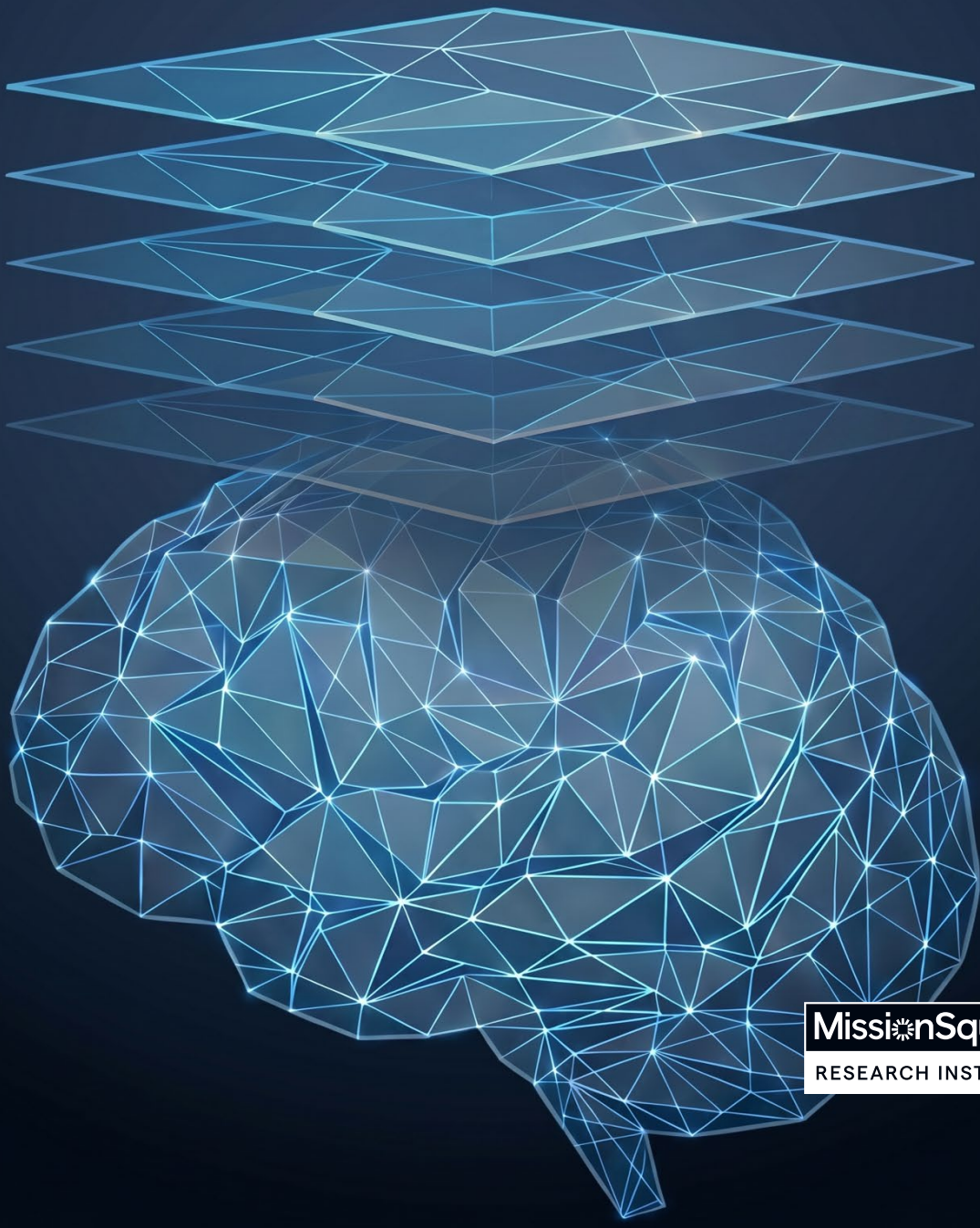
JULY 2026

Beyond Workload

MANAGING EMOTIONAL AND MENTAL DEMANDS TO IMPROVE RETENTION AND WORKER WELL-BEING



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Executive Summary

Employees face different types of job demands that can shape both their workplace experiences and their lives outside of work. Some jobs require sustained concentration, complex problem-solving, and the management of multiple tasks, while others require employees to manage emotions, suppress reactions, and maintain composure during difficult interactions. Using survey data and weighted regression models, this issue brief examines how mental labor and emotional labor are associated with turnover intentions, stress, interference with family or personal life, and sleep disruption. The analysis also considers whether employer support for the psychological aspects of work and comfort in discussing emotional challenges with human resources or organizational representatives reduces these risks. Findings highlight a clear distinction between mental and emotional labor: emotional labor is consistently associated with both retention risks and well-being strain, while mental labor shows a more limited pattern. These results point to clear opportunities for employers to identify emotionally demanding roles, strengthen psychological support systems, train supervisors to respond constructively, and create safe channels for employees to discuss emotional challenges.

Key Findings

- **Emotional labor is the clearest risk factor.** Emotional labor is positively associated with both general turnover intention and emotional labor-induced turnover intention. It is also associated with higher stress, greater interference with family or personal life, and more sleep disruption. These findings suggest that emotional demands can affect both employees' decisions about staying and their daily well-being.
- **Mental labor shows a different pattern.** Mental labor is negatively associated with general turnover intention, suggesting that cognitively demanding work may be linked to stronger attachment to the current employer. However, mental labor is not significantly related to emotional labor-induced turnover intention or to well-being outcomes, including stress, family or personal life interference, and sleep disruption.
- **Employer support matters across outcomes.** Supportive employer attitudes toward the psychological aspects of work are associated with lower general turnover intention, lower emotional labor-induced turnover intention, lower stress, less interference with family or personal life, and less sleep disruption. These findings suggest that organizational recognition of psychological demands can reduce both retention risks and well-being strain.
- **Safe channels for discussing emotional challenges mainly matter for retention.** Employees who feel comfortable discussing emotional challenges with human resources or organizational representatives report lower general turnover intention and lower emotional labor-induced turnover intention. However, this factor is not significantly associated with stress, family or personal life interference, or sleep disruption.

When employers acknowledge psychological demands, provide support, and create space for open discussion, workers are far more likely to remain even in demanding roles.

These findings point to several practical implications for employers:

- **Emotional labor deserves particular attention.** Roles that require sustained emotional management may create hidden retention risks if they feel unsupported.
- **Emotional labor is a key signal of broader well-being risks.** High emotional demands are closely tied to stress, sleep disruption, and work-life interference, making them an important indicator of potential disengagement and turnover.
- **Organizational culture matters.** Policies that recognize emotional strain, train supervisors to respond constructively, and encourage open communication may significantly reduce turnover pressures.
- **Supportive work environments consistently buffer negative well-being outcomes.** Investing in organizational support systems and actively managing emotional demands can improve both employee well-being and overall organizational effectiveness.

Introduction

Mental labor refers to the frequency with which a job requires sustained cognitive effort, as captured by tasks involving intense concentration, attention, and the simultaneous management of multiple complex activities (Liu & Wang, 2025)[1]. While emotional labor refers to the frequency with which a job requires the regulation and management of emotions to meet role expectations, including both the suppression of negative emotions and the expression of required positive emotions (Grandey, 2000)[2].

Distinguishing between mental and emotional labor is important because these demands may affect employees differently. Cognitively demanding work may be challenging, but it may also involve problem-solving, autonomy, skill use, and opportunities for professional growth. Emotionally demanding work may involve a different kind of strain, especially when employees must repeatedly manage difficult interactions, suppress their own reactions, or display emotions that do not reflect how they actually feel. These emotional demands may continue to affect employees after the workday ends, shaping stress, sleep, and personal or family life.

This issue brief examines how mental and emotional labor are associated with employees' experiences at work and beyond. The analysis begins with retention-related outcomes, distinguishing between general turnover intention and emotional labor-induced intention to quit. General turnover intention captures a broad inclination to leave the current employer rather than remain with the organization in another role, level, or schedule. Emotional labor-induced intention to quit captures a more specific response to the emotional demands of the job, reflecting whether employees believe that the emotional labor required in their work reduces their likelihood of staying.

1. Liu, X., & Wang, L. (2025). Physical Labor and Mental Labor. In *Dictionary of Contemporary Chinese Economics* (pp. 63-65). Singapore: Springer Nature Singapore.

2. Grandey A. A. (2000). Emotion regulation in the workplace: a new way to conceptualize emotional labor. *Journal of occupational health psychology*, 5(1), 95–110. https://doi.org/10.1037//1076-8998.5.1.95

The brief then examines whether mental and emotional labor are associated with daily well-being. The outcomes include overall stress, interference with family or personal life, and sleep disruption. These measures help assess whether job demands extend beyond formal work responsibilities and affect employees' broader quality of life.

The analyses in the issue brief consider the role of workplace support. Employees may experience emotionally demanding work differently depending on whether they believe their employer recognizes the psychological aspects of work and whether they feel comfortable discussing emotional challenges with human resources or organizational representatives. By examining these factors, this brief identifies whether supportive workplace environments can reduce turnover intentions and well-being strain.

This issue brief helps clarify which forms of job demand are most closely associated with retention risk and employee well-being. The findings can help employers distinguish between cognitively demanding work and emotionally demanding work, identify roles where emotional strain may be concentrated, and develop workplace practices that support both employee well-being and organizational effectiveness.

31.7% indicate that the emotional demands of their job make them somewhat or much less likely to remain.

Survey Data

The survey participants consist of 2,020 employed respondents, with most variables containing between 1,900 and 2,020 valid observations after accounting for missing data. Reports of mental and emotional labor are generally high, with an average of 3.27 for mental labor and 2.85 for emotional labor on a four-point scale (1 = Never, 4 = Often), suggesting that many respondents regularly experience these demands. Roughly one quarter of respondents, 25.6%, report wanting to leave their current employer. About 31.7% indicate that the emotional demands of their job make them somewhat or much less likely to remain. Perceptions of organizational response are moderately positive: employer support for the emotional aspects of work averages 3.07 on a four-point scale (1 = Not at all supportive, 4 = Very supportive), while comfort discussing emotional strain with human resources or leadership averages 2.72 (1 = Very uncomfortable, 4 = Very comfortable), indicating moderate but not strong openness in workplace communication.

The sample is demographically balanced, with about 49.1% male, roughly 49.6% married, and about 70.7% identifying as White. The average age is 42.78. Educational attainment is broadly distributed across four categories, spreading from high school or less, some college or associate degree, bachelor's degree, and graduate or professional degree, with the largest share falling in the bachelor's degree category. Household income is similarly dispersed across ordered categories, indicating representation from lower, middle-, and higher-income ranges. Employment settings include approximately 49.7% in private sector organizations and about 50.3% in public sector organizations. Overall, the descriptive statistics indicate a diverse workforce in which emotional labor is common, organizational support is present but uneven, and a meaningful minority of employees express intentions to leave their employer. See Appendix A for full descriptive statistics.

Who Experiences More Emotional and Mental Labor at Work?

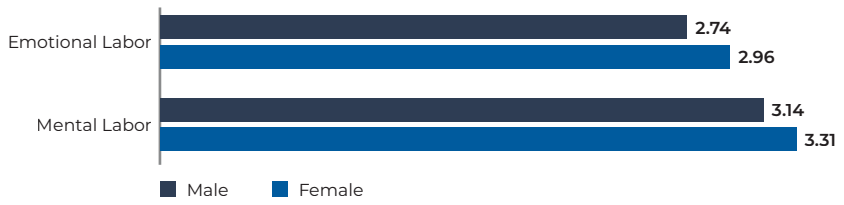
To better understand which workers face greater psychological demands, the analysis examined how demographic characteristics and socioeconomic factors are associated with reported levels of mental and emotional labor.* The full regression model is presented in Appendix B.

*Note. Mental labor and emotional labor are measured on a four-point frequency scale: 1 = never, 2 = rarely, 3 = sometimes, and 4 = often. Higher scores indicate more frequent mental or emotional labor demands.

Gender Differences in Workplace Demands

Men report lower levels of both emotional and mental labor than women (see Figure 1). The difference is particularly pronounced for emotional labor, where men report substantially lower levels on average. This pattern is consistent with the idea that women are more likely to work in roles requiring interpersonal management, caregiving responsibilities, or sustained emotional engagement with clients, students, patients, or the public. The results, therefore, suggest that emotional labor may be unevenly distributed across the workforce along gender lines.

FIGURE 1:
Emotional and Mental labor over gender



Marital Status and Race

Marital status does not appear to influence emotional labor after controlling for other factors (see Figure 2). White respondents report higher levels of mental labor; the differences in emotional labor across race are not significant (see Figure 3).

FIGURE 2:
Emotional and Mental labor over marital status.

FIGURE 3:
Emotional and Mental labor over race

Education and Income Patterns

Education shows only modest connections to workplace demands (see Figure 4). Workers with bachelor's degrees or higher report somewhat higher levels of emotional and mental labor. Workers in higher-income categories report somewhat greater cognitive demands. This pattern may suggest that higher-paying jobs often involve more decision-making, responsibility, or complex tasks. Income, however, does not appear strongly related to emotional labor or mental labor once other factors are considered. See Figure 5.

FIGURE 4:
Emotional and Mental labor over education

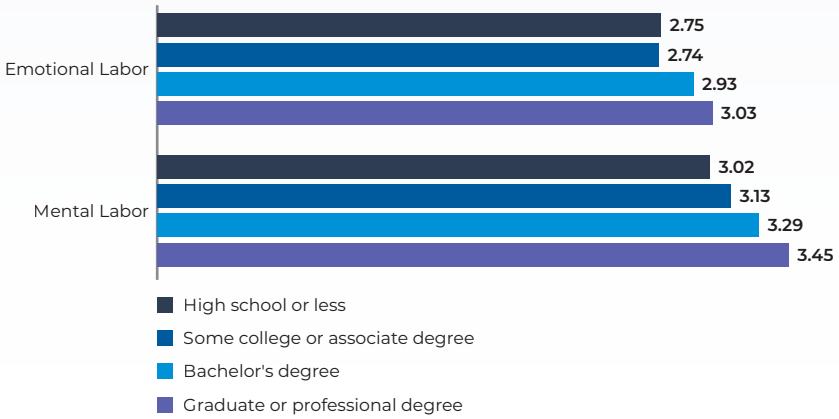
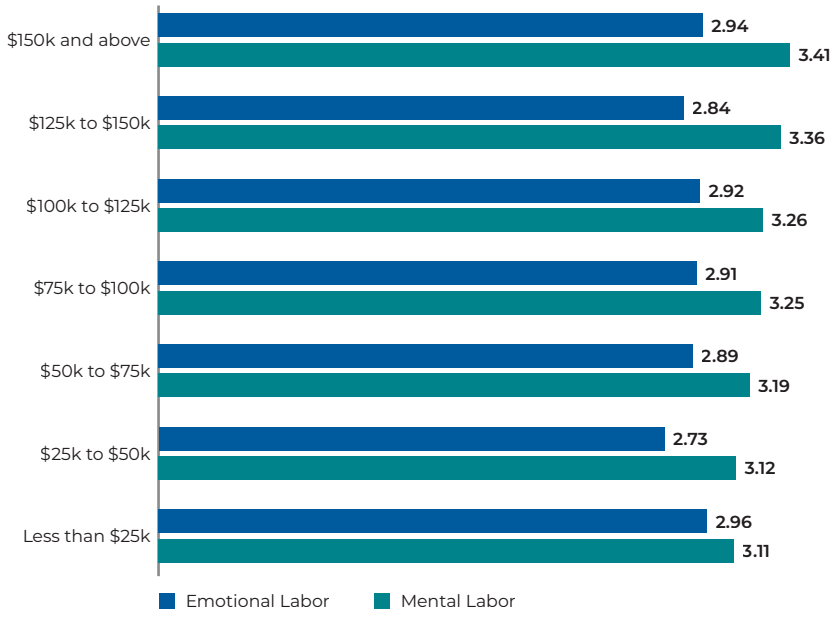


FIGURE 5:
Emotional and Mental labor over income



Age and Life Cycle Effects

Age shows a clear negative relationship with emotional labor and a slightly flat trend with mental labor. Older workers report lower emotional demands, suggesting that emotionally intensive roles may be more common earlier in careers or that workers move into positions requiring less emotional regulation as they gain experience and seniority.

FIGURE 6:
Emotional labor over age

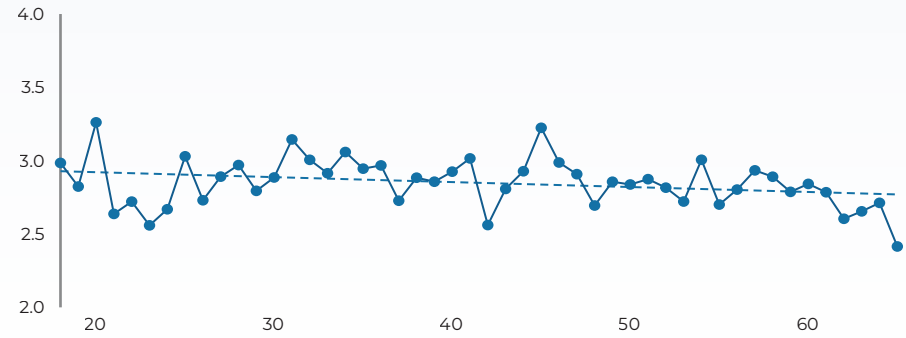
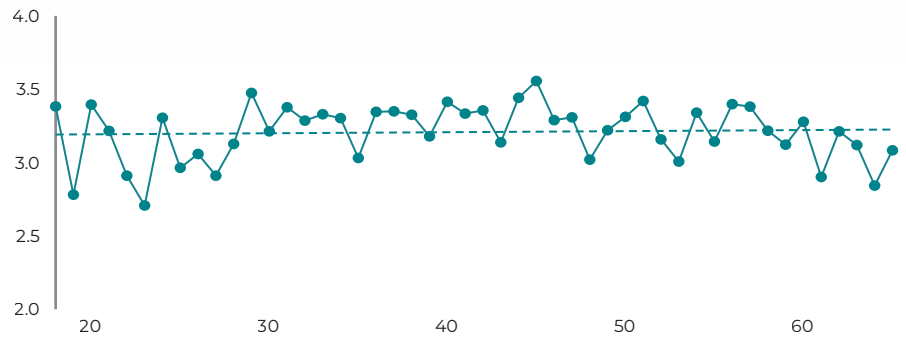


FIGURE 6A:
Mental labor over age



Mental and Emotional Labor Across Employment Sectors

Reported levels of mental and emotional labor vary across sectors of employment. On a scale of 1 to 4, ranging from low to high frequency of mental and emotional labor demands, across both private and public organizational settings, both forms of labor are reported at relatively high levels, but they are most pronounced in the public sector. Emotional labor is higher among public sector employees, with an average of 2.98 compared to 2.75 among private sector workers. Mental labor follows a similar pattern. Public sector employees report an average of 3.33, while private sector employees report a lower mean of 3.13. Taken together, although the differences are modest in magnitude, the results consistently suggest that both mental and emotional labor demands are greater in public sector roles than in private sector positions. See Figure 7.

FIGURE 7:
Emotional and Mental labor across organizational sectors

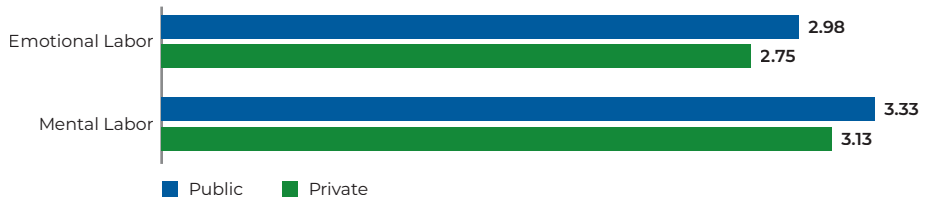
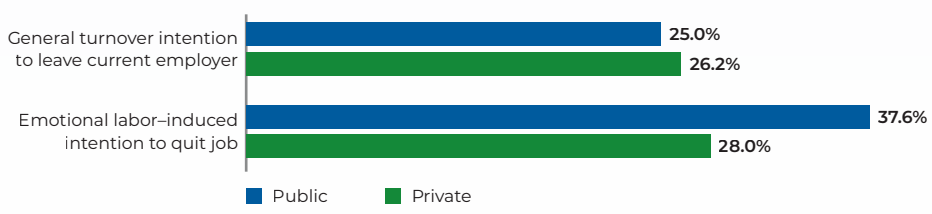


Figure 8 compares general turnover intention and emotional labor — induced intention to quit across public and private sector employees. General turnover intention is relatively similar between the two groups, with 25.0% of public sector employees and 26.2% of private sector employees reporting an intention to leave their current employer. This suggests only a marginal difference in overall turnover propensity across sectors. In contrast, emotional labor-induced intention to quit shows a more pronounced divergence. A substantially higher proportion of public sector employees (37.6%) report an intention to leave due to emotional labor demands, compared to 28.0% in the private sector. This indicates that emotional labor may be a more salient driver of turnover intention among public sector employees. Overall, while baseline turnover intention appears comparable across sectors, emotional labor emerges as a stronger and more differentiated predictor of quitting intentions, particularly in the public sector.

FIGURE 8:
General turnover intentions and emotional labor-induced intentions across organizational sectors



How Mental and Emotional Labor is Related to General Turnover Intention to Leave Current Employer

This analysis examines whether the mental and emotional demands of work are linked to employees' desire to leave their employer. The model also considers how the workplace environment, organizational support, the employee's comfort level of discussing the emotional aspects of work with a HR representative in the organization, and personal characteristics shape these intentions. Full regression results are shown in Appendix C.

The results show that the two forms of workplace strain have opposite relationships with turnover intentions, and that organizational climate remains a central factor shaping whether employees want to stay. Mental and emotional labor are not interchangeable. They appear to influence employees' attachment to their employer in distinct and even opposing ways. Higher emotional labor is strongly associated with a greater likelihood that workers want to leave their employer. In practical terms, employees whose jobs require more emotional management, such as handling difficult interactions, maintaining composure under stress, or regulating feelings in service roles, are substantially more likely to consider exiting their organization. This relationship is statistically strong and consistent with the idea that emotional strain can erode job attachment over time. Mental labor shows the opposite pattern. Workers whose jobs involve greater cognitive effort, concentration, or problem-solving are significantly less likely to report wanting to leave their employer. This suggests that cognitively demanding work may be experienced as more engaging, more professionally rewarding, or more aligned with workers' skills and identity, which in turn strengthens organizational attachment. Taken together, these results indicate that psychological demands at work are not uniformly harmful. Emotional strain appears to push workers away from their employer, while cognitive challenge may pull them toward staying.

When workers believe they can speak openly about stress or strain, their attachment to the organization appears to strengthen.

Even after accounting for both types of labor, workplace climate continues to play a major role in shaping retention with the current employer. Employees who perceive their employer as supportive of the mental and emotional aspects of their work are far less likely to seek a different employer. This remains one of the strongest relationships in the model. Workers who feel their organization recognizes and supports the psychological demands of their job appear much more inclined to stay with their current employer. Similarly, employees who feel comfortable discussing emotional strain with human resources or leadership are also less likely to want to change employers. This suggests that organizational openness and communication may buffer the negative effects of emotional labor. When workers believe they can speak openly about stress or strain, their attachment to the organization appears to strengthen. These findings reinforce a key takeaway: emotional demands do not automatically produce turnover. How organizations respond to those demands matters greatly.

Several individual characteristics also relate to turnover intentions. Married employees are significantly less likely to want to leave their employer, which may reflect greater financial stability, family responsibilities, or a preference for job continuity. Other factors, including gender, race, age, education, income, and sector of employment, do not show meaningful associations with employer exit after accounting for workplace conditions and psychological demands. This suggests that the experience of work itself may matter more for retention than many traditional demographic predictors.

What Factors Are Related to Emotional Labor-Induced Intention to Quit Current Job?

This analysis examines which factors are associated with employees reporting that the emotional demands of their job make them less likely to remain in their position. The results provide a clear and consistent message: emotional labor stands out as the dominant factor shaping whether workers feel pushed away from their job as expected, while mental labor appears unrelated to this retention risk once other workplace conditions are considered. Full regression results are shown in Appendix C as well.

Employees who report higher levels of emotional demands at work are far more likely to say those demands reduce their desire to stay in their job. This relationship is large, highly consistent, and statistically strong. In practical terms, this means that jobs requiring frequent emotional regulation, managing difficult interactions, or suppressing feelings are much more likely to generate retention pressures. Emotional labor does not simply describe the nature of work; it also appears to shape whether employees feel pulled to leave. This result reinforces the idea that emotional strain functions as a direct mechanism linking job experience to withdrawal intentions. In contrast, mental labor shows no meaningful relationship with whether workers feel less likely to remain. Jobs that require concentration, problem solving, or sustained cognitive effort do not appear to push employees toward exit once other factors are taken into account. This distinction is important. It suggests that demanding work is not inherently destabilizing. Instead, the type of demand matters. Emotional strain appears to create retention risk, while cognitive mental challenge does not.

The analysis also highlights the importance of workplace environment in shaping how employees respond to emotional strain. Employees who perceive their employer as supportive of the psychological aspects of work are much less likely to report that

Emotional demands extend beyond the workplace and shape employees' daily functioning.

emotional demands make them want to leave. Likewise, workers who feel comfortable discussing emotional strain with human resources or leadership are significantly less likely to experience these retention pressures. Organizational support and open communication can buffer the negative effects of emotional labor. When employees believe their workplace recognizes and legitimizes emotional demands, the impact of those demands on retention appears substantially reduced.

Most demographic characteristics show little connection to whether emotional labor discourages retention. Men are less likely to leave their jobs because of the emotional labor of their work. Marital status, race, income, and most educational levels are not strongly related to these perceptions once workplace conditions are taken into account. Two patterns stand out, however. Workers with higher levels of education, who hold a Bachelor's degree, are somewhat more likely to report that emotional labor reduces their desire to stay, suggesting that expectations about job quality or professional treatment may shape how emotional strain is evaluated.

How Mental and Emotional Labor Affect Workers' Stress, Personal Life, and Sleep

A Consistent Pattern Across Multiple Measures of Well-Being

To understand how the psychological demands of work shape employee well-being, the analysis examined several indicators capturing how the mental and emotional aspects of work affect workers' lives. These measures include whether employees report that such demands influence their stress levels, their personal or family life, and their sleep, as well as broader indicators of how emotionally demanding work reduces their desire to remain in their job. Looking across all of these outcomes together reveals a clear and consistent pattern: emotional labor emerges as the dominant factor shaping employee well-being. At the same time, organizational climate strongly influences whether these demands translate into negative outcomes. Full regression results on measures of well-being can be found in Appendix D.

Emotional labor is a strong and statistically significant predictor across all three models. Employees reporting higher emotional labor are substantially more likely to indicate that work increases their stress, interferes with their family or personal life, and disrupts their sleep. The magnitude and consistency of these coefficients suggest that emotional strain represents a central pathway through which work affects broader aspects of life. These results indicate that emotional demands extend beyond the workplace and shape employees' daily functioning and overall sustainability of their jobs.

Positive employer attitudes toward employees' mental and emotional well-being are associated with significantly lower reported impacts on stress, family or personal life, and sleep

In contrast, mental labor does not show a statistically significant relationship with any of the well-being outcomes. Although the coefficients are positive for stress and sleep, they are small and imprecisely estimated. This indicates that cognitive demands, while potentially effortful, are not consistently associated with broader well-being disruptions once emotional labor and other factors are taken into account.

Workplace climate shows a more nuanced pattern. Positive employer attitudes toward employees' mental and emotional well-being are associated with significantly lower reported impacts on stress, family or personal life, and sleep. However, comfort with

Older employees report fewer adverse well-being effects from work.

human resources does not reach statistical significance in any of the models, suggesting that general organizational support may matter more than formal reporting channels.

Age is consistently and negatively associated with all three outcomes, indicating that older employees report fewer adverse well-being effects from work. Other demographic characteristics, including gender, marital status, race, and education, show limited and inconsistent associations. Income exhibits some selective effects, particularly for sleep, where higher income groups tend to report fewer disruptions.

These findings point to emotional labor as the key driver of well-being outcomes. Mental demands alone do not appear sufficient to generate widespread strain. Instead, it is the emotional component of work that most consistently spills over into employees' lives. At the same time, supportive organizational environments can partially mitigate these effects, particularly when employees perceive their employer as attentive to mental and emotional well-being.

Conclusion

Mental and emotional demands shape employees' work experiences in different ways. Emotional labor is the clearest and most consistent risk factor in this analysis. It is associated with higher general turnover intention, higher emotional labor-induced intention to quit, greater stress, more interference with family or personal life, and more sleep disruption. Mental labor follows a different pattern. It is negatively associated with general turnover intention, suggesting that cognitively demanding work may be linked to stronger attachment to the current employer. One possible explanation is that mentally demanding jobs may provide employees with opportunities to use their skills, solve complex problems, exercise autonomy, or experience professional growth. In this sense, cognitive challenge may be experienced as meaningful or engaging rather than as a reason to leave. However, mental labor is not significantly associated with emotional labor-induced intention to quit or with the well-being outcomes examined here. This suggests that mental labor, while potentially effortful, does not appear to produce the same pattern of emotional strain, work-life spillover, or withdrawal pressure as emotional labor.

These findings show that not all demanding work has the same implications for employees or organizations. Cognitive challenge may be effortful, but it does not appear to generate the same pattern of strain as emotional labor. Emotional labor, by contrast, can affect whether employees want to stay, how stressed they feel, how well they sleep, and how work interferes with their personal or family life. Jobs that require employees to manage emotions, navigate difficult interpersonal situations, or maintain composure under pressure should therefore be treated as potential sources of both retention risk and well-being strain.

At the same time, the workplace environment plays a critical role in shaping these outcomes. Employees who feel supported and able to talk openly about emotional strain report far fewer negative effects, even in demanding roles. This indicates that the consequences of emotional labor are not fixed. Organizations can meaningfully influence how workers experience these demands.

The practical implication is that retention strategies should extend beyond compensation, workload, and staffing levels. Employers also need to assess whether emotional labor demands are sustainable and whether workers have adequate support to manage them. Emotional labor should be treated as a core dimension of job quality rather than an implicit or overlooked part of work.

Implications for Employers

- **Identify emotionally demanding roles before they become a source of strain or turnover.** Organizations may need to assess which roles require frequent emotional regulation, conflict management, difficult interpersonal interactions, or sustained composure under pressure. These roles may carry hidden retention risks even when the formal workload appears manageable.
- **Treat emotional labor as part of job design**. Emotional demands might need to be incorporated into job descriptions, staffing decisions, performance expectations, and workload assessments. Treating emotional labor as part of the job rather than as an individual coping problem could potentially help employers design more sustainable roles.
- **Strengthen employer support for psychological demands.** Supportive employer attitudes are associated with lower turnover intentions, lower stress, less interference with family or personal life, and less sleep disruption. Employers might consider making psychological demands visible in policy, supervisor expectations, and employee support systems.
- **Create credible channels for discussing emotional challenges.** Employees who feel comfortable discussing emotional challenges with human resources or organizational representatives report lower intentions to leave. These channels need to be safe, accessible, and trusted so that employees can raise concerns before emotional strain becomes a reason to leave.
- **Train supervisors to recognize and respond to emotional strain.** Supervisors shape employees' day-to-day experiences and are often the first point of contact when emotional demands become difficult to manage. Training may help supervisors recognize signs of emotional exhaustion, respond constructively, normalize discussion of emotional demands, and connect employees with appropriate resources.
- **Provide practical resources for recovery and emotional regulation.** Employers could also consider reducing strain by offering tools for managing emotionally difficult interactions, opportunities for recovery after high-strain work, clear workload boundaries, and access to mental health or employee assistance resources.

Addressing emotional labor directly can help organizations improve both employee well-being and long-term retention. The central lesson is not that demanding work should be avoided, but that emotionally demanding work requires explicit recognition, structured support, and supervisor practices that make these demands manageable.

Appendix A

Variable	Obs	Mean	Std. dev.	Min	Max
General turnover intention	1,996	25.6%		0	1
Emotional labor-induced turnover intention	1,979	31.7%		0	1
Mental labor	2,000	3.27	0.72	1	4
Emotional labor	2,000	2.85	0.75	1	4
Employer attitude	1,914	3.07	0.87	1	4
Comfort with HR	1,920	2.72	1.01	1	4
Male	2,017	49.1%		0	1
Married	2,015	49.6%		0	1
Non-Hispanic White	2,020	70.7%		0	1
Education					
High school and lower	2,020	16.2%		0	1
Some college	2,020	29.2%		0	1
Bachelor	2,020	35.2%		0	1
Graduate	2,020	19.4%		0	1
Age	2,020	42.78	11.68	18	69
Income level					
Less than $25k	2,001	3.9%		0	1
$25k to $50k	2,001	16.9%		0	1
$50k to $75k	2,001	20.8%		0	1
$75k to $100k	2,001	18.7%		0	1
$100k to $125k	2,001	14.8%		0	1
$125k to $150k	2,001	9.1%		0	1
$150k and above	2,001	15.6%		0	1
Sector					
Private	2,020	49.7%		0	1
Public	2,020	50.3%		0	1

Appendix B

	Mental Labor			Emotional Labor		
	Coefficient	Std. err.	P>t	Coefficient	Std. err.	P>t
Male	-0.14	0.05	**	-0.20	0.05	***
Married	-0.10	0.06		-0.09	0.06	
Non-Hispanic White	0.12	0.06	*	0.09	0.06	
Education (ref: High school and lower)						
Some college	0.06	0.08		-0.05	0.08	
Bachelor	0.21	0.08	**	0.16	0.07	*
Graduate	0.29	0.09	**	0.20	0.09	*
Age	0.00	0.00	*	-0.01	0.00	***
Income Level (ref: Less than $25k)						
$25k to $50k	-0.01	0.13		-0.24	0.13	
$50k to $75k	0.02	0.13		-0.12	0.13	
$75k to $100k	0.05	0.14		-0.12	0.13	

Appendix C

	General Turnover Intention			Emotional Labor-Induced Turnover Intention		
	Coefficient	Std. err.	P>z	Coefficient	Std. err.	P>z
Mental Labor	-0.44	0.15	**	0.09	0.17	
Emotional Labor	0.67	0.17	***	0.83	0.16	***
Employer Attitude	-0.62	0.12	***	-0.40	0.13	**
Comfort with HR	-0.27	0.11	*	-0.52	0.10	***
Male	-0.06	0.18		-0.49	0.18	**
Married	-0.77	0.22	***	-0.22	0.20	
Non-Hispanic White	-0.05	0.21		-0.06	0.23	
Education (ref: High school and lower)						
Some college	-0.18	0.28		0.08	0.27	
Bachelor	0.08	0.28		0.57	0.26	*
Graduate	-0.15	0.37		0.57	0.34	
Age	0.01	0.01		-0.01	0.01	
Income Level (ref: Less than $25k)						
$25k to $50k	-0.42	0.56		-0.11	0.57	
$50k to $75k	-0.41	0.55		-0.42	0.54	
$75k to $100k	-0.34	0.59		0.14	0.55	
$100k to $125k	-0.46	0.59		-0.15	0.56	
$125k to $150k	-0.28	0.65		0.30	0.59	
$150k and above	-0.46	0.61		-0.25	0.57	
Public sector	-0.10	0.20		0.12	0.19	
Intercept	1.36	1.00	**	-0.34	0.93	

Note. Weighted. * p <.05, ** p <.01, *** p <.001

Appendix D

	Stress			Family or Personal Life			Sleep		
	Coefficient	Std. err.	P>t	Coefficient	Std. err.	P>t	Coefficient	Std. err.	P>t
Mental Labor	0.10	0.05		0.02	0.06		0.10	0.06	
Emotional Labor	0.48	0.05	***	0.41	0.05	***	0.43	0.06	***
Employer Attitude	-0.09	0.04	*	-0.11	0.04	**	-0.10	0.04	*
Comfort with HR	-0.06	0.03		0.02	0.03		0.01	0.04	
Male	-0.05	0.05		0.00	0.06		0.00	0.07	
Married	-0.11	0.06		0.00	0.06		-0.12	0.07	
Non-Hispanic White	0.01	0.07		-0.04	0.07		-0.06	0.08	
Education (ref: High school and lower)									
Some college	0.03	0.09		0.07	0.10		0.04	0.11	
Bachelor	0.18	0.09	*	0.10	0.10		0.14	0.11	
Graduate	0.16	0.11		0.12	0.12		0.11	0.12	
Age	-0.01	0.00	***	-0.01	0.00	***	-0.01	0.00	***
Income Level (ref: Less than $25k)									
$25k to $50k	-0.09	0.20		-0.22	0.16		-0.22	0.15	
$50k to $75k	-0.08	0.19		-0.28	0.16		-0.36	0.14	*
$75k to $100k	0.00	0.19		-0.28	0.16		-0.25	0.15	
$100k to $125k	-0.13	0.19		-0.19	0.16		-0.43	0.16	**
$125k to $150k	-0.15	0.20		-0.26	0.18		-0.42	0.17	*
$150k and above	-0.13	0.20		-0.31	0.18		-0.42	0.17	*
Public Sector	-0.08	0.06		-0.06	0.06		0.04	0.07	
Intercept	2.04	0.30	***	2.28	0.32	***	2.12	0.34	***

Note. Weighted. * p <.05, ** p <.01, *** p <.001

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