Examining the Impact of Presenteeism in Policing

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Executive Summary

Relevant literature regarding presenteeism has been analyzed and reviewed to identify evidence surrounding presenteeism in this research paper. Not only do organizations suffer large costs that stem from individuals exhibiting absenteeism but literature in this research demonstrates that presenteeism, which precedes absenteeism, is an additional and marginally explored aspect that supplements the matter and that reflects hidden costs (Cancelliere & Cassidy, 2011). This research has been conducted for the purpose of exploring characteristics and identifying solutions related to presenteeism in order to minimize and/or avoid future losses of productivity for businesses and workforces.

The literature used in this research provides definitions and insight about the impact of presenteeism. Common themes have been identified and have shown to be key elements bringing about presenteeism. The disadvantages regarding poor working time arrangements and police officers performing overtime have contributed to exhaustion (Beata, Basinska & Wiciak, 2012). Work and role overload are also contributing factors that lead members to burnouts. Inadequate management and support has an influence on how workers perceive and deport themselves at work; studies illustrates the negative impacts. Knowledge in the subject is necessary to be able to detect and minimize the causally effects of presenteeism in workplaces. The literature provides a list of recommendations to counter the issue.

Table of Contents

Background

The primary aim in this research is the exploration of causes leading to presenteeism.

Police members who are suffering presenteeism can have a significant and negative impact on

themselves, their co-workers, their department and the public. In essence, decreased and losses in

productivity and/or decreased levels of performances at work can stem from presenteeism.

Deery, Walsh & Zatzick's (2014) state that severe policies and severe disciplinary measures can

make employees hesitate to take time off even when they sincerely need to. Furthermore, their

study argued that "the fear associated with taking sick leave had made absenteeism a 'risk-

taking' activity rather than a health promoting decision thereby encouraging presenteeism" (p.

355).

Various articles were selected and used to define presenteeism:

According to Cancelliere & Cassidy (2011), presenteeism refers to "the decrease in

productivity in employees whose health problems have not necessarily led to absenteeism and

the decrease in productivity for the disabled workers before and after their absence period" (p.

2). Absenteeism is subsequent to presenteeism and is defined by Cancelliere & Cassidy (2011)

as "an employee's time away from work due to illness or disability" (p. 2). Additional and more

recent research states that "Absenteeism is defined in the Canadian Oxford Dictionary as 'the

practice of absenting oneself from work or school etc., especially frequently or illicitly'" (Rice &

Peterson, 2016, p. 1). Cancelliere & Cassidy (2011) proceeds by defining presenteeism as "being

present at work, but limited in some aspects of job performance by a health problem, and it is

often a hidden cost for employers" (p. 2). They conclude their definition by stating that it

"includes time not spent on job tasks and decreased quality of work" (p.2).

Supplementary research was conducted to validate and have a more developed definition of presenteeism. A different research defines presenteeism as, "the action of employees coming to work despite having a sickness that justifies an absence and as a consequence, they are performing their work under sub-optimal conditions" (Presenteeism, 2015, para. 1).

A more recent definition was found to confirm the similarities in the meaning of presenteeism. Lerner's (2016) definition is the most recent and defines it as followed, "A state of compromised ability to perform one's job role that is the result of health problems and/or treatment; occurs when not absent; sometimes presenteeism precedes or follows a period of absence; presenteeism is both a leading indicator and a lagging indicator of lost work time, and health care costs" (p. 5).

This research will attempt to identify the causes and impacts of presenteeism on police department. In order to have a thorough understanding of the matter, presenteeism must be examined because it can have a significant influence on the productivity of a workplace. Past literature mainly focused on absenteeism and a lack of information about presenteeism was remarked. "The police force is an important institution in all democratic societies and SP [sickness presenteeism] among police officers could affect not only the individual, but also colleagues, clients and citizens" (Leineweber, Westerlund, Hagberg, Svedberg, Luokkala, & Alexanderson, 2011, p. 18). Presenteeism is becoming a subject which is being more considered and further research is necessary to further understand and identify the matter and find resolutions to counter the issues that derives from it.

Research Question/Hypothesis and Rationale

Bensimon (2010) reported that "depression, stress and other forms of mental illness accounted for nearly 45% of all disability claims in the federal public service" (p. 1). Considering that illnesses have a close association to presenteeism, this indicator sought for responsiveness and encouraged further exploration. Duxbury and Higgins (2012) conducted a study on Canadian police officers and revealed that "the typical police officer in the sample spends 53.5 hours in work per week overall (including supplemental work at home and commuting) and as such can be considered to be high risk with respect to high work-life conflict, stress, depressed mood, absenteeism and poorer physical health" (p. 26). "Workers affected by burnout are less effective at work, they are more often absent, and their physical and mental health deteriorates. For this reason, organizations and society suffer losses. Excessive demands at work and work overload are a major cause of burnout and fatigue in employees" (Beata et al., 2012, p. 265).

Correctional Service Canada's (2010) statistics demonstrate that it is becoming increasingly important for organizations to develop strategies that promote workplace wellness to counter these trends. According to Siu, Cheung & Lui (2014), "if police officers continue to expense their resource in their work, they will experience a net loss of resource and more stress related symptoms will emerge" (p. 370). Moreover, the public safety is hypothetically at risk and/or can potentially be affected by these factors during police contacts and interventions which makes this matter critical and important to examine.

The objective of this research would be beneficial in identifying and providing information towards:

- Defining and understanding the characteristics of presenteeism;

- The identification of valid and reliable tools that police departments need to use to detect symptoms of presenteeism;

- The identification of valid and reliable tools that police departments need to use to decrease and/or eliminate the effects of presenteeism.

These tools would in effect be of assistance and suitable for police officers in positions of leadership who have a workforce under their care and/or responsibility. More attention to symptoms of presenteeism, tracking it and treating it would optimistically reduce the loss of resources and performances in their workplaces.

Research Design and Methodology

Design

The strategy and design that was used for this research is based on a mixed methods approach in order to get a complete understanding of the subject. Secondary sources were the main source of data for the research. A number of scholarly, peer reviewed articles, were used to collect data on presenteeism. Non-scholarly articles, such as news articles, were also used in the research in order to supplement scholarly articles.

The purpose of selecting secondary data over primary data for this research is that knowledge, data and studies surrounding the research question has previously been explored by experts in various parts of the world. Easy access to a wide variety of data allows to have greater and enriched perspective of the subject being scrutinized. Secondary research is less time consuming and also cost-effective which further makes secondary research favourable.

Is this strategy most appropriate?

A mixed methods approach was used to examine and understand the research question. Quantitative data was used and essential in providing the fundamentals of the issue being explored. Qualitative data was as important in order to get a complete understanding of the quantitative data that was found and gave it meaning and made it more significant. In addition, this diminished the possibility of encountering gaps of information. This allows a well-founded examination of the matter, making this strategy the most appropriate one for this project.

Methods

In order to elaborate on the subject, a literature research was conducted and the following keywords and terms were used to find content:

Presenteeism, Absenteeism, Anxious worker, Employee well-being, Work well-being, Social exchange theory, Conservation of resources theory, Emotional exhaustion, Overtime, Work Overload and Role Overload.

Note that all these keywords were also tied with the terms "police" and/or "law enforcement" in order to narrow down and be more specific about the subject, although not all articles were related law enforcement. The research was also refined by limiting the findings to full-text, peer-reviewed articles from 2007 to 2017.

The articles in the literature review portion were primarily researched through the SearchMe! database, accessible to students at the Justice Institute of British Columbia (JIBC). The search engines and resources that have been used and found to be useful were the JIBC Library system (SearchMe!) and Google Search. Non-scholarly articles such as news articles were also used for the literature portion.

The initial search produced thousands of articles until the research was refined as previously mentioned. The number of articles that were examined for the title review was approximately 19 articles. Upon reading the titles, all but one was selected to proceed to the next review step. The article that was excluded in this step was not found to be compatible and did not relate with the researchable question; the remaining were.

The number of articles that was chosen for the abstract review was a total of approximately 18 articles. The main reason why these articles were selected was for their similarities in regards to their subjects. Themes were easily identified from one article to another and it was easy to make a connection between them. One article was excluded because it was not comparable and did not relate with the other articles.

Moving forward, a total of approximately 17 articles were examined for the full review. Once again, similar themes were identified and a connection between the articles were easy to make. Many articles supported one another and many enhanced and gave a deeper meaning and understanding of the matter being discussed. Upon finishing the research paper, a total of 16 articles were used to finalize the product. One articles was excluded to avoid repetitiveness.

Reliability and validity of information

Findings have been validated by gathering data from multiple researches that have previously been conducted and compiling them into cohesive documents. The quality of the sources are considerably valid because the majority of the sources that were used are relatively recent; they range to no further than 10 years back. Furthermore, information published in an academic article goes through a strict peer review process. The credibility of the authors were tested and recognized; this too strengthens the validity of the findings. Furthermore, the use of

the triangulation method was also used in order to compare and validate the data found. The

information found was reliable because of the consistency across multiple studies. Non-scholarly

articles were useful, despite not being peer reviewed, because they were up to date. They

provided quality information and connections with the scholarly articles found made it rather

valid and reliable.

Problems encountered in collecting data and limitations

The use of JIBC SearchMe! Database and Google Scholar only provided limited

information and data on the subject explored. There may have been other information about the

topic that could have covered gaps and provided further understanding about the subject. Data

was collected regarding the issue of presenteeism within a civilian context as well as the law

enforcement context. The main problem was noted once the preliminary research was conducted

and that it was determined that there was an insufficient and limited amount of data that could

relate presenteeism to law enforcement officers. Not only was it limited but when articles were

related to law enforcement, many were studies from foreign countries. It became challenging

because information that was not related to law enforcement was questioned and was not

automatically considered to be pointless or did not necessarily have to be excluded; choosing the

most appropriate ones was challenging. It was closely examined and the valued information

gathered was then compiled and directly applied to information that came from law enforcement

research. Unfortunately, studies found were not all specifically conducted to answer this

research question. Moreover, many studies would, at times, only partially provide answers and

information which limited the acceleration of the research progress. Furthermore, the quality of

the research had to be verified and compared to other studies, using the triangulation method,

which also slowed down the process; gathering primary data would have been faster and straight

forward in comparison.

Literature Review

The purpose of the literature review is to identify common themes amongst the articles.

The main goal is to identify various causes of presenteeism and how it can become an issue

within police departments. The literature will help identify specific areas of interest and how

they contribute to the matter. Moving forward, the literature will also provide the notion of being

able to identify and detect signs of presenteeism; this will be significant in order to explore

approaches for countering the issue. From these findings, it is to persuade the audience that

presenteeism is a vital concern and that it must be acknowledged in order to reduce overall

scarcity.

Three consistent themes were identified during the literature review. The first theme

involves the amount of hours spent at work and will cover work time arrangements and the

effects of performing overtime. The second ties in with the amount of work officers must

accomplish, hence work & role overload. The third and last theme involves the effects of

inadequate management and support in a workplace.

Working Time Arrangement & Overtime

Particular attention should be devoted to those who perform overtime and do night shifts

considering that it affects many police officers who work with these conditions. Sleep

deprivation should be minimized or avoided. According to Beata et al. (2012), accidents occur

more frequently during the night and it has been apparent in police officers returning from day

shifts to night shifts.

Firefighters usually work on twenty-four-hour shifts. In the work of police officers fast rotations of shifts and short breaks between them may lead to fatigue. In the work of firefighters longer periods of rest between shifts may be conducive to relaxation and recuperation (Basinska & Wiciak, 2012, p. 266).

Having a closer look at the matter domestically raised further concerns and became alarming. According to Ruskin (2016), the Royal Canadian Mounted Police (RCMP) has paid its members more than $1 billion of overtime since 2009; people who have recently retired from the RCMP testify that this has had a key impact on many who have been working long hours who are now stressed, overworked and depressed. Having spent a considerable amount of money on overtime, over the years, enables the general population to believe that there must not have been enough time for RCMP officers to sleep and recover during the course of their careers. Further studies were made to have a closer look at what might derive from these conditions. "Sleep deprivation and both acute and chronic fatigue are associated with an array of physiological and psychological detriments including increased stress and irritability, chronic disease, and car accidents, and decreased cognitive and neurobehavioral performance including alertness and quality decision making" (Bell, Virden, Lewis & Cassidy, 2015, p. 320). Sleep deprivation can hereby lead to multiple hazards and consequences and thus be an overall risk for many people and businesses. This could be prevented if it was recognized and dealt with beforehand, thus making the subject questionable for our current and active police officers.

Work & Role Overload

Upon researching for elements that contribute to presenteeism, work overload was determined to be a factor and a contributor to significant overall losses (Duxbury & Higgins, 2012). "Higher work demands have been found to be positively associated with increased levels of stress and depressed mood as well as increased levels of work life conflict, increased intent to

turnover and increased absenteeism" (Duxbury & Higgins, 2012, p. 25). Another element that

was identified as a contributing factor was role overload, individuals who embody multiple title

roles such as mothers or fathers, husbands or wives, volunteers, supervisors, etc. "High levels of

role overload have been associated with higher levels of stress, depression, work absenteeism,

intent to turnover, poorer physical and mental health, greater use of Canada's health care system

and higher health care costs" (Duxbury & Higgins, 2012, p. 1).

Inadequate Management/Support

Considering the impact of presenteeism and absenteeism in workplaces, many

researchers thrive to find solutions to repair and/or prevent these penalties to occur or reoccur.

Rice and Peterson (2016) suggested that "employers should proactively respond to employee

concerns such as reducing employee workloads or make it more manageable, examine unrealistic

work demands, hire people in proportion to the job area demands" (p. 5). Additional research

suggests that focus should be put on "training senior inspectors or superintendents to adopt a

positive mindset and positive communication in the workplace, which in turn would have a

positive influence on their subordinates" (Siu, Cheung & Lui, 2014, p. 377).

> Supportive management is strongly associated with the financial health of the
> organization as well as its ability to recruit and retain talent. It is also strongly associated
> with employee wellbeing (stress, depression), work-life conflict and the perception that
> one is overloaded and crunched for time at work and at home (Duxbury & Higgins, 2012,
> p. 80).

According to Siu et al. (2014), in order to help for police officers to suffer less strain and

be more productive, it is crucial for police forces to enhance health and performance through the

investment in human resources; the failure to consider these concerns may increase the intent of

officers to resign their jobs.

The articles found in the research share the same concepts and the trend suggests that

employers are essentially accountable for the well-being of their employees. The gap of this

portion is that it is very challenging to identify workers who are simultaneously sick and present

at work; it is necessary to find them in order to avoid major overall loses.

Discussion and Findings

According to Lerner (2016, p. 8), it is difficult to identify someone experiencing

presenteeism because of the following characteristics:

- It does not have a physical reality (height or weight);
- It is not entirely a characteristic of the person; it occurs with an exposure to a task/challenge/context;
- It has an experimental component.

Working Time Arrangement & Overtime

The literature that was found for this research is relatively new and the findings suggests

that presenteeism has not yet sufficiently been explored. The first theme in the literature review

explored the impact of inadequate working time arrangements and overtime. According to

Basinska, & Wiciak's (2012) study, it was determined that it is necessary to consider how many

hours police officers spend at work and the importance of having a proper format for their

schedules. In their study, police officers have claimed that long working hours disables them

from relaxing after work; prolonged fatigue may lead to burnout. Basinska & Wiciak (2012)

conducted a study involving 89 police officers and 85 firefighters who volunteered to participate

to their study. They indicated that overtime was the primary cause of fatigue in American police

officers and that most officers started work despite already being tired; this makes it hard for the

officers to exhibit good performances at work. In addition, Basinska & Wiciak (2012) revealed

that the problem is also noticeable amongst police officers who return from day shifts to night

shifts. In the end, Basinska & Wiciak's (2012) study summarized that police officers were more

fatigued with their work, "more exhausted and more disengaged than firefighters" (p. 268). This

study raised some concerns.

Researchers Duxbury & Higgins (2012), explored and measured role overload within

Canadian police organizations, using a survey instrument, and one area which they discussed

was work demands. The method used in this study consisted of collecting data from 25 police

forces across Canada with one exception, forces from Quebec, despite their attempt to involve

them. Duxbury & Higgins (2012) indicated that the typical police officer in one of their samples

spent 53.5 hours in work per week overall (including supplemental work at home and

commuting) and as such can be considered to be high risk with respect to high work-life conflict,

stress, depressed mood, absenteeism and poorer physical health (p. 26). This part of the research

was used in order to demonstrate the average amount of hours police officers worked during a

week without yet considering overtime work.

Indicators of Burnouts

A study was conducted and data was collected using a questionnaire, the Maslach

Burnout Inventory (MBI), which measured characteristics of burnouts such as emotional

exhaustion (EE) and depersonalization (DP) (Padyab, Backteman-Erlanson & Brulin, 2016). It

was found that "means when adjusting for coping, stress conscience was a significant predictor

of burnout indicated by high EE and DP", (Padyab et al. 2016, p. 233). Results from their study

showed a "significant correlation between DP and work characteristics. Among coping behaviors

'psychological distancing' were correlated with DP" (p. 232). As a result, stress of conscience

had the most predictive impact of EE and DP, even when coping strategies were considered, and

was found to be a significant predictor of burnout (Padyab et al., 2016). It was determined that

the adaptive coping strategies were used by employees who tried to view stressors through

positive lens, who requested for social support and tried to eliminate their stressors. In contrast, a

maladaptive coping strategy is the employee who will have the tendency to vent emotions, who

will make use of drug or alcohol, or who will emotionally distance themselves from situations

(Padyab et al., 2016). These determination indicate that these types of behaviors should be

considered when trying to identify individual suffering presenteeism.

Work & Role Overload

Another study, conducted by Deery, Walsh & Zatzick (2014), measured the relationship

between presenteeism and absenteeism and low levels of distributive justice, which

correspondingly ties in with the previous themes discussed. In this research paper, "distributive

justice" will be referred to as the level of consideration employers provide to their employees.

The purpose of their study was to examine the contributing factors of presenteeism. Work

overload carried personal benefits of satisfaction but also conveyed personal costs of a gathered

excess of work which could possibly contribute to failure of meeting an organization's job

performance standards. Research by Deery et al. (2014) concluded that both work overload and

attendance enforcement were positively related to employees' decisions to attend work while ill

(p. 364). Workers who faced high job demands felt pressured to work harder and attend work

despite being ill (Deery et al., 2014). Results from the study also confirmed that the relationship

between job demands and absenteeism was mediated by presenteeism, which clarifies the reason

for this issue to be renowned as a hidden cost.

Inadequate Management/Support

Duxbury & Higgins (2012), state that the support of a manager is key to employee well-being and it is strongly associated to a police officers' well-being. As demonstrated in their study, "police officers who reported to a non-supportive manager are twice as likely as those who reported to a supportive manager to report high levels of stress and depressed moods" (p.80). Furthermore, police officers who report to a supportive manager would be 1.5 times more likely than those who report to a non-supportive manager to report that they are in good health" (p.80). "Typical benefits of a positive relationship include access to relevant information, resources, support and participation in decision-making, access to interesting work assignments and greater control over workload" (Brunetto, Shacklock, Teo & Farr-Warton, 2014, p. 2348).

Social Exchange Theory (SET)

The following theory and concept was discovered and thought-provoking. This theory relates to management and support. "The theory argues that when interactions between employees and their supervisors are perceived as 'positive,' over time, the outcome is a relationship based on trust of the other person and consequently, participants begin to exchange resources, knowledge, time and emotional support" (Brunetto et al., 2014, p. 2347). In accordance to Brunetto et al.'s (2014) findings, there is a need for management practices within policing to improve the quality of social exchanges in order to deliver better care. The main purpose is for making sure that job resources are suitable with job demands, that employees are retained and that adequate services are provided to the public. "The implication for management is to link support for emotional labour with organizational retention strategies because of their impact upon turnover intentions" (Brunetto et al., 2014, p. 2359).

Perceived Organizational Support (POS)

Another concept that relates to management and support is the POS. The tools that were

discovered in this research appeared to be effective and suitable for individuals, police officers,

who worked in occupations requiring high emotional labour upon dealing with their clients on a

daily basis. According to Brunetto et al. (2014), POS is defined as the perception that an

employee has over the organization that they work for and how much they have confidence that

they are valued, recognized and well taken care of. Brunetto et al.'s (2014) findings confirmed

that their tools, specifically the Leader Member Exchange (LMX) and POS predicted

engagement. Brunetto et al.'s (2014) findings also indicated that, "the higher the employees'

levels of satisfaction with their supervisor–subordinate relationships and organizational support,

the greater their levels of engagement" (p.2355).

Brunetto et al.'s (2014) also suggest that management in organizations are responsible for

assuring effective workplace relationships and adequate job resources needed to accomplish their

jobs which hereby enables employees to be effective. "This overall notion is important because

our findings suggest that the more engaged the employees, the higher the perceptions of well-

being" (Brunetto et al., 2014, p. 2357).

Conservation of Resources Theory (COR)

The COR theory brings an additional viewpoint in regards to the matter. Park, Jacob,

Wagner & Baiden's (2014) study found that "job control (including decision latitude, decision

authority, skill discretion, and autonomy) had a stronger relationship with depersonalization and

personal accomplishment than emotional exhaustion" (p. 629). This suggested that employees

with more control could reduce the negative responses to others and increase the sense of

personal accomplishments (Park et al., 2014). One method that could be used to increase job

control is by redesigning the job in play. Park et al. (2014) state that "interventions involving

participation and decision-making have been effective in various contexts, and the main

mechanism was job control" (p. 629). These types of intervention can be influenced by the

amount of support provided by supervisors (Park et al., 2014). "Job redesign can prevent or

reduce the development of burnout by providing employees with job control. Another way of

enhancing job control is supervisor training" (Park et al., 2014, p. 629).

Recommendations

In order to identify individuals who suffer presenteeism Lerner (2016) recommends an

indirect assessment relying on self-report. She created a test that relies on human responses, the

Work Limitations Questionnaire (WLQ). Upon completing the questionnaire, assessors can

determine the level of productivity that has been lost, in comparison to previous assessments.

Additionally, the percentage of time with impaired job and task performance can be established,

as a result providing a scale for assessors to rely on and use to monitor and adapt working

conditions for their employees (Lerner, 2016). This tool would hereby be recommended to

supervisors who work in policing to be used along with the subsequent considerations.

Lerner (2016) was able to identify a list of characteristics that are common work

difficulties and that are associated to presenteeism. Supervisors in policing should develop the

skills to detect these characteristics experienced by their subordinates. Lerner's (2016, p. 21) list

goes as follows:

- Difficulty managing the workload;
- Difficulty adapting to new or changing circumstances;
- Difficulty concentrating;

- Easily distracted;
- Poor problem-solving and decision-making;
- Difficulty staying organized;
- Difficulty working with other;
- Feeling isolated and disconnected;
- Feeling unfairly treated;
- Feeling disinterested or unmotivated.

The challenge of detecting the individuals experiencing one or many of these

characteristics remain the same, hence the importance for supervisors to provide appropriate

attention to their employees.

In order to reduce presenteeism and reduce the human and economic burdens, Lerner

(2016) recommends the "Be Well at Work Program" (BWAW). She indicates that the program is

employee centered, uses a functional approach addressing the medical, psychological and work

factors that influence outcome, care is customized to employee preferences and needs, and is

coordinated with primary care and/or behavioral healthcare for depression (p. 22). Lerner's

(2016) findings concluded that their program was superior to usual care in restoring work

performance and productivity and that it improved mental health to levels obtained with

antidepressants (p. 27).

Further studies conducted by Van Woerkom, Bakker & Nishii's (2015) further widened the

perception and indicated that "Strengths use support can be offered by making sure that training,

development, appraisal and reward are not only based on the employees' deficits but also on

their strengths. A next step could be to allow employees to maximize the use of their strengths,

for instance, through task allocation or complementary partnering" (p. 148). Van Woerkom et

al.'s (2015) findings suggest that such an approach could promote healthier employees who

would be more present and productive at work. This outcome suggests and encouraged the

recommendation that police officers should not only pay attention to their employee's well-being

but likewise get to know their strengths and weaknesses in order to set them in positions that are

more suitable for them.

Further recommendations, provided by Rice and Peterson (2016, p. 5), ties in with the

previous elements discussed and suggests that that employers should proactively respond to the

following concerns:

- Reduce employee workloads or otherwise make the workloads more manageable;
- Examine unrealistic work demands;
- Reduce job related travel;
- Hire people in proportion to the job area demands;
- Change the job accountability framework and employee reward structure;
- Develop more reasonable procedures and expectations surrounding office technologies;
- Clarify when and where an employee will be working;
- Focus on objectives, results and outputs, and less on hours worked;
- Allow employees to refuse overtime work without actual or perceived adverse consequences;
- Provide a limited number of days of paid leave per year for child care, elder care and personal problems;
- Enable employees to transfer from full-time to part-time work and vice versa;
- Work with employees to identify effective policies; and
- Offer child and elder care referral services.

These recommendations were selected because they were based on a very recent study

which illustrated notable financial benefits. In association with these recommendations, advices

were added to make a fully developed guideline:

- Initiate and provide proper training surrounding this knowledge;

- Learn, explore and adapt the tools that are provided in this research to your work

  environment and settings to make it suitable if need be;

- Keep records of performances and changes and share the results with your team;

- Apply these tools at every level of you work hierarchy;

- Make these tools accessible; and

- Accept requests from employees who want to be evaluated (considering individuals who
  work better under pressure);

- Trust your employees, give them an appropriate degree of control and provide guidance
  and/or mentors if necessary.

Conclusion

Upon reviewing the leading factors of presenteeism in the literature, it was determined
that enforced attendance, overtime, work and role overload resulted in the likeliness of an
employee to show up to work while ill (Presenteeism, 2015). It was determined that police
officers were susceptible to being impacted by those factors considering their work environment
and responsibilities. When these factors mix together, they exponentially increase the risks of
police officers to suffer presenteeism (Bell et al., 2015). The degree of attention and support
provided by supervisors to employees was also found to be a contributing factor to the issue if it
was low or inadequate. Research in this study has found reliable tools to both detect and counter
the issue and employers are encouraged to use them to create a better working environment in
their workplaces (Lerner, 2016).

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