

Employees Health: Work Behavior and Organizational Performance

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Abstract

Human resource- human capital are the heart of any successful enterprise, especially in global competitive working environment. Only skilled people provide innovation , creativity and many other intangible contributions. Unlike structural capital , human capital never permanently belongs to a particular firm. Employees can walk out the door at any time unless firms find the ways of employees well beings which keeps them attached with organization .Paper summarizes the relationship and effects; between employees health and work behavior, its effects on the organizational performance. It express how employees mental and physical health impacts on the employees behavior; employees behavior how effects on the organizations performance. It describes the interplay between risk factors, cost and performance. Organizations as an employers have a responsibility to nurture employees resilience, because healthy employees are vital for increased productivity, competitiveness and well-being of the society. Healthy employees has positive attitude towards work and reduce medical care costs which results in increased organizational performance. Findings are research based , comprehensive and practical. This paper provides the means to understand the importance of the measurement and impact of health related programs on the employees on work behavior and on the organizational performance.

Key Words: Employee Health, Work Behavior , Organizational Performance

Introduction

In Today's economic uncertainty individuals, organizations and countries are adopting greater flexibility , adaptability and resilience in order to avoid setbacks. organizations moving towards competitiveness without paying due attention to employee's problems seems to be impossible for organizations. Employers have taken many measures to improve workplace health; and these measures benefits those workers who are health and performing well and those often in clinical terms , such employees need these at least that care. Employee health is becoming hard and an important economic factor of the production. Governments, economists and business are arguing that it is time to take workplace health as seriously. Workplaces health is as important as research and development , investment technology and customer relationship. Many of the workplace problems are attributed as worsen public health due to poor diets, growing obesity , smoking and poor working conditions. some workplace issues are due to growing stress , personal debt , family problems and depression. Employers, employee and government have to play their due role to solve workplace health issue. (Stephen Bevan, 2010)

Workplace health is considered by organizations beyond the duty of the care under legislation and entitlements of the workers. There are strong evidence of that, work is good for health with wealthy working conditions. Business and employee friendly actions improve job quality, working organization, and other drivers of the positive health at the workplaces. A growing number of the employers are adopting the various options for promoting health and employees well beings. Organizations have recognized that healthier employees promote healthy working environment in the organizations and healthier employees life style. Many Organizations have started several programs for employees physical and psychological health well beings. These physical and psychological employees well beings programs have effects on the employees productivity, attendance and commitment (Coats and Lekhi, 2008).

Studies show that health status of the employees directly effects on the behavior , attendance and performance of the employees. Management should understand and care about the health and other related matters of the employees. Companies should regularly measure, the health status of their employees; this should include as part of the risk management strategy of their companies. Employers should adopt Employees wellness strategies to improve the health and bottom line problems of the employees. Proper managing organizations the health risk will lowers the

organizations direct health care costs. It develops the healthier workplaces culture, employees well beings and having many indirect benefits for organizations.

The Work behavior is a behavior of the individuals that he or she possess during employment or at the workplaces. The Work behavior is more formal behavior than all other types of the behavior of the human. Further work behavior depends on the profession to profession, different types of the professions need different types of the behavior; but in its all forms it is formal and depends on the requirement of the job . workplaces need appropriate work behavior for better performance of the an employee and other collagenous. Work place behavior can be differentiate between appropriate and inappropriate work behavior. In an appropriate behavior employees and managers treat each other appropriately. In inappropriate behavior the actions of the one party are not suitable or liked by other parties. The odd Behavior of the one employee creates problems for other employees and organization; simply that behavior is not requirement of the job, customer and employers.

Organizational performance is basically analysis of the organizations performance as compared to goals of the organization and objectives. It is analysis of the achievement of the company during a particular time period. This performance of the organization can be analyzed based on different outcomes during specific period may include financial performance, market performance, shareholders value. Properly defining the performance of the organization is an open question because it rarely explicitly justified. In a business, Organizational performance is the most important feature. Management evaluates the performance time to time as compared to its competitors. The organizations performance basically evaluates an organization how efficiently it is managing its business and other related activities. It decides how much organization is effective and its management how properly is managing the matters. Performance is one type of the effectiveness with some advantages and disadvantages. Organizational effectiveness is a broader concept that captures or includes the organizational performance. Some use both performance and effectiveness as alternative.

The narrow domain of the organizational performance provides base for meaningful comparison between the industries and firms. Even in narrow domain organizational performance is not a single construct , includes finance, operations, shareholders value. Therefore for organizational performance is a multi-dimensional construct. Most organizations put innovation on the side but

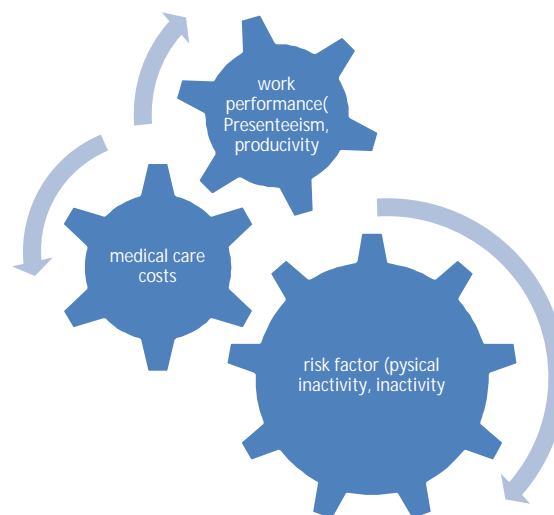
innovation is important antecedent of the organizational performance. Innovations are mostly considered as wider parts of the organizational effectiveness.

Health and Work Behavior Influences on Organizational Performance

World health organization recognizes the importance of psychological well-being, where health is complete state of physical, mental and social well beings, it is not merely the absence of the disease . The individuals with ill health decrease quality of life, lower productivity, social problems and cause vulnerability. Individuals with ill health are less likely to meet their targets and do not behave well with others including family, boss and colleagues. Therefore sound health of the employees is very necessary to perform well.

There is direct link between health factors and the health care costs. Health has influence on the work behavior , on the absenteeism and on the work productivity. Health effects on the employee medical costs and work performance. The interplay between the related risk factors and associated costs are given below:

Interplay between risk factors, cost and performance



Source: (McKinsey Global Institute. 2008)

1. Health cost drivers:

There are various forces which are responsible for increasing the health costs for organizations. The growing demand for health care services by the employees, is the most visible force. Almost All organizations have health care demands from their employees. Companies are spending billions of the dollars each year on the employees' health problems and claims. Although, These health problems are tied to physical in activity, smoking, poor nutrition, stress and other modifiable risk factors. Companies bear huge and growing health liability in the shape of the health insurance (McKinsey Global Institute. 2008).

2. Effects of health on absenteeism:

There are many causes of the absenteeism among the employees , which fall into five major categories, which are given below. The most common cause of the absenteeism is illness which is mostly thirty five percentage among the workers. The second major cause is family related issues which causes twenty five percentage of the absents, again in the family related issues the health of the family members is the most common.. Third major cause is personal needs among the employees , which is almost 18 percentage. Rest of the causes are entitlement mentality and stress, which both contribute twenty six percentage. A persons odds to become ill and stressed are based on the health risk and These are common health risks at the workplaces. Poor health is due to modifiable risk factors , therefore it is important to identify risk factors in the work force. Therefore beside many indirect effects of health, the one most common and direct effect is the absenteeism among the employees (CCH. 2007).

3. Cost of Absenteeism and presenteeism:

Absenteeism and presenteeism are major costs of the employees overall costs . These costs can be lowered through targeted interventions. It is necessary to monitor the drivers of these cots because of two major reasons for organizations and second for employees. Organizations should regularly monitor the health related absents and presenteeism. Presenteeism and absenteeism has economic impacts as well, low productivity is straight measure of the impacts of the absenteeism and presenteeism. Increased percentage of the presenters increases the productivity and increased percentage of absenteeism decreases the productivity of the organization. On the one hand the

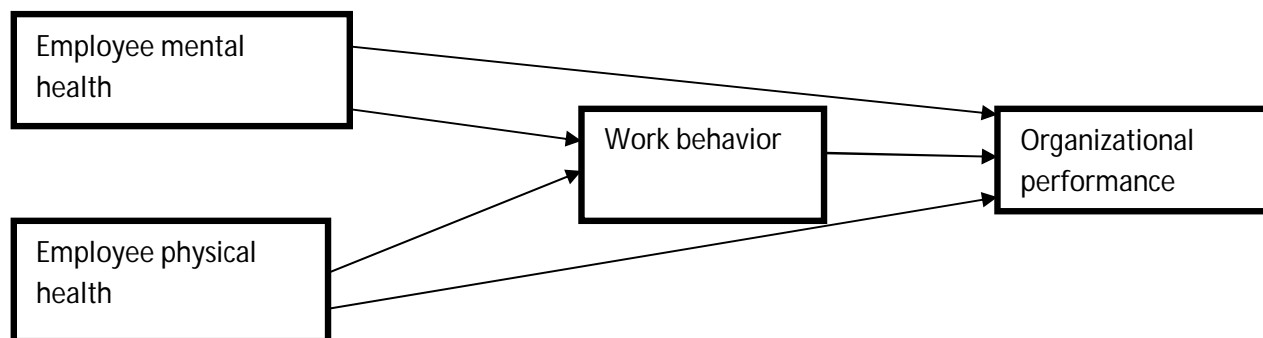
benefits of the presenters are higher than on other hand costs of absenteeism are higher, both have tradeoff between them.

4. Health effects on the presenteeism

After the strong evidence of risk factors and chronic conditions are responsible for absenteeism. There is another indicator that is lost productivity- effects of the presenteeism. Presenteeism is not only malingering and goofing off on the job. Presenteeism can be classified as being present at work but because of illness or other conditions related to health not working properly or effected performance (Hemp, P. 2004). Presenteeism is one of the most pressing lost productivity in all types of the working stations. Studies show that presenteeism cuts individual productivity likely one third and more than absenteeism. Presenteeism exceeds even more than medical care costs . Presenteeism provides the misinformation on the first hands, secondly employees charge their services as they rendered and availability, while having zero level of the performance. Presenteeism is not in the interest of the organization and coworkers.

5. Mental and Physical health Effects

Mental and physical ill-health leads to variety of the problems at the workplaces, including stress anxiety, and depression. Mental ill-health is common among male and female workers. It effects on all age groups, geographic and incomes. Mental ill health is responsible for 14% of other diseases among the human beings. Most people do not diagnosis mental health, so they do not have proper treatment (WHO 2012.). Among the various problems of ill health, it directly effects on the overall behavior of the employees, especially work behavior. The work behavior which is directly affected by ill mental and physical health cannot satisfy the working demands of an employee. This negative work behavior will effect on the overall performance of the employees. We can conclude that healthy mental and physical health has positive effects on the behavior therefore it creates positive work behavior. This positive work behavior will improve employees own performance and in the result overall performance of the organization will increase. Further This ill mental health directly effects on the work behavior negatively and in the result it effects the employees own performance and the performance of the organization. This relationship is given below in the figure no 5.1.



Source: (Designed by researcher, 2014)

Healthier behavior needs healthier employees. Employees spend their majority of the time at work places, this provides opportunity to employers to raise the awareness about health of the employees. Employees health have multiply effects because employees integrate their health and well beings into their families and communities. Mental health creates a counterproductive behavior among the workers, and the effects of these counter-productive behavior are detrimental to organization. Mental and physical health includes the personality traits as low conscientious, low emotional stability among the employees and low agreeableness. Such behaviors not only create problems for an ill health employee but the performance of other colleagues is affected; in the result the performance of the whole organizations is affected. Physical and mental health of the employees effects on the work behavior of the employees with ill health and other workers are also affected because it has low level of self-control which creates problems for management and for coworkers. Employee himself is not able to continue his work for a longer time, so this will effect on the outcome based performance of the employee and overall performance of the organization.

6. Work Behavior

Employees at workplace can have positive or negative work behavior based on their physical or mental health . Positive work behavior effects positively while negative has worse effectives, actually negative work behavior is a counterproductive behavior. Counterproductive behavior at work places is a big problem for management and organizations, as it has many consequences. It is widely believed that at least thirty percentage of the business fail because of the counterproductive behavior (Moretti, D. M. 1986). If a single employee engages in serious counterproductive behavior has serious effects on the whole employees and organization. Due to large loses of

counterproductive behavior, these behaviors are not overlooked in the organizations. The basic cause of the behaviors is mental and physical health of the employees. Further it is believed if the employee is engaged in one counterproductive behavior will engage in other types of the counterproductive behavior like stealing, misuses of assets, misinformation, misunderstanding and failing to deal in proper way etc.

Conclusion

In evolving economic landscape keeping employees healthier is organizations duty and vital for the organizations success. The burden of non-communicable diseases is increasing on the employees including mental health, stress and other many diseases. There is need to advance in wellness at workplaces by increasing employees health. Employers are asked to create enabling working environment for healthier behavior. Healthier employees working engagement increases. Implementing successful policies can increase and can strengthen the workplace health. In many organizations there is lack of the standardization of the workplaces, therefore organizations should invest in the workplaces wellness programs. Employees health and workplace wellness is in the interest and benefit of the companies and society. Workplace wellness is an organized and employer sponsored program designed to support the employees and make working environment conducive.

Fostering the culture of health which becomes a competitive advantage for firms. Some working practices to be put into practices for healthy workforce: which includes the proper Engaging the employees, Use of health benchmarks and metrics at workplaces, Visibility to health policies, Supporting individual employees in financial security, providing meaningful incentives to employees and effective, Helping the people to get best out of their life., proper Educating managers and employees about the importance of health in life and Understanding the potential power of health (Meyer, L., & Parton, R, 2011).

latest research on the well-being of the employees and their impacts on the workplaces. Shows that Such practices make effective human resource practices.

Mental and physical health effects on the well beings of the employees and performance of the organization. Therefore Mental and physical health has significant cost to organizations. Majority of the individuals with ill mental and physical health exhibits dangerous behaviors within the organizations. The Violence among the mental and physical ill employees can place significance

financial and social burden on the organizations. Managements best polices and health care programs can only prevent and reduce the negative effects of ill health on the performance of the organizations , such programs will enhance the positive working behavior at workplaces and performance of the organization.

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