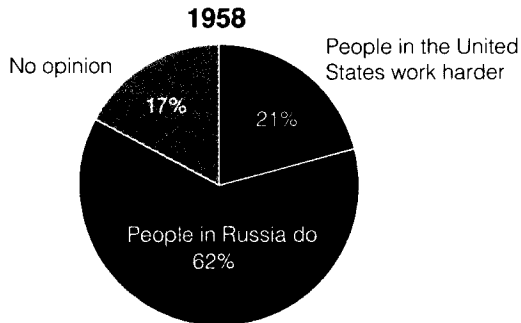


THE AMERICAN WORKER

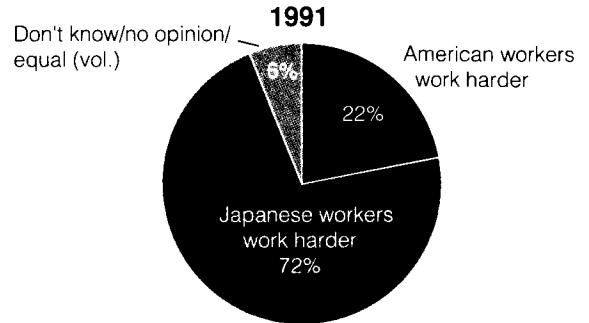
The idea that "the other guys" work harder than we do is a recurring theme in surveys about work. Yet the data below show that Americans strongly embrace the work ethic. We say we are willing to work harder than we have to for our employers and identify our organization's success with our performance.

Question: **In which country—the United States or Russia—do people work harder?**



Source: Survey by the Gallup Organization, August 20-25, 1958.

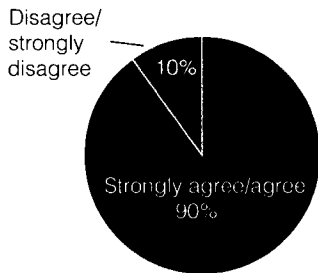
Question: **Who do you think works harder—Japanese workers or American workers?**



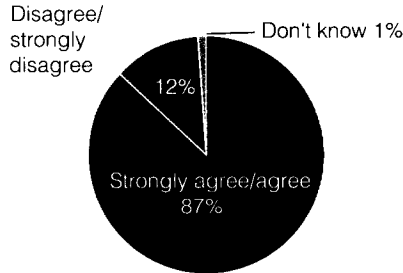
Source: Survey by ABC News, November 5-10, 1991.

Question: **Please tell me how much you agree or disagree with each of the following statements.**

I am willing to work harder than I have to in order to make this organization succeed



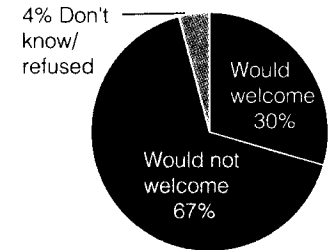
The success of my organization depends a lot on how I do my job



Note: Sample=respondents employed full- or part-time.
Source: Survey by the National Opinion Research Center, February-April, 1991.

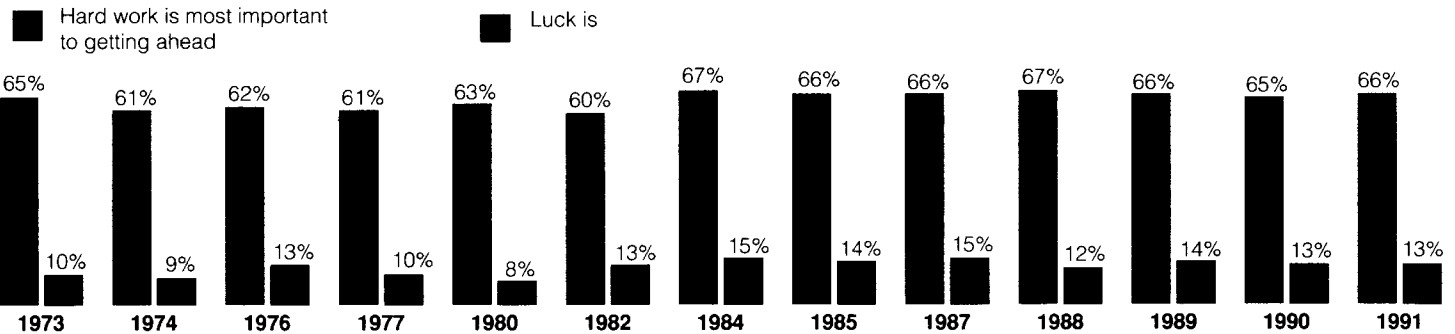
Question: **I'm going to read off some social changes which might occur in coming years. Please tell me whether or not you would welcome each of these changes...**

Less emphasis on working hard



Source: Survey by the Gallup Organization, August 29-September 3, 1991.

Question: **Some people say that people get ahead by their own hard work, others say that lucky breaks or help from other people are more important. Which do you think is more important?**



Note: Solid majorities across occupation types and age groups. In a sample of employed persons (1985-90 NORC data combined) say that "hard work is most important."
Source: Surveys by the National Opinion Research Center, latest that of February-April, 1991.

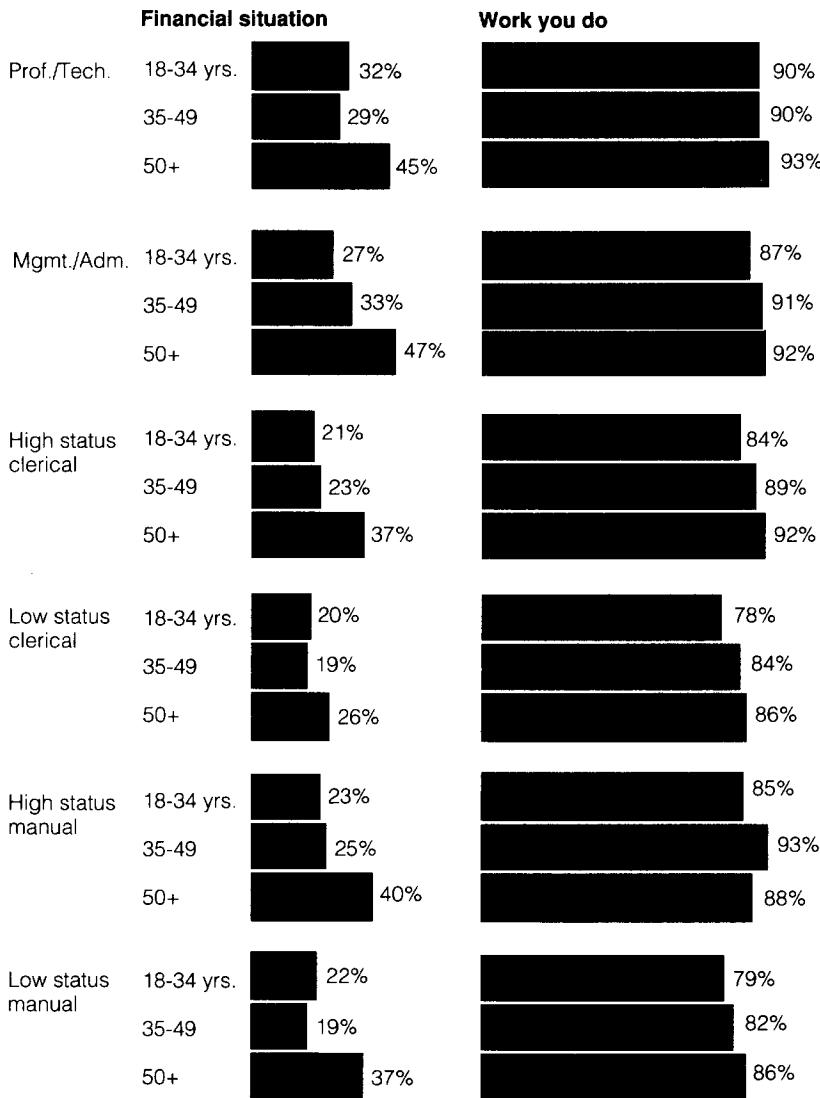
Job Satisfaction

Workers across the range of occupations types and ages report high levels of satisfaction with the work they do. The opportunity to learn new skills is a source of satisfaction. Solid majorities say they have work arrangements that give them control over how they do their jobs. Age brings greater financial satisfaction.

Question: **We are interested in how people are getting along financially these days. So far as you and your family are concerned, would you say that you are pretty well satisfied with your present financial situation, more or less satisfied, or not satisfied at all?**

Question: **On the whole, how satisfied are you with the work you do—would you say you are very satisfied, moderately satisfied, a little dissatisfied, or very dissatisfied?**

Satisfied with...



Note: Each occupation has a corresponding Hodge-Siegel-Rossi prestige score generated by asking respondents to estimate the social standing of occupations on a nine-step ladder. High status workers in the Clerical/Sales/Service sector and Manual sector have prestige ratings above 34, the median; low status workers have ratings below the median. Occupational sectors were created using 1970 U.S. Census occupational codes.

Source: Surveys by the National Opinion Research Center, February-April of 1985-1990.

Question: **Now I'll read a list of job characteristics. For each please tell me how satisfied you are with your current job in this regard.**

Completely/mostly satisfied with opportunity to learn new skills



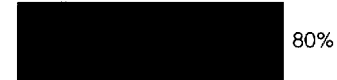
Note: Sample=respondents employed full- or part-time. Blue collar workers were only slightly less satisfied (75%) than business and professional workers (80%).

Source: Survey by the Gallup Organization, July 25-28, 1991.

Question: **How true would you say each of the following statements is about your job? Would you say very true, true, somewhat true, or not true at all?**

Very true/true

I can work independently



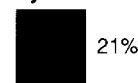
My job allows me to take part in making decisions that affect my work



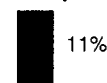
I have a lot of say over what happens on my job



How I do my job is controlled by the machines I work with



Computers monitor my job performance



Note: Sample=respondents that are employed full- or part-time.
Source: Survey by the National Opinion Research Center, February-April 1991.

Workplace Changes and Worker Loyalty

Nearly half of workers say the organization they work for recently closed down or experienced a merger or reorganization. Nevertheless, large majorities express pride in, and loyalty to, the organization they work for. Workers say their own values and those of their employer are consonant.

Question: **In the last five years, did any of the following things happen to an organization that you worked for?**

In the last five years, the organization that you worked for...

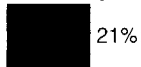
Went out of business or closed down



Was merged, taken over, or changed ownership



Had a major reorganization



Question: **When you first came to work for your present employer (if self-employed: current organization), was it roughly in the job you have now or was it in a different job?**

When you first came to work for your present employer...

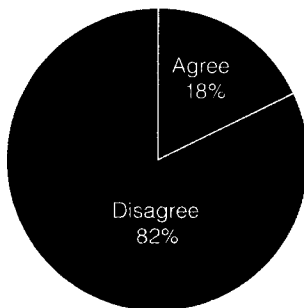
It was roughly in the same job you have now



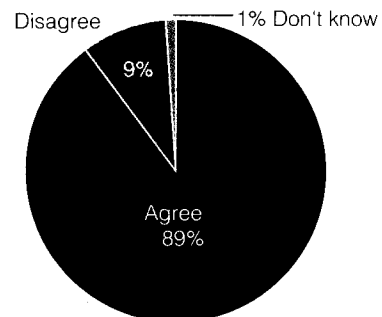
Source: Survey by the National Opinion Research Center, February-April, 1991.

Question: **Please tell me how much you agree or disagree with the following statements. Would you say that you strongly agree, agree, disagree, or strongly disagree?**

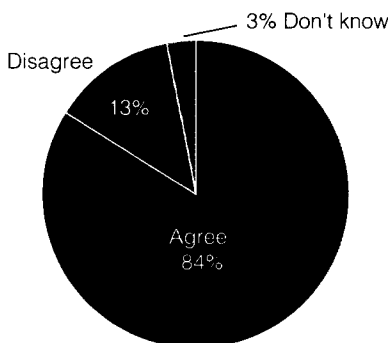
I feel very little loyalty to this organization



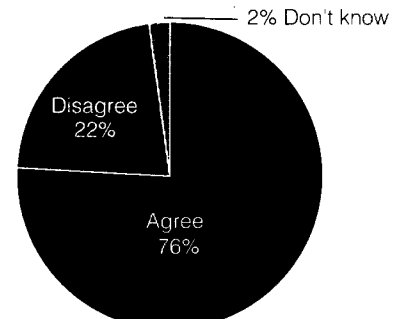
I am proud to be working for this organization



People usually notice when I do my job well



I find my values and the organization's values are very similar



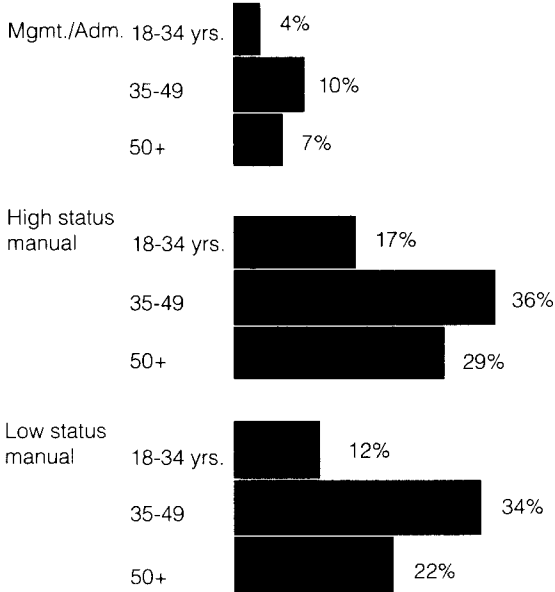
Note: Sample=respondents currently employed full- or part-time.

Source: Survey by the National Opinion Research Center, February-April, 1991.

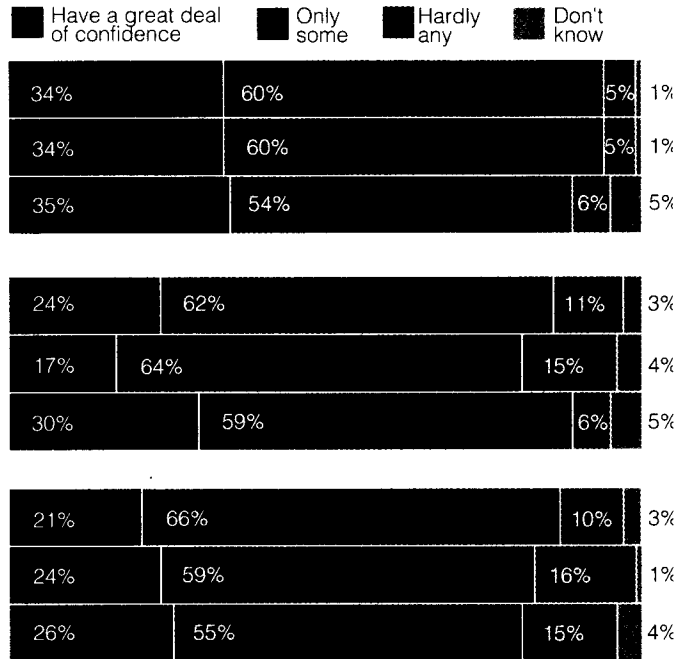
Less Unionized, Not Polarized

American workers think of themselves as "working" or "middle" class, regardless of occupation. This absence of polarization is also evident in the way workers label themselves ideologically. Low-status workers are not anti-business. The decline of unionization is most apparant among younger workers.

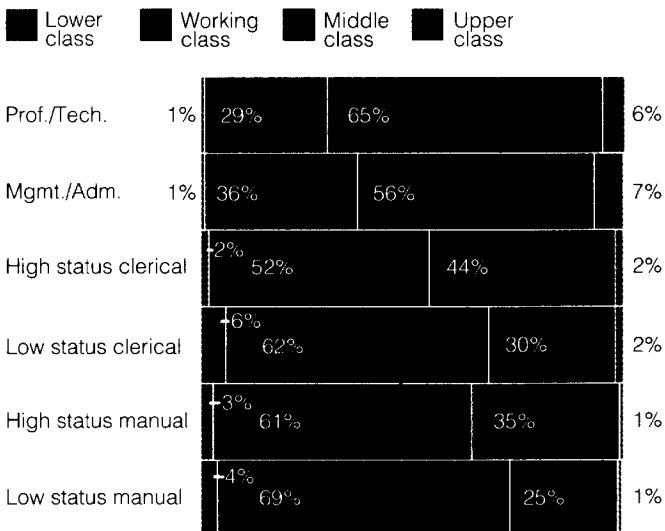
Union household



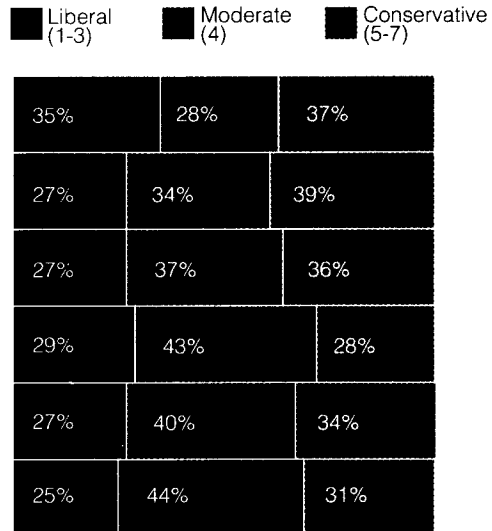
Confidence in major companies



Consider self...



Consider self...



Note: Question wording—(top-left chart) "Do you (or your spouse) belong to a labor union?"; (top-right) "I am going to name some institutions in this country. As far as the people running these institutions are concerned, would you say you have a great deal of confidence, only some confidence, or hardly any confidence at all in them?"; (bottom-left) "If you were asked to use one of four names for your social class, which would you say you belong in: the lower class, the working class, the middle class, or the upper class?"; (bottom-right) "We hear a lot of talk these days about liberals and conservatives. I'm going to show you a seven-point scale on which the political views that people might hold are arranged from extremely liberal—point 1—to extremely conservative—point 7. Where would you place yourself on this scale?"

Source: Surveys by the National Opinion Research Center, February-April, 1985-90.

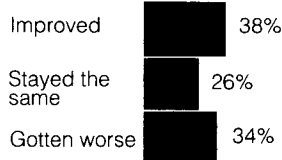
CEO and Employee Perspectives

Executives and workers agree that efforts to improve quality depend most on motivation of the work force. Executives decry the public education system's effect on the work force, and nine in ten say they are spending more now than they did ten years ago to educate workers.

Question: **How has the quality of the U.S. work force changed in the past ten years?**

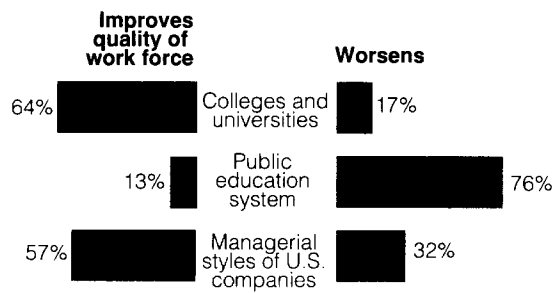
CEO responses

Quality of the U.S. work force in the past ten years has...



Question: **Do the following institutions or factors improve or worsen the quality of the U.S. work force?**

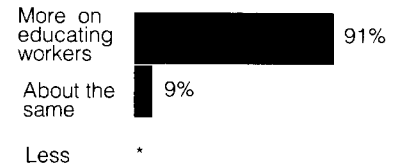
CEO responses



Question: **Is your company spending more on educating workers than it did ten years ago, spending less, or spending about the same amount?**

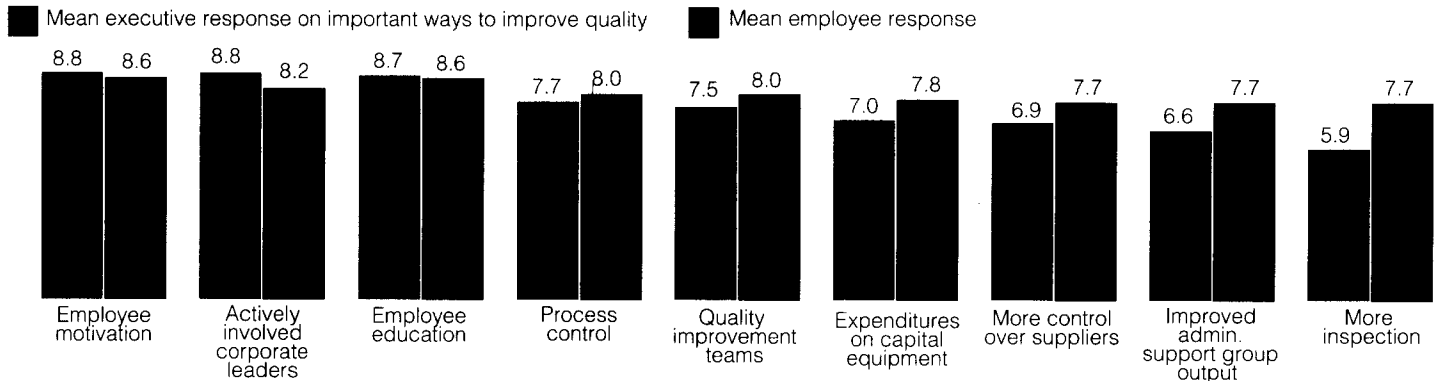
CEO responses

Spending...



Note: Sample=206 chief executive officers of Fortune 500 and Service 500 companies. *less than .5%.
Source: Survey by Clark Martire & Bartolomeo for *Fortune*, January 16-25, 1990.

Question: **There are many ways to improve quality in general throughout American business. Using a ten point scale, please rate the following in terms of importance, with "10" meaning it is a very important way to improve quality and "1" meaning it is not important at all.**

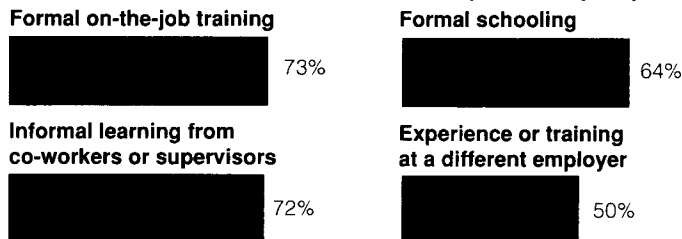


Note: Sample=601 executives from 298 Fortune 500 companies and 303 from Trinet database and 1,237 employed persons.
Source: Survey by the Gallup Organization for the American Society for Quality Control, June 19-26, 1990.

Question: **How important were each of the following as sources of the skills that you use in your job? Would you say very important, important, somewhat important, or not at all important?**

Employed persons

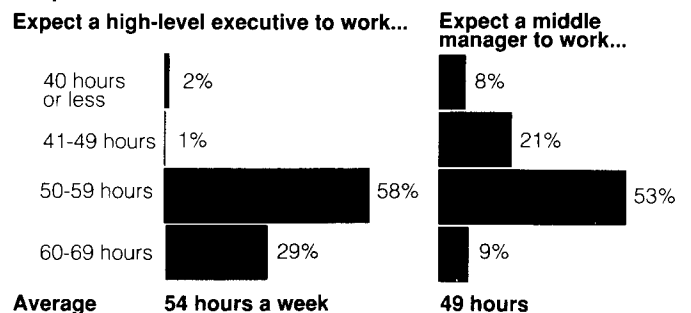
Very important/important source of the skills you use in your job



Source: National Opinion Research Center, February-April, 1991.

Question: **How many hours a week, on average, do you expect a (high-level executive/middle manager in your company) to work?**

Responses of CEOs

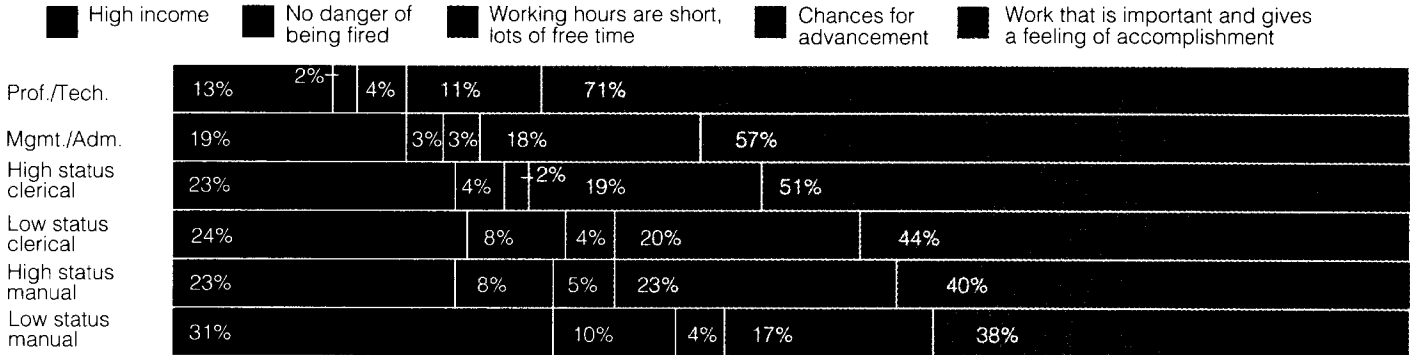


Note: Sample=206 CEOs of Fortune 500 and Service 500 companies.
Source: Survey by Clark Martire & Bartolomeo for *Fortune*, January 16-25, 1990.

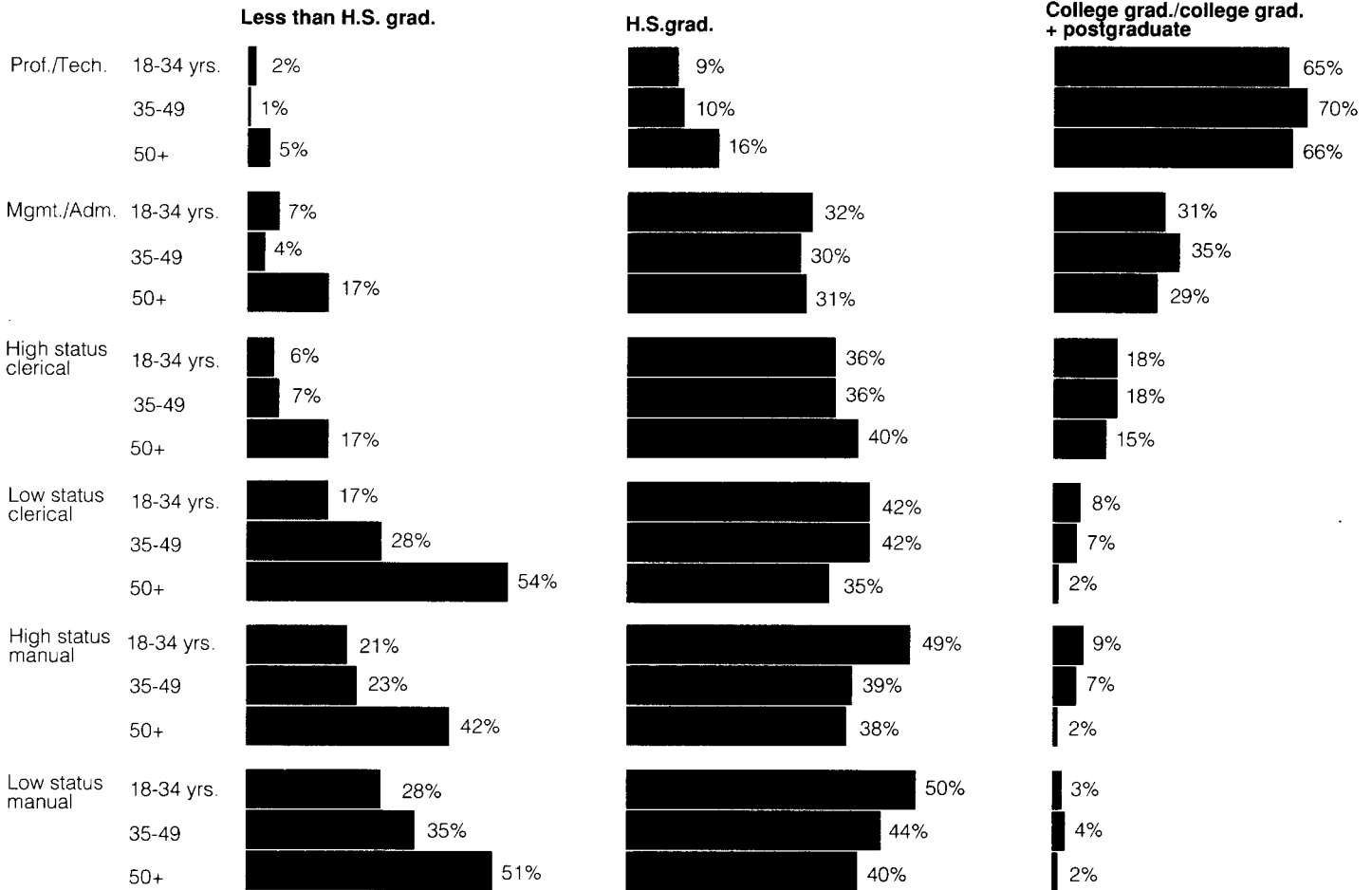
Work Traits and Worker Training

A sense of accomplishment, even more than high income, is a worker's greatest reward. In keeping with our strong work ethic, few rank short working hours as their highest priority. Most younger workers have more formal education than their older counterparts.

Most prefer in a job



Educational attainment



Note: Question wording—(top) "Would you please look at this card and tell me which one thing on this list you would most prefer in a job?"; (bottom) "What is the highest grade in elementary school or high school that you finished and got credit for? Did you ever get a high school diploma or GED certificate? Did you complete one or more years of college for credit—not including schooling such as business college, technical or vocational school? How many years did you complete? Do you have any college degrees?"

Source: Surveys by the National Opinion Research Center, February-April, 1985-90.