

Populace Insights

The American Workforce Index:  
Perspectives and Priorities

“I’ve learned that making a living is not  
the same thing as making a life.”

— Maya Angelou

# Abstract

## **What it is:**

A national private opinion quantitative survey that surfaces what the American public wants — and what they believe most others want — when it comes to their work. It was conducted by the think tank Populace, powered by the research data company YouGov.

## **How it was conducted:**

The primary survey component was a choice-based-conjoint (CBC) instrument that distinguishes between personal opinion (what people privately answer), and perceived societal opinion (how respondents believe most other people would answer). Rather than directly asking respondents what priorities they hold for their work, this survey's CBC simulated real-world decision making by forcing respondents to make trade-offs. This not only reduces the ceiling effect where respondents can claim everything is important, but also minimizes social desirability effects.

**Survey conducted:** October 5-October 13, 2021.

## **About Populace:**

Populace is a Massachusetts-based think tank dedicated to building a world where all people have the chance to live fulfilling lives in a thriving society. Populace's private opinion research offers new insights into what people actually believe, with polling methodologies that reduce the distorting effects of social influence commonly found in traditional public opinion research.

For more information, visit [Populace.org](https://Populace.org).

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# Executive Summary

There is little doubt that the world of work has undergone significant shifts over the past 18 months. But recognizing the changes in *how, where, and when* Americans work is only part of the story. More consequentially, the pandemic has fundamentally altered *what* people want from work itself.

*The American Workforce Index* offers business leaders, policymakers, and the public at large the first-ever private opinion survey of what U.S. workers want most — and least — from their jobs today. The result is an understanding of what people are willing to trade off in search of what they truly value from the world of work. It uses tools and methodologies that minimize distortions found in many traditional public opinion polls.

Importantly, the report reveals not only what job attributes working adults personally prioritize, but also what they believe others prioritize. Those expectations have repercussions for the workplace, the economy, and American life at large.

# Key Findings

## **1 When it comes to work, considerations such as compensation and benefits are mainstays, but flexibility has quickly secured its spot as a fixed priority.**

Workplace flexibility and the ability to manage one's schedule around their work is set to be one of the permanent shifts from the pandemic, with workers listing the ability to work remotely the second highest priority and *"I can do my work while still having time for other things I care about"* as the fourth highest priority.

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## **2 American workers want a respectful, inclusive workplace.**

Working adults highly prioritize a workplace that treats everyone with equal respect, where they are able to be themselves, where their ideas are listened to and considered by others, and where nobody receives preferential treatment for factors other than performance.

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## **3 Trust matters more than we think.**

Working adults value being trusted by their employer, not only with regard to having autonomy in how and when they do their work, but also more broadly in terms of having employers respect their privacy. However, while trust is highly valued by Americans, they do not believe that others prioritize it.

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## **4 Prestige: the biggest collective illusion.**

There is a stark difference between how much Americans value a job that is viewed as prestigious, and how much they believe others in society value it. While Americans believe that having a job that is recognized as prestigious is one of the most important priorities for other people, they personally rank it as one of the least important priorities for themselves.

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## **5 American workers who have achieved more of their personal priorities in their current jobs rate their lives as being better than those who have achieved fewer of their ideal priorities.**

The survey finds that an increase of 33 points in achieved-ideal work score is associated with a 0.84 rise in current life evaluation (on a 10-point scale), an effect roughly equivalent to moving from an income bracket of \$35,000-\$49,999 to \$50,000-\$74,999.

# Introduction

Over the past 18 months the American work landscape has changed in more ways, and at a greater velocity, than seemingly ever before. From the overnight emptying of office buildings, to the adoption and increasing dependence on new technologies, to record numbers of job openings and chronic labor shortages — these developments have dominated media headlines, private sector discussions, and kitchen-table conversations.

But in focusing so narrowly on the speed of change comes the risk of neglecting to probe just how deep and lasting these transformations truly are. There is much more to learn by asking, “Have the pandemic-induced adaptations in *how* Americans work fundamentally altered *what* Americans want most from work?”

We won’t find the answer from executive interviews or thought-leader roundtables. Only in understanding what workers themselves prioritize can we accurately speak to which changes represent temporary adjustments, and which represent permanent shifts.

To accomplish this, the *American Workforce Index* leverages private opinion methodologies over traditional public opinion approaches.<sup>1</sup> The difference between the two is important: Whereas standard public opinion polls are often susceptible to social contaminants — like acquiescence or conformity bias — private opinion research simulates complex trade-offs to surface revealed preferences. The result is a more accurate and actionable level of insight.

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“When historians write the anthology of work in America, the pandemic will be seen as ushering in a new era, on par with the dramatic effects wrought by Fredrick Taylor’s scientific management, the rise of collective bargaining, and the feminist movement.”

— Todd Rose, President of Populace

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In surfacing what working adults personally want most from their jobs today, and revealing the systematic misunderstandings that people hold about one another, the *American Workforce Index* offers a new lens to understand the world of work.

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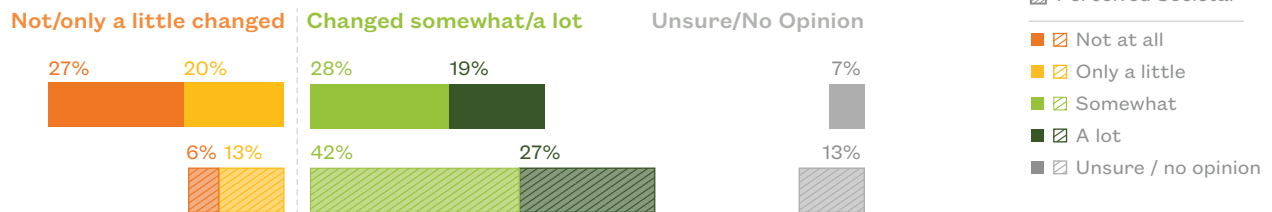
<sup>1</sup> See appendix for terminology and details about the methodology.

# Private priorities revealed: What working Americans want most – and least – in jobs today

When asked to compare their personal job priorities before the pandemic to their personal job priorities today, two-thirds of all working adults report at least some shift. Almost one in five respondents say their personal job priorities have changed “a lot.” In contrast, only a quarter of respondents (27%) say their job priorities have been unaffected by the pandemic.

When asked to estimate how the job priorities of ‘most people’ have changed over the same time period, working adults believe the magnitude of difference is even greater. Nearly 70% of respondents believe most other people’s job priorities have changed either “a lot” (27%) or “somewhat” (42%) since the onset of COVID-19 in February 2020.

When asked to think about [your/most people’s] job priorities before the pandemic (February 2020) and [your/most people’s] job priorities today (October 2021), would you say that they have changed...?



Understanding exactly what those new priorities are is the driving question investigated by the *American Workforce Index*.

Leveraging private opinion methodologies, the *American Workforce Index* posed a trade-off experiment in which working adults were asked to choose which of two presented job offers was closer to what they **personally** want as their next job. They were then asked which of those same two presented job offers was closer to what they believe **most people** want as their next job.

Interviews, focus groups, and qualitative research identified a total of 60 discrete job attributes — ranging personal, relational, and organizational characteristics. These attributes were ranked into a hierarchy of preference according to what individuals personally prioritized (personal preference), and what they believe most others in society prioritize (perceived societal preference), and given a share of preference (SOP), which is reflected as a percentage out of 100 (together, all of the attribute’s SOPs sum to 100).



The insights are made even more compelling by the degree of consistency found across demographic lines. Whether considering the results by factors such as race, age, gender, education, and even blue-collar or white-collar self-association, there is a surprisingly amount of commonality about what matters most to workers in America today.

**(1) The ‘Big Three’ job attributes that matter above all else: compensation, flexibility, and benefits.**

Conventional HR wisdom holds that attracting and retaining employees depends primarily upon the financial compensation and material benefits offered. However, this paints an incomplete picture because it overlooks one of the most important attributes that people prioritize: flexibility.

What the pandemic necessitated as a temporary social distancing solution — remote or hybrid workplace arrangements — has solidified into a leading, long-term priority for work moving forward. In fact, this preference for workplace flexibility has become so deeply held, it actually ranks as the second highest priority out of all 60 possible considerations with a share of preference (SOP) of 5.86 — right after compensation (SOP 9.03), right before benefits (SOP 3.16). Remarkably, the ranked position of workplace flexibility holds across all demographics (see Appendices D and E).

Attribute	Personal Rank	Perceived Societal Rank
I am well compensated	#1 SOP 9.03	#1 SOP 8.38
I can work remotely or in a hybrid home/workplace arrangement	#2 SOP 5.86	#4 SOP 2.87
I have good benefits	#3 SOP 3.16	#2 SOP 4.03

The importance of this newly entrenched expectation is something the American workforce recognizes, even if certain employers may resist embracing it. Not only does “*I can work remotely or in a hybrid home / workplace arrangement*” rank second in personal priorities; it also ranks fourth in perceived societal priorities. In other words, working adults accurately judge workplace flexibility as a powerful job feature not just for themselves, but also for others.

*The bottom line:* The ability to work remotely (or in a hybrid home/workplace arrangement) has cemented into something unimaginable just two years ago: a job feature that people highly value alongside compensation and benefits.

**(2) Working Americans are equally practical *and* purpose-seeking.**

The top 25% of ranked priorities reveal a notable, near-even representation from attributes that meet practical concerns (e.g., commute, compensation, planning) and those which fulfill purpose-seeking desires (e.g., positive impact, sense of ‘calling’, personal interest).

Attribute	Personal Rank	Perceived Societal Rank
<span style="color: yellow;">●</span> I am well compensated	<b>#1</b> SOP 9.03	<b>#1</b> SOP 8.38
<span style="color: yellow;">●</span> I can work remotely or in a hybrid home/ workplace arrangement	<b>#2</b> SOP 5.86	<b>#4</b> SOP 2.87
<span style="color: yellow;">●</span> I have good benefits	<b>#3</b> SOP 3.16	<b>#2</b> SOP 4.03
<span style="color: yellow;">●</span> I can do my work while still having time for other things I care about	<b>#4</b> SOP 3.08	<b>#3</b> SOP 2.98
<span style="color: yellow;">●</span> I can plan around my work schedule	<b>#5</b> SOP 2.54	<b>#32</b> SOP 1.34
<span style="color: red;">●</span> I feel personally interested in my work	<b>#6</b> SOP 2.40	<b>#20</b> SOP 1.60
<span style="color: red;">●</span> The work is more than a job; it's my calling	<b>#7</b> SOP 2.31	<b>#15</b> SOP 1.79
<span style="color: red;">●</span> I am trusted to choose how to best do my work	<b>#8</b> SOP 2.29	<b>#29</b> SOP 1.38
<span style="color: red;">●</span> I enjoy my time at work	<b>#8</b> SOP 2.29	<b>#8</b> SOP 2.33
<span style="color: yellow;">●</span> The organization respects the privacy of employees' personal lives	<b>#10</b> SOP 2.27	<b>#39</b> SOP 1.20
<span style="color: red;">●</span> My ideas are listened to and considered by others at work	<b>#11</b> SOP 2.10	<b>#37</b> SOP 1.23
<span style="color: red;">●</span> I can be myself at work	<b>#12</b> SOP 2.03	<b>#24</b> SOP 1.50
<span style="color: red;">●</span> Through my work, I am able to have a positive impact on others	<b>#13</b> SOP 2.00	<b>#38</b> SOP 1.21
<span style="color: yellow;">●</span> I have an easy commute to work	<b>#13</b> SOP 2.00	<b>#17</b> SOP 1.72
<span style="color: yellow;">●</span> Each of my colleagues pulls their own weight	<b>#15</b> SOP 1.98	<b>#23</b> SOP 1.54

Key

- Personal
- Perceived Societal
- Practical
- Purpose

Beyond the ‘Big Three’, working Americans prioritize attributes that address practical wants and needs. Namely, that they can “*work while still having time for other things I care about,*” (#4 personal; #3 perceived societal); the ability to “*plan around my work schedule*” (#5 personal; #32 perceived societal); that the “*organization respects the privacy of employees’ personal lives*” (#10 personal; 39 perceives societal); and having “*an easy commute to work*” (#13 personal; #17 perceived societal).

Alongside these practical priorities are preferences that speak to people’s desire to find something more from their work than utility alone. This emphasis on purpose is reflected in high-ranking attributes such as: *“I feel personally interested in my work”* (#6 personal; #20 perceived societal); *“The work is more than a job; it’s my calling”* (#7 personal; #15 perceived societal); *“I am trusted to choose how best to do my work”* (#8 personal; #29 perceived societal); or *“Through my work, I am able to have a positive impact on others”* (#13 personal; #38 perceived societal).

*The bottom line:* The American workforce values work as a way to not only materially provide, but also to nourish a sense of self. Employees are looking for job opportunities that make a living, but also a life.

**(3) What working Americans want: a respectful, inclusive workplace.**

Working Americans, regardless of age, race, income level, industry, or gender, want to work in an environment that is inclusive. The current discussions about diversity, equity, and inclusion (DEI) are happening across society and up and down organizations, from the boardroom to the lunchroom. The results of the *American Workforce Index* offers compelling insight into what type of changes in the workplace are those valued most by workers and align with creating a more inclusive and diverse workplace.

For example, attributes that surfaced in the top twenty-five of personal priorities include *“My ideas are listened to and considered by others at work”* (#11 personal; #37 perceived societal), *“I can be myself at work”* (#12 personal; #24 perceived societal), *“My workplace treats everyone — regardless of background — with the same base level of respect”* (#17 personal; #13 perceived societal), and *“No one receives preferential treatment at work based on factors other than performance”* (#18 personal; #29 perceived societal).

	Overall		Asian		Black		Hispanic		White	
	Personal Rank	Perceived Soc. Rank	Personal Rank	Perceived Soc. Rank	Personal Rank	Perceived Soc. Rank	Personal Rank	Perceived Soc. Rank	Personal Rank	Perceived Soc. Rank
My ideas are listened to and considered by others at work	#11 SOP 2.10	#37 SOP 1.23	#16 SOP 1.85	#35 SOP 1.23	#8 SOP 2.19	#45 SOP 1.14	#4 SOP 2.84	#28 SOP 1.37	#11 SOP 2.05	#37 SOP 1.24
I can be myself at work	#12 SOP 2.03	#24 SOP 1.50	#23 SOP 1.55	#25 SOP 1.49	#19 SOP 1.78	#16 SOP 1.60	#7 SOP 2.40	#14 SOP 2.00	#11 SOP 2.05	#25 SOP 1.43
My workplace treats everyone — regardless of background — with the same base level of respect	#17 SOP 1.89	#13 SOP 2.08	#21 SOP 1.61	#17 SOP 1.76	#13 SOP 2.16	#13 SOP 2.15	#25 SOP 1.62	#18 SOP 1.86	#18 SOP 1.89	#12 SOP 2.08
No one receives preferential treatment at work based on factors other than performance	#18 SOP 1.88	#29 SOP 1.38	#12 SOP 1.99	#20 SOP 1.68	#21 SOP 1.74	#23 SOP 1.52	#23 SOP 1.69	#26 SOP 1.40	#17 SOP 1.90	#31 SOP 1.34

*The bottom line:* Whether looking at the workforce’s aggregate priorities, or those of specific populations, one thing is clear: Americans of all backgrounds have a shared vision for a workplace in which employees can be themselves, enjoy the same level of respect as everyone else, and be confident there is no preferential treatment.

**(4) Out-of-sync: Public discourse focuses on job features that actually fall to the bottom of Americans’ private priorities.**

Equally important as understanding what working Americans want most from their jobs is recognizing what they value the least. These are the features that — at best — Americans are willing to trade-off in search of higher-order concerns and — at worst — represent the job features which keep would-be prospects at bay.

	Personal Rank	Perceived Societal Rank
The organization has a prominent reputation	#42 SOP 0.98	#34 SOP 1.26
The organization provides some free meals and snacks, gear, and other perks	#47 SOP 0.92	#10 SOP 2.29
The workplace offers opportunities to make friends and personal connections	#51 SOP 0.88	#18 SOP 1.69
The organization's leadership takes strong positions on current events	#57 SOP 0.60	#57 SOP 0.94

Among the lowest-performing attributes are those relating to the public discourse about ‘Best Places to Work.’ Workers care relatively little for facilitated friendships and free food when these features are posed against other possible priorities for work. *“The organization provides some free meals and snacks, gear, and other perks”* ranks #47 (#10 perceived societal), and a workplace that *“offers opportunities to make friends and personal connections”* ranks #51 (#18 perceived societal).

Similarly, workers do not prioritize the prestige offered by big-name employers — *“the organization has a prominent reputation”* (#42 personal; #34 perceived societal) — nor do they desire activist leadership that *“takes strong positions on current events”* (#57 personal; #57 perceived societal). In truth, these represent perfunctory actions and offerings that working Americans simply do not prioritize.

*The bottom line:* Organizational features, often touted as strategic differentiators or hallmarks of modern workplaces, tend to be attributes that working Americans actively deprioritize. Working Americans’ private job priorities center increasingly on the individual nature of their work — what they do, how they do it, and why they do it — and less on what organizations typically offer as selling points.

# Collective illusions at work: What we misjudge about one another's career aspirations

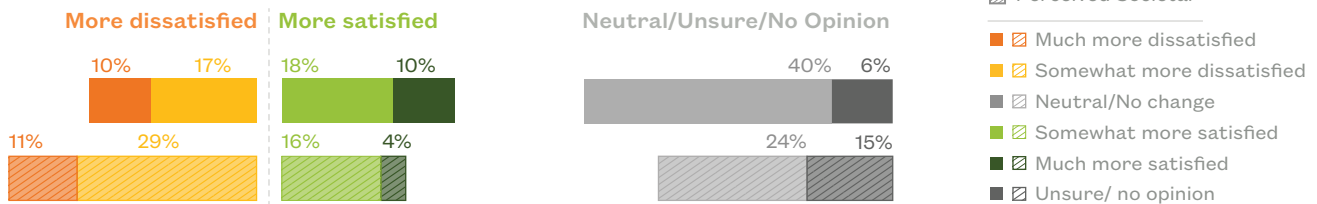
Understanding working Americans' personal priorities reveals what individuals genuinely want from work today — their private preferences and outcomes they consider important. Understanding perceived societal priorities reveals what we believe most people expect from the institution of work — outcomes propped up as important, but which may or may not be supported by individuals' private priorities.

Consider that for every working adult who is more satisfied with their work today compared to the outset of the pandemic (28%), another is more *dissatisfied* (27%). But when asked to estimate the change in job satisfaction for 'most others,' they appreciably overestimate the rate of dissatisfaction (40%).

Could these inaccurate judgements stem from a collective misunderstanding of working Americans' private job priorities?

This section is devoted to exploring gaps between personal priorities and perceived societal priorities — so-called *Collective Illusions* — as they pertain to the world of work.

When asked to estimate [your/most people's] job satisfaction before the pandemic (February 2020) and [your/most people's] today (October 2021), would you say that today you are...?



**(5) Overlooked priorities: trust, impact, and privacy.**

Of the attributes registering in the top performing quartile, five have deltas of 20 placements or more between personal and perceived societal rankings. These attributes represent the top job priorities that workers personally prioritize, but (incorrectly) think that most others do not. In each case, these misunderstandings center on a single theme: trust.

	Personal Rank	Perceived Societal Rank	Delta
The organization respects the privacy of employees' personal lives	#10 SOP 2.27	#39 SOP 1.20	-29
I can plan around my work schedule	#5 SOP 2.54	#32 SOP 1.34	-27
My ideas are listened to and considered by others at work	#11 SOP 2.10	#37 SOP 1.23	-26
Through my work, I am able to have a positive impact on others	#13 SOP 2.00	#38 SOP 1.21	-25
I am trusted to choose how to best do my work	#8 SOP 2.29	#29 SOP 1.38	-21

Working Americans want to be trusted to choose how to best do their work (#8 personal; #29 perceived societal). They want employers to acknowledge — and respect — the privacy boundaries between home and professional life (#10 personal, #39 perceived societal). They also value the ability to plan around work schedules — a show of trust that despite home-life demands, work responsibilities will be completed (#5 personal; #32 perceived societal). Further, they want to have their contributions trusted and considered by those around them (#11 personal, #37 perceived societal), and, that through those contributions, they are able to make a positive impact (#13 personal; #38 perceived societal).

*The bottom line:* Trust is the most undervalued commodity a job can afford. People want to be trusted to have autonomy, privacy, and to make a difference through their work, but they do not realize that this desire is widely shared by others.

**(6) Overhyped priorities: the illusion of prestige.**

Of the attributes registering in the bottom performing quartile of results, four have deltas of 20 placements or more between personal and perceived societal rankings. These attributes represent the top job trade-offs that working Americans deprioritize, but believe are widely desired by others.

Nowhere is the collective illusion more pronounced than “*My job is recognized as prestigious*” which holds #55 rank out of 60 attributes, but is perceived to be a top 5 priority for other people.

	Personal Rank	Perceived Societal Rank	Delta
My job is recognized as prestigious	#55 SOP 0.69	#5 SOP 2.73	+50
The organization provides some free meals and snacks, gear, and other perks	#47 SOP 0.92	#10 SOP 2.29	+37
The workplace offers opportunities to make friends and personal connections	#51 SOP 0.88	#18 SOP 1.69	+33
The organization takes steps to increase representation from minorities	#56 SOP 0.64	#36 SOP 1.24	+20

Other attributes that Americans don’t prioritize, but believe are widely desired by others are “*free meals, snacks, gear, and other perks*” (#47 personal; #10 perceived societal), a workplace that “*offers opportunities to make friends and personal connections*” (#51 personal; #18 perceived societal), and “*the organization takes steps to increase representation from minorities*” (#56 personal; #36 perceived societal).

*The bottom line:* From deriving prestige from one’s position, to token benefits like snacks and gear, to workplace efforts at facilitating friendships and representation, these are the job features that working Americans assume others value, but are in truth widely deprioritized. They receive outsized attention in conversations about jobs, careers, and the future of work, unknowingly eclipsing the actual private priorities of the American workforce.

# Measuring what matters: Comparing private priorities against current job experiences

Although this report is primarily focused on understanding working Americans' privately-held job priorities, it also aims to take stock of how the world of work is currently delivering on those preferences.

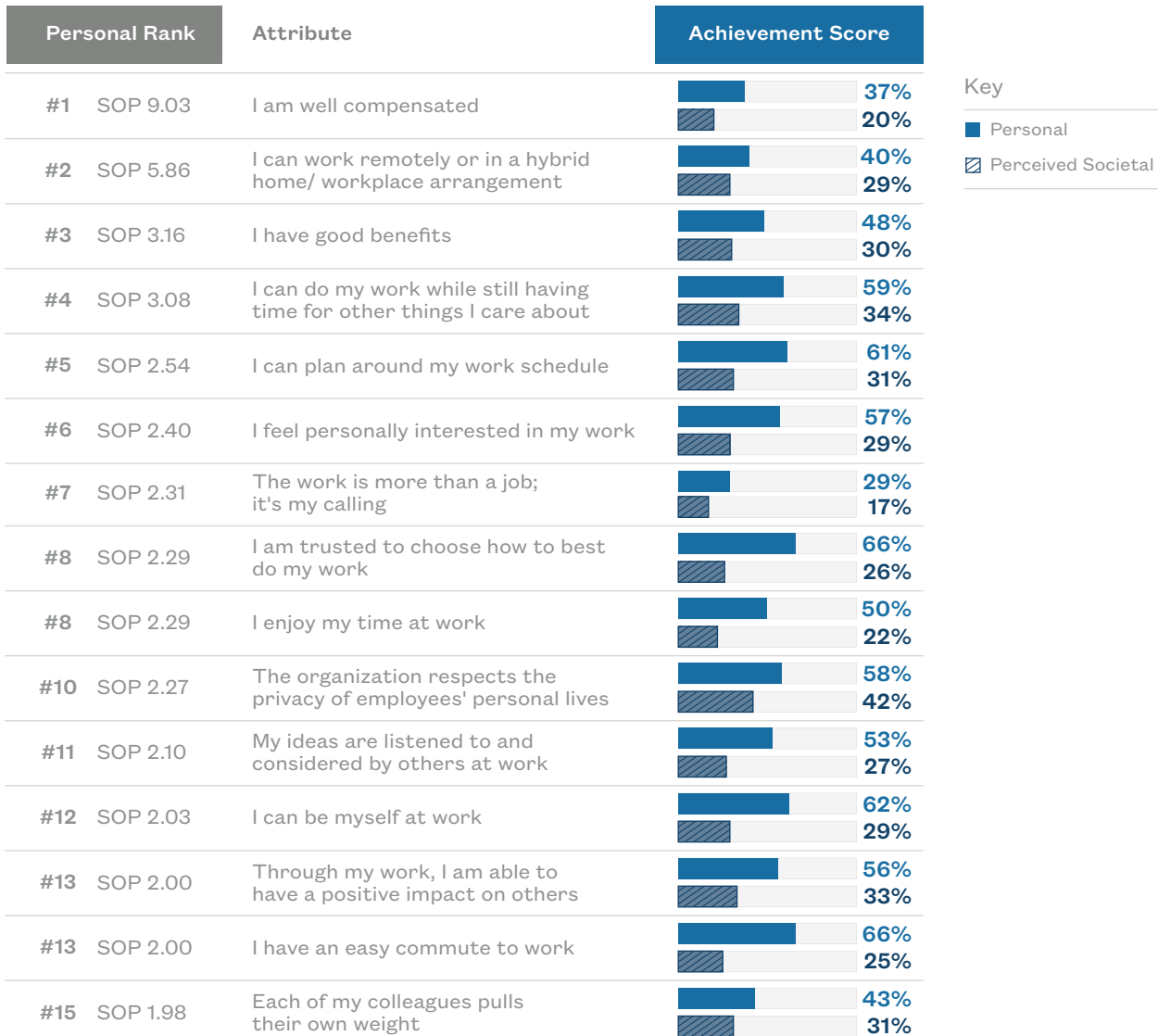
To that end, the survey included an additional element that complemented the main CBC instrument. Respondents were asked whether or not, in their opinion, each attribute generally described their job today, and whether or not they thought most others would say that same attribute described their jobs today. This produced an "Achievement Score" that reflects the percent of working adults whose jobs achieve on a given attribute.

Taken together, the *American Workforce Index* takes the temperature on how jobs today are currently delivering — or not delivering — on working Americans' wants, needs, and expectations from work.



**(7) Room to grow: much of what matters is not being achieved.**

Of the highest-ranking 15 attributes (out of 60 total attributes), a majority of working Americans report that nine of them currently describe their work today. However, this optimistic finding is tempered by two caveats. First, none of the top three priorities are currently being met for a majority of workers today. Second, the six attributes that are not being achieved by a majority of workers account for a greater share of preference (SOP: 24.63) than the nine attributes that are (SOP: 23.02).

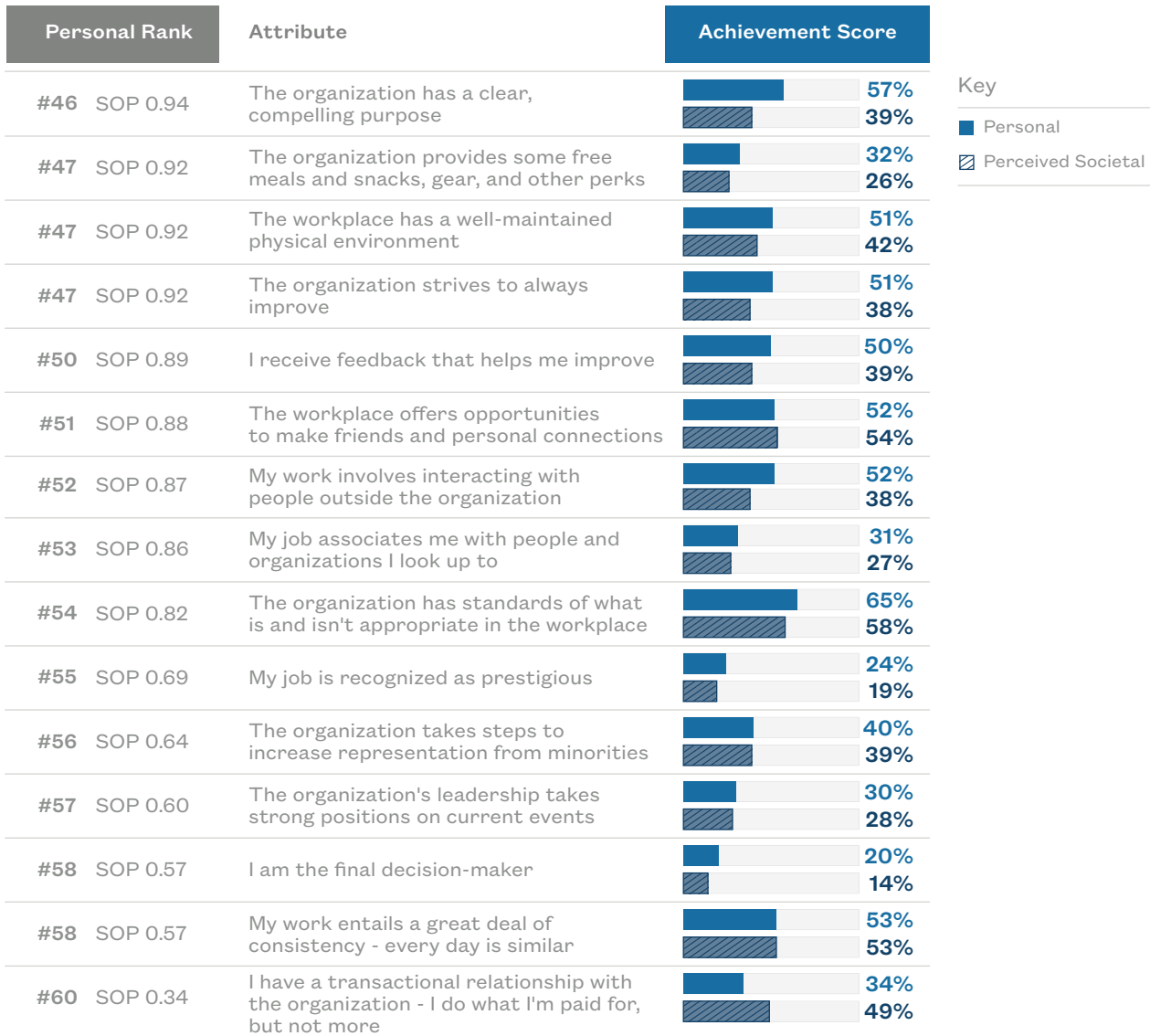


Interestingly, for each of the top-15 personal priorities, working Americans consistently underestimate the extent to which other people are currently achieving those priorities. When it comes to the state of work, as much room for improvement as there is, perception may be worse than reality.

*The bottom line:* Too many working Americans believe their jobs are not delivering on many of their most important work priorities, and they (incorrectly) believe that most other people are achieving less.

**(8) Current jobs are delivering in the wrong places.**

Of the bottom ranking 15 attributes, a majority of working Americans report that seven currently describe their work today. There is also a continuation of the systematic underestimation about the achievement levels of other people: For 12 of the bottom 15 priorities, more Americans say that attribute describes their current jobs than believe that same attribute describes the jobs of ‘most others.’

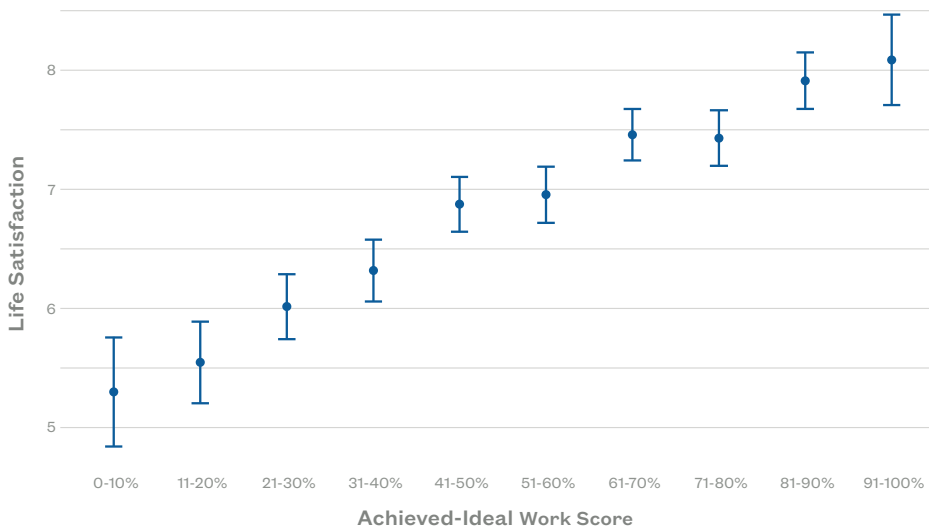


*The bottom line:* Too many working Americans see their current jobs delivering on the lowest ranking private job priorities (those that they would be willing to forego). Equally concerning remains the fact Americans believe a full twelve of these fifteen bottom preferences describe the employment situations of ‘most others.’

**(9) Personal priorities matter: there is a relationship between achieving private job priorities and overall life satisfaction.**

Given that the vast majority of people spend a significant amount of their adult lives at work, it stands to reason that the *quality* of the work experience (i.e., the extent to which it aligns with private priorities), would potentially contribute to their broader satisfaction with life.

To explore this work-life connection, an achieved-ideal work score was calculated for each respondent to measure the extent to which working Americans' current work is aligned with their personal job priorities. The achieved-ideal work score ranges from 0 to 100, where 0 represents a current job that does not achieve any of an individual's work priorities, and 100 means one's current work *entirely* fulfills their priorities.



**Mean Life Satisfaction by Achieved-Ideal Work Score:** Mean life satisfaction rating and 95% confidence intervals by binned deciles of Achieved-Ideal Work Score

The hypothesis that a higher achieved-ideal work score leads to a higher level of life satisfaction was evaluated using subjective well-being as the dependent variable in an ordered logistic regression model. Respondents rated their subjective well-being by placing themselves on a “ladder” scale ranging from zero to 10, where zero represents the worst possible life for them and 10 represents the best possible life.

Holding other relevant variables constant, there was a positive relationship where higher alignment between one's current and ideal work priorities was positively associated with a higher level of well-being.

Specifically, an increase of 33 points in achieved-ideal work score is associated with a 0.84 rise in current life evaluation (on a 10-point scale), an effect roughly equivalent to moving from an income bracket of \$35,000-\$49,999 to \$50,000-\$74,999.

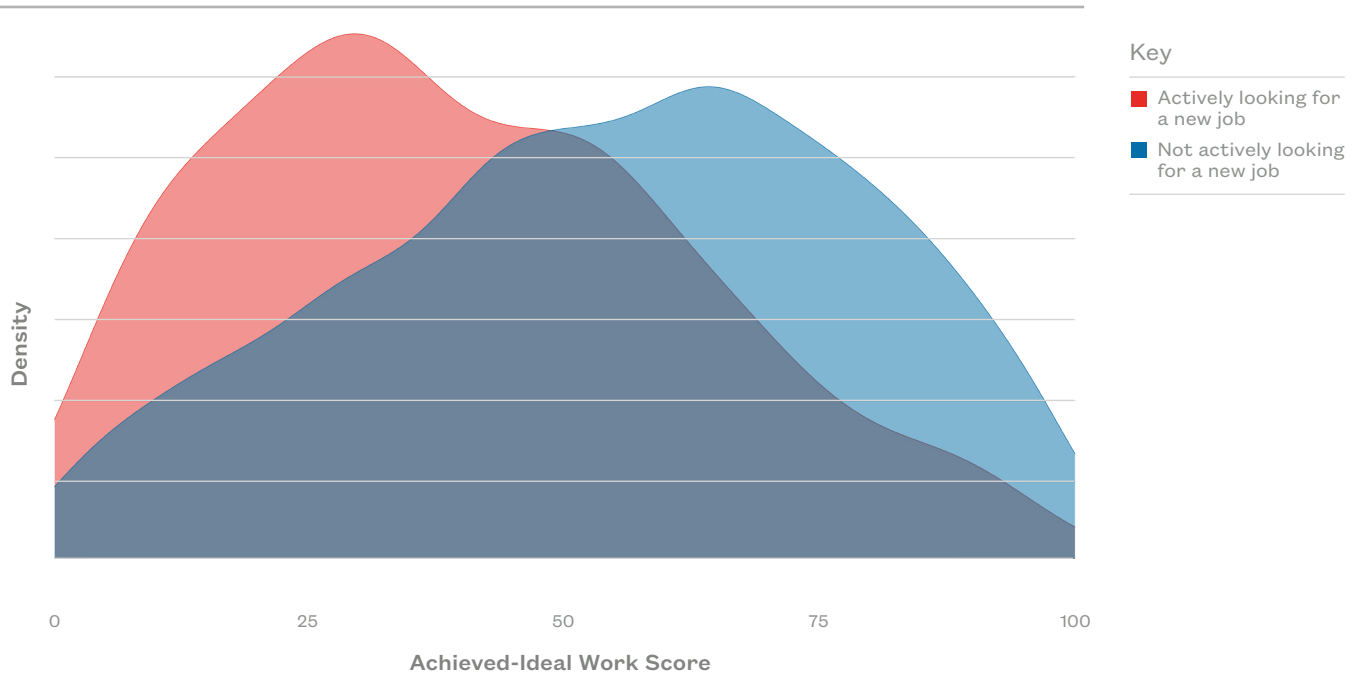
*The bottom line:* Among a workforce that is often expected to spend a significant amount of their waking hours on-the-clock, being in work environments that meet one's idealized job priorities may have benefits that extend beyond the workplace.

**(10) The Great Resignation: the potential role of job “fit” as a driver.**

In the past two years a surprising number of American workers have either changed jobs, or else are currently looking to do so. The results of this survey support this: roughly a quarter of all respondents reported that they are actively looking for a new job.

Experts have offered a variety of explanations for this so-called ‘Great Resignation’ — here we offer an additional driver for consideration: differences in achieved-ideal work. Specifically, respondents who reported that they were actively looking for a new job had significantly lower levels of personal achievement in their current jobs (41.73 out of 100) compared to those respondents who were not looking to change their jobs (52.86).

Given the genuine benefits of greater alignment between one’s job and one’s personal work priorities, to the extent that at least some of the motivation behind American workers changing jobs is linked to a growing recognition of a lack of personal fit, it would suggest that the Great Resignation may, in fact, be less about the opting out of work altogether, and more about the desire for individuals to find work that aligns with their personal job priorities.



**Distributions of Achieved-Ideal Work Scores by Job-Seeking Status:** Density plot depicting the probability density function of Achieved-Ideal Work Scores between Employed Americans *Looking for a job* and *Not looking for a job*

*The bottom line:* While many factors are likely contributing to the so-called Great Resignation, it is important to consider that, for at least some American workers, this change may be driven by the recognition that their own work priorities have changed and a desire to find a job that is closer aligned to these priorities.

# Methodology

## Integrity Statement

Powered by **YouGov**, this national private opinion survey was completed by a general population sample of 2,005 respondents.

The conjoints received a percent certainty score — calculated as a Root Likelihood (RLH) fit — of 82.9% (personal) and 84.1% (perceived societal). The scores achieved suggest exceptional model fit.

Dates in field: **October 5 - October 13, 2021**

For questions or comment, contact [research@populace.org](mailto:research@populace.org).

# Glossary of Terms

## **Choice-Based-Conjoint Instrument**

Rather than directly asking respondents what they want most from their next job, this survey used a choice-based-conjoint (CBC) instrument that forced respondents to make trade-offs in their priorities. This also reduces the ceiling effect where respondents can claim everything is important (or unimportant).

For each choice task, respondents were prompted with the following thought experiment:

*“Imagine that you have received offers for two different jobs and are trying to decide between them. The reason you left your current job (if you have one) isn’t important – only that you’re focusing on what your **next job** will be. On each page of this section, you will see two randomly generated job profiles with different characteristics. Each profile represents a job that you are deciding between.”*

They were then asked to select the profile which:

1. comes closer to what you **personally** want your next job to look like.
2. comes closer to what you believe **most people** would want their next job to look like.

The outcome of the CBC is the contribution of each level to setting the next job priorities according to an individual preference and that of perceived societal preference.

### Example Choice Task

*Levels randomly populate across multiple choice tasks per respondent.*

Job A	Job B
I can do my work while still having time for other things I care about	I am well compensated
Beyond compensation, I have good benefits	My workplace contributions are valued by others
I have respectful relationships with my colleagues at work	The workplace culture holds values that match my own
I belong to a union / collective bargaining organization that represents my interests	My workplace treats everyone – regardless of background – with the same base level of respect
The workplace has a well-maintained physical environment	Through my work, I am able to have a positive impact on others
The workplace provides some free meals and snacks, gear, and other perks	My work entails a great deal of consistency - every day is similar

### **Conjoint Attribute**

This conjoint instrument comprised 60 possible attribute levels representing various facets of a job — from personal considerations (attributes pertaining to the nature of one’s direct work), to relational considerations (attributes pertaining to engagement with others at work), to organizational considerations (attributes pertaining to the operational assumptions, values, and culture at work). Based on respondent selections, the results of the choice-based conjoint assign each attribute with a Share of Preference (SOP).

### **Private Opinion Research:**

One of the defining traits of Populace methodologies is to differentiate between ‘personal opinion’ — the attitudes, preferences, and beliefs of individual respondents — and ‘perceived societal opinion’ — that is, what individual respondents think best reflects the attitudes, preferences, and beliefs of the majority.

Collecting both personal and perceived societal opinion opens an entirely new evaluative lens, which contributes to a body of work called ‘private opinion research.’

Consider that because of social pressure and our built-in desires to be aligned with our in-groups, individuals who perceive themselves to be in the minority are less likely to make their views public. In contrast, individuals who perceive themselves to be in the majority are more likely to be public with their views and to expect that their views are acted on collectively. The problem is that for a myriad of reasons (e.g., looking-glass self, third-person effect, hostile media effect) individuals are terrible reliable estimators of what the majority opinion really is on any given topic.

### **Share of preference (SOP):**

The SOP reflects an attribute’s relative prioritization. The SOP of each attribute is reflected as a percentage out of 100. (Together, all the attribute’s SOPs sum to 100). The higher the SOP, the greater the priority of that attribute in characterizing what respondents want — or think most people want — from their next job

### **Personal SOP / Personal ranking:**

Personal SOP signals an attribute’s consideration share out of 100% when respondents assess what they personally want most from their next job. Personal ranking designates an attribute’s comparative priority when evaluating what respondents personally want from their next job.

### **Perceived Societal SOP:**

Perceived societal SOP signals an attribute’s consideration share out of 100% when respondents assess what they believe most people want most from their next job. Perceived societal ranking designates an attribute’s comparative priority when respondents evaluate what they believe most others would want from their next job.

# Appendix C

## Full Conjoint Results by General Population

(Table 1/3)	Personal Rank	Personal SOP	Perceived Societal Rank	Perceived Societal SOP
I am well compensated	1	9.03	1	8.38
I can work remotely or in a hybrid home/workplace arrangement	2	5.86	4	2.87
I have good benefits	3	3.16	2	4.03
I can do my work while still having time for other things I care about	4	3.08	3	2.98
I can plan around my work schedule	5	2.54	32	1.34
I feel personally interested in my work	6	2.40	20	1.60
The work is more than a job; it's my calling	7	2.31	15	1.79
I enjoy my time at work	8	2.29	8	2.33
I am trusted to choose how to best do my work	8	2.29	29	1.38
The organization respects the privacy of employees' personal lives	10	2.27	39	1.20
My ideas are listened to and considered by others at work	11	2.10	37	1.23
I can be myself at work	12	2.03	24	1.50
I have an easy commute to work	13	2.00	17	1.72
Through my work, I am able to have a positive impact on others	13	2.00	38	1.21
Each of my colleagues pulls their own weight	15	1.98	23	1.54
The organization accommodates my scheduling needs during the workday	16	1.95	9	2.30
My workplace treats everyone - regardless of background - with the same base level of respect	17	1.89	13	2.08
No one receives preferential treatment at work based on factors other than performance	18	1.88	29	1.38
I have the tools and training I need to do my job well	18	1.88	52	1.04
I feel my job is secure	20	1.80	11	2.27



(Table 2/3)	Personal Rank	Personal SOP	Perceived Societal Rank	Perceived Societal SOP
The organization listens to - and learns from - its employees	21	1.75	44	1.14
There are opportunities for advancing within the organization over time	22	1.74	6	2.54
The organization's values match my own	23	1.70	31	1.35
I have opportunities to pursue new credentials like degrees, certifications, and awards at work	24	1.66	7	2.53
My work is valued	24	1.66	26	1.43
My work is largely independent of interacting with colleagues	26	1.62	60	0.78
The organization's leaders communicate transparently about challenges, opportunities and initiatives	27	1.58	12	2.10
I am able to develop a high degree of expertise at work	28	1.49	48	1.11
Everyone is held accountable for their workplace results	29	1.48	39	1.20
I work with people who have different backgrounds, experiences, and perspectives	30	1.47	35	1.25
I collaborate with colleagues to achieve things together that we couldn't on our own	31	1.42	19	1.67
My work entails a great deal of variety - every day is different	32	1.40	25	1.48
The organization supports employee wellness	33	1.38	50	1.10
I can count on the people I work with to keep commitments	34	1.37	54	1.03
I have respectful relationships with my colleagues at work	35	1.33	27	1.41
I have a clear understanding of what is needed to do my job well	36	1.32	27	1.41
I belong to a union / collective bargaining organization that represents my interests	37	1.20	21	1.57
My workplace is inclusive - every individual feels welcome	38	1.14	16	1.74
I can take the lead to make things happen at work	39	1.13	39	1.20

(Table 3/3)	Personal Rank	Personal SOP	Perceived Societal Rank	Perceived Societal SOP
I have confidence in the leaders of the organization	40	1.12	38	1.17
The organization encourages looking for new ways of doing things	41	0.99	45	1.12
The organization has a prominent reputation	42	0.98	34	1.26
I have a prominent position at work	43	0.97	13	2.08
My work develops my future potential	43	0.97	33	1.30
I have people at work who I look to and trust for career advice	45	0.96	21	1.57
The organization has a clear, compelling purpose	46	0.94	58	0.87
The organization provides some free meals and snacks, gear, and other perks	47	0.92	10	2.29
The workplace has a well-maintained physical environment	47	0.92	48	1.11
The organization strives to always improve	47	0.92	58	0.87
I receive feedback that helps me improve	50	0.89	51	1.08
The workplace offers opportunities to make friends and personal connections	51	0.88	18	1.69
My work involves interacting with people outside the organization	52	0.87	43	1.15
My job associates me with people and organizations I look up to	53	0.86	45	1.12
The organization has standards of what is and isn't appropriate in the workplace	54	0.82	55	1.02
My job is recognized as prestigious	55	0.69	5	2.73
The organization takes steps to increase representation from minorities	56	0.64	36	1.24
The organization's leadership takes strong positions on current events	57	0.60	57	0.94
I am the final decision-maker	58	0.57	45	1.12
My work entails a great deal of consistency - every day is similar	58	0.57	52	1.04
I have a transactional relationship with the organization - I do what I'm paid for, but not more	60	0.34	42	1.17

# Appendix D1 - Personal

## Personal Preference Across Age, Gender, and Race

Personal Conjoint Results (Table 1/4)	AGE					GENDER		RACE																		
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other													
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP												
I am well compensated	1	9.03	1	8.45	1	9.49	1	9.05	1	8.64	1	9.41	1	8.49	1	8.98	1	9.39								
I can work remotely or in a hybrid home/workplace arrangement	2	5.86	2	6.43	2	6.21	2	5.95	2	5.04	2	3.98	2	6.04	2	5.41	2	5.86	2	5.89						
I have good benefits	3	3.16	3	3.08	3	3.44	3	3.00	3	3.10	3	2.55	3	3.11	3	3.25	3	3.61	3	3.05	3	3.29				
I can do my work while still having time for other things I care about	4	3.08	4	3.03	4	2.97	3	3.29	4	3.06	3	3.15	3	3.11	4	3.10	4	2.51	4	3.03	3	3.21	4	2.72		
I can plan around my work schedule	5	2.54	5	2.44	5	2.60	5	2.54	5	2.58	8	2.37	8	2.51	5	2.58	5	2.21	6	2.21	5	2.61	7	2.28		
I feel personally interested in my work	6	2.40	9	2.17	6	2.48	6	2.44	8	2.44	11	2.21	11	2.52	9	2.26	10	2.15	16	2.00	8	2.28	6	2.50	10	2.17
The work is more than a job; it's my calling	7	2.31	6	2.39	7	2.34	10	2.16	9	2.40	13	2.11	13	2.37	10	2.20	6	2.45	11	2.18	15	1.96	7	2.36	8	2.25
I enjoy my time at work	8	2.29	8	2.32	8	2.29	8	2.34	10	2.20	12	2.19	12	2.31	8	2.27	9	2.18	11	2.18	11	2.13	8	2.35	12	2.01
I am trusted to choose how to best do my work	8	2.29	12	2.12	9	2.28	9	2.27	6	2.49	10	2.31	10	2.23	6	2.34	12	1.99	14	2.06	13	2.06	9	2.33	5	2.63
The organization respects the privacy of employees' personal lives	10	2.27	10	2.14	11	2.07	7	2.37	7	2.48	4	2.76	4	2.25	7	2.30	3	3.25	8	2.19	18	1.75	9	2.33	14	1.97
My ideas are listened to and considered by others at work	11	2.10	7	2.34	12	2.03	12	2.11	18	1.93	8	2.37	8	2.04	11	2.19	16	1.85	8	2.19	4	2.84	11	2.05	20	1.73
I can be myself at work	12	2.03	15	1.98	14	1.94	14	2.02	13	2.09	5	2.70	5	2.02	12	2.07	23	1.55	19	1.78	7	2.40	11	2.05	14	1.97
Through my work, I am able to have a positive impact on others	13	2.00	13	2.03	13	1.96	18	1.88	11	2.18	14	2.10	14	1.99	14	2.01	8	2.24	7	2.20	17	1.76	14	1.97	9	2.21
I have an easy commute to work	13	2.00	17	1.87	15	1.89	11	2.12	12	2.14	18	1.92	17	1.91	12	2.09	24	1.54	18	1.82	9	2.27	13	2.02	18	1.86
Each of my colleagues pulls their own weight	15	1.98	14	2.00	10	2.10	15	1.95	22	1.80	16	1.97	13	2.01	15	1.97	14	1.92	8	2.19	10	2.25	15	1.96	27	1.56

Personal Conjoint Results (Table 2/4)	AGE						GENDER		RACE					
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Black	Hispanic	White	Other		
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP		
The organization accommodates my scheduling needs during the workday	16	1.95	11	2.13	21	1.74	12	2.11	16	1.97	16	1.92	6	2.45
My workplace treats everyone - regardless of background - with the same base level of respect	17	1.89	18	1.79	18	1.80	16	1.92	14	2.04	15	2.08	18	1.86
No one receives preferential treatment at work based on factors other than performance	18	1.88	16	1.93	19	1.79	19	1.80	17	1.94	17	1.94	7	2.52
I have the tools and training I need to do my job well	18	1.88	19	1.72	16	1.86	17	1.91	14	2.04	17	1.95	16	1.94
I feel my job is secure	20	1.80	22	1.68	17	1.81	20	1.78	19	1.92	19	1.81	21	1.76
The organization listens to - and learns from - its employees	21	1.75	21	1.69	20	1.75	23	1.69	20	1.91	23	1.69	19	1.81
There are opportunities for advancing within the organization over time	22	1.74	22	1.68	23	1.68	22	1.77	20	1.91	21	1.79	23	1.67
The organization's values match my own	23	1.70	20	1.71	24	1.66	20	1.78	25	1.65	25	1.65	21	1.76
My work is valued	24	1.66	25	1.60	26	1.64	25	1.65	23	1.77	22	1.72	28	1.58
I have opportunities to pursue new credentials like degrees, certifications, and awards at work	24	1.66	24	1.67	22	1.73	26	1.62	27	1.59	23	1.69	25	1.64
My work is largely independent of interacting with colleagues	26	1.62	26	1.53	27	1.52	24	1.66	24	1.76	26	1.60	26	1.63
The organization's leaders communicate transparently about challenges, opportunities and initiatives	27	1.58	34	1.38	25	1.65	27	1.57	26	1.62	27	1.54	24	1.65
I am able to develop a high degree of expertise at work	28	1.49	28	1.52	29	1.48	28	1.52	33	1.37	29	1.48	29	1.50
Everyone is held accountable for their workplace results	29	1.48	28	1.52	28	1.49	32	1.39	27	1.59	28	1.53	31	1.41
I work with people who have different backgrounds, experiences, and perspectives	30	1.47	26	1.53	32	1.40	28	1.52	33	1.37	32	1.38	27	1.59

Personal Conjoint Results (Table 3/4)	AGE						GENDER		RACE				
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other
	#	#	#	#	#	#	#	#	#	#	#	#	#
I collaborate with colleagues to achieve things together that we couldn't on our own	31	32	34	30	29	35	30	35	31	37	32	29	33
My work entails a great deal of variety - every day is different	32	37	30	33	30	34	31	32	28	36	30	30	33
The organization supports employee wellness	33	30	31	35	36	32	33	30	35	33	27	33	32
I can count on the people I work with to keep commitments	34	35	33	31	31	33	33	32	34	30	31	34	36
I have respectful relationships with my colleagues at work	35	33	37	37	32	20	36	32	40	35	33	36	25
I have a clear understanding of what is needed to do my job well	36	36	35	34	35	30	35	36	37	39	35	35	28
I belong to a union / collective bargaining organization that represents my interests	37	31	36	35	49	52	38	37	43	30	54	37	13
My workplace is inclusive - every individual feels welcome	38	38	40	39	37	40	38	39	38	40	37	39	38
I can take the lead to make things happen at work	39	39	38	40	38	37	37	40	29	42	38	38	40
I have confidence in the leaders of the organization	40	40	38	38	39	39	40	38	32	33	46	40	37
The organization encourages looking for new ways of doing things	41	49	41	41	44	53	46	41	47	43	47	41	44
The organization has a prominent reputation	42	43	42	42	45	43	45	42	48	45	43	42	43
My work develops my future potential	43	42	43	46	45	41	42	44	42	38	47	44	50
I have a prominent position at work	43	46	44	48	40	38	41	46	53	48	40	42	40
I have people at work who I look to and trust for career advice	45	43	47	42	40	42	43	45	48	46	42	45	42

Personal Conjoint Results (Table 4/4)	AGE					GENDER		RACE						
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other	
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP
The organization has a clear, compelling purpose	46	0.94	48	0.97	47	0.89	43	0.97	46	0.91	44	0.94	45	0.94
The workplace has a well-maintained physical environment	47	0.92	41	1.04	47	0.89	48	0.93	46	0.91	41	0.99	49	0.89
The organization strives to always improve	47	0.92	51	0.88	46	0.90	47	0.94	50	0.89	45	0.93	47	0.91
The organization provides some free meals and snacks, gear, and other perks	47	0.92	45	1.01	45	0.94	50	0.87	43	0.98	38	1.09	48	0.90
I receive feedback that helps me improve	50	0.89	47	0.98	50	0.87	50	0.88	49	0.90	47	0.89	49	0.89
The workplace offers opportunities to make friends and personal connections	51	0.88	52	0.87	54	0.81	49	0.90	51	0.86	50	0.82	49	0.89
My work involves interacting with people outside the organization	52	0.87	50	0.94	52	0.85	50	0.88	53	0.85	50	0.82	53	0.85
My job associates me with people and organizations I look up to	53	0.86	53	0.84	51	0.86	53	0.85	51	0.86	52	0.80	52	0.86
The organization has standards of what is and isn't appropriate in the workplace	54	0.82	53	0.84	53	0.83	54	0.84	54	0.82	53	0.77	54	0.81
My job is recognized as prestigious	55	0.69	58	0.63	55	0.66	55	0.72	56	0.65	55	0.67	55	0.68
The organization takes steps to increase representation from minorities	56	0.64	55	0.69	56	0.65	57	0.60	55	0.70	59	0.46	56	0.65
The organization's leadership takes strong positions on current events	57	0.60	56	0.68	58	0.60	58	0.56	57	0.64	56	0.57	58	0.56
My work entails a great deal of consistency - every day is similar	58	0.57	57	0.65	59	0.57	59	0.55	58	0.60	58	0.56	59	0.55
I am the final decision-maker	58	0.57	59	0.54	57	0.62	56	0.62	59	0.50	56	0.57	57	0.57
I have a transactional relationship with the organization - I do what I'm paid for, but not more	60	0.34	60	0.41	60	0.33	60	0.35	60	0.32	60	0.32	60	0.33

# Appendix D2 - Societal

## Perceived Societal Preference Across Age, Gender, and Race

Perceived Societal Conjoint Results (Table 1/4)	AGE					GENDER		RACE																
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other											
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP										
I am well compensated	1	8.73	1	9.06	1	7.90	1	7.82	1	6.88	1	8.66	1	8.06	1	8.41	1	8.43	1	6.96	1	8.45	1	9.35
I have good benefits	2	4.03	2	3.66	2	4.15	2	4.19	2	3.92	2	4.03	2	4.00	2	3.89	2	3.88	2	3.88	2	4.09	2	3.40
I can do my work while still having time for other things I care about	3	2.98	3	2.80	3	2.81	3	3.06	3	3.24	3	2.92	3	3.07	3	2.77	3	3.02	3	3.02	3	3.02	3	3.03
I can work remotely or in a hybrid home/workplace arrangement	4	2.87	4	2.78	3	2.97	5	2.90	4	2.77	7	2.69	5	2.73	4	3.04	3	3.17	3	3.17	3	2.87	4	2.64
My job is recognized as prestigious	5	2.73	7	2.46	6	2.60	3	3.08	5	2.74	5	2.74	4	2.77	5	2.67	4	2.68	4	2.68	5	2.79	5	2.08
There are opportunities for advancing within the organization over time	6	2.54	9	2.33	5	2.64	6	2.55	6	2.20	13	2.20	7	2.53	6	2.54	8	2.41	8	2.72	7	2.54	7	2.42
I have opportunities to pursue new credentials like degrees, certifications, and awards at work	7	2.53	5	2.67	7	2.51	7	2.46	8	2.81	4	2.81	6	2.57	7	2.50	6	2.62	6	2.62	9	2.55	6	2.36
I enjoy my time at work	8	2.33	8	2.45	9	2.32	8	2.35	10	2.28	15	1.96	8	2.41	10	2.25	9	2.32	7	2.75	8	2.31	8	2.07
The organization accommodates my scheduling needs during the workday	9	2.30	10	2.21	11	2.23	10	2.26	7	2.53	8	2.47	10	2.23	8	2.39	11	2.21	12	2.04	8	2.31	4	2.90
The organization provides some free meals and snacks, gear, and other perks	10	2.29	10	2.21	8	2.34	11	2.23	11	2.25	5	2.74	11	2.21	8	2.39	6	2.68	13	2.02	10	2.25	11	2.21
I feel my job is secure	11	2.27	12	2.20	10	2.30	12	2.14	8	2.48	12	2.21	9	2.32	11	2.20	10	2.28	10	2.50	11	2.24	10	2.31
The organization's leaders communicate transparently about challenges, opportunities and initiatives	12	2.10	6	2.47	14	2.00	9	2.29	16	1.80	19	1.73	12	2.06	12	2.16	12	2.18	6	2.76	6	2.01	14	2.46
My workplace treats everyone - regardless of background - with the same base level of respect	13	2.08	13	2.06	13	2.04	14	1.96	13	2.21	9	2.44	14	2.05	13	2.13	13	2.15	18	1.86	12	2.08	8	2.37
I have a prominent position at work	13	2.08	17	1.73	12	2.16	13	2.05	12	2.24	10	2.35	12	2.06	14	2.11	14	1.96	11	2.40	12	2.08	16	1.87
The work is more than a job; it's my calling	15	1.79	16	1.81	17	1.70	16	1.84	15	1.84	16	1.85	16	1.78	15	1.81	21	1.53	15	1.96	15	1.80	14	1.90

Perceived Societal Conjoint Results (Table 2/4)	AGE					GENDER		RACE																		
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other													
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP												
My workplace is inclusive - every individual feels welcome	16	1.74	14	1.90	19	1.63	15	1.80	17	1.67	21	1.63	20	1.54	17	1.87	16	1.77	19	1.68						
I have an easy commute to work	17	1.72	18	1.66	15	1.83	18	1.77	22	1.55	20	1.66	18	1.57	24	1.47	16	1.77	15	1.88						
The workplace offers opportunities to make friends and personal connections	18	1.69	27	1.45	22	1.57	17	1.78	14	1.88	11	2.27	17	1.70	17	1.67	23	1.53	19	1.81	19	1.70	17	1.82		
I collaborate with colleagues to achieve things together that we couldn't on our own	19	1.67	19	1.63	18	1.69	19	1.72	20	1.60	18	1.80	18	1.68	19	1.66	16	1.78	24	1.47	23	1.57	18	1.74	32	1.35
I feel personally interested in my work	20	1.60	25	1.47	16	1.71	27	1.43	17	1.67	14	2.06	21	1.62	21	1.59	9	2.16	17	1.58	26	1.40	21	1.62	22	1.58
I have people at work who I look to and trust for career advice	21	1.57	20	1.61	20	1.59	22	1.50	22	1.55	17	1.82	20	1.64	24	1.49	25	1.49	15	1.93	16	1.91	23	1.51	36	1.28
I belong to a union / collective bargaining organization that represents my interests	21	1.57	22	1.58	20	1.59	20	1.55	19	1.61	30	1.35	22	1.51	20	1.64	53	0.94	24	1.47	39	1.23	20	1.63	18	1.71
Each of my colleagues pulls their own weight	23	1.54	23	1.56	22	1.57	24	1.49	22	1.55	25	1.47	23	1.49	21	1.59	18	1.74	26	1.42	33	1.33	22	1.57	20	1.66
I can be myself at work	24	1.50	15	1.83	30	1.34	21	1.51	28	1.44	26	1.45	27	1.43	21	1.59	25	1.49	16	1.60	14	2.00	25	1.43	30	1.39
My work entails a great deal of variety - every day is different	25	1.48	21	1.60	25	1.41	25	1.45	25	1.54	32	1.31	25	1.48	25	1.47	27	1.47	30	1.39	33	1.33	23	1.51	26	1.43
My work is valued	26	1.43	24	1.55	26	1.39	30	1.37	27	1.45	23	1.53	26	1.44	27	1.43	40	1.14	30	1.39	21	1.60	25	1.43	26	1.43
I have respectful relationships with my colleagues at work	27	1.41	29	1.38	33	1.29	22	1.50	21	1.59	33	1.28	28	1.40	26	1.44	30	1.42	18	1.57	22	1.59	29	1.36	24	1.51
I have a clear understanding of what is needed to do my job well	27	1.41	26	1.46	24	1.42	35	1.29	26	1.50	29	1.42	23	1.49	32	1.32	33	1.41	34	1.33	20	1.62	27	1.41	37	1.26
No one receives preferential treatment at work based on factors other than performance	29	1.38	28	1.41	30	1.34	26	1.44	30	1.40	45	1.15	29	1.39	29	1.36	20	1.68	23	1.52	26	1.40	31	1.34	28	1.41
I am trusted to choose how to best do my work	29	1.38	30	1.36	27	1.38	29	1.40	31	1.38	24	1.50	30	1.37	28	1.40	13	1.95	29	1.41	41	1.22	28	1.39	34	1.31



Perceived Societal Conjoint Results (Table 3/4)	AGE						GENDER		RACE				
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other
	#	#	#	#	#	#	#	#	#	#	#	#	#
The organization's values match my own	31	31	28	34	29	39	30	31	37	33	31	29	41
I can plan around my work schedule	32	34	30	30	32	30	33	30	24	36	33	32	30
My work develops my future potential	33	36	34	33	34	27	32	34	27	35	43	33	39
The organization has a prominent reputation	34	39	43	32	32	21	34	35	41	43	37	35	23
I work with people who have different backgrounds, experiences, and perspectives	35	42	39	28	43	27	37	33	38	44	28	35	40
The organization takes steps to increase representation from minorities	36	32	28	39	52	50	37	37	51	47	58	34	21
My ideas are listened to and considered by others at work	37	37	36	44	36	35	35	39	35	45	28	37	52
Through my work, I am able to have a positive impact on others	38	45	34	41	35	55	37	39	39	39	25	40	42
The organization respects the privacy of employees' personal lives	39	35	43	43	40	35	36	44	30	53	42	38	43
I can take the lead to make things happen at work	39	47	38	36	38	43	42	35	29	40	36	42	32
Everyone is held accountable for their workplace results	39	45	37	39	37	47	37	41	46	36	39	39	47
I have a transactional relationship with the organization - I do what I'm paid for, but not more	42	49	39	38	39	53	45	38	50	36	28	43	51
My work involves interacting with people outside the organization	43	43	42	44	47	35	44	43	47	51	44	40	35
The organization listens to - and learns from - its employees	44	44	39	46	44	55	43	47	44	49	31	44	43
The organization encourages looking for new ways of doing things	45	48	45	47	42	52	45	46	34	26	50	48	55

Perceived Societal Conjoint Results (Table 4/4)	AGE					GENDER		RACE																		
	Overall	18-29	30-44	45-54	55-64	65+	Male	Female	Asian	Black	Hispanic	White	Other													
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP												
My job associates me with people and organizations I look up to	45	1.12	41	1.20	46	1.10	46	1.17	48	1.08	57	0.89	50	1.08	41	1.18	47	1.05	30	1.39	44	1.07	48	1.09	46	1.13
I am the final decision-maker	45	1.12	32	1.34	46	1.10	54	1.00	46	1.10	41	1.23	41	1.18	51	1.07	30	1.42	26	1.42	52	0.96	46	1.10	53	0.96
The workplace has a well-maintained physical environment	48	1.11	37	1.26	51	1.03	47	1.12	49	1.06	44	1.17	45	1.12	49	1.10	36	1.22	47	1.08	48	1.01	46	1.10	28	1.41
I am able to develop a high degree of expertise at work	48	1.11	54	1.03	55	1.00	36	1.24	41	1.19	46	1.13	50	1.08	44	1.15	42	1.11	40	1.29	37	1.24	50	1.08	57	0.91
The organization supports employee wellness	50	1.10	52	1.07	48	1.08	49	1.10	45	1.11	40	1.24	49	1.09	47	1.11	55	0.91	54	1.01	50	0.97	45	1.12	38	1.23
I receive feedback that helps me improve	51	1.08	40	1.21	49	1.07	52	1.04	56	0.96	33	1.28	48	1.10	54	1.03	45	1.09	56	0.99	56	0.91	50	1.08	25	1.47
My work entails a great deal of consistency - every day is similar	52	1.04	49	1.08	50	1.04	55	0.98	51	1.04	49	1.06	52	1.07	56	1.00	58	0.86	46	1.12	52	0.96	52	1.05	56	0.94
I have the tools and training I need to do my job well	52	1.04	55	1.01	51	1.03	53	1.02	49	1.06	38	1.26	53	1.03	52	1.06	60	0.79	42	1.27	47	1.06	56	1.01	53	0.96
I can count on the people I work with to keep commitments	54	1.03	53	1.06	54	1.01	50	1.06	55	0.98	48	1.07	54	1.02	53	1.05	57	0.87	54	1.01	48	1.01	53	1.03	43	1.16
The organization has standards of what is and isn't appropriate in the workplace	55	1.02	57	0.94	53	1.02	50	1.06	53	1.01	41	1.23	56	0.97	50	1.08	54	0.93	50	1.05	57	0.90	53	1.03	49	1.03
I have confidence in the leaders of the organization	56	1.01	49	1.08	55	1.00	56	0.96	53	1.01	51	1.03	55	1.01	55	1.01	42	1.11	51	1.04	59	0.83	55	1.02	49	1.03
The organization's leadership takes strong positions on current events	57	0.94	55	1.01	57	0.92	56	0.96	57	0.88	54	0.96	57	0.93	57	0.95	49	1.04	57	0.97	44	1.07	57	0.91	48	1.05
The organization strives to always improve	58	0.87	60	0.85	59	0.89	58	0.89	58	0.86	59	0.84	58	0.90	59	0.85	55	0.91	59	0.88	54	0.93	59	0.87	59	0.82
The organization has a clear, compelling purpose	58	0.87	58	0.91	58	0.91	59	0.88	59	0.80	60	0.75	59	0.88	58	0.86	59	0.81	58	0.93	60	0.78	58	0.88	58	0.85
My work is largely independent of interacting with colleagues	60	0.78	59	0.89	60	0.77	60	0.78	60	0.68	58	0.85	60	0.79	60	0.78	60	0.95	60	0.79	54	0.93	60	0.77	60	0.63

# Appendix E1 - Personal

## Personal Preference Across Income, Education, Blue/White Collar, 2020 Vote

Personal Conjoint Results (Table 1/4)	INCOME				EDUCATION				WORK		2020 VOTE																	
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other														
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP												
I am well compensated	1	9.03	1	8.63	1	9.05	1	9.45	1	9.94	1	8.56	1	8.72	1	9.60	1	9.66	1	8.86	1	9.64	1	9.28	1	9.04	1	8.71
I can work remotely or in a hybrid home/workplace arrangement	2	5.86	2	5.52	2	6.46	2	5.52	2	5.70	2	5.33	2	5.54	2	6.76	2	5.99	2	5.64	2	6.11	2	6.47	2	5.94	2	5.05
I have good benefits	3	3.16	3	3.34	4	2.96	3	3.18	4	3.11	3	3.27	4	3.12	3	3.20	3	3.05	4	3.12	4	3.01	4	3.10	3	3.14	3	3.27
I can do my work while still having time for other things I care about	4	3.08	4	2.99	3	3.26	4	2.79	3	3.33	4	2.97	3	3.17	4	3.07	3	3.05	3	3.13	3	3.18	3	3.16	4	2.92	4	3.13
I can plan around my work schedule	5	2.54	5	2.54	5	2.60	8	2.43	5	2.54	5	2.57	5	2.53	5	2.53	5	2.57	5	2.50	5	2.58	5	2.48	5	2.72	5	2.47
I feel personally interested in my work	6	2.40	6	2.35	6	2.40	5	2.44	6	2.51	6	2.39	8	2.33	6	2.42	5	2.57	6	2.43	6	2.37	8	2.22	6	2.63	6	2.41
The work is more than a job; it's my calling	7	2.31	7	2.33	10	2.20	5	2.44	8	2.37	8	2.29	10	2.30	9	2.25	7	2.46	7	2.39	9	2.27	11	2.17	7	2.45	8	2.36
I am trusted to choose how to best do my work	8	2.29	10	2.22	7	2.38	9	2.19	7	2.40	16	2.02	6	2.42	8	2.29	9	2.33	8	2.38	7	2.34	6	2.35	9	2.29	10	2.21
I enjoy my time at work	8	2.29	11	2.18	8	2.34	5	2.44	9	2.35	10	2.15	9	2.31	7	2.33	8	2.37	10	2.27	8	2.30	7	2.27	8	2.43	11	2.19
The organization respects the privacy of employees' personal lives	10	2.27	8	2.31	9	2.31	10	2.18	10	2.08	9	2.28	7	2.35	10	2.17	2.17	2.17	9	2.35	9	2.27	10	2.20	11	2.21	7	2.40
My ideas are listened to and considered by others at work	11	2.10	9	2.23	13	2.05	13	2.05	18	1.84	13	2.04	11	2.29	14	1.93	13	1.95	15	1.96	13	2.04	8	2.22	14	1.96	13	2.07
I can be myself at work	12	2.03	13	2.03	12	2.06	16	1.94	12	2.05	7	2.33	12	2.05	16	1.85	17	1.82	11	2.09	15	1.93	17	1.83	12	2.09	9	2.22
I have an easy commute to work	13	2.00	12	2.05	11	2.07	23	1.69	13	1.99	16	2.02	14	2.03	15	1.90	12	2.03	13	2.00	12	2.08	13	2.02	16	1.95	16	2.00
Through my work, I am able to have a positive impact on others	13	2.00	17	1.98	14	1.98	12	2.07	11	2.07	18	1.90	15	2.01	12	2.03	11	2.08	20	1.87	11	2.09	12	2.14	19	1.90	19	1.92
Each of my colleagues pulls their own weight	15	1.98	13	2.03	15	1.89	11	2.14	16	1.87	10	2.15	17	1.93	11	2.04	21	1.75	12	2.08	17	1.84	19	1.81	10	2.23	17	1.98

Personal Conjoint Results (Table 2/4)	INCOME					EDUCATION				WORK			2020 VOTE		
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other	
	#	#	#	#	#	#	#	#	#	#	#	#	#	#	
The organization accommodates my scheduling needs during the workday	16	16	15	16	13	19	13	13	16	18	14	14	21	14	
My workplace treats everyone - regardless of background - with the same base level of respect	17	18	18	15	20	13	16	22	20	17	19	15	20	18	
No one receives preferential treatment at work based on factors other than performance	18	15	22	18	22	15	19	18	19	16	24	26	13	12	
I have the tools and training I need to do my job well	18	19	20	14	16	12	18	23	14	13	18	23	14	15	
I feel my job is secure	20	21	17	20	15	20	22	18	15	19	16	16	18	23	
The organization listens to - and learns from - its employees	21	20	23	24	24	26	20	16	23	21	19	19	22	21	
There are opportunities for advancing within the organization over time	22	23	20	19	19	21	20	20	24	22	21	27	17	20	
The organization's values match my own	23	24	23	22	21	26	24	20	18	25	22	18	25	24	
My work is valued	24	22	27	25	26	22	23	26	26	23	26	24	25	22	
I have opportunities to pursue new credentials like degrees, certifications, and awards at work	24	26	26	21	23	26	25	24	22	26	23	21	24	29	
My work is largely independent of interacting with colleagues	26	27	18	31	25	24	26	25	27	24	25	25	23	26	
The organization's leaders communicate transparently about challenges, opportunities & initiatives	27	27	25	29	27	23	29	29	25	27	26	21	30	30	
I am able to develop a high degree of expertise at work	28	30	29	26	30	30	29	28	29	31	28	29	29	28	
Everyone is held accountable for their workplace results	29	25	30	34	35	29	28	32	32	29	32	30	32	25	
I work with people who have different backgrounds, experiences, and perspectives	30	29	28	37	33	24	32	31	29	33	30	28	36	26	

Personal Conjoint Results (Table 3/4)	INCOME										EDUCATION				WORK			2020 VOTE		
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other						
	#	#	#	#	#	#	#	#	#	#	#	#	#	#						
I collaborate with colleagues to achieve things together that we couldn't on our own	31	34	31	30	29	35	30	29	32	28	31	31	28	34	31	28	34	31		
My work entails a great deal of variety - every day is different	32	35	31	28	28	31	31	33	28	35	29	33	27	35	29	27	35	33		
The organization supports employee wellness	33	31	35	32	35	33	35	27	34	31	33	31	34	31	33	34	32	31		
I can count on the people I work with to keep commitments	34	33	33	36	34	33	33	34	31	30	33	34	30	33	33	33	33	34		
I have respectful relationships with my colleagues at work	35	32	36	35	32	35	36	36	37	34	36	34	34	35	36	35	31	36		
I have a clear understanding of what is needed to do my job well	36	36	34	33	31	36	34	35	35	35	35	35	35	30	35	30	36	35		
I belong to a union / collective bargaining organization that represents my interests	37	37	40	27	43	34	40	36	38	37	37	37	37	36	37	40	37	36		
My workplace is inclusive - every individual feels welcome	38	40	37	39	39	39	37	38	40	39	38	39	39	36	38	39	41	36		
I can take the lead to make things happen at work	39	39	38	38	38	38	39	39	39	39	39	39	39	40	40	37	38	40		
I have confidence in the leaders of the organization	40	38	39	41	37	39	37	40	35	38	40	39	38	39	40	38	39	39		
The organization encourages looking for new ways of doing things	41	43	40	46	42	44	44	43	41	46	42	46	46	45	42	45	42	42		
The organization has a prominent reputation	42	41	42	43	46	46	42	42	41	44	43	44	44	42	43	42	44	42		
My work develops my future potential	43	44	46	40	45	41	41	50	43	41	47	45	41	47	47	47	40	45		
I have a prominent position at work	43	47	44	42	40	47	47	41	47	48	41	41	48	42	41	42	46	41		
I have people at work who I look to and trust for career advice	45	41	45	50	46	42	42	46	50	42	49	45	42	47	49	47	45	45		

Personal Conjoint Results (Table 4/4)	INCOME										EDUCATION				WORK			2020 VOTE								
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other												
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP						
The organization has a clear, compelling purpose	46	0.94	50	0.90	43	0.95	44	1.02	44	1.00	49	0.96	45	0.98	42	0.98	45	0.95	44	0.94	41	1.01	50	0.90		
The organization provides some free meals and snacks, gear, and other perks	47	0.92	44	0.98	48	0.89	48	0.93	53	0.77	50	0.94	44	0.95	44	0.96	53	0.84	52	0.86	50	0.91	53	0.82	43	1.03
The workplace has a well-maintained physical environment	47	0.92	46	0.97	46	0.92	53	0.83	49	0.88	39	1.08	51	0.83	49	0.92	48	0.94	47	0.93	47	0.92	49	0.91	47	0.93
The organization strives to always improve	47	0.92	47	0.95	52	0.85	46	0.94	41	1.04	46	0.98	46	0.90	50	0.91	45	0.98	46	0.94	47	0.92	49	0.91	49	0.92
I receive feedback that helps me improve	50	0.89	49	0.91	51	0.86	48	0.93	52	0.82	51	0.91	46	0.90	53	0.83	46	1.00	52	0.84	43	0.96	51	0.90	52	0.83
The workplace offers opportunities to make friends and personal connections	51	0.88	52	0.86	48	0.89	51	0.91	48	0.90	53	0.87	48	0.89	46	0.89	50	0.89	46	0.95	50	0.88	46	0.93	52	0.83
My work involves interacting with people outside the organization	52	0.87	53	0.84	53	0.84	45	0.99	51	0.84	46	0.98	52	0.80	51	0.85	52	0.85	51	0.90	53	0.83	44	0.96	54	0.82
My job associates me with people and organizations I look up to	53	0.86	51	0.87	50	0.87	54	0.80	50	0.85	54	0.84	49	0.88	52	0.84	48	0.94	52	0.84	51	0.87	52	0.83	51	0.86
The organization has standards of what is and isn't appropriate in the workplace	54	0.82	54	0.81	54	0.81	52	0.88	55	0.76	52	0.90	54	0.77	54	0.76	55	0.76	54	0.79	54	0.78	54	0.80	47	0.93
My job is recognized as prestigious	55	0.69	55	0.66	55	0.66	55	0.77	53	0.77	55	0.73	55	0.68	55	0.69	56	0.69	55	0.70	55	0.70	55	0.70	55	0.70
The organization takes steps to increase representation from minorities	56	0.64	55	0.66	56	0.64	58	0.56	56	0.72	56	0.68	56	0.61	54	0.77	54	0.77	56	0.60	56	0.66	56	0.52	56	0.67
The organization's leadership takes strong positions on current events	57	0.60	58	0.63	57	0.59	58	0.56	58	0.57	57	0.63	56	0.56	59	0.53	57	0.56	59	0.54	58	0.58	59	0.50	57	0.63
My work entails a great deal of consistency - every day is similar	58	0.57	57	0.64	59	0.51	57	0.57	59	0.49	58	0.62	58	0.55	59	0.49	59	0.49	58	0.55	59	0.55	58	0.55	57	0.61
I am the final decision-maker	58	0.57	59	0.54	58	0.55	56	0.61	57	0.70	59	0.61	57	0.56	57	0.56	57	0.56	57	0.59	57	0.60	56	0.61	59	0.60
I have a transactional relationship with the organization - I do what I'm paid for, but not more	60	0.34	60	0.36	60	0.34	60	0.33	60	0.30	60	0.42	60	0.32	60	0.29	60	0.29	60	0.37	60	0.30	60	0.36	60	0.39

# Appendix E2 - Societal

Perceived Societal Preference Across Income, Education, Blue/White Collar, 2020 Vote

Perceived Societal Conjoint Results (Table 1/4)	INCOME					EDUCATION			WORK		2020 VOTE			
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other
	#	#	#	#	#	#	#	#	#	#	#	#	#	#
I am well compensated	1 8.38	1 7.98	1 8.66	1 8.61	1 8.74	1 8.59	1 8.03	1 8.47	1 8.97	1 8.23	1 8.66	1 9.23	1 7.86	1 7.78
I have good benefits	2 4.03	2 4.08	2 3.84	2 3.89	2 4.70	2 3.86	2 3.99	2 4.22	2 4.04	2 3.87	2 4.34	2 4.14	2 4.15	2 3.79
I can do my work while still having time for other things I care about	3 2.98	3 3.00	3 2.94	3 3.05	3 2.97	4 2.86	3 2.87	3 3.26	4 2.99	5 2.68	3 3.07	3 3.06	3 3.11	4 2.78
I can work remotely or in a hybrid home/workplace arrangement	4 2.87	5 2.73	3 2.94	5 2.76	3 3.34	3 2.93	5 2.69	4 2.96	3 3.12	3 2.81	4 3.01	5 2.80	4 2.84	3 2.98
My job is recognized as prestigious	5 2.73	4 2.75	5 2.65	4 2.93	6 2.56	5 2.75	4 2.75	5 2.74	6 2.60	4 2.70	5 2.74	4 2.84	5 2.76	5 2.57
There are opportunities for advancing within the organization over time	6 2.54	7 2.55	6 2.46	8 2.37	4 3.03	6 2.74	7 2.43	7 2.47	5 2.67	6 2.62	6 2.52	6 2.52	7 2.62	6 2.49
I have opportunities to pursue new credentials like degrees, certifications, and awards at work	7 2.53	5 2.73	7 2.41	7 2.46	11 2.23	7 2.63	6 2.55	6 2.52	9 2.32	7 2.50	7 2.51	6 2.52	6 2.65	7 2.45
I enjoy my time at work	8 2.33	9 2.29	9 2.36	10 2.30	8 2.43	10 2.08	9 2.33	8 2.42	7 2.58	10 2.32	9 2.35	8 2.36	8 2.34	11 2.28
The organization accommodates my scheduling needs during the workday	9 2.30	8 2.40	12 2.12	6 2.53	12 2.17	9 2.21	8 2.35	10 2.32	10 2.27	9 2.38	11 2.20	11 2.24	9 2.32	8 2.36
The organization provides some free meals and snacks, gear, and other perks	10 2.29	10 2.25	8 2.40	13 2.15	10 2.26	8 2.23	10 2.31	11 2.31	10 2.27	11 2.16	8 2.38	10 2.28	10 2.28	10 2.30
I feel my job is secure	11 2.27	11 2.18	10 2.30	9 2.33	7 2.44	10 2.08	11 2.23	9 2.36	8 2.55	8 2.41	10 2.27	9 2.32	12 2.13	9 2.33
The organization's leaders communicate transparently about challenges, opportunities & initiatives	12 2.10	12 2.09	11 2.20	12 2.17	16 1.70	12 2.05	13 2.21	13 2.02	13 2.04	13 2.13	13 2.01	12 2.15	12 2.13	13 2.03
My workplace treats everyone - regardless of background - with the same base level of respect	13 2.08	12 2.09	13 2.08	11 2.24	16 1.70	13 2.02	12 2.22	14 2.01	14 1.86	14 2.06	14 2.00	14 1.98	14 2.04	12 2.22
I have a prominent position at work	13 2.08	14 2.03	14 2.06	14 2.04	9 2.41	14 1.93	14 2.11	12 2.13	12 2.14	12 2.15	12 2.08	12 2.15	11 2.14	14 1.94
The work is more than a job; it's my calling	15 1.79	15 1.82	15 1.75	16 1.75	14 1.81	15 1.88	15 1.74	15 1.82	16 1.72	17 1.82	15 1.72	15 1.78	17 1.77	16 1.82



Perceived Societal Conjoint Results (Table 2/4)	INCOME						EDUCATION				WORK			2020 VOTE				
	Overall	0-50K	50-100K	100-150K	150K+		High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other			
	#	#	#	#	#	SOP	#	#	#	#	#	#	#	#	#			
My workplace is inclusive - every individual feels welcome	16	17	16	19	16	1.74	1.78	1.72	1.69	1.70	1.84	1.73	1.69	1.75	1.69	1.68	1.81	1.74
I have an easy commute to work	17	15	19	21	13	1.72	1.82	1.63	1.59	1.87	1.78	1.72	1.62	1.83	1.68	1.55	1.71	1.94
The workplace offers opportunities to make friends and personal connections	18	19	19	15	15	1.69	1.68	1.63	1.84	1.71	1.60	1.63	1.82	1.83	1.67	1.78	1.76	1.77
I collaborate with colleagues to achieve things together that we couldn't on our own	19	18	17	19	28	1.67	1.70	1.71	1.69	1.41	1.53	1.71	1.70	1.67	1.72	1.66	1.73	1.66
I feel personally interested in my work	20	21	18	23	20	1.60	1.61	1.62	1.51	1.60	1.61	1.62	1.56	1.59	1.57	1.63	1.60	1.61
I have people at work who I look to and trust for career advice	21	23	21	17	26	1.57	1.53	1.60	1.72	1.45	1.59	1.51	1.60	1.53	1.63	1.71	1.51	1.48
I belong to a union / collective bargaining organization that represents my interests	21	24	22	18	21	1.57	1.50	1.59	1.71	1.56	1.40	1.74	1.47	1.60	1.60	1.53	1.83	1.42
Each of my colleagues pulls their own weight	23	20	26	22	19	1.54	1.62	1.43	1.53	1.62	1.67	1.55	1.44	1.76	1.41	1.51	1.51	1.61
I can be myself at work	24	22	23	27	31	1.50	1.58	1.51	1.37	1.32	1.80	1.43	1.37	1.51	1.55	1.46	1.49	1.66
My work entails a great deal of variety - every day is different	25	25	25	23	24	1.48	1.47	1.48	1.51	1.46	1.38	1.57	1.45	1.36	1.53	1.41	1.51	1.49
My work is valued	26	28	24	27	29	1.43	1.42	1.50	1.37	1.36	1.57	1.39	1.43	1.39	1.41	1.34	1.35	1.54
I have respectful relationships with my colleagues at work	27	26	27	25	37	1.41	1.46	1.41	1.46	1.17	1.36	1.46	1.39	1.41	1.35	1.40	1.35	1.49
I have a clear understanding of what is needed to do my job well	27	27	30	26	26	1.41	1.45	1.36	1.40	1.45	1.48	1.37	1.44	1.41	1.39	1.39	1.43	1.46
No one receives preferential treatment at work based on factors other than performance	29	30	30	30	24	1.38	1.39	1.36	1.32	1.46	1.40	1.36	1.34	1.45	1.35	1.48	1.39	1.35
I am trusted to choose how to best do my work	29	29	28	33	29	1.38	1.41	1.40	1.29	1.36	1.30	1.42	1.46	1.44	1.41	1.26	1.32	1.37



Perceived Societal Conjoint Results (Table 3/4)	INCOME												EDUCATION						WORK			2020 VOTE							
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	
	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	#	
The organization's values match my own	31	30	29	35	36	31	28	32	32	33	31	28	32	32	33	32	32	32	32	33	32	32	32	30	30	29	29	31	37
I can plan around my work schedule	32	33	30	33	22	28	34	30	32	22	28	34	32	32	32	32	32	32	32	32	31	31	31	36	36	31	31	31	33
My work develops my future potential	33	32	33	29	38	37	32	33	30	38	37	32	33	30	33	33	33	33	30	33	33	33	33	30	30	33	33	33	31
The organization has a prominent reputation	34	33	37	30	44	38	36	34	31	44	38	36	34	31	36	36	34	34	31	36	34	34	34	28	28	40	40	40	124
I work with people who have different backgrounds, experiences, and perspectives	35	35	35	37	33	34	39	36	36	33	34	39	36	36	35	36	36	36	36	35	37	37	40	28	28	36	36	36	128
The organization takes steps to increase representation from minorities	36	37	34	52	23	36	32	44	43	23	36	32	44	43	30	40	44	43	43	30	40	43	43	34	34	36	36	36	128
My ideas are listened to and considered by others at work	37	35	38	36	41	32	45	34	45	41	32	45	34	45	43	34	34	45	45	43	36	43	37	37	37	33	33	33	131
Through my work, I am able to have a positive impact on others	38	38	42	38	32	35	36	38	32	32	35	36	49	38	42	34	49	38	38	42	34	34	35	46	46	35	35	35	129
The organization respects the privacy of employees' personal lives	39	40	38	39	49	41	36	39	47	49	41	36	39	47	37	39	39	47	47	37	40	36	36	38	38	43	43	43	118
I can take the lead to make things happen at work	39	39	40	42	33	40	41	42	40	33	40	41	37	40	37	37	40	40	40	37	38	40	40	39	39	38	38	38	127
Everyone is held accountable for their workplace results	39	45	36	39	33	39	35	39	51	33	39	35	39	51	39	39	39	51	39	39	38	38	38	40	40	39	39	39	126
I have a transactional relationship with the organization - I do what I'm paid for, but not more	42	41	49	30	44	48	41	39	35	44	48	41	39	35	43	39	39	41	40	43	44	40	42	42	42	41	41	41	121
My work involves interacting with people outside the organization	43	43	46	41	39	50	43	41	41	39	50	43	43	41	41	43	43	41	41	41	42	37	43	43	43	46	46	46	114
The organization listens to - and learns from - its employees	44	46	41	45	47	50	43	46	45	47	50	43	46	45	39	46	46	45	45	39	46	47	47	43	43	44	44	44	117
The organization encourages looking for new ways of doing things	45	51	43	43	41	46	51	43	38	41	46	51	38	38	49	38	38	38	38	49	48	50	49	49	49	42	42	42	120

Perceived Societal Conjoint Results (Table 4/4)	INCOME										EDUCATION					WORK			2020 VOTE		
	Overall	0-50K	50-100K	100-150K	150K+	High School	Some College	College Grad	Post Grad	Blue Collar	White Collar	Biden	Trump	No Vote/Other	#	#	#	#	#	#	
	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	#	SOP	
My job associates me with people and organizations I look up to	45	42	46	50	48	43	40	54	50	43	52	48	47	48	47	49	40	47	44	44	
I am the final decision-maker	45	43	43	52	51	44	47	42	37	51	43	38	49	48	43	49	40	49	48	48	
The workplace has a well-maintained physical environment	48	50	43	46	46	52	46	47	43	52	47	45	44	45	44	45	40	40	54	54	
I am able to develop a high degree of expertise at work	48	46	48	48	41	42	47	47	48	52	47	49	46	49	46	49	48	48	46	46	
The organization supports employee wellness	50	46	51	43	51	52	49	45	42	50	45	51	50	51	50	43	51	43	49	49	
I receive feedback that helps me improve	51	49	53	47	40	47	49	51	48	46	51	45	46	45	49	51	45	51	54	54	
My work entails a great deal of consistency - every day is similar	52	52	51	54	55	44	53	55	54	56	55	53	54	54	56	54	54	54	53	53	
I have the tools and training I need to do my job well	52	54	49	56	56	55	51	56	52	48	56	48	54	53	48	54	53	54	51	51	
I can count on the people I work with to keep commitments	54	52	55	51	49	56	53	53	53	54	53	55	55	55	54	55	55	54	51	51	
The organization has standards of what is and isn't appropriate in the workplace	55	54	56	49	51	49	56	50	55	46	50	56	58	56	46	58	56	53	50	50	
I have confidence in the leaders of the organization	56	56	54	55	54	56	55	51	56	55	51	55	58	52	55	50	52	56	57	57	
The organization's leadership takes strong positions on current events	57	57	56	57	56	52	58	57	57	58	57	58	57	58	58	57	58	57	56	56	
The organization strives to always improve	58	59	58	59	58	58	59	58	58	59	58	59	58	57	59	58	57	59	59	59	
The organization has a clear, compelling purpose	58	58	58	58	59	59	57	59	59	57	59	59	59	59	57	59	59	58	58	58	
My work is largely independent of interacting with colleagues	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	60	

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