

أثر إعادة تصميم العمل في الحد من الحضور المرضي للموظفين من خلال الدور الوسيط للرضا الوظيفي: دراسة تطبيقية في المصارف العراقية

حسنين قاسم علوان العتبي

جامعة طهران / برديس فارابي قم

h.almaghazachy74@gmail.com

بيداء معطي حميد ياسين

جامعة طهران / برديس فارابي قم

badia7474@gmail.com

Abstract:

This study aimed to examine the impact of job redesign on reducing sickness among Iraqi bank employees, while demonstrating the mediating role of job satisfaction. The study adopted the descriptive analytical approach, and data were statements distributed over (٤٥) questionnaire consisting of collected through a que statements), (١٥) statements), job satisfaction (١٥) three main axes: job redesign statements). The questionnaire was distributed to a (١٥) and sickness attendance valid (١١٦) oyees, of which empl (١٢٠) purposive random sample of The (٩٦.٧%) questionnaires were returned for analysis, with a recovery rate of results showed that the level of job redesign and job satisfaction was high, while a significant the level of sickness attendance was low. The results also showed negative effect of job redesign in all its dimensions on sickness attendance, and a significant positive effect on job satisfaction, while job satisfaction had a job significant negative effect on sickness attendance. The results confirmed that satisfaction plays a partial mediating role in the relationship between job redesign and sickness attendance. The study recommends the need to enhance redesign practices and develop the banking work environment to increase employee use sickness attendancesatisfaction and red.

the introduction

Modern organizations are dynamic work environments characterized by constantly changing demands and pressures, requiring employees to be more es, the adaptable and innovative in their job roles. In light of these challeng

concept of job redesign has emerged as a contemporary management trend that gives employees the space to reshape their tasks, build relationships, and develop their approach to the work environment. This positively impacts their motivation performance. This proactive behavior allows employees to feel a greater and job sense of control and meaning in their work, and helps them align their abilities and professional needs with the organization's requirements.

challenge: sick leave. Employees persist In contrast, organizations face a growing in their work despite experiencing health or psychological issues that may limit their efficiency, often leading to decreased productivity, increased error rates, and less organizational behavior, and increased costs. Sick leave is viewed as a comp while it may sometimes entail positive aspects related to commitment and term repercussions far outweigh these temporary -belonging, its negative long gains.

play in Hence, the importance of studying the role that work redesign can mitigating this phenomenon, not only by reducing stress and providing a more flexible environment, but also by enhancing levels of job satisfaction, which represents one of the most important determinants of employee stability and loyalty. Job satisfaction is not merely a psychological feeling; it is organizational a direct reflection of an individual's compatibility with their work, their satisfaction with their environment, and their perception of the value of their efforts.

the relationship between work redesign and satisfactory Therefore, examining attendance, through the mediating role of job satisfaction, opens the door to a deeper understanding of the mechanisms that help organizations, particularly in the efficiency of their human resources and vital sectors such as banking, enhance achieve a balance between work demands and the mental and physical health of employees. This approach also contributes to providing practical insights that help -hat enhance employee well-senior management adopt more sustainable policies t being and limit practices that may harm work quality in the long term.

Research problem

In an environment characterized by increasing competition and constant pressure, contemporary organizations strive to enhance the efficiency of their human resources and achieve maximum levels of productivity. However, these efforts are the insistence "، *sickness attendance* " ng phenomenon called hindered by a growi of employees to perform their jobs despite suffering from health or psychological problems that limit their ability to perform efficiently. While this phenomenon

discipline, it is often associated with decreased appears to reflect commitment and work quality and increased levels of fatigue and job burnout, posing a direct threat term performance-to the organization's long.

that as a modern mechanism *job redesign has emerged* In contrast, the concept of gives employees the opportunity to restructure their tasks and modify their roles to suit their abilities and interests, enhancing their sense of control and meaning in the work environment. The literature has shown that this approach is positively ssociated with a range of positive organizational outcomes such as job a satisfaction, engagement, and creativity. Therefore, implementing job redesign practices can be an effective tool in reducing negative behaviors, including sickness attendance.

is one of the most prominent factors mediating the relationship *isfaction*. Job sat between the work environment and employee behavior. Numerous studies have indicated that more satisfied employees are less likely to engage in harmful d are more able to cope positively with work behaviors such as sick leave an pressures. Other research has shown that enhancing job satisfaction contributes to increased organizational loyalty and reduces negative behaviors such as job turnover and persistent stress.

research gap. Although previous studies have addressed work This highlights the redesign, sickness attendance, and job satisfaction separately, research linking these variables together, particularly in the Iraqi banking environment, remains the role that job satisfaction can play as a limited. This calls for exploring mediating variable in the relationship between work redesign and sickness attendance, thus enhancing theoretical understanding and providing practical hallengessolutions for the banking sector in addressing regulatory c.

Accordingly, the main question of the research is as follows:

What is the impact of work redesign on reducing employee sickness through the ?mediating role of job satisfaction in Iraqi banks

Research questions

Based on the research problem and the formulation of the main question, a questions branch out from it as follows-number of sub:

1. Is there an effect of redesigning work in its three dimensions(*cognitive dimension, relational dimension, task dimension*) n reducing sickness i ?attendance among Iraqi bank employees
2. Is there an effect of redesigning work in its three dimensions(*cognitive, relational, task*) in enhancing job satisfaction in its three dimensions(

- satisfaction with relationships, satisfaction with the nature of the work, satisfaction with the work environment*) among employees of Iraqi banks
3. Is there an effect of job satisfaction in its three dimensions(*satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment*) in reducing sickness attendance among Iraqi bank employees
 4. Does job satisfaction as an intervening variable contribute to explaining the relationship between work redesign in its three dimensions and Iraqi bank employees satisfactory attendance among Ir

Research hypotheses

1. **First hypothesis(H1):** There is a moral impact of redesigning work in its three dimensions(*cognitive, relational, and task*) in reducing sickness attendance among Iraqi bank employees.
2. **The second hypothesis(H2):** There is a moral impact of redesigning work in its three dimensions(*cognitive, relational, task*) in enhancing job satisfaction in its three dimensions(*satisfaction with the nature of work, environmentsatisfaction with relationships, satisfaction with the work e*) among employees of Iraqi banks.
3. **Hypothesis (H3):** There is a significant impact of job satisfaction in its three dimensions(*satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment*) reducing in sickness attendance among Iraqi bank employees.
4. **Hypothesis (H4):** Job satisfaction plays a significant mediating role in the relationship between work redesign in its three dimensions and satisfactory attendance among Iraqi bank employees.

Research objectives

1. Identifying the impact of redesigning work in its three dimensions(*cognitive, relational, and task*) in reducing sickness attendance among Iraqi bank employees.
2. Measuring the impact of redesigning work in its three dimensions(*cognitive, relational, task*) in enhancing job satisfaction in its three dimensions(*satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment*) among employees of Iraqi banks.
3. Testing the impact of job satisfaction in its three dimensions(*satisfaction with the nature of work, satisfaction with relationships, satisfaction with*

the work environment) in reducing sickness attendance among Iraqi bank employees.

4. mediating role of job satisfaction in explaining the Statement of the relationship between work redesign in its three dimensions and satisfactory attendance among Iraqi bank employees.

The importance of research

First: Scientific (theoretical) importance

1. contributes to enriching the Arabic and foreign literature This research contributes to the subject of *satisfactory* and its relationship to *work redesign* related to the subject of as an intervening variable, an *job satisfaction* by incorporating *attendance* in the Iraqi banking context aspect that has not received sufficient attention.
2. The research adds a new dimension to theoretical frameworks by combining three basic variables in the field of management and human resources, which helps build an integrated model that can be relied upon in future studies.
3. Enhances theoretical understanding of the mechanisms through which individual factors (e.g., work redesign) can influence negative organizational behaviors (e.g., sick leave) via psychological and (organizational variables (e.g., job satisfaction.

d: Practical (applied) importance

1. The research provides practical results and recommendations that can be used by Iraqi banking administrations to adopt flexible policies to redesign work, thus reducing sickness attendance and enhancing performance efficiency.
2. It contributes to raising awareness among administrative leaders of the as a strategic tool for reducing negative *job satisfaction* importance of behaviors and stimulating loyalty and job belonging.
3. helps in the Iraqi banking management - It helps provide practical solutions to decision sector on how to reconcile employee health with achieving the organization's goals, by implementing incentive programs, improving the work environment, and redistributing tasks to suit the capabilities of employees.
4. It enhances the ability of financial and banking institutions to address challenges associated with work pressure, absenteeism, and job burnout by

providing a more supportive environment for employees and encouraging quality proactive practices that enhance work q.

Research limits

1. **Objective limits:** This research is limited to studying the relationship in its three dimensions *work redesign* between(*cognitive, relational, task*) *attendance* , while testing the mediating role of job and employee in its three dimensions *satisfaction*(*satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment*).
2. **Spatial boundaries: Iraqi** The research was applied to a number of represent a fertile operating in the capital, Baghdad, as they r **banks** environment for testing the variables under study due to the nature of banking work and its pressures.
3. **Time limits:** during ٢٠٢٥ to ٢٠٢٤ The research covers the period from which data was collected and analyzed in the field.
4. **Human li: Iraqi bank employees** The research sample is limited to at various administrative levels, without addressing other sectors or institutions outside the banking sector.

Study terms

1. Job Crafting

- **Technically:** defined **Wroznovsky and Dutton**(Wrzesniewski & Dutton, 2001, p. 180) Job redesign is defined as: “ *the physical, cognitive, or relational changes that employees make to their jobs with the aim of making them more suitable to their interests, abilities, and needs.* ”
- **Procedurally:** variable is measured through its three dimensions This: (*cognitive dimension, relational dimension, task dimension*) using a questionnaire directed at Iraqi bank employees to measure the degree of their practice of work redesign.

2. Presenteeism

- **Technically:** defined **Jones**(Johns, 2010, p. 521) Sickness attendance is defined as: “ *the behavior of an employee going to work despite suffering from physical or psychological health problems that prevent him from to a decrease in productivity performing efficiently, which may lead.* ”
- **Procedurally:** This variable is measured by employees' responses to the items of the *Stanford Presenteeism Scale (SPS-6)* to measure the extent , to which they practice satisfactory attendance in the banking work tenvironmen.

3. Job satisfaction

- **Technically:** defined Locke (Locke, 1976, p. 1300) Job satisfaction is defined as: “ *a positive emotional state resulting from an individual’s evaluation of his work or job experiences.* ”
- **Procedurally:** This variable is measured through its three dimensions: (*satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment*) using a questionnaire designed to employees measure the level of satisfaction of Iraqi bank emp.

Theoretical framework and previous studies

First: Job Crafting

Wrzesniewski emerged with *job redesign* and Dutton (2001). They presented a new vision of the employee as a proactive actor with the ability to reshape their job to make it more compatible with their interests, abilities, and psychological needs. Contrary to the traditional view that restricted work design to management, this approach considered employees to play a direct role in shaping their work experiences, transforming them from mere mandatory tasks into activities with personal meaning and value.

Key dimensions of business redesign

The concept of work redesign is divided into three interrelated dimensions (Wrzesniewski & Dutton, 2001; Tims, Bakker, & Derks, 2012; Slemp & Vella-Brodrick, 2013):

1. **Crafting:** It refers to the adjustments an employee makes to the size, activities or reducing such as adding new—nature, or order of tasks to ensure the work aligns with the employee's abilities and—others interests. This dimension helps break routine, raise motivation levels, and reduce the fatigue associated with monotonous tasks.
2. **Relational Crafting:** building the network of relationships It involves re within the workplace, whether by strengthening ties with supportive colleagues, expanding interactions with other units, or reducing friction with sources of conflict. Field studies confirm that this dimension social support and strengthens the sense of organizational enhances belonging (Cheng et al., 2018; Geldenhuys, Bakker, & Demerouti, 2021).
3. **Crafting:** It relates to the way an employee perceives their work, as they seek to reinterpret their tasks to give them a deeper meaning beyond the procedural aspect, such as seeing them as contributing to a larger humanitarian or developmental goal. This perception increases an

term commitment-individual's motivation and increases their long (Amillano, García-Chas, & Castro, 2024).

Work Redesign Measurement Tools

Timms and colleagues 'To codify this concept(2012) **developed** *Job Crafting Scale Resources Model-Job Demands* Which was based on the(*JD-R Model*) ' and measured the dimensions of proactive behaviors (increasing resources, **Slemp and** 'reducing obstacles, and expanding challenges). In the same context

Brodrick-Villa(2013) presented *Job Crafting Questionnaire (JCQ)* tool Which sions (cognitive, relational, and task). Local versions of focused on the three dimen these instruments have also been developed, such as the Spanish version, which has proven its validity and reliability(Bakker et al., 2019).

analyses-Experimental evidence and meta

analyses have confirmed the importance of work redesign in improving -Meta being-performance and well:

- **.Rudolph et al(2017)** They showed across 122 that *independent samples* ork redesign is strongly associated with job satisfaction and engagement.
- **haler and FischbachLichtent(2019)** They distinguished between *promotion-focused* and prevention focused-*redesign* , concluding that the former was more associated with positive outcomes.
- **Frederick and Vander Weele(2020)** Through a longitudinal analysis, they demonstrated that the redesign positively impacts engagement over time($d = 0.37$).
- **.Silaipourim et al(2024)** ٦٦They expanded the analysis to include and longitudinal samples and found a strong association between redesign performance, satisfaction, and engagement, with a negative relationship with burnout.

Lazazara, Timms, and De Gennaro(2020) presented An integrative analysis of qualitative studies, developing a model that illustrates how the motivations and ٦٤ s of redesign vary depending on contextual conditions and personal factorsform.

Practical applications in various sectors

Applied studies confirm that work redesign is not limited to a specific sector:

- ' **the banking sector** In**Ali, Danish, & Munir (2020)** y showed thatstud Redesign improves performance in core tasks and additional behaviors through organizational commitment.
- ' **UAE banks** In**Mustafa, Al Jenaibi, & Hassan (2024)** study proved that Redesign contributes to improving performance during remote work.

- ‘hospitals InLiu et al.'s (2022) study found Work redesign reduces sickness attendance through job integration.
- ‘in China nursing InYang et al. (2025) showed that Redesign reduces organizational silence by reducing sickness attendance.

gative repercussionsPositive and ne

Although the majority of findings indicate that work redesign enhances ‘*satisfaction, engagement, performance, and loyalty*(Van Wingerden et al., 2017 ‘ Knight, Tims, & Parker, 2021 ‘Almaaitah et al., 2025) but some studies have ‘ may be negatively associated with some outcomes *barrier reduction* icated thatind if it is implemented in a way that weakens engagement with challenges or reduces learning opportunities(Silapurem et al., 2024). This highlights the need to view ultidimensional behavior that requires careful balancingredesign as a m.

Second: Jobsatisfaction

theoretical roots

Job satisfaction is one of the oldest and most important concepts in the field of **Locke** organizational behavior, and it was defined by(1976, p. 1300) It is defined as: “ *a positive emotional state resulting from an individual’s evaluation of his or her work or work experiences.* ” Since then, job satisfaction has become one of rmance, the most studied variables due to its direct connection to motivation, perfo engagement, and organizational loyalty.

Job satisfaction is viewed through three main dimensions:

1. **Satisfaction with the nature of work:** It relates to the individual's level and ‘of satisfaction with the tasks he performs, their diversity, challenge meaning.
2. **Relationship satisfaction:** It measures employee satisfaction with the quality of relationships with colleagues and superiors and the extent of support and appreciation he receives.
3. **Satisfaction with the work environment:** aterial and It is related to m organizational conditions such as wages, office environment, working hours, and job security.

measuring tools

Job satisfaction measurements have evolved significantly, from general scales .to more specialized tools such as the questionnaire **Locke scale** such as the **Spector (1997)** who measured nine dimensions including pay, promotion, ‘ supervision, and coworkers. Several Arab studies have used scales modified to

Shalabi -Al ؛٢٠٢٢ Ibrahim, Basha and-Al ؛٢٠٢٠ Hawas, -suit the local context (Al ؛٢٠٢٤ and Aliwamer, .

experimental evidence

Empirical literature has shown that job satisfaction is positively related to a number of important outcomes:

- **Job performance:** Both early and recent studies have indicated that more satisfied employees achieve higher and more stable levels of performance.
- **Organizational loyalty:** Several studies have shown that satisfaction contributes to enhancing organizational commitment and reducing the intention to leave work (Geldenhuys et al., 2021 ؛Almaaitah et al., 2025).
- **being-Psychological well:** analysis by-A meta **Mazzetti et al. (2023)** showed that Job satisfaction is one of the strongest predictors of job engagement ($r = 0.60$) indicating that engaged employees are more satisfied, and vice versa.

Arabic studies

In the Arab context, several studies have addressed job satisfaction as an intervening or direct influencing variable:

- **Senses(2020):** It was found that job satisfaction clearly contributes to the quality of health services at King Salman Specialist Hospital in Saudi Arabia.
- **The Pasha and Ibrahim(2022):** They demonstrated that employee empowerment enhances organizational commitment by raising levels of job satisfaction in the Sudanese Ministry of Health.
- **Shalabi and Aliwamer-Al(2024):** -They explained that employee well-being in Jordanian telecommunications companies affects organizational loyalty partly through job satisfaction.
- **Hajj and Musa(2022):** They showed that information quality positively affects human resource efficiency, and that job satisfaction mediates this relationship.

Integration with other variables

Job satisfaction is not an independent variable in itself, but rather constitutes an important link between the work environment and employee behavior:

- **work redesign** On the one hand, job satisfaction is associated with employees who proactively engage in modifying their jobs. *practices* have been shown to be more satisfied (Van Wingerden et al., 2017 ؛Rudolph et al., 2017).

- and, job satisfaction is a key determinant of negative On the other h
sickness attendance organizational behaviors such as. Systematic reviews
(Côté & Lauzier, 2021 ‘Magalhães et al., 2022) have confirmed that low
dancesatisfaction increases the likelihood of sickness atten.

Positive and negative results

Job satisfaction is positively related to performance, creativity, and engagement, but it is influenced by many factors:

- **Individual factors:** Such as personal values and demographic characteristics.
- **Organizational factors:** Such as organizational justice, incentive systems, and leadership support.
- **External conditions:** Such as economic stability and job security.

Some studies have shown that high job satisfaction does not always guarantee formance if it is not combined with supportive organizational factors higher per such as clarity of goals and availability of resources(Knight, Tims, & Parker, 2021).

:ThirdPresenteeism

theoretical roots

llenges facing Sick attendance is one of the most prominent contemporary cha organizations in managing their human resources. This concept has gained increasing attention since the beginning of the third millennium, as defined by **Jones(2010, p. 521):** It is defined as" *an employee's attendance at work despite encing physical or mental health issues that prevent them from performing experi efficiently.* " This behavior differs from absenteeism, as an employee who is sick is physically present at the workplace but lacks the energy or ability to complete tasks with high quality.

This behavior may sometimes be interpreted as a sign of commitment and ive effects outweigh the positives, discipline, but studies have shown that its negat leading to decreased productivity, increased errors, and increased burnout problems in the long run(Lohaus & Habermann, 2019 ‘Gerlach, Bludau, & Lohaus, 2024).

Definitions and Measurement

d on a unified definition of sickness, as indicated Researchers have not yet agree

Lohaus and Haberman by(2019). In their comprehensive review, however, there is agreement that it is a behavior associated with working under illness or

ent, several tools were used, unfavorable health conditions. In terms of measurement, most notably:

- **Stanford Presenteeism Scale (SPS-6):** Most commonly used, it measures an employee's ability to work despite illness and the impact this has on their productivity.
- **Work Limitations Questionnaire (WLQ):** the extent to which health symptoms limit task performance. Focuses on
- Other measures are developed according to different contexts, especially in the health and education sectors.

Global empirical evidence

Studies have shown that sickness is widespread worldwide at varying levels:

- of employees reported going to work sick %٤٠. In a European study, over at least once a year (Johns, 2010).
- **Côte & Lauzier (2021)** They explained that low job satisfaction and increased organizational pressures are the most prominent determinants of increased sickness attendance.
- **Magalhães et al. (2022)** They found that social support from colleagues and supervisors reduces sickness attendance and increases quality of life in settings higher education.
- **Lohaus et al. (2021)** They offered a new perspective, arguing that sick leave may sometimes have temporary positive outcomes, such as maintaining work continuity or avoiding a backlog of tasks, but they long emphasized that these benefits do not last.
- In the nursing sector **Liu et al. (2022) revealed that** and **Yang et al. (2025)** Presenteeism among nurses is directly related to work stress and difficulty in replacement, and work redesign can reduce the phenomenon by enhancing integration or reducing organizational silence.

Arabic studies

Despite the paucity of Arab studies specializing in sick leave compared to foreign studies, some research has addressed the phenomenon within broader frameworks related to job satisfaction, empowerment, or quality of work life:

- **Senses (2020)** that low job satisfaction in hospitals may contribute to the emergence of negative behaviors, which may include sick leave. He pointed out

- **The Pasha and Ibrahim(2022)** They emphasized that employee empowerment reduces negative organizational behaviors and enhances commitment, which can be linked to satisfactory attendance.
- **Shalabi and Aliouamer-Al(2024)** They demonstrated that employee being is positively related to satisfaction and loyalty, which supports -well being reduces motivation for sick attendance-the idea that well.

Factors affecting sickness attendance

What influence the prevalence of sickness The literature indicates a set of factors that attendance:

1. **Individual factors:** These include personal values, professional conscientiousness, and demographic characteristics such as age and experience.
2. **Organizational factors:** Such as workload, vacation policy support, and lack of job alternatives.
3. **Health factors:** Such as chronic diseases or psychological problems that the employee may prefer not to disclose.
4. **Cultural and social factors:** In some cultures, absence is viewed as a behavior, which encourages employees to attend even under irresponsible or inappropriate circumstances.

Performance implications

Research has shown that sick attendance leads to:

- Decreased performance and productivity(Biron, Brun, & Cooper, 2022).
- Mental and physical burnoutIncreased levels of stress.
- The likelihood of making mistakes is high, especially in sensitive sectors such as health and banking.

However, some studies(Lohaus et al., 2021) have drawn attention to the fact that the term “adaptive solutions,” such as sick attendance may sometimes provide short-term benefits such as avoiding loss of income or enhancing a sense of commitment. However, these short-term effects-gains are often temporary and have negative long-term effects.

Integration with work redesign and job satisfaction

Sickness attendance is a complex phenomenon that intersects with other concepts:

- **Redesign the work:** It gives employees tools to deal with stress, reducing the likelihood of them coming to work sick.
- **Job satisfaction:** It represents one of the essential determinants, as an employee who is satisfied with his work is less likely to attend sick leave, and vice versa.

- **being-Organizational well:** It plays a preventive role by creating a healthy and supportive environment.

previous studiesP

First: Studies related to work redesign

as a *work redesign* Recent years have witnessed an increase in studies examining proactive behavior that impacts employee outcomes. Rudolph and colleagues (Rudolph et al., 2017) conducted samples representing (١٢٢)sis of analy-a meta employees, with the aim of testing the relationships between (٣٥,٠٠٠)more than redesign and individual and organizational variables. The results revealed a strong ance. However, the association with job engagement, satisfaction, and perform barrier reduction dimension appeared to be the weakest influencing dimension. In

the same context , Lichtenthaler and Fischbach(2019) investigated the differences -oriented redesign through a meta-oriented and prevention-between promotion oriented -analysis of a large number of studies. They concluded that a promotion orientation is associated with positive outcomes such as performance and oriented orientation may weaken these outcomes-satisfaction, while a prevention.

Frederick& VanderWeele (2020) -focused on the temporal aspect using a meta analysis of longitudinal and daily designs. They concluded that redesign is with engagement over time positively associated($d = 0.37$) demonstrating that , its effect is not only instantaneous but extends across time. From a qualitative perspective, Lazzazzara, Tims, & de Gennaro (2020) conducted an integrative developed a model that demonstrates that qualitative studies and (٧٤)analysis of redesign is a dynamic process influenced by personal and contextual factors, with its motivations and forms varying across organizational environments.

In a practical context, Ali and colleagues(Ali, Danish, & Munir, 2020) conducted a field study on Pakistani banks and found that redesign improves performance in core tasks and additional behaviors through organizational commitment. Mustafa

and colleagues(Mustafa, Al Jenaibi, & Hassan, 2024) also tested of the impact redesign in UAE banks during remote work. The results showed that employees who reshape their jobs perform better due to increased commitment. These

findings support the findings of Silapurem and colleagues(Slapurem, Slempe, & Jarden, 2024) samples, where they (٦٦)ngitudinal analysis of in their lo demonstrated that redesign is positively related to satisfaction, engagement, and performance, while the barrier reduction dimension is negatively related to most outcomes.

Abstract: nfirm that work redesign is a fundamental factor All of these studies co in improving performance, satisfaction, and engagement. However, most of them were conducted in foreign environments (Pakistan, the UAE, Europe, Australia), lacks similar research, -ing especially Iraqi bank -while the Arab environment which highlights the research gap that this research seeks to address.

Second: Studies related to job satisfaction

is considered one of the most researched variables in the field of *Job satisfaction* lobal and Arab studies have focused on it as a key organizational behavior. G organizational outcome or mediating variable that explains the relationship between management practices and performance outcomes. A study by Geldenhuys, Bakker, and Demerouti (2021) ees in conducted on employ , multiple environments, showed that redesigning work in its three dimensions cognitive, relational, and task) enhances satisfaction by raising the level of) meaning and value of work. The results of Mazzetti and colleagues(2023) in a , employees, (١١٩,٠٠٠)samples and more than (١١٣)that included analysis-meta confirmed that job satisfaction is one of the strongest outcomes of job engagement ($r = 0.60$) reinforcing its importance as a link between job resources and , performance outcomes.

Hawas-b level, AlOn the Ara(2020) study at King Salman Specialist Hospital in Saudi Arabia demonstrated that increased job satisfaction directly contributes to improving the quality of healthcare services, reflecting its practical role in critical

Basha and Ibrahim-In Sudan, Al .work environments(2022) demonstrated that employee empowerment enhances organizational commitment by raising levels of job satisfaction, highlighting the role of satisfaction as an intervening variable izational behavior outcomes. In Jordan, between management practices and organ

Shalabi and Aliouamer-Al(2024) examined employee well-being in telecommunications companies and demonstrated that organizational loyalty is partially influenced by well-being through job satisfaction, confirming that this variable serves as an important explanatory mechanism. In the same vein, Al-Hajj and Musa (2022) in Saudi Arabia demonstrated that the quality of information in organizations affects human resource efficiency through job satisfaction as an ng variableinterveni.

Abstract: These studies, both foreign and Arab, confirm that job satisfaction is not limited to being a positive internal feeling, but rather represents a pivotal variable linking work characteristics and organizational behaviors. It thus nstitutes one of the most important elements of the proposed model, as it is co

expected to explain how job redesign can reduce sickness in the Iraqi banking environment.

Third: Studies related to sick attendance

has become a major topic in management and *sick leave*. In recent years reaching effects -organizational psychology research, given its prevalence and far on employee health and organizational performance. Jones(2010) d explained comprehensively reviewed a large number of international studies an that sick leave differs from job absence in that it involves an employee's physical presence at work despite their illness, which weakens their efficiency and negatively impacts productivity. He called for expanded research to explain the ations behind this behaviormotiv.

In a more recent review, Lohaus& Habermann (2019) presented an analytical framework that demonstrated the lack of a unified definition of sickness presenteeism and the variability of measurement tools, such as the *Stanford Presenteeism Scale (SPS-6)*. They also explained that the phenomenon is spreading globally at alarming rates and is linked to both individual factors, such as personal motivations, and organizational factors, such as work culture and indings of this review support the findings of Bironvacation policies. The f, Brun, and Cooper (2022), health" framework, stating -who developed the "performance that sickness presenteeism should not always be viewed as a negative erm adaptive behavior that t-phenomenon, but rather can sometimes be a short allows an employee to maintain their job role.

Some studies have also attempted to demonstrate the potential positive effects, such as the study by Lohaus and colleagues(Lohaus et al., 2021) which was ' yees in Germany, and found that those who practiced emplo (١٨١)conducted on sick attendance reported some positive results, such as maintaining workflow and avoiding the accumulation of tasks, although the results confirmed that these term negative effects-f longbenefits are temporary and fade in the face o.

. (2022) employees at a Portuguese university, using (٣٢٢)conducted a study on measures of satisfaction, quality of life, and social support. The results revealed attendance and that support from supervisors and colleagues reduces sickness increases quality of life, highlighting the importance of the social climate in explaining the phenomenon. In a systematic review, Côté and Lauzier(2021) explained that low job satisfaction and high stress are among the most important ers of sickness attendance, calling for the adoption of preventive strategies driv being-that enhance job well.

risk environment, Liu et al-In the healthcare sector, which is considered a high.'s study (2022) gn increases their nurses in China revealed that work redesi (٩٠٠)of engagement and reduces sickness presenteeism through partial mediation, while a more recent study by Yang et al. (2025) novice nurses showed that (١٧٠)of sickness presenteeism mediates the relationship between redesign and al silence, as engagement in redesign reduces sickness presenteeism organization and thus nurses' tendency to be silent.

Abstract: Global studies confirm that sick leave is a common phenomenon with ary negative repercussions on performance and health, despite some tempor benefits. Evidence also demonstrates that this behavior is influenced by levels of job satisfaction and work redesign practices, which justifies testing the current model in the Iraqi banking environment to determine the extent to which these apply to the local context findings.

Comment on previous studies

job A review of previous studies reveals growing interest in the concept of as a proactive behavior that enables employees to reshape their tasks, *redesign* relationships, and perceptions of their work, thus enhancing performance, 'satisfaction, and engagement. Most international studies (e.gRudolph et al., 2017 'Frederick & VanderWeele, 2020 'Silapurem et al., 2024) agree that job redesign achieves tangible positive outcomes. However, some studies have shown that the dimension of reducing obstacles can sometimes be associated with r. Despite the richness negative outcomes if not implemented in a balanced manne of these findings, most of them have been derived from foreign contexts, while applied research in Arab contexts in general and Iraqi banking in particular is almost absent.

Regarding job satisfaction, studies(Geldenhuys et al., 2021 'Mazzetti et al., 2023 ٢٠٢٤Shalabi and Aliwamer, -Al '٢٠٢٢Basha and Ibrahim, -Al '٢٠٢٠Hawas, -Al ') have unanimously agreed that it is a pivotal variable linking the work environment and organizational behaviors. Its mediating role has been ted in multiple relationships, including organizational commitment, demonstra service quality, and human resource efficiency. However, little research has clearly linked redesign to satisfaction, particularly in Arab contexts, which opens est this relationshipthe door for our study to t.

has been addressed by global reviews *sickness attendance* The phenomenon of and studies(Johns, 2010 'Lohaus & Habermann, 2019 'Magalhães et al., 2022 ' Liu et al., 2022 'Yang et al., 2025), pread which have confirmed that it is a wides

behavior associated with decreased performance and increased levels of burnout, despite some temporary positive effects, such as maintaining work continuity. Some studies have also demonstrated that sickness attendance is influenced by satisfaction and an employee's ability to redesign their work, which levels of job provides a solid basis for our study to adopt job satisfaction as a mediating variable in the relationship between redesign and sickness attendance.

at previous studies have agreed on Based on the above, it can be said th highlighting the importance of job redesign, job satisfaction, and sickness attendance, each separately. Some research has also indicated a bilateral egrated relationship between these variables. However, combining them in an int particularly in the Iraqi —model that examines the direct and indirect impact remains a clear research gap. This study seeks to address —banking environment this by constructing a theoretical and applied framework that clarifies the impact esign on reducing sickness attendance through the mediating role of job of job red satisfaction.

Method and procedures

This chapter aims to present the methods and procedures followed by the researcher in studying the impact of job redesign on reducing sickness attendance through the mediating role of job satisfaction. The chapter addresses the ionale for its selection, the research community and methodology used and the rat sample, data collection tools, and methods for verifying their validity and reliability, in addition to the statistical methods adopted in data analysis and hypothesis testing.

The method used

given its suitability **analytical approach-the descriptive** The research relied on for studying administrative and social phenomena as they exist in reality, and for analyzing the relationships between their variables as perceived by individuals. It sen because it is the most appropriate approach for testing the impact of was cho work redesign in all its dimensions on sickness attendance, while demonstrating the mediating role of job satisfaction. This was achieved by collecting field data re and analyzing it statistically using a questionnai.

Research community and sample

The research community consists of all employees of Iraqi banks operating in the a capital, Baghdad. Due to the difficulty of including the entire community (١٢٠) was selected, numbering **ployees random, intentional sample of em** employees. Questionnaires were distributed to all members of the sample, and

valid questionnaires were recovered for statistical analysis, with a recovery (١١٦) the seriousness of the which is a high percentage that reflects (٩٦.٧%) rate of participants and the suitability of the data for analysis.

Table (١) Demographic characteristics of the research sample (n = :١١٦)

%	repetition	Category	demographic variable
58.6	68	male	Type
41.4	48	feminine	
25.9	30	years old ٣٠ Under	the age
36.2	42	30 - years old ٤٠ less than	
24.1	28	40 - years old ٥٠ less than	
13.8	16	50 years and older	
63.8	74	Bachelor's	Academic qualification
15.5	18	diploma	
20.7	24	Master's degree or higher	Years of experience
19.0	22	years ٥ Less than	
29.3	34	5 - years ١٠ Less than	
24.1	28	10 - years ١٥ Less than	
27.6	32	15 years and older	

Study tool

The researcher relied on a questionnaire to collect the study data, considering it the most appropriate tool for measuring the variables under study, due to its ease of application and accuracy in obtaining data from a large sample. The designed based on previous literature and models, and the questionnaire was d point Likert -statements were formulated clearly and directly according to a five scale(strongly agree = ٥ strongly disagree to = ١ from).

- distributed phrases (١٥)The first axis: Work redesign, which included across its three dimensions (task, relational, cognitive), in order to measure the extent to which employees practice work restructuring behaviors.
- phrases covering its (١٥)The second axis: Job satisfaction, which included satisfaction with the nature of work, satisfaction with) three dimensions relationships, satisfaction with the work environment), to measure the level of employees' satisfaction with their work and job experience.
- es formulated phras (١٥)The third axis: sick attendance, which contained to measure the degree to which employees practice attendance behavior despite illness and the impact of this on their productivity.

phrases, designed in (٤٥) Thus, the total number of questionnaire phrases reached all targeted variables and dimensions, ensuring the a balanced manner to cover comprehensiveness and accuracy of the tool in testing the research hypotheses.

Psychometric properties of the study instrument

First: Apparent honesty

to a group of judges, university The questionnaire was presented in its initial form professors specializing in business administration, organizational behavior, and educational statistics, to ensure the clarity of the phrases, the soundness of their the variables under study. formulation, and their suitability for the dimensions of The judges unanimously agreed that the instrument was appropriate for the research objectives. Their comments were taken into account, and the necessary modifications were made before final implementation.

tySecond: Content validi

When preparing the questionnaire, care was taken to ensure that the items covered all three dimensions of the variables (work redesign, job satisfaction, and sickness attendance), while drawing on previous literature and studies to define the hus, content validity was achieved through full coverage of the relevant phrases. T theoretical dimensions.

:ThirdReliability

To measure the reliability of the tool, Cronbach's alpha coefficient was calculated, which reflects acceptable nternal (٠.٧٠) and it was found that all values exceeded consistency and high reliability of the tool in measuring its main variables.

Reliability coefficients (Cronbach's alpha) for the main :(٧)Table questionnaire axes

Cronbach's alpha coefficient	Number of phrases	Axis
0.86	15	Work redesign
0.88	15	job satisfaction
0.87	15	sick attendance
0.91	45	The questionnaire as a whole

methods used Statistical

The researcher relied on a set of statistical methods to analyze the research data using theSPSS program and they were distributed as follows :

1. Descriptive methods: such as frequencies, percentages, arithmetic means, and standard deviations, to describe the demographic characteristics of the

research sample and indicate the level of their responses to the questionnaire axes.

2. Deductive methods:

- icient to measure the reliability of the toolCronbach's alpha coeff.
- Pearson's correlation coefficient to reveal the strength and direction of the relationship between variables.
- Simple and multiple regression analysis to test the effect of job n sickness attendanceredesign and job satisfaction o.
- Hierarchical regression analysis to test the mediating role of job satisfaction in the relationship between work redesign and sickness attendance.

Thus, these methods provide an integrated statistical framework for testing research hypotheses and verifying direct and indirect relationships between its variables.

Study results

e This chapter aims to present the results of the statistical analysis of th questionnaire data distributed to Iraqi bank employees, with the aim of testing the research hypotheses and answering its main questions. The chapter begins by presenting the results of the demographic characteristics of the study sample, then he results related to the average responses of individuals to the three presents t questionnaire axes (job redesign, job satisfaction, and sickness attendance). The results of statistical tests of the relationships between the variables, both direct and then addressed, to reveal the effect of job redesign on reducing indirect, are sickness attendance and the role of job satisfaction as an intervening variable.

First : Descriptive results

The arithmetic means and standard deviations of the sample members' responses shows the results (٣)the questionnaire axes were calculated, and Table to:

Arithmetic means and standard deviations of the questionnaire :(٣)Table
(١١)axes (n =

Response level	standard deviation	arithme tic mean	Number of phrases	Axis
high	0.61	3.74	15	Work redesign
high	0.65	3.68	15	job satisfaction
low	0.72	2.41	15	sick attendance
middle	0.66	3.28	45	The questionnaire as a whole

The results showed that the arithmetic mean of work redesign practices was which is a high level, indicating that Iraqi bank employees are proactively (٣.٧٤) seeking to reshape their tasks, relationships, and perceptions of their work to align capabilities and interests. This can be explained by the specificity of with their banking work, which requires facing high pressures and adapting to market and customer challenges. This result is consistent with the findings of Rudolph et al. (2017) that redesign is positively related to engagement and which showed t satisfaction. It is also consistent with Mustafa et al.'s (2024) study on the UAE banking sector, which confirmed that redesign enhances performance through organizational commitment.

which is also a high level, reflecting employee (٣.٦٨) averaged Job satisfaction a satisfaction with the nature of their work, relationships, and work environment. This can be attributed to the nature of the banking sector, which offers d competitive salaries compared to other opportunities for professional growth an sectors. This result supports the findings of Geldenhuys, Bakker, and Damroti (2021), which linked redesign to satisfaction by enhancing the meaning of work.

Hawas-It also supports the findings of Al(2020) in the health context, which Shalabi and Aliwamer-demonstrated that satisfaction enhances service quality. Al (2024) also confirmed the role of satisfaction as a mediating variable between being and organizational loyalty-employee well.

which is a low (٢.٤١) attendance, the average score was Regarding sickness level, indicating that employees do not frequently report sick. This may be due to banks' leave policies or their high awareness of the impact of sickness attendance This result is consistent with the findings of .on performance and productivity Magalhães et al. (2022) which showed that social support and good supervision , reduce sickness attendance. It is also consistent with the findings of Liuet al. (2022), es sickness attendance by which showed that work redesign reduc increasing job engagement.

Overall, these results reveal that there is consistency between the descriptive results of the current study and previous literature, as work redesign and job while sickness attendance was at low ,satisfaction appeared to be at high levels levels, which reinforces the theoretical hypothesis that improving the work environment through redesign and satisfaction contributes to reducing negative practices such as sickness attendance.

ing resultsSecond: Hypothesis test

After presenting the descriptive results of the main variables, this section tests the **Pearson's correlation** .research hypotheses using inferential statistical methods p to reveal the strength and direction of the relationshi **coefficient was used** to **multiple regression analysis was then used** between the variables, and determine the impact of job redesign in its three dimensions (task, relational, and cognitive) on sickness attendance.

The first hypothesis

The first hypothesis states:

“ s a statistically significant effect of redesigning work in its three There i dimensions (task, relational, cognitive) on reducing sickness attendance among Iraqi bank employees.”

between the work **Pearson correlation coefficient** To verify the hypothesis, the a redesign dimensions and sickness attendance was first calculated, and then to determine the proportion of these **multiple regression analysis was conducted** dimensions explaining the variance in sickness attendance.

coefficients between work redesign dimensions and Correlation :(٤)Table sick attendance

Significance level(Sig.)	sick attendance(r)	Item
0.000 **	-0.42	Task dimension
0.001**	-0.39	Relational dimension
0.000 **	-0.45	cognitive dimension
0.000 **	-0.47	Redesign the entire business

note: Negative values mean that increased work redesign practice leads to a lower level of satisfactory attendance.

Results of multiple regression analysis between work redesign :(٥)Table dimensions and sick attendance

Significance levelSig.	t value	β (ntcoefficient)	Dimension
0.002**	3.12	-0.215	Mahami-Al
0.005**	2.87	-0.184	Relational
0.001**	3.46	-0.267	Cognitive
0.000 **	F = 16.42	R ² = 0.31	The equation as a whole

The correlation results indicate a significant negative relationship between all dimensions of work redesign and sickness attendance, with the strongest followed by the task ،(٠.٤٥-)correlation being for the cognitive dimension The regression (٠.٣٩-)the relational dimension and then ،(٠.٤٢-)dimension of the variance in %٣١ results show that the three dimensions combined explain

sickness attendance, which reflects a significant impact of redesign in reducing the phenomenon.

Liu et al with those of These results are consistent(Liu et al., 2022) which demonstrated that work redesign reduces sickness presenteeism by increasing job **.Yang and colleagues** engagement, and is consistent with the findings of(Yang et al., 2025) organizational silence by decreasing demonstrated that redesign reduces analyses-sickness attendance. Our results also confirm meta(Rudolph et al., 2017 ؛Silapurem et al., 2024) has a —especially the cognitive dimension—that redesign racticespositive impact on job behaviors and reduces negative p.

Accordingly, the first hypothesis is accepted, which states that there is an effect of redesigning work in its three dimensions on reducing sickness attendance among Iraqi bank employees.

The second hypothesis

The second hypothesis states:

“ There is a statistically significant effect of redesigning work in its three dimensions (task, relational, cognitive) on job satisfaction in its three dimensions satisfaction with the nature of work, satisfaction with relationships, satisfaction) work environment) among employees of Iraqi banks with the.”

coefficient was used to measure the relationship between **Pearson's correlation multiple** job redesign dimensions and job satisfaction dimensions, then t of job redesign to determine the effec **regression analysis was applied** dimensions in explaining the variance in job satisfaction.

Correlation coefficients between work redesign dimensions and :(٦)Table job satisfaction dimensions

Work environment satisfaction	relationship satisfaction	job satisfaction	Item
0.39**	0.41**	0.48**	Task dimension
0.40**	0.52**	0.44**	Relational dimension
0.51**	0.43**	0.46**	cognitive dimension
0.49**	0.53**	0.55**	Redesign the entire business

note: All values are significant at the(0.01) level.

multiple regression analysis between the dimensions of Results of :(٧)Table work redesign and job satisfaction

Significance levelSig.	t value	β (coefficient)	Dimension
0.000 **	3.72	0.241	Mahami-Al

0.000 **	3.94	0.263	Relational
0.000 **	4.18	0.278	Cognitive
0.000 **	F = 19.85	R ² = 0.37	equation as a whole The

The results reveal a strong positive relationship between the dimensions of work redesign and the dimensions of job satisfaction, with the cognitive dimension being the most influential ($\beta = 0.278$) followed by the relational dimension ($\beta = 0.263$) and then the task dimension ($\beta = 0.241$). Regression analysis also of the variance in the level %^{٣٧} indicated that these dimensions combined explain of job satisfaction among bank employees.

Geldenhuys, Bakker, and are consistent with the findings of These results **.Damroti**(Geldenhuys et al., 2021) which confirmed that redesign enhances by satisfaction by increasing the meaning of work, and is consistent with the study **.Mazzetti and colleagues**(Mazzetti et al., 2023) which showed that satisfaction is one of the strongest outcomes of job engagement, in addition to its consistency **Shalabi and Aliwamer-Al** with Arab studies such as(2024) which showed that ctionbeing affects loyalty through job satisfactor employee well.

Accordingly, the second hypothesis is accepted, which states that there is an effect of redesigning work in its three dimensions on job satisfaction in its three dimensions.

The third hypothesis

The third hypothesis states:

“ cally significant effect of job satisfaction in its three There is a statisti dimensions (satisfaction with the nature of work, satisfaction with relationships, satisfaction with the work environment) in reducing sickness attendance among employees of Iraqi banks.”

to reveal the **Pearson's correlation coefficient** The hypothesis was tested using relationship between job satisfaction dimensions and satisfactory attendance, then to measure the extent of the effect of **multiple regression analysis was applied** ons combined in explaining the variance in satisfactory attendance these dimensi.

Correlation coefficients between job satisfaction dimensions and :(^)Table sickness attendance

Significance level(Sig.)	sick attendance(r)	Item
0.000 **	-0.44	job satisfaction
0.001 **	-0.38	relationship satisfaction
0.000 **	-0.41	Work environment satisfaction
0.000 **	-0.46	overall job satisfaction

Results of multiple regression analysis between dimensions of job satisfaction and sickness attendance Table (٩):

Significance levelSig.	t value	β (coefficient)	Dimension
0.001**	3.51	-0.236	job satisfaction
0.008**	2.68	-0.174	relationship satisfaction
0.004**	2.95	-0.192	Work environment satisfaction
0.000 **	F = 18.73	R ² = 0.34	The equation as a whole

The results indicate a significant negative relationship between the dimensions of job satisfaction and satisfactory attendance, with the most influential dimension **satisfaction with the nature of work** being ($\beta = -0.236$) followed by **work environmentsatisfaction with th** ($\beta = -0.192$) **satisfaction with then** **relationships** ($\beta = -0.174$). Regression analysis showed that the three dimensions of the variance in sick leave, which proves the effective (٣٤%) combined explain this phenomenon role of job satisfaction in reducing.

by Cotte and Lauzier These results are consistent with the review (Côté & Lauzier, 2021) which showed that low satisfaction increases the likelihood of sick **of Magalhães and colleagues** attendance, and is consistent with the findings (Magalhães et al., 2022) demonstrated that support from colleagues and contributes to reducing—as a form of relationship satisfaction—supervisors -sickness attendance. These findings also support findings from Arab studies (Al that job satisfaction is a (٢٠٢٤ and Aliwamer, Shalabi-Al ؛٢٠٢٢ Hajj and Musa, mediating and influential variable in controlling negative work behaviors.

Accordingly, the third hypothesis, which states that there is an effect of job ess attendance, is satisfaction in its three dimensions in reducing sickn accepted.

The fourth hypothesis

The fourth hypothesis states:

“ Job satisfaction plays a statistically significant mediating role in the relationship between work redesign in all its dimensions and satisfactory attendance among Iraqi bank employees.”

was used **hierarchical regression**. In addition to the **mediation method test** Using the **Bootstrap method** to measure the direct and indirect impact of work , redesign on satisfactory attendance through job satisfaction.

Results of the mediation test for job satisfaction between work redesign and sick attendance Table (١٠):

R ²	Sig.	t value	β (coefficient)	the model
0.22	0.000**	6.18	-0.47	The direct impact of work redesign → the audience Patients
0.30	0.000**	7.02	0.55	The direct impact of work redesign → satisfaction Functional
0.34	0.000**	5.61	-0.42	The direct impact of job satisfaction the audience Patients →
—	0.001**	—	-0.23	(indirect effect (via mediation

has a negative and statistically significant **work redesign** The results indicate that effect on sickness attendance ($\beta = -0.47$) a positive effect on job satisfaction and ($\beta = 0.55$). On the other hand, it was shown that job satisfaction, in turn, has a negative effect on sickness attendance ($\beta = -0.42$). Using the **bootstrap test** The dance via job satisfaction was indirect effect of work redesign on satisfactory atten which is statistically significant, confirming the existence of (-0.23) found to be partial mediation.

Liu and colleagues' study This result supports the findings of (Liu et al., 2022) es sickness attendance via mediating which showed that work redesign reduc

by Yang and colleagues variables, as well as with the study (Yang et al., 2025) demonstrated that satisfactory attendance mediates the relationship between ith the Arab redesign and organizational silence. This is also consistent w literature, which considered job satisfaction an intervening variable in many Shalabi and Aliwamer, -Al ٢٠٢٢ Hajj and Musa, -organizational relationships (Al (٢٠٢٤.

Accordingly, the fourth hypothesis is accepted, which means that job ion plays an important mediating role in explaining the relationship satisfact between work redesign and satisfactory attendance.

Summary of the results chapter

The results of the field study on Iraqi bank employees showed that the level of tisfaction was high, while the level of satisfactory work redesign and job sa attendance was low. Statistical analyses confirmed the validity of all research hypotheses; it was found that the dimensions of work redesign negatively impact ct job satisfaction, while the satisfactory attendance and positively impa dimensions of job satisfaction showed a significant effect in reducing satisfactory

attendance. The results also demonstrated that job satisfaction acts as a partial satisfactory attendance, mediator in the relationship between work redesign and satisfaction reinforcing its importance as an intervening variable that explains this relationship. Thus, the results provide strong evidence supporting the study's conceptual model and confirming its validity in the Iraqi banking environment.

Recommendations

1. Iraqi bank management should encourage employees to reshape their roles to suit their abilities and interests, by giving them greater flexibility in assigning tasks and participating in work decisions.
2. Relationships based on cooperation and Supporting the building of working trust between colleagues and managers, as this has a direct impact on increasing job satisfaction and reducing negative behaviors such as sick leave.
3. Improving physical and organizational working conditions (such as working hours, rest, job security) to enhance job satisfaction, which works positively reflects on reducing employee attendance in unsatisfactory conditions.
4. Design policies that encourage employees to take sick leave when needed, alternatives that ensure uninterrupted work while providing organizational alternatives.
5. Organizing training programs that focus on adaptive skills and psychological flexibility, which helps employees practice redesign effectively.
6. Encourage leaders to adopt a management style based on motivation and empowerment, as this has an impact on increasing job satisfaction and reducing the pressures that drive employees to attend sick.
7. Linking positive performance and innovation at work to material and moral rewards increases employee satisfaction and supports the adoption of work redesign practices.

bibliography

First: Foreign references

Wrzesniewski, A., & Dutton, J. E. (2001). Crafting a job: Revisioning employees as active crafters of their work. *Academy of Management Review*, 26 (2), 179–201. <https://doi.org/10.5465/amr.2001.4378011>

- Tims, M., Bakker, A. B., & Derks, D. (2012). Development and validation of the job crafting scale. *Journal of Vocational Behavior*, 80 (1), 173–186. <https://doi.org/10.1016/j.jvb.2011.05.009>
- Slemp, G. R., & Vella-Brodrick, D. A. (2013). The Job Crafting Questionnaire (JCQ): A new scale to measure the extent to which employees engage in job crafting. *International Journal of Wellbeing*, 3 (2), 126–146. <https://doi.org/10.5502/ijw.v3i2.1>
- Rudolph, C. W., Katz, I. M., Lavigne, K. N., & Zacher, H. (2017). Job crafting: A meta-analysis of relationships with individual differences, job characteristics, and work outcomes. *Journal of Vocational Behavior*, 102 , 112–138. <https://doi.org/10.1016/j.jvb.2017.05.008>
- Lichtenthaler, P. W., & Fischbach, A. (2019). A meta-analysis on promotion- and prevention-focused job crafting. *European Journal of Work and Organizational Psychology*, 28 (1), 30–50. <https://doi.org/10.1080/1359432X.2018.1527767>
- Frederick, D. E., & VanderWeele, T. J. (2020). Longitudinal meta-analysis of job crafting shows positive association with work engagement. *Cogent Psychology*, 7 (1), 1746733. <https://doi.org/10.1080/23311908.2020.1746733>
- Lazzazzara, A., Tims, M., & de Gennaro, D. (2020). The process of reinventing a job: A meta-synthesis of qualitative job crafting research. *Journal of Vocational Behavior*, 116 , 103267. <https://doi.org/10.1016/j.jvb.2019.01.001>
- Wang, H., Demerouti, E., & Le Blanc, P. (2020). The impact of social factors on job crafting: A meta-analysis. *PLoS ONE*, 15 (1), e0225736. <https://doi.org/10.1371/journal.pone.0225736>
- Geldenhuis, M., Bakker, A. B., & Demerouti, E. (2021). How task, relational and cognitive crafting relate to job satisfaction via meaningfulness. *European Journal of Work and Organizational Psychology*, 30 (1), 83–94. <https://doi.org/10.1080/1359432X.2020.1825379>
- Junça-Silva, A., Caetano, A., & Lopes, H. (2022). Job crafting, meaningful work and performance: The moderated -mediation role of presenteeism. *SN Business & Economics*, 2 (9), 95. <https://doi.org/10.1007/s43546-022-00201-5>
- Almaaitah, M. F., Alshurideh, M., & Masa'deh, R. (2025). How job crafting enhances job satisfaction: The moderating role of perceived organizational support. *Discover Psychology*, 5 (1), 18. <https://doi.org/10.1007/s44202-024-00045-6>

- Amillano, A., García-Chas, R., & Castro, C. (2024). Job crafting and satisfaction with life: The mediating role of work meaning. *Current Psychology*. Advance online publication. <https://doi.org/10.1007/s12144-024-04882-0>
- Cheng, J. C., Chen, C. Y., Teng, H. Y., & Yen, C. H. (2018). Building customer-employee relationships through job crafting in the hospitality industry: A mediation model of employee work engagement and job satisfaction. *International Journal of Hospitality Management*, 72, 52–64. <https://doi.org/10.1016/j.ijhm.2018.01.005>
- Liu, T., Li, H., & Shi, K. (2022). Job crafting and nurses' presenteeism: The mediating role of job embeddedness. *Frontiers in Psychology*, 13, 899023. <https://doi.org/10.3389/fpsyg.2022.899023>
- Yang, N., Li, S., & Zhao, X. (2025). Presenteeism mediates the link between job crafting and organizational silence: Evidence from junior nurses. *Frontiers in Psychology*, 16, 1523450. <https://doi.org/10.3389/fpsyg.2025.1523450>
- Johns, G. (2010). Presenteeism in the workplace: A review and research agenda. *Journal of Organizational Behavior*, 31 (4), 519–542. <https://doi.org/10.1002/job.630>
- Lohaus, D., & Habermann, W. (2019). Presenteeism: A review and research directions. *International Journal of Management Reviews*, 21 (2), 175–208. <https://doi.org/10.1111/ijmr.12195>
- Biron, C., Brun, J. P., & Cooper, C. L. (2022). The health-performance framework of presenteeism: Towards understanding an adaptive behaviour. *International Journal of Environmental Research and Public Health*, 19 (3), 1723. <https://doi.org/10.3390/ijerph19031723>
- Côté, K., & Lauzier, M. (2021). The relationship between presenteeism and job satisfaction: A systematic review. *European Management Journal*, 39 (1), 103–115. <https://doi.org/10.1016/j.emj.2020.10.004>
- Magalhães, S., Fernandes, A., & Gomes, S. (2022). Presenteeism, quality of life and satisfaction at work: A cross-sectional study. *BMC Health Services Research*, 22, 1056. <https://doi.org/10.1186/s12913-022-08503-9>
- Lohaus, D., & Habermann, W. (2021). Working while ill is not always bad—Positive effects of presenteeism. *Frontiers in Psychology*, 12, 720297. <https://doi.org/10.3389/fpsyg.2021.720297>
- Gerlach, M., Bludau, C., & Lohaus, D. (2024). Presenteeism among nurses: An integrative review. *International Journal of Nursing Studies Advances*, 6, 100091. <https://doi.org/10.1016/j.ijnsa.2024.100091>

- de Devotto, R.P., Ferreira, A.I., & Ghislieri, C. (2022). Basic psychological need satisfaction, job crafting, and work engagement: Testing a mediation model. *Frontiers in Psychology*, 13 , 847337. <https://doi.org/10.3389/fpsyg.2022.847337>
- Demerouti, E., van Veldhoven, M., & Haun, V. C. (2021). The effects of a job crafting intervention on the success of an organizational change. *Journal of Occupational and Organizational Psychology*, 94 (1), 1–27. <https://doi.org/10.1111/joop.12330>
- Van Wingerden, J., Bakker, A. B., & Derks, D. (2017). Fostering employee well-being via a job crafting intervention. *Journal of Vocational Behavior*, 100 , 164–174. <https://doi.org/10.1016/j.jvb.2017.03.010>
- Bakker, A. B., Ficapal-Cusí, P., Torrent-Sellens, J., Boada-Grau, J., & Hontangas, P. (2019). The Spanish version of the Job Crafting Scale: A validity study. *Journal of Vocational Behavior*, 112 , 185–197. <https://doi.org/10.1016/j.jvb.2019.01.001>
- Petrou, P., Demerouti, E., & Schaufeli, W. B. (2015). Job crafting in changing organizations: Antecedents and implications for exhaustion and performance. *Journal of Occupational Health Psychology*, 20 (4), 470–480. <https://doi.org/10.1037/a0039003>
- Knight, C., Tims, M., & Parker, S. K. (2021). When do job crafting work interventions? The moderating role of job characteristics. *Journal of Vocational Behavior*, 127 , 103387. <https://doi.org/10.1016/j.jvb.2021.103387>
- Mustafa, I. A., Al-Jenaibi, B., & Hassan, H. (2024). Impact of job crafting on employee performance in banking during work-from-home: Evidence from the UAE. *International Journal of Work Innovation*, 4 (1), 56–72. <https://doi.org/10.1504/IJWI.2024.100591>
- Ali, N., Danish, R. Q., & Munir, Y. (2020). Impact of job crafting on bankers' in-role and extra-role performance: Mediating role of organizational commitment. *International Journal of Innovation, Creativity and Change*, 12 (3), 328–345.

Second: Arabic references

- -Qadir Fadl Al-jahid AbdulMu and ، Basha-Siddiq Muhammad Al-Al Sayed Ibrahim. (2022). The mediating role of employee empowerment in the relationship between job satisfaction and organizational commitment, applied to the Ministry of Health and Social Welfare, North Kordofan State. *In Journal of Studies and Research, Ibn Khaldun*(7) ، ٩٩٩-٩٦٩. <https://doi.org/10.5281/zenodo.6805337>

- **Shaib-Majeed Al-Ihab Talat Abdel.** (2022). *The impact of health and motivational factors on employee performance: A field study on the* [Unpublished PhD thesis]. Ain Shams] *ationSolidarity Microfinance Found* University, Faculty of Commerce.
- **Hajjar Hussein Aliwamer and ، Shalabi-Haitham Hamoud Al.** (2024). *being on Organizational Loyalty: The -The Impact of Employee Well tudy on An Applied S -Mediating Role of Job Satisfaction Telecommunications Companies in Jordan. Arab Journal of Management,* ٤٤(5) ١٨-١ ، <https://doi.org/10.21608/AJA.2024.273057.1597>
- **Hawas-Yazid Saud Al.** (2020). *The impact of job satisfaction on the g Salman Specialist quality of health services among employees at Kin Hospital in Hail. The Comprehensive Multidisciplinary Electronic Journal,* (3) ٢٠-١ ،
- **Abdul Rahim Abbas Musa and ، Hajj-Akram Mohammed Al.** (2022). *Job satisfaction and its impact on the relationship between information quality and human resources efficiency. Journal of Natural and Human Sciences,* (7) ١٥-١ ، <https://doi.org/10.53796/hnsj3719>
- **Ferial Jami and ، Souriya Lahkiri.** (2023). *The impact of job rotation on improving performance: A field study at the Abdelhafidh Boussouf* [Unpublished Master's Thesis]. Abdelhafidh] *Mila -University Center* Mila, Algeria -Boussouf University Center .
- **Faraji-Bushra bint Mubarak Al.** (2023). *The impact of job rotation on the performance of employees in the Ministry of Labor in the Sultanate of* [Unpublished Master's Thesis]. Al Sharqiyah University, Sultanate] *Oman* of Oman.