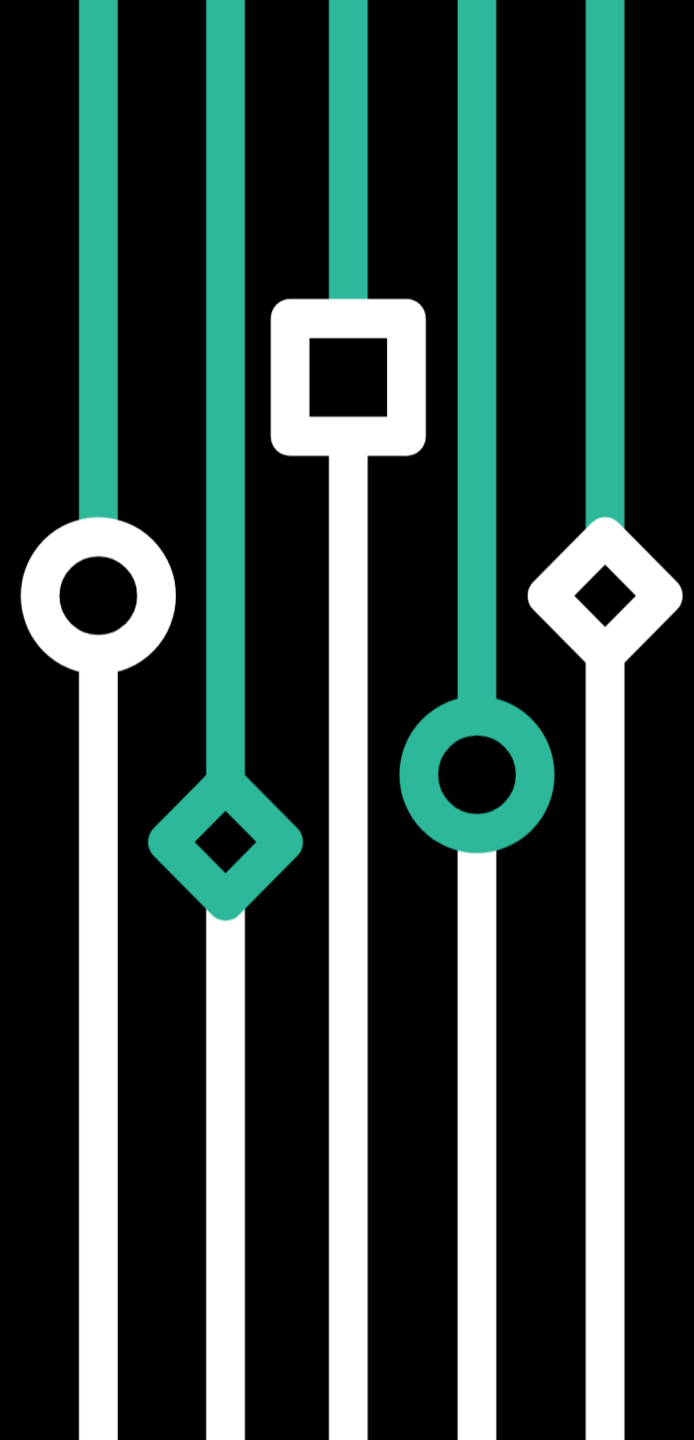


Integral Employee Activation Index



Overview

Understanding employee perspectives in a changing landscape

Integral is an employee activation agency. We work at the intersection of employee communications, cultural change, and digital transformation.

We released our first Employee Activation Index in 2021, in partnership with The Harris Poll, to understand the trends and factors that drive employees' mindset, perceptions, behavior, loyalty, and more.

This year, again working with Harris, we fielded a study of over 2,000 working professionals in the United States from April 18 – May 2, 2022.

In 2022, with organizations adapting to the post-pandemic workplace, employers need a deeper, more nuanced understanding of their most important public: their employees.

This year's Index tracks the issues we examined last year, while exploring new areas including digital transformation and manager roles. We examined results across a wide variety of employment settings, career levels, genders, generations, and racial/ethnic backgrounds.

The 2022 Index provides data and insights that will help organizations enhance the employee experience, which is critical to their success.



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Takeaways

Most people spend much of their lives in the fast-changing landscape of work.

To fully engage employees, organizations must understand how employees experience their jobs, and what they as employers have the power to affect.

Values

Employees who feel their organization reflects their values are more likely to take positive actions on behalf of the employer.

Mindset

Mindset is linked to how employees feel about their career outlook and experience their day-to-day culture. Communications can influence this.

Loyalty

Employee loyalty does not mean that employees will stay in their current job.

Managers vs non-managers

Creating a positive environment for employees should be a core responsibility of managers.

Digital transformation

Communicate effectively about digital transformation: what it is, why it's happening, and how it benefits employees and their careers.

Digital engagement

The level of employee engagement on external digital channels is higher than that on internal platforms. Take note!

Politics at work

Be conscious of political priorities vary across gender, generations, and racial/ethnic backgrounds.

Generational divide

Encourage employees to recognize generational gaps and their unconscious biases.



The impact of employee values

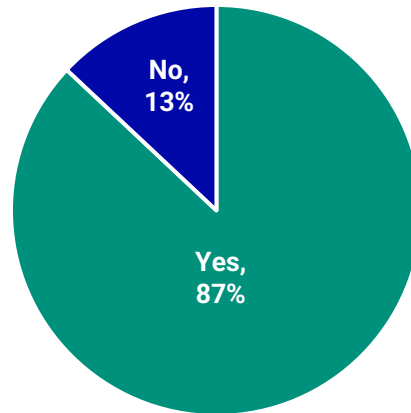
The impact of employee values

Many organizations develop a core set of values to shape culture and drive decisions.

Most employees report that they understand their organization's values – but it's critical to understand how well those values align with employees' own values.

It's evident that organizations are doing a good job communicating their values. A strong majority of respondents (87%) have a clear sense of their company's values, which is identical to the findings of the 2021 survey.

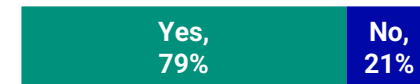
Clear Sense of Organization's Values



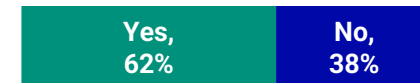
But a significant percentage of employees say their organization's values do not align with their own, and this percentage is higher among non-managers (38% vs. 21%).



Employees' values align with organization's values



Managers' values align with organization's values



Non-manager employees' values align with organization's values

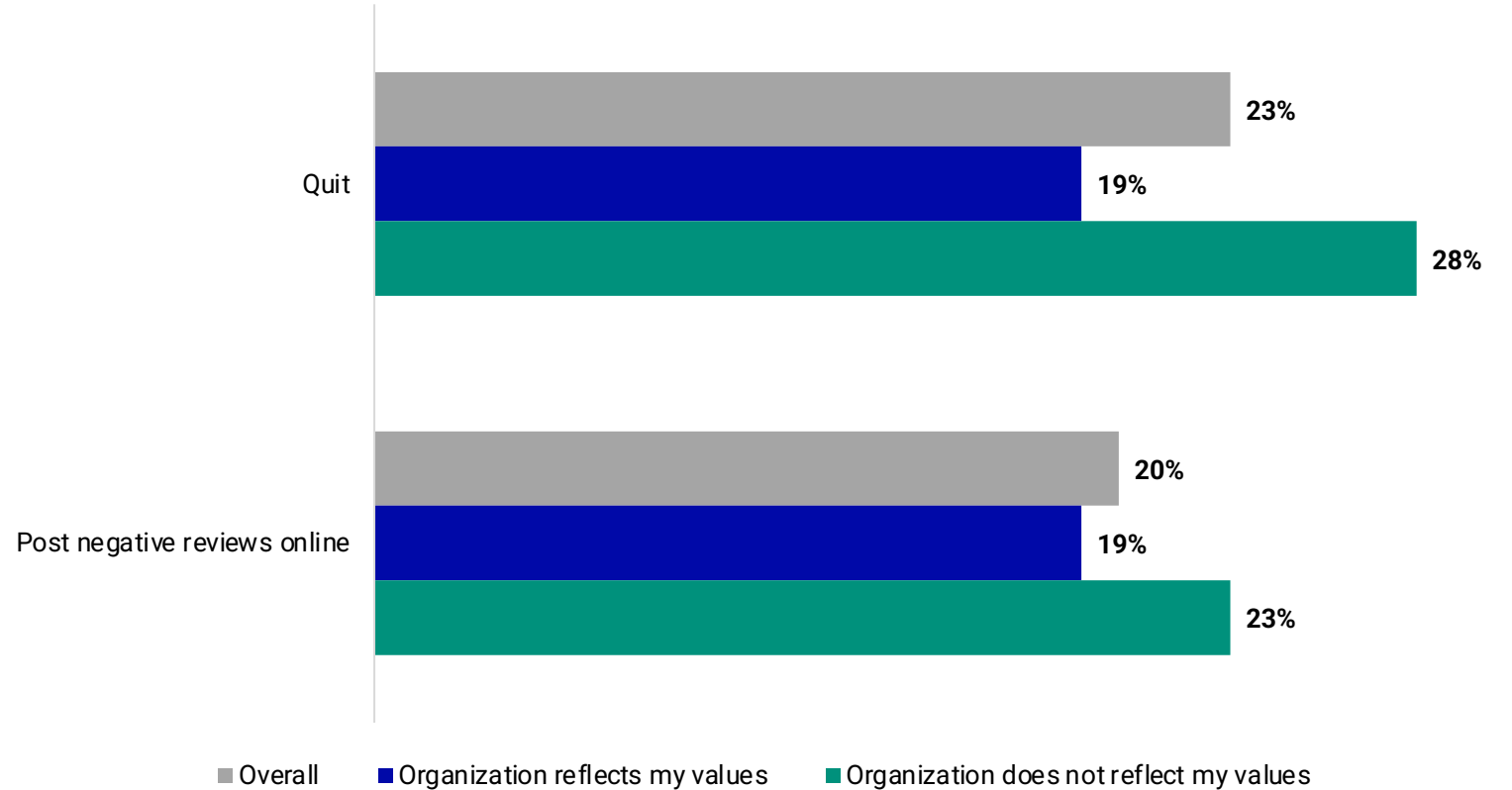
The impact of employee values

Employees who feel their organization reflects their values describe an environment in which their peers are much more likely to exhibit positive behaviors.



The impact of employee values

When an employee feels their organization *doesn't* reflect their values, they are more likely to say their peers may quit or do harm to the company.



Integral Insight: Employee values

Employers seeking to maintain or strengthen their bond with employees should monitor both employees' understanding of the organization's values and how those values align with their own personal values.

Alignment with organizational values is strongly correlated with a range of positive behaviors – but one in eight employees (28%) do not have a clear sense of what their organization's values *are*. Among those who do understand their organization's values, 28% are not aligned with them.

This represents both a risk *and* a powerful opportunity to improve employees' feelings about their work.

The challenge for employers is to find new ways to communicate organizational values and showcase employees who are living them. Organizations should establish a regular process and platform for understanding and addressing gaps between organizational values and employee values.

Increasing awareness and belief in organizational values will have a strong positive effect on employee engagement.



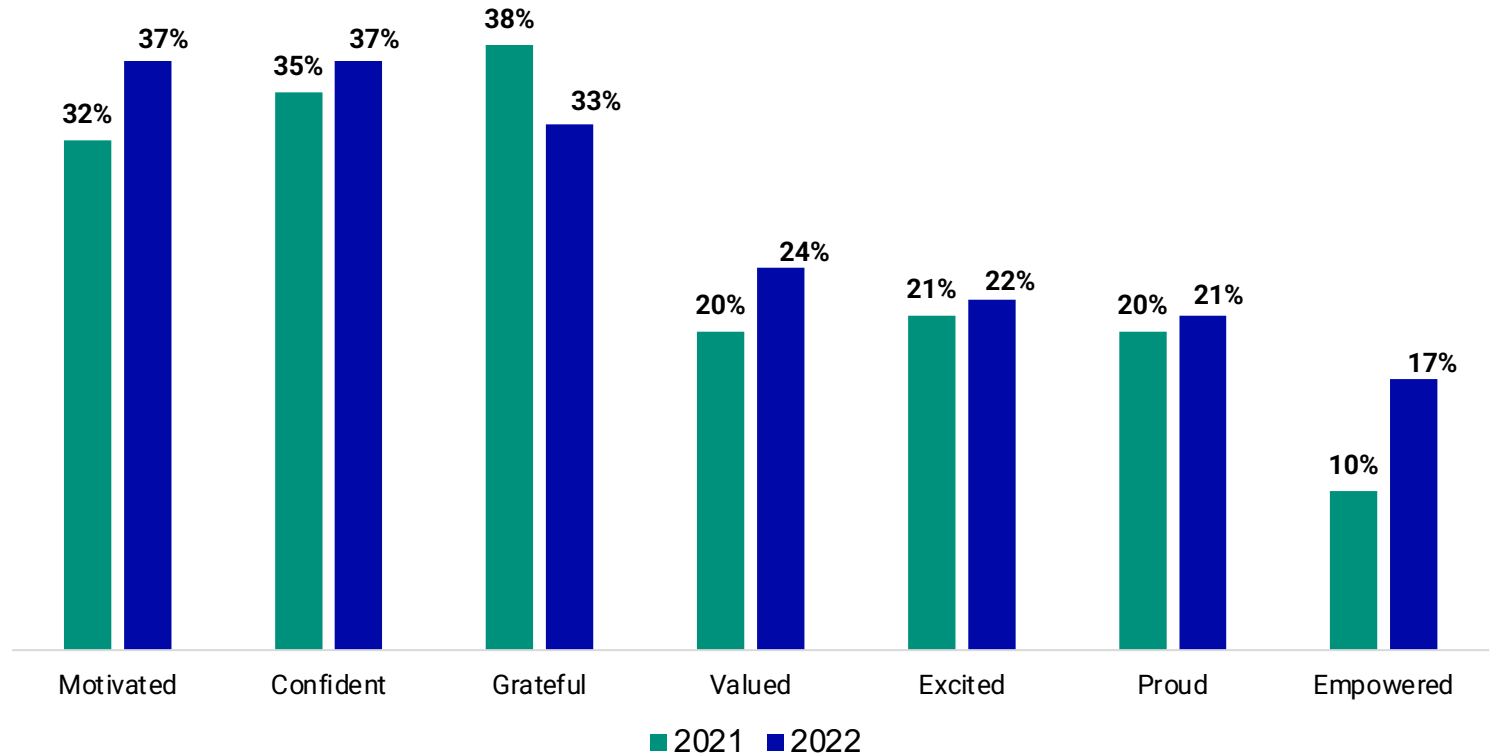
Employees: powered by positivity

Employees: powered by positivity

Most employees (82%) have an optimistic outlook about work.

In comparison to 2021, employees are feeling more confident, valued, and empowered in 2022. Additionally, employees feeling “motivated” significantly increased: an improvement of five percentage points from 2021.

Positive workday mindset



Employees: powered by positivity

Positive culture and actions are linked to positive mindset.

Employees who approach their workdays with a positive mindset believe that their colleagues are similarly positive, dedicated, and helpful.

Among those who said they have a positive workday mindset:

91%

believe their organization's culture is a positive culture

87%

believe they contribute to their organization's success

82%

believe their organization provides them with tools and resources to do their job effectively

76%

believe their colleagues would go the extra mile for a colleague or client

74%

believe their colleagues would help someone outside of their immediate team

64%

believe their colleagues would volunteer with their organization or team

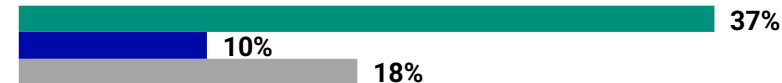
Employees: powered by positivity

Employees with a positive mindset are far less likely than those with a negative mindset to switch jobs in the next 6-12 months.

They are also much more confident than those with a neutral or negative mindset that their organizations support their career paths and success.

Views on career based on workday mindset

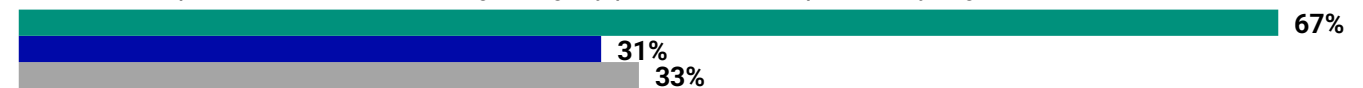
My career's best days are ahead.



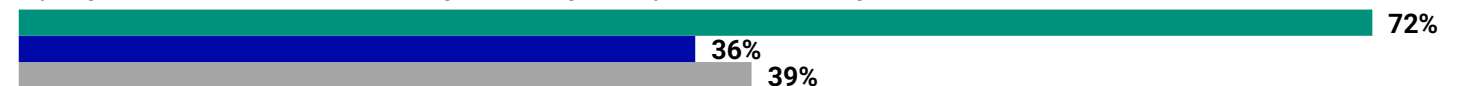
I am unlikely to change jobs in the next 6-12 months.



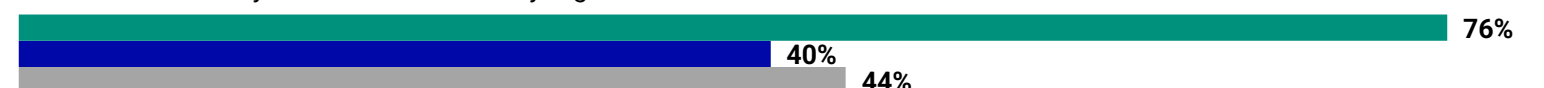
There is transparent communication regarding my personal career path at my organization.



My organization enables or encourages me to grow my career at the organization.



I am in control of my career's success at my organization.



■ Positive Mindset ■ Neutral Mindset ■ Negative Mindset

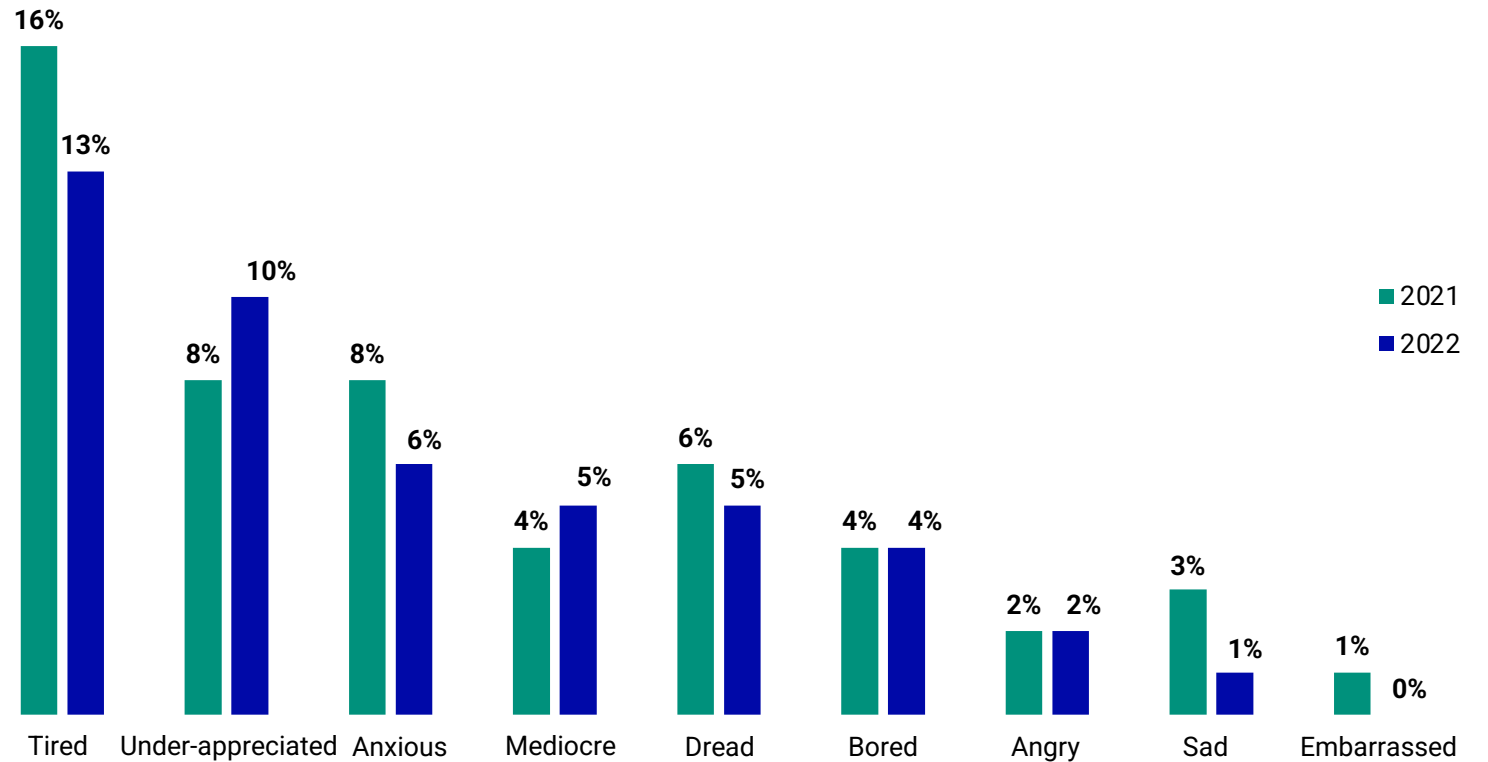
Employees: powered by positivity

The percentage of employees reporting negative feelings dropped from 33% in 2021 to 29% in 2022.

At the same time, there was a noticeable decline in feelings of gratitude* and more employees felt under-appreciated.

*see page 11 for details on respondents who selected grateful (38% to 33%)

Negative workday mindset



**Integral Insight:
Powered by positivity**

A positive mindset among employees is a huge business asset.

Understanding employees' feelings and attitudes – and what drives them – is a worthwhile investment for any organization.

It's striking how positive respondents to the Index survey were: fully 82% have an optimistic outlook on work, and they were significantly more positive than in 2021. Employees said they felt more valued (24% vs. 20%), more empowered (17% vs. 10%), and more motivated (37% vs. 32%).

Negative feelings mostly dropped (from 33% to 29%), although fewer employees reported being grateful (33% vs. 38%) while more were indifferent (12% vs. 9%).

One hypothesis might be that as COVID-related disruption declined from 2021 to 2022, employees were less grateful simply to have a job and more engaged as work ramped up.

Across both years' results, it's clear that a positive mindset is highly correlated with a positive culture and positive behaviors.

While it may seem to be a "soft skill," the lesson for employers is to pay close attention to how employees are feeling while working – whether they are remote, in-office, or on the go. Follow trends and explore spikes in positive or negative sentiment – and experiment to see what moves the needle in the right direction.

Feelings are central to building a positive culture and to organizational success.



What employee loyalty means

What employee loyalty means

Employee loyalty continues to be high in 2022. But while most employees describe themselves as loyal to their organizations, there are considerable differences by industry.

Both managers (87%) and non-managers (71%) report that they are loyal employees to their organizations.

80%
say they are loyal employees to their organizations

85%
of employees who say they enjoy social activities provided by their organizations indicate they are loyal to them

84%
of employees who describe their organization as having a positive culture also claim to be loyal employees

Industry	Loyalty
Professional & Business Service	91%
Technology	91%
Financial Services	81%
Retail	80%
Healthcare	74%
Manufacturing	73%
Insurance	60%

What employee loyalty means

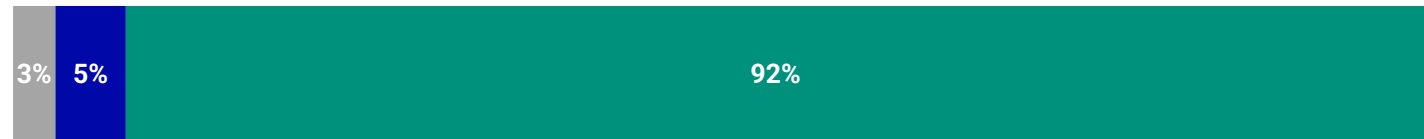
Employee loyalty exceeds 9 in 10 (92%) for employees who believe their organization reflects their values.

Yet, 77% of employees who indicated they are likely to leave their jobs in the next 6-12 months consider themselves loyal to their organization*.

*see page 62 in the appendix on loyalty data

Loyalty to organization

Employees who are loyal and their organization reflects their values



Employees who are loyal and their organization does not reflect their values



■ Disagree ■ Neither agree nor disagree ■ Agree

Integral Insight:
What employee loyalty means

Loyal employees might still be looking for the next best thing. Show them their value.

Across all industries, 80% of employees describe themselves as loyal to their organizations – but there’s a lot more nuance below the surface.

First, loyalty varies significantly by industry. From a high in our survey of 91% for technology and business services companies to a low of 60% in insurance.

Second, as with so many other questions, managers and non-managers respond differently: managers are 16% more likely to say employees are loyal than non-managers are (87% vs. 71%).

Perhaps most interesting is the question of how employees define loyalty: 77% of self-described “loyal” employees also say they are somewhat or very likely to change jobs.

Integral sees loyalty as a deeper phenomenon than engagement or activation. It’s a long-term commitment employees make when they feel valued (and valuable), aligned with their organization, and see a positive future for themselves at that organization.

Employers can nurture loyalty through clear direction from leaders, effective tools and technology, fair compensation, opportunities for career growth, and care for the individual.



The manager/ non-manager split

The manager/non-manager split

This year we introduced a question asking participants whether they manage a team or not.

Their answers revealed significantly different attitudes between the two groups.

Also, managers may be younger than you think.

Managers and non-managers respond differently on a range of issues:

89% vs. 72%

of managers vs. non-managers have a positive mindset about their jobs on a typical day

89% vs. 77%

of managers vs. non-managers indicate their organization has a positive culture

43% vs. 20%

of managers vs. non-managers agree with the statement “my career’s best days are ahead”

93% vs. 80%

of managers vs. non-managers say they have a clear sense of their organization’s values

74% vs. 54%

of managers vs. non-managers agree with the statement “I am being compensated fairly/appropriately for my current position”

78%

of managers are Millennials and Generation X (*average age of managers is 41 vs. 47 for non-managers*)

The manager/non-manager split

The difference between manager and non-manager responses is striking. Managers perceive their organizations' support for their jobs and their careers, and the organizations' care for them personally, more positively than non-managers do.

	Managers	Non-Managers	% Difference*
There is transparent communication regarding my personal career path at my organization.	71%	44%	27%
My organization enables or encourages me to grow my career at the organization.	76%	50%	26%
I am in control of my career's success at my organization.	77%	56%	21%
My organization reflects my values.	74%	55%	19%
My company cares about me.	75%	56%	19%
My organization provides me with the tools and resources I need to do my job effectively.	81%	67%	14%
I believe I contribute to my organization's success.	88%	76%	12%

*% reflects *Strongly Agree/Somewhat Agree* responses

The manager/non-manager split

Managers seem to be more aware of and affected by changes related to remote work than non-managers.

Notably, managers are nearly twice as likely to prefer working in person some of the time and remotely some of the time than non-managers (61% vs. 32%).

	Managers	Non-Managers	% Difference*
I would prefer to work in person some of the time and remotely some of the time.	61%	32%	29%
My organization has changed its IT security procedures to enable remote work.	62%	35%	27%
My organization has increased the use of video conferences to enable meetings and collaboration.	69%	44%	25%
Remote working remains significantly higher at my company than pre-COVID.	58%	34%	24%
My colleagues have adapted well to working remotely.	63%	40%	23%
I feel online collaboration can be just as effective as face-to-face collaboration.	65%	44%	21%

*% reflects *Strongly Agree/Somewhat Agree* responses

Integral Insight:
The manager/non-manager split

Managers are more aligned with, and more positive about, the organization than regular employees.

Organizations should expect managers to communicate that positivity to their employees – without leaving the job to managers alone.

Managers are responsible for leading their teams to meet the organization's business goals. They are also typically privy to more "inside" information, closer to senior leaders, and better compensated than regular employees. And the fact that they *are* managers means they have achieved a degree of career success.

For all these reasons, it may be unsurprising that managers are more aligned with, and more positive about, the organization than regular employees.

However, positivity among regular employees is critical: they are the organization's "front line," and they significantly outnumber employees in management.

This has two implications for employers:

First, creating a positive environment for employees should be a core responsibility of managers. Employees who feel informed, cared for, and listened to will drive much better results for the organization than employees who feel uninformed and disengaged.

Second, the task of informing, caring for, and listening to employees is not *solely* the job of managers. Leaders up to the CEO should strive for some form of personal, two-way dialogue with employees. They should also invest in communications programs that drive employee engagement and inclusion.



Unspoken impact of digital transformation

Unspoken impact of digital transformation

Integral defines digital transformation as “the process of using digital technologies to create new ways to do business, work with colleagues, and serve customers.”

Those who say their companies are undergoing digital transformation are more positive on a range of issues.

Overall, employees react positively to digital transformation at their organizations: they report a more positive mindset and a greater likelihood to give their employer a positive review on a job website. They are also more likely to believe their company’s – and their own career’s – best days are ahead.

13% of employees don’t know if their organization is going through a digital transformation. Their level of agreement with several positive statements about the company is similar to the responses of those who say their organizations are *not* undergoing digital transformation (in both cases, significantly lower than those who say their organization *is* going through a transformation).

Positive views of digital transformation*

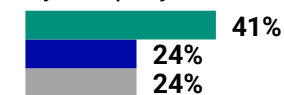
Positive workday mindset



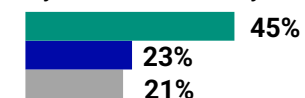
Would give a company a positive online review



My company’s best days are ahead



My career’s best days are ahead



*Among those undergoing a digital transformation

Unspoken impact of digital transformation

Most employees who say their organizations are going through a digital transformation are positive about it, believing it will help the company and also help them to do their jobs.

Most employees who work for organizations in the midst of a digital transformation (68%) believe their colleagues were or are ready for digital transformation, and that it has been or will be easy (63%).

They also strongly believe the transformation will aid in the success of their company (80%) and will help them do their own jobs more effectively (75%).

The above numbers represent those who said they strongly agreed or somewhat agreed with each statement.

Beliefs about digital transformation*

Employees are ready for transformation



Transformation will help my company



Transformation will help me do my job



■ All ■ Managers ■ Non-Managers

*Among those undergoing a digital transformation

Unspoken impact of digital transformation

While most employees are positive about digital change, a notable minority (38%) expresses concern that the transformation may put their job at risk.

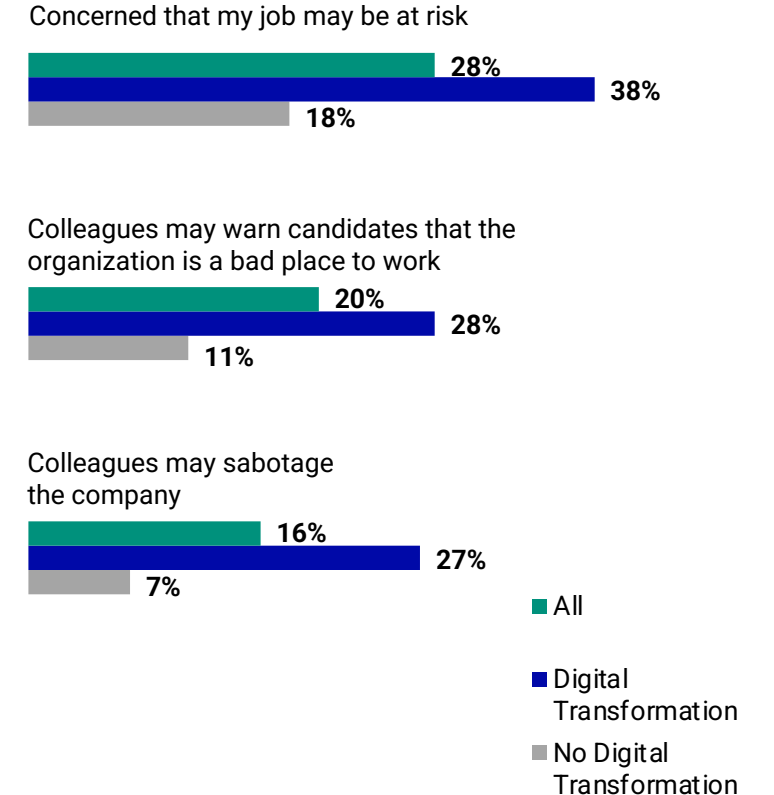
More surprisingly, managers (44%) are more than twice as likely as non-managers (16%) to express this concern.

38% of employees who report going through a digital transformation are concerned that it may put their job at risk.

Employees who report going through a transformation are more likely to predict their colleagues will engage in positive actions (e.g., they are 14% more likely to stay with the organization through challenging times), but they are *also* more likely to predict negative actions.

We believe this suggests polarization: a majority of employees are positive about digital transformation, but some are not.

The above numbers represent those who said they strongly agreed or somewhat agreed with each statement.



Integral Insight:
Digital transformation

Organizations undergoing (or contemplating) digital transformation should develop communications programs to help employees understand how the transformation personally benefits them and their teams.

Employees who say their organization is undergoing digital transformation generally have more positive attitudes than those who do not. And most employees experiencing digital transformation are positive about the transformation itself.

But among employees going through digital a transformation, more than a third (38%) say they worry that it may jeopardize their jobs. They are also more likely to predict negative actions by co-workers (such as sabotaging the company) than those who say they are not going through a transformation (e.g., 27% vs. 7% say colleagues would sabotage the company).

The challenge for organizations, then, is to communicate effectively to digital transformation skeptics, making it clear what the transformation is, why it's happening, and – critically – how it benefits them and their careers.

In addition to improving attitudes among employees who are currently skeptical (or unaware) of digital transformation, such communication has a second benefit: by taking the time to explain the transformation to these employees, the organization demonstrates that it cares about them and wants to include them in the changes taking place. This, in itself, is likely to improve employees' attitudes.

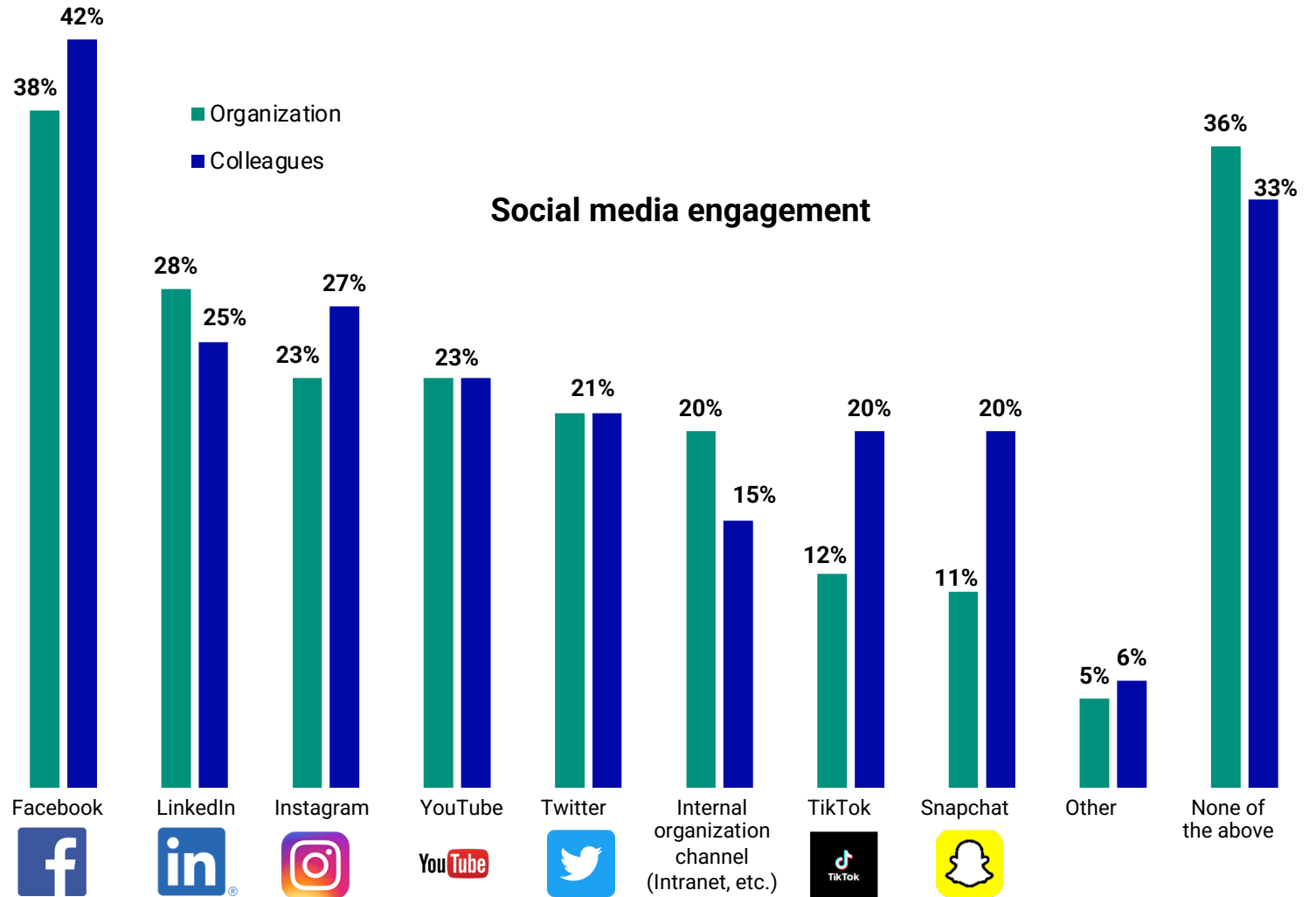


Employee engagement in the digital world

Employee engagement in the digital world

Internal channels are struggling to compete with Facebook, LinkedIn, Instagram, YouTube, and Twitter for employees' time and attention.

The percentage of employees engaging with colleagues on most external social channels is higher than that of engagement on internal platforms.



Employee engagement in the digital world

Slightly more than half of employees surveyed (55%) share content or promote their organizations online.

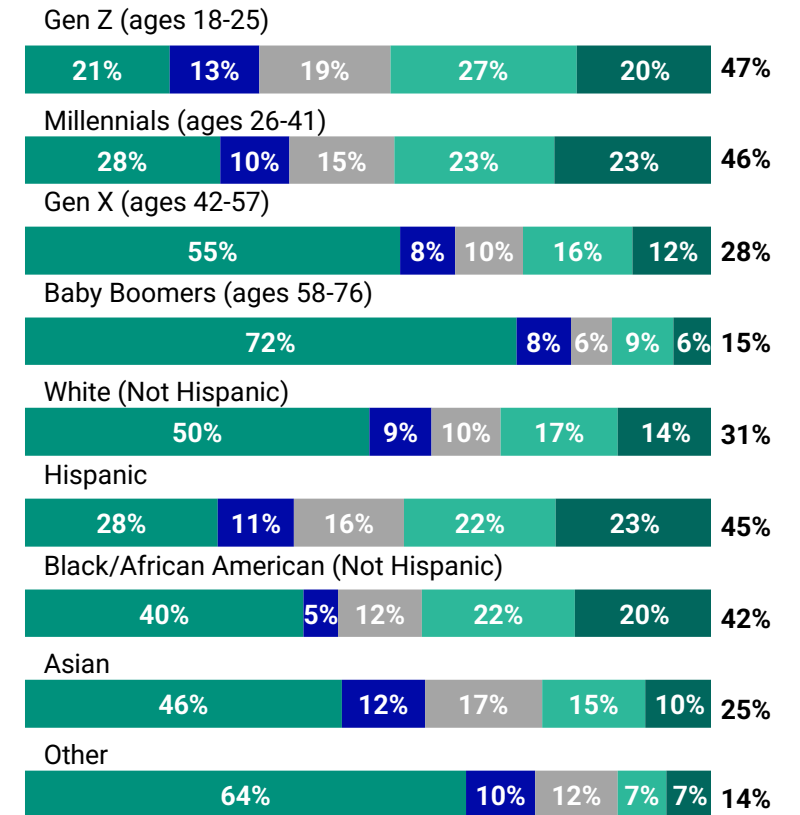
Nearly half of Gen Z (47%) and Millennials (46%) share content about their organization on social media at least once a month.*

The largest increases in sharing content at least once a month between 2021 and 2022 were among Gen Z (36% vs. 47%) and Hispanics (31% vs. 45%).

**see page 65 in the appendix to see year-over-year data on social media engagement.*



Frequency of sharing or promoting organization on social media or public forums



Employee engagement in the digital world

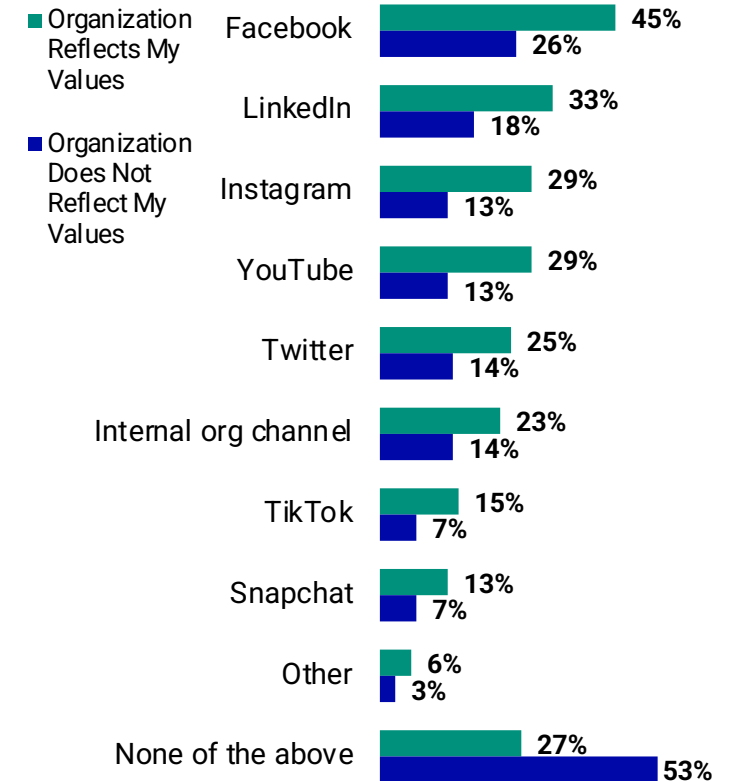
Most employees who do not follow or interact with their organizations online are non-managers.

A majority of those who say their values do not align with their organizations' values do not share content or promote their organizations online.

Roughly half (53%) of employees who say their organization does not reflect their values do not use any social media to interact with their organization.

More than half of non-managers don't use any social media channels to engage with their organization (54%) or colleagues (51%).

Emphasizing values alignment and engaging employees at all levels of an organization could result in more social sharing.



Employee engagement in the digital world

Nearly 9 out of 10 employees (86%) whose organization reflects their values agree they would give a positive review on a job website.

I would give my organization a positive review on a job website

Organization reflects my values



Organization does not reflect my values



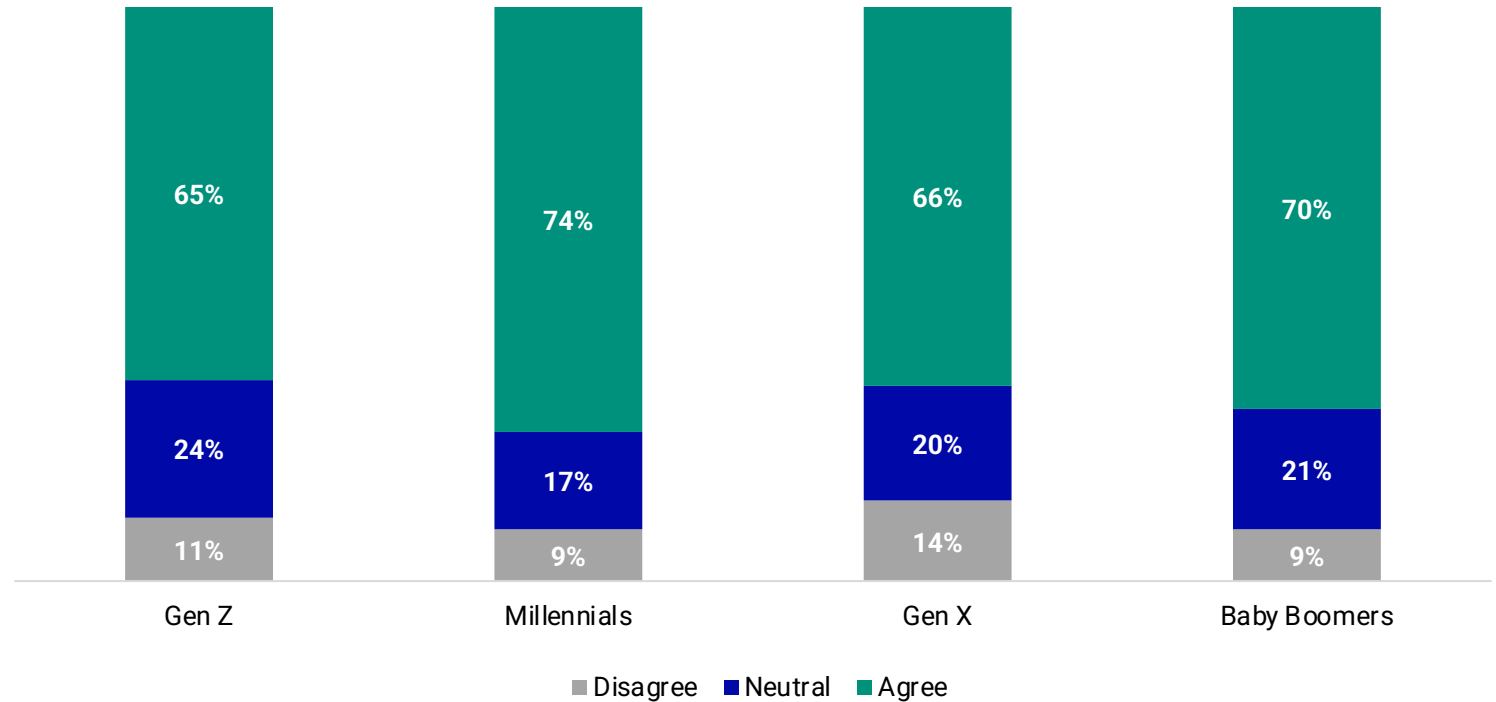
■ Disagree ■ Neutral ■ Agree

Employee engagement in the digital world

Gen Z has the lowest likelihood of providing positive online reviews.

Millennials are most likely to give their organization a positive review online.

Likelihood to give a positive review online



Integral Insight: Employee digital engagement

Employees report engaging with their organizations and colleagues on most public social channels more than they do on internal corporate channels.

Let that sink in.

And nearly one-third of respondents do not interact on internal or external channels.

Employees use external social channels to follow or interact with their organization and colleagues more than their organization's internal channels (42% interact with colleagues on Facebook, compared to 15% for internal channels).

This has major implications for both internal and external communications.

From an external perspective, employees can be an organization's best advocates and ambassadors. Employee advocacy can result in new business opportunities and increased public interest in the organization – *if* employees know how to participate effectively in social media and are comfortable doing so.

To activate employees in social channels, organizations should make sure they have the necessary training, guidance, and permission. This can mean dedicated enablement for senior leaders and experts, or broad training for employees.

From an internal perspective, employers should recognize public channels like Twitter or LinkedIn as important tools for communicating with employees:

- It's "fishing where the fish are" – talking to employees in the channels they're already using.
- Statements that an organization makes publicly are presumed to be well-vetted and important.
- Saying the same things internally and externally builds credibility.



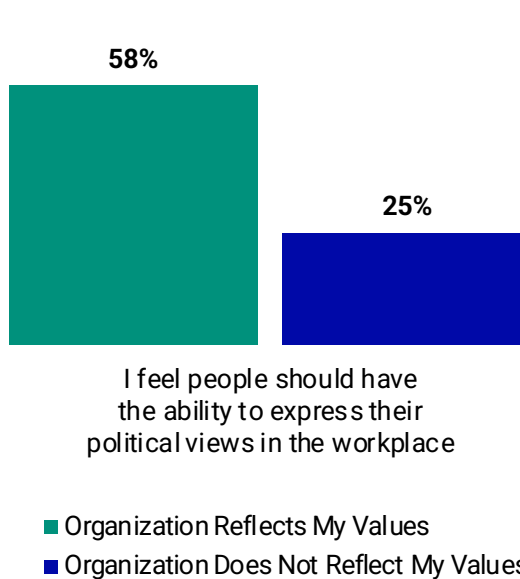
Politics in the workplace

Politics in the workplace

Inevitably, societal and political issues creep into the workplace, overtly or otherwise.

Given the current political landscape, it is important to understand how employees feel about sharing politics in the workplace.

Employees with aligned values are also more likely to feel people should be able to both express their political views in the workplace and feel comfortable sharing political views themselves.

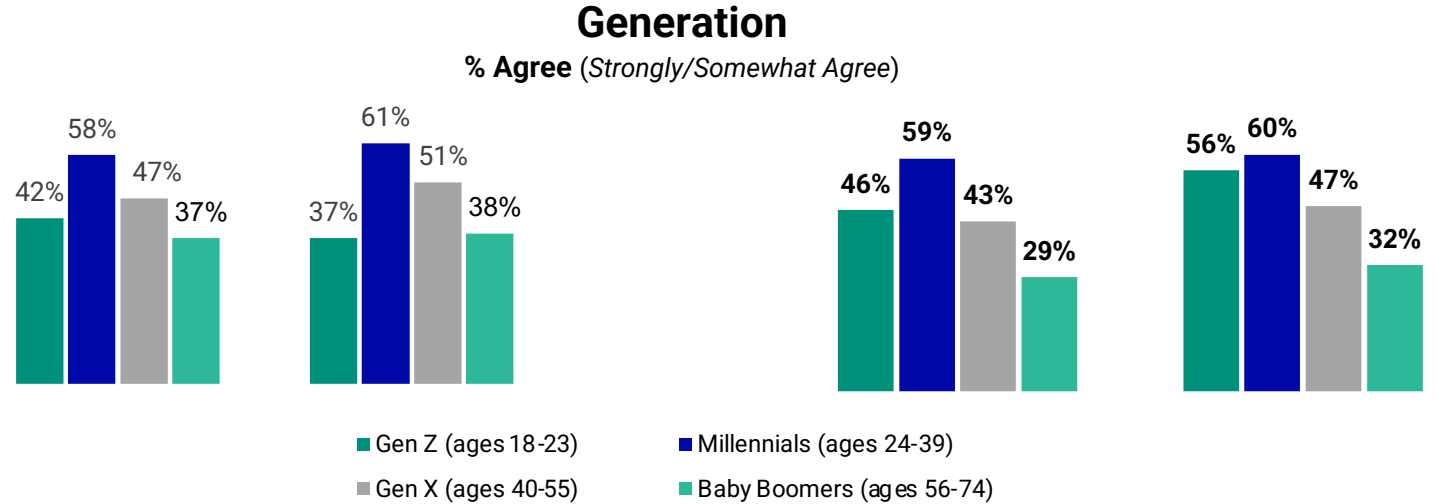


Politics in the workplace

Being able to assess how employees feel about bringing politics into the workplace will help organizations craft communications and policies.

Gen Z employees are significantly more comfortable sharing their personal political views than in 2021.

Baby Boomers are less likely than other generations to feel comfortable sharing their views. Also, fewer Boomers feel that people should be free to express their political views in the workplace than in 2021.



Politics in the workplace

Beliefs about expressing political views at work are related to organizational and employee values.

If employees have a clear sense of their organization's values, they are more likely to feel comfortable sharing (54%) their political views. These employees also feel that others should be able to share their political views (49%).

These feelings about political views increase if employees feel their organization reflects their values, as well.

If an employee's top issues include Employee health and well-being or Data privacy, they are more likely than those respondents who selected other issues to feel they and others should share their political views.

Millennials are significantly more likely than all other generations to feel people should be able to express their political views at work (59%) – more than double that of Baby Boomers (29%).

Politics in the workplace

We also asked employees which societal and political issues they wanted their employers to take a stand on.

From a list of 26 societal and political issues, participants were asked to select up to five issues they felt were most important for their organization to try to make a positive difference on.

Issues included employees' good health and well-being, universal access to healthcare, poverty, hunger, voting rights, veterans' issues, and first and second amendment rights.

We also looked at responses to domestic violence, sexual harassment, and racial, gender, and income inequality.

Note: This study was completed prior to Supreme Court decisions made prior to the Court's 2022 summer recess.



Politics in the workplace

Keeping a pulse on the issues that matter to employees is essential to maintaining a positive employee-employer relationship.

Although the percentages have changed, the top five societal and political issues from 2021 and 2022 have stayed the same.

It isn't an exact comparison given that in 2021 respondents selected their issues from a list of 25 socio-political issues instead of this year's list of 26 issues.

For 2022, given the Russian invasion of Ukraine, we added **Military action/war** to the list bringing the number of issues up to 26.

While **Racial inequality/discrimination/hate crimes/prejudice/bias** dropped out of the top five in 2022, it is still a key issue for organizations to address.

Employees' top societal/political issues: 2022 (2021)

Employee health & well-being: **40% (40%)**

Job creation: **32% (26%)**

Data privacy: **23% (24%)**

Income inequality (CEO/worker pay gap): **21% (18%)**

Gender wage and leadership gap/gender equality (uplifting women into leadership roles): **20% (20%)**

Racial inequality/discrimination/hate crimes/prejudice/bias: **19% (25%)**

Politics in the workplace

As in the broader culture, priorities vary across racial/ethnic backgrounds.

There are significant differences among employees of different racial and ethnic backgrounds in the issues ranked as priorities.

For example, most individuals across all racial/ethnic backgrounds selected *Employee health & well-being* as their top-ranked priorities -- the exception being individuals who identified as Black/African American, who ranked Employee health and well-being closely behind *Racial inequality/discrimination /hate crimes/prejudice/bias* (30% vs. 31%).

Black, Hispanic, and Asian workers are less likely to say their organization has taken effective action on *Racial inequality.../prejudice/bias* than are non-Hispanic whites (67%, 69%, and 70% vs. 75%).

Respondents who identified as Hispanic ranked *Access to education* higher (21%) as an important issue than individuals of other backgrounds.

Politics in the workplace

Priorities vary among genders, as well.

Understanding the nuance and variation beneath the overall rankings will help organizations ensure that communications are thoughtful and without assumptions.

Of the 2022 respondents, there were 30 respondents who did not select female or male as the gender they most identify with.*

While the data from this group is not statistically significant due to the small sample size, we share it because of Integral's commitment to bringing historically marginalized voices and perspectives forward.

**[see page 58](#) in the appendix to see additional information on gender identities.*

Women, Men, and individuals identifying as Non-Binary all selected *Employee health & well-being* as their top issue.

Women and those who selected a gender non-conforming identity ranked *Gender wage and leadership gap/gender equality (uplifting women into leadership roles)* slightly higher (21%) than did Men (18%).

Non-Binary individuals (32%) ranked *Income inequality (CEO/worker pay gap)* higher than both Men (21%) and Women (20%).

Men ranked *Climate change/ environmental responsibility /environmental efforts* higher (21%) than did gender non-conforming (14%) and Women (15%).

**Integral Insight:
Politics in the workplace**

Organizational leaders don't have much control over local, national, or world events.

Yet these external circumstances, events, and decisions impact employees individually and collectively.

Regardless of the size of the organization or the distribution of its workforce, organizations will need to decide how their internal/employee communications should address the nuances of politics in the workplace.

In terms of choosing issues on which to take a stand, it's important to note that the issues on which employees most want action are issues where the organization *can directly benefit employees*: employee health & well-being, job creation, data privacy, and wage inequalities. This is an opportunity to take positive action that shows commitment rather than simply issuing a statement.

Creating a clear stance on organizational expectations and policies will help prevent bringing political polarization into the workplace.

Particularly consider the intersection of your Environmental, Social, Governance (ESG) strategies; Diversity, Equity, and Inclusion (DEI); healthcare policies, and any corporate political advocacy your organization may be involved with.



Generational divide in the workplace

Generational divide in the workplace

When organizations provide social activities outside of work, more Gen Z and Millennials enjoy them than do Gen X and Baby Boomers.

Further, organizations may have not been able to provide social activities due to the COVID pandemic during the period when participants were surveyed.

Interest in organization-provided social gatherings outside of work by generation

Gen Z (ages 18-25)



Millennials (ages 26-41)



Gen X (ages 42-57)



Baby Boomers (ages 58-76)

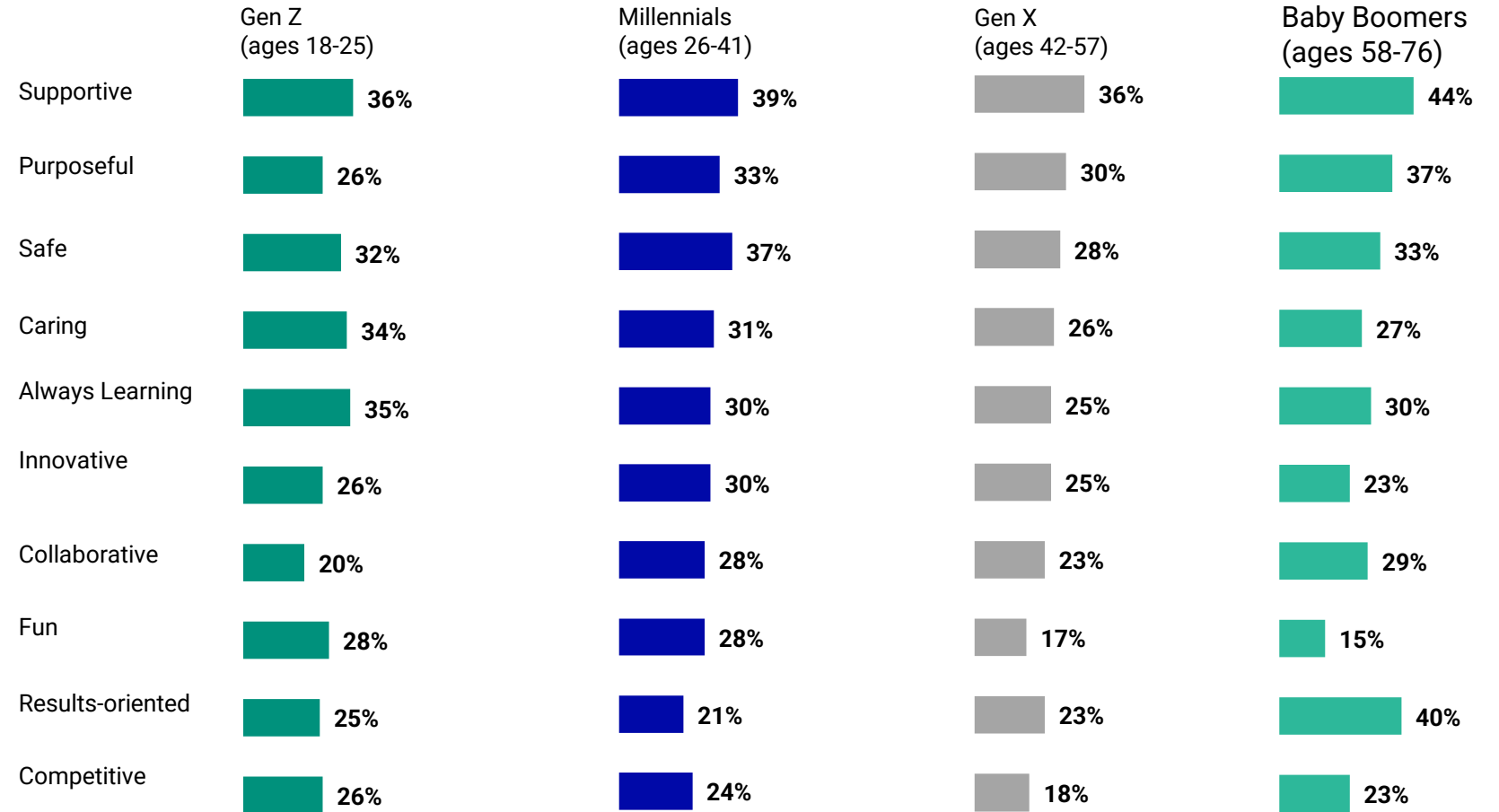


- My organization does not provide these opportunities and it doesn't matter to me.
- My organization does not provide them and I wish it did.
- My organization provides them and I feel forced to join.
- My organization provides them and I sometimes enjoy them.
- My organization provides them and I enjoy them.

Generational divide in the workplace

All generations describe their organization's culture as *supportive* more than any other positive attribute.

Gen Z and Millennials are more likely than the two older generations to describe their organization's culture as *fun*. Baby Boomers are more likely than other generations to use the term *results-oriented*.



Generational divide in the workplace

Perspectives on remote work and collaboration differ by generation.

Millennials favor flexible schedules. 62% prefer a hybrid schedule, and 57% favor working remotely all the time (respondents could choose multiple options).

Only 40% of Gen X and 38% of Baby Boomers favor an entirely remote schedule.

Additionally, Millennials are most likely to think that their colleagues have successfully adapted to working remotely and that online collaboration is as effective as face-to-face collaboration – more than 10% higher than any other generation.

I would prefer to work in person some of the time and remotely some of the time.



I would prefer to work remotely all of the time.



My colleagues have adapted well to working remotely.



I feel online collaboration can be just as effective as face-to-face collaboration.



■ Gen Z ■ Millennials ■ Gen X ■ Baby Boomers

Above %s reflect combined responses of Strongly Agree/Somewhat Agree

**Integral Insight:
Generational divide**

Generational divides need not result from generational differences.

Boost intergenerational interaction.

Employees should feel comfortable speaking openly about how their generational perspectives affect their workplace experience. Create a way to allow for feedback.

It is important to encourage employees to recognize generational gaps and their unconscious biases. Effective communication begins with self-awareness.

Employees are still adjusting to remote work. If your organization hasn't previously given teamwork and trust significant attention, do it now.

Trust is crucial for intergenerational teams.

Create more opportunities for employees to work across generations and share their wisdom.

Knowledge-sharing in both directions across generations is critical for each employee's personal career growth and organizational success.



2022 Index Insights & Recommendations

2022 Index Insights & Recommendations

Positive aspects of workplace culture reinforce each other.

A strong pattern in this year's Index is that employees who express positive views about one aspect of their work environment tend to express positive views about other aspects as well:

- Employees who feel their organization reflects their values are more likely than those who do not to say their peers would take positive actions on behalf of the organization, such as going the extra mile for a colleague or client (83% vs. 47%) or mentoring (78% vs. 38%).
- Employees with a positive mindset overwhelmingly (91%) describe their organizational culture as positive.

- Employee loyalty exceeds 9 in 10 (92%) for employees who believe their organization reflects their values.

The challenge for employers is, first, to explore employee sentiment across these dimensions (and possibly others) and seek to understand *causation* – to understand which variables are most likely to drive positive attitudes overall.

With that knowledge, organizations can take active measures to improve the aspects of their culture that will drive increased employee loyalty and positivity.

2022 Index Insights & Recommendations

Employees are as varied as...people.

While there are many things that all employees want – respect, inclusion, fair compensation – it’s important for organizations to recognize that employees are a diverse population with needs and attitudes that vary by age, race/ethnicity, gender, political philosophy, generation, and other factors.

The appeal of remote full-time work declines from younger to older workers (56% of Gen Z say they want this, vs. 35% of Boomers). Gen Z is more concerned with the CEO/worker pay gap than Boomers (24% to 19%). Black (31%) and Asian (25%) workers are more likely than Non-Hispanic white workers (18%) to want their organizations to act on racial

discrimination and hate crimes. Republicans are less likely to say their organizational culture is positive than Democrats (81% vs. 89%). And so on.

In the past, employers could focus primarily on what employees had in common; today, employers must also respond to differences within employee populations and recognize that external events affect morale and attitudes among those populations.

Recognizing and acting on these differences in an even-handed manner requires more work than the old way. But if done well, it fosters the deep sense of connection and shared purpose that both employers and employees want.

2022 Index Insights & Recommendations

A sense of belonging is critical to employee satisfaction.

People look for meaning and belonging in their work today to a greater extent than in the past.

Employees with a positive mindset say their organization's culture is one of mutual support:

- 87% believe they contribute to their organization's success.
- 82% believe their organization provides them with tools and resources to do their job effectively.
- 76% believe colleagues would go the extra mile for a colleague or client.

The consistent attitudinal split between managers and non-managers can be seen as a matter of belonging. Managers are more likely to understand organizational values; to describe the culture as positive; to say they are fairly compensated; and to have a positive mindset*. This is not merely a matter of managerial privilege: non-managers are *less aware* of what's happening in their organizations (e.g., 20% say they don't know whether a digital transformation is taking place, vs. 8% of managers)**. Nurturing a sense of belonging among *all* employees is a critical need for today's organizations.

*[see page 21](#) for manager mindset data and more

**[see page 67](#) in the appendix for digital transformation details



Appendix

About the research and methodology

Integral partnered with The Harris Poll to gain insights into addressing employee realities, experiences, and perceptions.

Survey methodology

Data are weighted where necessary by age, gender, race/ethnicity, region, education, marital status, household size, employment status (full-time/part-time), household income, and propensity to be online to bring them in line with their actual proportions in the population.

About the respondents:

- 2010 employed United States residents, age 18 and above
- Field Dates:
April 18, 2022 – May 2, 2022
- Respondents for this survey were selected from among those who have agreed to participate in Harris Poll surveys. The sampling precision of Harris online polls is measured by using a Bayesian credible interval. For this study, the sample data is accurate to within + 2.8 percentage points using a 95% confidence level. This credible interval will be wider among subsets of the surveyed population of interest.

Research mode:

- Invitation sent by The Harris Poll to potential respondents
- Respondents completed an online survey
- Average length of completion time: 15 min
- Median length of completion time: 10 min

Index respondents

May 2022

2,010

Participants



5 generations



26 societal
& political issues

43.7

Mean age

June 2021

2,011

Participants



4 generations



25 societal
& political issues

43.2

Mean age

Integral Employee Activation Index 2022

Gender	May 2022	June 2021
Female	52%	52%
Male	46%	46%
Gender non-conforming	<0.5%	<0.5%
Non-binary	<0.5%	<0.5%
Transgender female	<0.5%	<0.5%
Transgender male	1%	<0.5%
Prefer not to answer	<0.5%	<0.5%

U.S. Region	May 2022	June 2021
Northeast	17%	18%
Midwest	21%	21%
South	39%	38%
West	23%	23%

Integral Employee Activation Index 2022

Generations*	May 2022	June 2021
Gen Z (~ages 18-25) born 1997 - 2012	10%	11%
Millennials (~ages 26-41) born 1981 - 1996	37%	38%
Gen X (~ages 42-57) born 1965 - 1980	33%	32%
Baby Boomers (~ages 58-76) born 1946 - 1964	19%	18%
Silent Generation (~ages 77+) born 1945 and earlier	<.5%	<1%

**Note: Generations are determined by birth year, so actual age of respondents changed year-over-year.*

Race/Ethnicity	May 2022	June 2021
White	64%	62%
Black/African American	11%	11%
Hispanic	17%	18%
Asian (net)	5%	5%
Native American or Alaskan Native	1%	1%
More than one race	1%	2%
Other Race/Ethnicity	<.5%	1%
Prefer not to answer	<.5%	0

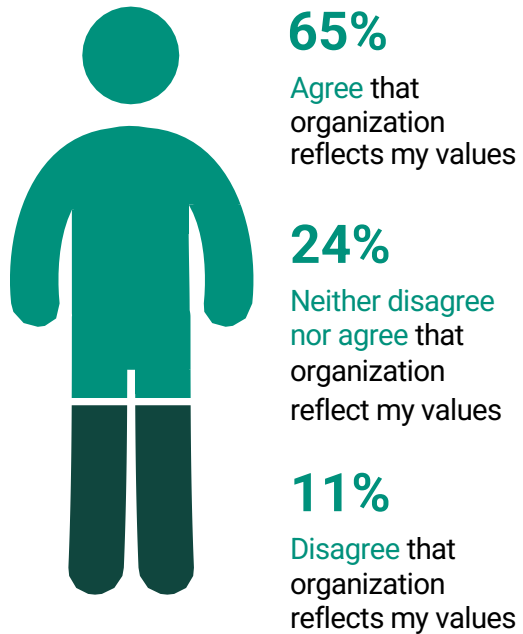
Integral Employee Activation Index 2022

Household Income*	May 2022	June 2021
Less than \$15,000	2%	2%
\$15,000 - \$24,999	3%	3%
\$25,000 - \$34,999	5%	5%
\$35,000 - \$49,999	9%	9%
\$50,000 - \$74,999	24%	15%
\$75,000 - \$99,999	15%	16%
\$100,000 - \$124,999	17%	18%
\$125,000 - \$149,999	12%	14%
\$150,000 or more	20%	18%

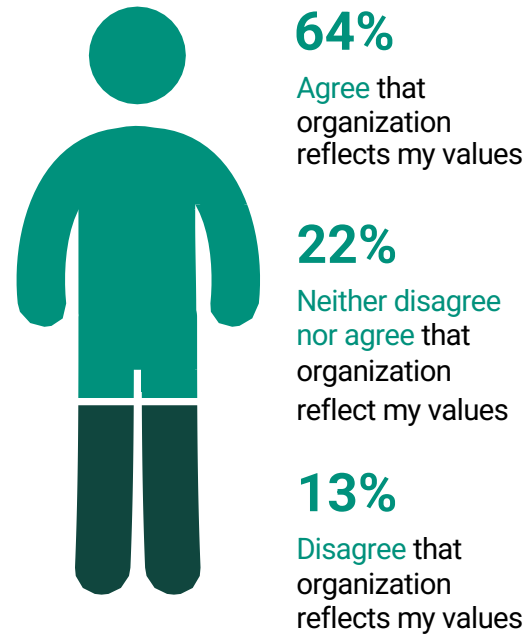
*total 2020 Household income

How employees feel their organization performs on their personal values

May 2022 Findings*



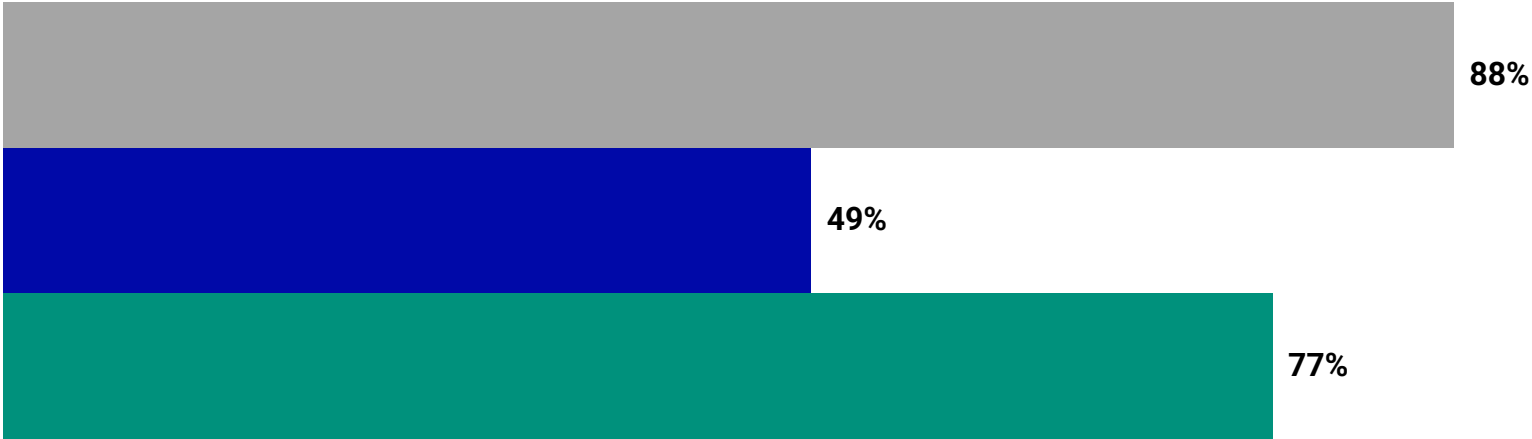
June 2021 Findings*



My organization reflects my values.

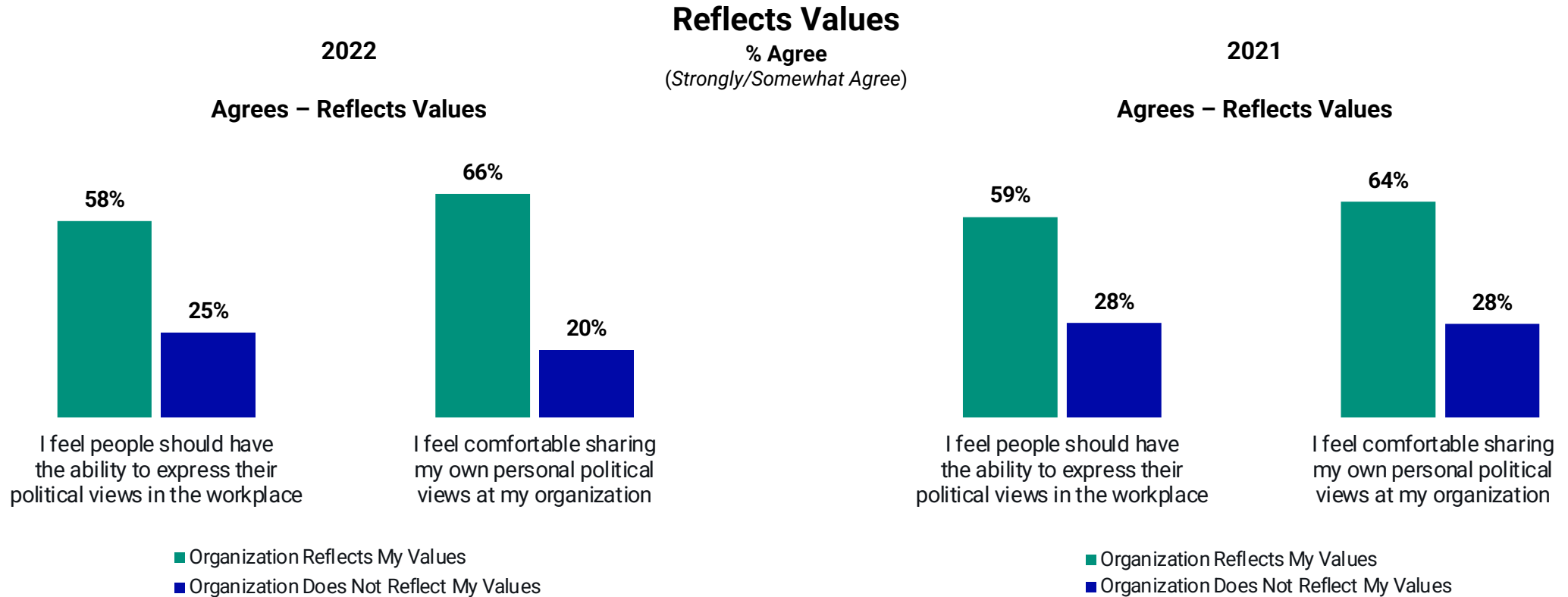
** Asked to all respondents **

Likelihood of loyal employees to change jobs in the next 6-12 months



■ Somewhat/Very Unlikely ■ Neither Likely nor Unlikely ■ Somewhat/Very Likely

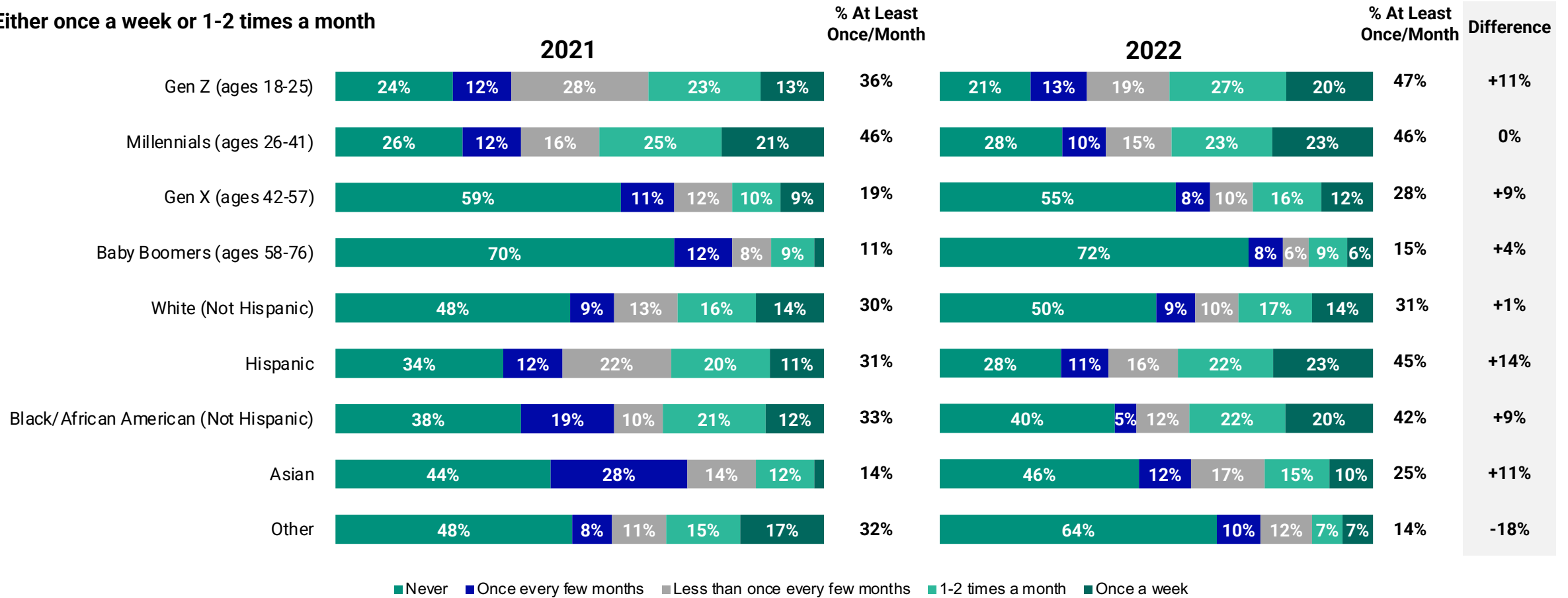
How employees feel about sharing political views at work



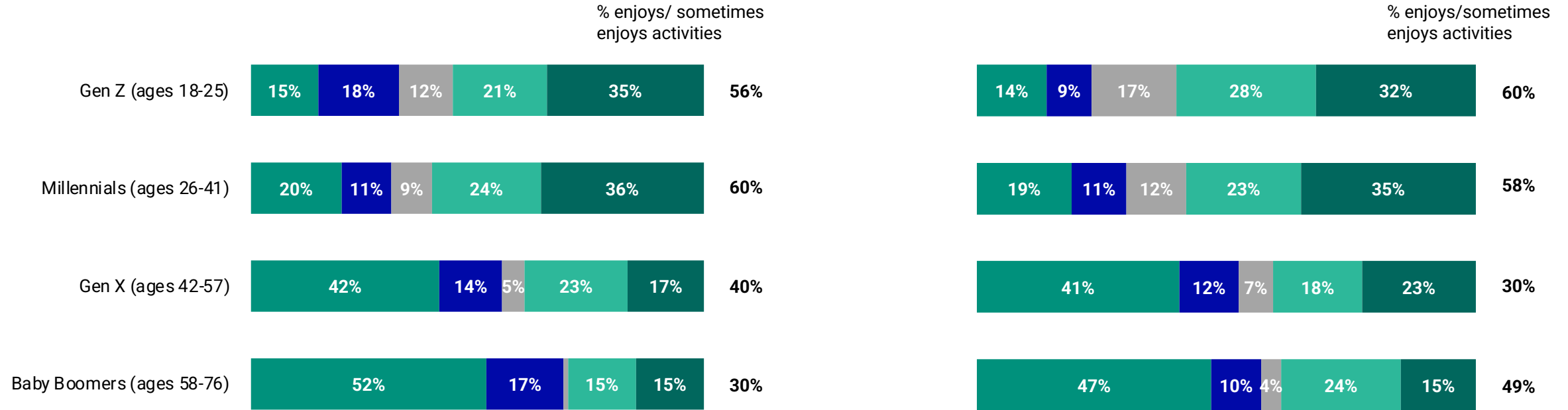
Overall top 12 Issues	May 2022	June 2021
Employee health & well-being	40%	40%
Job creation	32% ↑	26%
Data privacy	23%	24%
Income inequality (CEO/worker pay gap)	21%	18%
Gender wage & leadership gap/gender equality (uplifting women into leadership roles)	20%	20%
Racial inequality/discrimination/hate crimes/prejudice/bias	19% ↓	25%
Universal access to health care	19%	17%
Small business growth	18%	16%
Climate change/environmental responsibility/ environmental efforts	18%	18%
Access to education	18%	19%
Sexual harassment	17%	18%
Housing/Homelessness	15%	16%

Frequency of social media engagement

Either once a week or 1-2 times a month



Participation in organization-provided social gatherings by generation

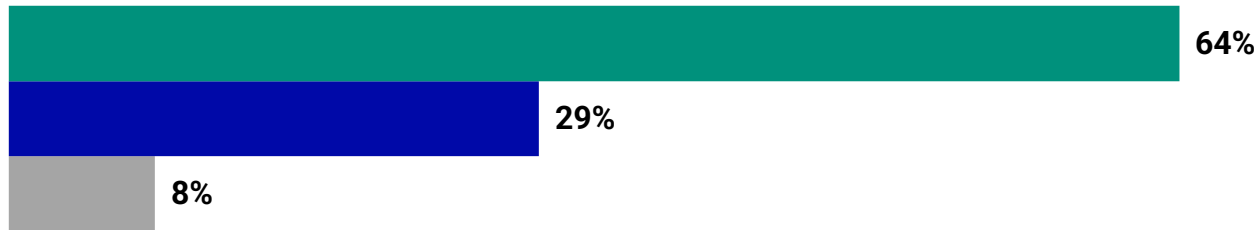


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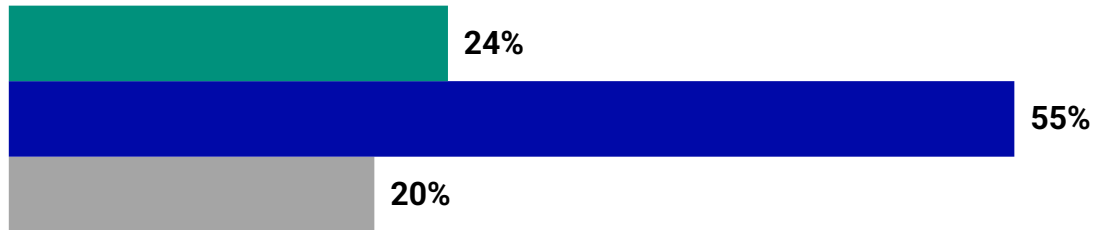
- My organization does not provide them and I wish it did.
- My organization provides them and I sometimes enjoy them.

Managers and non-managers in the midst of digital transformation

Managers



Non-managers



- Digital Transformation
- No Digital Transformation
- Don't Know

Integral

Questions? Email us at: hello@teamintegral.com

www.teamintegral.com