



A LLuminari®
Landmark Study

**Creating Healthy Corporate Cultures for
Both Genders:
A National Employee Survey**

Conducted by
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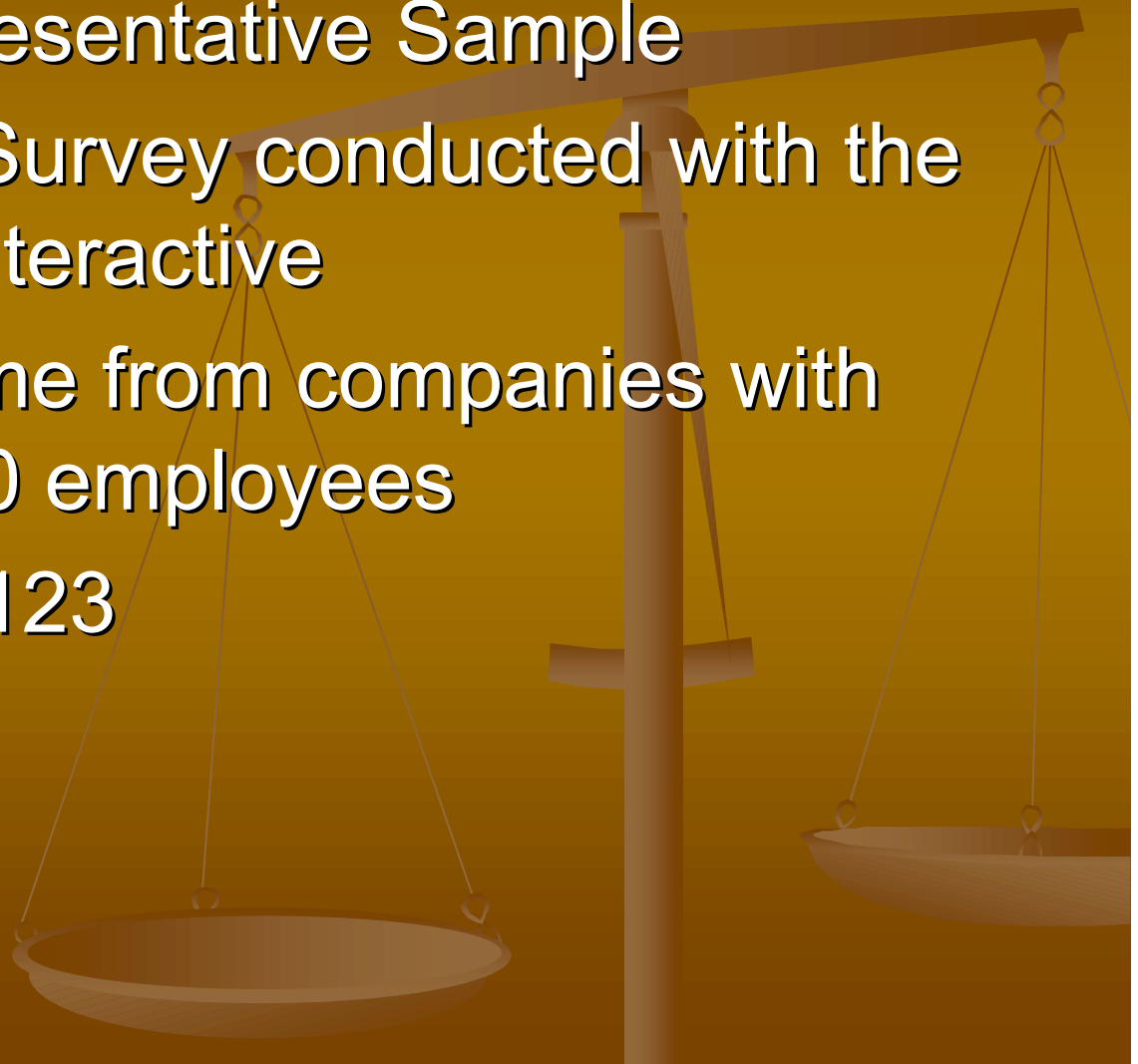
Landmark Study



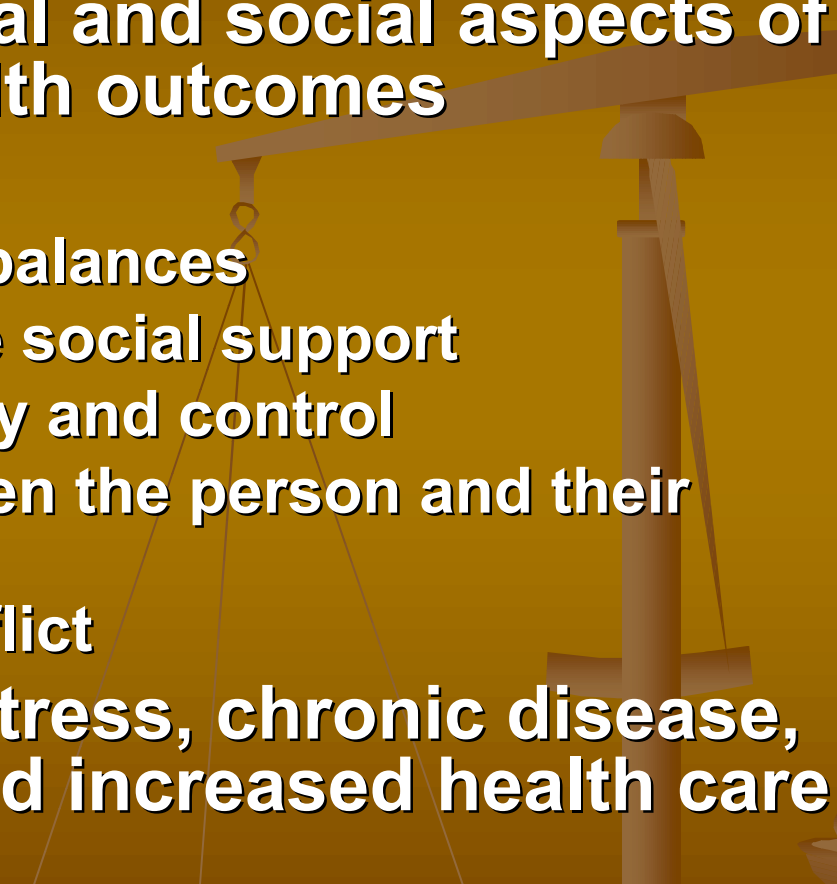
- What do men and women value at work?
- How do men and women differ in their perceptions of work and healthy workplaces?
- Are workplaces as healthy for women as they are for men?
- What work factors influence worker ill-health and distress?

Sample

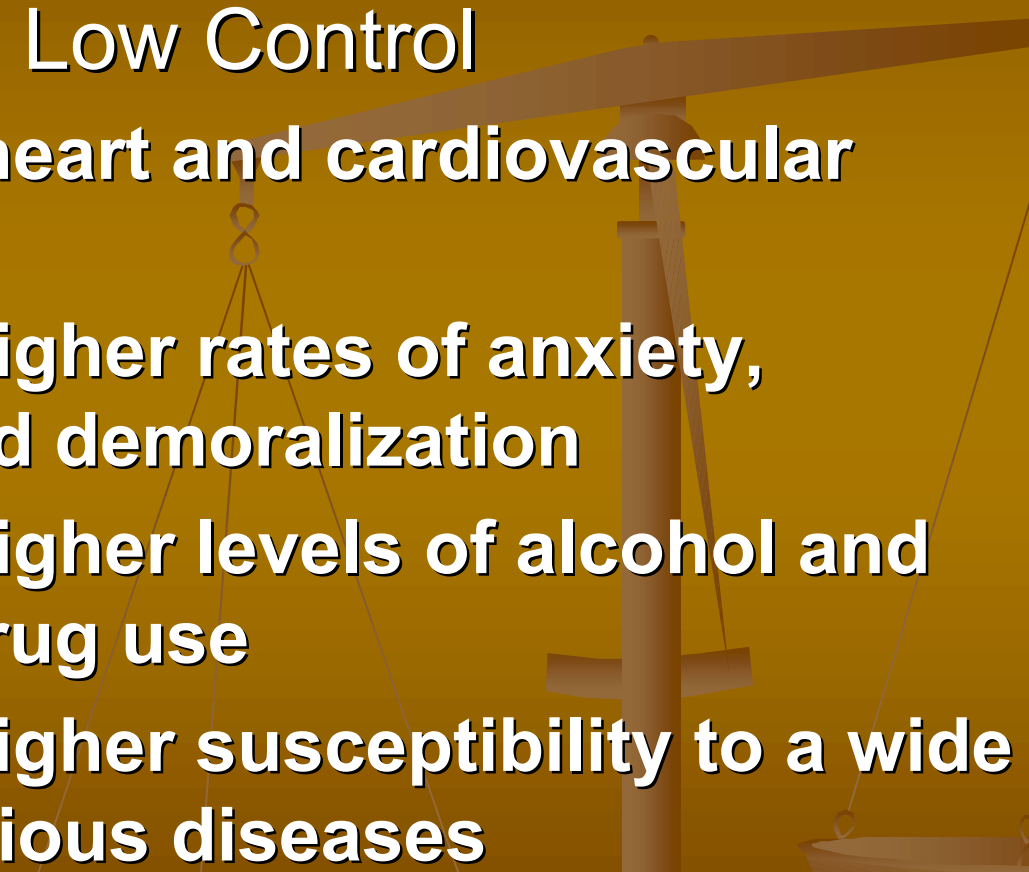
- Nationally Representative Sample
- Via an On-line Survey conducted with the help of Harris Interactive
- Participants came from companies with more than 1,000 employees
- Sample Size 1,123
- 608 Men
- 515 Women



Background: Work & Health

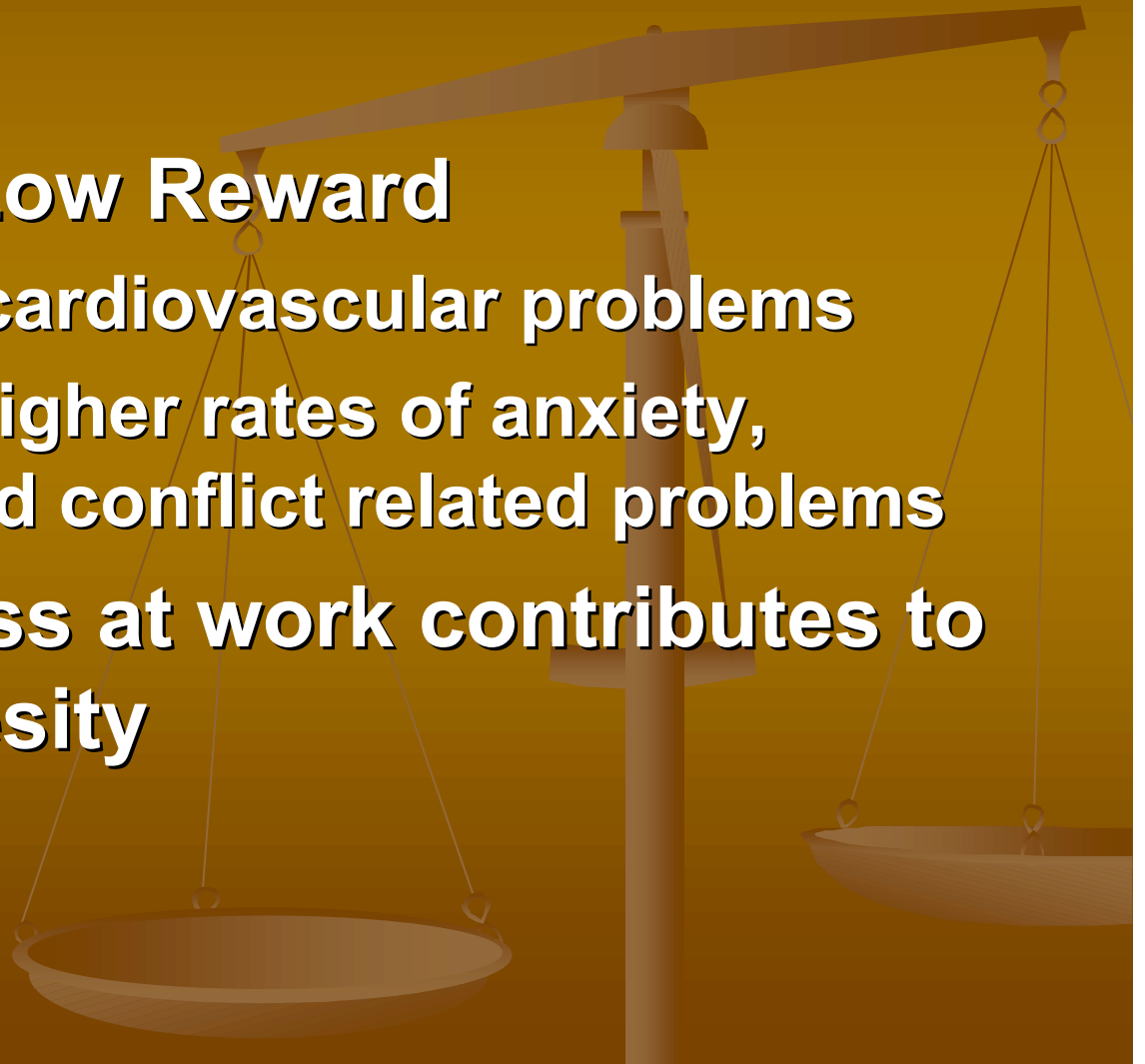
- **The psychological and social aspects of work impact health outcomes**
 - **Specifically:**
 - **Effort-reward imbalances**
 - **Lack of adequate social support**
 - **Lack of autonomy and control**
 - **Lack of fit between the person and their environment**
 - **Work-family conflict**
 - **Contribute to distress, chronic disease, mental illness and increased health care costs**
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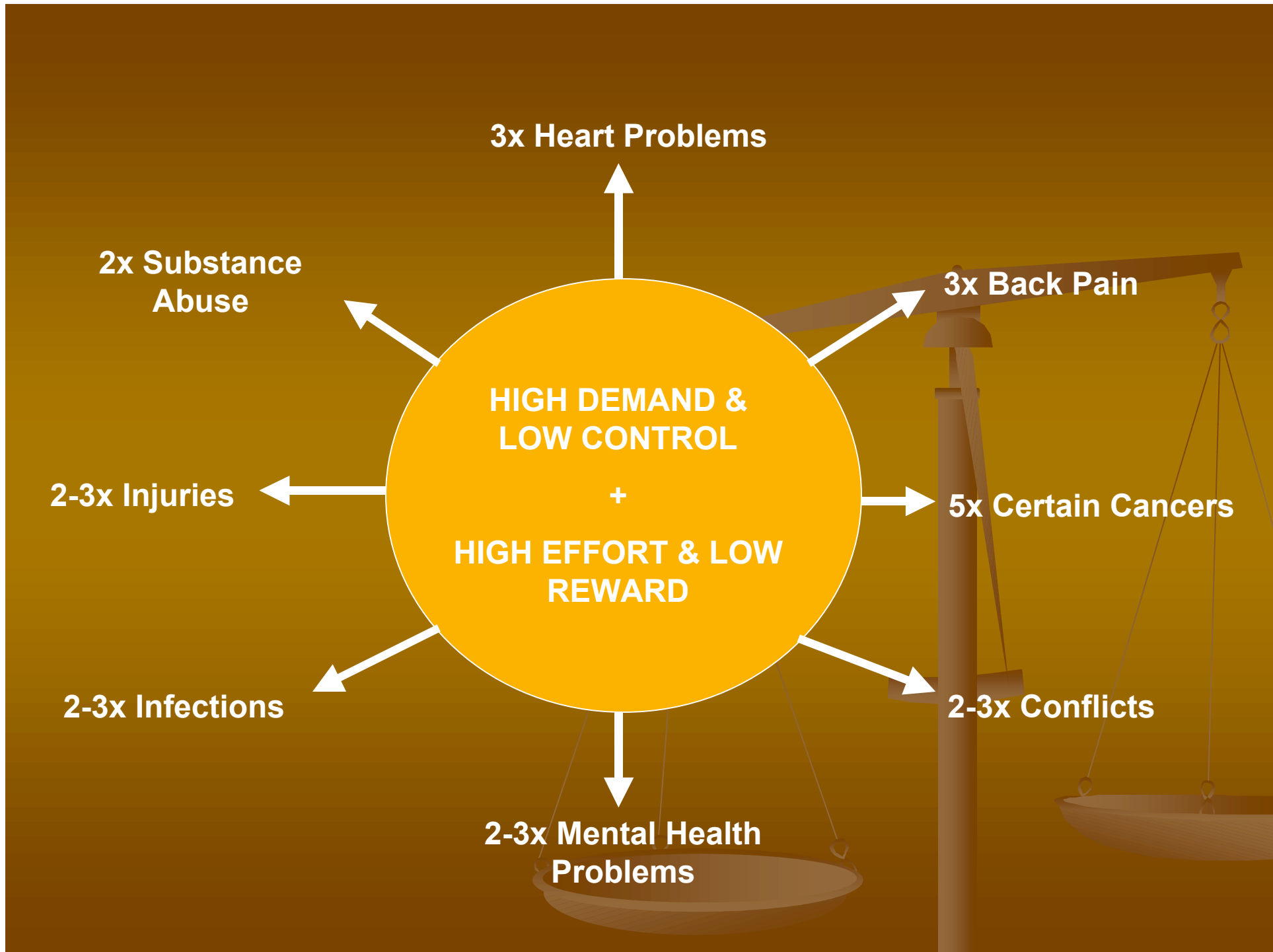
Health Effects of Adverse Work Conditions

- High Demand & Low Control
 - 2x the rate of heart and cardiovascular problems
 - Significantly higher rates of anxiety, depression and demoralization
 - Significantly higher levels of alcohol and prescription drug use
 - Significantly higher susceptibility to a wide range of infectious diseases
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Health Effects of Adverse Working Conditions

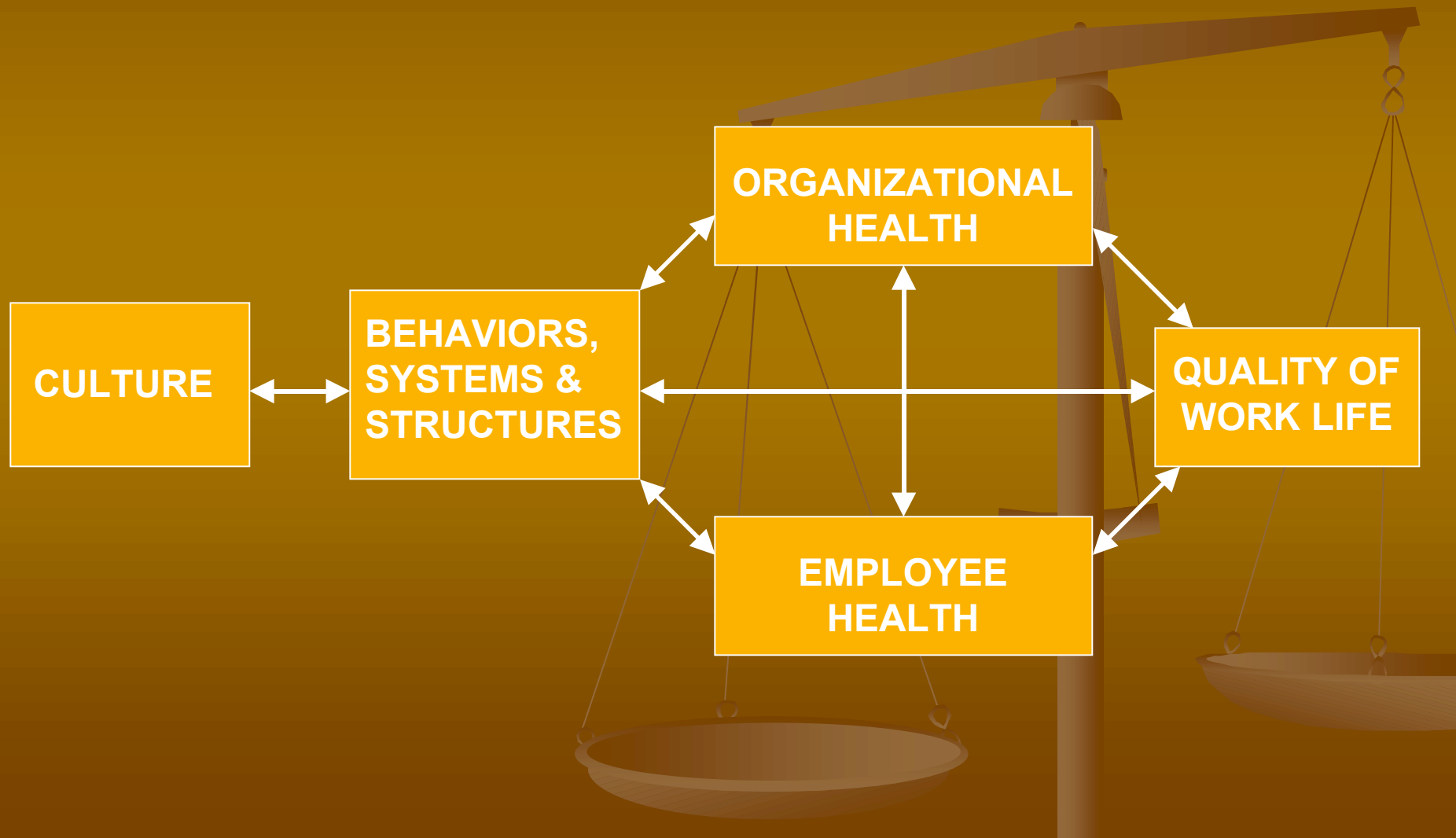
- **High Effort & Low Reward**
 - 3x the rate of cardiovascular problems
 - Significantly higher rates of anxiety, depression and conflict related problems
- **Chronic distress at work contributes to abdominal obesity**





Culture-Work-Health Model

The Connection

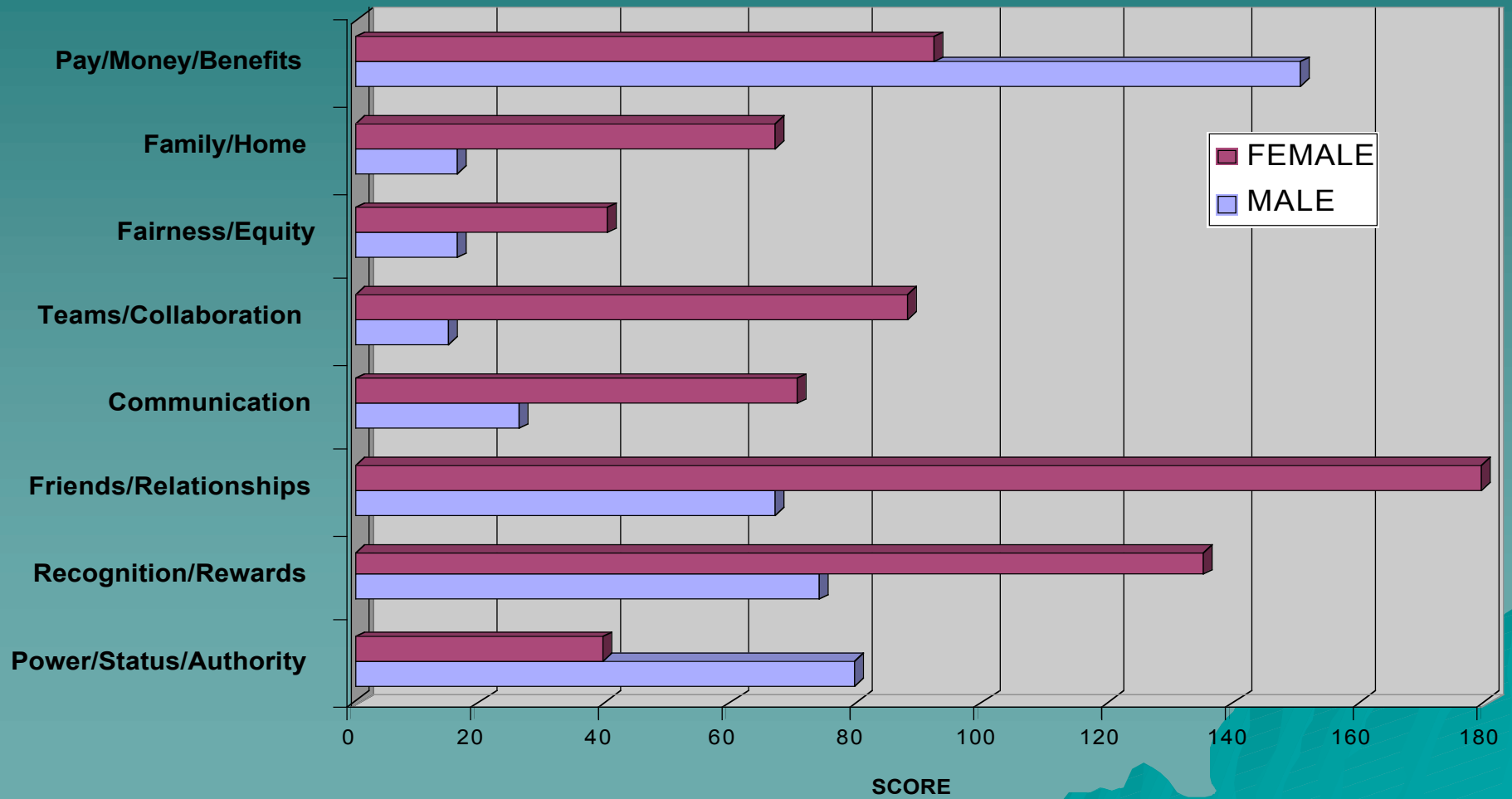


What Do Working Men and Women Think About Their Work, Workplaces and Health?

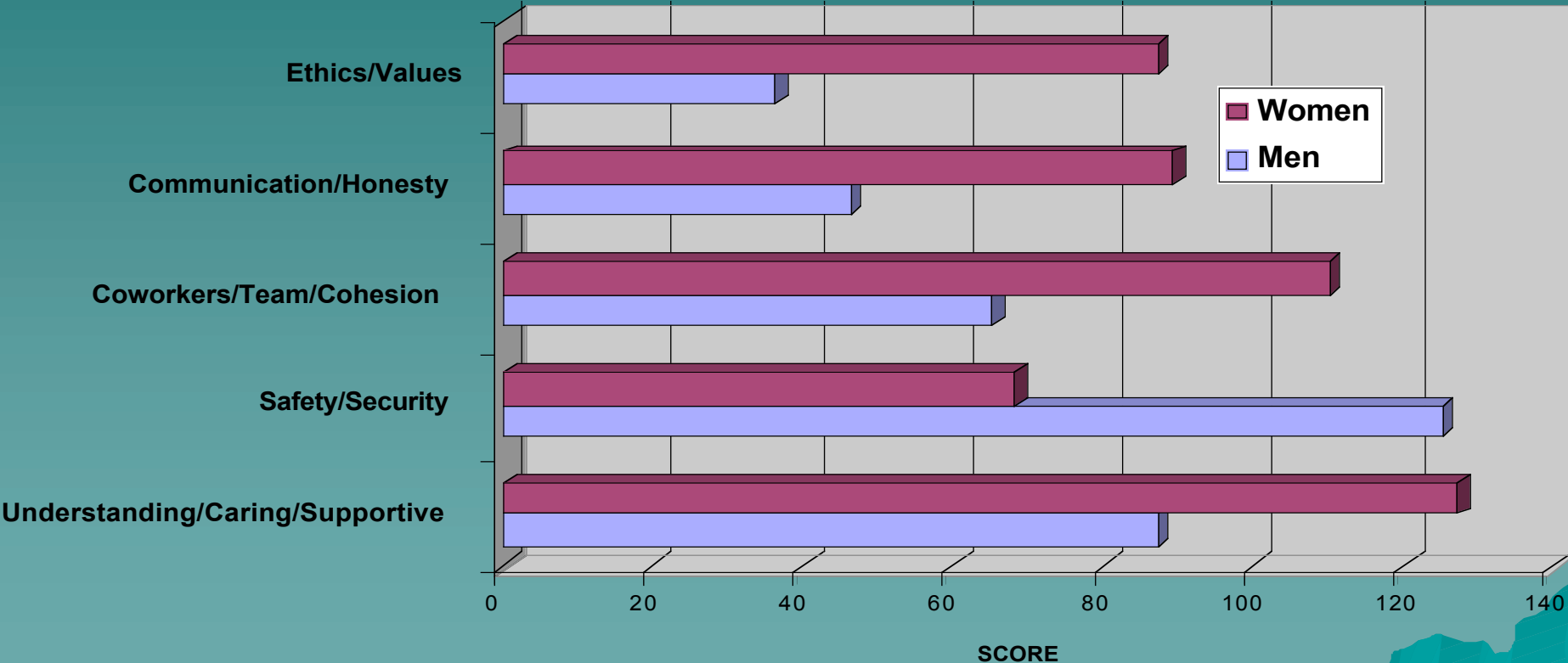
Study Results



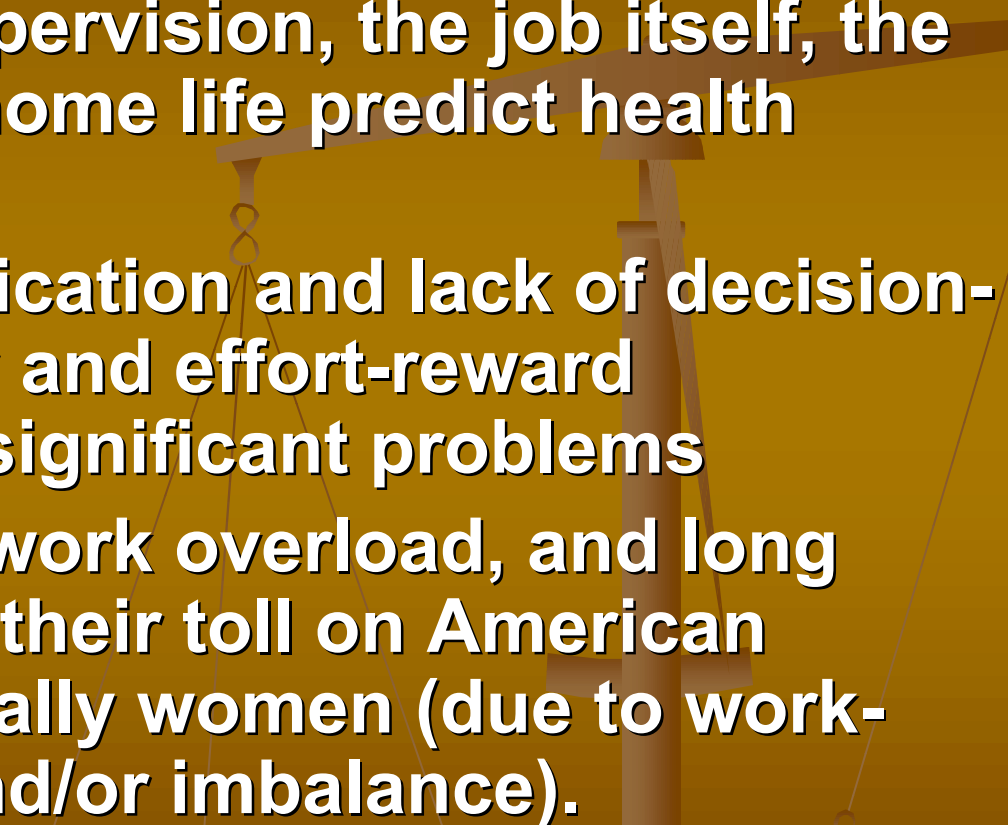
Work Value Comparisons By Gender



HEALTHY WORKPLACE: COMPARISONS BY GENDER



Health Findings

- Management, supervision, the job itself, the workplace, and home life predict health outcomes
 - Lack of communication and lack of decision-making authority and effort-reward imbalance were significant problems
 - Fast work pace, work overload, and long hours are taking their toll on American workers—especially women (due to work-family conflict and/or imbalance).
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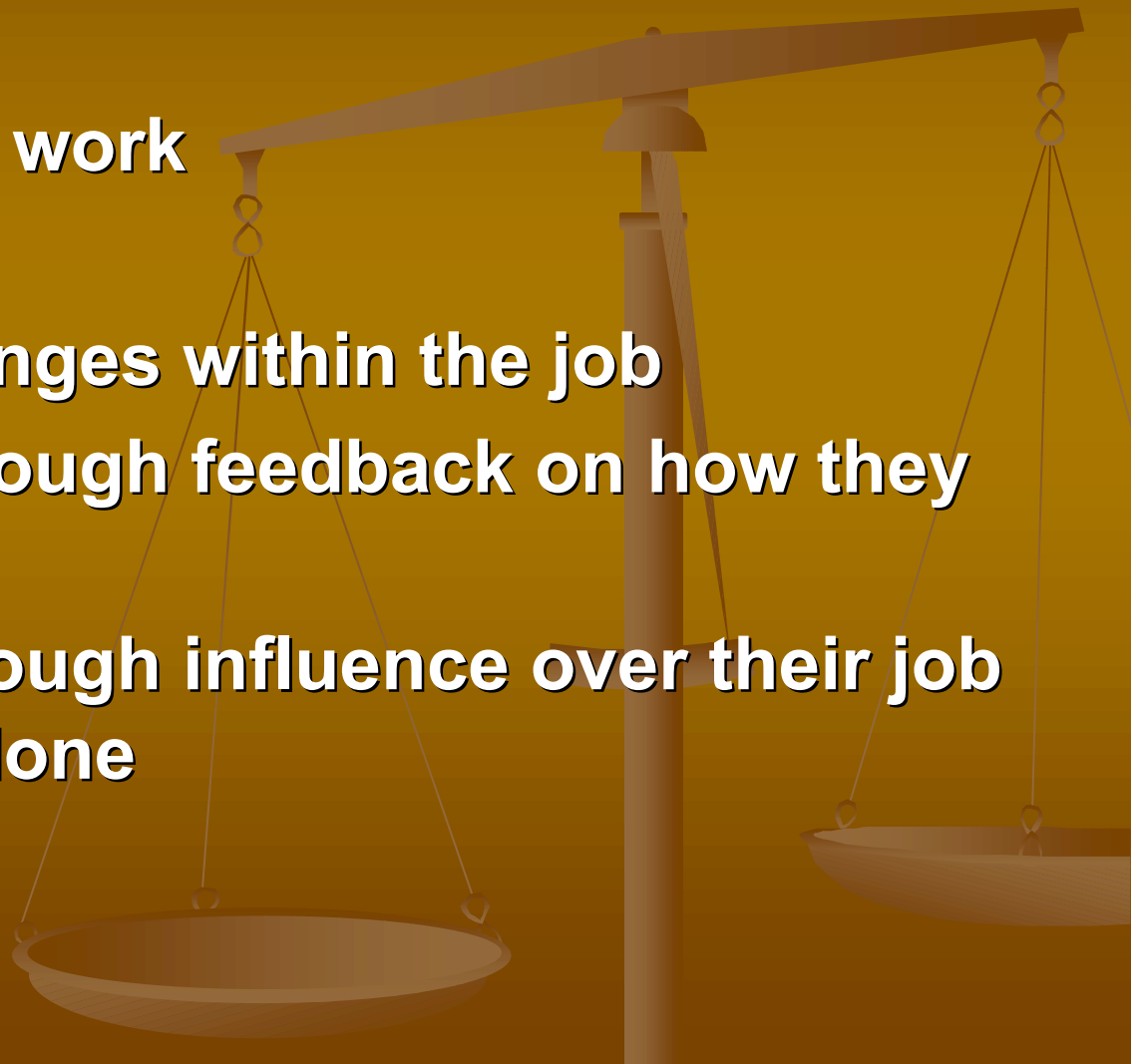
Health Findings

- 54% often to always come home in a state of fatigue
- 2 out of 5 respondents experienced distress due to too much pressure or mental fatigue at work
- 1 out of 5 respondents are at risk for stress-related health problems; another 15% are at a moderate risk
- 1 in 10 are so tired at the end of the work day that they do not enjoy their non-work time
- 62% don't think their employer tries to minimize unnecessary stress
- Half don't think their employer has an interest in their well-being
- 1 in 5 stated that work regularly interfered with their responsibilities at home, and kept them from spending time with their family
- **WHAT IS THE POTENTIAL IMPACT ON HEALTH BEHAVIORS AND RISK FOR CHRONIC DISEASE?**

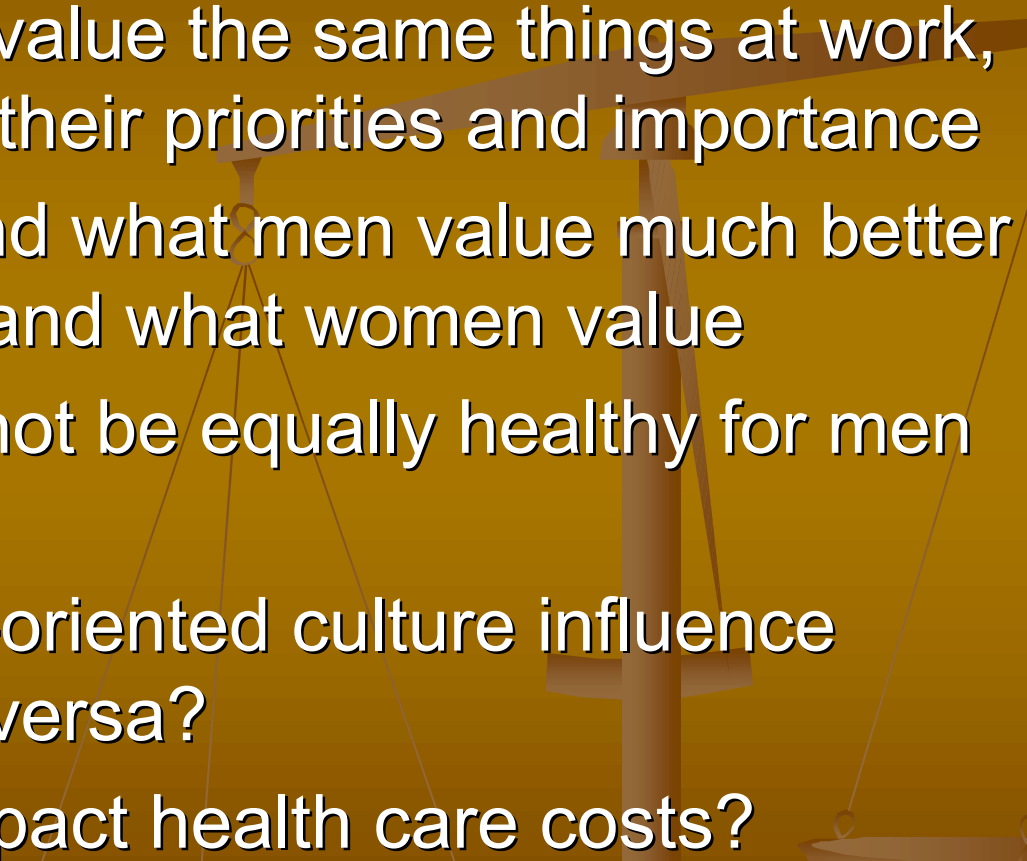
Work Related Causes of Stress & Ill-Health

■ TOP 5:

- Mentally tiring work
- Time pressure
- Too many changes within the job
- Not getting enough feedback on how they are doing
- Not having enough influence over their job and how it is done



Conclusions

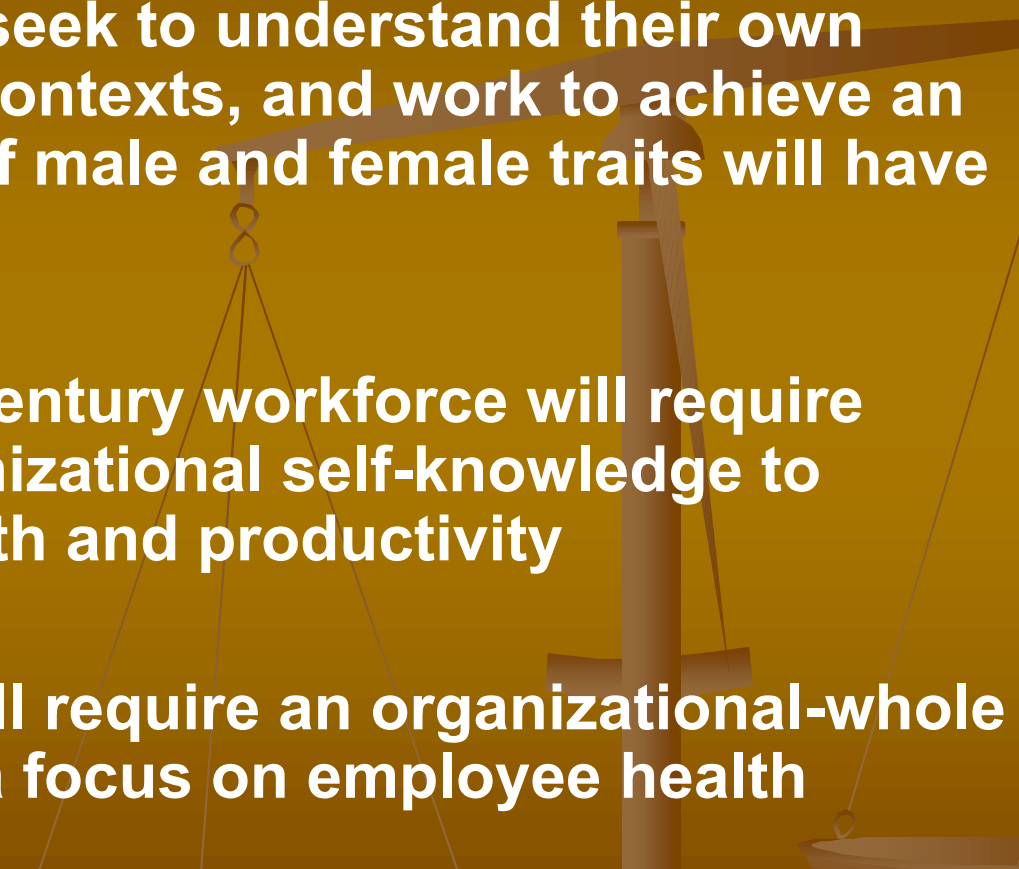
- Men and Women value the same things at work, BUT they differ in their priorities and importance
 - Women understand what men value much better than men understand what women value
 - Workplaces may not be equally healthy for men and women
 - How does a male-oriented culture influence females and visa-versa?
 - How might this impact health care costs?
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Conclusions



- **What are the assumptions that create a male-oriented work culture?**
 - results, achievement, power and money
- **What are the assumptions that create a female-oriented work culture?**
 - Friends, relationships, working together, communication, family, virtues and ethics.
- **FORTUNE-FOCUS (male) vs. FRIEND-FOCUS (female)**
- **According to the respondents:**
 - organizations in America do not understand the relationship between worker health and organizational health
 - Organizations do not understand the impact of work and work culture on employee health outcomes, or a culture's influence on health care cost experience

Conclusions

- Organizations that seek to understand their own cultures and work contexts, and work to achieve an appropriate blend of male and female traits will have an advantage
 - Managing the 21st century workforce will require application of organizational self-knowledge to maximize both health and productivity
 - Employee health will require an organizational-whole approach, not just a focus on employee health behavior
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IMPLICATIONS, APPLICATIONS & DISCUSSION

