Relationship between Job Stress and Presenteeism: Social Help as a Mediator

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Abstract
Policing is a vital resource for all democratic nations but, stress from the work causing presenteeism among police officials possibly will affect not only the individual, but also co-workers, organization, denizens and nation at large. Keeping the aforesaid fact in view, the present research was undertaken to explore the association among job stress, presenteeism and social help. The information was collected from police officers of Shimla city (Himachal Pradesh). 166 non gazetted police officers participated in the research. They responded to McCreary & Thompson (2013) -Operational Police Stress Questionnaire (PSQ-Op), Stanford Presenteeism Scale - SPS6 and Caplan et al. (1975) - Social Support Scale. The results indicate a considerable constructive impact of job stress on presenteeism. Supervisory and co-worker help have a negative impact on the relationship between job stress and presenteeism. A significant and direct positive relationship was found between demographic variables (viz. age, gender and marital status) and presenteeism.

Keywords: Job Stress, Presenteeism, Work Help, Spouse Help, Police Officers

Introduction

Police Job Stress: Policing is where officials can neither flee nor control the routine job stress. Policing is one of the few occupations where personnel are expected to face physical dangers and, if necessary, to risk their lives as well as face significant stress in many other aspects (Backman et al., 1999). Occupational stress has become a common and costly health problem among police personnel. Stress and its impact on psychological and physical health of police personnel are not addressed effectively by the concerned authorities and health professionals in India. According to Shane (2010), the sources of stress in policing can be categorized in two groups, one group comprises those sources of stress emerging from “job content” and the other comprises those sources of stress emerging from “job context”. Job content include the factors which are related to work aka operational stressors, e.g., working overtime, shift work, working alone overnight etc. Job context aka organizational stressors may arise from organizational structure like management, bureaucracy, leadership, supervision, internal affairs, etc. In previous studies, job context stressors are considered as a noteworthy cause of stress among police officials as they may see them as abusive, superfluous e.g., inconsistent leadership style, lack of resources, bureaucratic red tape, etc. (Avdija, 2014). While research on organizational stressors have dominated the literature, that suggests these stressors as a noteworthy source of stress for police officials, yet with the passage of time, the sources that cause stress are changing (Pienaar and Rothmann, 2006). Thus, operational stressors are considered in present research to meet the purpose of the investigation. The literature is limited in its relationship to outcome variable viz. presenteeism especially in case of police officials.

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Present study made an attempt to explore the hypothetical phenomenon that job stress could be a significant determinant of police personnel’s presenteeism.

**Presenteeism:** Presenteeism, or “attending work while ill” (Johns, 2010), can be viewed as both positive and negative. From the positive perspective, the employee shows high responsibility and work engagement in that he/she gives higher priority to the work than his/her personal health. From the negative perspective, the employee is unlikely to perform to his/her normal standard while ill; as such, personal and/or team performance will not be at the optimal levels. Presenteeism in workplaces is a much costlier problem than other direct or indirect social and economic burdens. Organizations are beginning to realize that presenteeism is an invisible but significant drain on productivity. Aronsson, Gustafsson & Dallner, (2000, p. 958) defined presenteeism as “the phenomenon of people, in spite of complaints and ill health that should provoke rest and absence from work, still turning up at their work”. Presenteeism takes place when individuals are physically present and mentally absent at the workplace (Cooper, 1996). As found in studies, presenteeism could be expensive when employees come to work sick, they often show lower levels of accomplishment and efficiency, feeling more depressed and fatigued (Robertson and Cooper, 2011). In due course, presenteeism may cause serious problems in terms of employees’ mental and physical health (Burton et al., 2006; Hemp, 2004). While explaining the reason for presenteeism and burnout, Demerouti et al. (2009) stated that employees in high-demand jobs would be inclined to perform a job when ill to maintain high levels of performance. Job demands comprise physical, cognitive, and social aspects of a job that demand extended physical and psychological effort. Organizations where working conditions are unsafe and interpersonal associations are gnarled; there is a reiteration of seclusion and segregation, which are reinforced by management tyranny with workers (Dew, Keefe, & Small, 2005). Correspondingly, workers feel forced to go to work, even when not well, to avoid aggravation, indignity and mortification on the part of the superior. Policing, due to the unique demands, has been widely regarded as a stressful profession, which consecutively results in disruption of the mental as well as the physiological state of the individual, leading to unusual functioning in the working environment. Job demand forces police personnel to persistently turn up to work when unwell or ill. Job demands and presenteeism among police officers could affect not just the individual, but also colleagues, organizations, citizens and the nation at large.

**Social Help:** Ford et al. (2007) defined work social help as the degree to which individuals feel that their interests are valued by workplace sources, for example, the supervisor, peers, and wider organizational programs and policies. Social help can play a critical role in reducing the work related stress and enhancing the quality of life among policing. There are various people involved in every person’s life and help obtained from them can play a key role in leading a happy life journey. In this way social help can be defined as feeling of individuals being loved and cared by others, and are part of a network of people sharing mutual ideas and commitments.
(Cobb, 1976; Cohen & Wills, 1985). People with more social help have been found to live a more joyful and physically fit life. House (1981) identified four types of social support; emotional, appraisal, informational, and instrumental. Generally, there are two types of social help viz. work social support and family social support.

Police work is very demanding and can prompt burnout; however, police officers may handle their work well. One influencing factor that might limit the influence of their stress on their life is a social help (Cobb, 1976; Kaufmann & Beehr, 1989). Social help relates to the resources available within people’s social network, both in terms of supportive individuals and material to help mitigate the stress (Cohen, 2004). Previous studies of Pritchard & Karasick (1973); Coffeng et al. (2014); Yang et al. (2019) also found social supports as effectively addressing presenteeism since strong support enhances job fulfilment, presentation, and efficiency, and reduces presenteeism in organizations. There are two main models of social support such as buffering model and the direct effects model addressing the link between social support and presenteeism. In the present study, an endeavour is made to investigate the hypothetical (see fig. 1) model which expects that job stress could be a significant indicator of police personnel’s presenteeism and this relationship can be mediated (interrupted) by social support.

**Figure 1:** Hypothetical Model indicating the role of job stress in presenteeism

![Hypothetical Model indicating the role of job stress in presenteeism](Source: Author’s own calculations)

**Review of Literature**

Uris (1955) defined presenteeism as poor performance ascribed to come to work with ill health, and Canfield and Soash (1955) defined presenteeism as the act of attending work while unwell, due to an employee’s worry of job loss, and resulting in decreased on-the-job performance i.e., working toward presenteeism rather than away from absenteeism. Presenteeism is ‘about showing up’ as opposed to the apathetic behaviour of being absent. Unlike absenteeism, presenteeism is difficult to measure or quantify. Simpson (1988) has associated presenteeism with a kind of “survivor syndrome” whereby individuals stay at work exceeds the time needed to perform efficiently. Presenteeism places a financial onus on employers. Goetzel et al. (2004) advocated that the cost of presenteeism surpass medical expenses and that depression and other psychological sickness are among the most contributors to the economic burden of employers.

Buckerman and Laukkanen (2009) advocated that sickness presenteeism is caused by issues in working-time arrangements e.g. long working hours or difference between desired and actual working hours, shifting work and long working weeks usually add to the cause of sickness presenteeism. They further argued that participation in permanent full-time work has more impact on presenteeism only for women. Pohling et al., (2016) in their
study elucidates the importance of work-related factors as antecedents of sickness presenteeism. They study found a relationship between health-related lost productivity and acts of presenteeism. The study further found that presenteeism and health-related lost productivity was mediated by health indicators (well-being and musculoskeletal complaints). Helland, E. (2014) in his thesis reported that the motivational process of the JD-R model does not explain presenteeism to a statistically significant degree. More specifically, the results suggest that the motivational process is not relevant in explaining presenteeism. However, the positive relationship between organizational adjustment norms and work engagement was significantly greater for workers with a high level of perceived attendance pressure norms versus those who perceived it to be low.

Hobfoll (1989) observed that sickness absenteeism might be used by people to restore physical or psychological health and if performing job while sick impedes recuperation from the illness which further increases the chance of absenteeism in the future. Yang, Zhu and Xie (2015) made an attempt to identify the predictors of presenteeism. They found that factors related to stress at work, individual factors and health were considerably associated with presenteeism. Individual related factors were found to be directly correlated with factors related to stress at work. Significant indirect effects between stress-related factors at work and presenteeism and between individual factors and presenteeism mediated by health were also found. Shimabuku and Mendonca (2018) found that superior help and control over work is negatively associated with presenteeism, even in the face of high mental demands on the job.

The Study

Evolution of the VUCA world causes an increase in presenteeism among employees as organizations are now operating in a highly volatile, uncertain, complex and ambiguous environment. Presenteeism has been defined as the loss of productivity due to health or other psychological issues that negatively affect employees’ efficiency. Research studies have discovered that police officials show more elevated levels of strain and presenteeism. The situation is much worse for police officers as the substantial workplace stress they face. Police forces are exposed to a stressful working environment and have to deal with stress, such as organizational transformation, irregular working hours and a lack of resources (Carcary & Moodie, 1997; Kop, Euwema, & Schaufeli, 1999). The police force in India is overburdened, especially at lower levels where officials are forced to work continuously 14-16 hrs and also for 7 days a week (Times of India, 2016).

A high percentage of vacancies within the police forces also exaggerate an existing problem of work overload of police personnel. Each police officer is in charge for a large segment of the population, given India’s low police strength per lakh population as compared to international standards. While the United Nations prescribed standard is 222 police per lakh persons (as cited in Chaturvedi, 2017), India’s sanctioned strength is 182 police per lakh persons. After adjusting for vacancies, the actual police strength in India is at 138 police per lakh population (BPRD, 2015). Therefore, a normal policeman ends up having a tremendous workload and longer working hours, which contrarily decreases their performance and adversely affects their health. Poor
health and high job pressure have been reported for decades among police officials. However, very few studies were found that showed the adverse effects of job stress and other psychological factors on presenteeism. Further, it was found that there is a lack of literature about the mediating role of work help in the association between job stress and presenteeism. As family related variables like family matters, childcare, financial problems and divorce may cause presenteeism (Stevens, 2004); no study has explored the relationship of spousal help and presenteeism. Thus, through the present study, an attempt has been made to explore the hypothetical phenomenon that job stress could be a significant antecedent of police personnel’s presenteeism and this relationship can be mediated by social help (e.g., supervisor help, co-worker help and spousal help).

Objectives of the study

- To study the association between presenteeism and demographic factors
- To study the association between presenteeism and job stress
- To study whether social help mediates the impact of job stress on presenteeism

Hypotheses

H₁: There will be a significant association between presenteeism and age of respondents.
H₂: There will be a significant association between presenteeism and gender of respondents.
H₃: There will be a significant association between presenteeism and marital status of respondents
H₄: There will be a significant association between presenteeism and job stress.
H₅: Supervisor help mediates the impact of job stress on presenteeism.
H₆: Co-worker help mediates the impact of job stress on presenteeism.
H₇: Spousal help mediates the impact of job stress on presenteeism.

Research Methodology

Participants

The participants in present study were the non-gazetted police officers of the Shimla city of the state of Himachal Pradesh, India. A total of 300 questionnaires were administered among the respondents on the basis of convenience and judgement sampling, out of which 176 questionnaires were returned. Out of these 176 questionnaires, 10 questionnaires were omitted for the reasons of incompleteness and irrelevance. Total 166 questionnaires were considered for the analysis purpose, thus yielding a response rate of 55%. Of these, 85.5% of the respondents were male; the mean age was 35.3 years ($SD = 7.78$) and 52.4% of the respondents were married (see Table 1).
Instruments

Job Stress: In the present study, Police Stress Questionnaire (PSQ) developed by McCreary & Thompson (2006) was used to measure the operational stressors (e.g. over time demands, work alone at night, paperwork, balancing personal time, shift work) associated with the policing job. The police stress questionnaire (PSQ) was developed by McCreary and Thompson as an alternative to the general work stress questionnaire. They divided stressors in policing into operational and organizational factors. The Operational Police Stress Questionnaire (PSQ-Op) assesses stressors associated with performing the job of policing. Meanwhile, the Organisational Police Stress Questionnaire (PSQ-Org) assesses stressors associated with the organization and organizational culture in the work environment. Both scales have good internal consistency reliabilities and reporting Cronbach’s alpha coefficient as 0.93 for PSQ-Op and 0.92 for PSQ-Org. These scales use a seven-point-Likert Scale (1 = no stress at all to 7 = a lot of stress). In the present study Operational Police Stress Questionnaire (PSQ-Op) was used and internal consistency reliability, i.e., the Cronbach’s alpha coefficient was reported equal to .95.

Presenteeism: In order to examine the factors that influenced the presenteeism in the execution of the work, in the presence of wellbeing issues, the Stanford Presenteeism Scale – SPS6 given by Koopman et al. (2002) was used. There are six-items in this scale measuring two components: Completed Work (CW) and Avoided Distraction (AD). Avoided Distraction is associated with mental causes and Completed Work is apparent through physical causes (Koopman et al., 2002). In the present investigation, both components were included to measure the presenteeism among the respondents and Likert-type questions were used, ranging from 1 (totally disagree) to 5 (totally agree). For internal consistency reliability, the Cronbach’s alpha coefficient was equal to .86.

Social Help: Perception of help from two sources was measured: work support and family support. Work support was measured from two sources: support from supervisor and support from co-workers. Thus, overall work support was measured by adding up the scores on supervisor support and co-worker support. From the family domain, social support from spouse was measured. Each of the three sub-scales consists of our items. Participants were asked to indicate the extent of support received from each source on a five-point Likert scale ranging from 1 (Strongly disagree) to 5 (Strongly agree). Internal consistency reliability coefficient (Cronbach’s Alpha) for support from the supervisor was found as α = .75. Reliability for support from co-worker was found as α =.93. For total work support, reliability coefficient was found as α = .86. Internal consistency reliability coefficient (Cronbach’s Alpha) for support from the spouse was found as α = .93.

Results

Relationship of Presenteeism with Demographic Factors and Job Stress
To analyse the relationship of presenteeism with age, gender, marital status and job stress, Pearson correlation coefficient was employed (see Table 1). Presenteeism was found to be positively correlated with age ($r=.176^*$; $p < .05$), gender ($r=.286^{**}$; $p < .01$), marital status ($r=.162^*$; $p<.05$) and with job stress ($r= .501^{**}$; $p<.01$).

Further employing t-test, significant differences were found in presenteeism among male and female employees ($F=4.262$, $t=-3.820$, $p=.001$), and also among single and married employees ($F=.052$, $t= -2.102$, $p=.037$). Hence, the hypotheses $H_1$, $H_2$, $H_3$, and $H_4$ are accepted.

**Table 1:** Relationship of presenteeism with demographic factors and job stress

<table>
<thead>
<tr>
<th></th>
<th>Presenteeism</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Age</td>
<td>.176*</td>
<td>35.33</td>
<td>7.78</td>
</tr>
<tr>
<td>Gender</td>
<td>.286**</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(P&lt;.05)</td>
<td>Male, 142(85.5)=16.21</td>
<td>5.53</td>
<td></td>
</tr>
<tr>
<td>(P&lt;.05)</td>
<td>Female, 24(14.5)=21.08</td>
<td>7.12</td>
<td></td>
</tr>
<tr>
<td>Marital Status</td>
<td>.162</td>
<td></td>
<td></td>
</tr>
<tr>
<td>(P&lt;.05)</td>
<td>Single,79(47.6)= 15.90</td>
<td>5.81</td>
<td></td>
</tr>
<tr>
<td>(P&lt;.05)</td>
<td>Married,87(52.4)=17.84</td>
<td>6.07</td>
<td></td>
</tr>
<tr>
<td>Job stress</td>
<td>.501**</td>
<td>67.02</td>
<td>20.60</td>
</tr>
</tbody>
</table>

*Note:* Figures in parenthesis shows percentages

**Significant at the 0.01 level

*Significant at the 0.05 level

**Source:** Author’s calculations based on primary data

**Mediating Effects**

In order to test the mediating effect, regression analysis was run which analysed the proposed hypothesis that social support mediates the effect of job stress on presenteeism. The bootstrapping approach with the recommended sample 5000 was applied (as proposed by Preacher & Hayes, 2004). Path $c'$ (the effect of X on Y, when a mediating variable is controlled) was calculated using process macro with recommended model 4 as proposed by Hayes (2013).

**a. Job Stress and Presenteeism: Mediating Role of Supervisor Help**

As per mediation model (see fig.2), job stress showed significant and negative relationship with supervisor support \{B=-.097, t (164) =-8.1876, $p=.001$\}. Further, mediator variable, i.e., supervisory support showed significant and negative relationship with presenteeism \{B=-.339, t (163) =-2.6624, $p=.008$\}. It was found that the job stress also directly related to presenteeism \{B=.146, t (164) = 7.4184, $p=.001$\}. Because, both path a and path b were significant, hence, it will be beneficial to conduct mediation analysis further.

In regression analysis, mediation analysis was tested using a bootstrapping method with bias-corrected confidence estimates. The outcome of mediation analysis verified the mediating role of work in the relation between job stress and presenteeism \{B= .113, t (163)= 4.9309, $p=.001$, CI=.0679 to .1587\}. The result also revealed that the previously significant relationship between job stress and presenteeism remained significant \{B=.146,
CI= .1073 to .1852}. Therefore, Sobel test was employed, which suggested partial mediation in the model $(z= 2.535, p=.011)$ at the 5% level of significance. Hence, the hypothesis $H_2$ is accepted.

**Figure 2:** Effect of mediator variable (supervisory help) on the relationship between job stress and presenteeism  
Note: * $p<.05$, ** $p<.01$, *** $p<.001$

Source: Author’s own calculations

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**b. Job Stress and Presenteeism: Mediating Role of Co-worker Help**

As per mediation model (see fig.3), job stress showed a negative and significant relationship with co-worker help {B= -.062, t (164) = -4.1933, $p=.001$}. Further, mediator variable, i.e., co-worker help showed a negative and significant relationship with presenteeism {B= -.224, t (163) = -2.1786, $p=.03$}. Job stress was found directly related to presenteeism {B= .146, t (164) = 7.4184, $p=.001$}. Because, both path-a and path-b were significant, hence, it will be beneficial to conduct mediation analysis further.

In regression analysis, mediation analysis was tested using a bootstrapping method with bias-corrected confidence estimates. The outcome of mediation analysis verified the mediating role of co-worker help in the relation between job stress and presenteeism {B= .132, t (163) = 6.4522, $p=.001$, CI= .0918 to .1729}. The result also revealed that the previously significant association between job stress and presenteeism remained significant {B= .146, CI= .1073 to .1852}. Therefore, Sobel test was employed, which suggested partial mediation in the model $(z= 1.925, p=.050)$ at the 5% level of significance. Hence, the hypothesis $H_6$ is accepted.

**Figure 3:** Effect of mediator variable (co-worker help) on the association between job stress and presenteeism  
Note: * $p<.05$, ** $p<.01$, *** $p<.001$

Source: Author’s calculations
c. Job Stress and Presenteeism: Mediating Role of Spousal Help

In order to test the mediation analysis, job stress showed negative and significant relationship with spousal help \( \{B= -0.0811, t(85) = -7.2114, p=0.001\} \). Whereas, mediator variable i.e., spousal help was not found significantly related with presenteeism \( \{B= -0.153, t(84)= -1.1896, p=0.237\} \). Because spousal help shows an insignificant relationship with presenteeism, this indicates that spousal help does not mediate the relationship between job stress and presenteeism. Hence, the hypothesis \( H_7 \) is rejected.

Discussion

This study explores the association between job stress and presenteeism, and analyses the mediating impact of social help on the association between job stress and presenteeism. Support from work domain (supervisor support and co-worker support) and family domain (spousal support) was also measured. An attempt has also been made to identify the relationship of presenteeism with demographic factors. The outcomes demonstrate the effect of job stress on presenteeism which further reported higher presenteeism when job stress was high. The study validates the idea that presenteeism is related with the well-being issues arising from unbroken dealing with the job stress (Shimabuku & Mendonca, 2018).

The study further sought to examine the buffering model of social help with respect to the mediating effect of social help on the association between job stress and presenteeism. The study found that help from work (supervisor help and co-worker help) had a significant negative effect on job stress and presenteeism relationship. Spousal support was found as an insignificant predictor in mediating the effect of job stress on presenteeism. The difference in the effects of work support (co-worker and supervisor support) and spousal support on the relationship between job stress and presenteeism could be explained in terms of better understanding of supervisors and co-workers about the job tasks, problems and challenges unique to the policing work that outside the workplace (spouse) do not have. This places them in a superior situation to offer suitable help. These findings are similar to the results of AbuAlRub (2004); Mayo et al. (2012); Jourdain and Vezina (2013) and Lu, Cooper, Lin (2013) who found that high supervisor’s support attenuates the positive relationship between job stress and presenteeism penchant. Mitchell and Ambrose (2007); Hoobler & Brass (2006) (as cited in Yang et al. (2016),) found that employees feel comfortable requesting co-worker help in completing certain ambiguous chores, which decreases presenteeism. As cited by Yang et al. (2016), supervisor support from the vertical measurement (that is, the connection with a boss crosswise over various degrees of intensity measurements) and associate help from the flat measurement (that is, social contacts and level of trust in connection to collaborators) vitally adds to a steady workplace by decreasing occupation anxiety.

Explaining the results of presenteeism with demographic factors, the study found a significant and positive
relationship between demographic factors (viz. age, gender and marital status) and presenteeism. Pragmatic studies on demographic differences in sickness presenteeism show conflicting outcomes. The positive connection among age and presenteeism accord with those of past studies made by Hansen (2008) and Huver (2012) who reported that senior employees are bound to display presenteeism. Presenteeism behaviour of senior employees could also be clarified from a generational viewpoint; they try continually being at work and showing up as trustworthy workers. While Yu, Wang and Yu (2015) found that younger workers had a higher pervasiveness of presenteeism than senior employees.

Further, in analysing the relationship between gender and presenteeism, the present study found higher presenteeism among female officers than male officers. This finding is supported by the results of researchers Aronsson et al., (2000); Aronsson, (2005); Leineweber et al., (2011) & Bockerman, et al., (2010) who discovered higher presenteeism among women than men. In contrast to this finding, a research study of Yu, Wang and Yu (2015) found presenteeism more common in males while others found no sexual orientation contrasts (Gustafsson Sendén et al., 2016; Jena, et al., 2010; Rosvold and Bjertness, 2002). It has been concluded that sex uniformity in the workplace, yet not in the family could clarify the paradox that sex fairness in Shimla, Himachal Pradesh has not paid off as far as better wellbeing among females.

In the relationship between marital status and presenteeism, the study found more presenteeism among married employees corroborated by the results of Cocker (2013) who in his thesis reported that married employees were multiple times bound to report presenteeism. In contrast to this finding, Yu, Wang and Yu (2015) reported that married employees had a lower pervasiveness of presenteeism, which may have been expected to their more prominent monetary, wellbeing and mental help at home. Sendén, Schenck-Gustafsson, & Fridner (2016) reported no relationship between marital status and presenteeism among employees. In the present study, presenteeism in married employees can be explained in terms of dual earner couples, increased responsibilities of the household (child care, eldercare) and less support from the family as increasing trends of nuclear families in India.

Conclusion and Implications
Due to the ‘round-the-clock work schedule’ of policing, presenteeism is a major issue among police officers. The present study sought to determine the association between job stress and presenteeism and found job stress as an important interpreter of presenteeism among the respondents. The study further found in mediation effect analysis that supervisory support and co-worker support had a direct negative impact on the relationship between job stress and presenteeism, and spouse support had a direct negative effect on job stress, but not on presenteeism. Presenteeism was high among the senior respondents. Further, gender and marital status analysis, presenteeism was higher in female respondents and in married respondents.
The outcomes propose that presenteeism can be reduced by augmented consideration to employee stress at the workplace, by more assistance at work from co-workers and employers, and by agreeable relational associations among co-workers and between employers and employees. The organization should increase formal and informal group meetings. In order to reduce presenteeism, Lerner (2016) (as cited in Joiner, 2017) recommends the “Be Well at Work Program” (BWAW). She indicates that the program should be employees focused, uses a practical approach addressing the medical, mental, and work factors that impact results; care is customized to employee preferences and needs, and is facilitated with primary care and/or behavioural healthcare for depression (p. 22). The study further encourages the recommendation that police organization should not only pay attention to their employees’ well-being, however get to know their strengths and weaknesses in order to set them in positions that are more appropriate for them.

Further, family related issues like childcare, financial issues and separation may cause presenteeism (as cited in Boylu, et al., 2015). Along these facts, support from the family domain might be a significant predictor in reducing the presenteeism of their better half at work. Edification for family members of police officials in regards to the work of police and vigorous demands of the job may enable them to give assistance that is most suitable to the official’s need.

References


