

# The Impact of Perceived Health-Promoting Culture on Attendance: Insights from the Theory of Planned Behavior

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## BACKGROUND

- Health promotion programs are an essential initiative for organizations to build a healthy workforce and reduce counterproductive work behaviors.
- Previous studies have revealed health promotion programs can lead to improved employee physical and mental well-being, overall enhanced performance and productivity, and reduced instances of absenteeism and presenteeism.
- The mechanisms by which these programs influence these behaviors are unclear.
- The present study aimed to investigate the cognitive processes responsible for the health promotion programs' success.
- Perceived workplace health promoting culture (PWHPC) was used as a proxy for health promotion programs, as individuals may struggle to identify health promotion programs employed in their workplace.
- The theory of planned behavior (TPB) constructs of attitudes, norms, and perceived behavior control (PBC) were explored in their ability to predict attendance intentions and reports of absenteeism.

## METHOD

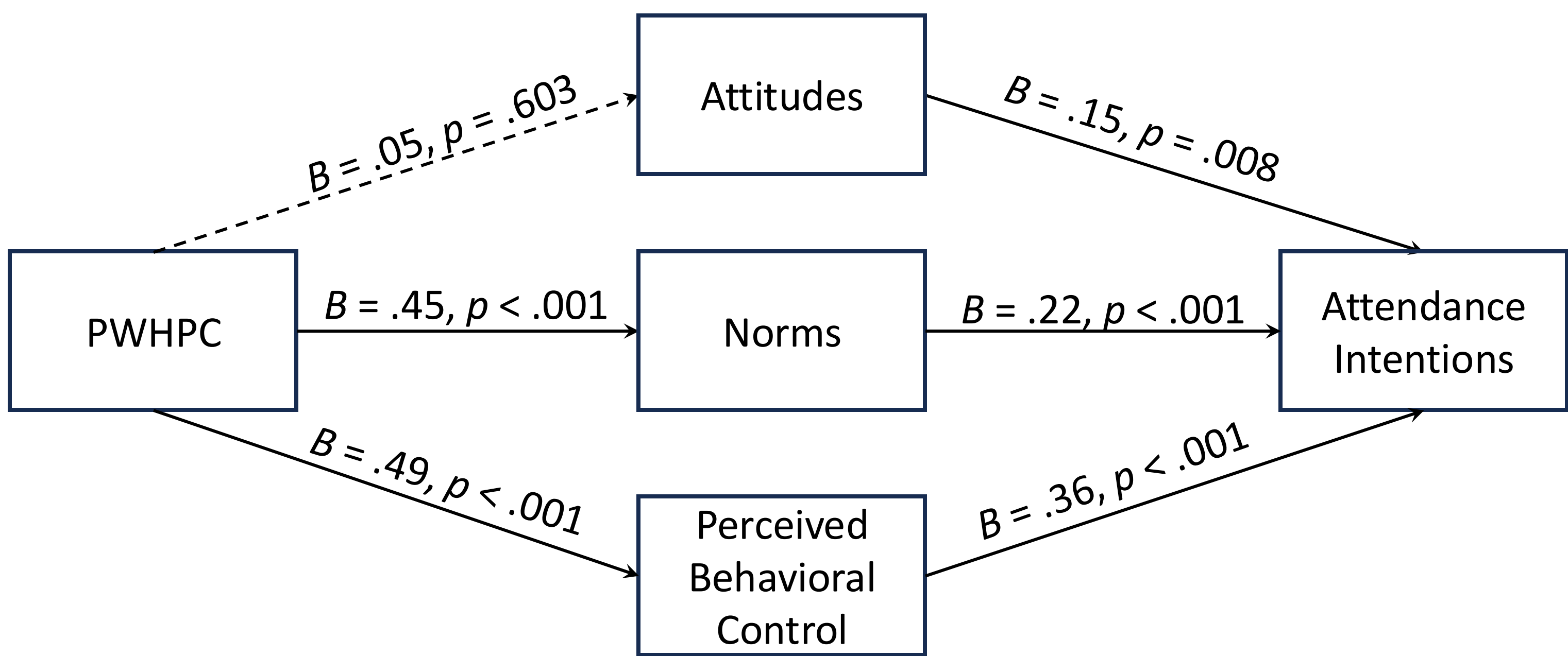
- Participants were 250 full-time employees residing in the U.S., recruited via Prolific.
- 65.2% identified as female, 32.0% male, 2.4% non-binary, and .4% preferred not to specify.
- 67.2% White, 17% Black, 8.4% Latino/a, 6.0% Asian, 1.2% American Indian or Alaskan Native.

## METHOD

- Participants responded to the measures of attendance-related TPB constructs.
- Participants also complete the Perceived Workplace Health Promoting Culture Scale and self-reported frequencies of absenteeism.

## RESULTS

- The perceived health prompting culture of a workplace significantly predicted intended attendance,  $F(1, 249) = 8.75, p < .003, R^2 = .03$ .
- Parallel mediation analyses in PROCESS analyses revealed that attendance norms and PBC significantly mediated the relationship between PWHPC and attendance intentions.
- Attitudes were not revealed to be a significant mediator.



Direct effect of PWHPC on attendance intentions = .03,  $p = .668$   
Total indirect effect = .27, 95% CI: [.128, .420]  
Indirect effect of attitudes = -.01, 95% CI: [-.047, .026]  
Indirect effect of norms = .10, 95% CI: [.035, .180]  
Indirect effect of PBC = .18, 95% CI: [.086, .278]

## RESULTS

- Attendance intentions were found to be significantly correlated to actual reports of absenteeism,  $r = -.25, p < .001$ .
- As employees intended to attend work more, their self-reported absences decreased.

## DISCUSSION

- Absenteeism is a costly behaviors that organizations can attempt to reduce by promoting employee health.
- The current study provides evidence that the perceived workplace health promoting culture of a workplace influences both attendance norms (e.g., “I feel as though I should not miss work once in the next 6 months”) and perceived behavioral control (e.g., “Whether or not I miss work once in the next 6 months is within my ability to control”).
- In turn, attendance norms and perceived behavioral control also contribute toward attendance intentions, suggesting they are important mechanisms in explaining the relationship between workplace health promotion and attendance.
- Attendance attitudes were not impacted by PWHPC, suggesting attitudes may be less influenced by health promotion in the workplace.
- While this data was cross-sectional, evidence for an intention behavior link was demonstrated by correlation to past attendance behavior.
- The present study was a cross-sectional survey study and cannot fully explain the relationships between these variables. Future experimental research using health promotion programs or messaging is needed to better understand how these constructs influence attendance intentions and behavior.