

GALLUP® Global Report

# 2016 Global Great Jobs Report

APRIL 2016

What the  
whole world  
wants is a  
good job.

**WHAT THE WHOLE WORLD WANTS** is a good job. That was the breakthrough finding from Gallup's first World Poll survey more than 10 years ago, and it continues to be true.

However, there is a problem with how the world defines and measures what a good job is. "Unemployment" — the most quoted jobs metric in the world — is misleading, as it grossly underestimates the global jobs problem.

Gallup defines a *real job* or a *good job* — the type of job the whole world wants — as 30+ hours per week of consistent work with a paycheck from an employer. Based on this definition, Gallup estimates that 1.3 billion of the world's roughly 5 billion adults have a good job.

So who are the other 3.7 billion? About 1 billion people are self-employed, about 400 million work part time and do not want full-time work, about 300 million work part time but want full-time work, 250 million are unemployed, and the rest are out of the workforce. Not all of the self-employed are hopelessly unemployed, but we can conservatively estimate that at least half of them are. Those 500 million added to the unemployed and the 300 million part-time workers who want full-time work total about 1 billion people who are truly unemployed. That figure, which is just shy of one-third of the entire world's adult workforce of 3.2 billion, would put global unemployment closer to 32% than to the 5.9% that the International Labour Organization estimates.

There is also another problem with current jobs metrics: There is no figure that measures the *quality* of people's jobs.

I spoke with a global economist about measuring the quality of jobs. She told me that her organization was hoping to accomplish this measurement using two metrics: pay and benefits. The problem is that neither metric measures whether people love or hate their job. This is important because people who have a full-time job spend most of their waking hours there. When people have a job they hate, they are more likely to rate their lives worse than people who do not work at all.

One way to help quantify those intangibles is through a metric known as employee engagement. This is calculated based on the question items Gallup discovered that categorize workers into engaged, not engaged or — worst of all — actively disengaged. People who are engaged at work use their strengths, know what's expected of them and believe their job matters.

Gallup asks our engagement questions worldwide and has found that between 2013 and 2015, only 14% of people with good jobs are also engaged. They have *great jobs*. But these figures vary substantially by country.

Out of 5 billion adults on this planet, 1.3 billion have a good job. Of these 1.3 billion, 14% are engaged. So, out of a global workforce of an estimated 3.2 billion adults who are working or looking for work, only 6%, or 183 million people, have a great job. This means about 3 billion people who want a great job don't have one.

The dream of men and women around the world is to have a good job and, ultimately, a great job. Yet fewer than 200 million people are realizing this dream. Global leaders need to make "great job" creation a top priority. Using better metrics to understand the real jobs situation is a start. This report — the *2016 Global Great Jobs Report* — offers the latest intelligence that Gallup has on the real jobs situation in 131 countries, revealing where the good — and great — jobs are and where the greatest deficits remain.



Jon Clifton  
Managing Director, Global Analytics, Gallup

## ABOUT THIS REPORT

**THE FINDINGS IN THIS REPORT** are based on the employment and employee engagement data that Gallup has amassed through its World Poll surveys between 2013 and 2015. Gallup aggregated the country-level results across years to ensure sufficient sample sizes for analysis, reporting employee engagement results at the country level when the sample size is at least 300 — which was the case in 131 countries. The global figures presented in this report are based on data from 155 countries. Sample sizes dropped below the threshold for reporting engagement scores in 24 of the 155 countries.

Gallup measures engagement among employees at all levels (including managers and leaders) using a series of question items rooted in more than 30 years of workplace research with proven links to performance outcomes. Based on people's responses to these questions, Gallup categorizes them as engaged, not engaged or actively disengaged. The results in this report focus on the engagement results among individuals who are employed full time for an employer.

People who are **engaged** at work are more involved in and enthusiastic about their work. They are loyal and productive. Those who are **not engaged** may be productive and satisfied with their workplace, but they are not psychologically or emotionally connected to it. Workers who are **actively disengaged** are physically present but psychologically and emotionally disconnected. They are unhappy with their work, share their unhappiness with their colleagues and are likely to jeopardize the performance of their team.

## ABOUT THE GALLUP WORLD POLL

**GALLUP CONDUCTS SURVEYS IN MORE** than 160 countries, providing a scientific window into the well-being, attitudes and behaviors of most of the world's residents through randomly selected, nationally representative samples. Gallup annually conducts interviews with approximately 1,000 adults aged 15 and older in approximately 140 countries. Since 2005, Gallup has completed more than 1.5 million interviews worldwide.

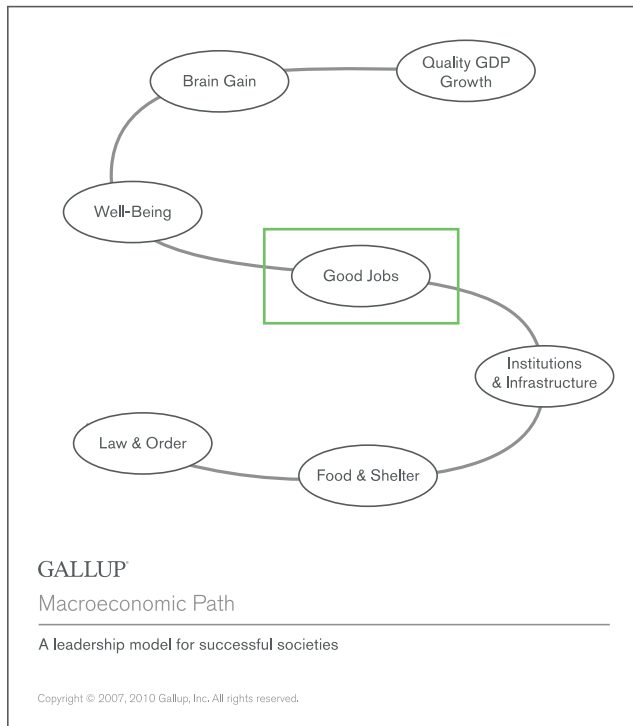
Gallup research shows that factors beyond classical economic measures affect people's attitudes and behaviors. The World Poll was created with input from renowned economists, psychologists, sociologists and political scientists and provides leaders with better tools to examine the future of economies, government performance and the overall momentum of the world's population.

Gallup is entirely responsible for the management, design and control of the World Poll. Identities of all surveyed respondents are confidential. Gallup is not associated with any political orientation, party or advocacy group and does not accept partisan groups as clients.

## A Macroeconomic Model for Successful Societies

**THE GALLUP MACROECONOMIC PATH PROVIDES** the framework that Gallup researchers believe societies must follow to thrive. The model highlights the link between every resident's individual contribution and the overall success of a community or country. Gallup's global network of researchers and analysts apply their knowledge of this path to construct surveys, collect data and provide strategic advice based on the results.

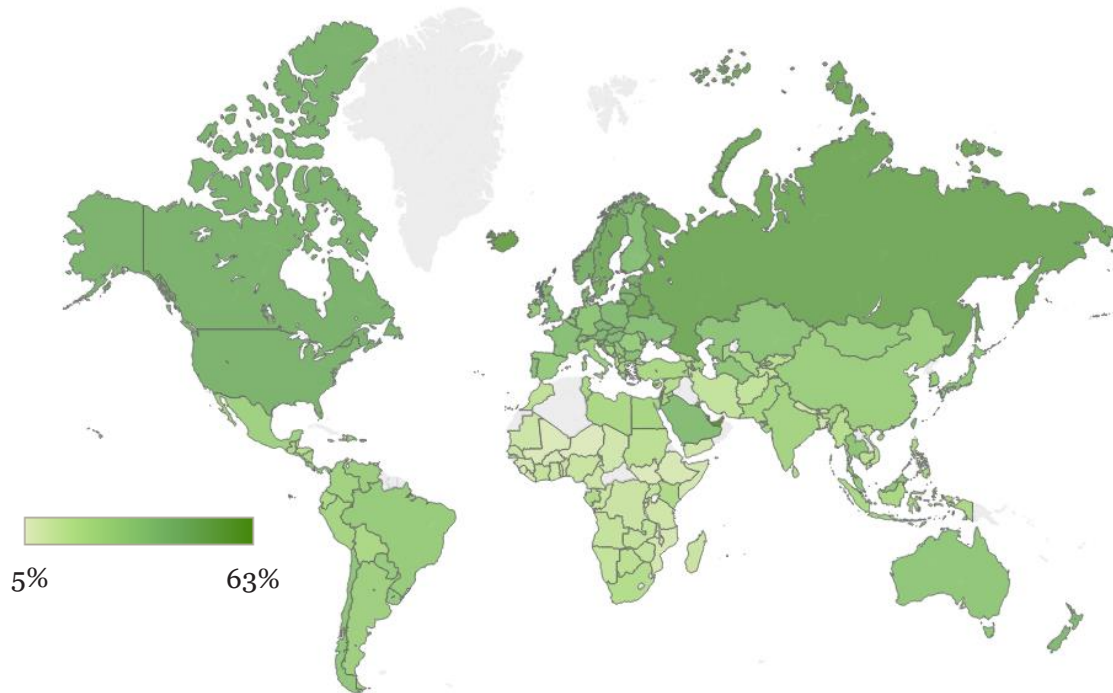
“Good jobs” is a key component on this path because people's careers shape not only their identity, but also their well-being.



# Where the Good Jobs Are

## Good Jobs

Percentage of total population employed full time for an employer



**TWENTY-SIX PERCENT — OR ABOUT** 1.3 billion adults worldwide — work full time for an employer.

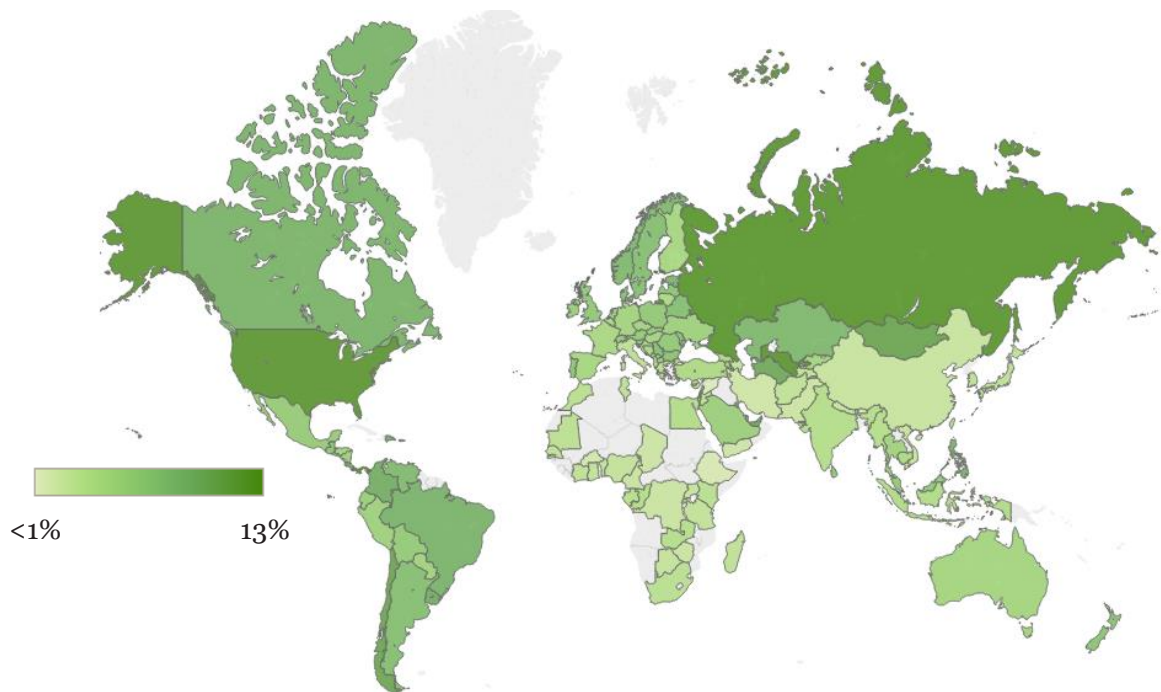
Worldwide, the percentages of adults who have “good jobs” vary a lot. Numbers range from as low as 5% in countries such as Haiti, South Sudan and Niger to as high as 63% in wealthier countries such as the United Arab Emirates, which — along with others in the Persian Gulf region — has a large percentage of expatriates who live in the country just to work.

Good Jobs by Major Region	
% of the population who work full time for an employer	
	Good Jobs
Northern America	43%
Former Soviet States	41%
Europe	35%
Latin America and the Caribbean	27%
Asia	25%
Middle East and North Africa	21%
Sub-Saharan Africa	11%
Based on aggregated data from 2013-2015	

# Where the Great Jobs Are

## Good Jobs

Percentage of total population employed full time for an employer



**THE QUANTITY AND QUALITY OF** available jobs are essential to a community's capacity to meet its residents' needs, and the prevalence of "good jobs" is a major component of economic productivity in most countries. However, not all good jobs are great jobs.

In almost *every* country, there are significantly more adults with good jobs who are *not engaged* at work than there are adults with good jobs who *are engaged* at work. Worldwide, 23% of adults have good — but not great — jobs, and just 4% have great jobs.

But it is the percentage of a country's population that has a good job *and* is engaged at work that is most important for businesses, communities and countries to watch because engaged workplaces are most likely to be the engines of job creation worldwide.

Across most of the world, the percentage of adults with "great jobs" rarely tops 10%. Worldwide, the percentages of "great jobs" range from 13% in Panama to less than 1% in Ethiopia, Bhutan and Syria.

### Great Jobs by Major Region

% of the population who work full time for an employer and are engaged at work

	Great Jobs
Northern America	11%
Former Soviet States	9%
Latin America and the Caribbean	7%
Europe	4%
Middle East and North Africa	3%
Asia	2%
Sub-Saharan Africa	2%
Based on aggregated data from 2013-2015	

# Great Jobs, Better Lives

**PEOPLE'S CAREERS HELP SHAPE THEIR** identity and well-being, so it makes sense that Gallup's global surveys reveal that people with a "good job" tend to rate their present and future lives more positively than those who don't have a good job. But across the world, Gallup also finds that people with great jobs are even more likely than those with good, but not great, jobs to rate their lives positively enough to be considered thriving. In many regions, those with good, but not great, jobs — meaning they are employed full time for an employer but are not engaged at work — are often just as likely as the general population to be thriving.

Gallup classifies people as "thriving," "struggling" or "suffering" according to how they rate their current and future lives on a ladder

scale with steps numbered from zero to 10 based on the Cantril Self-Anchoring Striving Scale. People are considered thriving if they rate their current lives a seven or higher and their lives in five years an eight or higher.

The wide deficits between "good, but not great, jobs" and "great jobs" in every country mean there are vast numbers of employees who are emotionally disconnected from their workplace and are less likely to be productive — even if they have "good jobs." These deficits represent potential barriers to job growth and economic and personal prosperity, and it is in a country's best interest to try to address them.

Life Ratings by Major Region			
% Thriving	Overall	Good, Not Great Jobs	Great Jobs
Northern America	59%	60%	80%
Former Soviet States	26%	24%	40%
Asia	18%	19%	30%
Europe	37%	43%	57%
Latin America and the Caribbean	47%	50%	61%
Middle East and North Africa	21%	21%	36%
Sub-Saharan Africa	12%	14%	22%
Based on aggregated data from 2013-2015			



# Methodology

**RESULTS FOR SURVEYS IN 2013-2015** are based on telephone and face-to-face interviews with approximately 1,000 adults, aged 15 and older, conducted in 155 countries. For results based on the total sample of national adults, the margin of sampling error ranged from  $\pm 2.1$  percentage points to  $\pm 5.6$  percentage points at the 95% confidence level. All reported margins of sampling error include computed design effects for weighting.

For more complete methodology and specific survey dates, please review [Gallup's Country Data Set details](#).

### Good and Great Jobs Worldwide

	Those Not Employed Full Time for an Employer	Good, Not Great Jobs	Great Jobs	Total Good Jobs^
<b>World</b>	<b>74%</b>	<b>23%</b>	<b>4%</b>	<b>26%</b>

	Good, Not Great Jobs	Great Jobs	Total Good Jobs^		Good, Not Great Jobs	Great Jobs	Total Good Jobs^
<b>Europe</b>	<b>30%</b>	<b>4%</b>	<b>35%</b>	<b>Latin America and the Caribbean</b>	<b>20%</b>	<b>7%</b>	<b>27%</b>
Sweden	42%	7%	48%	Chile	23%	10%	33%
Norway	37%	7%	44%	Panama	19%	13%	32%
Slovakia	38%	5%	43%	Uruguay	23%	9%	31%
Czech Republic	37%	4%	41%	Paraguay	26%	4%	31%
Denmark	34%	7%	41%	Costa Rica	21%	9%	30%
Slovenia	36%	5%	41%	Brazil	22%	8%	30%
Austria	35%	5%	40%	Venezuela	21%	7%	28%
United Kingdom	34%	6%	40%	Dominican Republic	19%	9%	27%
Hungary	35%	4%	39%	Argentina	20%	7%	27%
Poland	33%	6%	39%	Mexico	21%	5%	26%
Finland	34%	4%	38%	Colombia	17%	9%	25%
Croatia	34%	4%	37%	Peru	19%	5%	24%
Switzerland	33%	5%	37%	Bolivia	16%	5%	22%
Portugal	31%	6%	37%	El Salvador	14%	7%	22%
France	34%	3%	37%	Ecuador	15%	5%	20%
Bulgaria	31%	6%	37%	Nicaragua	16%	5%	20%
Cyprus	31%	6%	37%	Guatemala	13%	6%	19%
Luxembourg	32%	2%	34%	Honduras	13%	4%	17%
Germany	30%	4%	34%	<b>Former Soviet States</b>	<b>32%</b>	<b>9%</b>	<b>41%</b>
Netherlands	29%	5%	34%	Russia	38%	12%	49%
Malta	28%	6%	34%	Belarus	43%	7%	49%
Belgium	30%	3%	33%	Latvia	40%	6%	46%
Serbia	26%	7%	33%	Estonia	38%	8%	46%
Ireland	27%	5%	32%	Lithuania	39%	3%	42%
Montenegro	27%	5%	31%	Ukraine	33%	5%	37%
Spain	26%	4%	30%	Nagorno-Karabakh Region	27%	8%	34%
Romania	24%	6%	30%	Kazakhstan	27%	7%	34%
Macedonia	24%	5%	29%	Turkmenistan	24%	9%	34%
Italy	25%	2%	27%	Moldova	27%	6%	33%
Greece	21%	2%	23%	Azerbaijan	23%	2%	25%
Bosnia and Herzegovina	19%	3%	23%	Uzbekistan	12%	12%	24%
Northern Cyprus	15%	2%	17%	Armenia	15%	4%	18%
Albania	14%	3%	17%	Kyrgyzstan	13%	4%	17%
Kosovo	12%	3%	16%	Georgia	11%	3%	14%
<b>Northern America</b>	<b>32%</b>	<b>11%</b>	<b>43%</b>	Tajikistan	11%	2%	13%
Canada	35%	8%	43%				
United States	32%	12%	43%				

	Good, Not Great Jobs	Great Jobs	Total Good Jobs <sup>^</sup>		Good, Not Great Jobs	Great Jobs	Total Good Jobs <sup>^</sup>
<b>Middle East and North Africa</b>	<b>19%</b>	<b>3%</b>	<b>21%</b>	<b>Asia</b>	<b>23%</b>	<b>2%</b>	<b>25%</b>
United Arab Emirates	53%	9%	63%	Singapore	41%	7%	48%
Qatar	55%	7%	62%	Taiwan	38%	3%	41%
Bahrain	44%	9%	53%	New Zealand	33%	6%	40%
Kuwait	41%	8%	49%	Hong Kong	37%	2%	39%
Israel	40%	6%	46%	Japan	31%	2%	33%
Saudi Arabia	34%	5%	38%	Thailand	23%	4%	33%
Lebanon	25%	5%	30%	Australia	28%	4%	32%
Jordan	21%	2%	23%	Malaysia	26%	6%	32%
Egypt	20%	3%	22%	Mongolia	21%	10%	31%
Tunisia	20%	2%	22%	South Korea	28%	2%	30%
Turkey	18%	3%	21%	China	27%	1%	28%
Syria	17%	*	17%	India	21%	3%	24%
Palestinian Territories	13%	2%	15%	Pakistan	21%	1%	22%
Morocco	11%	2%	14%	Philippines	14%	8%	22%
Iran	12%	1%	13%	Indonesia	18%	3%	21%
Yemen	8%	1%	9%	Sri Lanka	14%	6%	20%
				Vietnam	15%	1%	17%
<b>Sub-Saharan Africa</b>	<b>10%</b>	<b>2%</b>	<b>11%</b>	Myanmar	14%	3%	16%
Gabon	17%	2%	20%	Cambodia	12%	3%	15%
Kenya	17%	2%	20%	Afghanistan	11%	2%	13%
South Africa	16%	2%	18%	Bhutan	11%	*	12%
Botswana	14%	2%	15%	Nepal	7%	1%	9%
Rwanda	12%	3%	14%				
Uganda	12%	2%	13%				
Zambia	10%	3%	13%				
Zimbabwe	12%	1%	13%				
Ivory Coast	11%	2%	13%				
Congo-Brazzaville	9%	3%	11%				
Nigeria	10%	2%	11%				
Congo-Kinshasa	10%	1%	11%				
Madagascar	9%	2%	11%				
Benin	9%	2%	11%				
Senegal	9%	2%	11%				
Ghana	8%	2%	10%				
Cameroon	9%	1%	10%				
Mauritania	8%	2%	10%				
Tanzania	8%	2%	10%				
Chad	8%	1%	9%				
Ethiopia	6%	*	7%				
Burkina Faso	6%	1%	7%				

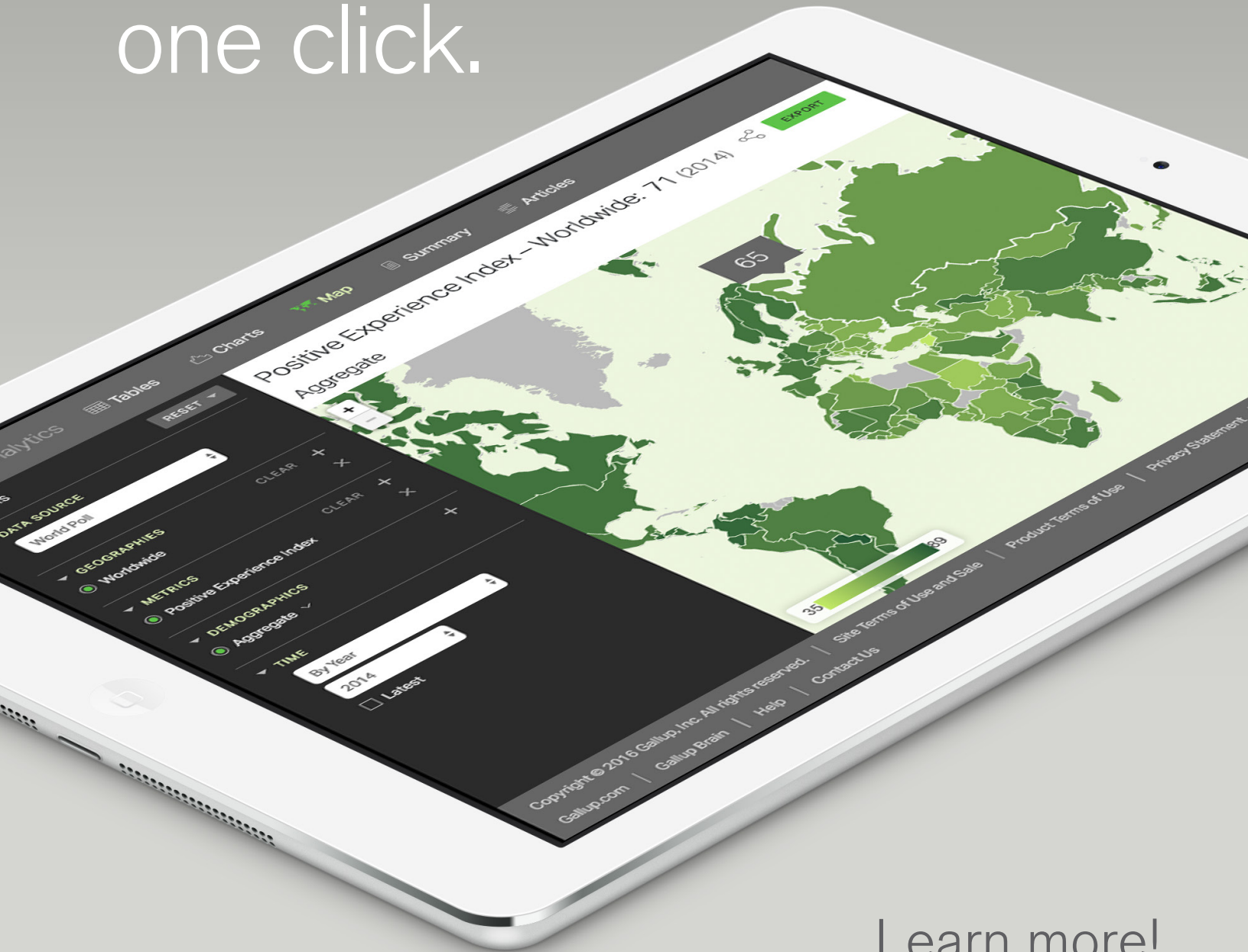
\* Less than 1%

<sup>^</sup> Columns may not add exactly due to rounding.

Note: Results not reported for Algeria, Angola, Bangladesh, Belize, Burundi, Guinea, Haiti, Iceland, Jamaica, Liberia, Libya, Malawi, Mali, Mauritius, Mozambique, Namibia, Niger, Puerto Rico, Sierra Leone, Somalia, South Sudan, Sudan, Togo and Trinidad and Tobago because employee engagement sample sizes dropped below 300. They are included in the regional averages.

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