



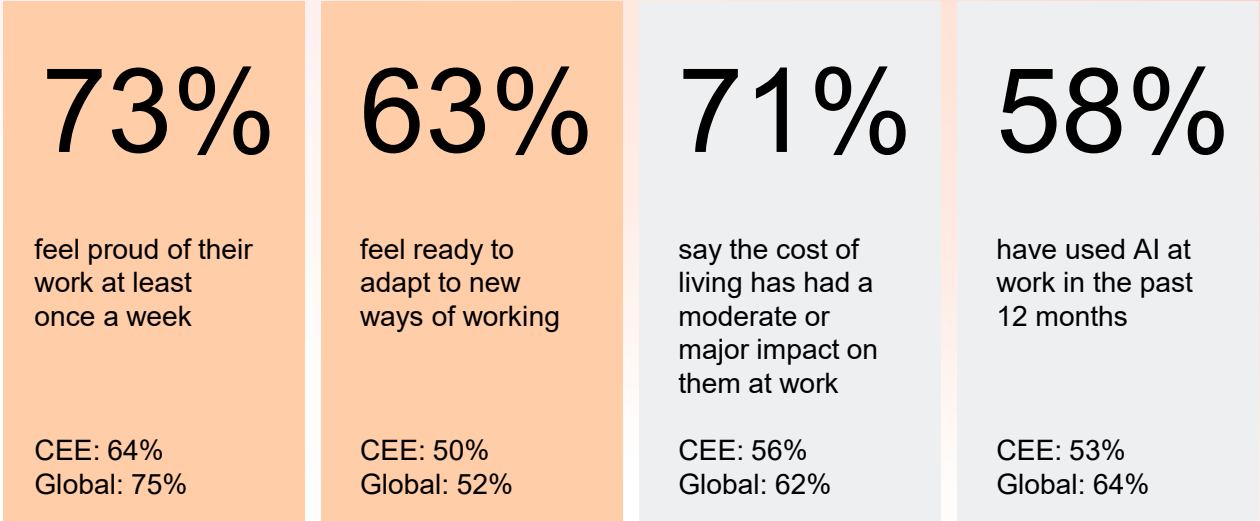
PwC Global Workforce Hopes and Fears Survey 2026

Romania findings





Romania's workers are motivated and ready to adapt, but financial strain and uneven workplace AI adoption are holding back progress.



Source: PwC Global Workforce Hopes and Fears Survey 2026.

Workers in Romania are among the most motivated and the readiest to adapt in Central and Eastern Europe, and at the same time among those most affected by the cost of living. This is the picture that emerges from the 2026 edition of PwC's Global Workforce Hopes and Fears Survey, which gathered responses from 49,364 workers across 48 countries and regions, including 447 in Romania, and which once again allows a comparison of Romanian workers' answers with those of their regional peers, with the global average and with their own answers from last year.

The picture is one of a workforce moving at two speeds. One part of the workforce, made up largely of workers who use artificial intelligence frequently and of those in management roles, looks to the future with optimism, feels ready to advance and trusts its leaders. The other, a larger part, is just as motivated and just as willing to adapt, but feels more acutely the pressure of household finances, the growth in workload and the lack of recognition for initiative. What sets Romania apart from other markets is that this second speed is not one of disengagement from change, but of exhaustion in the face of it.

Financial pressure is the clearest constraint for workers in Romania. Fewer have money left after paying their bills than a year ago, while rising living costs are affecting them at work more than their regional peers. Confidence in job security has also declined.

Trust in leaders has also suffered. Although workers in Romania still trust their company leadership more than their regional peers do, the share who trust top management fell in a single year from 56% to 45%, a steeper decline than the global fall of 7pp.

AI use at work in Romania has grown and is now ahead of the regional average, though it remains below the global level. Romanian workers who use AI are just as likely as their global peers to apply it to the most complex parts of their jobs.

Three priorities for employers in Romania follow from these results:



Reward initiative, not just caution.

Workers in Romania say that, in practice, they are rewarded above all for following rules (36%, compared with 25% globally) and for avoiding mistakes (35%, compared with 28% globally), while innovation and the effective use of AI are rewarded in only 9% of cases.



Turn the appetite for AI into value.

AI use at home (85%) is far more widespread than AI use at work (58%), and the main barrier workers cite is not a lack of skills but a lack of opportunities to use AI in their own role (25%).



Support managers and ease the pressure on the core workforce.

40% of workers in Romania say their workload has increased to a large or very large extent over the past year, compared with 33% globally, and 28% find the pace of change difficult to manage, compared with 22% globally.





Daniel Anghel
Country Managing Partner
PwC Romania



The survey results need to be read in the economic context in which they were collected. Romania entered 2026 with the highest inflation rate in the European Union, reaching 8.2% in July, almost three times the EU average. The cumulative effect of rising prices on household budgets now shows in the way people describe their financial situation:

- fewer than a quarter of workers say they have money left over after paying their bills, down from almost 40% a year ago;
- seven in ten say the cost of living has affected them at work, more than in any other country in the region.

This pressure comes as the economy slowed down after a decade of sustained growth. During that period, wages rose faster than productivity, while a consumption-driven growth model, supported by budget deficits and rising public debt, reached its limits. Workers feel this transition directly, even if they do not name it: confidence in job security has fallen by ten percentage points in a single year, and concern about job cuts has become one of the main sources of pressure at work.

What gives us confidence, however, is the way workers respond to this context. In a difficult year, motivation has risen rather than fallen, and the readiness to adapt to new ways of working is higher in Romania than in Poland, Czech Republic or Hungary, and higher than the global average. This could be the type of resource the economy needs in order to move from growth based on consumption to growth based on investment, productivity and innovation. The fact that it exists should be an argument for investing now rather than a reason to wait. The companies that invest in skills, in technology and in the way work is organised will be the ones that turn this willingness into competitive advantage, while those that delay will pay the price of a tired workforce and of eroded trust in leaders. The survey shows that we have the human capital we need, and what will make the difference is how we choose to use it – through a predictable economic environment and a shared commitment by businesses, educators and the state to prepare people for careers that evolve, rather than for fixed jobs.



Oana Munteanu
Director and Workforce Leader
PwC Romania



Workers in Romania show an encouraging willingness to adapt, but this should not be confused with being fully prepared for the changes ahead. The survey captures a positive attitude towards work and new ways of working, while also revealing important vulnerabilities: financial pressure, rising workloads, limited access to learning and a sharp decline in trust in senior management.

The way organisations reward people is part of this challenge. In Romania, workers are rewarded much more often for following rules and avoiding mistakes than for taking initiative, learning new skills or using artificial intelligence effectively (only 9% of cases). In a changing economy, this can discourage the experimentation and continuous learning that companies need more and more.

Romania's workforce challenge is increasingly about whether people have the skills required by a changing economy, and whether they have real opportunities to develop those skills throughout their careers. Gaps in education, vocational training and lifelong learning are already affecting employers' ability to recruit and improve productivity.

Addressing these gaps requires a shared effort, not only by companies and state, but individuals, too, need to take an active role in continuously developing their capabilities. The readiness identified in the survey is an important starting point, but it will translate into competitiveness only if it is supported by stronger learning cultures, better systems and a clearer understanding of how technology, including AI, is reshaping work.

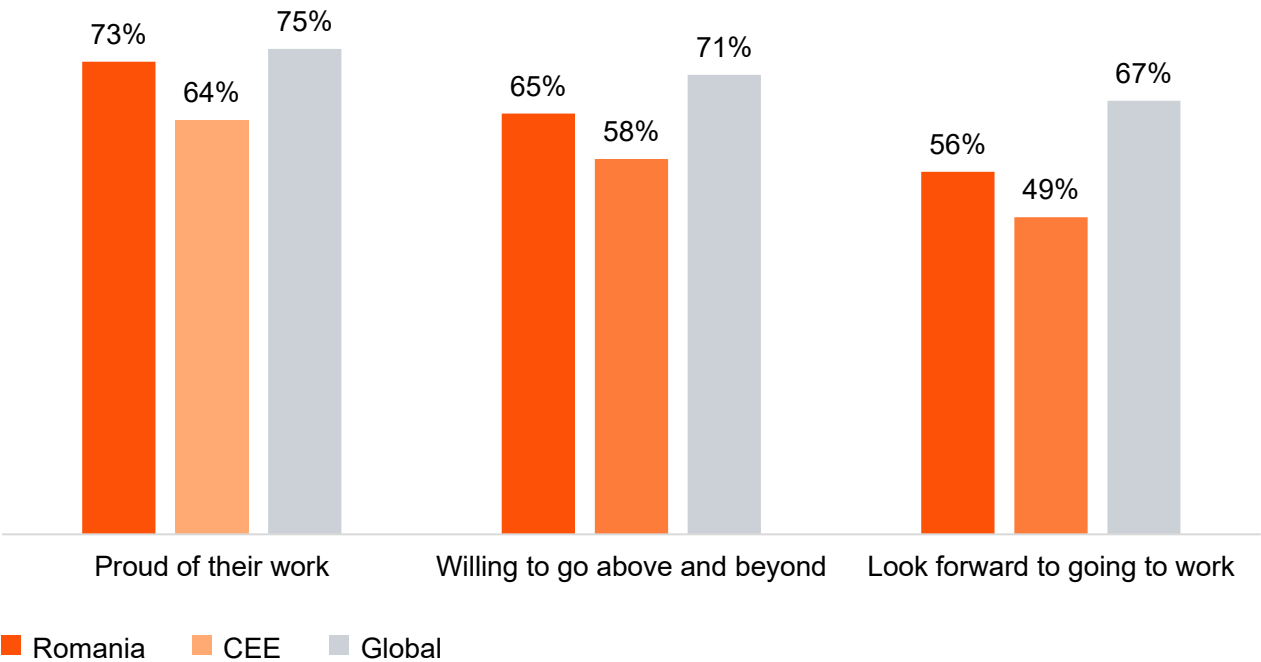
Motivated and ready to adapt, but stretched financially

Worker motivation in Romania is well above the regional average and close to the global level. Within the region, only the Czech Republic comes close, with 61% of workers looking forward to going to work, while Poland (39%) and Hungary (38%) lag well behind. What stands out is that motivation has grown in a difficult year: willingness to go above and beyond is up 8pp since 2025, twice the global increase, even though the share of workers with money left over at the end of the month has fallen by 16pp over the same period. Enthusiasm has not kept pace, however: the share who look forward to going to work is unchanged at 56%, while globally it has risen 3pp, and overall job satisfaction, at 63%, is slightly below the regional (65%) and global (66%) levels.



Worker motivation (% of workers, at least once a week)

Share of workers who feel the following about their jobs at least once a week



Source: PwC Global Workforce Hopes and Fears Survey 2026

Readiness to adapt is Romania’s strongest differentiator. 63% of workers moderately or strongly agree that they feel ready to adapt to new ways of working, compared with 50% across CEE and 52% globally, and no other market in the region comes close, with Poland at 50%, Czech Republic at 46% and Hungary at 41%. Workers in Romania are also confident of their value in the wider job market, with 45% saying it would be easy to find a new job that uses their skills, compared with 37% in the region and 40% globally, and 36% expecting strong demand for roles like theirs in three years’ time, in line with the global average and above the regional average of 28%.

Motivation, trust and intentions (% of workers)

	Romania	CEE	Global
Feel proud of their work at least once a week	73%	64%	75%
Willing to go above and beyond, at least once a week	65%	58%	71%
Look forward to going to work, at least once a week	56%	49%	67%
Feel ready to adapt to new ways of working*	63%	50%	52%
Trust top management*	45%	37%	44%
Trust their immediate manager*	52%	47%	52%
Very/extremely likely to ask for a pay raise	37%	32%	41%
Very/extremely likely to change employer	18%	15%	19%
Very/extremely confident in their job security	48%	51%	61%

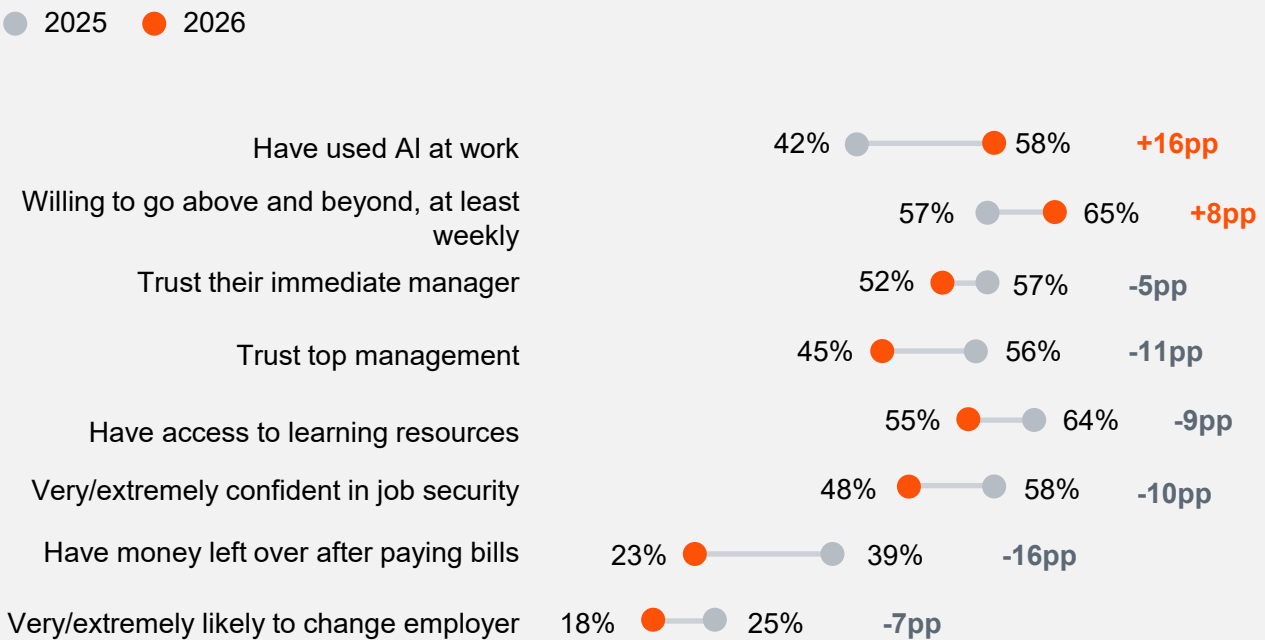
* Moderately or strongly agree.

Pay and career expectations reflect recent years of double-digit wage growth, but are tempered by lower labour mobility.. 37% of workers say they are very or extremely likely to ask for a pay raise in the next 12 months, compared with 32% in the region and 41% globally, and 32% say the same about a promotion, compared with 23% and 34%. The intention to change employer has fallen since last year, from 25% to 18%, and now sits at a level similar to the regional average of 15% and the global average of 19%.

Workers in Romania trust their leaders more than their regional peers do, with 45% trusting top management at their organisation, compared with 37% across CEE and 44% globally, and 52% trusting their immediate manager, compared with 47% and 52%. The trend since 2025 is a cause for concern, however, because the decline has been steeper than the global fall of 7pp: trust in top management has fallen from 56% to 45%, a drop of 11pp, and trust in the immediate manager from 57% to 52%. At the same time, 43% say their organisation encourages them to innovate and share ideas, compared with 35% in the region and 44% globally.

Romania: what has changed since 2025

Share of workers, 2025 vs. 2026 (percentage points)



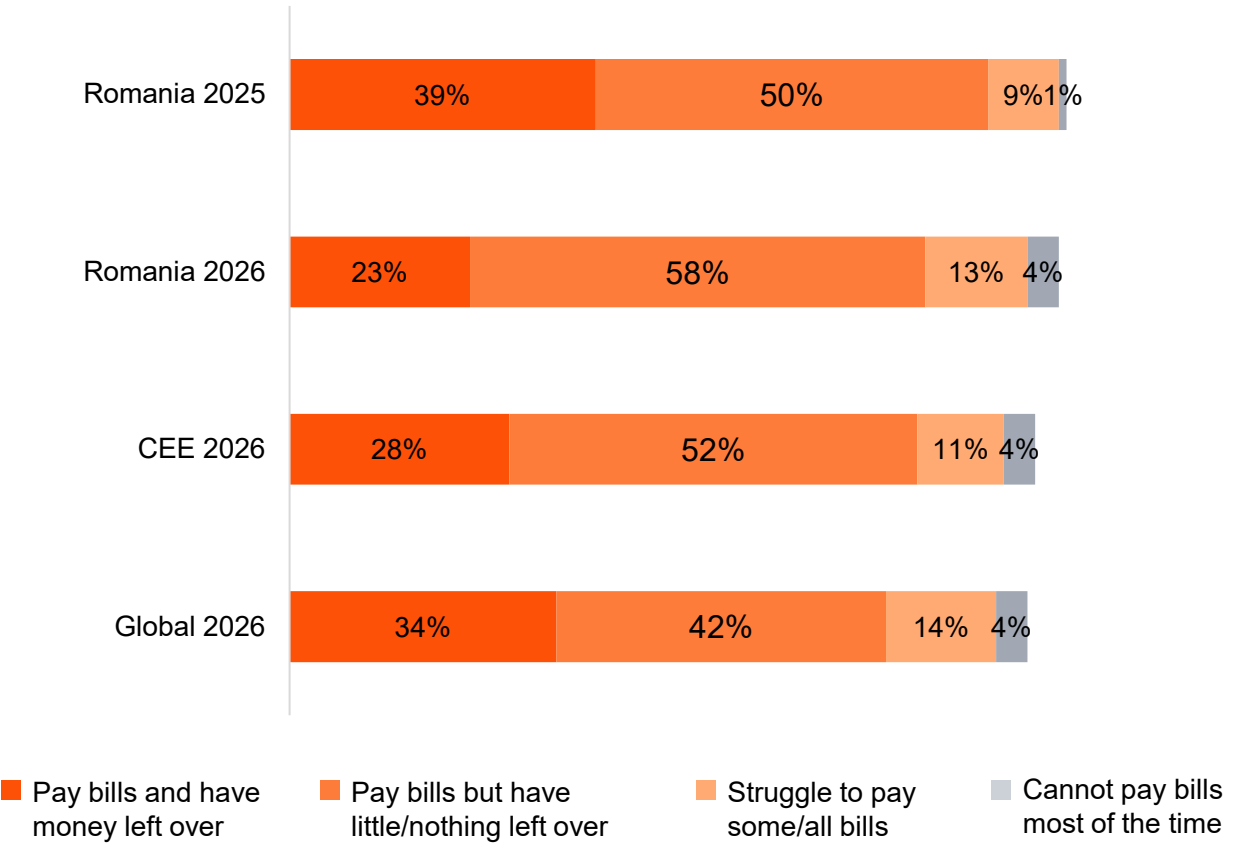
Source: PwC Global Workforce Hopes and Fears Survey 2026.

Financial strain: the sharpest pressure in the region

If motivation is the strength of Romania’s workers, household finances are their weak spot. Only 23% say their household pays all its bills every month and still has money left over for savings, holidays and other expenses, compared with 28% in the region, where Czech Republic reaches 32% and Poland 29%, and 34% globally. The majority, 58%, pay their bills with very little or nothing left over, compared with 52% in the region and 42% globally, and 17% struggle to pay their bills or cannot pay them most of the time. The deterioration since 2025 is marked, because a year ago 39% of workers had money left over at the end of the month, 50% paid their bills with nothing to spare and only 10% were struggling. While globally the share of workers with money left over has fallen 8pp, in Romania it has fallen 16pp.

Household finances

Share of respondents by financial situation



Source: PwC Global Workforce Hopes and Fears Survey 2026

Job security has also weakened, with confidence among Romanian workers falling by 10 percentage points over the past year, while remaining broadly stable globally. Rising living costs are adding to the pressure, affecting seven in ten workers in Romania, more than in the region or globally. Those affected most often report higher stress, lower motivation and, in some cases, longer working hours.

46%

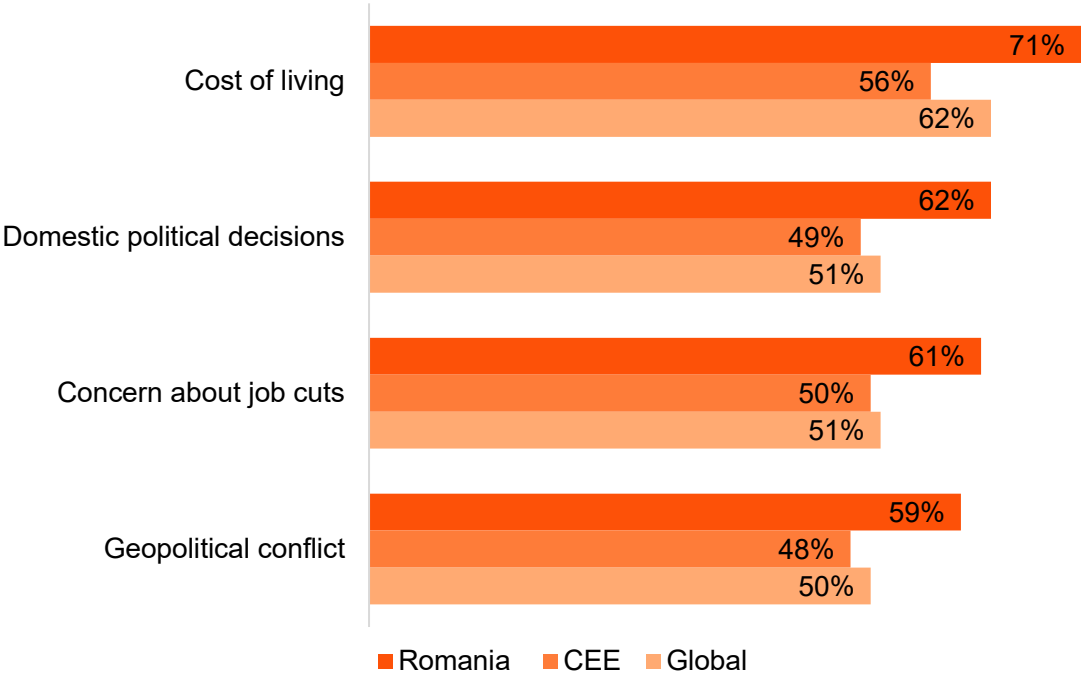
of workers affected by rising prices say it has increased their stress levels (CEE: 34%, global: 40%)

Workers in Romania feel external shocks more strongly than their peers anywhere else in the region. Rising prices come first, but domestic politics, the fear of job cuts and geopolitical tensions each affect around six in ten workers, more than ten points above the CEE average.

What weighs on workers in Romania

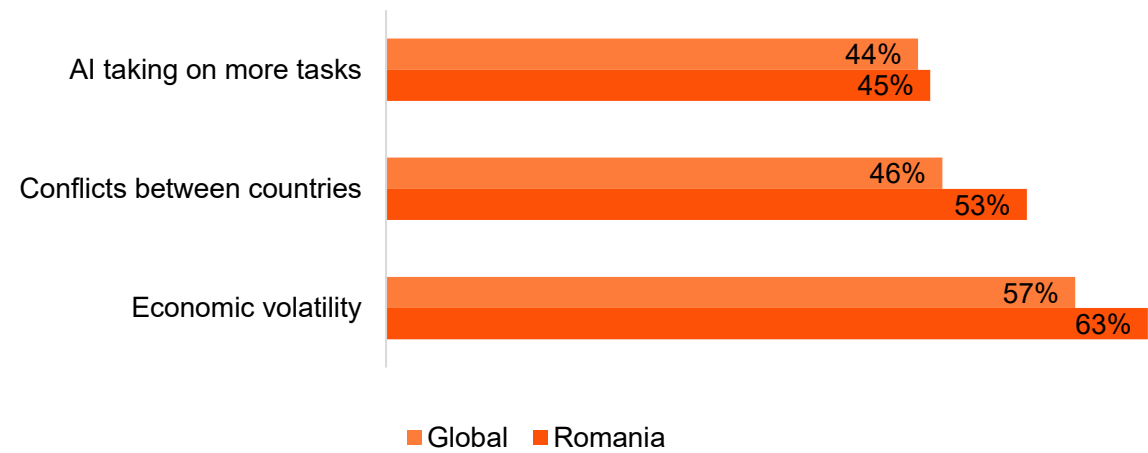
Share of workers citing a moderate or major impact at work, or a moderate or major threat to their job

In the last 12 months: moderate or major impact at work



Looking ahead, the concern shifts from prices to the economy as a whole: economic volatility is seen as the biggest threat to job security, while AI, often presented as the main risk to jobs, ranks well behind and is viewed much as it is elsewhere in the world.

Over the next three years: moderate or major threat to their job

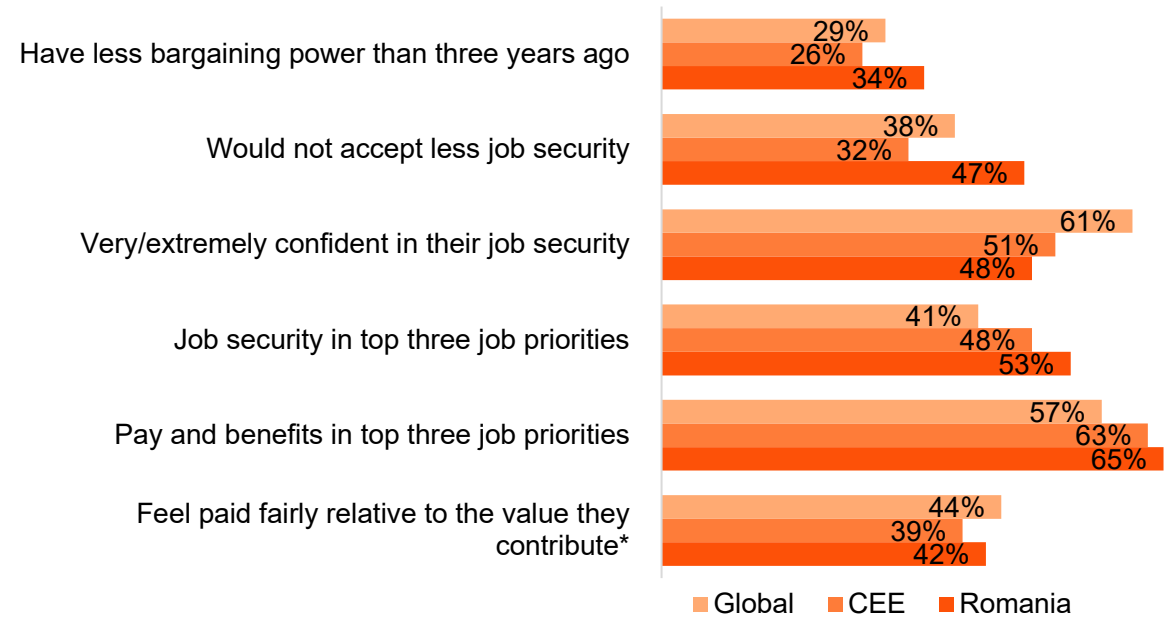


Source: PwC Global Workforce Hopes and Fears Survey 2026

Perceptions of pay fairness in Romania are broadly in line with the global average, although managers and senior executives are considerably more likely than non-managers to feel fairly rewarded. Job priorities point to a strong need for stability, with pay, benefits, and job security rankings highest. Romanian workers place less emphasis than their global peers on purpose and good management, while lower pay, reduced job security and longer working hours are their main dealbreakers.

Behind these priorities lies a weaker sense of security: fewer workers in Romania feel confident in their job security than in the region or globally, and one in three feel they have less bargaining power than they did three years ago.

Pay and job security (% of workers)





Perceptions of pay fairness are close to the global average, with 42% of workers agreeing they are paid fairly relative to the value they contribute, compared with 39% in the region and 44% globally. The differences within organisations are wide, however, because 54% of managers and senior executives feel fairly paid, while only 36% of non-managers say the same.

Financial situation affects workers' trust in management and ability to adapt. Among workers whose household has money left over at the end of the month, 67% trust top management and 75% feel ready to adapt to new ways of working, whereas among those who struggle to pay their bills only 25% trust top management and 42% feel ready to adapt. Financial strain is therefore more than a personal issue for workers, because it erodes precisely the trust and adaptability that organisations need in order to transform.

AI use reveals a widening employee-experience gap

How often workers use artificial intelligence at work separates Romania’s workforce into two groups with very different experiences.

Daily users of generative AI stand out in three ways:

- they trust their leaders more: 56% trust top management, compared with 40% of those who have not used AI at work, and 55% say their organisation encourages innovation, against 34%;
- they are far more positive about AI, with 58% optimistic about its long-term impact on jobs like theirs, compared with only 26% of non-users;
- they are also the most likely to leave, with 30% very or extremely likely to change employer in the next year, almost double the national average of 18%.

A two-speed workforce in Romania too: AI users versus the rest

Share of workers, by frequency of generative AI use at work

	Daily (n=75)	Weekly (n=86)	Have not used AI at work (n=184)	Romania total	Global
Go the extra mile on AI, at least once per week	77%	64%	62%	65%	71%
Trust top management	56%	48%	40%	45%	44%
Trust their immediate manager	64%	54%	47%	52%	52%
Organisation encourages them to innovate	55%	46%	34%	43%	44%
Using AI effectively is rewarded	19%	9%	6%	9%	12%
Feel ready to adapt to new ways of working	67%	69%	59%	63%	52%
Have access to the learning resources they need	60%	70%	49%	55%	51%
Positive about the long-term impact of AI on jobs like theirs	58%	50%	26%	38%	43%
AI a moderate/major threat to their job	50%	43%	38%	45%	44%
Very/extremely likely to change employer	30%	10%	16%	18%	19%
Burnout is what most limits their productivity	25%	33%	38%	32%	27%

Source: PwC Global Workforce Hopes and Fears Survey 2026.

The other group, made up of **workers who have not used AI at work**, is not disconnected from change so much as overwhelmed by it. These workers are the most likely to cite burnout as the main limit on their productivity, at 38% compared with 25% of daily users, and they find the pace of change as hard to manage as everyone else. Access to learning does not separate them as much as might be expected, because 49% say they have access to the resources they need, compared with 60% of daily users, and between management and non-managers the difference is practically absent. Readiness to adapt also remains high across the board, with 59% of those who do not use AI feeling ready for new ways of working, above the global average of 52%. Overall, the findings suggest that workers who have not yet used AI at work remain open to change, but may benefit from more opportunities to experiment, support in managing their workload and greater recognition of their efforts.

Where to focus

Continue investing in AI adoption and closing the employee-experience gap. Daily AI users are the most engaged and the most trusting of their leaders, but also the most likely to leave, while those who have not used AI at work are more exposed to burnout. Bringing more of the workforce into regular AI use, with concrete use cases and time to experiment, and keeping pace with the expectations of the most advanced users, can narrow the gap between the two groups. Reduce financial stress where possible, through pay transparency, financial education and planning tools, and benefits that make a difference to the monthly budget. With 58% of workers left with nothing after paying their bills, any signal of pay fairness has a direct effect on trust.

Build on the readiness to adapt. Workers in Romania are the most ready in the region to embrace new ways of working, and the constraint is not their attitude but the context in which they work, marked by financial pressure, workload, and a lack of reward for initiative. Reward more than caution. Workers in Romania are rewarded far more often for following rules and avoiding mistakes than for innovating or using AI effectively, which are rewarded in only 9% of cases. Workers in organisations that encourage experimentation are also the most motivated and the most trusting of their leaders.”

AI: ahead of the region, behind the global pace

58% of workers in Romania have used AI at work in the past 12 months, a share above the regional average of 53% and above Poland (57%), Czech Republic (51%) and Hungary (43%), but below the global figure of 64%. Growth since 2025 has been faster than globally, from 42% to 58%, a rise of 16pp compared with 10pp worldwide. Outside work, Romanians are among the most active users, with 85% using AI in their personal lives, compared with 79% in the region and 79% globally. The 27pp gap between use at home and use at work suggests that the appetite is there, but organisations are not yet making the most of it.

The intensity of use confirms this picture. 17% of workers in Romania use generative AI tools daily at work, compared with 16% in the region and 22% globally, and a further 19% use them weekly, compared with 14% and 19%, which means that 36% use generative AI at least weekly, compared with 30% in the region and 41% globally. Among AI users, the share using generative AI daily has doubled since 2025, from 14% to 29%. AI agents are still at an early stage, with 6% daily and 11% weekly use. Use is heavily concentrated at the top of the organisation, because 29% of managers and senior executives use generative AI daily, compared with only 11% of non-managers.

AI adoption (% of workers unless stated otherwise)

	Romania	CEE	Global
Have used AI at work in the past 12 months	58%	53%	64%
Have used AI outside work	85%	79%	79%
Use generative AI daily at work	17%	16%	22%
Use generative AI at least weekly at work	36%	30%	41%
Expect their use of AI in their job to increase over the next 12 months	54%	47%	59%
AI users: AI has increased the quality of their work	66%	58%	71%
AI users: AI helps them with the most complex parts of their job	29%	25%	29%
Expect AI to bring major changes to, transform or replace their role within three years	29%	26%	34%

AI users in Romania report benefits broadly comparable to those seen globally, including better work quality, greater creativity and a wider use of their skills. At the same time, many say AI has increased their workload. As elsewhere, the benefits reported are slightly lower than last year, suggesting a more measured view as use becomes more familiar.

The way AI is used is as mature as elsewhere. Among AI users in Romania, 29% say AI helps them be better at some of the most complex and difficult parts of their job, compared with 25% in the region and 29% globally, 25% say it takes away simple but time-consuming tasks, compared with 21% and 22%, and 24% say it helps them with routine tasks. 14% see no significant difference, fewer than the regional average of 20% but more than the global average of 10%.

Cautious optimism about AI

Sentiment towards AI is more positive than in the region but remains dominated by neutrality:

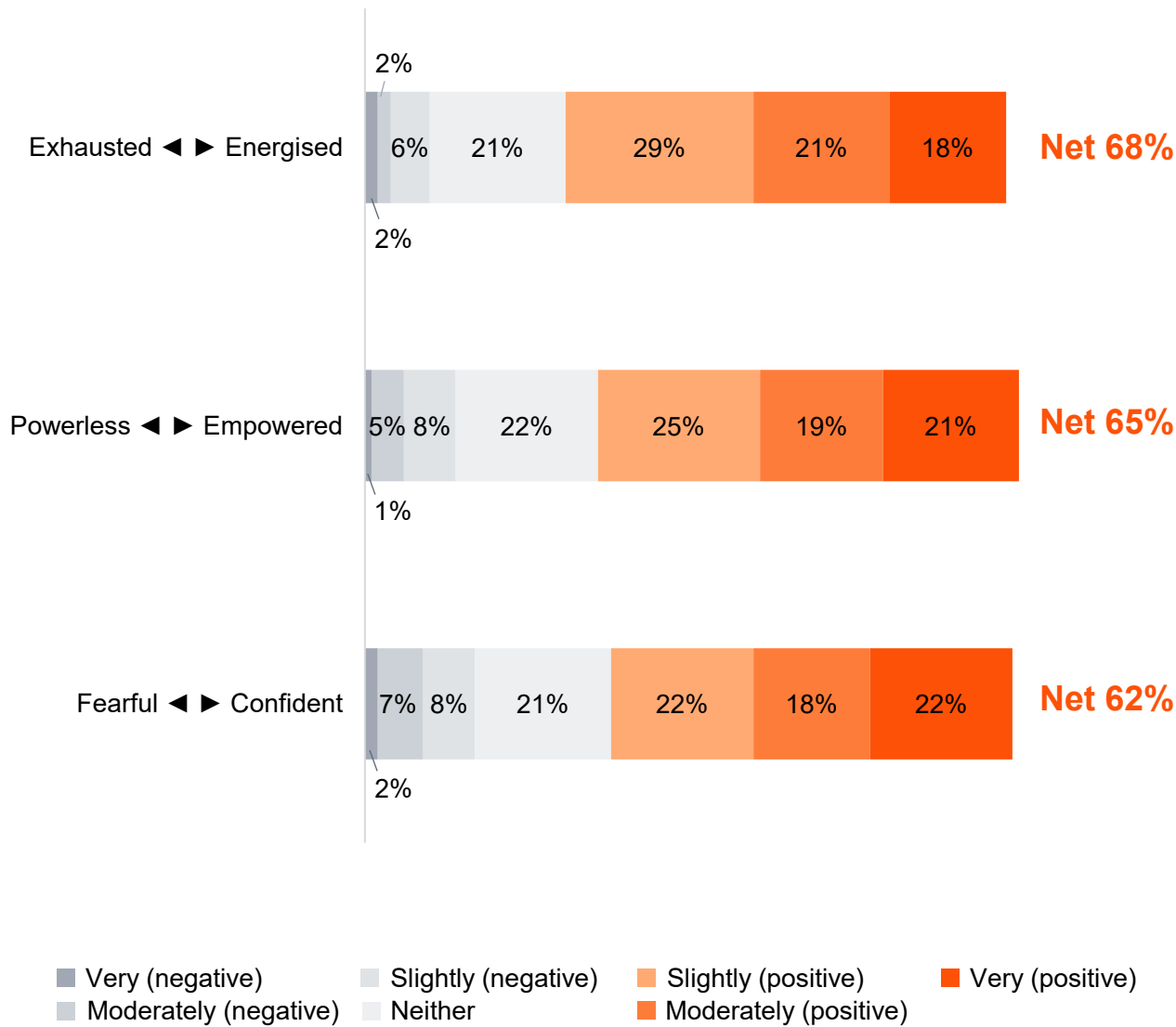
- 38% of workers in Romania feel positive about the long-term impact of AI on jobs like theirs, compared with 30% in the region and 43% globally;
- 37% feel positive about the way employers are introducing AI, compared with 29% and 43%;
- 40% feel positive about the decisions business leaders are making about AI, compared with 30% and 43%.

Around four in ten workers are neutral on each of these measures, and around one in five are negative. Managers are considerably more optimistic than other workers, with 48% feeling positive about the long-term impact of AI, compared with 33% of non-managers.



How the increasing use of AI makes workers feel

Romania, share of workers who expect their use of AI to increase



Source: PwC Global Workforce Hopes and Fears Survey 2026

Workers who expect to use AI more generally feel energised, confident and empowered, although some are apprehensive. Expectations of greater AI use in Romania are above the regional average but below the global level. While some workers anticipate major changes to their roles, others expect little or no impact.

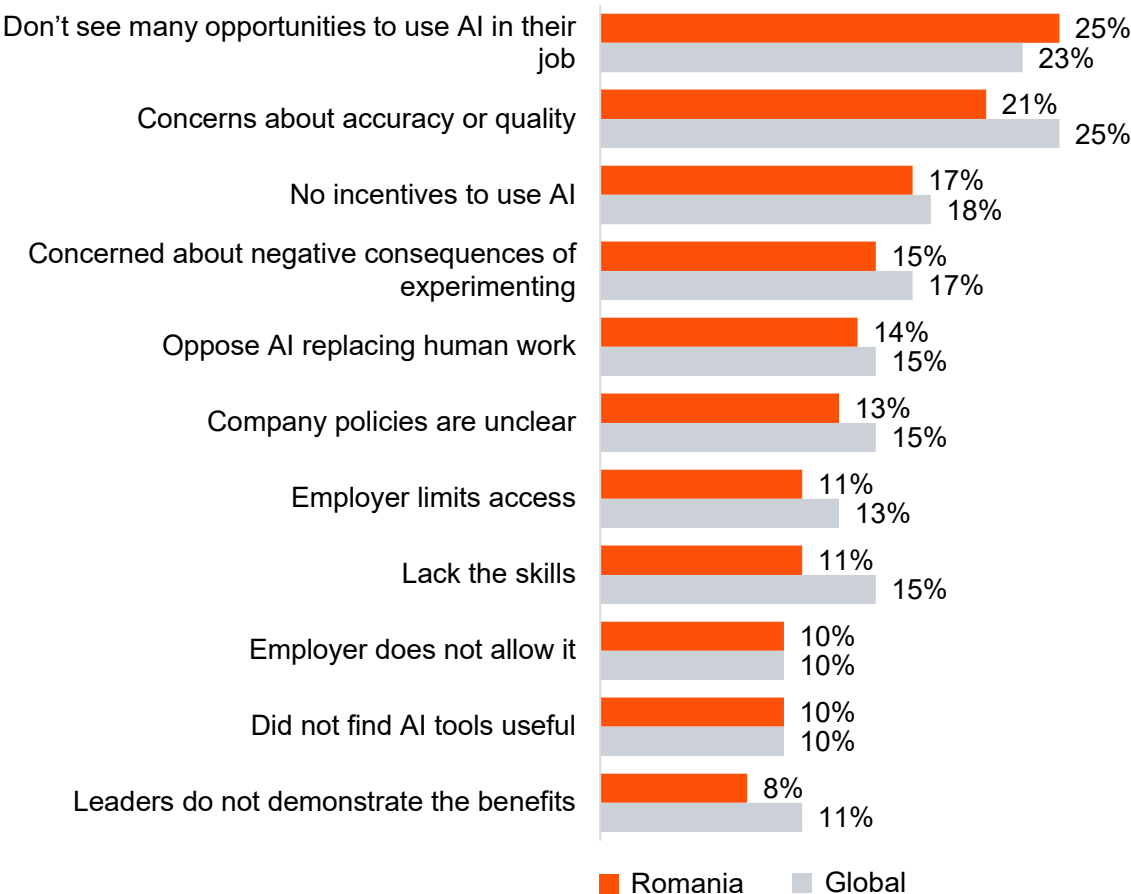
AI is not seen as the main threat to job security. 45% of workers consider AI taking on more tasks a moderate or major threat, in line with the global average of 44%, but economic volatility, at 63% against 57% globally, and conflicts between countries, at 53% against 46%, weigh far more heavily.

Barriers: a lack of opportunities, not a lack of skills

For workers in Romania, the main barrier to using AI more at work is a lack of opportunities to apply it in their roles. Concerns about accuracy and limited incentives also matter, while a lack of skills is less prominent. The challenge lies less in workers’ capabilities than in how roles and incentives are designed.

Barriers to greater use of AI

Share of workers citing each barrier

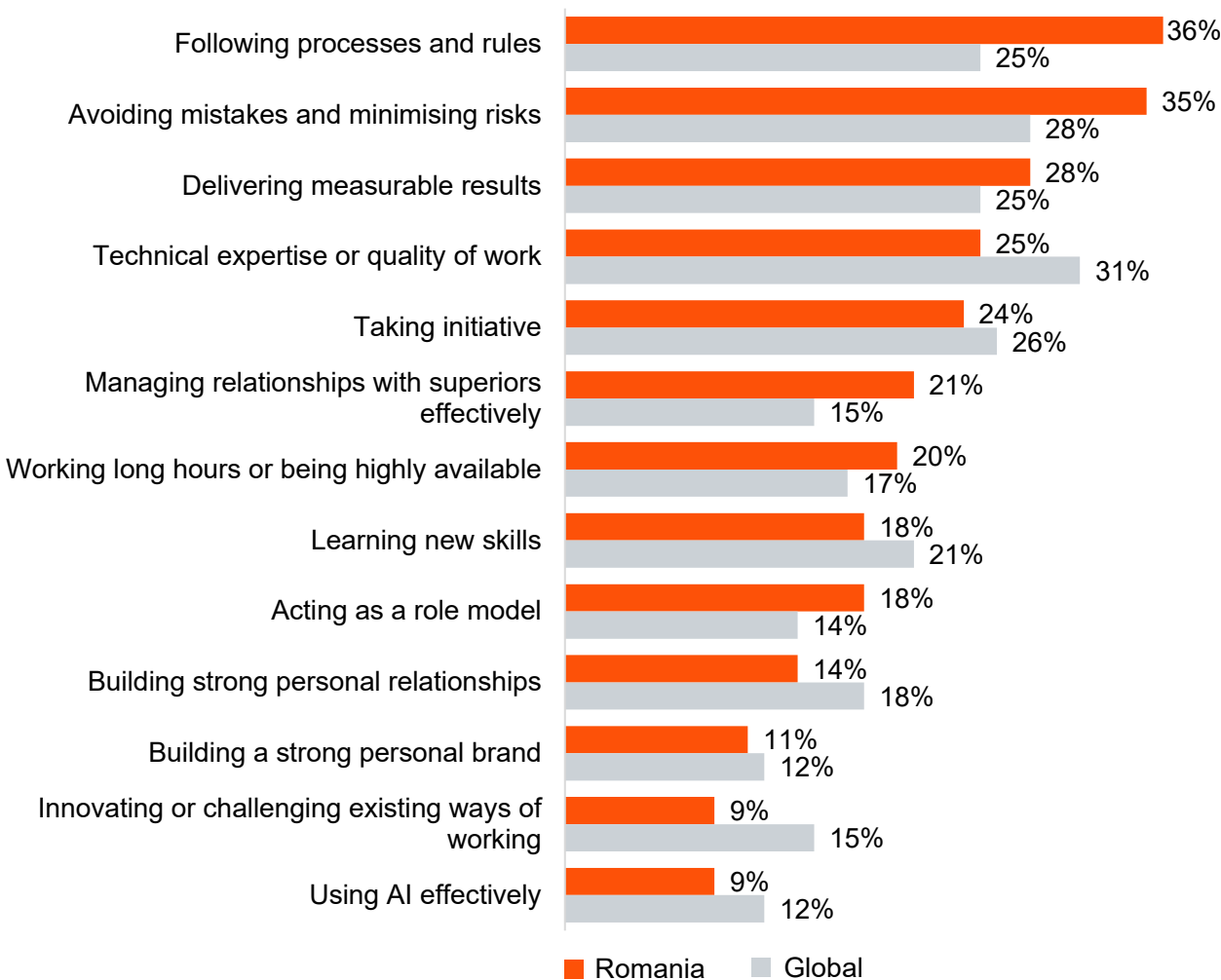


Source: PwC Global Workforce Hopes and Fears Survey 2026

This conclusion is consistent with what workers say about rewards. Only 9% say that using AI effectively is valued and rewarded in practice in their workplace, compared with 12% globally, and innovating or challenging existing ways of working is rewarded in only 9% of cases, compared with 15% globally. The link between the two is visible in the data, because workers who use AI daily are three times as likely as non-users to work in organisations that reward AI use, at 19% against 6%, and far more likely to work in organisations that encourage innovation, at 55% against 34%.

Behaviours rewarded in practice

Share of workers selecting each behaviour (up to three options)



Source: PwC Global Workforce Hopes and Fears Survey 2026

Where to focus

Rewire work, rather than simply adding tools. The benefits of AI appear where workflows are redesigned around the new tools and where workers have the incentives and the time to experiment, not where AI is layered on top of existing processes.

Create concrete opportunities in every role. The main barrier in Romania is a lack of opportunities to use AI, not a lack of skills or employer restrictions, so use cases defined at team level, with protected time to experiment, are the fastest way to close the 27pp gap between use at home and use at work.

Take AI beyond the management level. With 29% daily use among managers and 11% across the rest of the organisation, there is a risk that AI widens the gap in employee experience between those at the top and the core workforce.

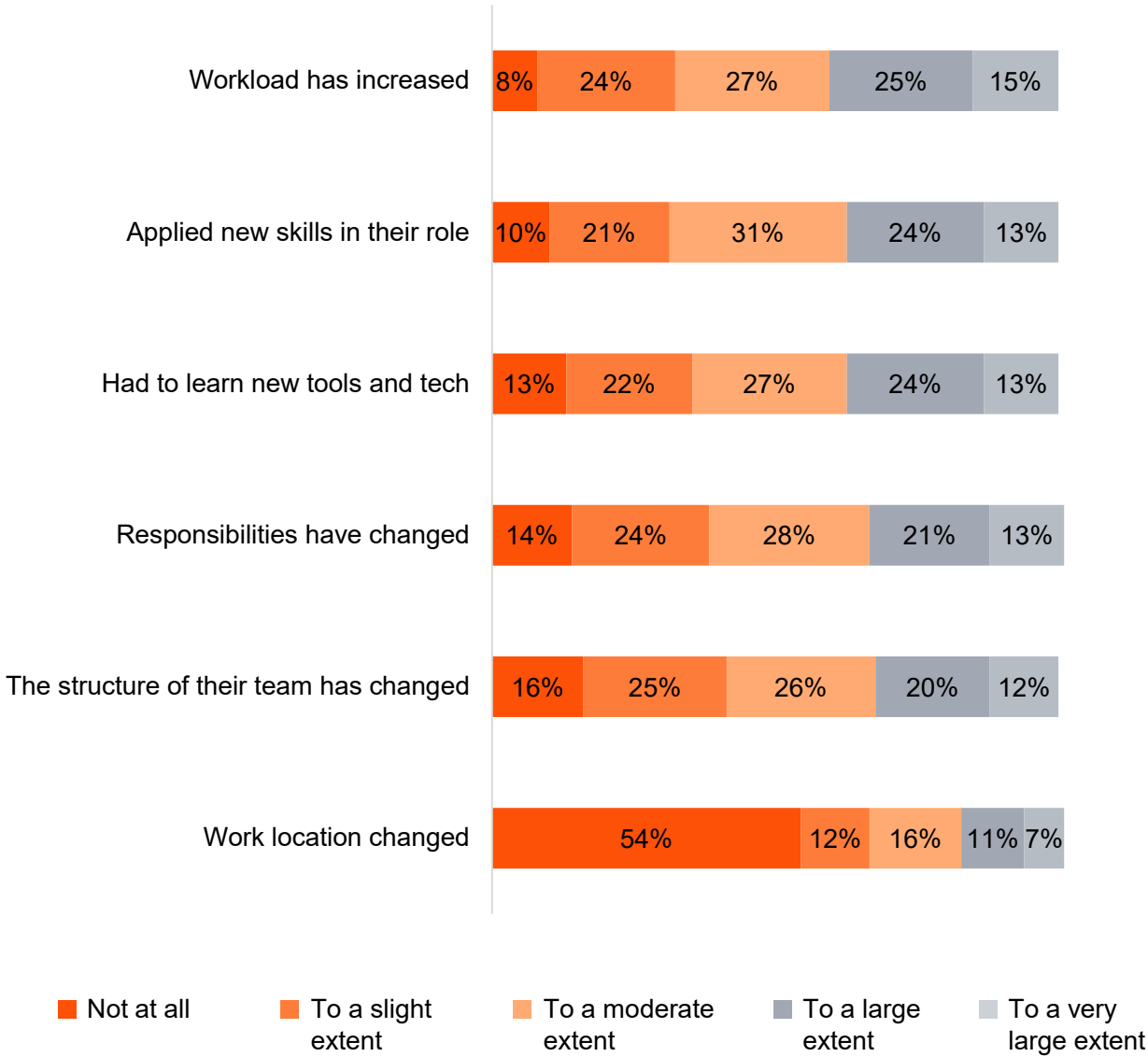
Change is accelerating

Workers in Romania have been through a busier year than their regional peers:

- 40% say their workload has increased to a large or very large extent over the past 12 months, compared with 31% in the region and 33% globally;
- 37% have had to learn new tools or technologies, compared with 31% and 36%;
- 37% have applied new skills in their role, compared with 37% and 40%;
- 34% have seen their daily responsibilities change, compared with 25% and 29%;
- 31% have seen the structure of their team change, compared with 27% and 29%.
- Only 8% say their workload has not increased at all, compared with 14% in the region.

Changes experienced in the last 12 months

Romania, extent to which respondents experienced each change



Source: PwC Global Workforce Hopes and Fears Survey 2026

The response to change is mixed and more pronounced than in other markets. 36% of workers in Romania affected by change say recent changes make them optimistic about the future of their organisation, compared with 27% in the region and 34% globally. 31% have experienced more change than in the previous year, compared with 28% and 34%, and 28% find the amount and speed of change difficult to manage, compared with 19% and 22%. 18% do not understand the reasons behind recent changes, compared with 15% and 18%.

Learning is now part of the job

Workers in Romania feel better equipped for the future than their regional peers. Some 69% are confident in their ability to learn new skills, compared with 61% globally, and more of them say they understand the skills they will need and have access to learning resources at work. Access to learning has fallen since 2025, however, in line with the global trend. Managers and non-managers have similar access to learning, but a wide gap reappears on innovation, where managers are much more likely to feel encouraged.

Fatigue is the main limit on productivity, cited by 32% of workers, compared with 27% globally. It is followed by lack of time due to workload, unclear priorities, bureaucracy and low motivation.

Change and skills: Romania vs. CEE and global (% of workers)

	Romania	CEE	Global
Workload has increased to a large/very large extent	40%	31%	33%
Had to learn new tools or technologies to a large/very large extent	37%	31%	36%
Applied new skills in their role to a large/very large extent	37%	37%	40%
Recent changes make them optimistic about the organisation's future*	36%	27%	34%
The amount and speed of change feel difficult to manage*	28%	19%	22%
Confident in their ability to learn new skills*	69%	57%	61%
Understand the skills they need for the future*	56%	46%	49%
Have access to the learning and development resources they need*	55%	46%	51%
Feeling fatigued or burned out is what most limits their productivity	32%	33%	27%

* Moderately or strongly agree.

A further indicator to watch is bargaining power. 34% of workers in Romania say workers like them have less bargaining power than they had three years ago, above the regional average of 26% and the global average of 29%, which is a paradox for a workforce so confident of its value in the job market and a sign that financial pressure weighs more heavily than confidence in skills.

Compared with both the region and the global average, workers in Romania report a heavier workload and find the pace of change harder to manage, but they are also more confident in their ability to learn, more aware of the skills they will need and more likely to have access to learning resources.

Hybrid work: preferences and expectations still diverge

36% of workers in Romania say their job can be done remotely, compared with 35% in the region and 43% globally. Of these, 26% would prefer to work fully remotely and 55% mostly or fully remotely, while only 11% would prefer to work almost fully or fully in person. Their employers, in 33% of cases, would ideally want them almost fully or fully in person, so the tension between the preferences of the two sides remains a source of friction, as it does globally, where 40% of workers want a different arrangement from the one their employer prefers.

Where to focus

Protect managers. They are the most exposed to change and, at the same time, the ones who have to explain it to their teams, so they need clarity on the reasons for change, time and tools to lead their teams, and support for their own resilience, so that the 18% who do not understand the reasons for change do not grow in number.

Make learning part of the job rather than an add-on. Workers in Romania are confident they can learn and say they have access to resources, but they lack the time, in a year in which 40% saw their workload increase substantially, which means that time for learning has to be protected rather than added on top of the day job.

Treat burnout as a business risk. With 32% of workers citing fatigue as the main limit on their productivity and 44% unwilling to accept longer hours, the ability to sustain the pace of transformation depends directly on how workload is managed.

Conclusion: a workforce ready for reinvention, if organisations keep up

Workers in Romania are not held back by lack of motivation, fear of change or lack of trust in their leaders, but by financial pressure, by a growing workload and by organisations that reward caution more than initiative. The gap between 85% AI use at home and 58% at work, like the gap between 63% readiness to adapt and 9% reward for innovation, shows where organisations have the most to gain: not with their people, but in how work is designed. The workers who use AI every day are also the most motivated, the most trusting of their leaders and the most ready to advance, but also the most likely to leave if their organisation does not keep pace with them, while the rest of the workforce needs time, support from managers and the sense that its effort is seen.



About the survey

PwC's Global Workforce Hopes and Fears Survey 2026 gathered responses from 49,364 workers across 48 countries and regions and 29 sectors.

The Central and Eastern Europe (CEE) region comprises 2,523 respondents: 447 from Romania, 813 from Poland, 840 from the Czech Republic, and 423 from Hungary.

56% of the Romanian sample are men and 44% are women; 30% are aged 18 to 34, 51% are aged 35 to 54, and 19% are aged 55 and over. 88% are employed full-time, 56% work in office-based roles, 31% hold management roles, including 5% who are senior executives and 26% who are managers, and 57% work in organisations with fewer than 250 employees.

Key indicators: Romania vs. CEE and global (% of workers)

	Romania	CEE	Global
Satisfied with their job (moderately/very)	63%	65%	66%
Feel proud of their work at least once a week	73%	64%	75%
Very/extremely confident in their job security	48%	51%	61%
Very/extremely likely to ask for a pay raise	37%	32%	41%
Very/extremely likely to ask for a promotion	32%	23%	34%
Very/extremely likely to change employer	18%	15%	19%
Trust top management	45%	37%	44%
Trust their immediate manager	52%	47%	52%
Organisation encourages them to innovate	43%	35%	44%
Feel paid fairly relative to the value they contribute	42%	39%	44%
Able to organise their work in a way that suits them	49%	57%	56%
Feel stuck in their current job	21%	22%	23%
Pay all bills and have money left over	23%	28%	34%
Cost of living has had a moderate/major impact at work	71%	56%	62%
Feel ready to adapt to new ways of working	63%	50%	52%
Have less bargaining power than three years ago	34%	26%	29%
Have used AI at work in the past 12 months	58%	53%	64%
Use generative AI daily	17%	16%	22%
Expect their use of AI to increase over the next 12 months	54%	47%	59%
Positive about the long-term impact of AI on jobs like theirs	38%	30%	43%
Workload has increased to a large/very large extent	40%	31%	33%
The amount and speed of change feel difficult to manage	28%	19%	22%
Have access to the learning resources they need	55%	46%	51%
Burnout is what most limits their productivity	32%	33%	27%
Using AI effectively is rewarded in their workplace	9%	8%	12%
Following processes and rules is rewarded in their workplace	36%	32%	25%

Agreement = “moderately agree” or “strongly agree”.

Romania key indicators, 2025 vs 2026 (% of workers)

	2025	2026	Change, Romania	Change, global
Have used AI at work in the past 12 months	42%	58%	+16pp	+10pp
AI users: use generative AI daily	14%	29%	+15pp	+8pp*
Willing to go above and beyond, at least once a week	57%	65%	+8pp	+4pp
Feel proud of their work at least once a week	71%	73%	+2pp	+1pp
Look forward to going to work, at least once a week	56%	56%	0pp	+3pp
Very/extremely likely to ask for a pay raise	39%	37%	-2pp	+4pp
Very/extremely likely to change employer	25%	18%	-7pp	-5pp
Trust their immediate manager	57%	52%	-5pp	-7pp
Very/extremely confident in their job security	58%	48%	-10pp	-1pp
Have access to the learning resources they need	64%	55%	-9pp	-8pp
Trust top management	56%	45%	-11pp	-7pp
Pay all bills and have money left over	39%	23%	-16pp	-8pp

Contacts



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Thank you