

India

2,502
respondents

19%
Gen Z

54%
Millennials

21%
Gen X

6%
Baby Boomers

20%
Female

79%
Male

88%
Employed full-time

11%
Employed part-time

73%
Have one job only

27%
Have more than one job

14%
Full-time in-person working

56%
Hybrid working

31%
Full-time remote working

Business viability

Only **48%** believe that their organisation will be in business for more than 10 years if they remain on their current path, less than the

Asia Pacific average of 51%, with Baby Boomers being the most positive generation (77%) and Gen Z being the least positive (29%).

Climate action

There is a relatively strong sense of urgency from employees in India to push their employers to take climate action. 56% think their employers have a responsibility to take action to address climate change (vs. Asia Pacific 41%). 48% believe their company is taking the right amount of climate action (vs. Asia Pacific 43%).



Workforce skills

62% believe the skills for their job will change significantly in the next five years (vs. Asia Pacific 44%).

68% are confident that their employers will provide them the opportunity to apply the skills that are most important to their career in the next five years (vs. Asia Pacific 48%).



Employees rank technical or core business skills as less important than non-technical skills; for instance, adaptability/flexibility, critical thinking and leadership (all 82%).

Employee sentiment

70% are very or moderately satisfied with their jobs, 7% lower than previous year, yet it is still 13% higher than the Asia Pacific average (57%). Job satisfaction is, however, lower for Gen Z with only 61% being satisfied with their current job, which raises the question of how organisations can reimagine and customise the ways to engage a multigenerational workforce.

Employees in India are much more likely to ask for a change in their career in 2023 than they were in 2022, and are also more likely to do so compared to other territories.

Interestingly, managers are more likely than non-managers to ask for a pay raise and promotion and more likely to change employers.



While managers in an organisation are responsible for engaging and retaining employees, a point for organisations to reflect on is whether managers, as a group, are themselves receiving sufficient focus when it comes to rewards and growth.

	India 2022	India 2023	Asia Pacific 2023
Ask for a pay raise	54%	69%	43%
Ask for a promotion	60%	70%	38%
Change employer	34%	42%	28%

Inclusion:

- 73% can truly be themselves at work (vs. Asia Pacific 52%)
- 65% think that their manager considers their viewpoint when making decisions (vs. Asia Pacific 47%)

Emerging technology

Indian employees are bullish about the potential of Artificial Intelligence (AI) in their career, they also place a high importance on digital skills.

51% think that AI will help them increase their productivity/efficiency at work (vs. Asia Pacific 41%).

47% think that AI will create opportunities for them to learn valuable new skills (vs. Asia Pacific 34%).

37% think that AI will create new job opportunities for them (vs. Asia Pacific 25%).

34% believe AI will require them to learn new skills that they are not confident that they have capacity to learn (vs. Asia Pacific 22%). Interestingly, this perception is shared by Gen Z (34%), Millennials (34%) and Gen X (33%), which points to the need for both broad-based and customised interventions in upskilling.

7% don't think AI will impact their job (vs. Asia Pacific 16%).

79% think that digital skills are important to their career (vs. Asia Pacific 59%).

Work environment

Indian employees are generally more positive about their workplace environment, culture and relationship with managers, which contribute to higher job satisfaction level.



69% state that their manager treats them fairly and equitably (vs. Asia Pacific 53%).

Fairness



37% agree that their manager often/usually tolerates small-scale failures (vs. Asia Pacific 31%).

Workplace culture

42% of the employees agree that their manager often/usually encourages dissent and debate (vs. Asia Pacific 33%). An analysis based on seniority indicates that managers are more tolerant of failure, as employees move up the ladder, as 45% of senior executives, 37% of managers, but only 29% of non-managers agree with this statement. This is an important focus area for organisations while driving psychological safety.



69% of the employees find their job fulfilling (vs. Asia Pacific 51%).

Empowerment



77% would actively seek feedback and use it to improve their performance (vs. Asia Pacific 53%).

Feedback

73% would provide constructive feedback to their coworkers to help improve the team's performance (vs. Asia Pacific 51%).

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Employees in India are about 20% more positive than global counterparts when it comes to actively seeking out opportunities to learn and taking on extra responsibility, however, Gen Z has a significantly less favourable outlook as compared to other generations. This prompts the question: how can employers reimagine and contemporize ways of engaging a multigenerational workforce?

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