2022 Global Workplace Well-Being Summary

November 2022

Workplace Well-Being Research Summary 2022

In 2022, The Myers-Briggs Company continued research on workplace well-being for the seventh consecutive year. Employee well-being continues to be an area of concern and emphasis for many organizations in the post-COVID era. Recent research by the American Psychological Association (2022) found:

> The results of APA's 2022 Work and Well-Being Survey reveal that seven in 10 workers (71%) believe their employer is more concerned about the mental health of employees now than in the past. This new focus is highly valued by employees. In fact, 81% of individuals said they will be looking for workplaces that support mental health when they seek future job opportunities.

With the widely reported impact of people's well-being at work during the COVID era, our 2022 well-being research focused on identifying how emotional intelligence, psychological safety and personality type may affect people's well-being. These areas of focus were selected as they are increasingly being demonstrated to influence people's performance and well-being in the workplace. We provide a summary of the key findings and implications from 2022 study in the following sections.

What is workplace well-being?

The Global Workplace Well-Being Inventory (GWWI) expands on the work of leading researchers, who have previously found that positive well-being, or "flourishing," is more than just having feelings of happiness (Seligman, 2011; Diener & Tay, 2012).

Our research shows that workplace well-being comprises six factors:

1. Positive emotions—frequent feelings of happiness, contentment, and pleasure.
2. Relationships—mutual feelings of caring, support, and 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, or depression.

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

Sample characteristics

The 2022 survey was sent to:

- Individuals who had recently completed the *Myers-Briggs Type Indicator*® (MBTI®) assessment on The Myers-Briggs Company's commercial website.

- Members of The Myers-Briggs Company Research Panel who had previously opted in to receive research invitations.

In addition, global distributors were asked to send invitations to their customers and other interested parties to participate.

If you would like to join or confirm your membership in our research panel, click here: https://www.research.net/r/ResearchPanel2022

Characteristics of the 2022 sample are summarized in table 1.

Table 1. Sample characteristics of the 2022 study

Sample characteristic	2022 study
Sample size	2,454
Average age of respondents	45.9
Standard deviation for age	11.8
Percent male	29
Percent female	69

Country samples

Data were collected from respondents in 86 different countries. However, the largest samples were drawn from the United States (*n* = 1,531), Australia (*n* = 269) and the United Kingdom (*n* = 124). Some of the other countries represented in sample include:

- India (*n* = 82)
- New Zealand (*n* = 54)
- Canada (*n* = 37)
- Singapore (*n* = 33)
- South Africa (*n* = 28)
- Philippines (*n* = 21)
- Mexico (*n* = 18).

A limiting factor for participation is that the survey was only available in English.

MBTI® type and preferences of the sample

The four-letter MBTI types of individuals in the sample are summarized in table 2. Based on MBTI type, the largest sample is for ISTJ preferences (*n* = 222), followed by INTJ preferences (*n* = 217). The smallest sample is for ESFP preferences (*n* = 39), followed by ISFP preferences (*n* = 45).

Four-letter type and personality preferences are referenced in many of the analyses that follow.

Table 2. MBTI type distribution of the 2022 sample

| Sensing		Intuition			
Thinking	Feeling		Thinking		
ISTJ	ISFJ	INFJ	INTJ		
n = 222	*n* = 116	*n* = 172	*n* = 217	Judging	Introversion
9.%	4.7%	7.%	8.8%		
ISTP	ISFP	INFP	INTP		
n = 69	*n* = 45	*n* = 135	*n* = 97	Perceiving	
2.8%	1.8%	5.5%	4.%		
ESTP	ESFP	ENFP	ENTP		
n = 51	*n* = 39	*n* = 164	*n* = 91		Extraversion
2.1%	1.6%	6.7%	3.7%		
ESTJ	ESFJ	ENFJ	ENTJ		
n = 153	*n* = 92	*n* = 97	*n* = 133	Judging	
6.2%	3.7%	4.%	5.4%		

Workplace well-being summary

Workplace well-being was examined based on MBTI type. This analysis is summarized in figure 1. The pattern of results is largely consistent with previous studies.

There is a difference in perceptions of overall workplace well-being based on the Extraversion–Introversion preference pair—respondents with a preference for Introversion tended to report lower levels of overall workplace well-being compared to respondents with a preference for Extraversion. People with an introversion preference have consistently, over the seven years of study, indicated lower levels of well-being, compared to those with an extraversion preference.

Individuals with ISFP preferences reported the lowest level of overall workplace well-being, while individuals with ESFJ and ENTJ preferences reported the highest levels of overall workplace well-being. Historically, people with ISTP preferences have reported the lowest levels of overall workplace well-being, and people with ENFP preferences have reported the highest levels.

Figure 1. Type-based analysis of workplace well-being
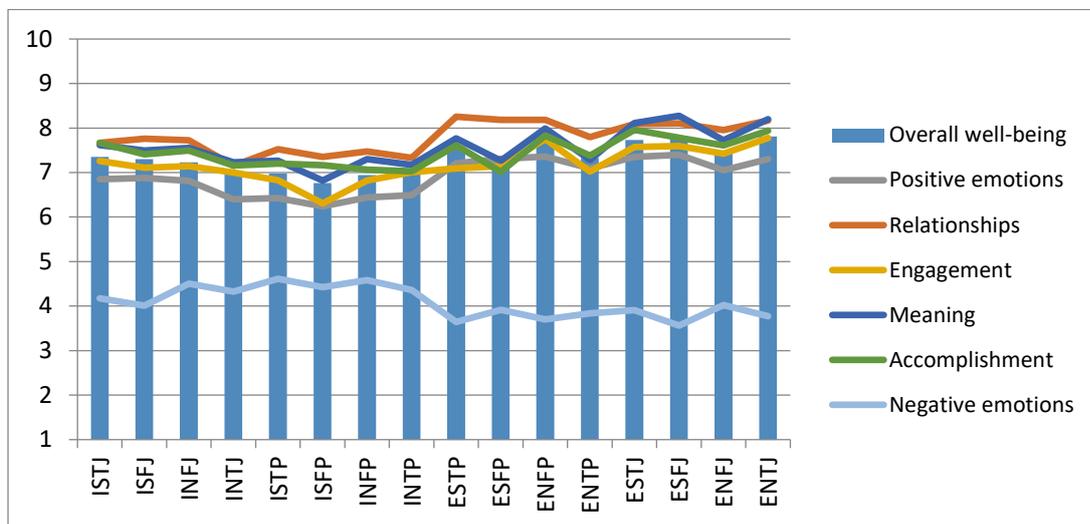
Workplace well-being trends: 2016 to 2022

The GWWI (Boult, Thompson, & Schaubhut, 2019) data from the 2022 study was combined with data from previous years. The annual trends found for workplace well-being are summarized in figure 2. This analysis shows no large changes in the levels of reported workplace well-being over time. However, there is an interesting pattern for the data collected in 2020. When measured at the start of lockdown in the United States (2020 Study 1), workplace well-being levels were unexpectedly slightly *higher* than in the preceding years (except for 2016). There was also a drop across all 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 2021 when the full effect of the lockdowns and other pandemic-related restrictions were in place. In 2022, there is generally a small increase in all the indicators of workplace well-being compared to 2021.

Figure 2. Workplace well-being trends: 2016 to 2022
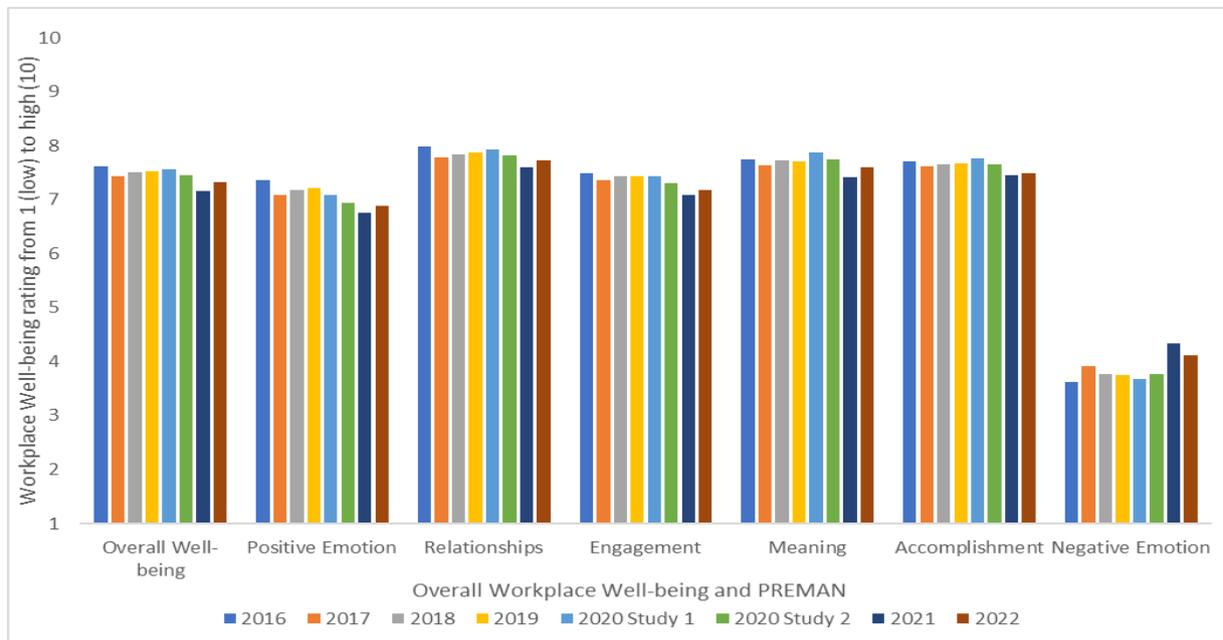
Emotional intelligence (EQ) and MBTI® type summary

Emotional intelligence (EQ) has been found to be a significant factor in how effectively people perform and function in the workplace. While there are a number of frameworks measures of emotional intelligence in the market, The Myers-Briggs Company's research examines the development of an EQ measure that is strongly linked to MBTI type, rather than a general measures of EQ.

Initial analyses indicate that there are some small but significant relationships among the measures of EQ and the preferences 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
  - Emotional relationship management

- People with a preference for Thinking reported significantly higher levels of:
  - Emotional self-awareness
  - Emotional social awareness
  - Emotional relationship management
- People with a preference for Thinking also reported significantly *lower* levels of emotional self-management
- People with a preference for Judging reported significantly lower levels of:
  - Emotional social awareness
  - Emotional relationship management

There were no statically significant differences in the four EQ measures related to the Sensing–Intuition preference pair.

EQ and workplace well-being

Correlation analysis was conducted for four measures of EQ and the measures of workplace well-being. Results of this analysis are shown in table 3. This analysis shows 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 of emotions. The smallest relationships occur for Social awareness. Significant relationships were also found between aspects of EQ and well-being that would be expected to be related. Specifically, the Relationships factor of well-being was correlated with the EQ Relationship Management factor. Notable corelations were also found between EQ Self-Management and the well-being factors of Positive Emotions, Accomplishment, Overall well-being and lower levels of Negative Emotions. The EQ Social Awareness factor was found to have the lowest relationship with reported well-being.

The results suggest emotional intelligence plays a role in people's level of workplace well-being, with the EQ Self-Management factor having the strongest relationship with well-being.

Table 3. Correlations between EQ and workplace well-being

	EQ: Self-awareness	EQ: Self-management	EQ: Social awareness	EQ: Relationship management
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
Overall workplace well-being	0.21**	0.31**	0.10**	0.15**

Psychological safety and negative acts

Psychological safety, which involves the belief it is safe for interpersonal risk taking with others (Edmonson, 2016), has become an area of great interest for organizations and researchers. Multiple studies have demonstrated that when people feel psychologically safe at work they are more willing to raise concerns, address mistakes, have constructive relationships and improve work practices. When people feel psychologically unsafe, they are less willing to share information, errors and are less likely to have constructive work relationships. Multiple studies have found negative outcomes including poor medical care and failed innovation in workplaces with low psychological safety.

Our study evaluated potential relationships of people's reported level of psychological safety with their colleagues and their level of well-being. Both factors have been found to be important for healthy workplaces. We were particularly interested to see how people's psychological safety with their coworkers and their supervisor related with their own well-being. We also surveyed the frequency of people experiencing the opposite of psychological safety at work (e.g. bullying and harassment) and the relationship to their well-being.

Correlations were computed to examine the relationships between measures of psychological safety and the measures of workplace well-being. These correlations are summarized in table 4. It was hypothesized that higher levels of perceived psychological safety would be positively related to workplace well-being, and this pattern was found as expected in the 2022 sample.

The largest correlation was for 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 (where higher scores indicated fewer negative acts). The results indicated when people feel psychologically safe, they are likely to also experience positive well-being.

Table 4. Correlations between psychological safety, negative acts, and workplace well-being

	Psychological safety: Coworkers	Psychological safety: Supervisors	Negative acts questionnaire
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**
Overall workplace well-being	0.52**	0.47**	0.37**

MBTI® type, supervisor satisfaction, and organizational outcomes

Respondents who indicated that they knew their immediate supervisor's MBTI preferences with a degree of confidence (somewhat confident or higher) were presented with an additional set of

survey items. These items focused on the respondent's perceptions of both their supervisor and the organization.

Of interest for these measures was how the respondent's and supervisor's four-letter MBTI types might impact the respondent's item responses. Specifically, it was expected that positive ratings of the supervisor would increase as the number of shared preferences increased. Similarly, it was assumed that there would be an improvement in organization ratings based on the increasing number of shared preferences between respondent and their supervisor. For example, a respondent who had three MBTI preferences in common with their supervisor would be likely to rate their supervisor and the organization more highly than another respondent who shared only one preference with their supervisor.

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 respondent's relationship with their 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 respondent perceives the organization to be in its decision-making and approach to 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 below. 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.

**Figure 3. Respondent and supervisor preference matches**
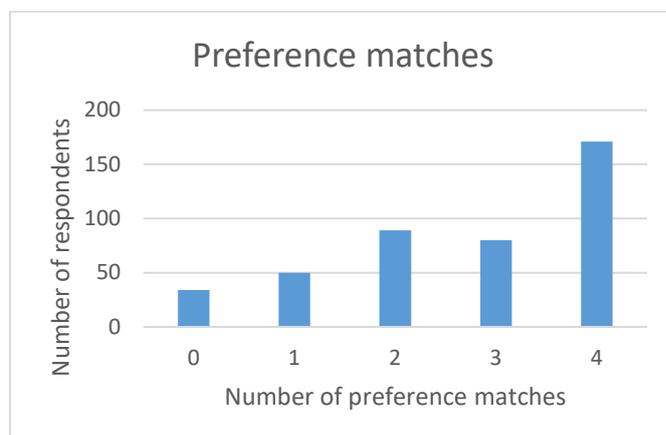
Analyses were then conducted to evaluate if there was a relationship between the number of shared preferences and the outcome measures noted above. While linear relationships were expected, a review of the data suggested a curvilinear relationship between the number of preferences shared by the respondent and their supervisor and the organizational outcome variables. Analyses showed a relationship for some of the measures related to the immediate supervisor; however, the relationship was nonlinear. Instead, there were differences in levels of satisfaction that suggest there is a benefit in sharing one or two preferences with one's immediate supervisor. Measures with significant differences are summarized below.

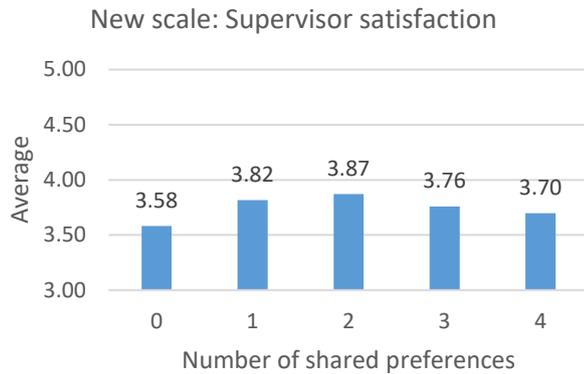| Analysis and summary	Means
There was a significant curvilinear relationship between the number of shared preferences and the single item measure of supervisor satisfaction. Specifically, there was a significant difference in supervisor satisfaction for respondents who did not share any preferences with their supervisor and respondents who shared one or two preferences with their supervisor.	**Single item: Supervisor satisfaction** 0: 3.47 1: 4.10 2: 4.02 3: 3.86 4: 3.78 Average vs. Number of shared preferences
There was a significant curvilinear relationship between the number of shared preferences and the single item measure of supervisor relationship. Specifically, the analyses showed there was a significant difference in supervisor relationship for respondents who did not share any preferences with their supervisor and respondents who shared one or two preferences with their supervisor.	**Single item: Supervisor relationship** 0: 3.71 1: 4.22 2: 4.18 3: 4.08 4: 4.07 Average vs. Number of shared preferences

The Myers-Briggs Company
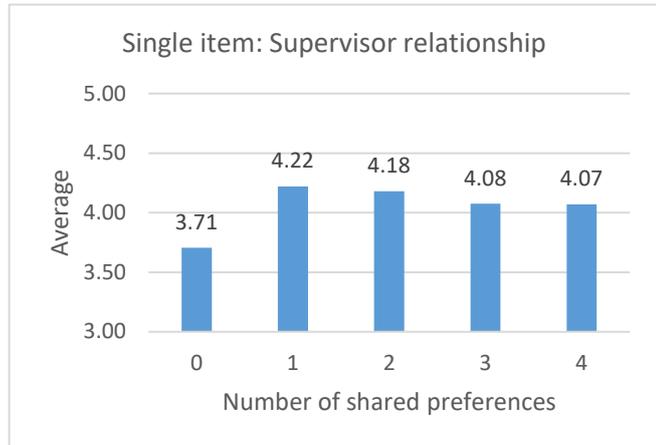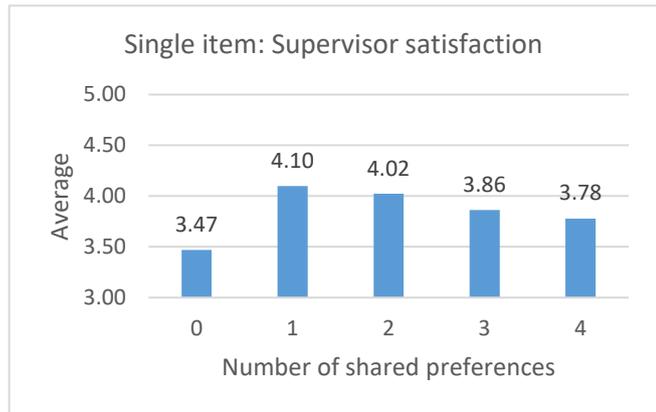
Analysis and summary	Means

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.

New scale: Supervisor satisfaction

Average values by Number of shared preferences:
- 0: 3.58
- 1: 3.82
- 2: 3.87
- 3: 3.76
- 4: 3.70

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 a significant difference in supervisor satisfaction for respondents who did not share any preferences with their supervisor and respondents who shared one preference with their supervisor.

Old scale: Supervisor satisfaction

Average values by Number of shared preferences:
- 0: 3.52
- 1: 4.01
- 2: 3.96
- 3: 3.88
- 4: 3.81
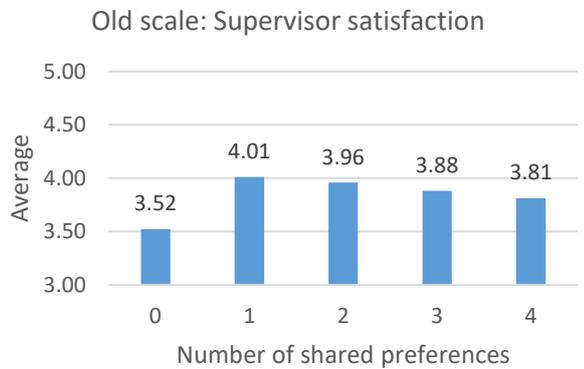
There were no significant differences based on the number of shared MBTI preferences and the organizational measures (management satisfaction, trust, fairness, and communication).

Overall, the results of these analyses suggest that there is some benefit to sharing one or two of the four MBTI preferences with one's direct supervisor. This is similar to the pattern found for interpersonal relationships and relationship satisfaction. However, the benefits found for the immediate supervisor does not extend to the organization as a whole.

Key findings and implications for the workplace

The key findings of the 2022 workplace well-being study included:
Workplace well-being of people appears to have slightly improved since 2021. The overall levels of workplace well-being are not at the same level as pre-COVID pandemic years (2016-2019), however well-being appears to be trending more positively since the beginning of the pandemic in 2020.

People's self-rated emotional intelligence (EQ) is related to their level of workplace well-being. The more developed a person's EQ, the more likely they have positive workplace well-being. This reinforces previous research, demonstrating that a better understanding of how to use EQ can support well-being and vice versa.

When people reported higher levels of psychological safety, they were more likely to report higher levels of workplace well-being. Our previous research has found higher levels of workplace well-being are correlated with a variety of organizational outcomes such as higher levels or organizational commitment, job satisfaction and support of colleagues. The present findings suggest that creating psychologically safe environments may enable workers to contribute constructively and to their potential.

We also found that the satisfaction and perceived support from one's immediate supervisor was less related to how similar an employee's personality type is with their supervisor. However, we did find people who report sharing no MBTI preferences in common with their supervisor were less satisfied with their supervisor. We see a need for further research to explore how understanding MBTI types of coworkers and supervisors can increase relationship satisfaction at work.

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