



# Factors influencing presenteeism: The role of individual characteristics, job demands, and job insecurity in the workplace

Salwa Salsabil<sup>1\*</sup>

<sup>1</sup> Public Health Study Program, Faculty of Health Sciences, Universitas Pembangunan Nasional Veteran Jakarta, South Jakarta, Jakarta 12450, Indonesia.

\*Correspondence: 2010713021@mahasiswa.upnvj.ac.id

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## ABSTRACT

**Background:** Presenteeism affects both the quality and quantity of work, leading to decreased concentration, reduced performance, lower productivity, and increased costs, ultimately impacting organizational efficiency. This study explores the relationship between individual characteristics, job demands, and job insecurity with presenteeism among employees at PT X in 2024. **Method:** This research employs a cross-sectional study design, with data analyzed using the chi-square test. A purposive sampling method was used to select 90 employees from PT X. The study utilized the Stanford Presenteeism Scale-6 questionnaire, the Job Demands-Resources (JDR) model, and the job insecurity scale developed by Hellgren. **Results:** The findings of the study reveal that a significant number of employees displayed high levels of presenteeism. Specifically, 70 employees were identified as exhibiting this behavior, which represents 77.8% of the total employee population. This indicates that a large proportion of the workforce is physically present at work but not fully engaged or productive. **Conclusion:** The study concludes that job insecurity and gender are significantly associated with presenteeism. To address this issue, companies should enhance communication regarding policies, job status, and future organizational direction. **Novelty/Originality of this Study:** This study uniquely underscores the role of job insecurity and gender in presenteeism, offering valuable insights into workplace productivity. The findings suggest targeted interventions focusing on job security and transparent communication to mitigate presenteeism and improve overall employee well-being.

**KEYWORDS:** performance; quality and quantity of work; presenteeism.

## 1. Introduction

The development of the competitive and high-pressure office industry era has created a phenomenon that requires attention, one of which is presenteeism. Some individuals may realize that they are involved in presenteeism, but they are forced to continue working due to high job demands, fear of negative judgment from superiors, or concerns about the potential consequences of not being present. Presenteeism can affect work in terms of both quality and quantity. The quality of work refers to a lack of concentration and a decrease in work performance (Buranda et al., 2018), while the quantity of work refers to a decline in productivity and an increase in allocated costs, all of which can affect organizational performance (Taufik, 2019). Furthermore, there is the risk of transmitting illness to coworkers if the sickness is contagious. A study also explained that employees engaging in

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presenteeism experience a decrease in productivity and work quality (Koopman et al., 2002). Presenteeism is defined as a situation where someone goes to work while in poor physical or mental health (Homrich et al., 2020).

Presenteeism has a negative impact on the work environment. The reasons employees engage in presenteeism are related to personal factors such as individual characteristics, health, and attitudes toward work, as well as job-related factors such as job demands and barriers to absenteeism at the workplace. Working while sick has both positive and negative impacts on performance, employee health, the well-being of coworkers, and overall company productivity (Schnabel, 2022). Presenteeism is often caused by factors such as job insecurity, fear of job loss, efforts to reduce absenteeism, and the costs associated with absenteeism (Zakrzewska, 2014). Presenteeism occurs when someone is present at work but cannot complete tasks due to physical or psychological health issues. High levels of presenteeism can lead to reduced performance and productivity at work (Prayoga et al., 2023).

Job demand, according to several studies, has an impact on presenteeism (Mokhtar et al., 2019; Toolib, 2020). This can occur when job demands increase, leading to an increase in workplace attendance and, conversely, a decrease in absenteeism. Attending work while sick (presenteeism) becomes a choice for employees to anticipate potential concerns (Aronsson et al., 2021). Furthermore, a study explains that job insecurity influences presenteeism (Kim et al., 2020). When employees experience uncertainty about the future of their jobs, it can cause mental and emotional stress. In an effort to ease their concerns and show loyalty to their employer or company, employees may be inclined to remain at work even when they are sick or unable to work effectively. Additionally, individual characteristics, according to one study, have a significant impact on presenteeism. These characteristics include age, gender, education level, and marital status (Magalhães et al., 2022).

Presenteeism is a concept that involves complexity and is related to various factors, both individual and organizational. Several different factors need to be considered when designing interventions to prevent presenteeism (Rainbow et al., 2020). In 2010, the European Working Conditions survey reported that 40% of 40,000 respondents in 34 countries stated that they had worked while sick at least one day in the past 12 months. The prevalence of presenteeism was found to be 50% in Montenegro, Malta, and Denmark, and 23% in Italy, Portugal, and Poland (Eurofound, 2012). Research on presenteeism in Indonesia is still limited, but one study on healthcare workers in Samarinda found a prevalence of 31.6% from 136 respondents (Linda et al., 2023). Other studies reported a prevalence of 44.28% from 89 respondents (Nurhayati, 2023), and 65.9% from 145 respondents reported high levels of presenteeism (Santoso, 2020).

PT X is a company focused on providing electricity in Indonesia, located in Depok, West Java. The electricity supply industry is crucial, and the continuity of operations is a top priority. There is significant pressure on employees to remain at work even when their health condition is not optimal. More than 1 million workers in Depok require electricity daily (BPS, 2022). Compared to Jakarta, the electricity infrastructure in Depok is far less developed, making Depok more prone to power outages.

Based on preliminary studies, 72.7% of 11 samples reported high levels of presenteeism, with scores above 18. Seven of the 11 samples were over 35 years old, and according to research, age has a significant relationship with presenteeism. As a person ages, their healthcare costs tend to increase. This suggests that age plays a role in influencing health conditions and the body's vulnerability to various infectious and non-infectious diseases (Meijer et al., 2013). The impact of individual characteristics, job demands, and job insecurity on presenteeism is not only felt by individuals but can also affect organizations and companies. Given the limited research on presenteeism in Indonesia and to follow up on Taufik's (2019) study, the researcher is interested in investigating the "Relationship between Individual Characteristics, Job Demands, and Job Insecurity on Presenteeism among Employees at PT X."

### 1.1 Presenteeism

Presenteeism is a behavior in which employees attempt to remain present at work despite experiencing symptoms of illness. This includes efforts by employees to stay at work even when they are facing health issues (Hemp, 2004). Another study defines presenteeism as being present at work despite being sick or in suboptimal condition (Aronsson et al., 2000).

Based on several definitions, it can be concluded that presenteeism refers to a phenomenon where employees show up at work despite experiencing health problems or personal conditions that are not ideal. This includes situations where employees work while sick, stressed, or fatigued, which can reduce productivity. Presenteeism can be a serious issue because, although employees are present at the workplace, their performance may be negatively impacted, which in turn can affect the overall productivity and well-being of the company.

Job insecurity is defined in terms of powerlessness (Greenhalgh & Rosenblatt, 1984). According to Green, job insecurity is defined as concern about one's job, referring to a situation in which there is ongoing and unpleasant uncertainty related to an individual's job. Workers who experience job insecurity may experience disruptions in their work motivation, making their ability to perform tasks effectively and efficiently unreliable, which ultimately can lead to a decline in work productivity (Hurriyati & Apriyanti, 2022). From these definitions, it can be concluded that job insecurity refers to the ongoing and unpleasant uncertainty related to an individual's job.

The relationship between job insecurity and presenteeism can be influenced by various factors, such as organizational, social, and individual characteristics. Recognizing the impact of job insecurity on employee well-being and organizational productivity is an important step in effectively managing this relationship. Based on several studies, there is a significant relationship between job insecurity and presenteeism (Kim et al., 2020; Akanni et al., 2023; Kim et al., 2020; Li, 2023).

### 1.2 Job demand and task significance

Job demand refers to the demands faced by employees from the organization that have specific goals and typically, these job demands can lead to significant levels of work stress (Utami & Sylvia, 2021). Demand or "tuntutan" refers to something that needs to be done. In the context of work, every job has demands that must be met. More specifically, job demand includes various aspects such as physical, psychological, social, or organizational elements of work that require continuous physical or psychological effort. These can involve cognitive or emotional tasks that require constant thinking or feeling. While not all job demands have negative impacts, in some cases, such demands can become a source of stress when they require significant effort, ultimately leading to adverse effects such as depression, anxiety, and burnout (Schaufeli & Bakker, 2004).

Job demand is the requirement in a job that necessitates certain physical or psychological skills because it can lead to high work pressure, unfavorable physical work environments, and emotional demands (Bakker & Demerouti, 2014). Job demand is a need or requirement that must be fulfilled in a job, involving sustained physical and psychological effort, and is associated with certain costs (Han et al., 2019). Job demands can trigger stress when they require high and continuous effort to meet job expectations. Examples include high work pressure, an unfavorable physical environment, and emotional demands through social interactions (Skaalvik, 2020). From the above, it can be concluded that job demand refers to a set of job requirements that require sustained physical and psychological effort. While not all job demands have negative effects, adverse outcomes such as stress, depression, anxiety, and burnout may emerge when job demands require significant effort.

The relationship between job demand and presenteeism is closely related. High job demands can be one of the factors that trigger presenteeism. Employees may feel compelled

to be present at work and complete their tasks, even when they do not feel healthy or capable of doing so, due to the pressure from high job demands. This can negatively impact employee productivity and well-being, and lead to more serious health problems in the long term. Based on several studies, it can be concluded that job demand has a significant impact on presenteeism (Mokhtar et al., 2019; Toolib, 2020; Min & Hong, 2022).

Task significance is an important responsibility performed by employees that can influence their tendency to attend work even when they are sick, especially if they feel that their work has a significant impact. Task significance is a concept that evaluates the effects of a task on the work environment, indicating how much a task performed by an employee affects the work of other employees, both within and outside their organization (Allan, 2017). According to a study, there is a relationship between task significance and presenteeism, where the social motivation arising from task significance can create a sense of social responsibility that might encourage someone to continue working even when they are sick. Employees view their work tasks as important, which in turn encourages the tendency to engage in presenteeism (Johns, 2011).

## 2. Methods

Based on the theoretical framework that has been explained, the researcher narrows the scope by selecting only certain variables. The independent variables to be studied are job demand, job insecurity, and individual factors such as age, gender, education level, and working hours frequency. However, other factors that could also potentially influence presenteeism, such as power distance, task significance, and concern about completing tasks and deadlines, are not the focus of this research. The power distance variable is excluded from the study because its application highly depends on the culture, organization, and situation within the company. Meanwhile, task significance is not investigated because it may have different meanings and contexts for each individual. Additionally, the variable concerning concerns about completing tasks and deadlines is not the focus of this study, as this aspect can be observed when examining presenteeism. The conceptual framework in this study is as follows.

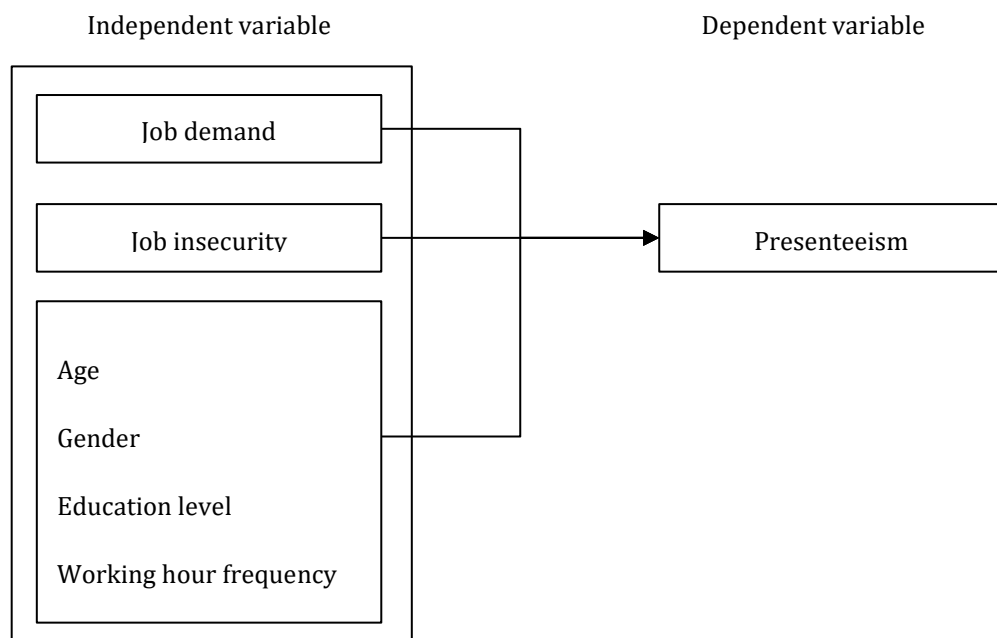


Fig. 1. Conceptual framework

This research is a quantitative study with a cross-sectional design to examine the relationship between individual characteristics, job demand, and job insecurity with presenteeism among employees at PT X in 2024. The study will be conducted at PT X,

located in Depok. The research activities will be carried out from May to June 2024. The population in this study consists of 90 employees working at PT X. Sampling will be conducted using a purposive sampling method, which involves selecting samples where each member meeting the criteria can be chosen to be part of the sample. The minimum sample size calculation will be done using the Lemeshow in Equation 1.

$$n = \frac{\{Z_{1-\frac{\alpha}{2}}\sqrt{2\bar{P}(1-\bar{P})} + Z_{1-\beta}\sqrt{P_1(1-P_1)+P_2(1-P_2)}\}^2}{(P_1-P_2)^2} \quad (\text{Eq. 1})$$

The formula for determining the minimum sample size ( $n$ ) required for a study involves several key components. The Z value for a 95% confidence level, denoted  $Z(1 - \frac{\alpha}{2})$  is 1.96, ensuring that the results are statistically reliable within this confidence range. Similarly,  $Z(1 - \beta)$ , the Z value for a test power of 80%, is 0.84, which helps ensure the study has sufficient power to detect meaningful differences. The calculation also incorporates the average prevalence  $\bar{P}$ , which is derived from the sum of the prevalence of presenteeism in the at-risk group  $P_1$  and the prevalence in the non-at-risk group  $P_2$ , divided by 2. These prevalence values represent the proportions of individuals exhibiting presenteeism in each group, providing the basis for comparison. This framework ensures the study is designed with the appropriate sample size to achieve valid and reliable results while balancing confidence, power, and prevalence considerations.

Table 1. Sample calculation

Variable	P1	P2	Total Sample	Researchers
Age	0.53	0.24	43	(Putri, 2022)
Gender	0.5	0.87	24	(Min & Hong, 2022)
Education level	0.3	0.74	19	(Marklund et al., 2021)
Working hour frequenct	0.5	0.84	29	(Min & Hong, 2022)

Based on the sample calculation using the Lemeshow formula, the minimum sample size obtained is 43. This number is then multiplied by two due to the use of the hypothesis testing formula for two proportions. Thus, the minimum sample size required becomes 86. The researcher then added 10% to this minimum sample size to anticipate possible invalid data and potential loss to follow-up, making the total sample required 90 employees.

The data used in this study are primary data. Primary data are data collected directly by the researcher from the source. To gather respondent data, the researcher used a questionnaire as a measurement tool. The questionnaire consists of 4 sections, each containing questions related to employee characteristics, job demand, job insecurity, and presenteeism. The instrument used in this study is a questionnaire that includes the first section, which contains an informed consent form for PT X employees as respondents; the second section, which gathers respondent characteristics through the IPC scale questionnaire; the third section, which uses the Stanford Presenteeism Scale-6; the fourth section, which is the JDR questionnaire; and the fifth section, which assesses job insecurity. After collecting the data, the next step is to process the data to test the hypotheses using SPSS and Excel software.

Univariate analysis aims to describe or characterize each of the variables being studied, including independent variables such as individual characteristics, job demand, and job insecurity, as well as the dependent variable, which is presenteeism. Bivariate analysis aims to determine the relationship between the independent variables and the dependent variable, specifically the relationship between individual characteristics, job demand, job insecurity, and presenteeism. The statistical tests used are the chi-square test and Fisher's test at  $\alpha$  0.05 with a 95% confidence interval (CI), assuming that the data being analyzed are categorical. The following conditions apply: If the statistical test result shows a p-value  $< 0.05$ , it indicates a significant relationship between the independent and dependent

variables. If the statistical test result shows a p-value > 0.05, it indicates no significant relationship between the independent and dependent variables.

### 3. Results and Discussion

PT X is a company responsible for the provision and distribution of electricity in the Depok area and its surroundings. Having been operational since 2003, PT X has been involved in various programs aimed at improving customer service and supporting the use of cleaner and more sustainable energy. The company has several work divisions, including planning, network, finance and general affairs, electricity transaction, construction.

It is as well as marketing and customer service. The active working hours at PT X are 8 hours per day, 5 days a week. In its operations, PT X employs staff with various employment statuses, including permanent employees, contract employees, and outsourcing employees. In this study, the sample consists of 90 employees who meet the criteria of having worked for at least 3 months and having experienced illness in the last 12 months.

#### 3.1 Univariate analysis

The following is the distribution and frequency related to the level of presenteeism, respondent characteristics, job demand, and job insecurity. In general, society, and specifically the research informants, view working as a farmer, trader, or entrepreneur as difficult and not guaranteeing a stable income. As a result, parents in this community desire for their children to pursue higher education and work as civil servants.

Table 2. The distribution and frequency of respondents

Category	Frequency (n = 90)	Percentage (%)
<u>Dependent variable</u>		
Presenteeism		
High	70	77.8
Low	20	22.2
<u>Independent variable</u>		
Age		
Early adult	72	80
Medium adult	18	20
Gender		
Man	52	57.8
Woman	38	42.2
Education level		
Senior high school	9	10
University	81	90
Working hour frequency		
Ideal	52	57.8
Unideal	38	42.2
Job demand		
Low	47	52.2
High	43	47.8
Job insecurity		
High	61	67.8
Low	29	32.2

Most people believe that their children's welfare can be assured by working as a civil servant. The fixed monthly salary, better life prospects compared to alternative careers—particularly in terms of job security, pension guarantees in old age, and the respected social status in the community—are some of the benefits of working as a civil servant. Consequently, many graduates choose to work as civil servants. The following is a transcript of an interview with Mrs. Marsiah: based on the Stanford Presenteeism Scale-6 (SPS-6) used

to measure presenteeism, the results showed that 70 employees (77.8%) have a high level of presenteeism. Individual characteristics can be explained as follows.

The distribution of the age variable was obtained from the questionnaire responses, categorized into three groups: early adulthood (18-40 years), middle adulthood (41-60 years), and late adulthood (>61 years). According to the analysis, the majority of employees fall into the early adulthood category (18-40 years), with 72 employees (80%). The distribution of the gender variable was also obtained from the questionnaire, categorized into two groups: male and female. Based on the analysis, the majority of employees are male, with 52 employees (57.2%). The distribution of the education level variable was obtained from the questionnaire, categorized into two groups: high school/vocational school and higher education.

According to the analysis, 81 employees (90%) have a higher education level. The distribution of the working hours frequency variable was obtained from the questionnaire, categorized into two groups: ideal working hours and non-ideal working hours. Based on the analysis, the majority of employees have ideal working hours, with 52 employees (57.8%). Based on the \*Job Demand-Resource (JDR) scale to measure job demand among employees, the results showed that 47 employees (52.2%) experience high job demand. Based on the Job Insecurity scale (Hellgren et al., 1999) to measure job insecurity, the results showed that 61 employees (67.8%) experience high job insecurity.

### 3.2 Bivariate analysis

The following are the results obtained through the Chi-Square test to examine the relationship between independent variables (respondent characteristics, job demand, and job insecurity) and the dependent variable (presenteeism). Based on the analysis of the relationship between age and presenteeism among 72 employees, it was found that 58 (80.6%) employees in the early adult age category (18–40 years) had a high level of presenteeism. Meanwhile, 12 (66.7%) out of 18 employees in the older age category had a high level of presenteeism. The statistical test resulted in a p-value = 0.217, indicating no significant relationship between age and presenteeism levels at PT X in 2024.

Table 3. Relationship between respondent characteristics, job demand, and job insecurity on presenteeism.

Variable		Presenteeism				Total		p-value	POR (95% CI)
		High		Low					
		n	%	n	%	N	%		
Age									
Early adult	58	80.6	14	19.4	72	100	0.217	0.483 (0.154 – 1.510)	
Medium adult	12	66.7	6	33.3	18	100			
Gender									
Man	45	86.5	7	11.6	52	100	0.037	0.299 (0.106 – 0.847)	
Woman	25	65.8	13	34.2	38	100			
Education level									
University	63	77.8	18	22.2	81	100	1.000	1.000 (0.191 – 5.251)	
Senior high school	7	77.8	2	22.2	9	100			
Working hour frequency									
Ideal	30	78.9	8	21.1	38	100	1.000	1.125 (0.409 – 3.095)	
Unideal	40	76.9	12	23.1	52	100			
Job demand									
Low	37	78.7	10	21.3	47	100	1.000	1.121 (0.415 – 3.030)	
High	33	76.7	10	23.3	43	100			
Job insecurity									
High	52	85.2	9	14.8	61	100	0.028	3.531 (1.259 – 9.902)	
Low	18	62.1	11	37.9	29	100			

Based on the analysis of the relationship between gender and presenteeism, it was found that 45 (86.5%) out of 52 male employees had a high level of presenteeism. On the other hand, 25 (65.8%) out of 38 female employees had a high level of presenteeism. The statistical test resulted in a p-value = 0.035, which means that there is a significant relationship between gender and presenteeism among employees at PT X in 2024. The Prevalence Odds Ratio (POR) value of 0.299 indicates that male employees are 0.299 times less likely to experience presenteeism compared to female employees.

Based on the analysis of the relationship between education level and presenteeism, it was found that 63 (77.8%) out of 81 employees with a higher education background had a high level of presenteeism. Meanwhile, 7 (77.8%) out of 9 employees with a high school or vocational school education also exhibited high levels of presenteeism. The statistical test resulted in a p-value = 1.000, which indicates no significant relationship between education level and presenteeism among employees at PT X in 2024.

Based on the analysis of the relationship between work hours frequency and presenteeism, it was found that 40 (76.9%) out of 52 employees with an ideal working schedule of 7-8 hours per day had a high level of presenteeism. Meanwhile, 30 (78.9%) out of 38 employees with non-ideal working hours (more than 8 hours per day) had a high level of presenteeism. The statistical test resulted in a p-value = 1.000, indicating no significant relationship between work hours frequency and presenteeism among employees at PT X in 2024. Based on the analysis of the relationship between job demand and presenteeism, it was found that 37 (78.7%) out of 47 employees with high job demands had high levels of presenteeism. On the other hand, 33 (76.7%) out of 43 employees with low job demands had high levels of presenteeism. The statistical test resulted in a p-value = 1.000, indicating no significant relationship between job demand and presenteeism among employees at PT X in 2024.

Based on the analysis of the relationship between job insecurity and presenteeism, it was found that 52 (85.2%) out of 61 employees with high levels of job insecurity experienced high levels of presenteeism. Meanwhile, 18 (62.1%) employees with low job insecurity experienced high levels of presenteeism. The statistical test resulted in a p-value = 0.028, indicating that there is a significant relationship between job insecurity and presenteeism among employees at PT X in 2024. The Prevalence Odds Ratio (POR) value of 3.531 indicates that employees with high job insecurity are 3.531 times more likely to experience presenteeism compared to employees with low job insecurity.

### *3.3 Discussion on the overview of presenteeism and individual characteristics, job demand, and job insecurity*

PT X has a high presenteeism rate, with 70 (77.8%) employees, indicating that the majority of employees at PT X continue to report to work despite having poor physical or mental health. This phenomenon can be attributed to various triggering factors, including both personal and work-related factors. Some of the factors that can trigger presenteeism include power distance, job insecurity, job demand, task significance, and concerns about completing assigned tasks (Lohaus et al., 2022).

At PT X, 72 (80%) employees fall within the early adulthood age category. This indicates that PT X tends to empower employees in the early stages of adulthood, a group still driven by strong ambition and motivation to work. Early adulthood is often characterized by a strong desire and energy to engage in work. This stage is also seen as a transition period from dependence to independence, particularly in terms of financial autonomy, decision-making abilities, and the development of a realistic outlook on the future.

The majority of PT X's workforce is male, with 52 (57.8%) male employees. This is likely due to the nature of work at PT X, which often involves fieldwork tasks that are more commonly associated with male workers. Most employees at PT X hold a higher education degree, with 81 (90%) employees falling into this category. This indicates that PT X requires



individuals with higher qualifications to manage increasingly complex and evolving job responsibilities. Regarding work hours, the majority of PT X employees work ideal hours (7-8 hours per day), with 52 (57.8%) employees falling into this group. This suggests that PT X prioritizes the health and safety of its employees and values a work-life balance by considering employees' personal needs alongside their work responsibilities.

The impact of PKH in fostering an entrepreneurial spirit in Bengkayang Regency was studied by Sabinus Beni and Blasius Manggu in a research article published in the *Jurnal Pendidikan Ekonomi (JURKAMI)*. The findings show that the emphasis of this program on human resource development can ultimately contribute to poverty alleviation. The study underscores the importance of social facilitators and village heads in verifying beneficiary information to ensure the smooth implementation of the program. Recipients of the Family Hope Program (PKH) derive significant benefits from family economic education because it provides knowledge and skills that can enhance the family's capacity to manage finances, improve welfare, and ensure economic sustainability. The PKH program is a social assistance initiative aimed at poor and vulnerable families in Indonesia. The goal of family economic education is to help PKH recipients become more independent so they can make the most of the assistance they receive.

### *3.4 The relationship between individual characteristics and presenteeism among employees*

This study found that age, education level, and work hours frequency were not significantly related to presenteeism. However, gender was found to have a significant relationship with presenteeism. In this study, the age variable was not directly related to presenteeism. This may be due to differences in work experience and health conditions within each age group. Previous research has shown that factors such as motivation, commitment to work, and perceptions of job responsibilities have a greater influence on presenteeism than age (Aprilia, 2021; Putri, 2014). The results of this study indicate that age does not have a direct effect on presenteeism, meaning that age differences do not influence the tendency of employees to report to work despite being unwell (Chiu et al., 2017; Perio et al., 2014). Older employees, who typically have more work experience, may not be as strongly influenced by the many job demands they face. Furthermore, PT X applies uniform practices and policies in terms of pressure, regardless of employees' age.

Gender was found to have a significant relationship with presenteeism. In this study, male employees were more likely to engage in presenteeism. This could be attributed to cultural factors that view men as stronger and more responsible for financially supporting the family. As a result, men feel compelled to be present at work consistently to fulfill their financial obligations and are more driven by their sense of responsibility to the company. Research has indicated that sociodemographic factors such as gender have an influence on the likelihood of presenteeism at the workplace (Koopman et al., 2002). Other researchers have noted that male employees are more likely to engage in presenteeism than female employees because women, especially those who are married and have children, prioritize their families over work. On the other hand, male employees often engage in presenteeism because they feel a strong responsibility to earn a living (Azmat et al., 2022). Another study found that male employees, when sick, tend to ignore their illness and focus on their work to demonstrate their responsibility, while female employees are more likely to prioritize their health and choose not to go to work when unwell (Luksyte et al., 2023). The Prevalence Odds Ratio (POR) of 0.299 in this study indicates that male employees are 0.299 times less likely to engage in presenteeism compared to female employees.

Education level generally affects skills and knowledge; however, it does not always directly relate to an employee's decision to work when ill. Some studies explain that factors such as work culture, job demands, and social support at work have a more significant influence on presenteeism than education level. Organizational policies and work culture that encourage attendance regardless of health conditions may obscure the impact of education level on presenteeism. In this study, education level did not have a relationship

with presenteeism, which is supported by research (Aprilia, 2021) that shows no significant relationship between education level and presenteeism. The lack of such a relationship may stem from the company's culture and policies that promote equal opportunities regardless of education level, along with its approach to matching employees with roles that suit their expertise.

In employee placement, it is important to consider requirements such as skills, talents, knowledge, and abilities to ensure alignment with the job position. By following these principles, it is expected that employee performance will improve, and organizational goals can be achieved. A job analysis can provide the foundation for placing workers in appropriate roles, ensuring job satisfaction, and creating a supportive work environment (BKPSDM, 2018). PT X has implemented a management system that assigns roles according to individual skills, so employees do not feel burdened by job demands. This approach contributes to the lack of a relationship between education level and presenteeism.

The frequency of work hours in this study was not related to presenteeism because the number of hours worked does not necessarily reflect the pressure or demands experienced by employees. Even if an employee works fewer or more hours, the pressure to attend and work while ill remains high if the work culture and company policies do not prioritize employee well-being. Several studies have pointed out that there is no direct relationship between work hours frequency and presenteeism, as work demands, job pressures, and social support have a greater impact. Social pressure and expectations to be present at work often have more influence than the actual number of hours worked. Employees may feel obligated to come in despite being sick because they fear being seen as uncommitted or irresponsible.

The lack of a relationship between work hours and presenteeism is similar to education level, where each individual is placed in a role that aligns with their skills. As a result, no employee feels that their work hours are unbalanced in relation to job demands. The absence of a relationship between work hours and presenteeism suggests that other factors, such as company culture, sick leave policies, work flexibility, job pressures, and personal perceptions of responsibility, play a larger role. An essential aspect of human resource management is the optimal management of personnel, which includes placing individuals according to their competencies. This ensures that each person can contribute maximally based on their abilities and expertise. Decision-makers in an organization must be able to assess employees' competencies to place them in appropriate positions. This is crucial because proper placement directly impacts employee performance. If employees are not placed in roles suited to their skills, the desired outcomes are unlikely to be achieved (BKPSDM, 2018).

### *3.5 The relationship between job demand and presenteeism among employees*

This study found that age, education level, and work hours frequency were not significantly related to presenteeism. However, gender was found to have a significant relationship with presenteeism. In this study, job demand was not found to be significantly related to presenteeism. Job demands can vary significantly across different types of jobs.

In some jobs, high job demand may not necessarily lead to increased psychological or physical stress and thus may not influence presenteeism. Jobs with high demands but offering significant control to employees, such as managerial positions, can minimize the occurrence of presenteeism. When job demands increase, the likelihood of presenteeism also increases. Employees may feel motivated to report to work and complete their tasks, even when they are not feeling well, to avoid backlog and the escalating demands of their work (Mokhtar et al., 2019; Toolib, 2020; Min & Hong, 2022). However, at PT X, a work culture has been established that prioritizes the alignment of employees' skills, interests, and talents with their roles. This allows employees to manage job demands more effectively. This is like the findings regarding education level and work hours frequency.

### *3.6 The relationship between job insecurity and presenteeism among employees*

This study found a relationship between job insecurity and presenteeism. This relationship may be influenced by the company's competitive culture and strict attendance policies, which can increase job insecurity among employees. Employees who perceive their positions as threatened may be more likely to attend work while sick to demonstrate loyalty. The fear of job loss also acts as a driving factor, pushing employees to show excessive commitment and loyalty (Zakrzewska, 2014). The relationship between job insecurity and presenteeism is supported by research (Kim et al., 2020), which explains that job insecurity is positively correlated with presenteeism because it can affect employees' willingness to leave the organization, reduce discipline and work performance, as well as negatively impact their health and overall productivity. Job insecurity often arises from concerns about one's own abilities to perform tasks or a lack of self-confidence in fulfilling job responsibilities. Therefore, addressing job insecurity depends on the individual.

At PT X, job insecurity may be influenced by individual characteristics of employees. The average age of employees at PT X is 35 years, and at this age, many individuals tend to worry about their ability to find new employment and adapt to technological and organizational changes. They may also feel they are in competition with younger workers or recent graduates. This is supported by research (Greenhalgh & Rosenblatt, 1984), which indicates that individual characteristics, such as age, can be a contributing factor to job insecurity. The Prevalence Odds Ratio (POR) value in this study of 3.531 indicates that employees with high job insecurity are 3.531 times more likely to experience presenteeism compared to those with low job insecurity.

## **4. Conclusions**

Out of 90 employees at PT X, 70 employees (77.8%) exhibited a high level of presenteeism, with a Stanford Presenteeism Scale-6 score above 18. 72 employees (80%) were in the early adulthood age group, while 18 employees (20%) were in the middle adulthood age group. 52 employees (57.8%) were male, and 38 employees (42.2%) were female. 81 employees (90%) had a higher education degree (college level), while 9 employees (10%) had completed high school or vocational education. 52 employees (57.8%) had ideal work hours (7–8 hours per day), while 38 employees (42.2%) had non-ideal work hours (more than 8 hours per day).

47 employees (52.2%) had high job demands, while 43 employees (47.8%) had low job demands. 61 employees (67.8%) experienced high job insecurity, while 29 employees (32.2%) had low job insecurity. There is no Significant Relationship Between Age, Work Hours, and Education Level with Presenteeism. The study found that there was no significant relationship between age, work hours, and education level with presenteeism among employees at PT X in 2024. Gender was found to have a significant relationship with presenteeism. Male employees exhibited a higher tendency for presenteeism compared to female employees. There was no significant relationship between job demand and presenteeism among employees at PT X in 2024. Although there were employees with high job demands, this did not directly affect their decision to engage in presenteeism. Job insecurity was found to have a significant relationship with presenteeism. Employees who felt insecure in their jobs were more likely to attend work despite being ill, possibly due to concerns about job loss or a desire to demonstrate loyalty to the company. These findings suggest that, while factors like age, work hours, and education level did not impact presenteeism at PT X, gender and job insecurity played significant roles in determining the likelihood of employees engaging in presenteeism.

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### Author Contribution

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The authors declare no conflict of interest.

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### Biographies of Author

**Salwa Salsabil**, Public Health Study Program, Faculty of Health Sciences, Universitas Pembangunan Nasional Veteran Jakarta, South Jakarta, Jakarta 12450, Indonesia.

- Email: [2010713021@mahasiswa.upnvj.ac.id](mailto:2010713021@mahasiswa.upnvj.ac.id)
- ORCID: N/A
- Web of Science ResearcherID: N/A
- Scopus Author ID: N./A
- Homepage: N/A