



# 2017 WORK AND WELL-BEING SURVEY

AMERICAN PSYCHOLOGICAL ASSOCIATION



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# METHODS

- The Workplace Survey was conducted online within the United States by Harris Poll on behalf of the American Psychological Association among 1,512 adults aged 18+ who reside in the U.S who are employed full-time, part-time, or self-employed. This is the seventh year this study has been conducted:

	2017	2016	2015	2014	2013	2012	2011
Field Months	February 16 – March 8, 2017	March 10 – March 23, 2016	January 28 – February 5, 2015	January 28 – February 4, 2014	January 9 – January 21, 2013	January 12 – January 19, 2012	January 31 - February 8, 2011
Total Completes	1512	1501	1,552	1,562	1,501	1,714	1,546

- The following report also segments the total audience into several key groups, including gender and age.
  - Gender: Male (n=704); Female (n=808)
  - Age: Millennials (18-36)(n=431); Generation Xers (37-52)(n=493); Boomers (53-71)(n=551)
- Results were weighted as needed for age, sex, race/ethnicity, education, region and household income to be representative of the US employed population. Propensity score weighting was also used to adjust for respondents’ propensity to be online.
- Respondents for this survey were selected from among those who have agreed to participate in Harris Poll surveys. Because the sample is based on those who were invited to participate in the Harris Poll online research panel, no estimates of theoretical sampling error can be calculated.
- Some data contained within this release are based on additional analyses conducted by the American Psychological Association and have not been reviewed by Harris Poll.

# EXECUTIVE SUMMARY

# EXECUTIVE SUMMARY

At a time of change and uncertainty across the country, American adults who have been affected by change at work are more likely to report chronic work stress, less likely to trust their employer and more likely to say they plan to leave the organization within the next year compared with those who haven't been affected by organizational change, according to a survey released by the American Psychological Association.

Half of American workers (50 percent) say they have been affected by organizational changes in the last year, are currently being affected by organizational changes or expect to be affected by organizational changes in the next year, according to APA's 2017 Work and Well-Being Survey.

## EXECUTIVE SUMMARY

Workers experiencing recent or current change were more than twice as likely to report chronic work stress compared with employees who reported no recent, current or anticipated change (55 percent vs. 22 percent), and more than four times as likely to report experiencing physical health symptoms at work (34 percent vs. 8 percent).

Working Americans who reported recent or current change were more likely to say they experienced work-life conflict (39 percent vs. 12 percent for job interfering with non-work responsibilities and 32 percent vs. 7 percent for home and family responsibilities interfering with work), felt cynical and negative toward others during the workday (35 percent vs. 11 percent) and ate or smoked more during the workday than they did outside of work (29 percent vs. 8 percent).

# EXECUTIVE SUMMARY

The survey findings also show how workplace changes may affect employees' attitudes and experiences on the job. Workers who reported being affected by organizational change currently or within the past year reported lower levels of job satisfaction compared with employees who reported no recent, current or anticipated changes (71 percent vs. 81 percent). Working Americans who reported recent or current change were almost three times more likely to say they don't trust their employer (34 percent vs. 12 percent) and more than three times as likely to say they intend to seek employment outside the organization within the next year (46 percent vs. 15 percent) compared with those with no recent, current or anticipated change.

Underlying employee reactions to organizational change may be their perceptions of the motivation behind those changes and the likelihood of success. Almost a third of U.S. workers said they were cynical when it comes to changes, reporting that they believed management had a hidden agenda (29 percent), that their motives and intentions were different from what they said (31 percent) and that they tried to cover up the real reasons for the changes (28 percent). Working Americans also appeared skeptical when it comes to the outcomes of organizational changes. Only 4 in 10 employees (43 percent) had confidence that changes would have the desired effects and almost 3 in 10 doubted that changes would work as intended and achieve their goals (28 percent each).

# EXECUTIVE SUMMARY

Other key findings of the 2017 survey include:

- Contrary to popular belief, more than three-quarters of U.S. workers (78 percent) reported average or better levels of work engagement, as characterized by high levels of energy, being strongly involved in their work and feeling happily engrossed in what they do, with the largest group (47 percent) having an average level of work engagement.
- One in 5 employees (22 percent) reported low or very low levels of engagement at work, yet workers who felt they were treated fairly by their employers were more than five times as likely to report high or very high levels of work engagement, compared with employees who didn't feel treated fairly (39 percent vs. 7 percent).
- Although most employed adults (71 percent) felt that their organization treats them fairly, 1 in 5 (21 percent) said they did not trust their employer.
- Employees who said they don't trust their employer were more than three times as likely to say they're typically tense and stressed out at work compared with those who trust their employer (70 percent vs. 23 percent), and more than four times as likely to indicate that they plan to look for a new job within the next year (65 percent vs. 16 percent).

# EXECUTIVE SUMMARY

- Trust and engagement play important roles in the workplace, accounting for more than half of the variance in employee well-being. In predicting well-being, engagement and trust accounted for 53 percent of the variance.
- Workers reported having more trust in their companies when the organization recognizes employees for their contributions, provides opportunities for involvement and communicates effectively. In predicting trust, employee involvement, recognition and communication predicted 43 percent of the variance.
- Employees experienced higher engagement when they had more positive perceptions of their employer's involvement, growth and development and health and safety practices. In predicting work engagement, employee involvement, growth and development opportunities, and health and safety efforts accounted for 28 percent of the variance.

# DETAILED FINDINGS

# OVERALL SATISFACTION WITH THE WORKPLACE

Although three-quarters of workers (76%) report overall job satisfaction, only 6 out of 10 working Americans say they are satisfied with their employer’s recognition practices and opportunities for development.

(% Strongly Agree/Agree)

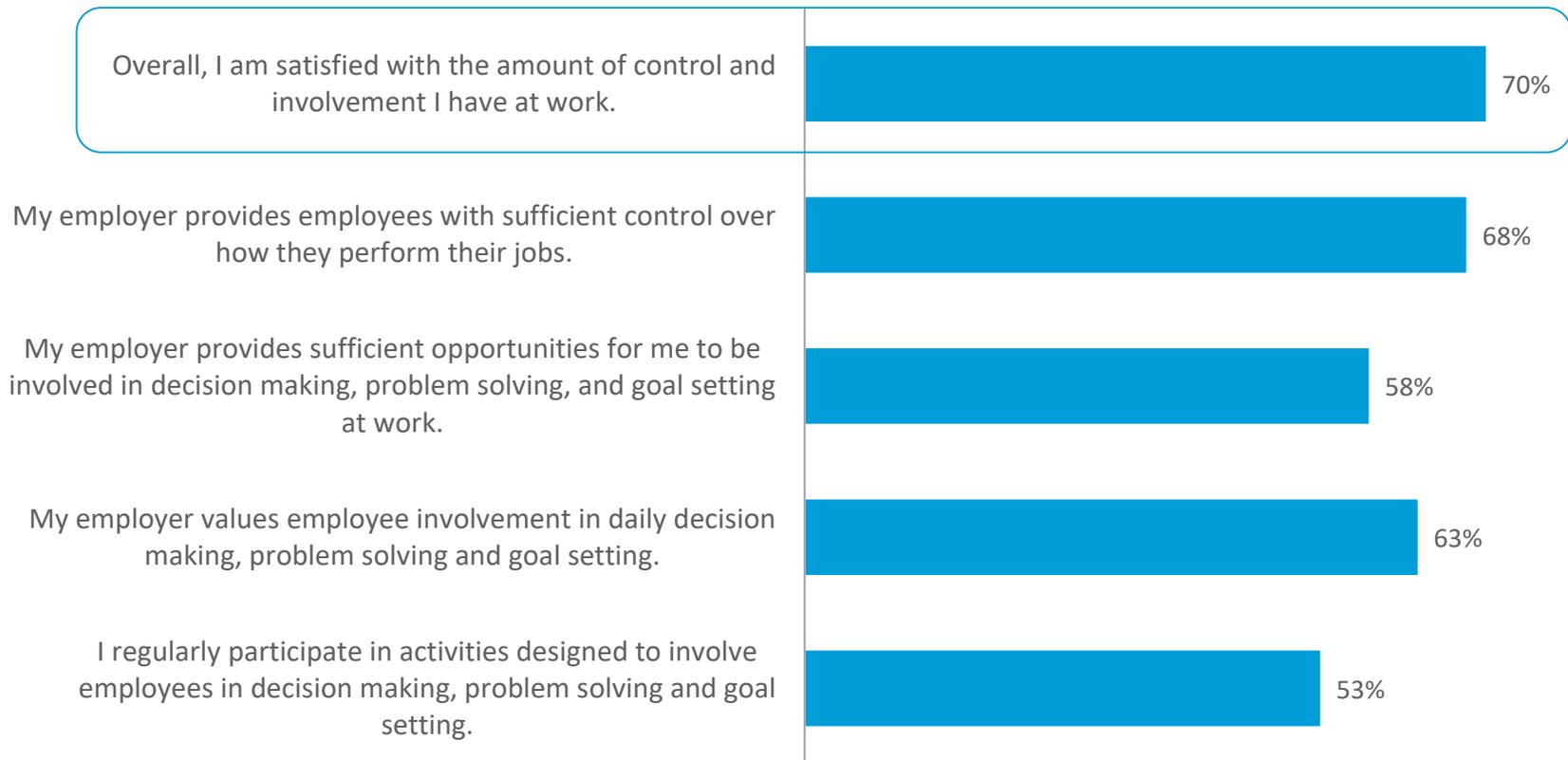




# CONTROL AND INVOLVEMENT

Seven out of ten working adults (70%) are satisfied with the amount of control and involvement they have at work, but only around half (53%) say they regularly participate in activities designed to involve employees in decision making, problem solving and goal setting.

(% Strongly Agree/Agree)





# GROWTH AND DEVELOPMENT

Only about 6 in 10 employees are satisfied with the growth and development opportunities offered by their employer (60%) and say they regularly participate in training and development activities (57%). Just half (49%) say their employer provides sufficient opportunities for internal career advancement.

(% Strongly Agree/Agree)

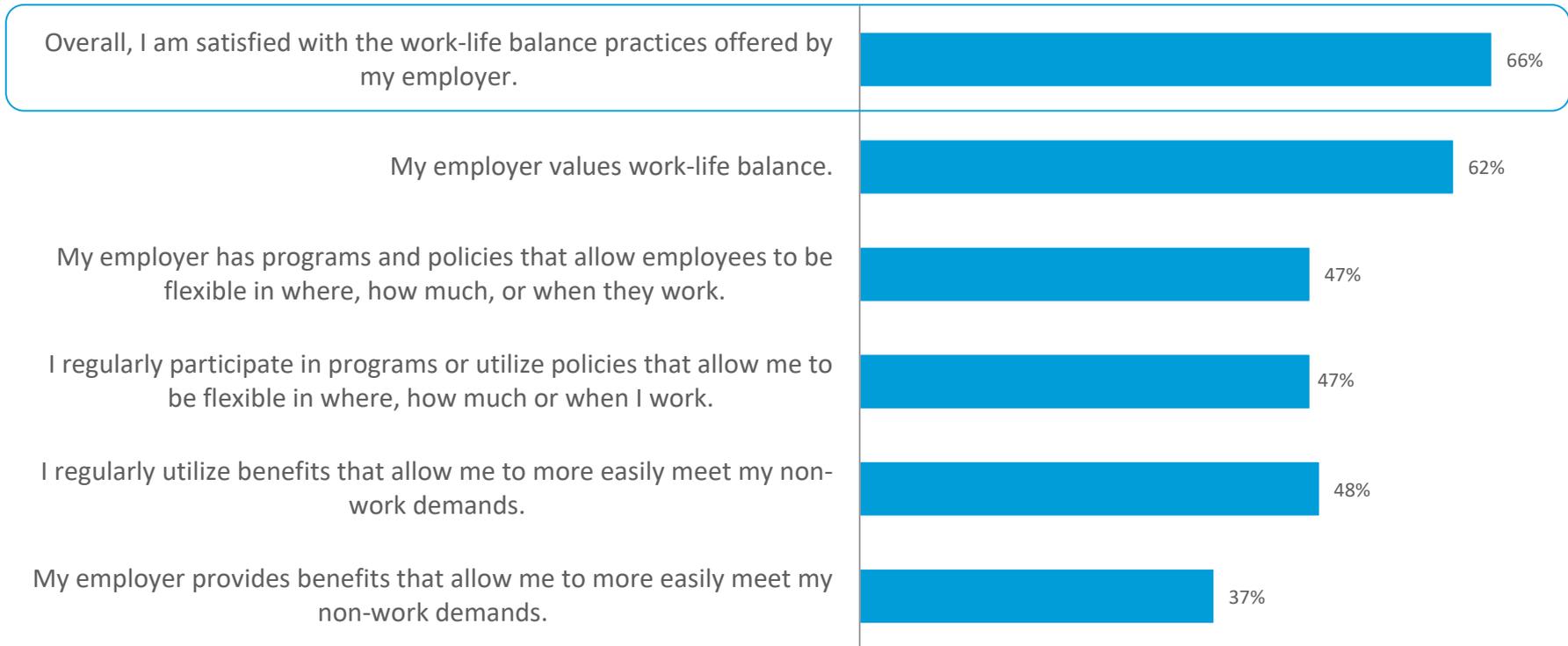




# WORK-LIFE BALANCE

Two-thirds of employed adults (66%) report being satisfied with their employer’s work-life balance practices. Only 6 in 10 workers (62%) say their employer values work-life balance and less than half report that their employer offers programs and policies that allow for flexibility and that they regularly utilize them (47% each).

(% Strongly Agree/Agree)

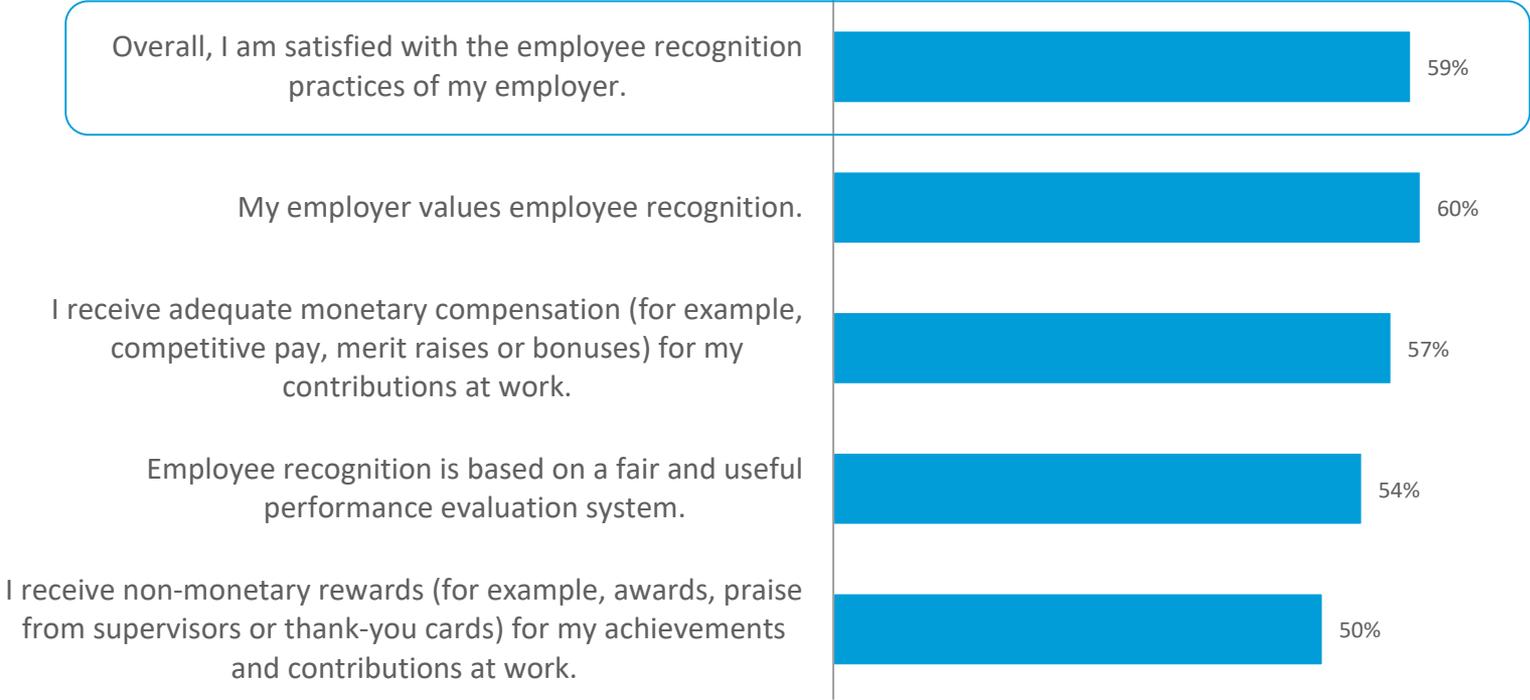




# EMPLOYEE RECOGNITION

Overall, only about 6 in 10 employees are satisfied with their employer’s recognition practices (59%), including monetary compensation (57%). Only half of working Americans (50%) say they receive non-monetary forms of recognition at work, such as praise from supervisors, thank you cards, or awards for their achievements and contributions. Just 54% say employee recognition is based on a fair and useful performance evaluation system.

(% Strongly Agree/Agree)





# HEALTH AND SAFETY

Although almost three-quarters of employees (73%) say they are satisfied with their employer’s health and safety practices, just half (50%) say they believe their employer helps workers develop and maintain a healthy lifestyle and fewer than 4 in 10 (38%) report regularly participating in the health promotion and wellness programs offered by their employer.

(% Strongly Agree/Agree)

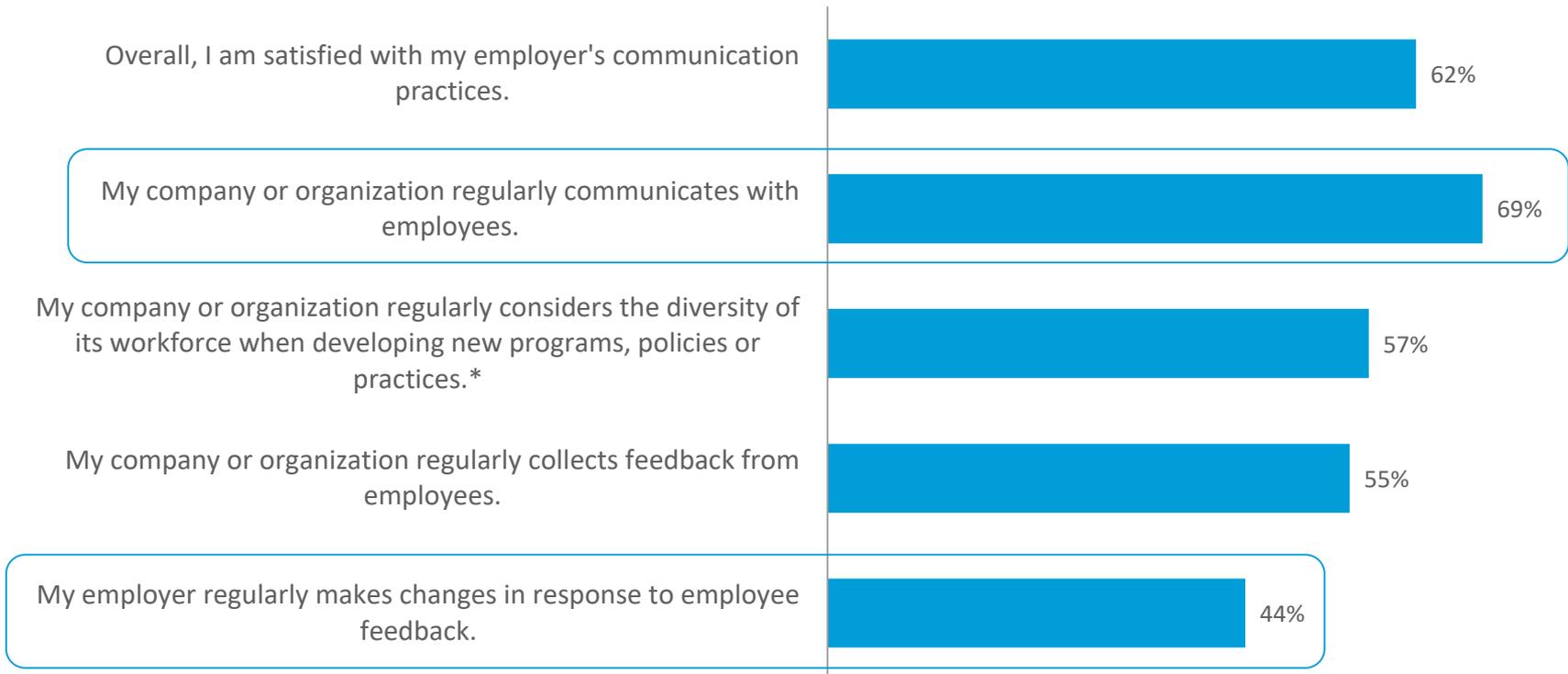




# COMMUNICATION

Around 7 in 10 employed adults (69%) report that their company or organization regularly communicates with employees and 6 in 10 (62%) say they are satisfied with their employer's communication practices. However, only 55% report that their employer collects feedback from workers and even fewer say their employer actually makes changes based on feedback (44%).

(% Strongly Agree/Agree)



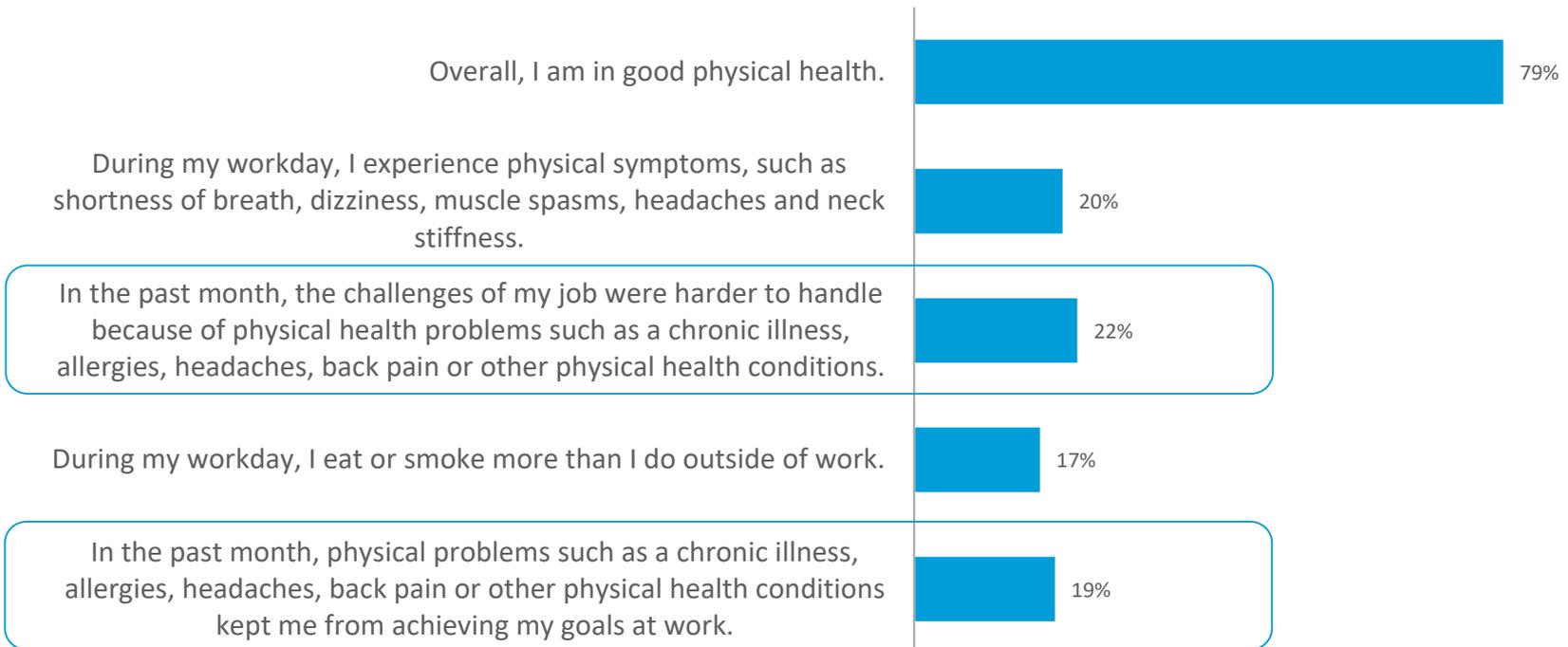
# EMPLOYEE WELL-BEING



# EMPLOYEE PHYSICAL HEALTH

Approximately four out of five employees (79%) report that they are in good physical health. Yet, around one-fifth of employed adults reported that in the past month, the challenges of their job were harder to handle because of physical health problems (22%) and that health problems kept them from achieving their goals at work (19%).

(% Strongly Agree/Agree)

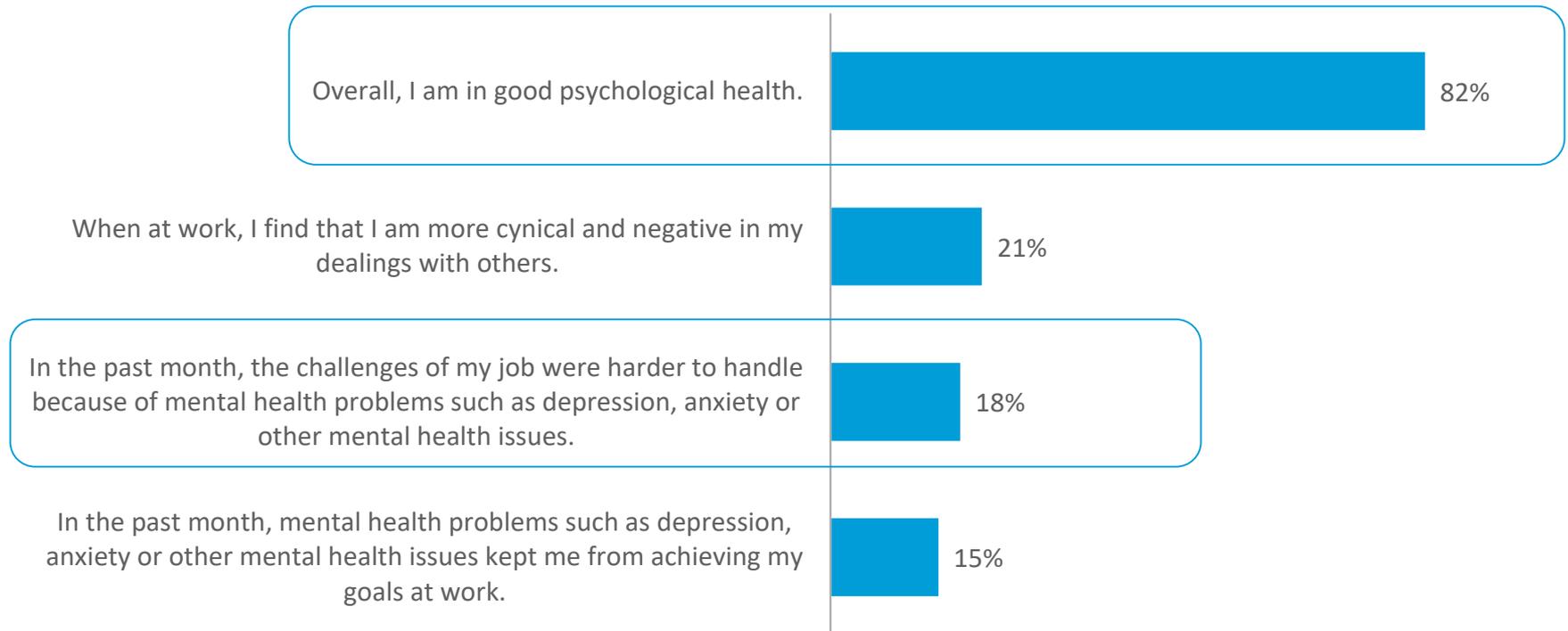




# EMPLOYEE MENTAL HEALTH

Overall, most employees (82%) say they are in good psychological health. However, around 1 in 5 employees say mental health problems made job challenges more difficult to handle (18%) and that they are more cynical and negative during the workday (21%).

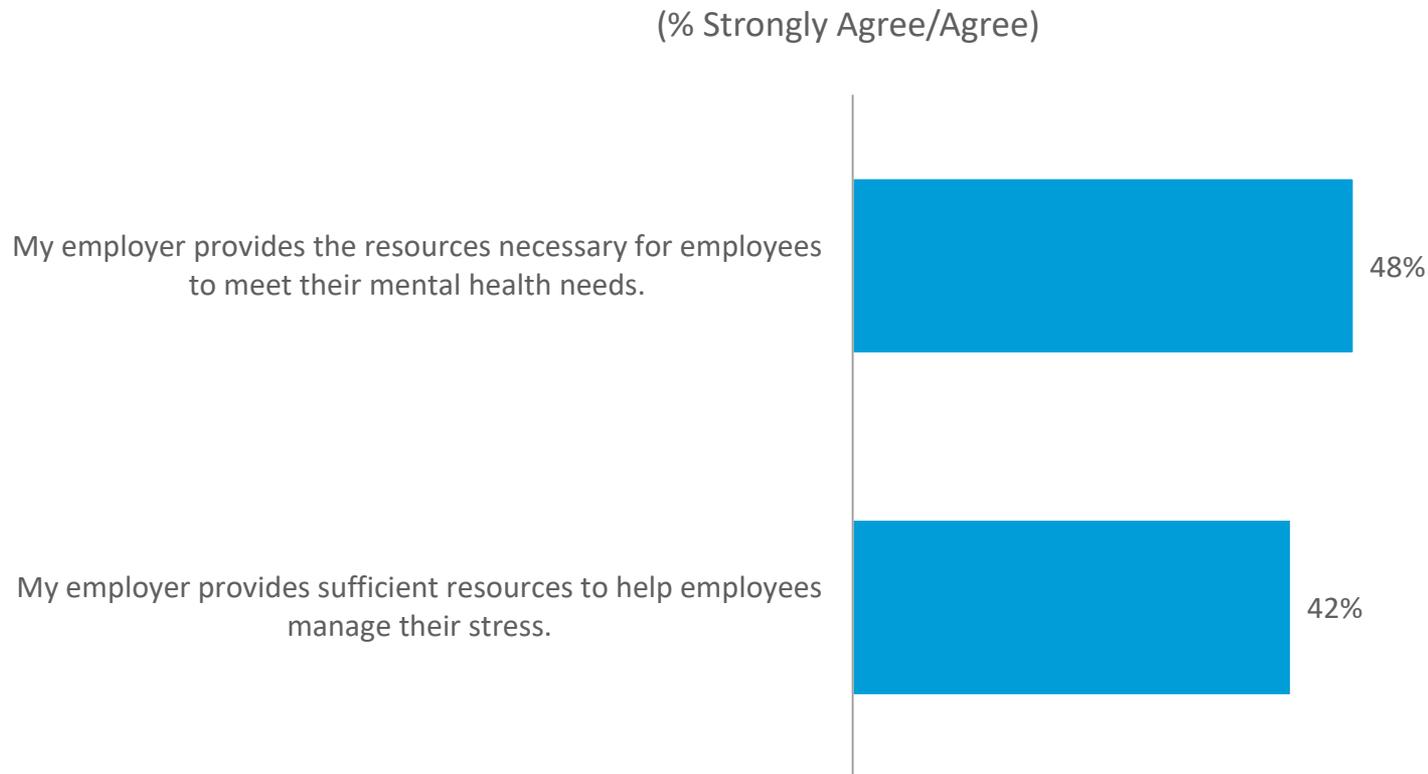
(% Strongly Agree/Agree)





# MENTAL HEALTH AND STRESS MANAGEMENT

Fewer than half of employed adults report that their employer provides the resources needed to meet employees' mental health needs (48%) and even fewer report receiving sufficient resources from their employers to help manage stress (42%).

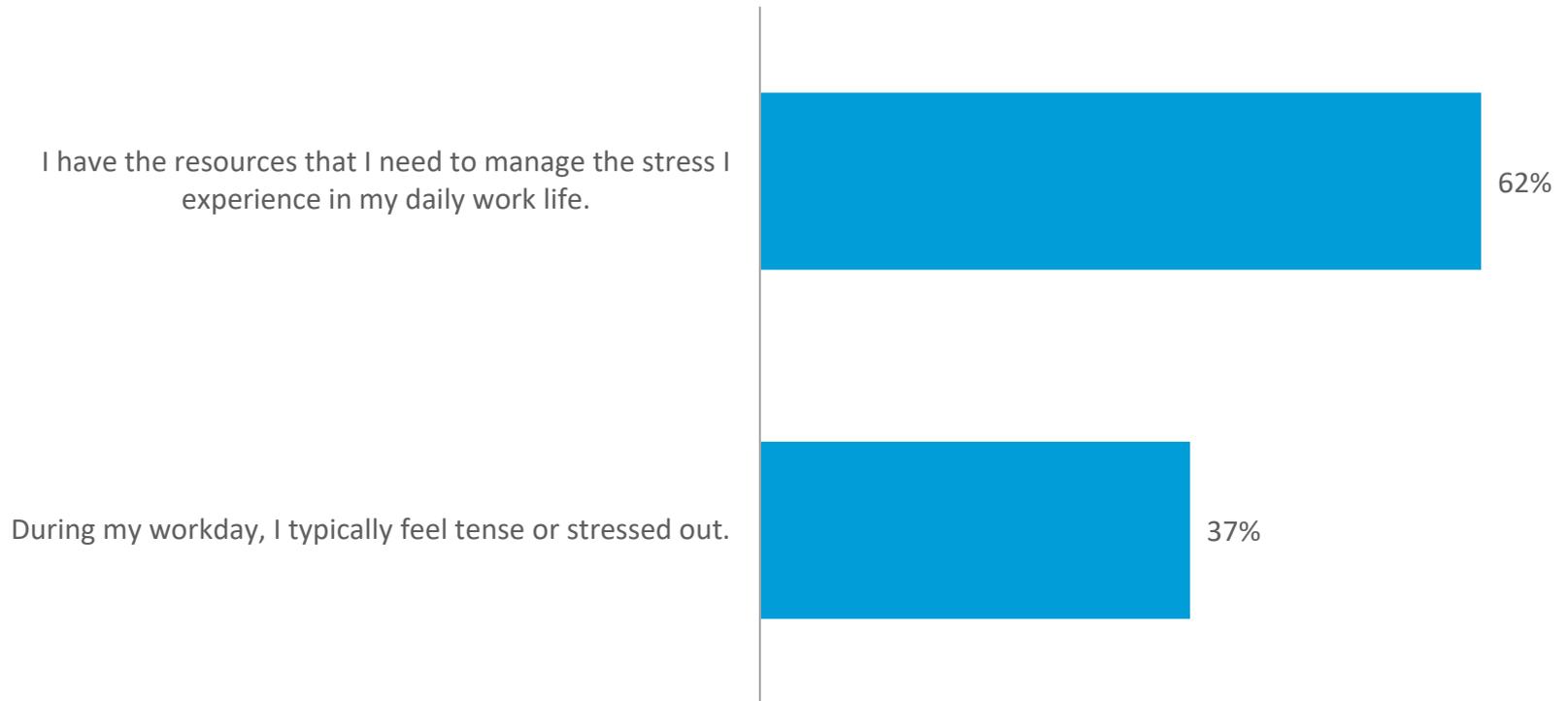




# WORK STRESS

Although 6 in 10 employed adults (62%) feel they have the resources they need to manage the stress they experience in the workplace, more than a third of working Americans (37%) say they experience chronic work stress.

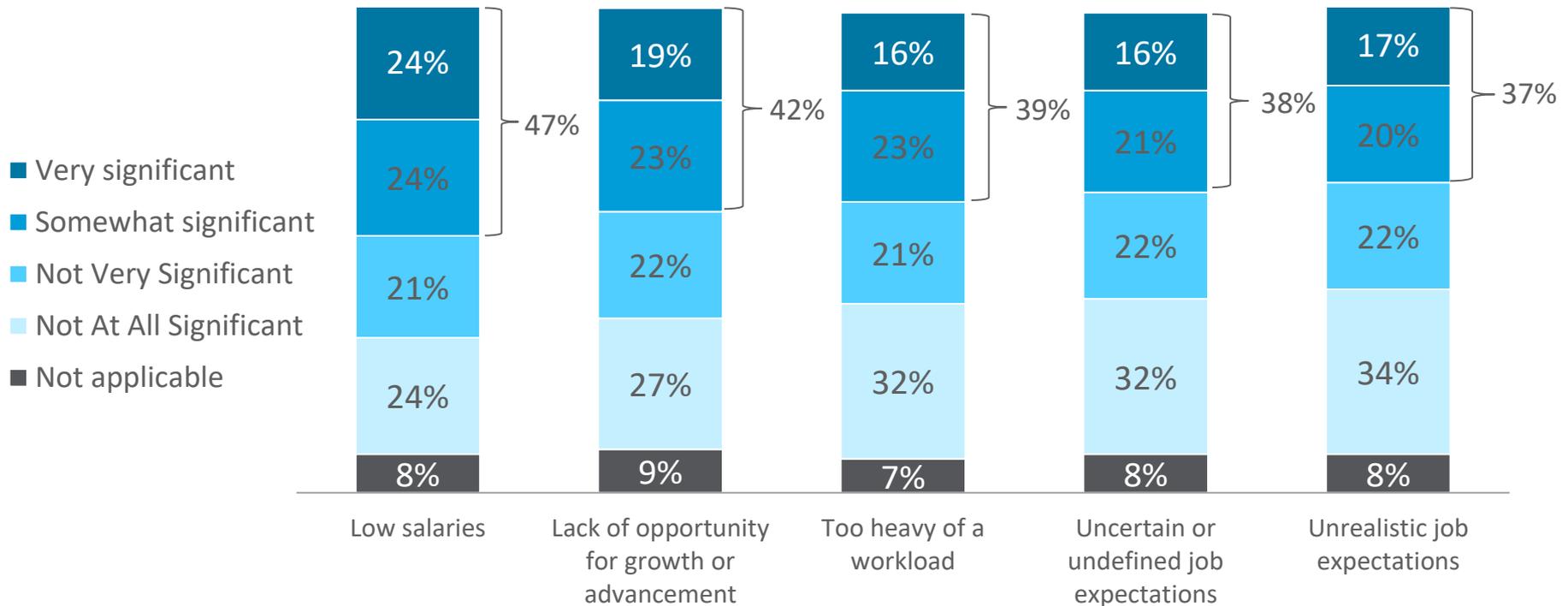
(% Strongly Agree/Agree)





# TOP FIVE WORK STRESS FACTORS IN 2017

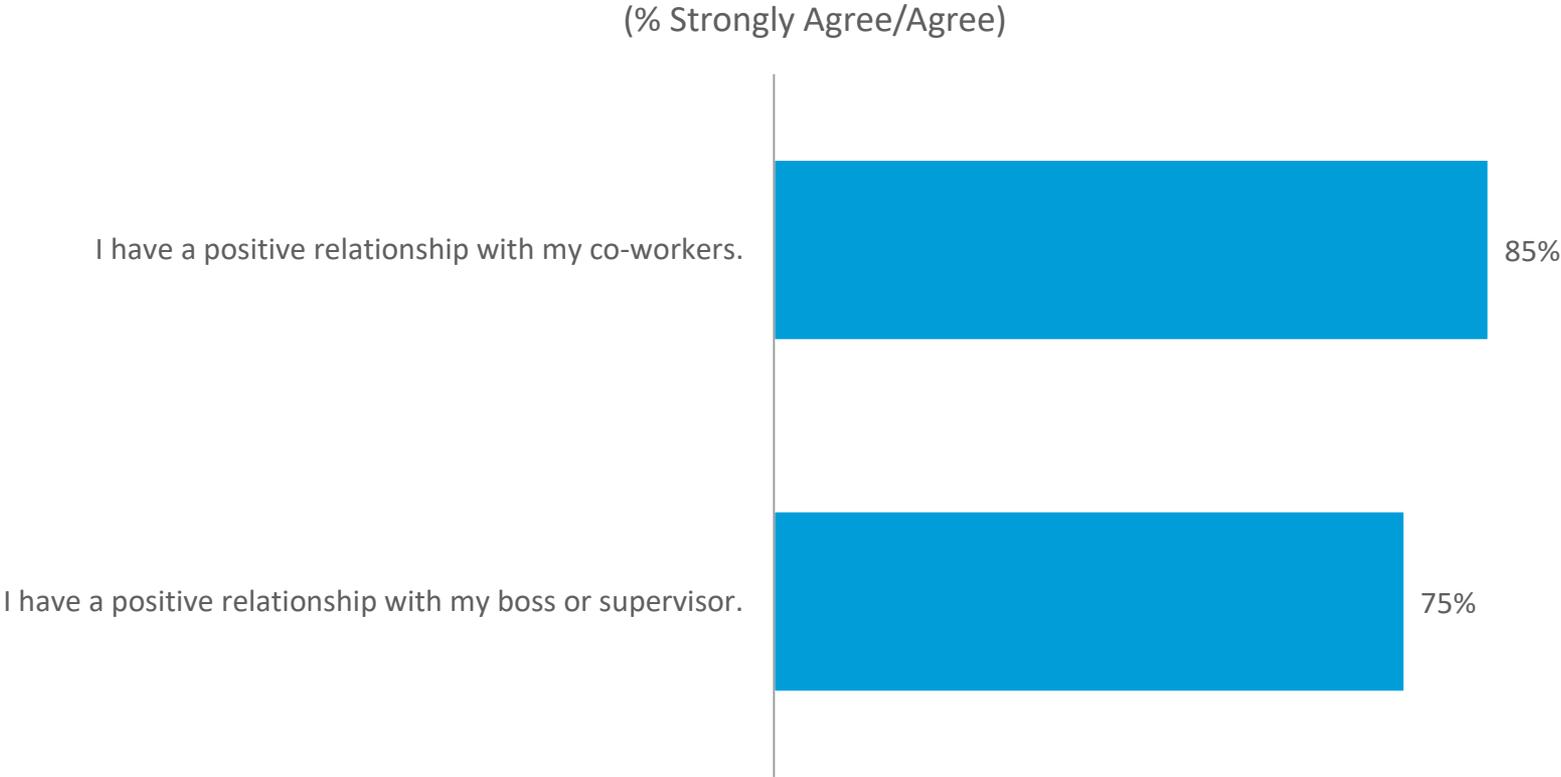
Again, the number one factor working Americans say affects their stress level at work is low salaries, followed by a lack of opportunity for growth or advancement.





# INTERPERSONAL RELATIONSHIPS

Most working adults report having a positive relationship with their co-workers (85%) and their boss (75%).



# WORK-LIFE CONFLICT

Almost 1 in 5 employees (18%) say their home and family responsibilities interfere with their ability to perform their job well. It is an incremental change from last year but part of an overall upward trend since 2014.

## Question Text

The demands of my job interfere with my ability to fulfill family or home responsibilities.

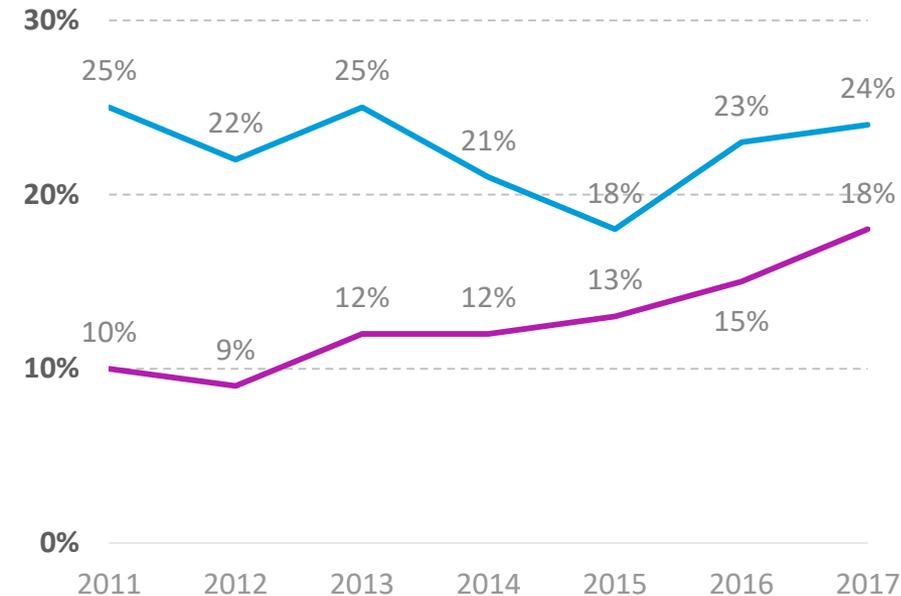
My home and family responsibilities interfere with my ability to perform my job well.



In 2017, men were more than twice as likely to report this than women were (23% vs. 12%).



## % Strongly agree/Agree



## Change (% points) 2016 to 2017

+ 1%

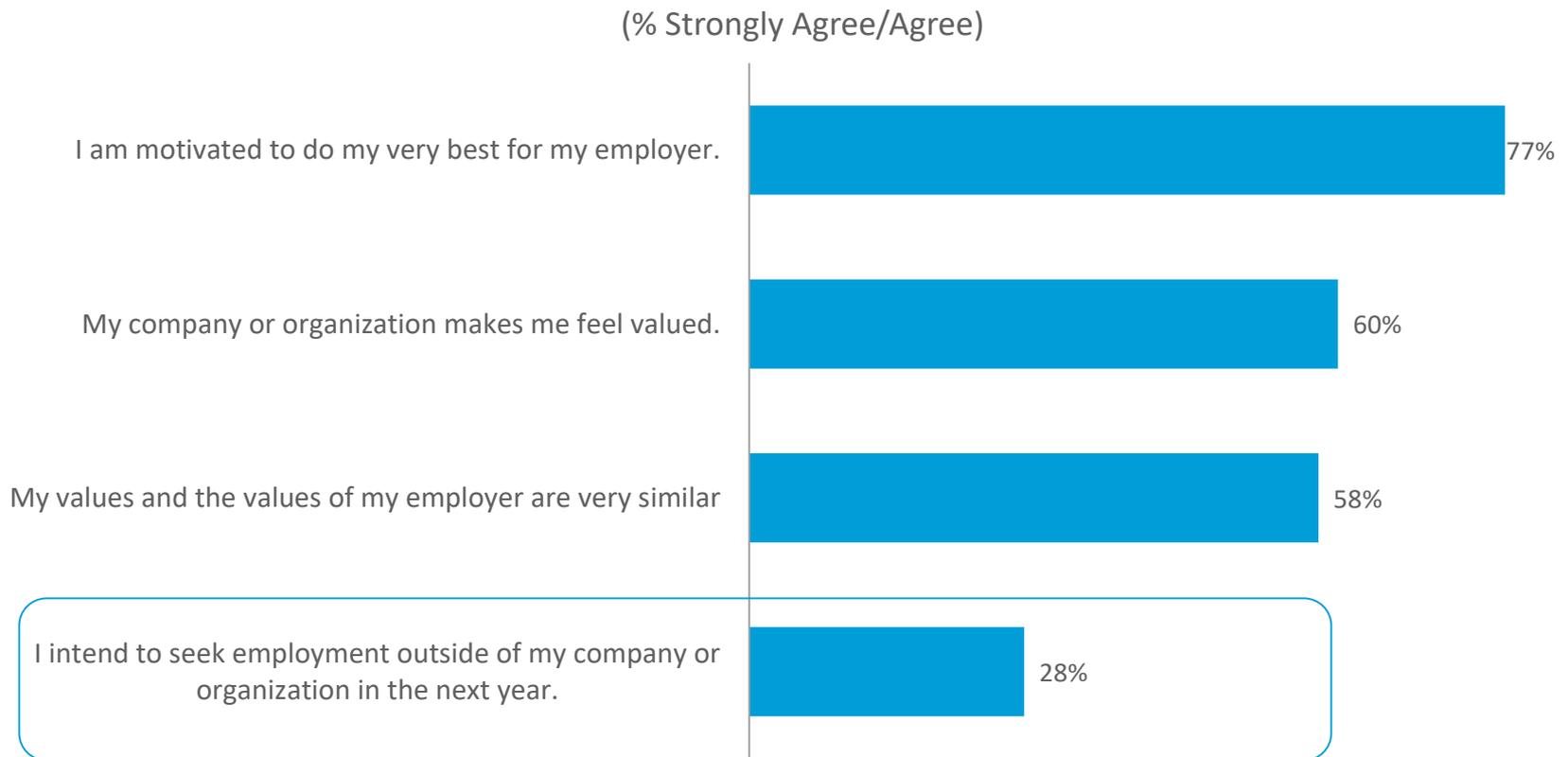
+ 3%

# EMPLOYMENT EXPERIENCE



# EMPLOYMENT EXPERIENCE

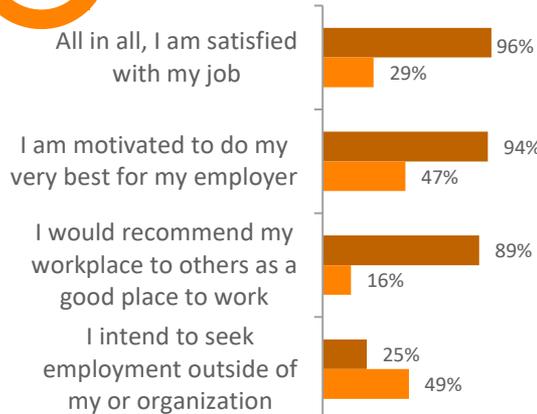
Although around three-quarters of working Americans claim they are motivated to do their best at work, only 60% say their employer makes them feel valued and almost 3 in 10 (28%) report that they intend to seek employment outside of the company within the next year.



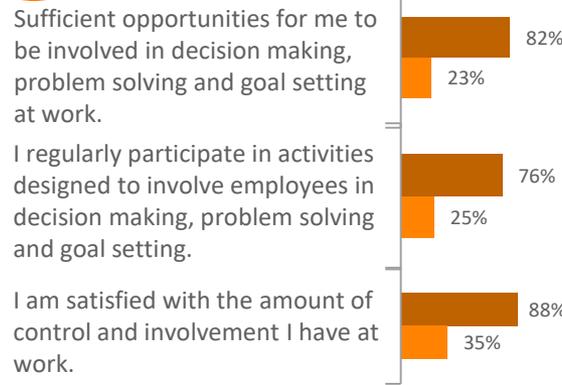
# FEELING VALUED

Workers who say their employer makes them feel valued are more likely to be satisfied with their jobs and motivated to do their best. Those who feel valued are also more likely to say they regularly participate in their employer's wellness programs, training activities and involvement efforts and less likely to report chronic work stress or intent to leave the organization in the next year.

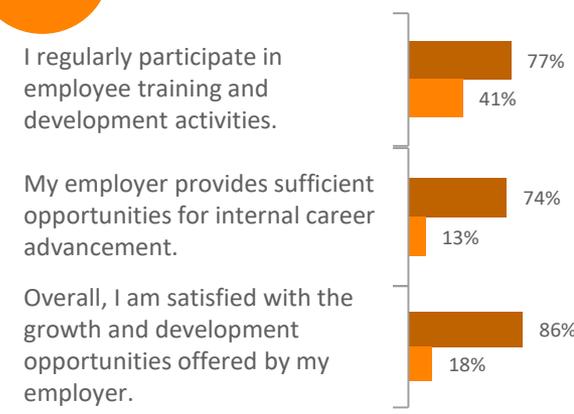
## Employment Experience



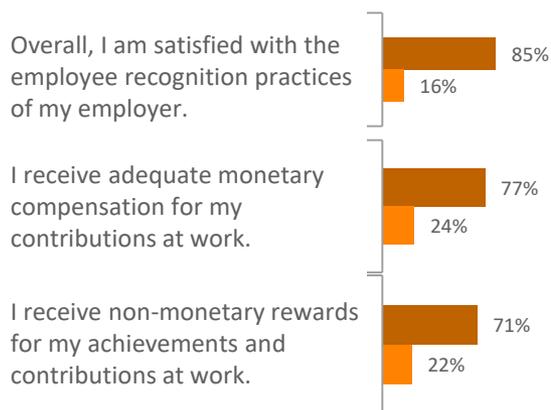
## Employee Involvement



## Growth and Development



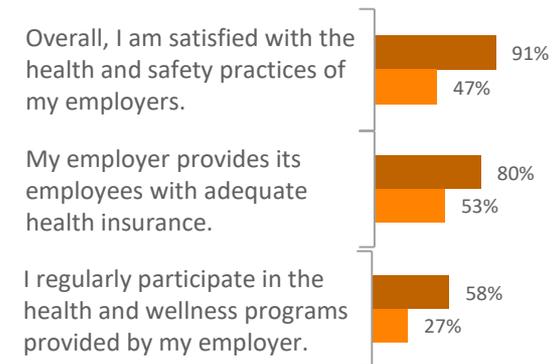
## Compensation and Recognition



## Mental Health and Stress



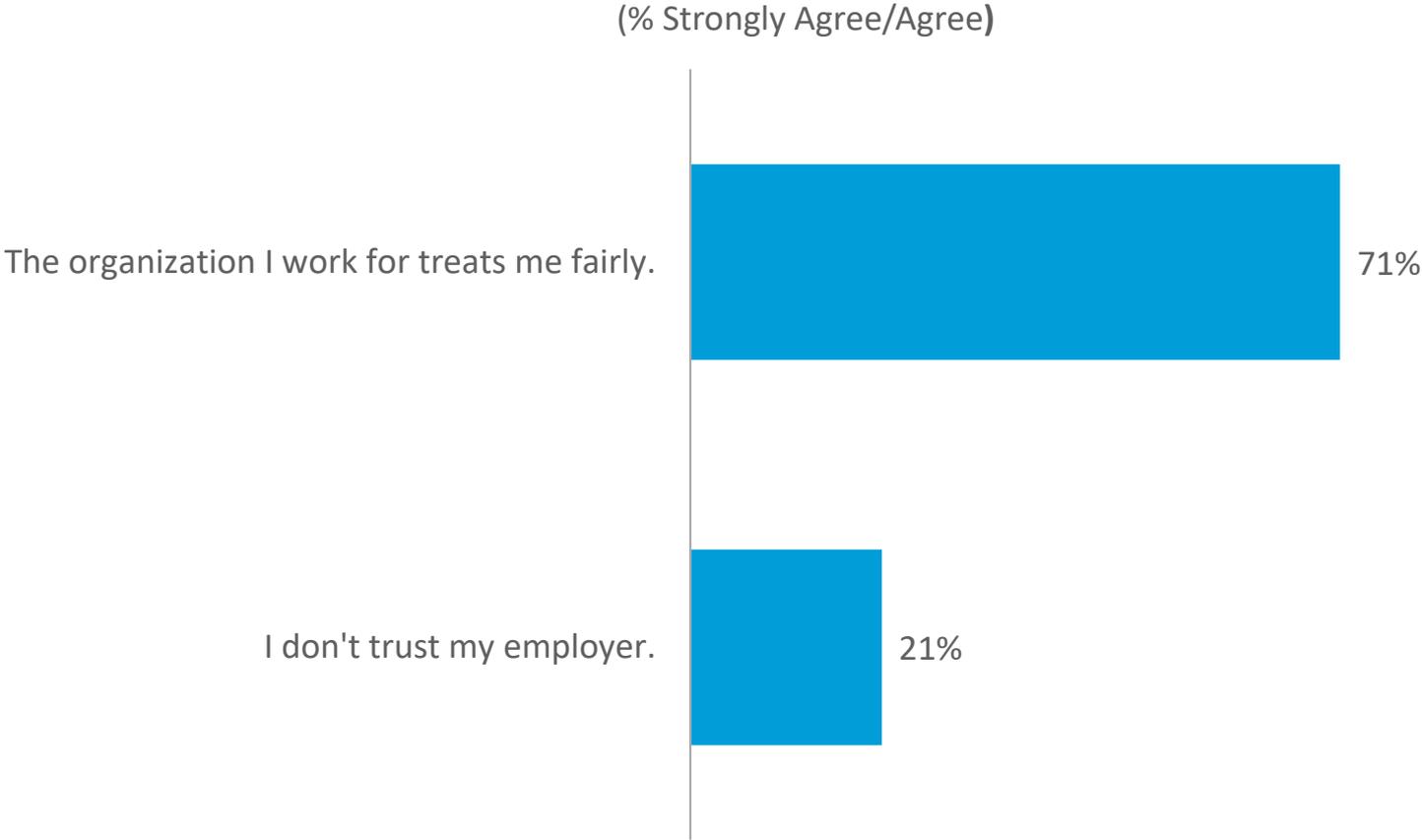
## Health and Safety



■ Feels valued ■ Does not feel valued

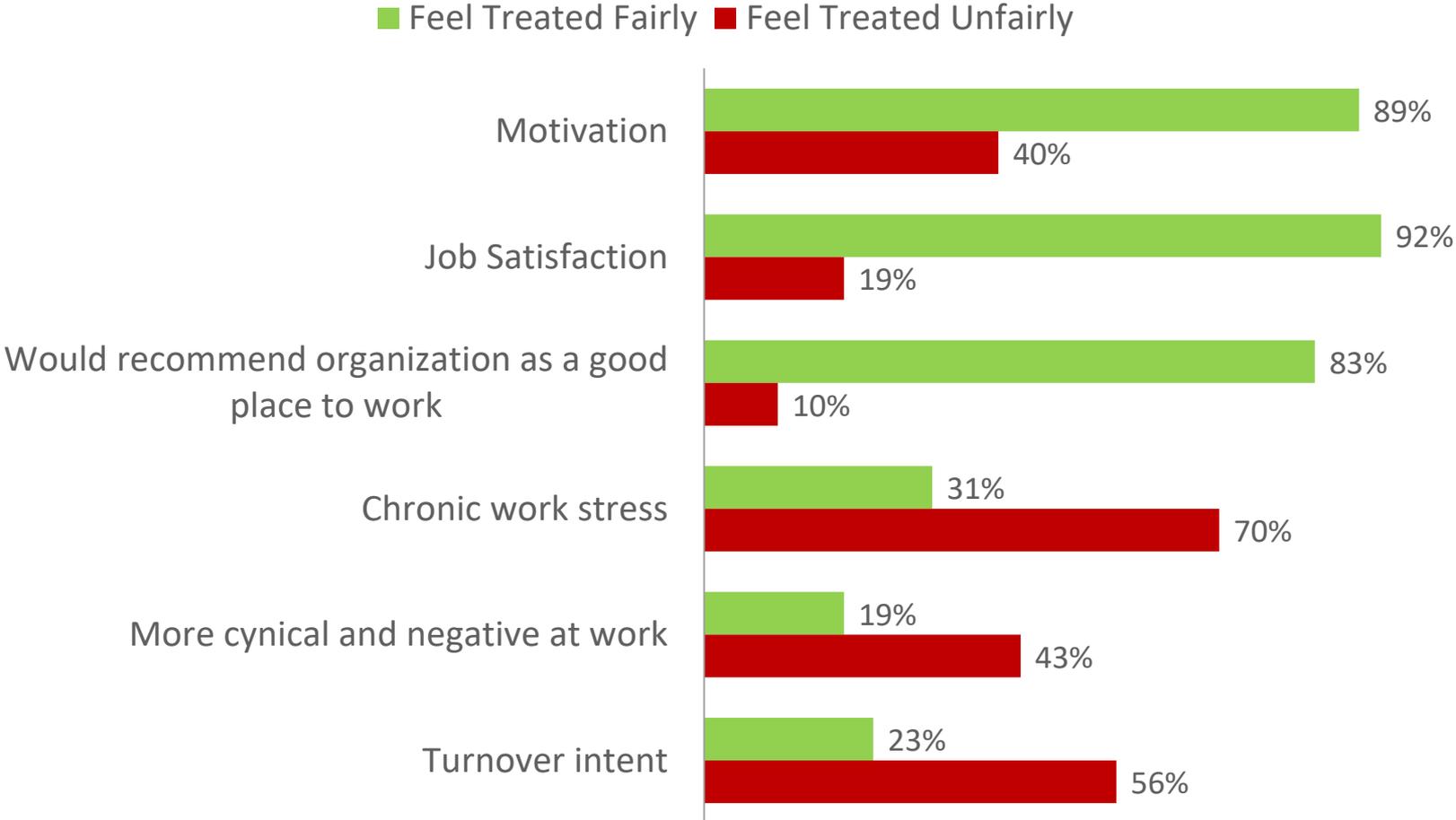
# FAIRNESS AND TRUST

Although most employed adults (71%) feel that their organization treats them fairly, 1 in 5 (21%) say they do not trust their employer.



# FAIRNESS

Nine out of ten working Americans who feel they are treated fairly (92%) say they are satisfied with their job, compared to less than 2 in 10 (19%) of employees who feel treated unfairly. Employees who feel treated fairly are also more likely to say they are motivated to do their best at work. Employees who say they are treated unfairly are more likely to report feeling stressed out on a typical work day, to say they are more cynical and negative at work and to say they intend to look for a new job within the next year.



# TRUST

Approximately 9 out of 10 working Americans who say they trust their employer report being satisfied with their job, compared to around half of employees who don't trust their employer. Those who trust their employer are also more likely to say they are motivated to do their best at work, have a positive relationship with their supervisor, and say they would recommend the organization as a good place to work. Employees who say they don't trust their employer are more than three times as likely to say they're typically tense and stressed out at work and more than four times as likely to indicate that they plan to look for a new job within the next year, compared to those who trust their employer.

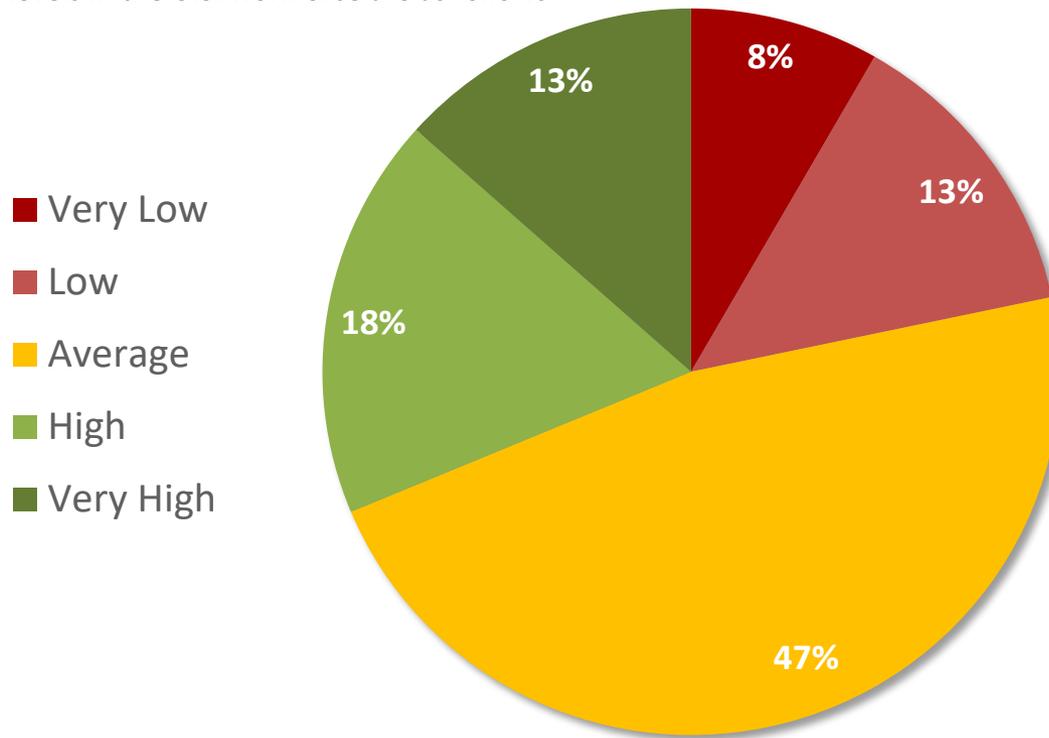


# EMPLOYEE ENGAGEMENT

APA's 2017 Work & Well-Being Survey included the nine-item short version of the Utrecht Work Engagement Scale (UWES-9), a psychometrically sound, construct-valid measure of work engagement developed by Wilhelm Schaufeli and Arnold Bakker.

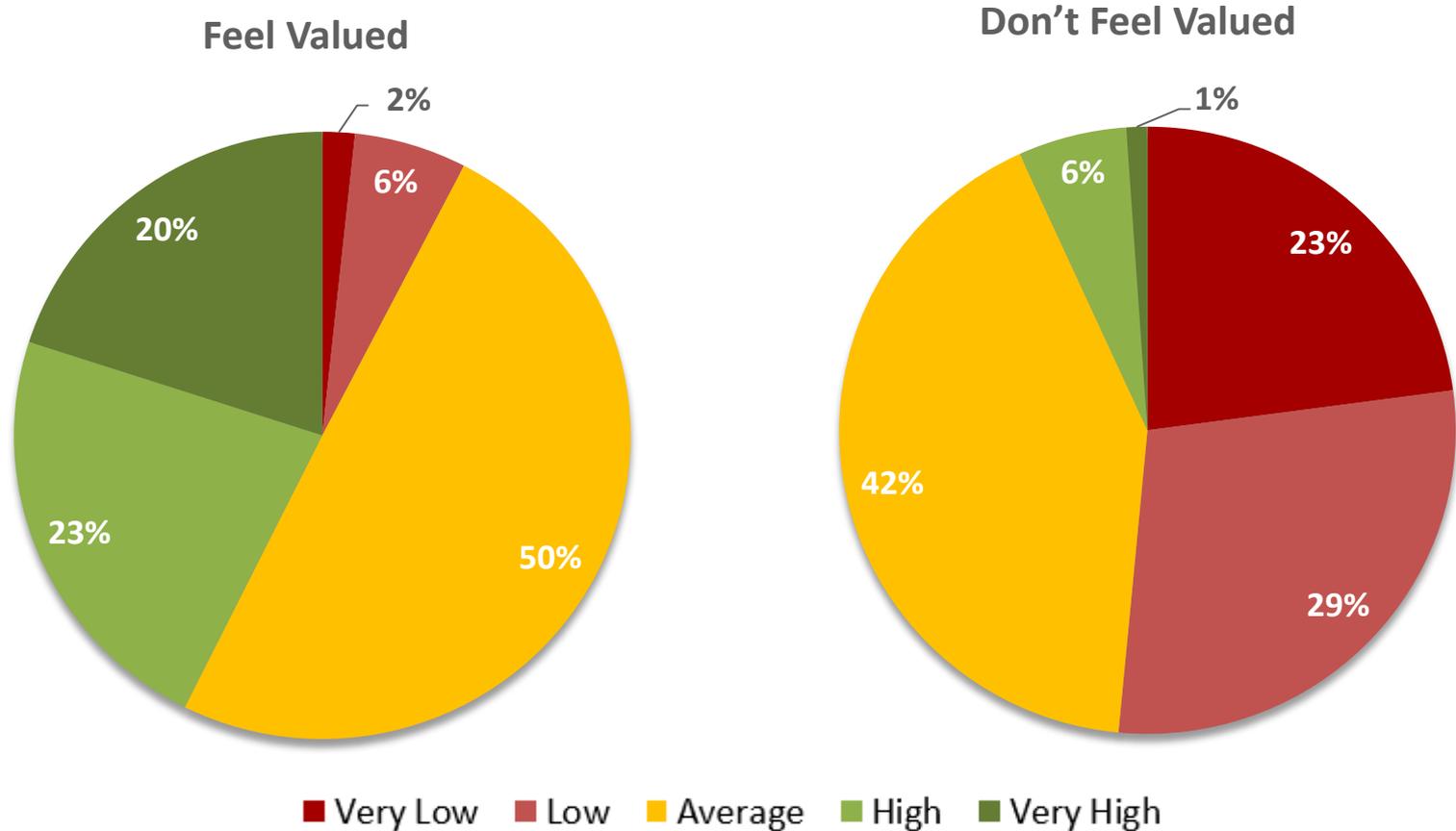
Work engagement is defined as "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption" (Schaufeli, Salanova, Gonzales-Roma, & Bakker, 2001).

The mean engagement score for working Americans was 3.83 on a seven-point scale, with zero representing never being engaged and six representing always being engaged. Based on the UWES-9 norms and scoring categories, the breakdown of engagement levels in the U.S. workforce are as follows:



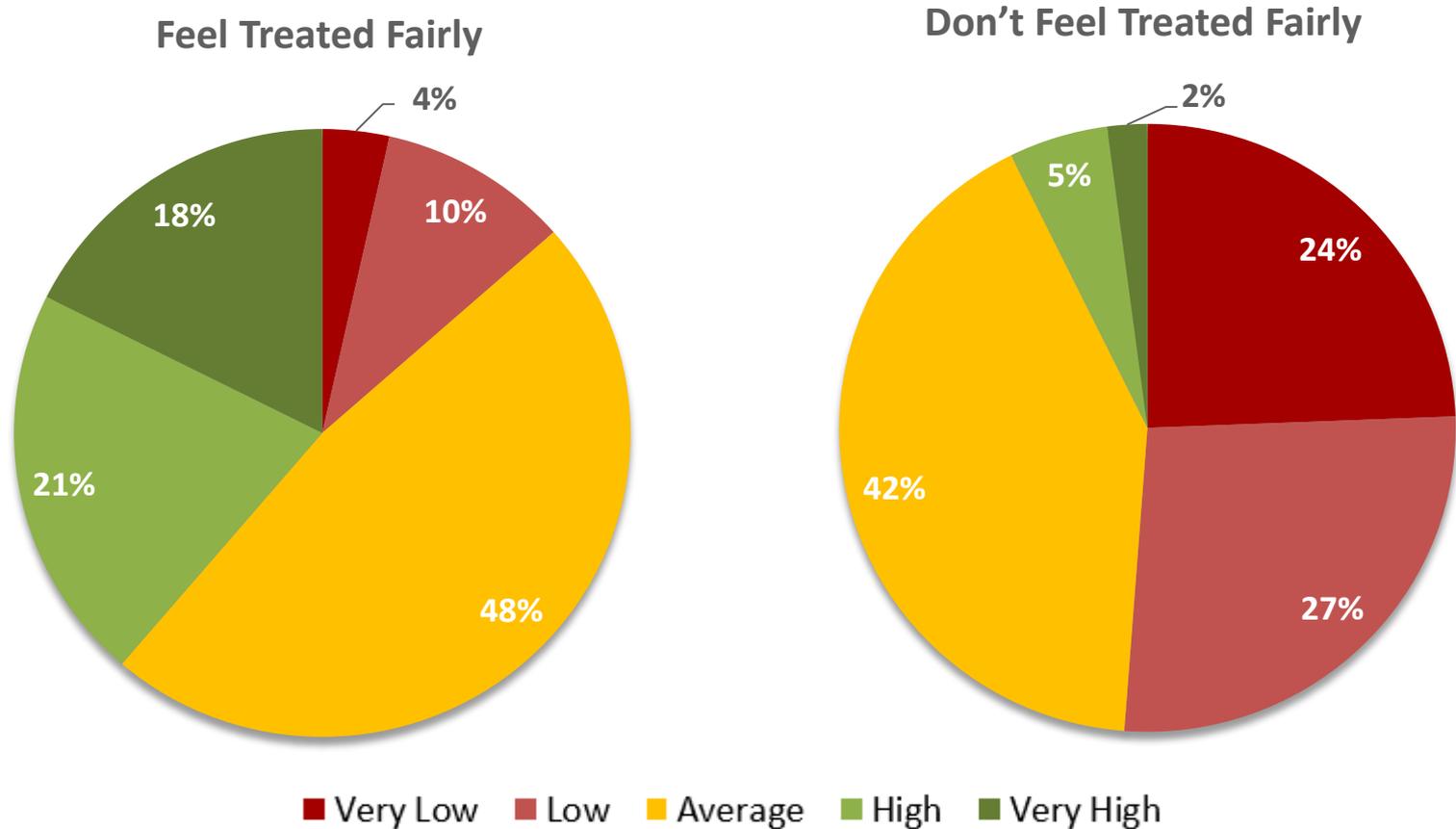
# FEELING VALUED AT WORK AND EMPLOYEE ENGAGEMENT

It is clear that when a worker feels valued by their employer, they are more likely to be engaged in their work. Workers who feel valued were more than six times as likely to report high or very high levels of work engagement compared to employees who don't feel valued (43% vs. 7%). Similarly, employees who don't feel valued, were more than six times as likely to report low or very low levels of work engagement compared to those who feel valued (52% vs. 8%).



# FEELING TREATED FAIRLY AND EMPLOYEE ENGAGEMENT

Workers who feel treated fairly by their employers were more than five times as likely to report high or very high levels of work engagement compared to employees who don't feel treated fairly (39% vs. 7%). Similarly, employees who don't feel treated fairly, were more than three times as likely to report low or very low levels of work engagement compared to those who feel treated fairly (51% vs. 14%).



# PREDICTING WELL-BEING, ENGAGEMENT AND TRUST

Trust and engagement play important roles in the workplace, accounting for more than half of the variance in employee well-being.

- In predicting well-being, engagement and trust accounted for 53% of the variance.

Workers reported having more trust in their companies when the organization recognizes employees for their contributions, provides opportunities for involvement and communicates effectively.

- In predicting trust, employee involvement, recognition and communication predicted 43% of the variance.

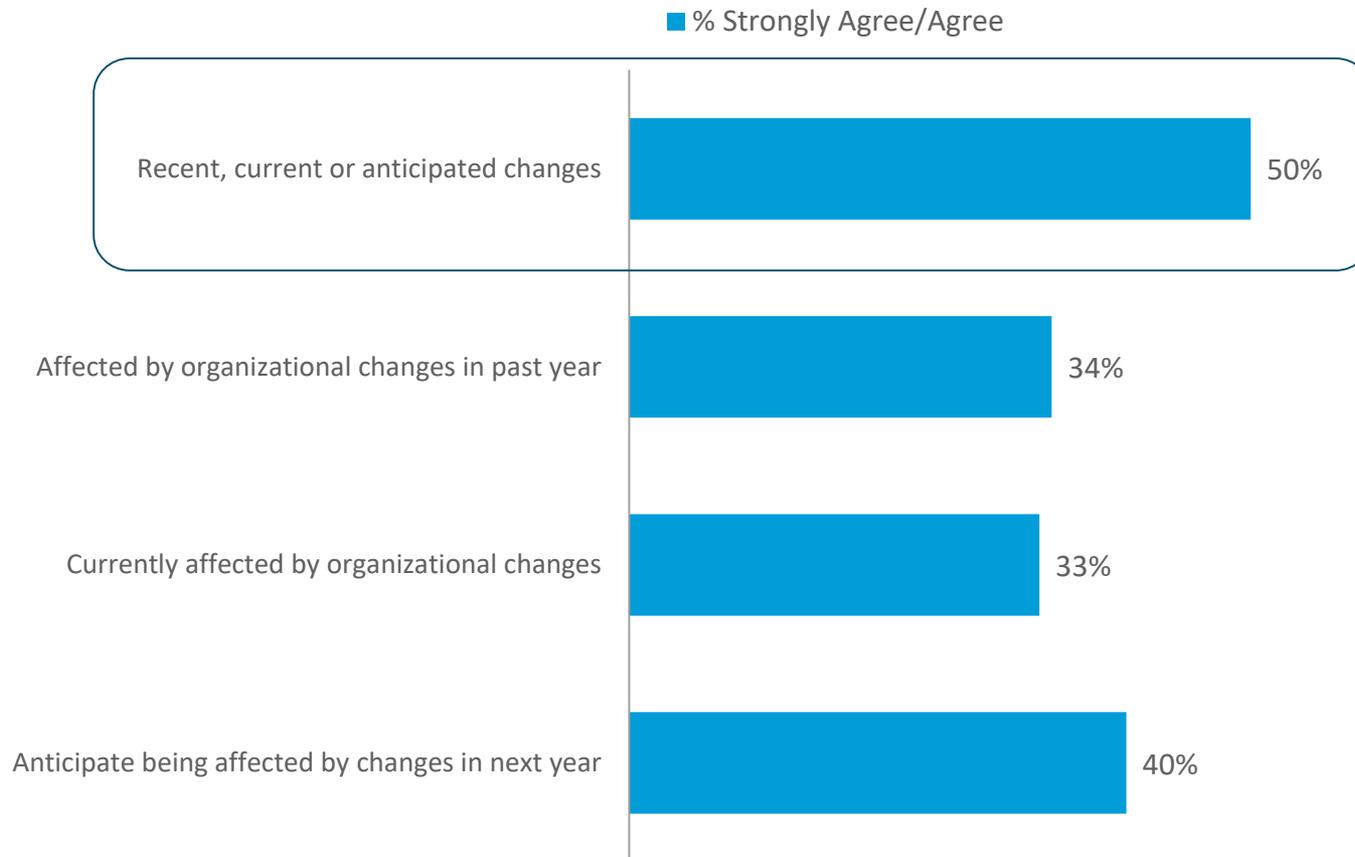
Employees experienced higher engagement when they had more positive perceptions of their employer's involvement, growth and development and health and safety practices.

- In predicting work engagement, employee involvement, growth and development opportunities, and health and safety efforts accounted for 28% of the variance.

# ORGANIZATIONAL CHANGE

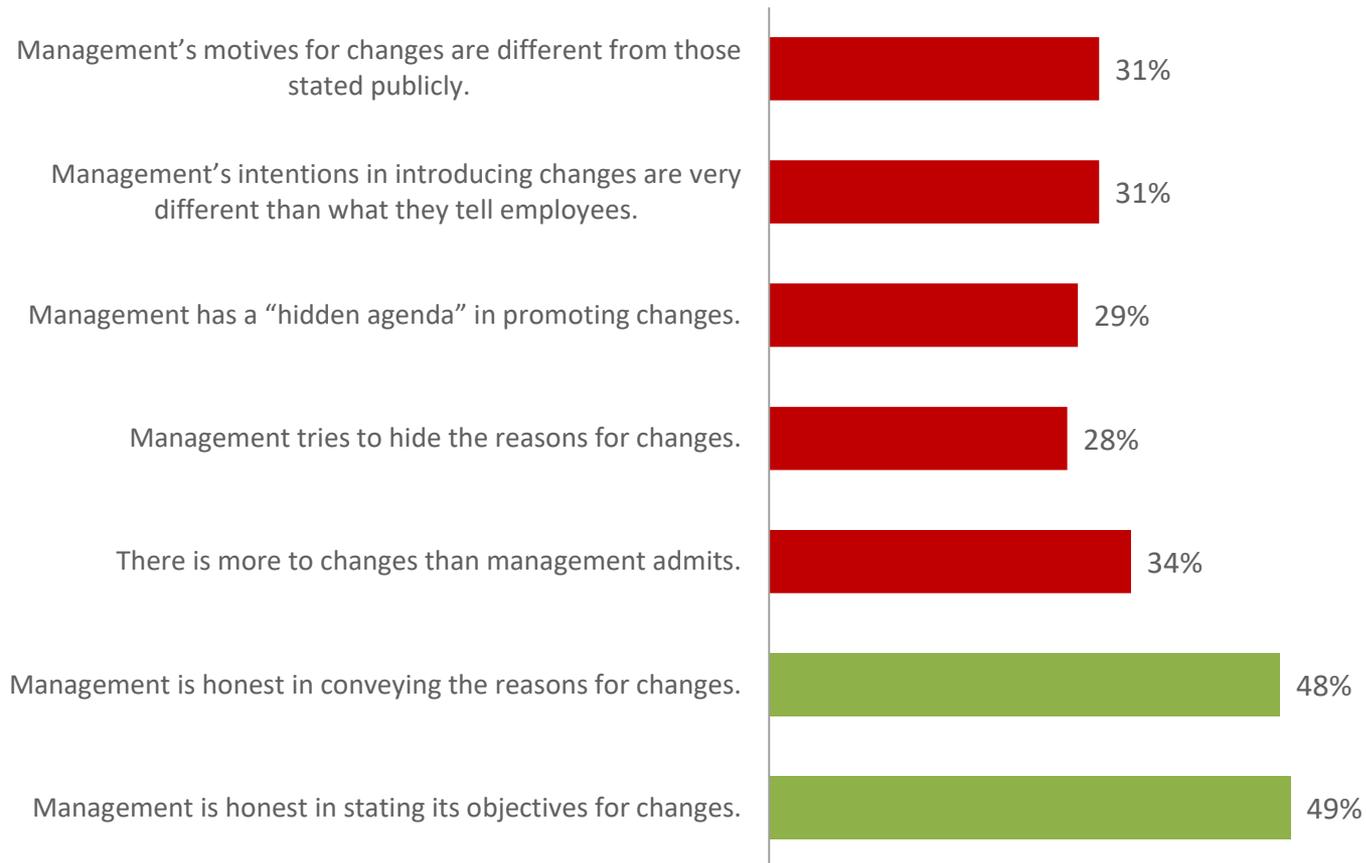
# ORGANIZATIONAL CHANGE

It is clear that we are living in a time of change. In total, half of U.S. workers (50%) say they have been affected by organizational changes in the last year, are currently being affected by organizational changes or expect to be affected by organizational changes in the next year.



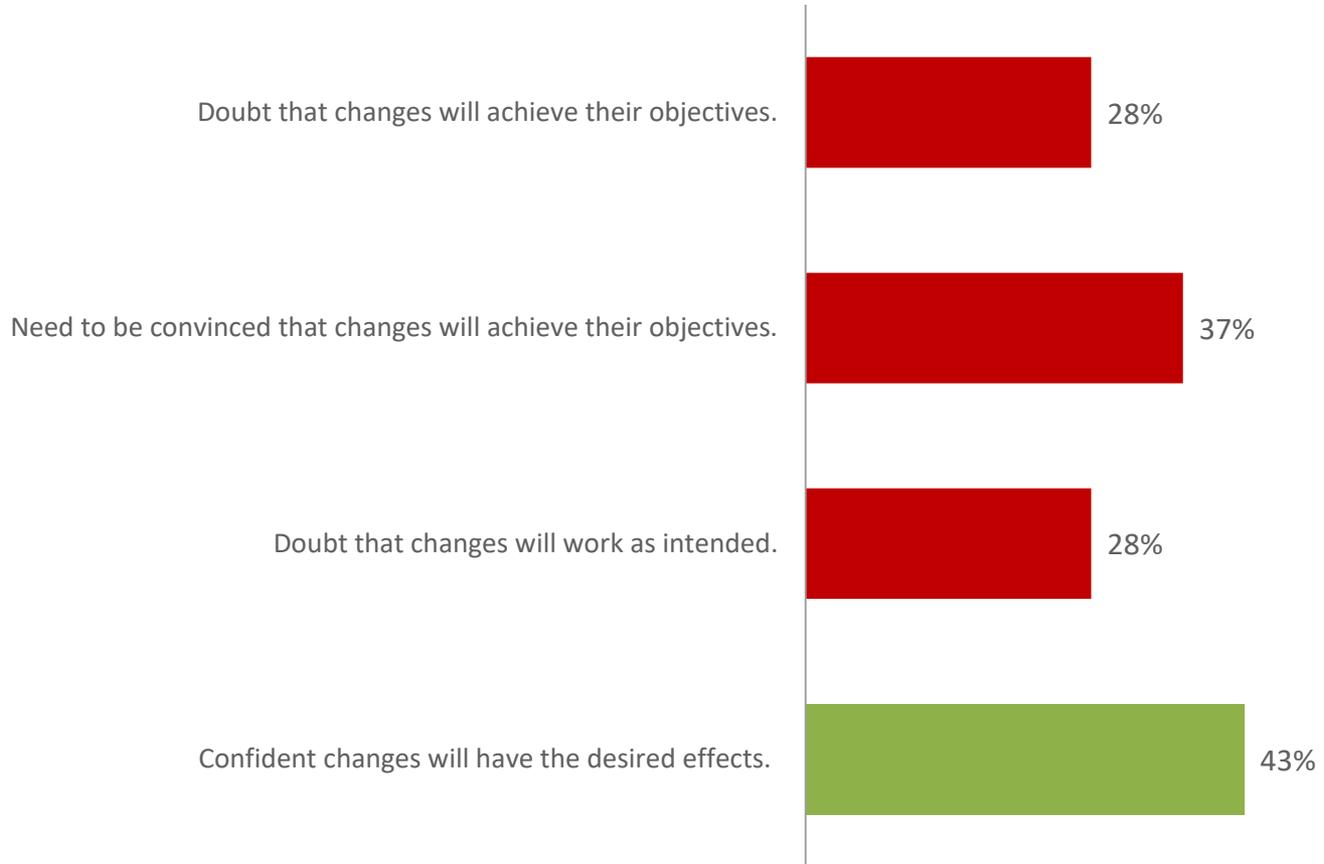
# CYNICISM ABOUT ORGANIZATIONAL CHANGE

Although about half of working Americans believe managers are honest about their reasons for and goals related to organizational changes, almost a third are cynical when it comes to changes, reporting that they believe management has a hidden agenda (29%), that their motives and intentions are different from what they say (31%), and that they try to cover up the real reasons for the changes (28%).



# SKEPTICISM ABOUT ORGANIZATIONAL CHANGE

Working Americans are also skeptical when it comes to the outcomes of organizational changes. Only 4 in 10 employees have confidence that changes will have the desired effects and almost 3 in 10 doubt that changes will work as intended and achieve their goals (28% each).



# CYNICISM ABOUT MANAGEMENT

Employee cynicism extends to managers, as well. While more than 4 in 10 working Americans say management is always up front about its reasons for doing things (46%) and honest about its objectives (43%), around a third of workers say they question management's motives (32%), believe managers would misrepresent their intentions to get people to go along with a decision (34%), and have ulterior motives for the decisions they make (32%).



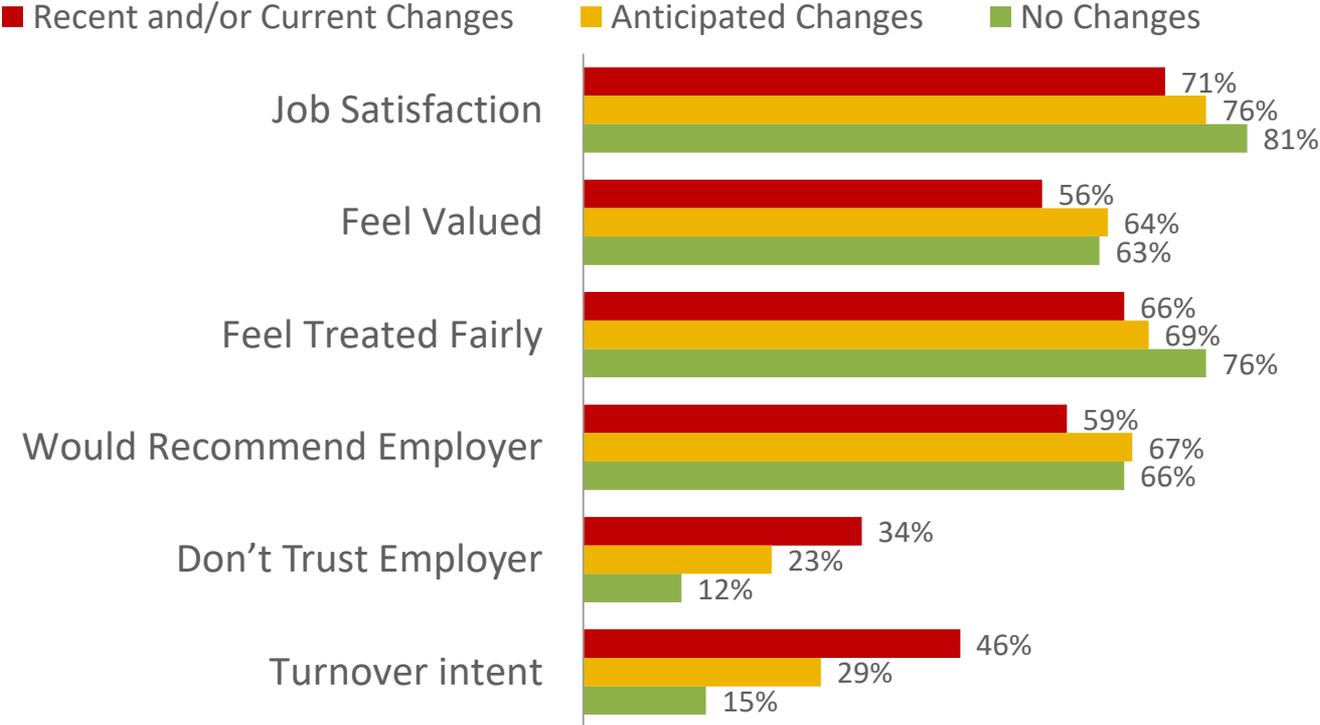
# TRUST IN MANAGEMENT

Less than half of U.S. workers (47%) say they trust management to make decisions that personally affect them and even fewer (40%) say they are willing to follow management’s lead even in risky situations. Almost a third of working Americans (31%) indicated that, if given a choice, they would not allow managers to make decisions related to employee well-being.



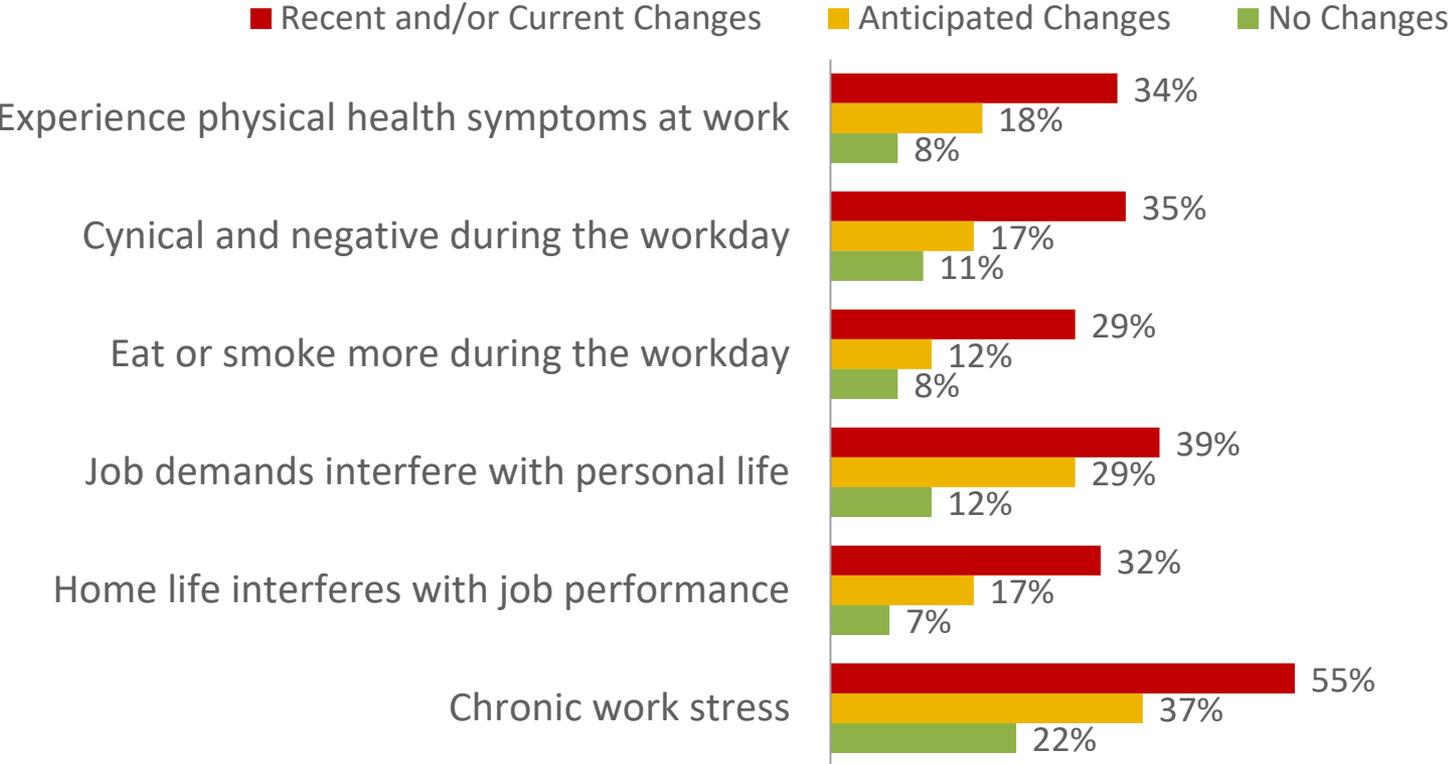
# ORGANIZATIONAL CHANGE AND EMPLOYMENT EXPERIENCE

The survey findings show how workplace changes may affect employees’ attitudes and experiences on the job. Workers who reported being affected by organizational change currently or within the past year reported lower levels of job satisfaction compared with employees who reported no recent, current or anticipated changes (71 percent vs. 81 percent). Working Americans who reported recent or current change were almost three times more likely to say they don’t trust their employer (34 percent vs. 12 percent) and more than three times as likely to say they intend to seek employment outside the organization within the next year (46 percent vs. 15 percent) compared with those with no recent, current or anticipated change.

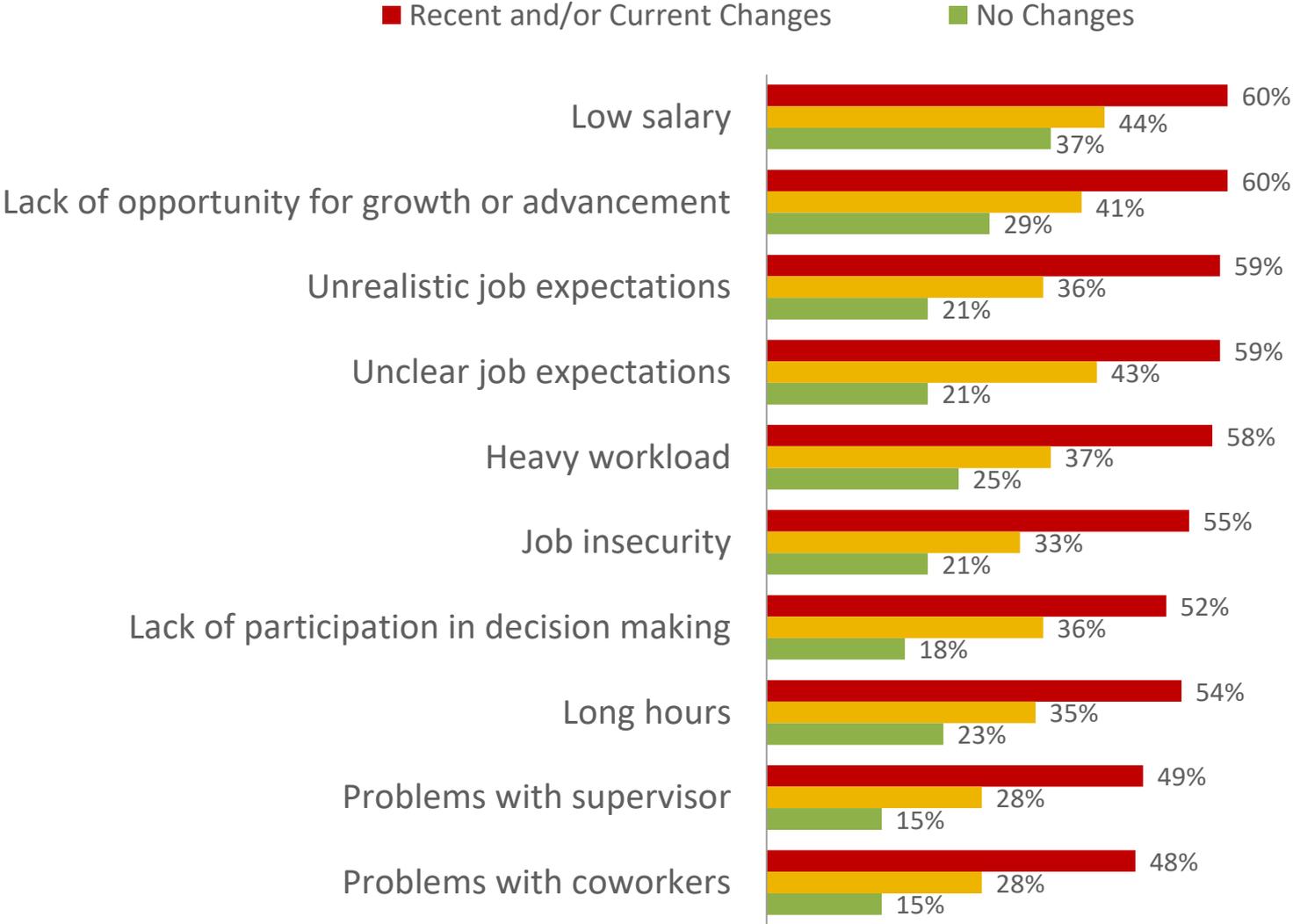


# ORGANIZATIONAL CHANGE AND WELL-BEING

A similar pattern emerged when it comes to the relationship between organizational changes and employee well-being. Workers experiencing recent or current change were more than twice as likely to report chronic work stress compared with employees who reported no recent, current or anticipated change (55 percent vs. 22 percent), and more than four times as likely to report experiencing physical health symptoms at work (34 percent vs. 8 percent). Working Americans who reported recent or current change were more likely to say they experienced work-life conflict (39 percent vs. 12 percent for job interfering with non-work responsibilities and 32 percent vs. 7 percent for home and family responsibilities interfering with work), felt cynical and negative toward others during the workday (35 percent vs. 11 percent) and ate or smoked more during the workday than they did outside of work (29 percent vs. 8 percent).



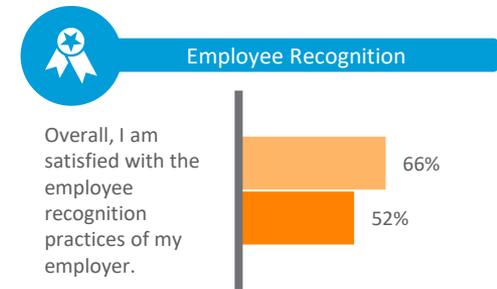
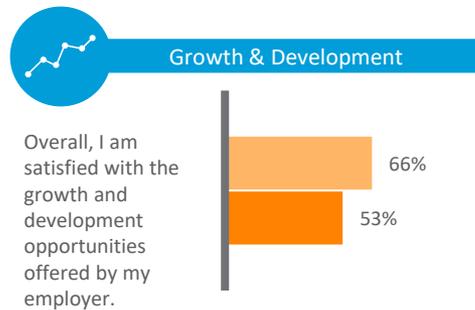
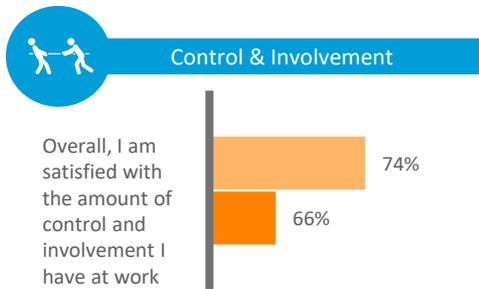
# ORGANIZATIONAL CHANGE AND SOURCES OF WORK STRESS



# SUBGROUP ANALYSIS

# GENDER COMPARISON

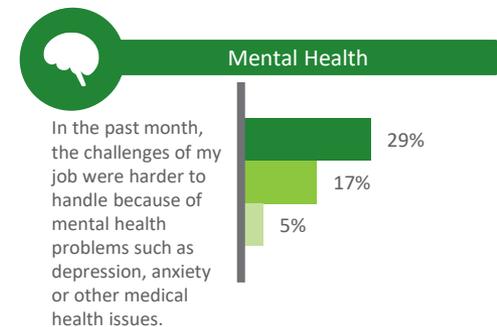
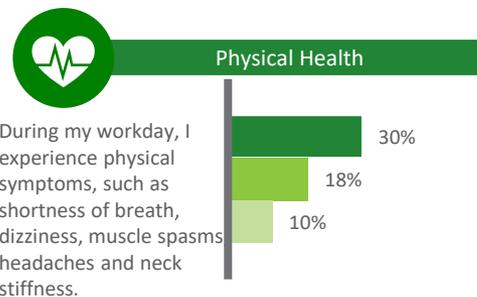
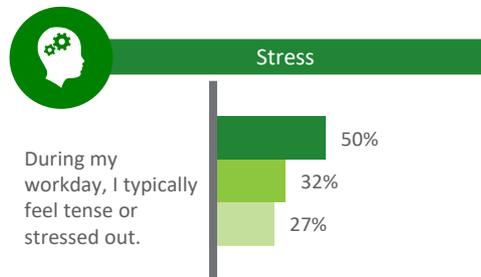
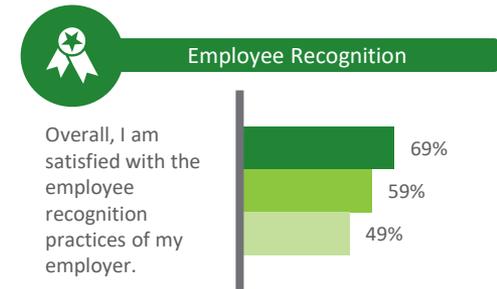
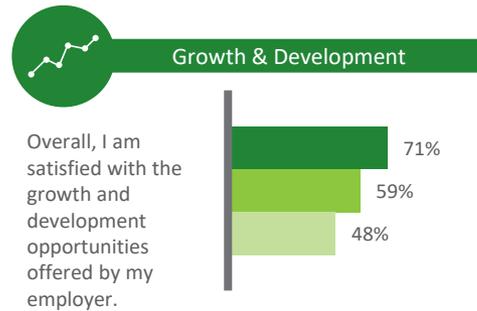
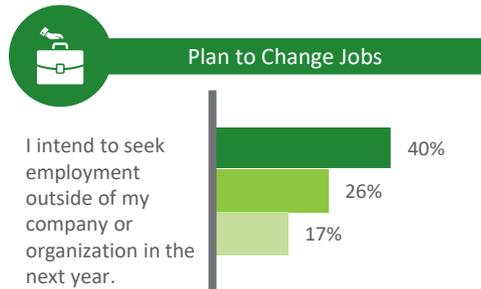
Women are less likely than men to be satisfied with the amount of control and involvement they have at work, the growth and development opportunities offered by their employer and the employee recognition practices of their employer. Men are more likely to be stressed by commuting, problems with their supervisor, physical illness and ailments and unpleasant or dangerous physical conditions.



■ Male ■ Female

# GENERATION COMPARISON

Younger workers are more likely than those in the Gen X and Boomer generation to report mental health issues including problems that kept them from achieving their goals at work. They are also more likely to report experiencing stress and physical symptoms during the workday.



■ Millennial ■ Gen X ■ Boomer

# WORKPLACE AND DEMOGRAPHIC PROFILE

# DEMOGRAPHIC PROFILE

	2017 N= 1512	2016 N= 1501	2015 N= 1552	2014 N= 1562	2013 N= 1501	2012 N= 1714	2011 N= 1546
<b>Gender</b>							
Male	52%	51%	53%	52%	51%	54%	60%
Female	48%	49%	47%	48%	49%	46%	40%
<b>Age</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
18-24	6%	7%	5%	9%	11%	11%	13%
25-34	27%	21%	23%	22%	17%	35%	39%
35-44	20%	23%	20%	22%	22%	20%	21%
45-54	20%	23%	22%	22%	22%	17%	14%
55-64	21%	20%	21%	21%	22%	12%	7%
65 and over	6%	6%	7%	5%	6%	5%	5%
<b>Ethnicity</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
White	67%	68%	68%	67%	70%	74%	79%
Black/African American	10%	12%	11%	11%	10%	10%	8%
Hispanic	16%	15%	15%	15%	14%	10%	7%
Asian or Pacific Islander	4%	2%	3%	4%	3%	2%	3%
Native American/Alaskan native	*	1%	1%	1%	*	*	*
Mixed racial background	*	*	-	-	-	*	1%
Other race	1%	*	2%	1%	*	1%	1%

	2017 N= 1512	2016 N= 1501	2015 N= 1552	2014 N= 1562	2013 N= 1501	2012 N= 1714	2011 N= 1546
<b>Hours Worked per Week</b>							
1-8 hrs	4%	4%	5%	4%	6%	4%	4%
9-16 hours	4%	8%	5%	5%	6%	5%	6%
17-24 hours	9%	8%	8%	6%	7%	7%	7%
25-31 hours	11%	8%	9%	9%	8%	8%	7%
32 or more hours	72%	72%	73%	75%	72%	75%	76%
<b>Marital Status</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
Single, never married	22%	27%	26%	27%	22%	31%	36%
Married	61%	55%	56%	55%	59%	51%	49%
Divorced	7%	7%	8%	9%	8%	7%	5%
Separated	1%	1%	1%	1%	2%	3%	2%
Widowed	1%	1%	3%	2%	2%	1%	1%
Living with partner	7%	8%	8%	6%	7%	8%	6%

# DEMOGRAPHIC PROFILE (CONTINUED)

	2017	2016	2015	2014	2013	2012	2011
<b>Region</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
East	21%	23%	22%	22%	23%	23%	25%
Midwest	23%	22%	22%	22%	23%	24%	23%
South	33%	32%	33%	32%	31%	30%	30%
West	23%	23%	23%	23%	23%	23%	22%
<b>Education</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
High school or less	24%	25%	28%	24%	25%	29%	20%
Some college	19%	18%	19%	20%	19%	18%	22%
Associate degree	11%	11%	11%	11%	11%	9%	8%
Bachelor's degree	24%	24%	23%	24%	23%	26%	33%
Graduate School	14%	15%	13%	15%	15%	14%	18%
<b>Income</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
Less than \$15,000	3%	3%	4%	4%	4%	5%	5%
\$15,000 to \$24,999	5%	5%	5%	5%	6%	7%	6%
\$25,000 to \$34,999	6%	6%	7%	7%	7%	8%	8%
\$35,000 to \$49,999	10%	11%	11%	11%	12%	13%	13%
\$50,000 to \$74,999	18%	17%	19%	20%	19%	20%	18%
\$75,000 to \$99,999	15%	14%	16%	14%	15%	15%	15%
\$100,000 to \$124,999	14%	15%	11%	14%	12%	12%	16%
\$125,000 to \$149,999	9%	8%	8%	9%	6%	5%	5%
\$150,000 to \$199,999	10%	5%	7%	6%	5%	4%	6%
\$200,000 to \$249,999	3%	1%	2%	2%	2%	1%	1%
\$250,000 or more	3%	3%	2%	2%	3%	3%	2%
Decline to answer	5%	11%	7%	7%	9%	7%	6%

	2017	2016	2015	2014
<b>Industry</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>
Educational Services	11%	10%	9%	10%
Manufacturing	8%	8%	9%	9%
Professional, Scientific, and Technical Services	7%	6%	6%	8%
Health Care and Social Assistance	7%	10%	9%	9%
Construction	7%	4%	4%	4%
Retail Trade	7%	8%	9%	9%
Accommodation and Food Services	5%	4%	4%	3%
Finance and Insurance	5%	5%	6%	6%
Information	4%	3%	2%	3%
Transportation and Warehousing	4%	3%	3%	3%
Public Administration	3%	3%	3%	3%
Real Estate and Rental and Leasing	2%	1%	2%	1%
Arts, Entertainment, and Recreation	2%	3%	3%	3%
Wholesale Trade	1%	1%	1%	2%
Management of Companies and Enterprises	1%	1%	1%	1%
Utilities	1%	1%	1%	1%
Administrative and Support and Waste Management and Remediation Services	1%	2%	1%	1%
Agriculture, Forestry, Fishing and Hunting	1%	1%	1%	2%
Mining, Quarrying, and Oil and Gas Extraction	*	*	*	1%
Other Services (except Public Administration)	21%	25%	25%	20%

# WORKPLACE PROFILE

	2017	2016	2015	2014	2013	2012	2011
<b>Company Type</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
For-profit	72%	73%	70%	68%	68%	70%	67%
Local, state, or federal government	11%	12%	15%	16%	15%	16%	18%
Not-for-profit	17%	15%	15%	16%	17%	15%	15%

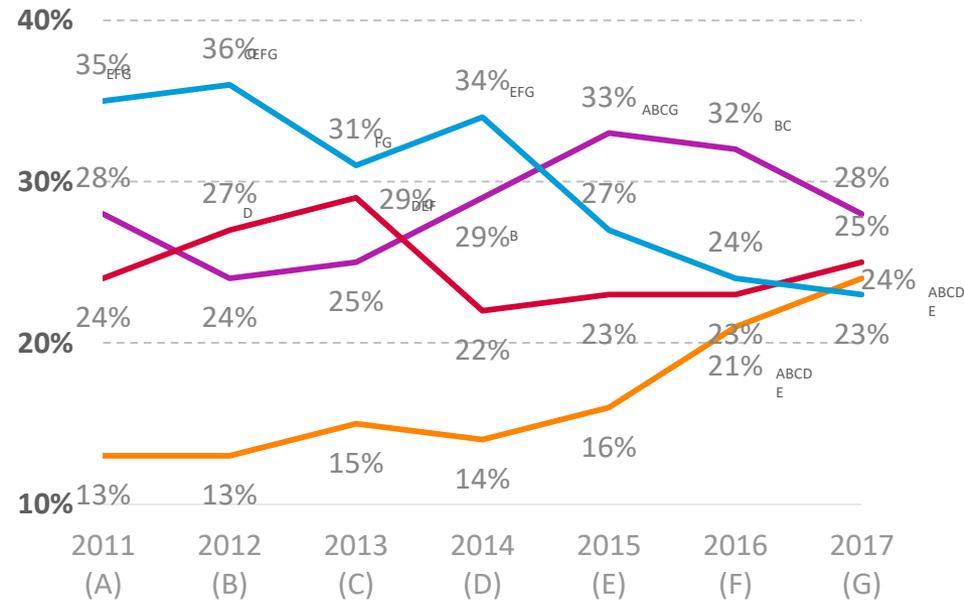
<b>Number of Employees</b>	<b>N= 1512</b>	<b>N= 1501</b>	<b>N= 1552</b>	<b>N= 1562</b>	<b>N= 1501</b>	<b>N= 1714</b>	<b>N= 1546</b>
Fewer than 20	23%	27%	25%	23%	22%	25%	22%
20 to 49	6%	7%	7%	10%	8%	8%	7%
50 to 99	7%	9%	6%	7%	7%	6%	8%
100 to 499	16%	15%	15%	13%	16%	14%	14%
500 to 999	9%	7%	6%	7%	8%	7%	9%
1,000 to 4,999	14%	12%	14%	15%	12%	11%	13%
5,000 to 9,999	9%	6%	7%	6%	7%	8%	7%
10,000 or more	16%	19%	21%	19%	20%	21%	20%

# WORKPLACE DUTIES

## Question Text

- Front line job within organization: directly involved with production of products or providing services, such as sales, secretarial, bookkeeping, clerical, customer service, etc.
- Individual contributor: do not have management responsibilities, but have a middle level or senior position
- Middle level job within organization: involves some management and supervision or coordination of other people or departments, etc.
- Upper level job within organization: upper level manager involving coordination of organization, development of plans/goals for the organization, supervision of managers, etc.

## % Strongly agree/Agree



## Change (% points) 2016 to 2017

- 1%
- + 2%
- 4%
- + 3%



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