 2023 study investigated, for the first time, how people's experiences of teamwork related to their well-being. Team functioning was measured by survey items developed by the authors based on research into the factors influencing team performance and feedback from client teams who undertook the survey as part of team training. The team survey items are clustered into the following team functioning elements:

- **Team Trust**—the belief or confidence that team members have in one another's intentions, reliability, and competence.
- **Team Purpose**—the extent to which the team has a shared purpose its members find motivating, and the extend to which members behave in alignment with that purpose.
- **Team Participation**—the extent to which all team members contribute to the team beyond their individual responsibilities and follow through on team decisions.
- **Team Constructive Communication**—how effectively the team encourages candid sharing of members' individual perspectives and constructively debates issues to get the best decisions.
- **Team Accountability**—the extent to which team members hold one another accountable for setting, measuring, and achieving team goals. This includes how effectively they progress team goals and whether they have clear individual role responsibilities and deliverables.
- **Team Practices**—how effectively the team plans and uses agreed processes, (meetings, tools, methods) and resources to achieve team objectives.

- **Team Adaptability**—the extent to which the team challenges the status quo to improve processes and work effectively when facing unfamiliar issues.

The results presented in Table 2 show consistent and significant relationships between self-reported well-being and viewing your team as functioning well. The more positive a person’s well-being, the more likely they view their team as having trust, purpose, participation, constructive communication, accountability, clear team practices, and capacity to adapt. The results of this study demonstrate that positive well-being relates to effective team functioning. We do recognize that correlations do not necessarily indicate well-being either causes or is caused by effective team functioning; however, we propose that well-being influences and is influenced by working in a well-functioning team.

Table 2. Correlations between team functioning and well-being factors

	Team Trust	Team Purpose	Team Participation	Team Constructive Communication	Team Accountability	Team Practices	Team Adaptability
Overall Workplace Well-Being	0.48**	0.60**	0.50**	0.55**	0.53**	0.55**	0.56**
Positive Emotions	0.42**	0.51**	0.45**	0.49**	0.46**	0.48**	0.48**
Relationships	0.55**	0.59**	0.57**	0.55**	0.53**	0.54**	0.58**
Engagement	0.37**	0.50**	0.39**	0.44**	0.42**	0.44**	0.45**
Meaning	0.36**	0.51**	0.37**	0.44**	0.43**	0.44**	0.44**
Accomplishment	0.36**	0.46**	0.37**	0.41**	0.44**	0.45**	0.44**
Negative Emotions	-0.31**	-0.37**	-0.32**	-0.36**	-0.35**	-0.36**	-0.35**

The inverse of this finding also suggests that lower levels of well-being are related to poorer team functioning. This is further reinforced with the result in our study that people who reported having a well-functioning team were less likely to report experiencing negative emotions that decrease their well-being. This finding is particularly important in today’s workplaces, where the majority of workers are members of a team. It highlights that workplace well-being is important for healthy teamwork. A key takeaway for employers is encouraging and supporting team building that fosters positive team behaviors. Organizations that do foster positive teamwork are also likely to have employees with positive well-being.

Emotional intelligence (EQ) and MBTI® type

There are a growing number of assessments used by organizations that measure emotional intelligence (EQ). The current study examined an EQ measure developed by The Myers-Briggs

Company that is more strongly linked to the MBTI framework than other EQ measures. Initial analyses indicate that there are some small but significant relationships among the measures of EQ and the preferences as measured by the MBTI assessment. Specifically:

- People with a preference for Extraversion reported significantly lower levels of Emotional Self-Awareness, Emotional Self-Management, Emotional Social Awareness, and Emotional Relationship Management.
- People with a preference for Thinking reported significantly higher levels of Emotional Self-Awareness, Emotional Social Awareness, and Emotional Relationship Management, and significantly *lower* levels of Emotional Self-Management.
- People with a preference for Judging reported significantly lower levels of Emotional Social Awareness and Emotional Relationship Management.

There were no differences in the four EQ measures based on Sensing and Intuition.

EQ and workplace well-being

This study also explored potential relationships between EQ measures and workplace well-being. The results of the analysis are included in the Table 3.

Table 3. Correlations between emotional intelligence and well-being factors

	EQ Self-Awareness	EQ Self-Management	EQ Social Awareness	EQ Relationship Management
Overall Workplace Well-Being	0.21**	0.31**	0.10**	0.15**
Positive Emotions	0.16**	0.27**	0.09**	0.14**
Relationships	0.18**	0.24**	0.15**	0.25**
Engagement	0.13**	0.20**	0.07**	0.09**
Meaning	0.17**	0.23**	0.09**	0.13**
Accomplishment	0.19**	0.25**	0.10**	0.13**
Negative Emotions	-0.19**	-0.36**	-0.01	-0.04

Correlation analysis show there is a positive relationship between all four measures of EQ and perceptions of workplace well-being. The strongest relationships occur for the measure of Self-Management. The smallest relationships occur for Social Awareness. The results suggest the emotional intelligence plays a role in managing workplace well-being.

Psychological safety, negative acts, and well-being

The concept of psychological safety (Edmondson, 1999) has become increasingly important for today's workplace. A new area of inquiry for our research in 2023 was to investigate if well-being

and psychological safety are related. Correlations were computed to examine the relationships between the measures of psychological safety developed by the authors and based on existing research in the field (O'Donovan, 2020) and workplace well-being. We also included an existing measure of negative workplace behaviors, the Negative Acts Questionnaire (NAQ). The NAQ measures the extent to which a person experiences negative behaviors that have a detrimental effect on work performance.

The correlations are summarized in Table 4. It was expected that higher levels of perceived psychological safety would be positively related to higher levels of well-being. We also expected that lower levels of negative behaviors, (NAQ) would be correlated with higher well-being. The analysis supports both expectations.

Table 4. Correlations between psychological safety and well-being factors.

	Psychological Safety—Coworkers	Psychological Safety—Supervisors	Negative Acts Questionnaire
Overall Workplace Well-Being	0.52**	0.47**	0.37**
Positive Emotions	0.42**	0.41**	0.29**
Relationships	0.62**	0.44**	0.37**
Engagement	0.43**	0.42**	0.30**
Meaning	0.40**	0.37**	0.27**
Accomplishment	0.39**	0.35**	0.26**
Negative Emotions	-0.40**	-0.38**	-0.37**

The largest correlation found was for the coworker psychological safety and the workplace well-being measure of Relationships. Generally, overall workplace well-being correlated highly with higher levels of coworker and supervisor psychological safety and the Negative Acts Questionnaire (NAQ; keep in mind higher scores mean fewer negative acts). These findings highlight that when people believe they work in a psychologically safe environment and they are not experiencing negative acts by others, they are likely to have higher levels of well-being. While this finding may make intuitive sense, it further reinforces that employers and employees who encourage and nurture safe, open, and supportive relationships with coworkers can expect to experience the benefits of positive well-being.

MBTI® type, supervisor satisfaction, and organizational outcomes

The final area of exploration in this study was investigating if MBTI preferences influence how satisfied employees are with their direct supervisor and their organization. This was identified as an important issue to explore as it is often believed and quoted in business literature that a common reason for employee dissatisfaction and turnover is the result of poor relationships between an employee and their direct supervisor.

In the current study, we evaluated if similarities or differences in personality type between employee and their supervisor related to the employee's level of satisfaction. For those respondents who indicated that they knew their immediate supervisor's MBTI type, or who reported being somewhat confident or higher that they knew their supervisor's MBTI type, a different set of items were presented in the survey focused on perceptions of the supervisor and the organization. Of particular interest for these measures was how the MBTI type of the respondent and the immediate supervisor might impact the scores obtained on these measures.

Specifically, it was assumed that, as the number of preferences shared between employee and supervisor increased, the employee's ratings of satisfaction with their supervisor would increase. Similarly, it was assumed that, as the number of shared preferences increased, there would also be an improvement in the ratings of the organization.

The sample for these analyses consisted of data from 399 respondents.

The organizational measures consisted of the following:

- Overall Supervisor Satisfaction—a single-item measure of overall supervisor satisfaction
- Overall Supervisor Relationship—a single-item measure of the quality of the relationship with the immediate supervisor
- Supervisor Satisfaction Scale—a set of items measuring satisfaction with various attributes of the respondent's immediate supervisor
- Management Satisfaction—a set of items measuring satisfaction with various attributes of the organization's management
- Trust—a set of items measuring the degree of trust the respondent has in the organization as a whole.
- Communication—a set of items measuring the effectiveness of organizational communications to employees
- Fairness—a set of items measuring how fair the organization is perceived to be in decision-making and employee rewards

The first analysis focused on the number of MBTI preferences shared between the respondent and their immediate supervisor. The number of people who matched on all four preferences was higher than expected, as summarized in Figure 3. One possible interpretation of this finding is that people are more likely to recall and be confident in their supervisor's MBTI type when they know (or strongly believe) that it matches their own MBTI type.

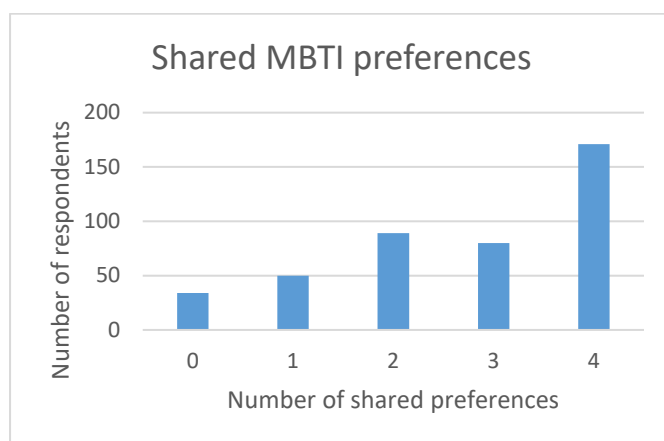
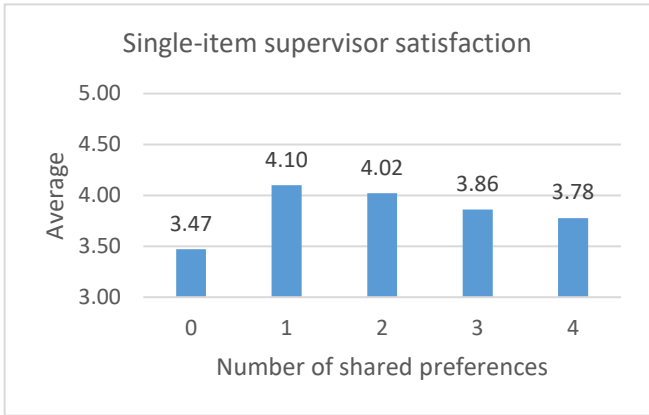
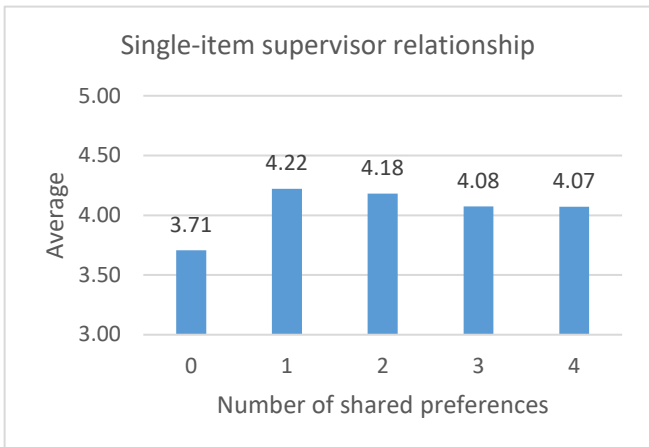


Figure 3. Shared MBTI® preferences between respondents and their supervisors

Analyses were then conducted to evaluate if there was a relationship between the number of shared preferences and the outcome measures noted above. While linear relationships were expected, the analysis of the data suggested that, instead, there may be a curvilinear relationship between the number of shared preferences and the organizational outcome variables.

Analyses show that for some of the measures related to the immediate supervisor, there was a relationship, but it was nonlinear. Instead, there were differences in levels of satisfaction that suggest there is a benefit to sharing one or two MBTI preferences with one’s immediate supervisor. The measures with significant differences are summarized in Table 5.

Table 5. Significant differences in outcome measures based on shared MBTI® preferences between the respondent and their immediate supervisor

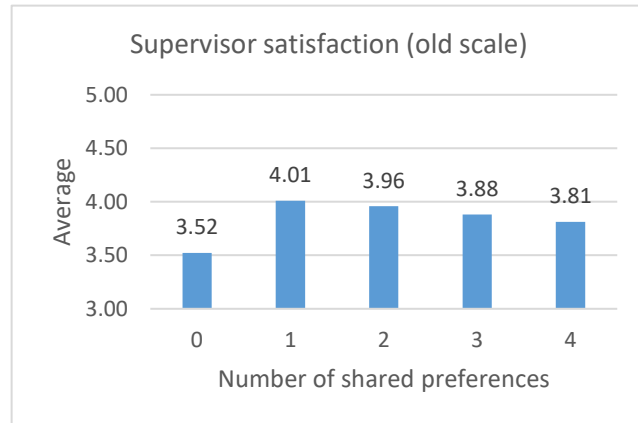
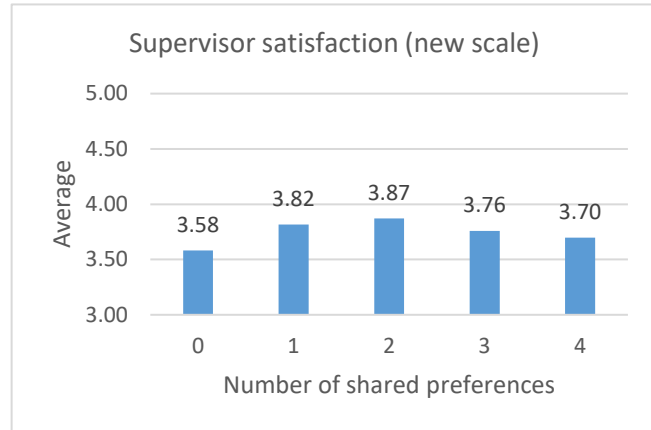
Analysis and summary	Means												
<p>There was a significant curvilinear relationship between the number of shared preferences and the single-item measure of supervisor satisfaction. Specifically, there was a significant difference in supervisor satisfaction for those who matched on zero preferences and those who matched on one or two preferences.</p>	 <table border="1"> <caption>Single-item supervisor satisfaction</caption> <thead> <tr> <th>Number of shared preferences</th> <th>Average</th> </tr> </thead> <tbody> <tr> <td>0</td> <td>3.47</td> </tr> <tr> <td>1</td> <td>4.10</td> </tr> <tr> <td>2</td> <td>4.02</td> </tr> <tr> <td>3</td> <td>3.86</td> </tr> <tr> <td>4</td> <td>3.78</td> </tr> </tbody> </table>	Number of shared preferences	Average	0	3.47	1	4.10	2	4.02	3	3.86	4	3.78
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Analysis and summary

There was *not* a significant curvilinear relationship between the number of shared preferences and the newly-created measure of supervisor satisfaction. However, the evaluation of the curvilinear relationship approached significance.

There was a significant curvilinear relationship between the number of shared preferences and the old single-item measure of supervisor satisfaction. Specifically, the analyses showed there was a significant difference in supervisor satisfaction for those who matched on zero preferences and those who matched on one preference.

Means



There were no significant differences based on the number of shared MBTI preferences and the organizational measures (Management Satisfaction, Trust, Fairness, and Communication). Overall, the results of these analyses suggest that there is some benefit to sharing one or two MBTI preferences with your direct supervisor. This is similar to the pattern found for interpersonal relationships and relationship satisfaction in previous research undertaken by The Myers-Briggs Company. However, the benefit found for the immediate supervisor does not extend to the organization as a whole.

Key findings and recommendations

The key findings of note from the 2023 well-being study are as follows.

- Workplace well-being has remained at similar levels since 2016; however, the well-being reported in the 2023 sample was the second-lowest recorded for the previous eight years. This suggests that well-being remains relatively consistent over time and even during times of global uncertainty, as experienced in recent years during the COVID pandemic. However, a downward trend is becoming more obvious.
- There are differences in reported levels of well-being for people of different personality types, but the differences are small. We continued to find that respondents with MBTI

preferences for Extraversion, Intuition, and Feeling tend to report higher levels of well-being than those with other preferences. As this finding has been replicated over eight years of research, this supports the idea that personality is a factor that influences how people perceive their own workplace well-being. As shown in our previous research, personality also influences what activities different personality types find helpful for supporting their workplace well-being (Boult, Thompson, et al, 2019). We believe that awareness of personality type may further enhance an individual's understanding of how to support their own well-being, as well as providing information about the typical levels of well-being for people of their personality type.

- The findings of this year's study showed that positive teamwork is correlated with team member well-being. As well-being and team functioning are related, this highlights the importance of organizations taking steps to create supportive and constructive team environments. This is even more important in hybrid workplaces, where there is a need for more intentional team formation and team building to help employees operate at their optimal performance. Organizations that invest in team development can expect not only better team performance but also improved employee well-being.
- Our GWWI well-being correlated with a newly developed measure of emotional intelligence. This suggests that emotional intelligence skills may also be important for employee well-being. As both emotional intelligence and well-being have been found to improve as a result of training and coaching, organizations and their employees can expect to gain benefits from investing in these skills. This presents further research opportunities.
- Our study this year found relationships between workplace well-being and psychological safety. Specifically, if people feel psychologically safe with their colleagues, they are more likely to have positive workplace well-being and vice versa. The development of psychological safety in the workplace requires time, effort, and support from organizational leaders. Our experience working with teams and leaders demonstrates that training and actions intended to foster psychological safety also improve individual and group performance. This is likely to have the by-product of improved well-being for people in these kinds of work environments.
- A new finding from this year's study is that employees are more likely to be satisfied with their immediate supervisor if they have some degree of similarity in their MBTI preferences. Our findings show that the employee may only need to have one personality preference in common with their supervisor to report satisfaction. While we do not suggest that employees should be matched with a supervisor based on MBTI assessment results or MBTI type, we do see the benefit of both employee and supervisor better understanding each other's preferences. This will allow them to better understand each other's approaches to communication, decision-making, and interaction, and reduce potential misunderstandings in their working relationships.

To summarize, findings from the 2023 workplace well-being study can be used to demonstrate the importance and value for organizations to invest in leadership, team and coworker relationships, psychological safety, and emotional intelligence skills. Workers who have a greater understanding of how their well-being can enhance not only their performance but the performance of their teams and colleagues are best placed to contribute to their organizations. Organizations that take intentional steps to create work environments that nurture psychological safety and constructive team behaviors can expect to benefit from increased commitment and performance of their employees and teams. The net benefit for all is improved well-being and performance.

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