WORK-LIFE WELLNESS STUDY FINDINGS

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FOUR WAYS WORK AND PERSONAL LIFE CONNECT:

- WORK CREATES CHALLENGES AT HOME
- PERSONAL RESPONSIBILITIES AFFECT WORK
- WORK IMPROVES LIFE OUTSIDE THE WORKPLACE
- PERSONAL LIFE HELPS SOMEONE PERFORM BETTER AT WORK.

THE WORK-FAMILY INTERFACE

	CONFLICT	ENRICHMENT
WORK → FAMILY	**Work-to-Family Conflict** Job demands, hours, or stress make it harder to meet family responsibilities. EXAMPLE *Missing a child's recital because of a deadline; coming home too drained to engage.*	**Work-to-Family Enrichment (Capital)** Work builds confidence, fulfillment, and resources that benefit family life. EXAMPLE *Bringing the confidence and skills from a good day at work home as a parent.*
FAMILY → WORK	**Family-to-Work Conflict** Family demands or strain make it harder to perform at work. EXAMPLE *Arriving late after a childcare hiccup; distracted at work caring for an ill parent.*	**Family-to-Work Enrichment (Efficiency)** Family responsibilities sharpen focus and time on the job. EXAMPLE *A 5:00 daycare pickup pushing you to protect focus time and cut meeting fluff.*

Conceptual framework adapted from Netemeyer et al. (1996) and Carlson et al. (2006).

STUDY PURPOSE

PRIMARY GOAL

TO UNDERSTAND HOW THE WORK-LIFE DYNAMICS OF KANSAS CITY WORKERS IMPACT EMPLOYEE EFFECTIVENESS AND SUCCESS.

SECONDARY GOAL

IDENTIFY ORGANIZATIONAL AND LEADERSHIP FACTORS THAT FACILITATE EMPLOYEE EFFECTIVENESS AND SUCCESS



WORKPLACE CULTURE, SUPERVISORS, CAREGIVING RESPONSIBILITIES AND MENTAL-HEALTH NEEDS SHAPE EXPERIENCE

DEMOGRAPHICS

77% MID- TO LATE-CAREER (35–64)

83% WHITE/CAUCASIAN (SIMILAR TO KC REGION)

72% WOMEN (KC REGION ≈ 47%)

n=457





PERSONAL CHARACTERISTICS

26% TOOK MENTAL HEALTH LEAVE IN THE PAST 6 MONTHS

OVER HALF THE WORKFORCE HAS CAREGIVING RESPONSIBILITIES

72% OF CAREGIVERS TOOK TIME OFF TO ATTEND TO CAREGIVING

ROLE AND FIRM

89% HAVE A BACHELOR'S+ (KC REGION ≈ 33%)

65% IN MIDDLE OR SENIOR MANAGEMENT

MOSTLY SMALL FIRMS, WITH GOOD REPRESENTATION OF MEDIUM & LARGE



WORK IMPACTS FAMILY AT 2X THE RATE THAT FAMILY IMPACTS WORK

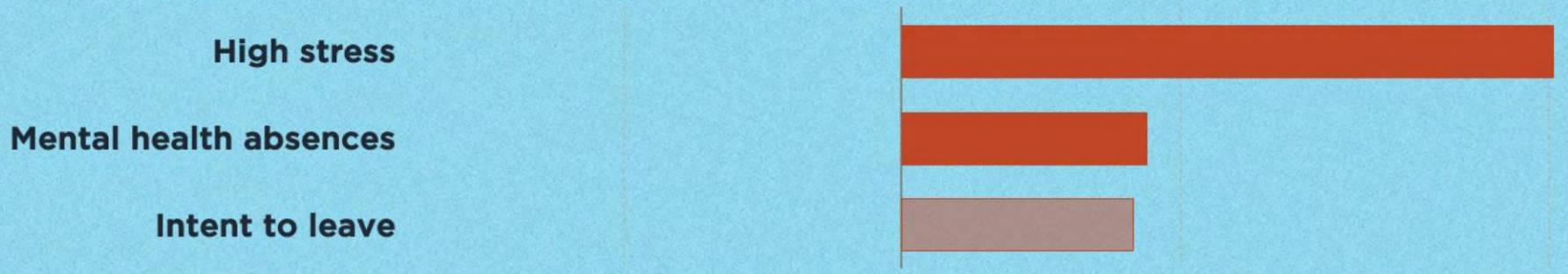
% of employees who agree or strongly agree that they experience:

	FAMILY → WORK	WORK → FAMILY
CONFLICT	**18%** **Family-to-Work Conflict** *"The demands of my family or spouse/partner interfere with work-related activities."*	**42%** **Work-to-Family Conflict** *"The demands of my work interfere with my home and family time."*
ENRICHMENT	**18%** **Family-to-Work Efficiency** *"My personal responsibilities require me to avoid wasting time at work and this helps me be a better worker."*	**42%** **Work-to-Family Capital** *"My work provides me with a sense of accomplishment and this helps me be a better family member."*

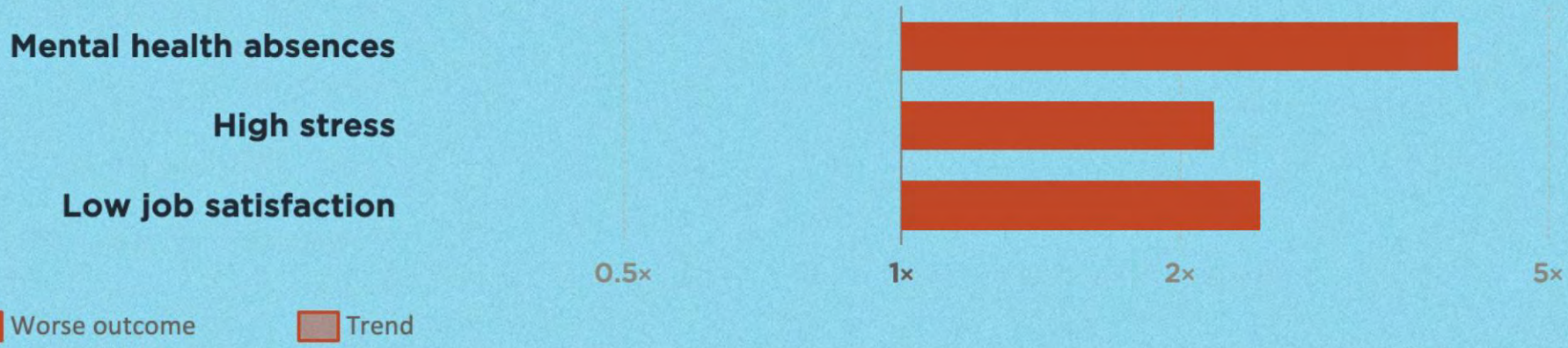
CONFLICT DAMAGES WELLNESS AND RETENTION

Work pushing into family AND family pushing into work both predict worse employee outcomes

WORK-TO-FAMILY CONFLICT *when work demands push into employees' family or personal life*



FAMILY-TO-WORK CONFLICT *when family demands (caregiving, illness, emergencies) push into work*

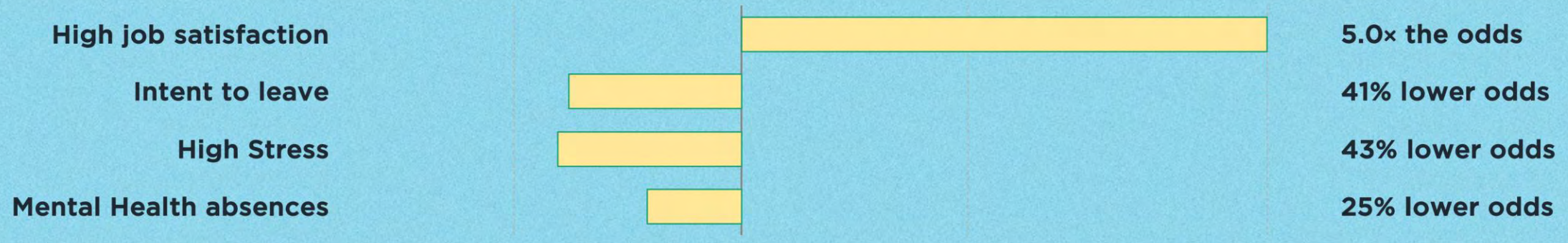


Adjusted odds ratios from binary logistic regression. Only significant predictors (p < .10) shown for each outcome. N = 437–444.

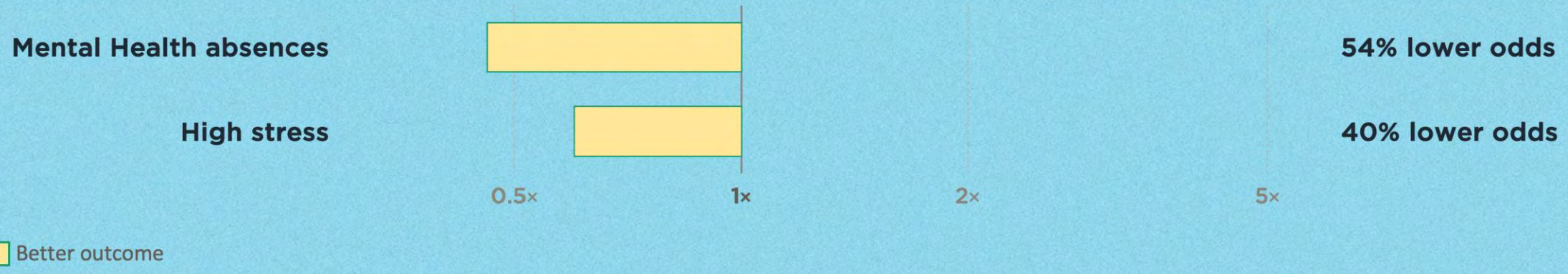
ENRICHMENT IMPROVES WELLNESS AND RETENTION

Work fueling family AND family fueling work both predict better employee outcomes

WORK-TO-FAMILY ENRICHMENT *when work provides skills, energy, and resources that benefit personal life*



FAMILY-TO-WORK EFFICIENCY *when family responsibilities sharpen focus and discipline at work*



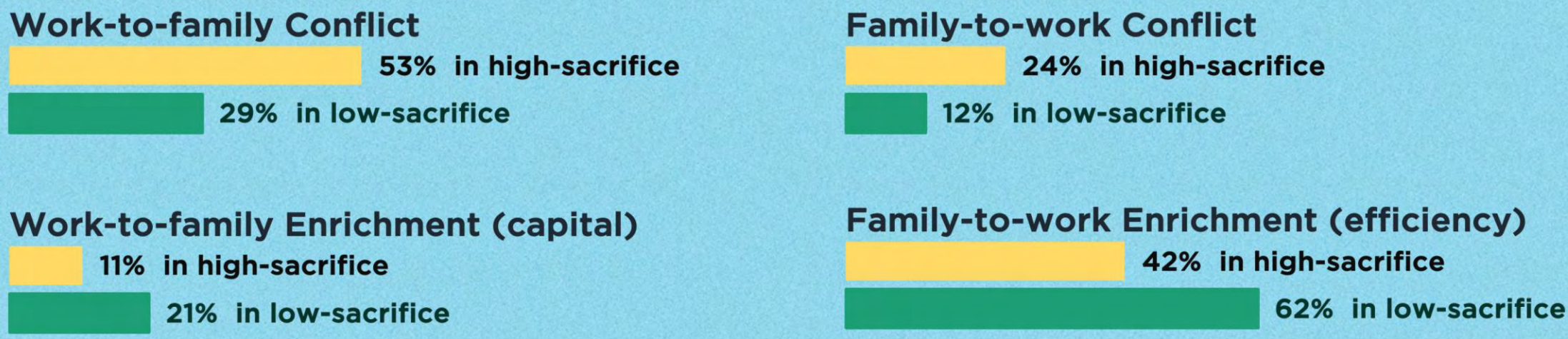
Better outcome

Adjusted odds ratios. Only significant predictors ($p < .10$) shown. N = 437–444.

WORK FAMILY SACRIFICE CLIMATE IS A LEVER

Workplaces that demand family sacrifice produce more conflict and limit enrichment

In workplaces with high vs. low sacrifice climate, % of employees who agree or strongly agree that they experience:



Descriptive percentages from sample (n ≈ 445). Interaction plot from logistic regression (OR for WtoF Conflict × Climate = 1.72, p = .024).

Supervisors are Another Lever for Managing W to F Interface

LOW FAMILY SUPPORTIVE BEHAVIORS

55%

of respondents agree or strongly agree that they experience **work-to-family conflict**

→

HIGH FAMILY SUPPORTIVE BEHAVIORS

35%

of respondents agree or strongly agree that they experience **work-to-family conflict**

And supervisors don't just reduce conflict, they enhance the value of enrichment

Without supportive supervisors,

enrichment positively relates to job satisfaction, *but the gains are modest.*

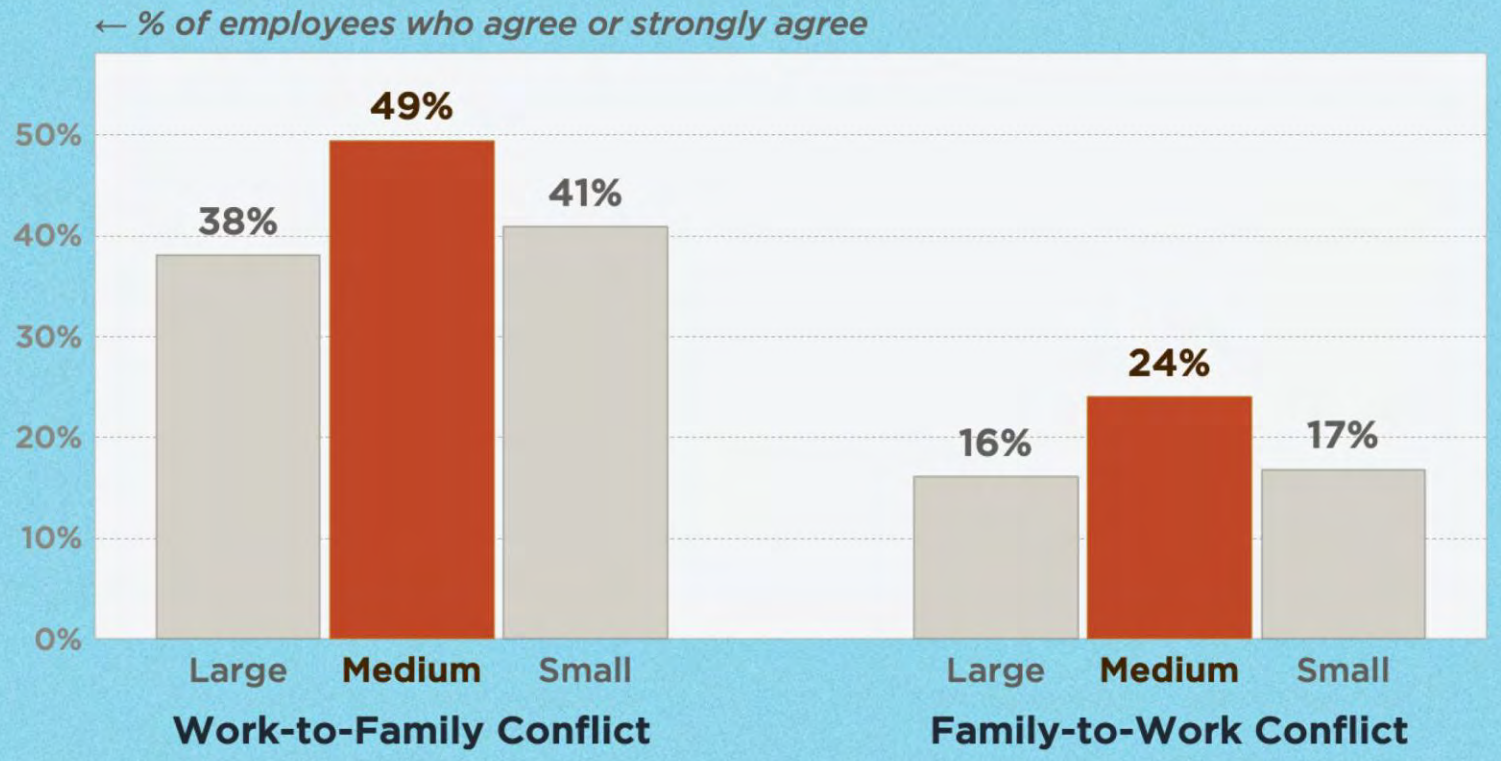
With supportive supervisors,

enrichment more strongly relates to job satisfaction

Supervisor support measured as Family-Supportive Supervisor Behaviors (FSSB). Amplification from logistic regression: WtoF Capital × FSSB OR = 1.57, p = .006.

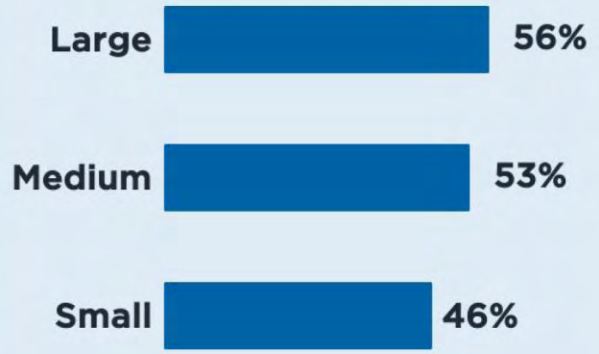
THE MEDIUM-FIRM DANGER ZONE

Mid-sized firms show the highest conflict rates — even higher than the largest firms



Work family sacrifice climate is stronger in medium to large firms

% reporting a high-sacrifice climate



What this means: Medium firms appear to be in a tough spot, too big for informal flexibility, not yet big enough for formal family-friendly HR systems.

Firm sizes: Small (<100 employees), Medium (100–499), Large (500+). Percentages reflect agreeing or strongly agreeing.



42% EXPERIENCED SITUATIONS IN WHICH WORK MADE IT HARDER TO MEET RESPONSIBILITIES AT HOME



5×

greater odds of high stress among employees experiencing high work-to-family conflict.



26% HAD TAKEN AT LEAST A HALF-DAY AWAY FROM WORK FOR MENTAL-HEALTH REASONS DURING THE PREVIOUS SIX MONTHS.

72% OF RESPONDENTS WITH CAREGIVING RESPONSIBILITIES HAD TAKEN TIME AWAY TO MEET THOSE NEEDS.





WHEN WORK IMPROVES LIFE OUTSIDE THE WORKPLACE, EMPLOYEES ARE FIVE TIMES MORE LIKELY TO REPORT HIGH JOB SATISFACTION AND 41% LESS LIKELY TO CONSIDER LEAVING.

KEY TAKEAWAYS

1

Work Impacts Personal Life more than vice versa

Work pushes into family life more than family pushes into work. The good news: That means the lever for change is in the workplace — something businesses can actually control.

2

Climate amplifies — or buffers — the costs of conflict

In high-sacrifice climates, conflict drives turnover sharply. In supportive climates, the same conflict barely moves outcomes.

3

Supervisors are a key source of family support

Family-supportive supervisor behaviors are associated with reduced work-to-family conflict by 20 percentage points. And it amplifies the value of work-to-family enrichment on job satisfaction. Supervisors are key for promoting workplace wellbeing.

FIVE TIPS FOR EMPLOYERS

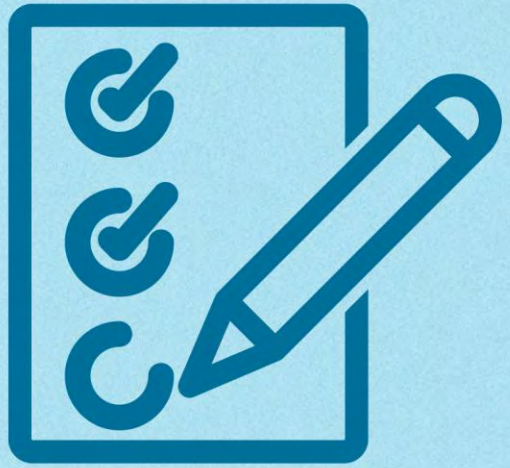
FIVE TIPS FOR EMPLOYERS



1. Prepare supervisors

Give managers the tools to recognize work-life challenges, listen with understanding and apply policies fairly and consistently.

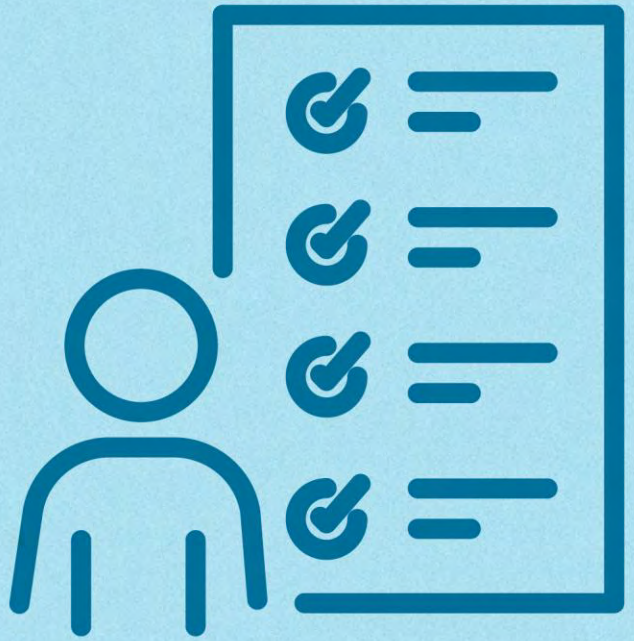
FIVE TIPS FOR EMPLOYERS



2. Review workplace expectations

Look for unspoken practices, such as regularly responding after hours or avoiding available leave, that may make it harder for employees to manage responsibilities outside work.

FIVE TIPS FOR EMPLOYERS



3. Offer flexibility with clarity

Make sure employees understand which options are available, how to use them and how expectations will be applied fairly across the organization.

FIVE TIPS FOR EMPLOYERS



4. Make support easy to find

Communicate benefits, policies and resources regularly. Encourage leaders to model healthy practices so employees know the available support is meant to be used.

FIVE TIPS FOR EMPLOYERS



5. Listen and learn

Ask employees about their experiences, then use their feedback—along with attendance, satisfaction and retention information—to identify what is working and where additional support could help.

FIVE WAYS EMPLOYERS CAN ACT



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