

Understanding Presenteeism for employee wellbeing and motivation: Literature Review

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ABSTRACT

Presenteeism is becoming more popular as a topic of study. Despite the fact that this phrase is being used in a growing number of scientific literature, there appears to be considerable variation in how it is evaluated, which could lead to major disparities in the definition and interpretation of the phenomenon being examined. Based on how the phenomenon is operationalized, measured, and analysed, this study sheds light on what is actually being studied. The study is a summary of a literature evaluation created to aid researchers in presenting excellent evidence for the benefits of employee motivation, engagement, and wellbeing in combating presenteeism. The goal is to assess the evidence on the benefits of wellbeing and engagement interventions in companies and identify their applicability in the workplace.

Keywords: Presenteeism, absenteeism, sickness presenteeism, wellbeing, wellness programs

I. INTRODUCTION

Absenteeism, which is defined as failing to show up for scheduled work, has a long history of investigation, owing to its high cost to businesses and status as a predictor of job adjustment (Harrison & Martocchio, 1998; Johns, 1997, 2008, 2009). Presenteeism, on the other hand, is a topic that has only recently gained popularity. The idea that managing presenteeism efficiently could be a distinct source of competitive advantage has stimulated interest in the subject, with claims that working while sick causes substantially more aggregate productivity loss than absenteeism (Hemp, 2004, Collins et al., 2005).

Cary Cooper who was a professor of Organizational Psychology and health at Manchester University in the United Kingdom, is credited with coining the term "presenteeism". The introduction of the subject of presenteeism in corporate America was indicated by Hems' 2004 article in the influential Harvard Business Review, which was intended to sensitise executives to the

expense of presenteeism. This focus is welcome, but the presenteeism phenomenon is far too interesting and important for both theoretical and practical reasons to be left solely in the hands of medical researchers and health-care consultants. Organizational scholars have the conceptual and methodological skills needed to make significant contributions in this area, grounded in a firm understanding of how people interact with organizations (Gary Johns (2009)).

Gary Johns (2009) there are two key geographically diverse sources of presenteeism interest. First, scholars in management (e.g., Simpson, 1998; Worrall, Cooper & Campbell, 2000) and epidemiology (e.g., Virtanen, Kivimaki, Elovainio, Vahtera & Ferrie, 2003) are concerned that job insecurity caused by downsizing and restructuring forces exaggerated levels of attendance, resulting in stress and illness. Second, primarily American medical scholars and consultants, including epidemiologists and occupational health specialists, who are interested in the influence of disease in general or specific medical problems (e.g., migraine) on job productivity (e.g., Koopman et al., 2002). To summarise, the British and Europeans were more interested in the frequency of presenteeism as a reflection of job insecurity and other occupational characteristics, whereas the Americans were more interested in the productivity consequences of this behaviour as a function of various illnesses, while ignoring the causes of showing up sick. Both lines of inquiry are valid, and the objective of this review was to connect them.

Presenteeism is essential from the employee's standpoint since it can exacerbate pre-existing medical conditions, diminish the quality of work life, and provide the appearance of ineffectiveness at work due to lower productivity. Furthermore, many organisational procedures and policies intended to reduce absenteeism may actually encourage sick attendance. Presenteeism, on the other hand, could be considered as an act of

organisational citizenship and rewarded in some cases. As a result, concentrating just on productivity loss rather than productivity gain due to absenteeism is extremely restrictive.

Definitions of Presenteeism

Cooper (1994) defined presenteeism as “people turning up to work, who are so distressed by their jobs or some aspect of the organization climate that they contribute little, if anything, to their work”. As defined by Cooper presenteeism is a consequence of negative work environment. The employees suffering from presenteeism are not giving their full attention to their job. Such employees are likely to be less productive, make more mistakes, provide lower-quality service and be less innovative which has repercussions for the organization and its managers. Many organizations today are downsized and lean, and there are fewer coworkers who can pick up the slack left by presentees.

Defining presenteeism by means of consequences for the employers, Burton et al. (1999), described presenteeism as follows:

“However, absenteeism and disability costs should be recognized, at best, as a significant contributor to an incomplete estimate of the total loss of productivity resulting from health impairment. These costs only provide a partial measure of the total lost productivity for a group of employees whose health problems are so severe as to prevent them from working. What are seldom measured are the decrease in productivity for the in productivity for the disabled group before and after the them from working. What are seldom measured are the decrease in productivity for the much larger group of employees whose health problems have not necessarily led to absenteeism and the decrease absence period. This decrease may be captured by a measure of ‘presenteeism’, the decrement in performance associated with remaining at work while impaired by health problems. Presenteeism could be measured in costs associated with decrease or slowed output, failure to maintain a production standard, additional training time, errors in work, substandard output, and other events”.

According to Aronsson et al.(2000)., Dew et al.(2005)., “Going to work despite feeling unhealthy”.

Lowe (2002), defines presenteeism as ‘when people show up for work, sick, injured, stressed or burned out, there is a drain on productivity’.

Milano (2005), defines presenteeism as ‘the flip side of absenteeism is reporting to work but performing poorly because of physical or emotional problems which are far more costly in

dollars, productivity and liability. This phenomenon is known as presenteeism’.

According Queenan (2005), “Presenteeism , a situation that arises when sick employees drag their forlorn carcasses into the office and waste everyone else’s time by backing their way through their working day on an empty task”.

Caverly et al. (2007), defines presenteeism as ‘When employees attend work at times when sickness absence is justified and perform their work at sub-optimal conditions’.

The results of a review of scholarly literature are summarised in this study. The findings of this literature study have been grouped into the following categories in order to present them in a logical and accessible manner:

1. Absenteeism and Presenteeism
2. Coworker presenteeism
3. Supervisor support, role ambiguity and productivity
4. Work climate
5. Employee Engagement
6. Workload and Emotional exhaustion
7. Job stress
8. Job security and Job demands
9. Wellness programs

These categories indicate diverse factors that are relevant for wellbeing and engagement interventions, as well as the outcomes that have been observed in the literature. Due to the nature of the outcomes being measured, many of the research areas will overlap, therefore categories are not mutually exclusive.

Absenteeism and Presenteeism

Bierla et al., (2013) present a statistical method for investigating absenteeism and presenteeism using the same data set. It enables to elicit the link between these phenomena and then to bring new evidence to light on them. The study clarified the impact of a number of well-known variables (gender, age, cost of absence, etc.). Furthermore, they were able to balance these effects on both absenteeism and presenteeism, which were previously uneasy when separate treatments were used.

Previously, it was considered that attendance at work meant productivity. It now appears that both workers showing up for work and workers opting not to can be blamed for health-related productivity loss. Presenteeism, or turning up for work when sick, appears to be more widespread than absenteeism in the workplace. These findings encourage businesses to reconsider their approaches to consistent work attendance. The goal of this study is to determine the key

behavioural correlates of workplace presenteeism and absenteeism, in accordance with literature recommendations. The study presented a unique picture of presenteeism and absenteeism by comparing data from a representative sample of executives from the Public Service of Canada, not only in terms of the effects of health disorders, but also in terms of the demographic, organisational, and individual factors involved, by comparing data from a representative sample of executives from the Public Service of Canada. The findings help to clarify the similarities and distinctions between these events, as well as the differing effects of other variables. These findings provide fuel for thought and may pave the way for new organisational methods to reduce absenteeism while reducing presenteeism (Gosselin et al., 2013).

Absenteeism (not showing up for work) has gotten a lot of press, but new data is surfacing on the value of showing up for work when you're sick (presenteeism). Surprisingly, both structures have evolved quite independently, despite the fact that they are the product of the same decision. Employees' absenteeism and presenteeism, are coping mechanisms for navigating the dialectical tensions in the supervisor-subordinate relationship. Employees' decisions to come to work can be influenced by understanding the nature of those conflicts, their context, and the tactics utilised to manage the tensions (Halbesleben et al., 2014).

Presenteeism, or showing up to work while sick, is becoming more of a problem in the workplace. The relationship between job demands, presenteeism, and absenteeism were examined in this study. It investigated the mediation effects of organisational justice on absenteeism using a moderated mediation model of work demands on absenteeism. High job demands were linked to presenteeism, which predicted lengthier absence periods in a sample of emergency services call centre personnel, according to the study. In addition, employee perceptions of distributive fairness had a key role in moderating the link between job demands and absenteeism. Points to consider for practitioners are work overload and tight attendance control practises can induce absenteeism, therefore companies should be conscious of this. Managers must understand that presenteeism can lead to extended absences. Fairness views among employees help to mitigate the harmful impacts of presenteeism on absenteeism (Deery et al., 2014).

J. Y. Kim et al., (2016) the goal of the study was to see if nonstandard employment is linked to presenteeism and absenteeism among

South Korean full-time employees. Based on two contract types (parent firm and subcontract) and three contract durations permanent (one year, no fixed term), long term (one year, fixed term), and short term (one year, fixed term), employment conditions were categorised into six groups. The study identified opposite patterns in the correlation of nonstandard employment with absenteeism and presenteeism after adjusting for variables. Except for parent firm—long-term employment, absenteeism was neither related or negatively associated with any nonstandard employment circumstances, with the exception of parent firm—permanent employment, which is commonly considered a standard employment requirement. Presenteeism, on the other hand, was linked to long-term employment with the parent firm, long-term employment with the subcontract, and short-term employment with the subcontract. Most nonstandard jobs, according to the data, may raise the probability of presenteeism but not absenteeism. These data suggest that prior findings about nonstandard employment's protective effects on absenteeism could be explained by nonstandard workers being obliged to work when sick.

Coworker presenteeism

Employee productivity is harmed by presenteeism (showing up for work when sick), but less is known about how it impacts coworkers. When it comes to coworker reactions, presenteeism is especially crucial, as they can differ based on how similar the sick person is to the coworker. According to the black sheep hypothesis, the negative effects of coworker absenteeism on emotional and behavioral reactions are amplified when there is greater demographic similarity to the perpetrator, because violations of reciprocity, empathy, and concern for the well-being of others reflect negatively on one's in-group. The results of mediated moderation in all of the investigations supported the black sheep hypothesis. When coworkers were of the same race or sex, coworker absenteeism caused participants to feel less optimistic, participate in less physical activity, and demonstrate greater organisational deviance. Coworker absenteeism prompted fear of contagion and bad affect when coworkers were more racially similar to the participant, resulting in increased organisational and interpersonal deviance. (Luksyte et al., 2015).

In an older workforce, the study looked at how colleague and supervisor support affects workplace stress and absence. Structural equation modelling was used to analyse data from the 2010 wave of the Health and Retirement Survey in the

United States. Presenteeism was low among older workers in the United States, and workplace stress was modest. The results of the SEM demonstrated a substantial link between colleague and supervisor support. Job stress increased presenteeism in a direct and meaningful way. Coworker assistance considerably lowered both job stress and presenteeism. Support from supervisors had a clear detrimental impact on job stress but not on absenteeism. Increased respect and concern for employee stress at work, as well as essential support at work from colleagues and employers, and the presence of comfortable interpersonal interactions among colleagues and between employers and employees, appear to minimise presenteeism, according to the findings (T. Yang et al., 2015).

Supervisor support, role ambiguity and productivity

Using the social informational processing perspective and conservation of resources theory, the study proposed and investigated the impact of supervisor support and role ambiguity on productivity associated with presenteeism, as well as the mediating effect of role ambiguity on the link between supervisor support and productivity associated with presenteeism. The findings demonstrated that role ambiguity was inversely related to productivity associated with presenteeism, based on longitudinal data from 99 employees of an IT consulting firm (SPS-6). By eliminating role ambiguity, supervisor support, on the other hand, indirectly influenced productivity linked with presenteeism (Zhou et al., 2016).

Yang, T., et al., (2019) Healthcare employees in China endure high levels of occupational stress and inequitable working circumstances, and the Healthy China 2030 programme has made it a state priority to improve their working conditions. To explore the role of distributive justice in Chinese medical reform, we analysed data from 1542 healthcare professionals in 64 primary, secondary, and tertiary hospitals in 28 Chinese cities in Western, Central, and Eastern China in 2018. Supervisor support, colleague support, distributive justice, and presenteeism were measured using the supervisor support, coworker support, distributive justice, and perceived ability to work scales, respectively. Structural equation modelling was used to analyse the relationships between variables. The mediating effect of distributive justice on relationships between supervisor support, colleague support, and presenteeism was investigated using the Sobel model. The Sobel test was employed to see if distributive justice had a mediation influence on the

relationships between supervisor support, colleague support, and presenteeism. Distributive justice mediated strong indirect effects between supervisor support and presenteeism, as well as between colleague support and presenteeism, according to the findings. Improved supervisor and coworker support in Chinese hospitals may promote distributive justice among healthcare employees, resulting in improved performance.

The study looked at how presenteeism and management support mediated and moderated the connection between workaholism and work–family conflict. 1065 white-collar employees from an Italian corporation conducted an online survey, and hypotheses were evaluated using a bootstrapping approach. Presenteeism influenced the connection between workaholism and work–family conflict, according to the findings. Furthermore, management support reduced the mediating effect of presenteeism: workaholism was more significantly connected to presenteeism for employees reporting lower levels of support than for those reporting higher levels of support. Work–family conflict was connected to higher levels of presenteeism. The research highlights the protective function of managerial assistance in preventing workaholic employees from forcing themselves to come to work even when they are sick. As a result, early intervention targeted at reducing the negative link between workaholism and work–family conflict should concentrate on managers establishing supportive leadership abilities (Mazzetti et al., 2019).

Work climate

McGregor et al., (2016) study which employed the job demands-resources (JD-R) model, was to see how characteristics of the psychosocial work environment (namely, job demands and resources) are associated to presenteeism, and whether they are related indirectly through burnout and work engagement. The linkages between employment demands (such as workplace bullying, time restrictions, and work–family conflict), resources (such as leadership and social support), burnout, work engagement, and presenteeism were investigated in a cross-sectional survey of 980 working Australians. Path analysis was used to evaluate the stated hypotheses while controlling for participant variables (i.e. sex, age, work level, duration and education). Higher job demands (bullying in the workplace, time restrictions, and work–family conflict) and fewer job resources (only leadership) were found to be linked to presenteeism indirectly through increased burnout. Increased workplace resources (leadership and social support) were linked to reduced

absenteeism via better work engagement. The findings support the JD-R model, implying that presenteeism may be induced by the stress and burnout associated with meeting excessive job expectations, as well as the decreased work engagement and increased burnout caused by a lack of workplace resources. Intervention programmes should focus on teaching employees how to better handle job demands as well as promoting the resources available at work as a creative strategy to address the issue of increased presenteeism).

T. Yang et al., (2016) tried to determine the elements that influence presenteeism, including both health and individual characteristics. A quantitative analysis utilising structural equation modelling analysis was undertaken on the basis of secondary data from the Health and Retirement Survey (2008 wave), which examined presenteeism and its determinants. In order to prevent the expenses of stress-related presenteeism among their employees, the research provides several crucial and practical advices for companies to adopt. These findings may be useful in the creation and implementation of effective presenteeism interventions for the ageing workforce.

A. Park et al., (2014) explored if a change in the office environment could improve work-related outcomes like productivity, absenteeism, and cognition. The secondary purpose was to see if changes in sitting time, physical activity, and sleep were linked to work-related outcomes. The research was carried out as part of a naturalistic environmental shift including the move of university workers and faculty to a new building. Data on productivity and presenteeism was collected using four validated questionnaires, and individuals were exposed to cognitive performance testing. To assess differences in work-related outcomes between groups, baseline adjusted analysis of covariance statistical methods were utilized. A residual analysis in regression was used to identify the discrepancies between observed changes in sitting time, physical activity, and sleep and work-related outcomes. Reducing work-hour sitting time had no negative effects on work-related results, according to the research. Reduced sitting time has been demonstrated to help with both presenteeism and absenteeism. Physical activity has also been demonstrated to boost productivity, presenteeism, and absenteeism in the workplace. Sleep deprivation has been connected to job performance and absenteeism. Reducing work-hour sitting time had no negative effects on work-related results, according to the research. Reduced sitting time has been demonstrated to help with both presenteeism and absenteeism. Physical activity

has also been demonstrated to boost productivity, presenteeism, and absenteeism in the workplace. Job impairment and higher absenteeism have been linked to sleep deprivation

Employee Engagement

Employee engagement is a crucial component of work success and retention. The goal of this research is to look at the relationship between employee engagement, health hazards, and productivity. In 2012, employees of a major financial services business participated in a health risk assessment (HRA) that examined employee engagement, health risks, and lost productivity on the job (presenteeism). There were three different sorts of engagement created. Workplace involvement appears to benefit both the employer and the employee. Organizations may seek to use employee engagement techniques (Burton et al., 2017).

A decentralised and flexible work environment must be developed to support organisational longevity in a continually changing environment. Individuals in such workplaces are usually given autonomy and independence in doing tasks, allowing them to focus more on their allocated jobs. The task antecedents of job engagement and the method through which task characteristics affect work engagement were investigated in this study. It used multiple regression analyses and a bootstrapping procedure on survey data from 202 South Korean employees to investigate the mediating effect of role ambiguity on the task characteristics-work engagement relationship, as well as the moderating effect of information and communication technology (ICT) presenteeism on the task characteristics-role ambiguity relationship. Role ambiguity was found to be adversely associated to task interdependence and autonomy. Only task interdependence exhibited a negative association with role ambiguity, and this relationship was strongly influenced by ICT presenteeism, such that when ICT presenteeism was high, the negative relationship between task interdependence and role ambiguity was larger than when it was low (Lee et al., 2017).

In the context of the hotel sector, the purpose of this paper is to look into the relationships between perceived organisational support, work-family conflict, family-work conflict, and presenteeism. There was a substantial and inverse association between perceived organisational support and presenteeism, as well as a significant and inverse relationship between work-family/work-family conflict and

presenteeism, according to the data. Furthermore, presenteeism was not affected by perceived organisational support, but it was affected by work-family/work-family conflict. To ensure client pleasure and increase service quality, hotels require a healthy and productive workforce. Employee health and presenteeism can be protected and reduced by lowering work-family/family-work conflict and providing organisational support for employees.

The goal of this paper is to investigate the connections between perceived organisational support, work-family conflict, family-work conflict, and presenteeism in the context of the hotel industry. The findings revealed a significant and inverse relationship between perceived organisational support and presenteeism, as well as a significant and inverse relationship between work-family/family-work conflict and presenteeism. Furthermore, perceived organisational support had no effect on presenteeism, whereas work-family/family-work conflict had an effect on presenteeism. Hotels require a healthy and productive workforce to ensure customer satisfaction and to improve service quality. Reducing work-family/family-work conflict and increasing organisational support for employees are critical for protecting employee health and reducing presenteeism.

Workload and Emotional exhaustion

Because emotional exhaustion is the fundamental strain dimension of burnout, it is a common sign of poor mental health in work and organizational psychology. The article focuses on the causes and processes that contribute to emotional tiredness and is based on the job demands-resources (JD-R) paradigm. Sicknesspresenteeism (defined as active and problem-focused coping) was thought to moderate the link between job characteristics (workload and coworker support) and emotional weariness in the study. It also looked into the relationship between workload and colleague support, hypothesizing that a high workload combined with low coworker support would result in the highest levels of sickness absenteeism. Structural equation modelling backed up the vast majority of theories. The effects of coworker support and workload on emotional tiredness were largely or entirely mediated by sicknesspresenteeism. Sickness absenteeism, it is argued, may contribute in a better understanding of the consequences of the workplace on emotional exhaustion. The implications of the JD-R paradigm for promoting

occupational health are examined (Baeriswyl et al., 2017).

Job stress

Schmidt et al., (2019) suggests four stressors were linked to employee well-being, presenteeism, and absenteeism when looked at separately. Overcommitment had the strongest independent link with lower well-being and more presenteeism, while organizational injustice had the strongest independent relationship with absenteeism. The annual costs of absenteeism were larger than the costs of presenteeism per employee. Occupational health therapies that minimise workplace stress have a great potential for enhancing productivity and cost savings

Although job stress is a prominent predictor of absenteeism, few research have investigated its varied consequences and mediators. According to the data, attempts to avoid presenteeism among Chinese healthcare employees should focus on improving public service motives and reducing stress (Deng et al., 2019).

Tang et al., (2019) study was to investigate the current working condition among primary medical staff, as well as the relationship between presenteeism and mindfulness, and the function of self-efficacy in mediating this relationship. The primary medical staff faces increasing obstacles in providing basic medical and health services to the public. Increased workload, and hence stress and burnout levels, can affect job satisfaction and lead to presenteeism, which is defined as appearing to be working but not actually doing so.

Howard & Howard, (2020) looked into the link between public school teachers' perceived stress and the frequency of total illness days. The total number of sick days taken by 2542 instructors in the previous four weeks was examined in this study. Independent variables included stress levels, demographic characteristics, occupational considerations, and health practises. A rise in the number of sick days was connected to high levels of felt stress. In terms of policy consequences, measures to reduce teacher stress and promote supportive working environments should be looked into.

Occupational mental health, work environment, sleep health, presenteeism, and loss of work productivity owing to health conditions are all public health concerns. Despite the knowledge that sleep affects mental health and presenteeism, the relationship between sleep disruption, occupational stressors, stress reactivity, and presenteeism has remained a mystery. Job

pressures and a lack of social support at work contribute to presenteeism by inducing psychological and physical stress responses, as well as interrupting sleep. Evaluation and resolution of job problems and sleep disturbances would be beneficial in terms of public health and socioeconomics (Furuichi et al., 2020).

Job security and Job demands

Presenteeism is a phenomenon that goes unnoticed. However, as organisations become increasingly demanding of their employees, people are gradually beginning to throw more light on it. While an employee may believe he is doing well by continuing to work despite being injured, stressed, or ill, this is usually not the case. The primary influencing elements that determine presenteeism at a local government-affiliated enterprise were investigated in this paper. Employment insecurity, job demands, and health difficulties were all investigated. Job instability has the strongest and most significant link to absenteeism, but job demands and health difficulties have a weak and insignificant link. Job instability was likewise identified as the most influential factor affecting presenteeism in this study (Sharkawi, 2021).

Dr. Nosheen Sarwat et al., (2021) investigated the relationship between cognitive job demands, stress-related presenteeism, and procrastination using the job-demands resource theory. Stress-related Presenteeism is a psychological condition in which people are present at work but, due to stress, are unable to devote their complete attention to their task and get distracted. The combined effect of psychological capital and cognitive job demands on stress-related presenteeism were also investigated. Individuals with high job demands experienced stress-related presenteeism and procrastination, according to the findings. The findings also confirmed psychological capital's moderating role as an effective personal resource in lowering stress-related presenteeism.

Presenteeism is the practise of going to work while sick, which not only affects employees' physical and mental health but also has a negative impact on organisational productivity and adds to an organization's excess costs. The study revealed that (1) job insecurity had a significant predictive effect on presenteeism behaviour; (2) presenteeism partially mediated the relationship between job insecurity and emotional exhaustion; and (3) supervisor support moderated the relationship between presenteeism behaviour and emotional exhaustion; i.e., the stronger the positive relationship between presenteeism behaviour and

emotional exhaustion, the lower the positive relationship between presenteeism behaviour and emotional exhaustion. The findings give theoretical direction as well as an empirical foundation for presenteeism preventive and intervention measures (J. Zhang et al., 2020).

Presenteeism (going to work sick) has been studied from a variety of perspectives, and it has grown in importance during the current COVID-19 outbreak, as indicated by its links to high healthcare costs, patient safety breaches, and negative nursing well-being. In the corrected model, only professional experience exhibited statistical significance, but both age and length of professional experience were significant predictors of total presenteeism.

J. H. Kim et al., (2020) examined if job insecurity was associated to absenteeism and presenteeism, and if so, how these associations altered when the differential cutoff for absenteeism and presenteeism was applied. As an independent variable, perceived job insecurity was used. The dependent variables were absenteeism and presenteeism. The study revealed perceived work uncertainty was connected to presenteeism, but not absenteeism.

J. H. Kim et al., (2020), observed if job insecurity was linked to absenteeism and presenteeism, and if yes, how these links changed when the differential cutoff was used to define absenteeism and presenteeism. Perceived job instability was used as an independent variable. Absenteeism and presenteeism were measured as dependent variables. Perceived work uncertainty was linked to presenteeism in this study, but not absenteeism

Wellness programs

The high rate of sick leave in countries with extensive assistance programmes has raised questions about processes that may influence workers' decisions to call in sick. Little is known about the challenges that arise while deciding whether to remain home or go to work when sick. The purpose of the study was to examine into car mechanics' absence versus attendance decisions while sick. Three major themes were present during the decision-making process: 1) The severity of your illness, with a focus on your current health and signs of whether or not you are fit for work; 2) daily life habits, with a focus on the importance of work, colleagues, customers, and the work environment; 3) the importance of the job, with a focus on the importance of the job, colleagues, customers, and the work environment; and 4) the importance of the job, with a focus on

the importance of the job, colleagues, customers, and the work environment; and 4) the importance (Morken et al., 2012)

Because of an ageing workforce, presenteeism is becoming more of a problem in industrialised countries. Presenteeism has higher financial consequences than absence and health-care costs for employers. To promote worker health and reduce absenteeism, employers are establishing workplace health promotion and wellness programmes. The optimal way to create, integrate, and deploy these programmes is uncertain. The study's main purpose was to use an intervention mapping technique to construct a workplace health promotion and wellness programme focused towards reducing presenteeism. Intervention mapping has proven to be a successful strategy for establishing a workplace health promotion and wellness programme targeted at reducing presenteeism in general. A step-by-step technique for resolving a complex problem was detailed in the methodology. Participants were forced to think critically, jointly, and collaboratively (Ammendolia et al., 2016).

In four different private sector workplaces, the study looked into the interaction between person-based and work-related characteristics of presenteeism. Employees (N = 413) answered questions on their demographic and socioeconomic features, social networks, work-related aspects, lifestyle factors, and health status on a survey. Absenteeism was measured using the Stanford Presenteeism Scale 6. (SPS-6). With an average age of 34.78.1 years, the bulk of responders (77.2%) were male. Chronic illnesses affected 15.9% of the population. The SPS-6 averaged 19.9 points (SD, 3.3). The female SPS-6 score was greater than the male score in this study. Workers who said they worked at a fast pace received a higher overall score. The SPS-6 score was greater in people who had a chronic health problem. Workers' health and well-being may benefit from a better understanding of the workplace and personal elements that contribute to presenteeism (Mandiracioglu et al., 2015).

Despite the fact that work-related elements have been discovered to play a role in predicting presenteeism, research into established theoretical frameworks of job design aspects and, in particular, underlying mechanisms is still lacking. The Areas of Worklife Scale was used to investigate the impact of work-life areas on presenteeism in this study (AWS; Leiter&Maslach, 2004). It looked at mental and physical health as the underlying process of the relationship, and compared two presenteeism outcome measures,

namely, the frequency of presenteeism actions and job productivity. The study employed a cross-sectional approach and included 885 personnel from the German public sector as participants. The findings revealed that health indicators mediated the influence of some, but not all, aspects of work life (workload, control, reward, and values) on both acts of presenteeism and health-related lost productivity (well-being and musculoskeletal complaints). Furthermore, it discovered a link between health-related absenteeism and acts of presenteeism. The study elucidates the significance of work-related factors as antecedents of sickness presenteeism. The findings also highlight the importance of including both acts of presenteeism and health-related lost productivity in presenteeism research and prevention. Presenteeism should be included as a measure in health prevention interventions because it reflects an important aspect of employee health that other measures do not cover (Pohling et al., 2016).

II. CONCLUSION

Presenteeism is a new concept in organisationalbehaviour literature, and it refers to productivity losses that occur when individuals come to work unwell. In today's highly competitive, technologically advanced, and fast-paced work world, employers place a high value on employee productivity. Presenteeism is an important issue because it looks to be a developing issue that damages both individuals and organisations. Presenteeism research has not employed a unified definition or consistent assessment methodologies to date. Despite various attempts to construct ideas, no comprehensive model that can explain why people choose presenteeism or absenteeism has been developed. Despite the fact that empirical research has demonstrated presenteeism's correlates, a clear difference between causes and effects has yet to be established.

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