

The Contagious Career:

How Relationships Shape Workplace Success

CONTEXT SUMMARY:

Employee well-being and performance do not occur in isolation. Emotional and behavioral states cross over interpersonally between employees and three primary stakeholders: spouses, supervisors, and coworkers. Each stakeholder group uniquely impacts specific career outcomes, requiring targeted management strategies.

SPOUSES: Primary Influence on Employee Happiness

Supporting Detail: Spousal happiness shows the strongest crossover connection to an employee's happiness ($\rho = 0.29$).

$$\rho = 0.29$$

Employee Happiness

SUPERVISORS: SUPERVISORS: Heavily Influence Employee Health

Supporting Detail: Supervisor health has the strongest crossover impact on direct reports' health ($\rho = 0.26$).

$$\rho = 0.26$$

Employee Health

COWORKERS: Drive Daily Workplace Productivity

Supporting Detail: Peer performance is the strongest workplace predictor of individual job output ($\rho = 0.37$).

$$\rho = 0.37$$

Individual Job Output

STRATEGIC ORGANIZATIONAL RESPONSES

Build Empathy and Social Support Networks

Supporting Detail: Social support serves as the main transmission channel for positive workplace crossover.

Curb Incivility and Social Undermining

Supporting Detail: Rudeness and toxic behaviors spread contagiously, directly impairing overall workforce health.

Treat Manager Well-Being as Organizational Infrastructure

Supporting Detail: Protecting supervisor well-being prevents burnout from cascading downward to team members.