

# Presenteeism, organizational conditions and productivity

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# Presenteeism



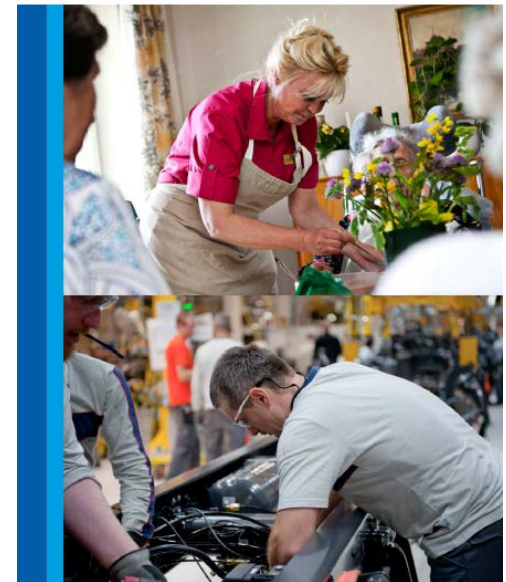
”The phenomenon of people who, despite complaints and ill health that should prompt rest and absence from work, are still turning up at their jobs” (Aronsson et al., 2000, p. 503)

# Lean production

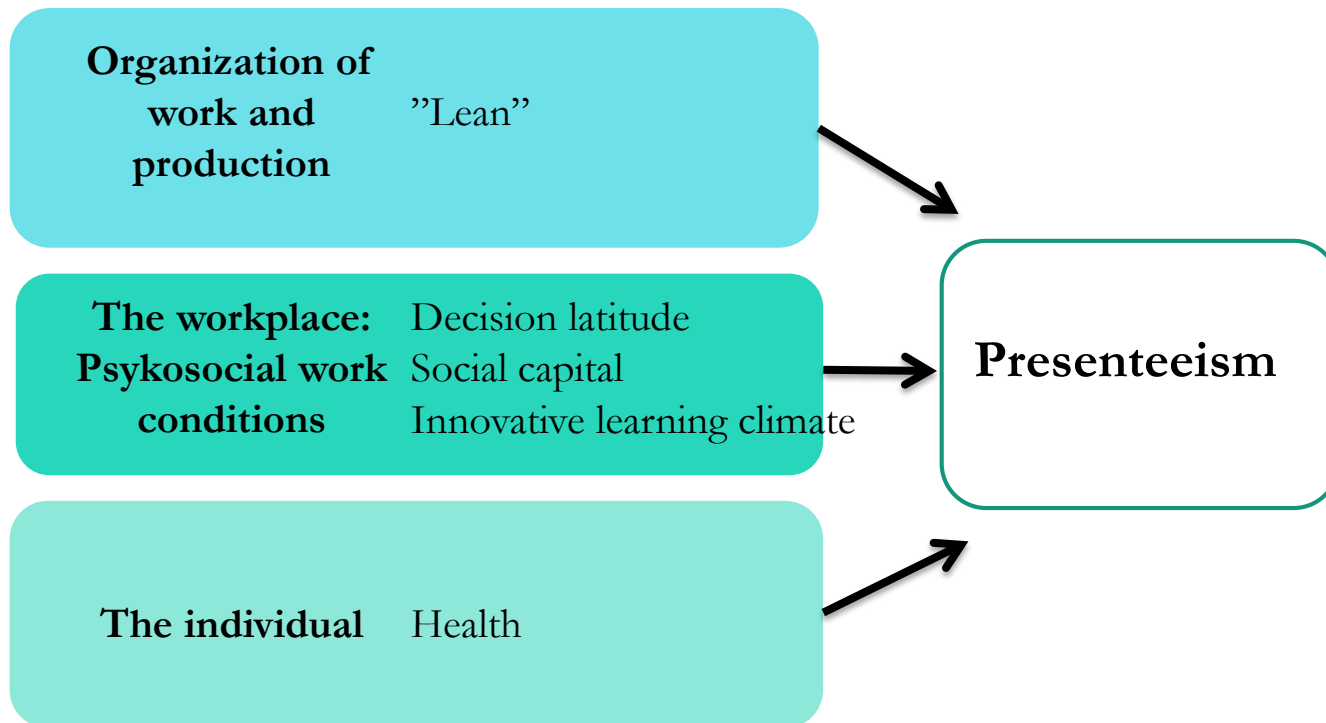
- Productivity and efficiency?
- Standardized work, identification of value and elimination of waste, just-in-time, 5S, or other
- Affects demands and resources at work.
  - Increases stress and ill health or improve work conditions?

(Koukoulaki, 2014; Arbetsmiljöverket 2016:5)

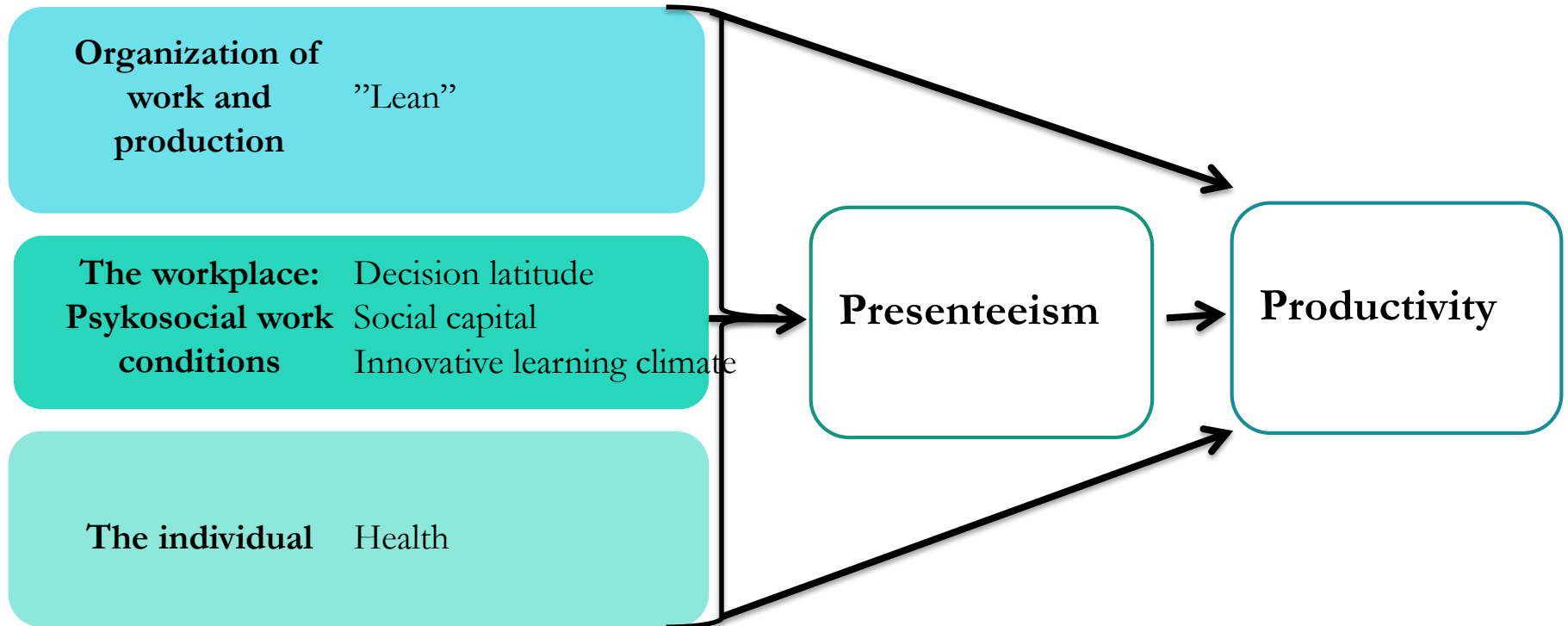
Kunskapsammanställning 2016:5  
Konsekvenser av lean produktion  
för arbetsmiljö och hälsa



1. How is lean production, work conditions and health associated with **presenteeism**?
2. ...

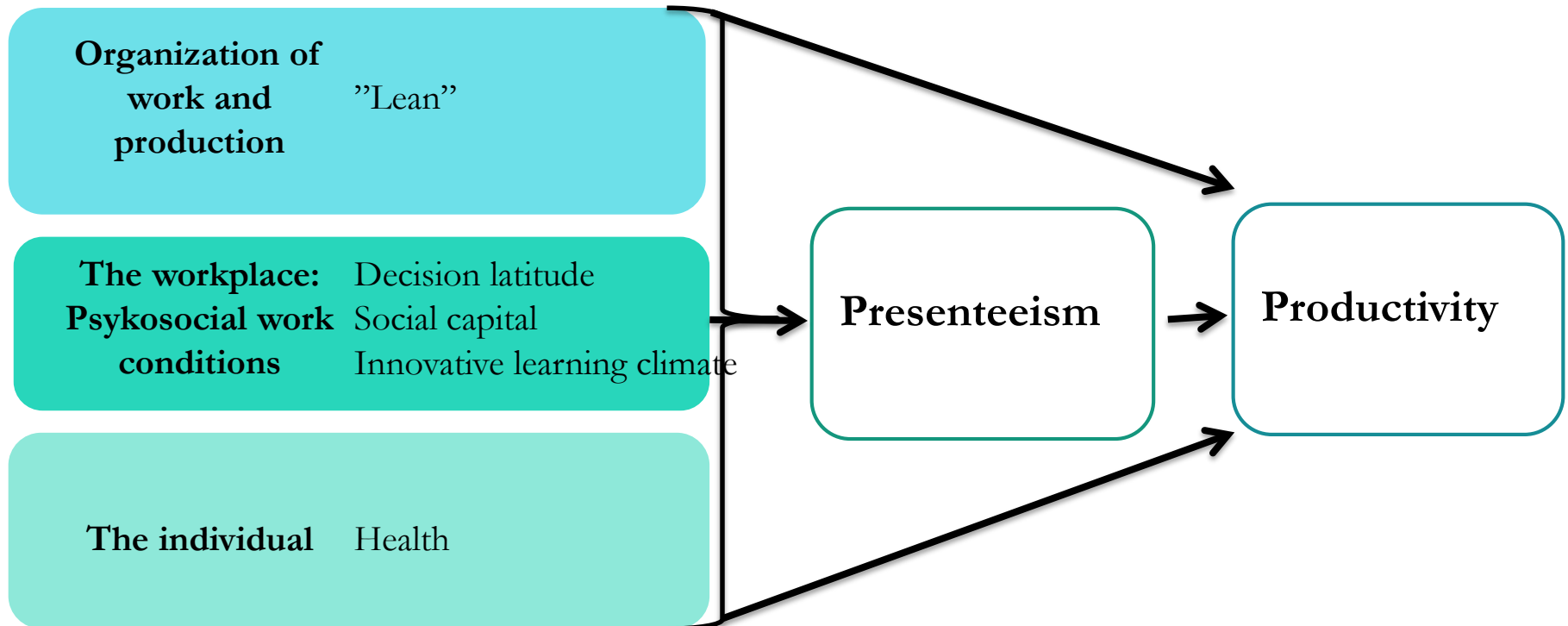


1. How is lean production, work conditions and health associated with **presenteeism**?
2. How is lean production, work conditions, health and presenteeism associated with **productivity**?



# Method

- Questionnaire,  $n = 3642$  employees (56%)
- 10 organizations including private production and care, public care, government authorities and governmental organizations.
- Logistic regressions



**Organization of  
work and  
production**

”Lean”

Standardized work  
Housekeeping (5S)  
Reduced waste  
Visual monitoring  
Value flow analysis

**The workplace:  
Psykosocial work  
conditions**    Decision latitude  
Social capital  
Innovative learning climate

- Skill discretion, decision authority
- Trust in the work croup, sharing ideas and information
- Encouraged to think new, try out new ideas

**The individual**    Health

Work ability  
*Age*  
*Gender*  
*Education*

How satisfied are you with the quality and quantity of the work you do?

**Presenteeism**

**Productivity**

How many times the past year have you gone to work although you, because of your health, should have stayed at home?



# Results #1

## *Associations between lean tools, work conditions and presenteeism*

	Odds Ratio (n=3642)	95% Confidence Interval
Age	<b>0.98</b>	<b>0.97 – 0.99</b>
Gender	0.89	0.76-1.06
High School <sup>1</sup>	0.96	0.81-1.14
Primary school <sup>1</sup>	1.00	0.73-1.36
Income <sup>2</sup> 15000-19999	1.16	0.91-1.46
20000-24999	0.98	0.75-1.28
25000-29999	0.99	0.72-1.37
> 30000	0.76	0.52-1.13
<b>Lean tools</b>	<b>1.16</b>	<b>1.07 - 1.26</b>
<b>Innovative learning climate</b>	<b>0.80</b>	<b>0.73 – 0.88</b>
<b>Social capital</b>	<b>0.82</b>	<b>0.76 – 0.90</b>
<b>Decision latitude</b>	1.03	0.95 – 1.12
<b>Work ability</b>	<b>0.69</b>	<b>0.64 - 0.75</b>

<sup>1</sup> reference group: university education

<sup>2</sup> reference group: income < 14999 SKR/month after tax

# Results #1

- Employees who work with methods inspired by **lean production** are to a higher degree at work when ill
- A good **social capital** and an **innovative learning climate** at work reduce the risk for presenteeism
- **Work ability** is a resource that reduces the risk for presenteeism
- 68% had once the past year been working while ill. 43% more than twice.
- Teachers and policemen are the occupational groups with highest degrees of presenteeism

## Results #2

### *Associations between lean tools, work conditions, presenteeism and productivity*

	Odds Ratio (n=3627)	95% Confidence Interval
Age	1.00	1.00 – 1.01
Gender	0.88	0.73-1.06
High School <sup>1</sup>	<b>1.56</b>	<b>1.30-1.89</b>
Primary school <sup>1</sup>	<b>1.88</b>	<b>1.36-2.61</b>
Income <sup>2</sup> 15000-19999	0.86	0.67-1.09
20000-24999	<b>0.69</b>	<b>0.52-0.91</b>
25000-29999	<b>0.59</b>	<b>0.42-0.83</b>
> 30000	<b>0.60</b>	<b>0.39-0.91</b>
<b>Lean tools</b>	<b>1.17</b>	<b>1.08 - 1.28</b>
<b>Innovative learning climate</b>	<b>1.17</b>	<b>1.06 - 1.29</b>
<b>Social capital</b>	<b>1.40</b>	<b>1.27 – 1.55</b>
<b>Decision latitude</b>	<b>1.11</b>	<b>1.01 – 1.21</b>
<b>Work ability</b>	<b>1.55</b>	<b>1.41– 1.70</b>
<b>Presenteeism<sup>3</sup>: once past year</b>	<b>0.78</b>	<b>0.64 – 0.95</b>
<b>2-5 times past year</b>	<b>0.69</b>	<b>0.57 – 0.83</b>
<b>&gt; 5 times past year</b>	1.13	0.84 – 1.54

<sup>1</sup> reference group: university education; <sup>2</sup> reference group: income < 14999 SKR/month after tax; <sup>3</sup>Reference group: no presenteeism

## Results #2

1. Employees who to a high degree work with tools inspired by **lean production** rate their productivity as better
2. A high degree of **decision latitude**, a good **social capital** and an **innovative learning climate** at work is associated with higher productivity
3. Good **work ability** is a resource for a good productivity
4. **Presenteeism** is associated with lower productivity
5. Employees with higher education and higher salary are less satisfied with their productivity

An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The sky is blue with light clouds, and the water is a deep blue. The word "Conclusions" is written in white serif font in the upper right quadrant.

# Conclusions

- Presenteetism is a common problem in several organizations that risk reduced productivity



An iceberg floating in the ocean. The tip of the iceberg is visible above the water surface, while the much larger, submerged part is visible below. The sky is blue with light clouds, and the water is a deep blue. The word "Conclusions" is written in white serif font in the upper right quadrant.

# Conclusions

- Lean production may increase productivity but also presenteeism
  - Selection?
  - Loyalty to the team
  - Reduced decision latitude

# Conclusions



- A climate of trust, opportunities for working together, thinking new and trying new ideas reduce presenteeism *and* increase productivity
- Good health is a resource for production

Tack!

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*Conditions for presenteeism and  
production in changing organizations*  
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