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## **India's Quiet Quitting Challenge Starts Upstream — With Culture and Managers**

*New perspectives from IOD members point to culture alignment, manager capacity and better manager selection as leadership priorities*

**NEW DELHI — August 22, 2026** — Weak organisational culture or values misalignment was the most frequently selected explanation for rising quiet quitting among 181 Institute of Directors (India) members surveyed for a new Gallup-IOD report released today.

The report, *Rebuilding Indian Workplaces for the Future*, combines the IOD member survey and interviews with 27 senior leaders across multiple sectors with Gallup's national workplace evidence. Forty-two percent of IOD members selected culture or values misalignment as an explanation for quiet quitting; 43% identified a team culture in which people support and rely on one another as the leading need for stretched managers; and 41% said senior leaders should select managers for talent and role fit rather than relying primarily on past performance.

The new findings come as Gallup's previously published data show that 59% of Indian employees were not engaged in 2025, while 23% were engaged and 18% were actively disengaged. Manager engagement fell nine percentage points, from 39% in 2024 to 30% in 2025. India's not-engaged population represents the country's largest opportunity to rebuild employees' psychological investment in their work.

"India's largest engagement opportunity lies with the 59% of employees who are present at work but not psychologically invested," said **Rashi Singh**, Regional Director, Gallup South Asia. "At the same time, manager engagement has fallen nine points to 30%. Organisations need to select people for manager talent, equip them to coach and remove the operating friction that prevents them from leading well."

### **Culture Alignment Is the Leading Opportunity**

When Gallup and IOD asked why quiet quitting is rising in India, 42% of IOD members selected weak organisational culture or values misalignment. The findings suggest that quiet quitting cannot be understood only as an employee attitude issue. Among the IOD members surveyed, culture misalignment, leadership trust, meaningful work, growth and recognition emerged as closely connected concerns. Employees continually assess whether organisational decisions reflect stated values, leaders communicate credibly, effort is recognized and opportunities for growth exist.

"India's workplaces are evolving rapidly as a new generation of employees seeks greater work-life balance, flexible working arrangements, meaningful careers, and stronger support for mental well-being and that is being reimaged through the growing adoption of AI and new ways of working," said **Manoj K. Raut**, CEO & Secretary-General, Institute of Directors (India). "At the same time organisations also face the challenge of not just attracting talent, but also maintaining engagement, trust, and performance in an increasingly dynamic environment. As a new generation enters the workforce and builds its career, employees are looking for more than just a job—they seek meaningful work, opportunities to learn and grow, recognition for their contributions, and leaders

they can trust. Leaders must therefore build cultures that recognise employees as individuals, give them a meaningful voice, foster inclusion, and create a genuine sense of purpose and belonging.”

### **Managers Need Stronger Teams and Simpler Systems**

Managers are central to rebuilding engagement because they shape employees’ daily experience of work. They clarify expectations, coach performance, recognize contributions and connect individual work to a larger purpose. Gallup research finds that managers account for 70% of the variance in team engagement.

The new IOD findings highlight what leaders believe managers need to respond. Forty-three percent of IOD members said organisations should foster a team culture in which people support and rely on one another. Another 40% selected building manager capability for meaningful coaching conversations, using technology to simplify work and streamlining processes to reduce complexity. The pattern suggests that managers cannot compensate for larger teams through personal effort alone; they need stronger teams, better capability and less operating friction.

### **Better Manager Selection Starts Upstream**

The findings also point upstream to how organisations choose managers. Forty-one percent of IOD members said senior leaders should select managers based on talent and role fit rather than simply past performance. Respondents also prioritized recognizing and elevating the manager role, strengthening communication between senior leaders and managers, investing in manager development and creating clearer career paths for both people managers and individual contributors.

Together, the findings point to an integrated leadership system: select managers for talent, equip them to coach, create supportive teams and make culture tangible in daily work. The report uses the Gallup Path to connect manager quality, strengths and role fit, employee engagement, stakeholder experience and business performance.

**Download the report:** [Here](#)

### **About the Research**

Gallup and the Institute of Directors (India) conducted an online survey using the IOD platform between 14 May and 22 June 2026. The survey received responses from 181 IOD members, including board members and senior business and governance leaders. The findings reflect the perspectives of participating IOD members. Gallup also conducted 27 interviews with senior leaders across multiple sectors. This report draws on Gallup’s global and India-specific workplace research, including findings from the State of the Global Workplace: 2026 Report. Published in 2026, the report draws on data collected between January and December 2025. India’s employee and manager engagement trends are reported using three-year rolling averages.

### **About Institute of Directors (India)**

Established in 1990, the Institute of Directors (IOD), India was founded as the apex professional body for corporate directors, dedicated to building effective boards and advancing boardroom leadership. Over the past 36 years, IOD has grown into India’s leading organisation for directors, with a vibrant network of over 34,000 senior executives, board members and independent directors from the public, private, and government sectors-both in India and abroad. Through our training programs, conferences, research, publications, and board advisory services, we continue to facilitate informed dialogue and thought leadership across India's evolving corporate governance landscape.

### **About Gallup**



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Gallup delivers analytics and advice to help leaders and organisations solve their most pressing problems. Combining more than 90 years of experience with its global reach, Gallup knows more about the attitudes and behaviors of employees, customers, students and citizens than any other organisation in the world.

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