



# CULTURE

**WORKPLACE CULTURE  
IMPACTS HEALTH AND LIFE**  
A RESEARCH REPORT FOR LARGE EMPLOYERS



**BlueCross  
BlueShield**  
Minnesota

**WORKPLACE CULTURE DEFINITION:** A set of beliefs and behaviors in the workplace that impacts how employees work together and perform on the job.

**WHY IS WORKPLACE CULTURE IMPORTANT?** Workplace culture has a direct impact on productivity levels, attendance and job satisfaction. It also affects employees' personal and home lives — including their health. Employers can improve workplace culture by offering benefits and support programs. However, a gap currently exists between what employees want and what employers offer.

# TABLE OF CONTENTS

|    |                                |
|----|--------------------------------|
| 2  | <b>ABOUT THE SURVEY</b>        |
| 4  | <b>KEY FINDINGS</b>            |
| 8  | <b>IMPACT ON WORK LIFE</b>     |
| 10 | <b>IMPACT ON PERSONAL LIFE</b> |
| 12 | <b>IMPACT ON WELLBEING</b>     |
| 16 | <b>CONCLUSION</b>              |

# ABOUT THE SURVEY

Blue Cross and Blue Shield of Minnesota worked with Leede Research to better understand how workplace culture and employer support impact employee productivity, job satisfaction, home life and health. We conducted the study in July 2017 among employees of large U.S. companies (100 or more employees). Findings are based on 768 completed surveys from an online national panel.

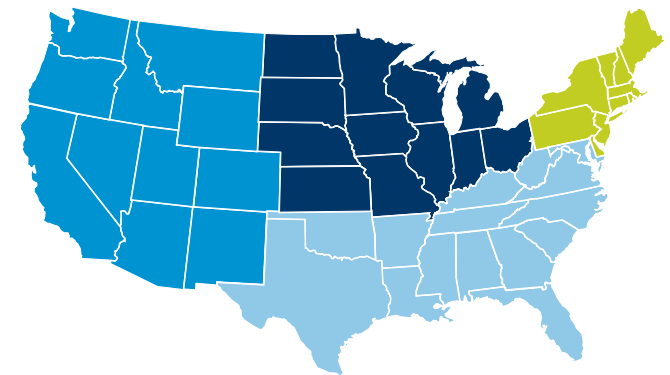
## COMPANY SIZE

Survey respondents were full-time employees working for companies of the following size:



## U.S. REGION

Respondents represented by Census region:



**23%** WEST

**22%** MIDWEST

**38%** SOUTH

**17%** NORTHEAST

### AGE OF RESPONDENTS

Ages of respondents ranged from 18 to 64.

AGE 18 TO 34 = **28%**

AGE 35 TO 54 = **58%**

AGE 55 TO 64 = **15%**

### GENDER



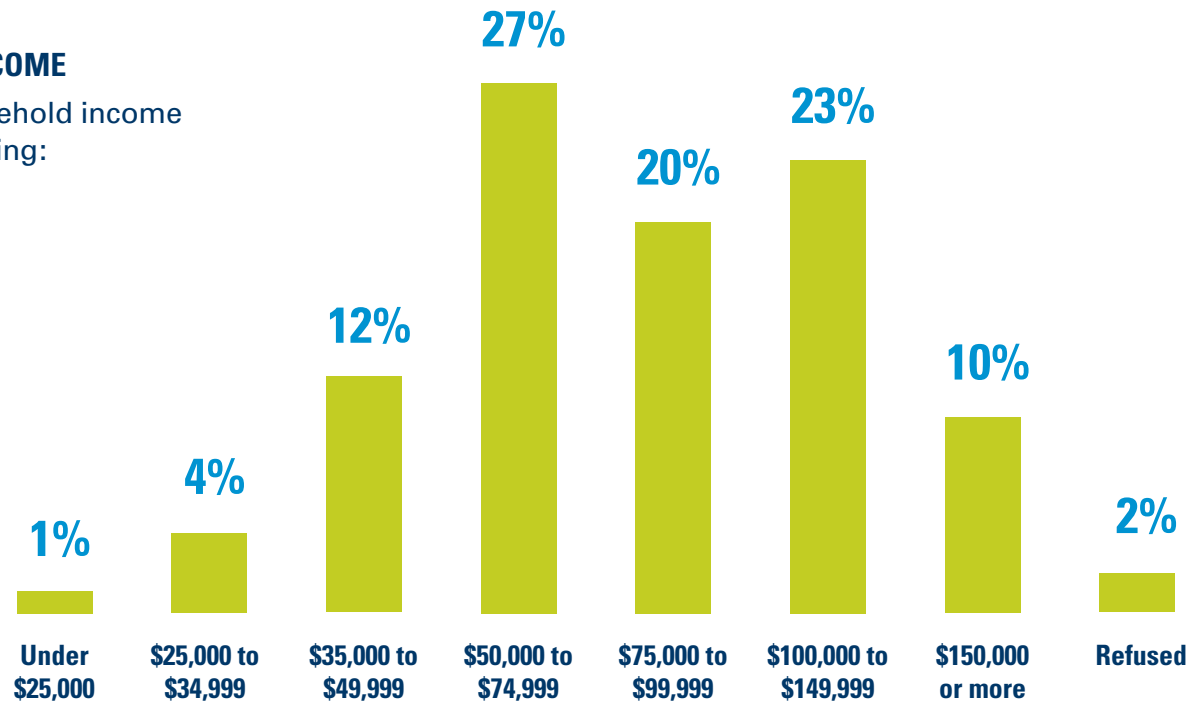
**45%**  
**MALE**

**55%**  
**FEMALE**



### HOUSEHOLD INCOME

Ranges of household income were the following:



# KEY FINDINGS

Workplace culture has a direct impact on more than employee productivity. It can affect the overall health and wellbeing of workers on and off the job. Research shows a link between a positive workplace culture and better health, improved retention rates and higher job satisfaction. In turn, a negative workplace culture results in a higher incidence of health issues, productivity losses, and a greater likelihood to change employers.

## WORKPLACE CULTURE IMPACTS JOBS, LIFE AND HEALTH

It's not surprising that workplace culture has a direct impact on work life. It can affect productivity levels, attendance and job satisfaction. It can also determine how likely workers are to remain with their current employer.

Because we spend most of our waking hours on the job, work life is also the single greatest trigger for other key aspects of life experience. Work life determines to a great degree employees' satisfaction with home and personal life. It also affects their overall wellbeing — including physical, mental, financial, emotional and spiritual health.

## REPORT FINDINGS

- Workplace culture (positive or negative) influences employees' decisions to stay with or leave their employer
- Workplace culture directly impacts job satisfaction and affects workers' personal life and overall healthiness
- There is a gap between what employees consider ideal support and the benefits, programs and services their employers offer
- Employers have an opportunity to lower health claim costs, improve productivity and build a stable workforce by providing employees with programs and resources that support a healthy lifestyle



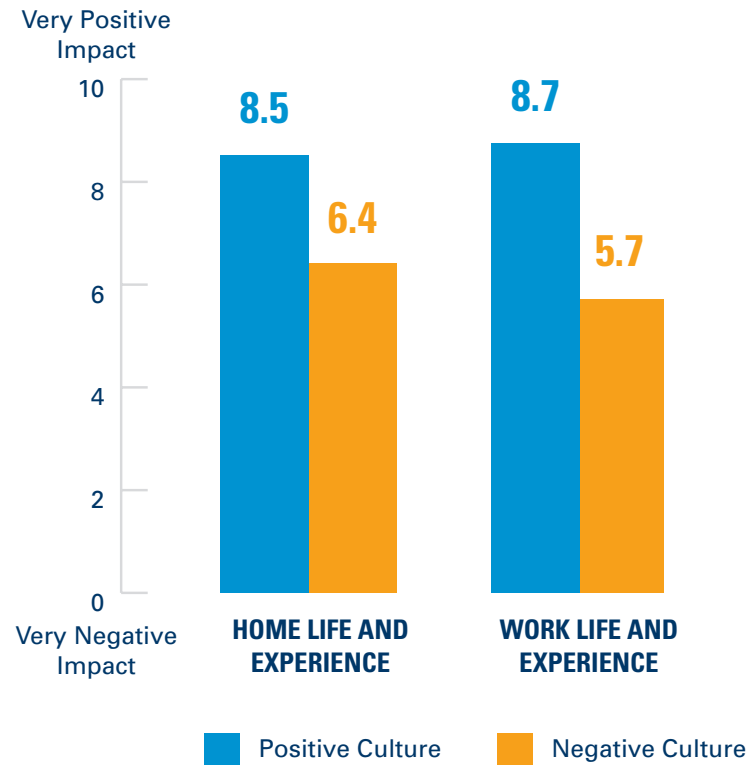
## THE LINK BETWEEN WORKPLACE CULTURE AND LIFE EXPERIENCE

When asked to rate how their company culture impacts their work life and home life, employees who work in a positive culture showed significantly higher satisfaction with their job and home life.

**Q.**

On a scale of 0 to 10, with 0 being a Very Negative Impact and 10 being a Very Positive Impact, how would you say your work culture or environment has impacted your home and work life?

(N=661)



## | MOST WORKERS RECOGNIZE A COMPANY CULTURE

The majority of respondents say they recognize a culture at work.

The ability to recognize a workplace culture appears to be somewhat universal. Results did not differ significantly based on the size of the company or how long employees worked with their current employer.

Among those who recognized a workplace culture, respondents reported their workplace culture being:

**32% NEGATIVE CULTURE**

**68% POSITIVE CULTURE**





**Q.**

Do you feel that your company has what you would consider a “company culture” referring to the beliefs and behaviors that determine how a company’s employees and management interact and perform?

**75%** Yes

**25%** No/Not Sure

### ATTRIBUTES OF NEGATIVE AND POSITIVE CULTURES

Respondents rated various attributes of their company culture based on a 5-point scale. Attributes that rated highest for negative and for positive cultures are outlined in the box to the right.

Employees who did not recognize a company culture in their workplace indicated a negative view of their organization overall. Their responses were consistent with employees who identified their culture as negative.



#### ATTRIBUTES OF A POSITIVE COMPANY CULTURE

Valued

Listened to

Productive employees

Clear directions

Innovative

Manageable workload

Energizing

Collaborative

Empowering

Healthy

Interesting



#### ATTRIBUTES OF A NEGATIVE COMPANY CULTURE

Not valued

Ignored

Unproductive

Poor communication

Outdated

Overworked

Stressful

Dysfunctional

Discouraged

Unhealthy

Boring

# IMPACT ON WORK LIFE

## CULTURE IMPACTS JOB SATISFACTION, PRODUCTIVITY AND RETENTION

It's no small feat to attract and retain quality employees. A positive work environment is critical to employee productivity and job satisfaction. Satisfied workers are more likely to stay with their employer.

Nearly 90% of employees said that their workplace culture is important or very important to their overall satisfaction with their employer.

**Q.**

How important is your company's culture or environment to your overall satisfaction with your employer?

**87%** Important/  
Very Important



## NEGATIVE CULTURE RESULTS IN MORE MISSED WORK DAYS

At work, company culture has a significant impact on productivity and relationships with co-workers. It also impacts attendance: 77% of workers in a negative culture say they feel the need to take a day off due to stress or culture issues compared to just 51% of those in a positive culture.



Have you felt the need for a day away from work due to stress or work environment issues?

YES

51%

POSITIVE  
CULTURE

vs

YES

77%

NEGATIVE  
CULTURE

25%

say they are likely or very likely to change employers in the next two years because of the negative company culture

## CULTURE AFFECTS EMPLOYEE RETENTION

Workplace culture determines to a great degree whether workers are likely to stay with their current employer. Workers in a positive company culture experience a significantly higher level of job satisfaction and are less likely to change employers. Those in a negative culture are more dissatisfied at work and more likely to leave their employer for another job.

## IMPACT ON PERSONAL LIFE

### NEGATIVE WORK CULTURES MAKE EMPLOYEES LESS SATISFIED WITH HOME LIFE

There is a clear connection between workplace culture and employees' lives overall. In addition to lost productivity and dissatisfaction on the job, employees in a negative work culture report being less satisfied in their home and personal lives.

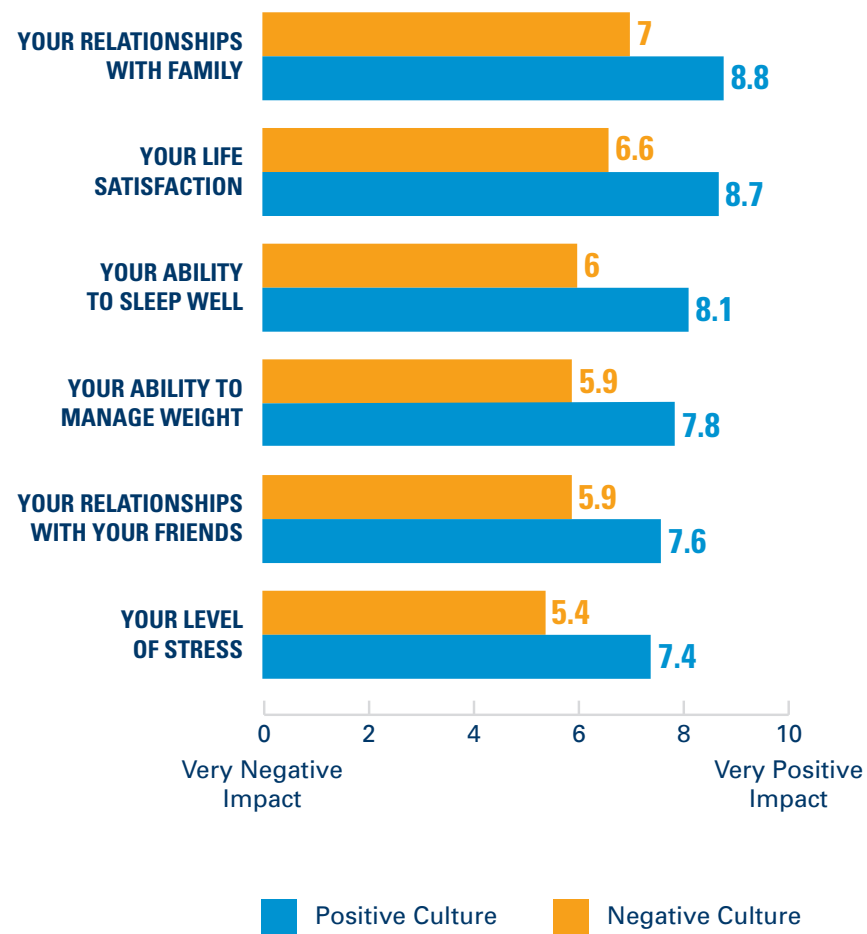
Employees in a negative work culture felt significantly less satisfied in their relationships with friends and family, and life in general. Negative work culture also impacts stress and the ability to sleep well and manage weight.



**Q.**

How does your environment and experience at work impact your overall life both at and away from work? On a scale of 0 to 10, with 0 being Very Negative Impact to 10 being Very Positive Impact, how does your work experience impact the following?

(N=661)



# IMPACT ON WELLBEING

## HEALTH TAKES A HIT WHEN WORK CULTURE IS NEGATIVE

Workplace culture can have a profound effect on health. Workers who rate their company culture as positive are more likely to rate themselves as healthier and say their health is improving. In fact, 62% rated their health as excellent or very good compared to 39% of workers in a negative culture.

More than one-third of employees who work in a positive culture said they did not have any health issues.

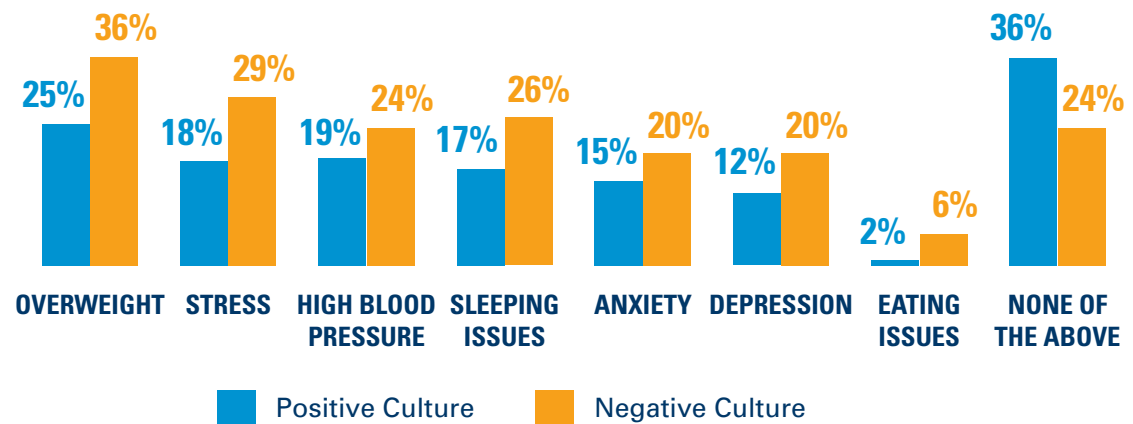
Employees in a negative work culture report feeling less healthy overall. In general, they feel more tired, stressed and depressed than workers who view culture as positive.

Those in a negative work environment are significantly more likely to experience a range of health issues, including:

- Overweight
- High blood pressure
- Stress
- Anxiety
- Depression
- Eating disorders
- Sleeping issues

**Q.**

Do you currently have any of the following health issues?  
(N=661)





# BENE

# FITS

## **EMPLOYEES PLACE HIGH VALUE ON WORKPLACE PROGRAMS AND BENEFITS FOR SUPPORT**

Study results show a strong tie between positive culture ratings and the support employees receive from their employers through benefits and programs. Providing employees with resources to pursue a healthier lifestyle leads to increased productivity, a more stable workforce and happier workers on the job and at home.

Employees who had the greatest number of programs available in the workplace (15-18 options) reported a 35% higher satisfaction rating for their work and home life. Engagement with these programs also ties to more positive feelings of being interested, engaged, valued, healthy and balanced.



## | THE GAP BETWEEN IDEAL AND ACTUAL SUPPORT FROM EMPLOYERS

Generally, employees feel satisfied with the level of health and wellbeing support they get from different groups of people. They are most satisfied with support from family, providers and friends.

Employees believe their employer is providing a moderate level of support, but they are looking for greater employer involvement in several areas: career development; personal development; and physical, mental, financial, emotional and spiritual health and wellbeing.

A gap analysis shows differences between the level of support employers provide and what employees consider to be ideal. This gap indicates an opportunity for employers to improve workplace culture by enhancing or changing their benefit plan offerings or workplace programs and services. A positive shift in workplace culture is likely to influence improved job satisfaction, productivity, health and retention rates.

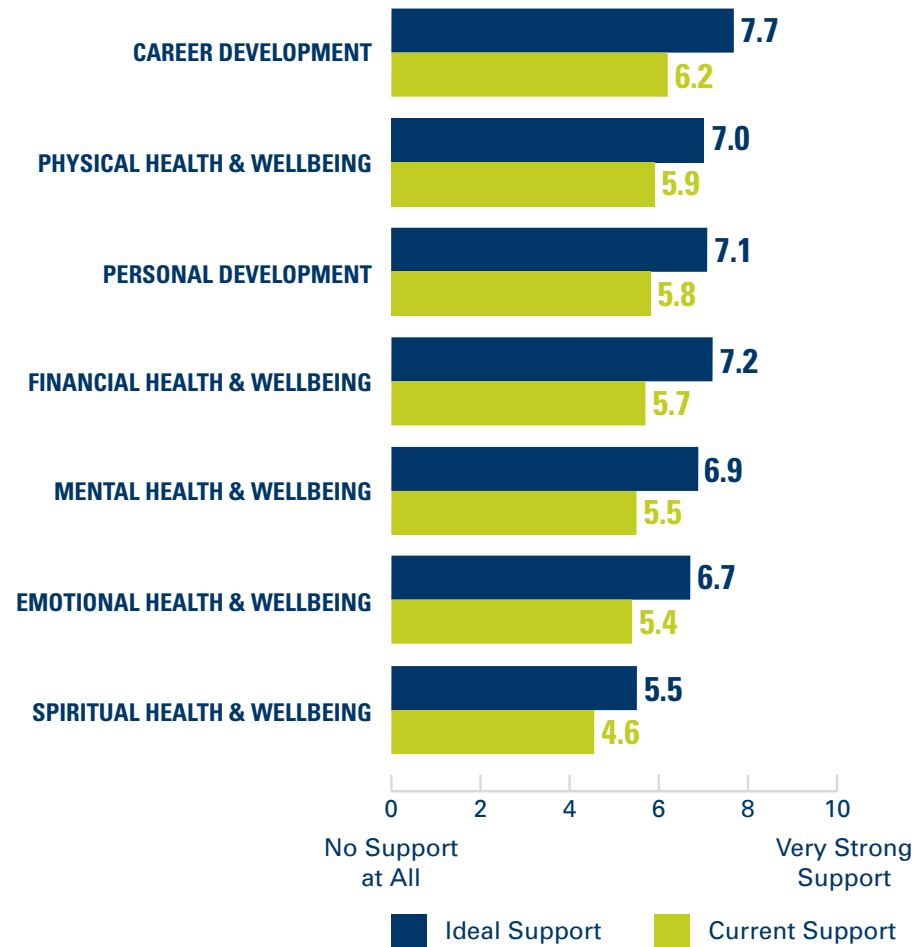




**Q.**

On a scale from 0 to 10, with 0 being No Support at All and 10 being Very Strong Support, how well does your employer support you in the following areas? How would you like your employer to support these items?

(N=768)



# CONCLUSION

## IMPROVE WORKPLACE CULTURE WITH SOLUTIONS THAT SUPPORT EMPLOYEES

Employers looking to address concerns about employee job satisfaction and healthiness can evaluate their current workplace benefits, programs and services. Look for ways to enhance offerings to help employees pursue a healthier lifestyle.

In addition to increasing access to health and wellbeing programs, employers can improve how they communicate and educate employees to increase awareness, engage employees and improve participation in available programs.

The benefits and programs employees value the most include health insurance, dental and vision insurance, wellness programs and financial savings tools such as health savings accounts and flexible spending accounts.

### EMPLOYER OPPORTUNITY:

- Enhance benefits and programs
- Engage employees in their health
- Maintain a positive workplace culture

## HEALTH BENEFIT SOLUTIONS

Blue Cross and Blue Shield of Minnesota offers a range of solutions to meet the needs of your employees and the challenges they face at work and at home. These solutions also support employees in their efforts to be healthier.

### HEALTH PLANS

Blue Cross offers a portfolio of health plans for large groups, with options ranging from basic coverage to plans designed to promote employee engagement and productivity. You'll find health plans that offer maximum flexibility and protect the health of your employees with important coverage for preventive care. A Blue Cross team of experts will help you build an optimal solution that meets your budget and business goals.

### DENTAL AND VISION PLANS

Blue Cross dental and vision plans can enhance your employee benefits package and help you attract and retain quality employees. Your employees will have access to broad national networks and discounts on products and services your plan doesn't cover. Choose from a range of plans to fit your needs and your budget. You may also save money when you bundle a fully insured Blue Cross medical plan with a fully insured vision or dental plan.

## WELLNESS PROGRAMS

Give your employees proven tools to manage stress and keep fit and healthy:

- **Learn to Live** is an online mental health program for members living with stress, depression or social anxiety. Therapy focuses on problem solving and changing behaviors to reduce anxiety and worry.
- **Doctor On Demand** is a fast and easy way for members to visit an urgent care doctor or psychologist on their computer, tablet or phone. Members can visit with board-certified doctors through live video to treat common non-emergency medical and mental health issues.
- **Wellness coaches** help employees take steps to improve or manage their health. Coaches can help set health goals and develop a plan to reach them. They provide support to help members lose weight, lower stress, quit tobacco and improve sleep habits.

Learn to Live, Inc. is an independent company offering online cognitive behavioral therapy programs and services.

Doctor On Demand is an independent company providing telehealth services.

- **do.<sup>®</sup> health and wellness program** encourages employees to take small, fun and easy steps that lead to healthier habits. Using simple activities and supporting communication materials, **do.** guides employees to fuel, move and relax their bodies throughout the day.

## HEALTH SPENDING ACCOUNTS

Blue Cross and its affiliates help support the financial wellbeing of your employees with medical savings accounts that help manage health costs while providing tax savings.

- **Health savings account (HSA).** With an HSA-qualified health plan, members put pretax dollars into an HSA account and the money earns interest tax-free. They pay no taxes when they take money out of the HSA to pay for eligible health care expenses. At age 65, employees can use the balance in their HSA for anything they choose, not just health care.
- **Flexible spending account (FSA).** An FSA lets employees set aside money tax-free to pay for eligible expenses, like day care and health care products and services insurance doesn't cover.

**do.<sup>®</sup>** is a registered trademark of Blue Cross<sup>®</sup> and Blue Shield<sup>®</sup> of Minnesota, a nonprofit independent licensee of the Blue Cross and Blue Shield Association.



## IT'S TIME TO EXPLORE HEALTH BENEFIT SOLUTIONS

**IN THE FACE OF RISING HEALTH CARE COSTS** and concerns around employee health and productivity, employers can make a difference by evaluating current benefit plan offerings and making changes. Look for strategies to control costs and help your employees take charge of their health.

Your broker, consultant or Blue Cross representative can help you evaluate your current offerings and implement new strategies to achieve your employee health and productivity goals.

**Contact a Blue Cross representative  
or your consultant or broker today.**

LIVE BETTER  
LIVE FEARLESS

