

THE IMPACT OF OCCUPATIONAL STRESS ON ABSENTEEISM: THE MEDIATING ROLE OF PSYCHOLOGICAL WELL-BEING

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Abstract

This research examines the connection between occupational stress (OS) and employee's absenteeism (A), emphasizing the mediating influence of psychological well-being (PW) within the context of the Job Demands–Resources (JD-R) Model. In today's high-pressure work settings, maintaining both employees attendance and mental health is essential for organizational success. A cross-sectional survey involving 300 employees from the service, private, and industrial sectors was carried out utilizing standardized assessments of OS, PW, and A. The findings indicated significant negative correlations between OS and PW, as well as between PW and A. Mediation analysis revealed that PW plays a significant mediating role in the relationship between OS and A, suggesting that occupational stress indirectly contributes to absenteeism through its adverse effects on mental health. These results enhance the theoretical framework of the JD-R Model by clarifying the psychological processes that connect workplace stress to withdrawal behaviors. From a practical standpoint, the findings highlight the critical importance of promoting psychological well-being to reduce absenteeism and improve workforce sustainability.

INTRODUCTION

Various researchers have given different descriptions of stress phenomena. Selye 1974 defined stress as the body's indeterminate response to an external stimulus. A person's awareness or sense of personal dysfunction brought on by perceived circumstances or events at work is what Park and DeCotis (1983) defined as workplace stress. The incidence of unpleasant negative feelings including tension, anxiety, annoyance, wrath, and despair brought on by parts of work is known as occupational stress, according to Salami (2010). Both extra-role performance (OCB) and in-role performance (assigned job) were recognized by Morrison (1994) as components of an employee's performance. Employee's n-role performance is measured by how

well they do tasks. The organization's success depends on both of these employee's performance is negatively impacted by work-related stress, which varies in degree depending to individual perceptions. employees who perceive stress are less motivated, which makes it more difficult for them to complete tasks. Stress has an impact on decision-making ability as well as organizational and personnel performance. People's ability to reach their full potential is impacted by an unpleasant workplace, excessive workloads, and a lack of harmony among coworkers (Rasheed & Jianhua, 2023).

Occupational Stress

The World Health Organization (WHO) has declared occupational stress to be a global health issue (WHO, 2020). Despite being well researched in certain industries, like hospitality, occupational stress is a problem in many others. Parker and DeCotis define occupational stress as "a particular awareness of feeling of personal dysfunction as a result of perceived conditions or happenings in the work setting" (1983). Previous studies have shown that one of the primary factors negatively affecting employees satisfaction are commitment, job performance, subjective well-being, prosocial behavior, and intention to stay is occupational stressors (M. C. Wong et al., 2021). Occupational stress is an ongoing issue that remains intertwined with employee's professional lives. Thus, the aim of this research is to examine the relationship between absenteeism and occupational stress while taking psychological well-being into account as a mediating factor (Haque, 2023). The long-term development of occupational burnout is typified by both mental and physical symptoms. Consequently, occupational burnout develops more slowly and is a continuous response to failures, in contrast to stress, which can happen immediately as a result of challenging circumstances at work.

Maslach and Jackson (1981) described occupational burnout as a syndrome of emotional exhaustion and cynicism that affects professionals whose work includes close interactions with others. Some symptoms of occupational burnout include the following: (1) emotional exhaustion: the individual has emotional debilitation from their work, which manifests as a lack of physical and emotional energy both within and outside of their workplace; they feel exhausted and unable to do the tasks that have been allocated to them; (2) depersonalization, which is the condition in which communication and interpersonal relationships turn cynical or uninterested; (3) a decline in personal achievements, which includes feeling helpless, having fewer opportunities for professional growth, feeling incompetent, and believing that one is incapable of handling any professional task (Raišienė et al., 2023). Previous studies have shown that occupational stressors are one of the primary factors that negatively affect employee's satisfaction,

commitment, job performance, subjective well-being, prosocial behavior, and intention to stay. The organization's success is greatly influenced by its human resources, and individuals in turn have an impact on the organization's performance. However, stress keeps employees from producing their best work, which is becoming an issue for businesses. Numerous variables contribute to employee's stress. In essence, workers in the financial sector experience significant levels of stress at work. Because stressors cause people to miss work, stress is becoming a big problem in the banking industry that affects not just the employees but the entire organization. Behind the scenes, some elements are causing stress, and those factors are handled as stressors.

However, pressures affect absenteeism because they affect the bank employees' health and work-family balance. Stress is constantly present and inevitable in our lives, and it is becoming a normal part of daily existence. Stress has an impact on people's bodies in addition to their minds. The primary causes of occupational stress in the banking sector have been shown to be work overload, time management, feelings of unfairness, job difficulty, lack of role authority, lack of acceptability and support, impatient customers, and stress from technical issues. These different characteristics are impacted by organizational stress, which causes workers to become dissatisfied since it damages their ability to create the impression that they are purposefully leaving and skipping work. Additionally, there is a correlation between performance and work-related stress. The organization's managers deal with a lot of stress at work. In addition, hospital nurses deal with work-related stress (Ahmed et al., 2021).

Stress is associated with elements such as role conflict, role ambiguity, work overload, and work-family conflict. The thirteen causes of work-related stress that have been mentioned include: concern for one's career, role ambiguity and conflict, rotating work shifts, occupational demands, work overload and underload, lack of social support and participation in decision-making, poor working conditions, lack of group cohesiveness, interpersonal and intergroup conflict, and organizational changes. In addition to this, there are a few more variables that lead to work-related stress in Bangladesh's

garment industry. Consequently, psychological health is impacted by stress. These include despair, anxiety, and exhaustion, as well as headaches and digestive issues. Stress impairs an employee's capacity to complete duties, which has a significant effect on both the workplace and the employees' personal lives (Rahman & Shanjabin, 2022).

Psychological Well-being

Employees' psychological well-being have a significant impact on their lives outside of work as well. For years, we have known that they impact life at work and a plethora of research has examined the impact of employees' well-being on work outcomes (Kundi et al., 2021).

The purpose of this study is to investigate how psychological well-being mediates the relationship between occupational stress and employees' absenteeism (Huang et al., 2021). Low occupational autonomy is clearly linked to a higher risk of mental health issues, according to a number of research (Clausen et al., 2022). Employees' psychological health and productivity are adversely affected by occupational stress, which is influenced by work environment. Stress-related poor psychological health can result in higher absenteeism. To increase employees' engagement and lower absenteeism, employers should concentrate on creating supportive workplaces that lower stress and encourage well-being (Kosec et al., 2022).

Employees' psychological health and well-being may be impacted by a number of recently and re-emerging professional risks, especially during a financially difficult period of global crisis. As a result, the focus of organizational study has shifted to take the macroeconomic environment into account. Specifically, some studies demonstrated that the economic crisis had a negative effect on workers' psychological well-being by generating negative outcomes such as fear of the crisis, worry of losing their employment, and dread of losing their jobs. Probst and associates defined economic stress in this context as "aspects of economic life that are potential stressors that consist of both objective and subjective components". As early as 1967, workers' health was found to be significantly impacted by economic stress. In actuality, economic changes compel people to adopt adaptive behaviors that are associated with

transient emotional instability and stress, both of which are linked to a higher risk of diseases and other health problems.

Since the global economic crisis of 2008, a great deal of scholarly study has focused on the connection between workers' health and economic stress. The economic crisis and workers' mental health were clearly correlated, according to the systematic review. In addition to having a significant impact on employees' overall health, factors like rising unemployment, increased workload, staff reductions, and wage reductions were linked to the onset of mood disorders, anxiety, depression, dysthymia, and suicide. Employees who work for a company that is experiencing a recession or economic crisis may view the crisis as a threat linked to possible losses, which can cause psychological strain including anxiety, despair, and anguish. An interesting and mostly untapped study issue is the connections between economic stress and employees' job outcomes, such as innovative behaviors that are critical for business survival (Gómez-Ochoa et al., 2021). Businesses are strongly inclined to pursue profits in order to retain corporate management.

Businesses focus on a number of issues, including labor management for the benefit of their employees. Evidence derived from novel viewpoints could aid in the explanation of how managers and policymakers are affected by occupational stress. The value of human capital loss linked to employee's occupational stress will be shown through interprofessional collaboration from the viewpoints of human capital theory and occupational stress. The World Health Organization contends that by 2030, the burden of disease will be a direct result of mental illness and psychological well-being worldwide. Employee's performance and workplace stress have been demonstrated to be negatively correlated in studies. In medical facilities, enhancing workers' psychological health is viewed as a more significant concern, and it is suggested that employees' occupational stress be reduced by expediting the work environment (Piao et al., 2022).

Absenteeism

A "habitual pattern of absence from a duty or obligation" is one way to characterize workplace absenteeism. This happens when employees don't

show up for or take part in events that are either directly or indirectly related to their occupations. Most people agree that one of the main indicators of poor performance is absenteeism. Unexpected absenteeism decreases work efficiency and adds to the workload for other employees. Additionally, it could lead to excessive direct and indirect expenses and low production (Al-Rasheed, 2021). There are two sorts of absenteeism: voluntary (driven by the employees) and involuntary (caused by outside circumstances like illness or family concerns).

While brief, frequent absences may be voluntary, some experts contend that lengthier absences are usually involuntary. Others, on the other hand, do not strictly distinguish between the two categories of absenteeism, considering it to be influenced by both contextual and personal variables. Research indicates that stressors are consistently positively correlated with absenteeism and withdrawal behaviors, and that both the frequency and duration of absences are valid metrics (Sadovyy et al., 2021).

Economic growth is believed to be significantly influenced by human capital. The assessment of the human capital loss brought on by workers' work-related stress, employees stress and annual revenue are found to be negatively correlated, meaning that the more stressed-out employees are, the more human capital is lost. Importantly, we confirmed that most workers lose human capital, and that by the time they retire, the average loss of human capital for male employees aged 25 will be approximately \$0.6 million USD. Since the number of employees and the loss of human capital for firms are significantly correlated, it is possible that improving employees' occupational stress can improve corporate performance. The social loss resulting from deteriorating psychological well-being may be underestimated if performance loss due to stress is not evaluated for general employees. Since human capital is crucial to a sustainable society, assessing how much human capital is lost due to job stress among employees may expand on research on enhancing human capital and offer useful data to show how psychological well-being among employees supports a sustainable society. Our motivation derives from the idea that a positive work environment is associated with better employees results and, consequently, with the sustainability of

society. As a result, we conducted this research using 1 million employees' occupational stress records (Piao et al., 2022).

The organization's most alarming problem has been the connection between stress and absence (Al Zadjali & Ibrahim, 2021). employee's performance, work quality, absenteeism, and turnover are all impacted by stress. The banking industry accounts for the majority of stress-related jobs (Al Zadjali & Ibrahim, 2021). A study that focused on the impact of stress on gender and was founded on stress-related characteristics. It is also clear that gender differences exist in stressors. According to one study, women experience higher levels of stress at work. The many stress-related ideas are also illustrated in this research. Numerous studies have been carried out using a variety of variables to examine the connection between stress and absenteeism. This study demonstrates the connection between absenteeism at Bangladeshi public and commercial banks and stressors, or the five things that cause stress.

There isn't any research that provides a general explanation of the difference in absenteeism between males and females in the workplace due to stress. Therefore, the study's objective is to determine the factors that impact stress and the relationship between stress and absenteeism in Bangladesh's banking industry. These also show the connection between absence and stressors. Last but not least, this study found that men and women see absenteeism differently (Rahman & Shanjabin, 2022).

Significance of Study

Stress at work has grown to be a significant problem that impacts on workers' emotional well-being, dedication to their jobs, and frequency of attendance. employees might suffer psychologically and physically in today's fast-paced, cutthroat workplace due to ongoing stress from workload, ambiguous job descriptions, a lack of control, and conflicts at work. This frequently leads to absenteeism, which lowers productivity and causes more financial issues for businesses across a range of industries.

The direct correlation between work stress and absenteeism has been the subject of numerous

studies. However, little research has been done on the psychological mechanisms via which stress leads to absence. Psychological well-being, which encompasses emotional equilibrium, life satisfaction, personal development, and a sense of purpose, is one such crucial component. It is crucial to understand how psychological well-being functions in this connection because it can help explain why some workers manage stress better than others and maintain a more consistent work schedule.

By investigating the mediating function of psychological well-being between occupational stress and absenteeism, this study contributes new knowledge, which makes it significant. This study intends to demonstrate how enhancing mental health can lower absenteeism and provide stability in the workforce by examining this relationship across a variety of organizations.

The findings of this study will be helpful to policymakers, HR specialists, organizational leaders, and mental health specialists. It will provide them with useful inspiration for creating initiatives and plans that improve workers' psychological health and lessen stress. Training in stress management, mental health awareness, flexible work schedules, and improved support networks are a few examples of such initiatives. Ultimately, this research will not only help individual workers feel better, but also enhance the general well-being and prosperity of businesses.

Theoretical Background

When job requirements and available resources are not aligned, workplace stress arises. Stress results from a mismatch between job requirements and employee's capabilities. Job demands, including the mental, physical, social, and organizational aspects of that particular work or job, turn into stressors when there are insufficient resources to satisfy them (Ali et al., 2023). In terms of psychological risk factors, the job-demand-resource model has a solid theoretical foundation. The work-demand-resource model states that high job demands and insufficient environmental support are associated with greater levels of occupational stress in workers. Low resource levels include inadequate assistance from family, coworkers, or superiors (Piao & Managi, 2024)

The job demands-resources (JD-R) model, a popular paradigm for comprehending how job-related stress affects employee's performance and health, serves as the study's guide. Originally developed by Demerouti et al. (2001), the JD-R model has been supported and refined in recent research (Lesener et al., 2020). It clarifies the relationship between absenteeism, psychological well-being, and occupational stress by examining how job demands and resources are balanced or not.

Occupational Stress

According to the JD-R model, occupational stress happens when a person's ability to manage professional demands like workload, time pressure, and emotional labor is exceeded, especially when there are not enough workplace resources like support, control, and feedback (Bakker & Demerouti, 2017). employees stress can result in burnout when demands are continuously high and there are insufficient resources to handle them. According to recent studies, stress and weariness in a variety of work situations are considerably predicted by higher job demands (Rudolph et al., 2025).

Psychological Well-being

The JD-R model also shows how high job demands and continuous stress negatively impact psychological well-being, which includes emotional stability, satisfaction, and resilience. Employees who have limited workplace resources feel less empowered and supported, which can lead to anxiety, hopelessness, and a drop in motivation. However, having enough resources can help reduce the negative impacts of stress and enhance wellbeing. According to a study by (Hu et al., 2022), organizational fairness and emotional support are powerful indicators of employees well-being, particularly in demanding work environments.

Absenteeism

The model also connects absenteeism with high levels of job stress. In order to cope with stress, workers who are burned out or emotionally exhausted may take more sick days or skip work entirely (Meyers et al., 2020). In this instance, absenteeism turns into a behavioral reaction to untreated stress. However, the chance of absence is

decreased by job resources including acknowledgement, clear communication, and supporting coworkers (Del Molino, 2022).

Aim of the Research

The purpose of this research is to determine whether psychological well-being modulates the relationship between occupational stress and employees absenteeism. The goal is to determine whether workers' psychological health contributes to the explanation of why increased workplace stress may result in more frequent absences. Additionally, this study aims to clarify the possible contribution of mental health to the association between job stress and attendance. The study aims to improve our understanding of the internal factors that may influence employee's reactions to stress, especially when it comes to turning up for work, by focusing on psychological well-being as a mediator. By doing this, the study hopes to assist future initiatives by businesses and human resources specialists to take psychological factors into account when dealing with absenteeism and occupational stress. It will also contribute to the corpus of existing literature by providing a more comprehensive examination of the connection between job stress and mental health.

Literature Review

Occupational stress

Twenty articles published between 2000 and 2020 were reviewed in research by Lee et al. They discovered that academic employee's at universities in Australia and New Zealand were experiencing higher levels of occupational stress. Their goal was to investigate occupational stress among New Zealand and Australian university employees. They took a sample of academic employee's from various disciplines and employment levels from higher education institutes. They used three standardized psychological assessment scales the Maslach Burnout Inventory (MBI), Perceived Stress Scale (PSS), and Job Content Questionnaire (JCQ) to assess the level of stress, burn out and demands. They found out five major themes of stress which included workload, limited time duration, strict and controlling management, difficulty starting a teaching career, and problems with coworkers. They find that employees who were not permanent were more likely

to prone with pressure and stress, and anxiety because they do not have security of job. The overall finding was that these changes in university were making employees more stressed. They claimed that enhancing work-life balance and lowering stress and burnout could enhance academic wellbeing and, eventually, research and teaching outputs in the field (Lee et al., 2022).

Research was done to find out the stress EMS employees face during their job. The study involved 16 EMS employees from Hamadan, Iran, who had real experience in emergencies. Instead of using scales, the researchers did semi-structured interviews lasting 45-60 minutes to gather personal experiences. Grane Heim and Lundman used content analysis to examine the data. The findings showed two main sources of stress: the tough nature of emergency work and conflicts at work or in personal life. Six major stress factors were found, like handling critical patients, delays in response, health risks, coworker issues, conflicts with hospital employees and legal pressure. Many EMS employees said they often felt anxious, tired, and unsupported. The study highlighted that EMS employees face stress from many areas, not just patients. To lessen stress and enhance mental health, the researchers recommended enhancing teamwork, communication, legal advice, and support (Afshari et al., 2021).

Salgado de Snyder et al, (2021) did a study. This study looked at how stress affected 407 employees in the United States when they were having problems. For assessment, they use structured clinical interviews and perceive stress scale when they are in their tough time. -Through assessment they observe that almost 50% of employees were facing moderate to severe anxiety caused by their workload. This demonstrates how stress at work affects mental health and general wellbeing. This anxiety was mainly caused by high workloads, uniaxiality of protective equipment, and unclear instructions from their organizations. However, when organizations and hospitals start providing good service such as clear communication and flexible work hours their stress level decreased almost 25%. The Job Demands-Resources (JD-R) Model, which asserts that adequate resources and assistance can lessen the effects of job

stress, particularly in challenging and demanding situations, is consistent with our findings.

A study was done to understand how common job stress is among healthcare employees in Ethiopia and what factors might be causing it. The research included 10 studies with a total of 3,174 participants, such as employees from different parts of the country. To find out the stress levels, different tools were used like the Perceived Stress Scale, Nursing Stress Scale, and Occupational Stress Scale. The researchers analyzed data using STATA software and applied a random-effects model. They also compared stress levels across regions and checked for any missing or biased data using Egger's and Begg's tests. The results showed that 52.5% of healthcare employees were affected by job-related stress. Some regions like Harari had a higher rate (62%), while others like Addis Ababa had a lower rate (42%). Female healthcare employees were more likely to report stress almost 3.75 times more than males. Other factors like marital status and job experience didn't show a strong connection. This study shows that many healthcare employees in Ethiopia are struggling with stress at work, especially women. The authors suggested that hospitals and health leaders should offer stress-relief programs, improve working conditions, and provide gender-sensitive support (Girma et al., 2021).

A study was conducted to examine the impact of covid-19 pandemic on stress for hotel employees in U.S. They choose 758 hotel employees who complete surveys in April-May 2021. To identify stress and its impact. The researcher assessed the characteristics of work-related stressors by utilizing 31 items on a 7-point Likert scale to identify traditional hotel-work stressors such as workload and environmental stressors including diminished job security and unethical labor practices such as inequitable duties. Instead of this they assess outcomes like Job satisfaction. Organizational commitment and wellbeing. The data was collected randomly by splitting into two data sets for cross validation. The results highlight that after pandemic began, the second and third kind of stressor were more obvious than the first one. Traditional stressors did not reduce satisfaction and commitment. Instead, the employees felt great to keep working during crisis, but the unethical stressors harm their well-being and

behaviors. Surveys showed that old employees and women and managers were more prone to stress. Overall. They found out that pandemic triggered stressors including job instability and unfair practices were affecting the well-being and performance of employees the most. They suggested that hotels should improve their communication and treatment behavior (Wong et al., 2021).

They carried out an extensive study to investigate the impact of extended working hours on work-related stress, general mental health, and depressive symptoms in employees working in Zhejiang province, China. The study included 1,200 delivery employees from both city and village areas, selected through random cluster sampling. Participants filled out questionnaires that asked about their weekly working hours, stress levels, emotional well-being, and signs of depression. The researchers used a method called structural equation modeling (SEM) to understand how these factors are linked. The findings showed that most employees, about 75% worked more than 60 hours a week. Around 32% had high job stress, and a similar number showed symptoms of depression. The results also showed that longer hours directly led to depression and indirectly increased it by causing more stress. Although longer hours did reduce well-being, it didn't have a strong link to depression. The study highlights the need to reduce working hours and provide stress-reducing support to help improve employees mental health. (Zhang et al., 2021).

A systematic review was conducted and network meta-analysis to find out how effective physical relaxation methods are in reducing job stress among healthcare employees. The study included 15 randomized controlled trials with a total of 688 healthcare employees from different hospital settings. Different stress levels were measured using well-known tools like the Perceived Stress Scale (PSS) and Maslach Burnout Inventory (MBI), depending on the research. The researchers collected stress metrics from the maximum follow-up period and used a random-effects model to evaluate the results. Moreover, they performed a direct comparison of different relaxation methods utilizing a network meta-analysis strategy (Hong et al., 2022).

The results showed that physical relaxation methods reduced stress by 40% overall. Among these, yoga

showed the strongest impact with a 50% drop in stress, followed by massage therapy, which reduced stress by 30%. The ranking also confirmed yoga as the most effective method. The study suggests that adding yoga and massage therapy to workplace wellness programs can help lower stress levels in healthcare employees. These practices could support their mental health and improve job performance and patient (Hong et al., 2022).

They did a review of 50 studies between 2010 and 2024 to find how occupational stress impacts employees' performance in five different industries: healthcare, education, IT, manufacturing, and services. The studies included different kinds of employees like healthcare employees, academic employees, IT employees, factory employees, and customer service employees. To assess stress and performance, various tools were used such as the Perceived Stress Scale (PSS), Nursing Stress Scale (NSS), and Occupational Stress Scale (OCS). The researchers selected studies using clear criteria and collected important information using structured forms. Two reviewers looked over the studies separately to make sure the results were accurate and trustworthy. The results indicated that every sector faced various common stressors, such as overwhelming workload, inadequate support, job instability, and difficulties in achieving a healthy work-life balance. In healthcare and education, stress often causes burnout and reduced job satisfaction. In IT and service industries, quick changes and the fear of job loss lowered performance and increased employees' turnover.

In manufacturing, physical stress and safety problems led to more mistakes. The study showed that stress affects employees in every field, but the challenges are different in each sector. For example, emotional pressure is common in healthcare, behavior management is a problem in schools, fast-paced tasks stress IT employees, physical strain affects factory employees, and service employees deal with customer pressure. The researchers recommended that each sector should apply specific solutions like better job roles, strong leadership, open communication, and stress-reduction programs to help improve employees well-being and performance (Kaur & Haque, 2024).

A study was conducted to see how job stress affects the chances of having accidents while driving

company cars. The exact number of people involved wasn't given, but the study focused on employees who drive vehicles provided by their workplaces. This research was part of a larger project that examined different types of employees in various professions. Instead of using fixed stress scales, the researchers looked at things like job pressure, limited control over decisions, and role conflicts. They collected information using surveys and company accident records. The study followed a model called the Job Demand-Control model by Karasek and included both self-reported stress levels and actual driving accident data. The results showed that employees who had more job pressure and less control at work were more likely to get into car accidents. Employees with role confusion and little freedom in making decisions also had more or fewer traffic incidents (Brown et al., 2024).

The research indicates that work-related stress can significantly impact road safety. The authors said that companies should take employees' stress seriously, especially for those who drive to work. They recommended giving stress management help, driver training, and better work policies to reduce pressure and give employees more control (Brown et al., 2024).

Hammoudi Halat et al. (2024) performed a research study to examine the relationships between perceived work-related stressors and the intensity of symptoms associated with depression, anxiety, and stress in academic employees in Qatar. Employing a cross-sectional survey approach, the research sought to evaluate mental health by investigating the relationship between individuals' views on workplace stress and psychological symptoms, such as anxiety, depression, and stress. The sample size consisted of 112 employees from multiple universities in Qatar. They used a scale the Faculty Stress Index (FSI) to measure perceived occupational stress, with self-report measures for depression, anxiety, and stress.

For assessment, an average FSI score was calculated by the team calculated and they categorized mental health outcomes into levels moderate to higher, they used poisson regression with robust variance to explore the relation between stress and psychological symptoms. The findings showed that almost 63% of employees faced at least moderate anxiety levels, 30% indicated at least moderate depression symptoms,

and 26% reported experiencing at least moderate stress. Furthermore, the results indicated that senior employees were less inclined to report depressive symptoms, while those in the humanities were more prone to experiencing anxiety. The findings also indicated that occupational stress was common among academic employees in Qatar.

Psychological Well-being

A review study was conducted to understand how ageism, which means negative views or unfair treatment of older employees, affects their mental health. They looked at 13 studies that focused on employees aged 60 and above from different countries like the U.S., South Korea, China, Australia, and parts of Europe. Instead of doing their own research, they reviewed past studies that used proper tools such as the Aging Perceptions Questionnaire, Image of Aging Scale, and other mental health measures like depression and life satisfaction. They used the PRISMA process to go through more than 6,400 articles and chose 13 that fit their criteria. All of the studies they reviewed showed that ageism had a harmful effect on older employees' mental health. It was linked with more depression, lower self-esteem, and less life satisfaction. However, some things helped reduce these negative effects like feeling good about one's age, emotional strength, body confidence, and being able to adjust goals when needed. The review showed that ageism is a serious problem for older employees' mental well-being. But building self-respect, emotional support, and flexible thinking can help protect them. The authors suggested that future programs should focus on improving these protective factors to help older employees live happier, healthier lives. They also said there should be more high-quality research in different regions (Kang & Kim, 2022).

A study was conducted to learn how content moderators are affected mentally and emotionally by their jobs. These are the employees who check and remove harmful or disturbing content from social media platforms. The study looked at past research involving about 100,000 moderators from different companies around the world. Instead of using just one test, they reviewed studies that had already used tools to check things like stress, anxiety, depression,

burnout, and PTSD. The researchers focused on how this job impacts moderators' emotions and what kind of support they receive at work. Many moderators were found to suffer from emotional stress, tiredness, sleep issues, and even trauma symptoms, especially when they worked long hours or didn't get enough mental health support. The study showed that being a content moderator is a tough job that can seriously affect mental health. But it also found that things like counseling, peer support, and tools like blurring disturbing images helped reduce stress. The researchers said that companies should do more to support moderators and also suggested that future studies should explore which support methods work best (Steiger et al., 2021).

A research was done to see how employees' attachment styles are connected to their psychological well-being and whether their relationship status single or in a long-term relationship makes a difference. The research included 393 employees from Italy between the ages of 18 and 62. Out of these, 237 were young employees mostly university employees and 156 were older employees. Among them, 219 were in stable relationships that had lasted at least three years, and 174 were single. To check attachment and well-being, they used two questionnaires. One measured things like personal growth, independence, and good relationships with others, while the other looked at attachment traits such as confidence, fear of closeness, and needing others' approval. The data was then analyzed to find out how these traits were linked to mental well-being in both singles and employees in relationships. The results showed that employees in long-term relationships had better mental well-being than those who were single. Single employees who felt more confident in their relationships had slightly better well-being, but those who had a high need for approval felt worse. In employees with partners, insecure attachment styles like avoiding closeness, seeking approval, or not valuing relationships were all linked to lower well-being.

Also, older employees had lower well-being than younger ones, and female employees in relationships reported less well-being than male employees. Overall, the study shows that having a secure

attachment and being in a committed relationship are good for mental health, while insecure attachments can lead to emotional difficulties whether someone is single or not. The authors suggest more research in different cultures and on how relationship quality affects mental health over time (Sagone et al., 2023).

A study was carried out to understand how stress caused by using technology known as technostress affects the mental health of postgraduate employees. The study focused on employees from higher education institutes, though the exact number wasn't shared. The study used a correlational design to explore the link between technostress and employees' psychological well-being. Instead of using one fixed tool, the researchers used a survey to measure different types of technostress. These included things like feeling overwhelmed by too much tech work, techno overload, struggling to understand how to use technological techno complexity, feeling like you always have to be connected techno invasion, fear of losing opportunities to techno insecurity, and stress from rapid tech changes techno uncertainty. The employees' answers were then compared to how they rated their mental health. The results showed that many postgraduate employees were experiencing medium-to-high levels of technostress. The most common issues were feeling mentally drained from too much tech use, not knowing how to use new tools properly, and feeling unsafe or unsure about their future because of technology. These problems were clearly linked to lower psychological well-being. The study shows that technostress is a serious concern for postgraduate employees. The researchers suggest that universities can help by providing proper training, giving better technical support, and setting healthy boundaries for tech use. These changes could really help employees stay mentally healthy in today's fast-moving digital world (Asad et al., 2023).

A research was conducted to examine the impact of social media on employees' mental health amid the COVID-19 pandemic. The research was done with university employees from a Chinese university, but the exact number of employees was not mentioned. They used self-report questionnaires to check how employees were feeling, including their well-being and COVID-related anxiety. They also asked about how employees used apps like Instagram and Twitter.

To study the connections between these things, the analysts employed structural equation modeling. The results showed that the effects of social media use were different for each group. For example, male employees who used Instagram and female employees who used Twitter showed a small link between higher well-being and lower anxiety. But for third-year employees using Twitter, more anxiety was connected to lower well-being. This study shows that social media use affects employees in different ways depending on the platform, gender, and what year they are in. The researchers said that mental health support related to social media should be made to fit each group better, so it can actually help employees during tough times like the pandemic (Yang et al., 2021).

Chaudhry et al. (2024) surveyed to find out how different kinds of support and how much employees are involved in their work affect their mental well-being. They included 309 management employees from universities in India. The researchers looked at support from four main sources: the team environment like teamwork and open communication, support from the university like help and resources, support from family, and support from friends. They used trusted scales to measure these, and all had high reliability scores. They also checked how engaged employees were in academics and how good they felt mentally. To analyze the outcomes, they applied statistical techniques such as regression and structural equation modeling to examine both direct and indirect relationships among support, engagement, and well-being. The findings showed that support from family and team members had a strong direct link to better mental well-being.

University support also helped, but only when employee's engagement wasn't included in the model. When engagement was added, university support didn't show a direct effect anymore. Support from friends didn't have a clear impact. To analyze the outcomes, they applied statistical techniques such as regression and structural equation modeling to examine both direct and indirect relationships among support, engagement, and well-being, and it fully explained how university support worked. Overall, the study shows that support from teamwork and family helps employees stay more involved in

their work, which then boosts their mental health. Support from universities is also useful, but mainly because it helps employees stay engaged. So, to help employees feel better mentally, universities should work on building strong academic teams, keeping employees engaged, and involving families.

Vallerand and his team (2024) carried out five studies to find out why some employees are happier than others. They focused on two main things: the kind of passion employees have for their activities and how self-regulation. Each study had between 251 and 526 employees. They used the Dualistic Model of Passion, which divides passion into two types: harmonious passion, where employees enjoy what they do in a healthy way, and obsessive passion where employees feel forced or overly attached to their activities. They also studied how employees deal with responsibilities either by doing them willingly, autonomously, or because they feel pressured. To measure mental well-being and emotions, they used well-known self-report tools. In the first two studies, they looked at the happiest 25% of employees and compared them with others to see how passion and regulation worked in areas like hobbies, work, chores, and relationships. In the other three studies, they used daily tracking and long-term follow-up to see how these factors affect emotional well-being over time. The results showed that the happiest employees had harmonious passion for several fun activities, but not for chores.

However, they handled chores by choosing to do them, which made them feel more in control. Employees with obsessive passion or who did things just because they had to usually experience more negative emotions. Also, those with an overall self-motivated mindset tended to be more passionate in a healthy way and had better emotional balance. In the end, the study suggests that being truly happy isn't about doing everything but about enjoying what you do and feeling in control even with boring tasks. Creating positive emotions through these habits can really improve long-term mental well-being. The authors recommend helping employees develop healthy passions and self-driven habits to support better mental health and happiness.

A study was carried out as an integrative review to find out how hospital stays affect the emotional and

mental well-being of adult employees. Instead of collecting new information, the researcher gathered and analyzed 18 studies from seven well-known research databases like Medline, CINAHL, and PsycINFO. These studies were chosen using a systematic method called the Whittemore and Knafl framework. The review investigated what causes emotional changes during hospitalization such as being admitted, how long the employees stay, getting admitted again, how hospital employees treat them, and the employees' personal background. The findings showed that staying in a hospital often leads to emotional issues like anxiety, depression, and stress. Many employees had trouble coping emotionally and mentally during their time in the hospital. This review makes it clear that hospitals should do more to support employees emotionally. Things like better communication, showing kindness, and giving personal attention can really help reduce stress. The study also pointed out the need for more research to develop ways to help employees manage their emotional health both during and after their hospital stay (Alzahrani, 2021). They did a study to find out how young employees' feelings about their financial situation relate to their happiness and mental well-being. They also wanted to see if the way employees deal with uncertainty affects this relationship. The study included 452 young employees aged 20 to 27 from Italy and Portugal. The researchers used well-known surveys to measure how satisfied employees were with their finances, their overall happiness, along with their mental wellness, such as experiencing a sense of meaning and self-improvement. They also looked at how employees react to uncertain situations and grouped them into four types: those who feel anxious about uncertainty, those who are okay with it, those who see things in black-and-white, and those who are more flexible in their thinking. They analyzed the data to check whether financial well-being affected happiness and mental well-being differently for each group. The results showed that employees who felt good about their financial situation were generally happier, no matter how they felt about uncertainty. However, when it came to deeper psychological well-being, like meaning in life, the effect of financial well-being was stronger or weaker depending on the employees' attitude toward uncertainty.

The study shows that while money satisfaction helps boost general happiness for everyone, it has different effects on deeper mental health depending on how employees think and react to uncertainty. So, support programs should be designed to fit different thinking styles to help improve mental well-being more effectively (Iannello et al., 2021).

Absenteeism

This study was a review that looked at how an employee's social and economic background known as socioeconomic status or SES is connected to how often they miss work. The researchers looked at 55 different studies published between 1998 and 2019. These studies were from both rich and poor countries. They used different ways to measure SES, like family income, if the employees got free or reduced meals, parents' education levels, the type of job their parents had, and how poor or wealthy their neighborhood was. They also considered different types of absences, such as skipping work, being sick or being suspended. For the review the researchers looked at both quantitative data and written qualitative data to see how strongly SES was linked to employees' absences. They found that family income and whether an employee's got free lunch were stronger indicators of absence than things like parental education. The results showed that employees from poorer backgrounds were more likely to miss work. About 94% of the studies agreed with this though the strength of the link was usually small to medium.

The pattern was clear in both family level and workplace level SES, but there wasn't much research explaining why lower SES leads to more absences or whether different types of absences had different reasons. In short, the review showed that lower income and poor living conditions are strongly related to missing work. This could affect an employee's success. The authors say organizations and governments should focus more on solving these issues and do more research to understand how SES affects attendance and performance (Sosu et al., 2021).

This review was done to explore how often autistic employees miss work and what reasons are behind their absence. The researchers looked through over 4,600 articles and selected 42 studies that focused on

this topic. Most of these studies were from wealthy countries and were published in the last ten years. To collect information, the studies used things like attendance records or reports from family (Nordin et al., 2024).

The researchers grouped the findings into three parts: how common absenteeism is, what causes it and what kind of help or programs have been tested. Big studies from areas of U.S. and U.K. showed that autistic employees miss more work compared to others. Common reasons included mental health struggles, other developmental conditions, being bullied and workplaces not being fully prepared to support autistic employees. However, only a few studies tried out support programs, and those were usually small in size. Overall, the review showed that missing work is a serious issue for many autistic employees and is caused by both personal and workplace related problems. But there is still very little proof on what solutions really help reduce this problem. The authors said more research is urgently needed to understand the reasons behind absence in autistic employees and to find effective ways to support them better in work (Nordin et al., 2024).

This study looked at how employee's absenteeism in U.S. organizations changed after the COVID-19 pandemic. Researchers utilized state-level data to analyze the count of employees who experienced chronic absenteeism meaning they missed at least 10% of the year before the pandemic in 2018–2019 and after workplaces reopened in 2021–2022. The research discovered that chronic absenteeism rose by 13.5 percentage points, nearly twice the earlier rate. This means around 6.5 million more employees were missing work often. The biggest reason behind this rise was how long workplaces stayed closed during the pandemic. Other factors like the number of COVID cases, mask rules, or changes in employee's mental health were not directly linked to the increase in absences. The findings show that many more employees have been missing work since the pandemic, which makes it harder for them to recover in performance, even with extra help like training. The study suggests that organizations should focus more on attendance and find ways to bring back employees who are missing too many days, so gaps can be closed (Dee, 2024).

They conducted a systematic review to analyze the impact of COVID-19 on healthcare employees' attendance during the pandemic. They reviewed 19 research studies from the PubMed database, all published by February 2023. These studies focused on hospital employees and looked at how often they were absent from work due to COVID-19, how long they stayed away and what factors influenced these absences like their job roles, departments, contact with COVID-19 patients, and testing methods. For their analysis the researchers collected details such as how many employees were absent, how many days they missed, and whether things like vaccination, use of protective equipment, or return to work rules made a difference. The results showed that before vaccines were available, healthcare employees who got COVID-19 were often absent for anywhere between 6 to 33 days. The number of absences during COVID-19 was much higher than during regular flu seasons. Absences were more common among older employees, those with more experience and those working in high-risk areas.

However, those who were vaccinated, followed regular testing even without symptoms, and properly used PPE were less likely to miss work. The review concluded that COVID-19 caused serious employee shortages in healthcare, which made things harder for hospitals. The authors suggested that to avoid this in the future, hospitals should focus on real time monitoring of employees' health, ensure vaccines and PPE are available, and improve return to work policies (Maltezou et al., 2023).

This research looked at how missing work affects employee's performance results and whether the reason for being absent makes a difference. The study used data from 4,419 employees in Scotland and followed them through their years. Instead of just counting how many days employees missed, the researchers looked at different types of absences like skipping work, truancy, being sick, family issues, or taking holidays during work time. The results showed that most types of absences, especially skipping work, illness, or family problems, were linked to lower scores in national exams. These kinds of absences had a stronger negative effect on performance compared to absences for family holidays. Employees who missed work because of planned holidays didn't do as badly, maybe because

they could catch up on what they missed. In short, the study found that missing work in general is harmful to performance, but some reasons for being absent are worse than others. Truancy and sickness hurt performance more. The authors suggest that organizations should focus not only on how many days an employee misses but also on why they were absent. This can help create better support for those who really need it (Klein et al., 2022).

This research was done to find out if employees who are content with their jobs are less prone to being absent from work. The research included 198 employees from 12 public senior high schools in Bekasi, West Java, Indonesia. The employees were selected using a specific sampling method. The researchers gave out a survey with two main parts. One part asked questions about how happy the employees were with their jobs like how comfortable they felt at work, how secure they felt about their job, and their overall attitude. The other part asked about their attendance, like how often they missed work without a reason, failed to complete their tasks, or got into trouble because of being absent often.

To analyze the answers, the researchers used different statistical tools, such as path analysis and regression tests, to see if job satisfaction had an effect on absenteeism. The results indicated a definitive outcome: employees who experienced greater happiness and job satisfaction were less inclined to miss work. Among the satisfaction factors, having a positive attitude played the biggest role in reducing absences by about 33.8. On the other hand, missing tasks was the most common form of absenteeism. In conclusion, when organizations make the environment better, give employees confidence in their work, and help them build a positive mindset, they are more prone to come to work regularly. The study suggests that leaders should improve working conditions and make sure employees feel valued to reduce absenteeism (Utami et al., 2021).

This research looked at how being in a leadership or supervisory position can impact an employee's health behavior at work specifically whether they take days off when sick called sickness absenteeism or keep working even when they're sick called sickness presenteeism. The study used a large set of real workplace data from Germany. Having a leadership role might motivate someone to be more active and

take fewer sick days, but at the same time, it can bring extra stress like always needing to be available and dealing with tight schedules. These pressures can lead to employees working even when they're unwell. To find out if this was true, the study looked at how holding a leadership position affected sick leave and working while sick. It also checked if being constantly available and feeling time pressure helped explain these effects. The findings showed that employees with leadership roles were less likely to take time off when they were sick but they were more likely to come to work even when they didn't feel well. This was mostly because of the stress that comes with their job, such as needing to be reachable all the time and having too much work to finish in little time. In short, leaders may avoid sick leave because they feel responsible and committed, but they may also harm their health by continuing to work while ill. The study suggests that organizations should help their leaders by managing their workload and giving them support to stay healthy (Funk, 2024).

This research was done in Denmark to find out how different types of workplace relationships referred to as workplace social capital affect employee's absenteeism in public sector jobs over time. The researchers used long-term data from employees working in local government departments. They looked at four types of relationships: Bonding strong ties between coworkers in the same team, bridging connections between people in different teams, Direct leader linking trust and communication between employees and their immediate supervisor, Top-level linking relationships between employees and senior managers. They checked whether these different relationships could predict how often employees will be absent from work in the future. The findings showed that Bridging, direct leader connections, and top-level connections were all associated with reduced absenteeism. In simple words, employees who had strong links with other teams, their bosses, and upper-level management were less likely to take time off. However, just having close relationships within their own team bonding didn't have any real effect on absenteeism. In short, this study shows that for public sector employees, building trust and good communication across teams and with leadership helps reduce absence. It's not just about good teamwork within one group, it's also

about feeling connected to the whole organization (Pihl-Thingvad et al., 2024).

The study focused on something called OCB-I which stands for interpersonal citizenship behavior. This means how often team members support or help one another at work. The researcher compared this behavior with how often team members were absent. The results showed that when teams were more helpful to each other, they had lower absenteeism the next time. But when employees started missing more work, team helping behavior got worse later. So, both things affect each other: teamwork helps reduce absence, but if employees are often absent, it hurts teamwork. The main idea is that when a workplace encourages helpful and caring team behavior, employees feel more supported and miss work less often. Managers should try to create a team environment where employees support one another to keep absenteeism low and teamwork strong.(Tremblay, 2024).

Zieringer and Zapf (2024) did a study to find out if employees Assistance Programs (EAPs) help employees do better at their jobs, feel healthier, and take fewer days off. They looked at two groups of employees: one group of 73 people who joined the EAP and another 134 people who didn't, used as a comparison group. The study lasted for four weeks and then continued for six months to check if there were any long-term effects. To measure results, the researchers used some trusted workplace tools. This helped them understand how well the employees were performing at work. They also tracked heart rate and heart rate variability using smartphones to see if physical health improved. The findings showed that the employees who used the EAP had better work performance and productivity than those who didn't, both after 4 weeks and after 6 months.

However, there wasn't a big drop in absences, and the heart-related data didn't show major changes either. Interestingly, employees who needed many counseling sessions in the first month had lower productivity, which might mean they were dealing with bigger problems from the start. In short, the study found that EAPs can help employees work better, but they don't always lead to fewer absences or big changes in physical health right away. The researchers also said that using heart data in workplace studies is a smart idea. Overall, EAPs

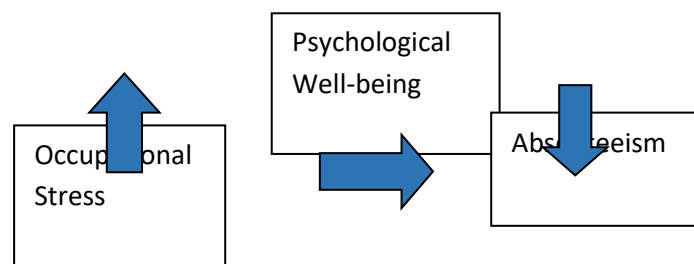
could bring big productivity benefits up to \$15,600 per employees each year.

Rationale

Organization is essential to boosting any nation's economy. The status of employees is like the backbone of the organization, but if the psychological well-being of employees is low, then the productivity of the organization will also be low (Aronsson et al., 2021), they used social support as a

mediator and suggested to check the role of another psychological phenomenon between occupational stress and absenteeism. I will take psychological well-being as a mediator between occupational stress and absenteeism. Employees in an organization face a lot of stress, high workload, poor work-life balance and low supervisor support. My research will fill this gap that organizations need to understand that improving mental health policies will also reduce absenteeism rates.

Conceptual Framework



Method

Study Design

This study will have a cross-sectional design. Data from a sample of 300 employees will be gathered at one point in time under this design. This method is suitable for analyzing the connections among absenteeism, psychological health, and occupational stress, giving a snapshot of these factors as they are at the moment.

Sample

Purposive sampling, a non-probability sampling technique, will be used to select participants. This approach entails specifically selecting workers who satisfy predetermined standards for job attendance and exposure to occupational stress. Participants are more likely to offer accurate and pertinent information about the research variables when purposive sampling is used.

Inclusion Criteria

Employees from a variety of sectors and industries who have worked for their current company for at least six months will be considered for inclusion. This criterion guarantees that participants are exposed to stressors at work in sufficient amounts.

Exclusion Criteria

To ensure consistency and accuracy in the statistics, employees who are now on long-term leave, such as maternity or medical leave, will be omitted. Those who have physical limitations or mental health disorders that may influence absenteeism apart from work-related stress will also not be allowed.

Sampling Technique

The study used a purposive sampling technique, which is subtype of convenience sampling and falls under the category of non-probability sampling methods. In purposive sampling technique, participants are chosen based on specific characteristics relevant to the research objectives.

Research Objectives

1. To investigate the connection between occupational stress and absenteeism among employees.
2. To investigate the impact of occupational stress on employees' psychological well-being.
3. To assess how psychological well-being influences the link between absenteeism and occupational stress.

Research Hypothesis

H1: Occupational stress will be negatively related to psychological well-being.

H2: Psychological well-being will be negatively related to absenteeism.

H3: Psychological well-being will play the mediating role between occupational stress and absenteeism.

Operational Definitions**Occupational Stress**

The Perceived Stress Scale (PSS) is a tool for measuring stress. First developed in 1983, the tool continues to be used extensively to help us understand how different situations affect our feelings and perceived stress. The questions on this scale center on your feelings and thoughts during the previous month. You will be asked to rate how often a particular thought or emotion occurs each time. Although some of the questions are identical, there are differences between them, and you should treat each one as a separate question.

Psychological Well-being

This study used a shorten version of the Psychological Well-being Scale developed by Ed Diener and Robert Biswas-Diener. This scale has 8 items with responses on a 7-point Likert scale ranging from "strongly disagree" to "strongly agree." This scale measures a person's total emotional and mental well-being, taking into account things like autonomy, meaningful connections, self-acceptance, and life purpose. The questions evaluate the respondent's perspective on their life and mental health during the past several weeks. Regardless of how similar some items may seem; each one must be evaluated separately. Improved psychological well-being is shown by higher ratings, which reflect a more positive emotional state and improved capacity to cope with obstacles in life and at work.

Absenteeism

The present study employed by an EAS(employee absenteeism scale) version of the absenteeism survey developed by Nicholson and Payne (1987) to ascertain the frequency and reasons of employee's absences. The modified version assesses 13 questions on a 5-point Likert scale (from "certain to

be absent" to "certain to go to work") that cover a range of absence causes, such as personal issues, illness, and schedule conflicts. Participants are asked to rate the frequency of absences from work for each of the reasons stated over a given time frame. It is possible to gather accurate data on the amount and type of absenteeism using this self-report approach. Higher scores correspond to higher levels of unscheduled or problematic absences from work.

The survey's operational definition describes how psychological well-being, absenteeism, and occupational stress will be measured and evaluated. It ensures that the relevant variables are precisely specified and applied uniformly to every participant. This structural approach helps to achieve the goals of the study by offering a reliable framework for evaluating the relationship between occupational stress, absenteeism, and psychological well-being's mediation role.

Research Instruments**Occupational Stress**

The study measured occupational stress using the Perceived Stress Scale (PSS-10), which was developed by Cohen, Kamarck, and Mermelstein (1983). This commonly used tool comprises ten items intended to assess how much people believe their lives particularly their workplace, are unexpected, overwhelming, and uncontrollable. To score their experiences over the past month, respondents use a 5-point Likert scale, where 0 means never and 4 means very often. The scale minimizes response bias by including items with both positive and negative wording. Higher scores indicate higher levels of occupational stress. The total score serves as an assessment of experienced stress. Cronbach's alpha ratings for the PSS-10 typically range from 0.67 to 0.91, indicating strong psychometric qualities and good internal consistency across a variety of demographics. This scale, which measures employees' subjective stress experiences across various occupations and industries, is very helpful in workplace research.

Psychological Well-being

This study employed the shorten form of of Ed Diener and Robert Biswas-Diener's Psychological Well-being Scale (PWBS), which evaluates mental

and emotional functioning in a number of dimensions. A seven-point Likert scale is used to rate each of the scale's eight items, where 1 represents "strongly disagree" and 7 represents "strongly agree." Key components of psychological well-being are evaluated by the tool, such as self-acceptance, autonomy, life purpose, personal development, and healthy relationships. Every response from the participants is based on their most recent perceptions and experiences. Even if some statements may seem identical, each question is handled separately and is addressed on its own. Based on Cronbach Alpha scores between 0.70 and 0.85, the scale's abbreviated form has demonstrated strong psychometric properties. Higher ratings signify psychological well-being, which includes improved resilience, emotional control, and job and life satisfaction.

Absenteeism

This study used a 13-item survey EAS(employee absenteeism scale) that was modified from the Nicholson and Payne (1987) tool to measure absenteeism. This tool is intended to evaluate the frequency of absences from work as well as the causes behind them. Respondents assess each item on a 5-point Likert scale, where 1 means "certain to go to work" and 5 means "certain to be absent." The elements include a variety of circumstances that affect absenteeism, including personal concerns, family obligations, transportation difficulty, illness, and other situational or workplace conditions. To accommodate for absences brought on by conflicts with other duties pertinent to general employees, one more item was added. The scale offers a practical and structured method of identifying patterns of absence behavior. It has demonstrated good internal consistency in previous research, with Cronbach's alpha values typically above 0.70. Higher scores represent more frequent or likely absenteeism, while lower scores reflect stronger work attendance and job engagement.

Procedure

Three standardized questionnaires measuring the three main variables in this study absenteeism, psychological well-being, and occupational stress were used to gather data. Every variable was

evaluated using a distinct, validated, and clinically sound psychometric instrument. To gather basic background information, a demographic section of the survey was also included. This section asked about the participants' age, gender, occupation, level of education, and work experience. The public, service, and industrial sectors were the three from which participants were chosen. Permission from the relevant authorities in each organization was sought before dissemination. Each participant was fully informed about the purpose of the study, that participation was voluntary, and that their responses would be kept private. Before distributing the surveys, informed consent was acquired.

Depending on the participants' convenience and accessibility, the questionnaires were distributed both online and on paper. To promote truthful and comprehensive answers, the framework was maintained straightforward and easy to use. To ensure data accuracy, questionnaires that were either incomplete or poorly completed were excluded from the final analysis. This procedure was employed to ensure an accurate and dependable data collection for examining the relationships between absenteeism, psychological health, and occupational stress among employees across different industries.

Results

Demographic Profile

The demographic profile offers crucial details about the characteristics of the research participants. There were 300 responders in all, representing a range of professional backgrounds. Gender distribution was reasonably balanced, with 164 respondents (54.7%) being male and 136 respondents (45.3%) being female. Regarding age, the majority of participants (43.3%) belonged to the 31-40 years age group, followed by 26.7% aged between 20-30 years, and 29.7% between 41-50 years. Educational background showed that 17% of the respondents had completed intermediate education, 44.7% were graduates, and 38.3% held postgraduate degrees. When asked about their occupational sector, participants revealed that 34.3% were employed in the service sector, 33.7% were in the private sector, and 32% were in the industrial sector. Of the respondents, a sizable percentage (51.3%) had 0-5 years of work experience, 32% had 6-10 years, and

16.7% had 11–15 years. According to these demographics, the sample is balanced and diversified, making it appropriate for examining the

connections between absenteeism, psychological health, and occupational stress

Table 1

Descriptive of Demographic Variables

Variable	Category	Frequency	% of Sample	Mean (S.D)	Skewness	Kurtosis
Gender	Female	136	45.3%	1.45 (0.50)	0.19	-1.98
	Male	164	54.7%			
Age	20–30	80	26.7%	2.03 (0.75)	-0.050	-1.227
	31–40	130	43.3%			
	41–50	89	29.7%			
Education Level	Intermediate	51	17.0%	2.21 (0.71)	-0.34	-1.00
	Graduation	134	44.7%			
	Post-Graduation	115	38.3%			
Occupation	Service sector	103	34.3%	2.00 (0.71)	-0.331	-0.933
	Private sector	101	33.7%			
	Industrial sector	96	32.0%			
Work Experience	0–5 years	154	51.3%	1.65 (0.75)	0.67	-0.93
	6–10 years	96	32.0%			
	11–15 years	50	16.7%			

Note. M = Mean, S.D = Standard Deviation.

Descriptive Statistics of Study Variable

Table shows descriptive statistics (Mean, SD, Skewness, Kurtosis) for each item of the scales. Occupational Stress Scale (10 items: Os1–Os10), Absenteeism Scale (13 items: A1–A13), and Psychological Well-being Scale (8 items: Pw1–Pw8).

Table 2

Descriptive Statistics of Study Variable

Code	Statement	Mean	Std. Deviation	Skewness	Kurtosis
Os1	I have been upset because of something that happened unexpectedly?	2.22	1.147	0.283	-1.397
Os2	I felt that I was unable to control the important things in my life?	2.40	1.018	0.024	-1.133

Os3	I felt nervous and "stressed"?	2.32	1.066	0.176	-1.230
Os4	I felt confident about my ability to handle my personal problems?	2.44	1.057	0.036	-1.220
Os5	I felt that things were going my way?	2.40	1.085	0.045	-1.295
Os6	I found that I could not cope with all the things that I had to do?	2.45	1.085	0.041	-1.228
Os7	I have been able to control irritations in my life?	2.45	1.085	0.045	-1.295
Os8	I felt that I was on top of things?	2.41	1.041	0.045	-1.187
Os9	I have been angered because of things that were outside of my control?	2.41	1.016	0.032	-1.138
Os10	I felt difficulties were piling up so high that I could not overcome them?	2.45	1.027	0.040	-1.138
A1	I am likely to be absent from work if I have ongoing conflicts with coworkers.	1.88	0.729	0.006	-1.150
A2	I am likely to be absent from work if I have a serious disagreement with my supervisor.	2.70	1.099	0.388	-0.385
A3	I tend to skip work if I feel demotivated or uninterested in my tasks.	2.57	1.114	0.628	-0.425
A4	I would be more likely to be absent if the work environment is stressful or unsupportive.	2.64	1.141	0.462	-0.583
A5	I am likely to miss work if I feel dissatisfied with my job.	2.67	1.183	0.475	-0.633
A6	I am likely to be absent if I feel there is no opportunity for advancement in my role.	2.67	1.170	0.444	-0.606
A7	If I feel my work is not appreciated, I am more likely to be absent.	2.73	1.121	0.440	-0.649
A8	I am likely to be absent if I am physically ill or not feeling well.	2.70	1.134	0.409	-0.641
A9	I am likely to miss work if there is a family emergency or urgent personal matter.	2.65	1.140	0.474	-0.539

A10	If I have trouble arranging childcare or care for a dependent, I am likely to be absent from work.	2.70	1.134	0.409	-0.641
A11	If I face significant domestic or relationship issues, I may miss work.	2.65	1.140	0.472	-0.617
A12	If I am struggling with my mental health, I am likely to be absent from work.	2.67	1.140	0.397	-0.715
A13	If I face problems with my commute (e.g., vehicle issues or public transport delays), I may miss work.	2.67	1.140	0.451	-0.700
Pw1	I lead a purposeful and meaningful life.	2.99	1.186	0.391	-0.788
Pw2	My social relationships are supportive and rewarding.	3.00	1.188	0.391	-0.788
Pw3	I am engaged and interested in my daily activities	3.18	1.609	0.498	-1.079
Pw4	I actively contribute to the happiness and well-being of others	3.32	1.609	0.498	-1.079
Pw5	I am competent and capable in the activities that are important to me	3.40	1.619	0.396	-1.052
Pw6	I am a good person and live a good life	3.36	1.664	0.277	-1.140
Pw7	I am optimistic about my future	3.46	1.645	0.277	-1.140
Pw8	People respect me	3.52	1.716	0.105	-1.283

Partial Least Square Structural Equation Modeling

Two models the measurement model and the structural model were investigated in the partial least square structural equation modeling technique.

Measurement Model

Two analyses common factor analysis and confirmatory factor analysis (CFA) were carried out in the measurement model. These analyses were carried out, and the specifics are shown one by one below. Common Factor Analysis. In a measurement model, common factor analysis is the initial stage. At this point, all of the research constructs' observable variables have been validated. Outer loading of observable variables is assessed for this purpose. The observed variables' correlation with their corresponding latent construct is indicated by outer loadings. The criterion states that an item is

dropped if the outer loading value is less than 0.50 (Hair, Ringle, & Sarstedt, 2013). The study variables (absenteeism, psychological well-being, and occupational stress) have a shared factor analysis as follows.

Occupational stress. OS stands for occupational stress, and it is the study's first variable. 10 items OS1, OS2, OS3, OS4, OS5, OS6, OS7, OS8, OS9, and OS10, are used to quantify occupational stress. Every item has an outside loading more than 0.50, thus none are dropped because of inadequate outer loading. These goods have an outside loading range of 0.75 to 0.80. The results are shown in the table below

Table 3

Outer loading of Occupational Stress

Item	Outer Loading
OS1	0.80
OS2	0.80
OS3	0.78
OS4	0.80
OS5	0.78
OS6	0.79
OS7	0.77
OS8	0.75
OS9	0.78
OS10	0.77

Note. OS = Occupational Stress.

Psychological Well-Being. PW stands for psychological well-being, the study's second variable. There are 8 items used to measure psychological well-being: PW1, PW2, PW3, PW4, PW5, PW6, PW7, and PW8. Every item has an outside loading more than 0.50, thus none are dropped because of inadequate outer loading. These goods have an outside loading range of 0.83 to 0.91. The results are shown in the table below.

Table 4

Outer Loading of Psychological Well-Being

Item	Outer Loading
PW1	0.83
PW2	0.91
PW3	0.86
PW4	0.88
PW5	0.87
PW6	0.87
PW7	0.88
PW8	0.84

Note. PW = Psychological well-being

Absenteeism. Absenteeism is the third variable in the study and is represented by the letter A. The 13 items (A1, A2, A3, A4, A5, A6, A7, A8, A9, A10, A11, A12, and A13), which are used to quantify absenteeism, are not dropped. These participants outer loading ranges from 0.77 to 0.80. The following table presents the results

Table 5

Outer Loading of Absenteeism

Item	Outer Loading
A1	0.86
A2	0.85
A3	0.77
A4	0.81
A5	0.82
A6	0.80
A7	0.79
A8	0.82
A9	0.80
A10	0.79
A11	0.80
A12	0.82
A13	0.80

Confirmatory Factor Analysis. Confirmatory factor analysis (CFA) of all latent variables such as

absenteeism, psychological well-being, and occupational stress was investigated in the second step. All latent variables can have their internal consistency, convergent validity, and discriminant validity examined with the help of confirmatory factor analysis. 31 items included in study (outer loading > 0.50). Confirmatory factor analysis is as follows.

Internal Consistency. The theoretical model's internal consistency (reliability) was examined. Internal consistency is tested using two techniques (i.e. Cronbach alpha and composite reliability). These are listed below.

Cronbach Alpha. The internal consistency is first tested using Cronbach alpha. By using correlation between study variables and assuming that each variable has equal dependability, Cronbach alphas provide an estimate of reliability. The range of the research variables' Cronbach alpha was 0.93 to 0.95. The results show good internal consistency because the variables' Cronbach alpha is higher than the 0.70 criterion suggested by Fornell and Larcker (1981). The results are displayed in the table below.

Table 6
Results of Cronbach Alpha

Variable	Cronbach Alpha
Occupational Stress	0.93
Psychological Well-Being	0.95
Absenteeism	0.95

Composite Reliability. The internal consistency of study variables is tested using composite reliability. Composite reliability is measured using outside loadings. Results for composite reliability fall between 0.94 and 0.96, indicating strong internal consistency because they are superior than (Arnold & Reynolds, 2003) suggested 0.70. The results are displayed in the table below.

Table 9
Results of Discriminant Validity

Constructs	OS	PW	A
Occupational Stress	0.78		0.60***
Psychological Well-Being	-0.85***	0.87	-0.67***

Table 7
Results of Composite Reliability

Variable	Composite Reliability (CR)
Occupational Stress	0.94
Psychological Well-Being	0.96
Absenteeism	0.96

Convergent Validity. Convergent validity is tested using average extracted variance (AVE). The range of AVE values is 0.62 to 0.75. Since the AVE findings are over the 0.50 criterion, it exhibits strong convergent validity (Mitral et al., 2016). The results are displayed in the table below.

Table 8
Results of Convergent Validity

Variable	Average Extracted Variance (AVE)
Occupational Stress	0.62
Psychological Well-Being	0.75
Absenteeism	0.66

Discriminant Validity. Lastly, the degree of variation between measures of various constructs is a concern of discriminant validity. The discriminant validity is tested using the Fornell and Larcker approach. This approach compares the correlation values of variables with the square root of the average extracted variance (AVE) of the variables. The square root of AVE is higher than the correlation values of the research variables, according to the results. The square root of the AVE of the corresponding variable is shown by bolded numbers on the diagonal. The square root of AVE is displayed by diagonal values. The results were displayed in the table.

Absenteeism

0.81

***Correlation is significant at the 0.001 level (2-tailed)

Summary of Measurement Model. The following table summarizes all of the measurement model's findings, including confirmatory and common factor analyses.

Table 10

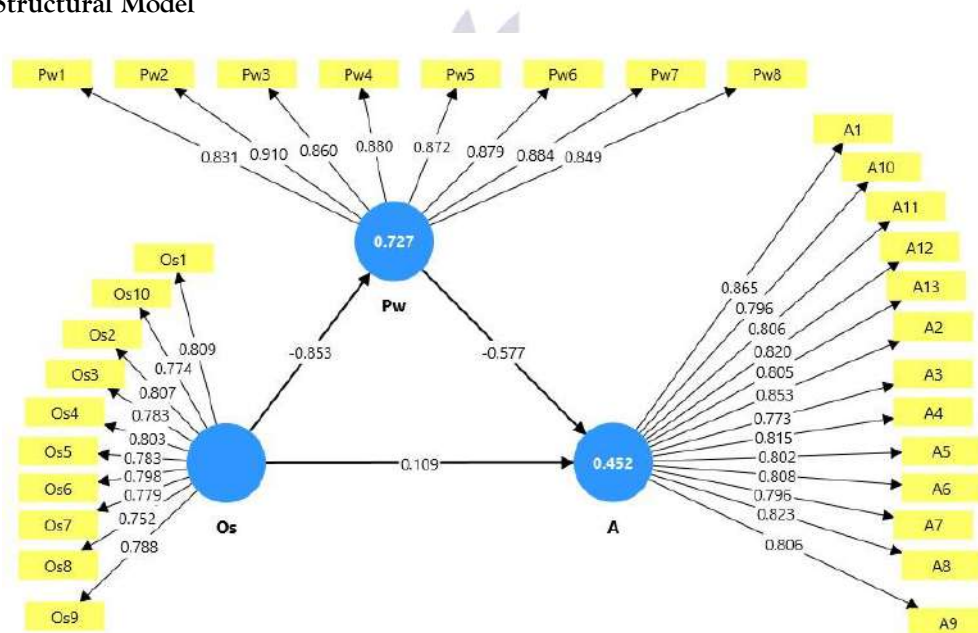
Summary of Measurement Model

Latent Variables	Items Retained	Outer Loading	Cronbach's Alpha	CR	AVE
Occupational Stress	OS1, OS2, OS3, OS4, OS5, OS6, OS7, OS8, OS9, OS10	0.75 – 0.80	0.93	0.94	0.62
Psychological Being	Well- PW1, PW2, PW3, PW4, PW5, PW6, PW7, PW8	0.83 – 0.91	0.95	0.96	0.75
Absenteeism	A1, A2, A3, A4, A5, A6, A7, A8, A9, A10, A11, A12, A13	0.77 – 0.80	0.95	0.96	0.66

Structural Model

The structural model is assessed for research hypotheses following a comprehensive review of the measurement model.

Figure 4.1: Structural Model



Specification of Structural Model. In Table 1, the structural model is displayed. The mean score of latent variables is displayed by the structural model. The exogenous variable (independent variable) among these is occupational stress. Absenteeism and psychological health are endogenous variables (dependent variable).

Exogenous Variable. Occupational stress is one of the exogenous variable in this study. OS stands for occupational stress, which is quantified using 10 items.

Endogenous Variables. The two endogenous factors in this study are absenteeism and psychological well-being. psychological well-being is the primary

endogenous variable. It is represented as PW and measured using 8 items.

The second endogenous variable is absenteeism. 13 items are used to measure absenteeism, and an A is assigned.

Hypotheses Testing (Direct Effect). Lastly, structural models are used to test theories. Each hypothesis's findings are shown below.

H₁: Occupational stress will be negatively related with psychological well-being. It is hypothesized that psychological well-being and work stress are thought to be significantly correlated. The results showed a negative relationship between psychological well-being and occupational stress ($\beta = -0.85$, $p < 0.00$).

H₂: Psychological well-being will be negatively related with absenteeism. It is hypothesized that psychological well-being has a significant relationship with absenteeism. Results revealed that $\beta = -0.57$, $p < 0.00$ which showed that psychological well-being will be negatively related with absenteeism.

H₃: Psychological well-being will play the mediating role between occupational stress and absenteeism. It is hypothesized that The association between absenteeism and occupational stress is mediated by psychological well-being. The findings indicated that psychological well-being will act as a mediator between absenteeism and occupational stress ($\beta = 0.49$, $p < 0.00$).

Table 11

Hypothesis Results

Hypothesis	Path	Path Coefficient	Standard Error	t Statistics	p Value	Decision
H1	OS-> PW	-0.85	0.01	51.23	0.00	Accepted
H2	PW-> A	-0.57	0.07	7.69	0.00	Accepted

Notes. Statistics = test statistics; p Value = probability value.

Mediation Analysis (Indirect Effect). **H₃:** Psychological well-being mediates the relationship between occupational stress and absenteeism. The bootstrapping method was used to estimate the path model before starting the mediation investigation. First, the direct relationship between absenteeism (A) and occupational stress (OS) was examined without a mediator. The results revealed that the direct path (OS → A) was statistically non-significant ($\beta = 0.109$, $p = 0.197$). This indicated that occupational stress alone does not directly predict absenteeism, suggesting the potential role of a mediator. Following this, psychological well-being (PW) was introduced into the model as a mediating variable. A substantial indirect effect was found in the bootstrapping findings for the indirect path (OS → PW → A), with a path coefficient of $\beta = 0.492$, $t = 7.043$, and $p = 0.000$. This offers compelling

statistical proof that the association between absenteeism and occupational stress is mediated by psychological well-being. As suggested by Hair et al. (2014), the Variance Accounted for (VAF) was computed to ascertain the strength of the mediation. The mediation is categorized as full mediation since the indirect effect remained extremely significant while the direct path became non-significant. This indicates that the only way that occupational stress affects absenteeism is by affecting psychological health.

The Job Demands-Resources (JD-R) Model, which highlights how job demands like stress can affect employee's outcomes like attendance, mostly by draining personal psychological resources, is consistent with these findings. Therefore, one important route via which occupational stress influences absenteeism is psychological well-being.

Table 12

Mediating relationship OS>PW>A

Direction	Effect	Path coefficient	T statistics	Remark	VAF=I.E /T.E
OS>A	Indirect effect	0.49	7.04	Significant	82%
OS>PW>A	Direct effect			Full meditation effect	Strongly mediation effect

Summary of Hypotheses. Summary of all hypotheses is presented in the following table.

Table 13

Summary of Hypotheses

Hypothesis Statement	Result
H1 Occupational stress will be negatively related with psychological well-being.	Accepted
H2 Psychological well-being is negatively related with absenteeism.	Accepted
H3 Psychological well-being will play the mediating role between occupational stress and absenteeism.	Accepted

Discussion

The current study offers significant insights into the intricate interaction among psychological well-being (PW), occupational stress (OS), and absenteeism (A), with important ramifications for both employees well-being and organizational functioning. The Job Demands-Resources (JD-R) Model (Demerouti et al., 2001) served as the foundation for this study and describes how an imbalance between job demands and available resources might result in detrimental behavioral and psychological effects. The findings supported the initial hypothesis (H1), which suggested a significant negative relationship between occupational stress and psychological well-being. The results indicated that OS had a significant and adverse impact on PW ($\beta = -0.853$, $p < 0.000$), implying that employees experiencing high levels of stress at work generally scored lower in psychological well-being.

This aligns with previous studies and the JD-R model, which indicates that psychological strain can arise when an employee's emotional and cognitive resources are depleted due to high job demands (like

workload, pressure, and insufficient support. With a substantial negative correlation between psychological well-being and absenteeism ($\beta = -0.577$, $p < 0.000$), the second hypothesis (H2) was likewise supported. This implies that absenteeism is correlated with psychological well-being. Workers who experience mental and emotional suffering are more prone to miss work, which could be caused by exhaustion, burnout, or a loss of drive.

This result is consistent with earlier studies that demonstrate psychological well-being acts as a buffer against occupational withdrawal and disengagement. The third hypothesis (H3), which suggested that the association between absenteeism and occupational stress is mediated by psychological well-being. The indirect effect (OS $\rightarrow$ PW $\rightarrow$ A) was substantial ($\beta = 0.492$, $p < 0.000$), supporting the mediation. This indicating that the main way that work-related stress raises absenteeism is via negatively affecting psychological health. These results highlight how important psychological health is in preventing stress and disengagement from one's job. Even little stress can result in higher absenteeism when workers'

health is jeopardized. This is congruent with the JD-R paradigm and the larger body of psychological literature, which emphasizes how crucial it is to maintain mental health in order to sustain regular attendance and productivity. The sample included 300 workers from various sectors, featuring a balanced gender distribution (45.3% female, 54.7% male) across industrial, private, and service industries. The sample included 300 workers from diverse industries, such as industrial, private, and service, with a balanced gender distribution of 45.3% female and 54.7% male.

With the majority of respondents being between the ages of 31 and 40 (43.5%) and having 0–5 years of work experience (51.3%), they offered a variety of perspectives on the dynamics of performance and workplace stress. A varied experience of working problems and emotional resilience among participants was suggested by descriptive statistics that showed a moderate level of occupational stress (mean ~ 2.4), moderate absenteeism (mean ~ 2.6 – 2.7), and relatively high psychological well-being (mean ~ 3.3 – 3.5). Collectively, these findings emphasize the need for organizations to prioritize investments in psychological support systems, including mental health resources, stress management initiatives, and work-life balance strategies. By alleviating job-related stress and encouraging mental health, employers can greatly decrease absenteeism and nurture a more vibrant, involved workforce.

Practical Implications

This research provides valuable insights for organizations aiming to reduce absenteeism and enhance employee well-being. To achieve this, organizations should implement clear workplace policies and mental health programs, such as employee assistance services, counseling, and stress management training. Balancing job demands and resources through fair workload distribution, proper staffing, and necessary tools is also crucial to prevent burnout. Offering flexible work arrangements, like remote or hybrid work options, can support work-life balance and reduce stress. Additionally, providing leadership and managerial training enables supervisors to identify early signs of stress and offer timely support. Developing recognition and reward

systems motivates employees and boosts engagement, while promoting health and wellness programs enhances psychological well-being. Fostering open communication enables early intervention and problem-solving, and tailoring strategies to specific sectors ensures effective outcomes. By implementing these strategies, organizations can create a supportive work environment that prioritizes employee well-being and reduces absenteeism.

Limitations:

This research is subject to various methodological and contextual limitations. Firstly, the cross-sectional design limits the ability to draw causal inferences regarding occupational stress, psychological well-being, and absenteeism. Secondly, the exclusive reliance on self-reported measures may introduce potential response biases, including social desirability and inaccuracies in self-assessment. Thirdly, the study did not consider potential confounding variables such as organizational structure, job role diversity, or individual personality traits, which could affect the observed relationships. Additionally, the sample was confined to employees from private, industrial, and service sectors within a single geographic and cultural context, which may limit the applicability of the findings to other occupational environments or cultural settings.

Recommendations

Organizations should reduce absenteeism by addressing work stress and improving employees' mental health. This can be done through stress management programs like resilience workshops, cognitive-behavioral training, and fair workload planning. Flexible work options such as remote work, flexible hours, and balanced task distribution can also help employees manage both work and personal life more effectively. Clear and open communication between managers and staff is important for identifying stress early and solving problems together. Recognition and reward systems (monetary or non-monetary) can motivate employees and make them feel valued. Training managers to notice stress, provide support, and fairly distribute resources will strengthen trust and create a healthier, more productive work environment. Future studies should use long-term methods to

better understand how stress, mental health, and absenteeism are connected over time. Research should also be carried out in different industries and cultures for broader results. Using both self-reports and objective data (like HR records) will make findings more accurate. Exploring other factors such as leadership style, coping skills, resilience, and organizational support will give deeper insights into how stress impacts employees and workplace performance.

Conclusion

Employee absenteeism (A) is significantly impacted by occupational stress (OS), and psychological well-being (PW) is a critical mediating factor in this relationship, according to this study. According to the results, workers who are under a lot of stress at work are more likely to have poorer psychological health, which further contributes to absenteeism. This pattern demonstrates how stress adversely impacts attendance and engagement at work by acting as a bridge created by the decline in mental health. Organizations must create conditions that promote emotional health and resilience. employees who are emotionally supported, balanced, and in good mental health are better able to handle work-related stress and continue to participate regularly in work-related activities. Organizations looking to lower absenteeism and maintain worker performance in the face of rising expectations must take note of these ideas. According to the study, the negative impacts of occupational stress can be considerably lessened by encouraging a work environment that places a high priority on psychological wellness. In the end, promoting well-being through stress-reduction techniques, open communication, and mental health programs may result in employees being healthier, more present, and more productive.

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