

The impact of workload, co-worker pressure and supervisor pressure on employee presenteeism: Evidence from Sri Lanka

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Abstract

Presenteeism is one of the major contemporary issues in Human Resource Management (HRM) as it negatively impacts on worker productivity and ultimately on organizational productivity and goal achievement. Thus, employee presenteeism which refers to attending work while ill needs to be discouraged. A systematic empirical study was carried out with regards to employee presenteeism owing to little research done, contextual gap and intellectual curiosity of authors. Objectives of the study were; (1) to find the degree of presenteeism of Sri Lankan executive and non-executive employees in Colombo District under study; (2) to find the impact of workload on employee presenteeism; (3) to find the impact of co-worker pressure on employee presenteeism; (4) to find the impact of supervisor pressure on employee presenteeism; (4) to find the overall impact of workload, co-worker pressure and supervisor pressure on employee presenteeism; and (5) to investigate whether there is any significant difference between male and female employees under study in terms of presenteeism. The nature of this study was analytical; time horizon was cross sectional; and the unit of analysis was individual. A theoretical framework was formulated based on some empirical evidences in literature review and logical beliefs of the authors. Three different instruments were developed by the authors to measure the workload, co-worker pressure, and supervisor pressure while Stanford Presenteeism Scale (SPS) was utilized to measure employee presenteeism. Reliability and validity of the instruments are assured. Survey method was utilized and 72 executive and non-executive employees in Colombo district responded to the questionnaire through the sampling technique of convenient sampling technique. Small sample size can be a major limitation of the study and it can be suggested to explore more on the difference between executive and non-executive employees in terms of presenteeism using a larger sample. The empirical findings revealed that the degree of employee presenteeism is between average and high and there is a significant positive impact from workload, co-worker pressure and supervisor pressure on employee presenteeism. Further it was revealed that there is no significant difference between male and female employees under the study in terms of presenteeism.

Keywords: Co-worker Pressure, Presenteeism, Supervisor Pressure, Workload

INTRODUCTION

Employees today are increasingly facing pressures from their workplace due to the changing market demands, rising of job uncertainty etc. and those factors are increasingly becoming substantial stressors for employees (Pohling et al., 2015). In recent years, increasing pressure of employees has led to significant negative consequences to be occurred in the working places of employees who are more than ever required to show flexibility in terms of how and when they show up at work. One of the negative consequences arising from this is presenteeism, which means going to work despite being ill (Pohling et al., 2015). Development of globalization has changed the direction of business which open up many more opportunities as well as lead to emerge of number of new business issues. Presenteeism is a recently emerged issue which has taken the attention of vast amount of people due to the negative impact of it towards the business. Absenteeism is people staying away from work but presenteeism is not the direct opposite of it. When digging into literature different philosophers has identified presenteeism in different perspectives.

According to Pauly, Nicholson, Polsky, Berger, & Sharda (2008) as cited in Baeriswyl et al. (2016) researches on sickness presenteeism can be divided into two main areas. First one is sickness presenteeism as the behavior going to work despite illness and the second one is sickness presenteeism as the loss in productivity that an organization may occur due to employees being in frail health and as a result failing to achieve the expected performance level. Collins and Cartwright believe that there are two facets for presenteeism i.e. one facet is that where individuals are not working at full production as the organization and employee work together to return to work after an absence; and the another facet is that individuals are coming to work despite being ill because of organizational or personal reasons (Charbaji, 2017).

Biron and his associates reported that heavier workloads, higher skill discretion, weaker relationships with colleagues, role conflict and precarious job status encourage presenteeism (Charbaji, 2017). Presenteeism can lead to harm or reduce worker ability and health and as a result of that it may seriously affect the company and society as a whole in terms of lost productivity and increased costs for medical and therapeutic treatments (Dietz et al., 2019). Thus, presenteeism is one of the major contemporary issues in human resource management field and researchers are conducting researches on this area as an emerging field. In this research, sickness presenteeism is considered and hopes to find the impact of workload, co-worker pressure, supervisor pressure and their joint impact on employee presenteeism. Further,

it focuses to find whether there is a significant difference between male and female employees in terms of presenteeism. Eventhough there are some researches on presenteeism at international level, there is a contextual gap relating to the impact of workload, co-worker pressure, supervisor pressure and their joint impact on employee presenteeism and the difference between male and female in terms of presenteeism. Hence, this study on presenteeism would address that gap.

RESEARCH QUESTIONS AND OBJECTIVES

The research questions of the study are:

1. What is the impact of workload on presenteeism?
2. What is the impact of co-worker pressure on presenteeism?
3. What is the impact of supervisor pressure on presenteeism?
4. What is the joint impact of workload, co-worker pressure and supervisor pressure on presenteeism?
5. What is the difference between male and female employees in terms of presenteeism?

The research objectives of the study are:

1. To investigate whether there is a positive and significant impact of workload on presenteeism.
2. To investigate whether there is a positive and significant impact of co-worker pressure on presenteeism.
3. To investigate whether there is a positive and significant impact of supervisor pressure on presenteeism.
4. To investigate whether there is a positive and significant joint impact of workload, co-worker pressure and supervisor pressure on presenteeism.
5. To investigate whether there is a positive and significant difference between male and female employees in terms of presenteeism.

CONCEPTUALIZATION OF THE CONSTRUCTS

Presenteeism

According to literature, concept of presenteeism was originated by Cooper in early 1990s, as per Cooper; presenteeism was defined as “*Presenteeism as the growing propensity for workers to spend more time at work because of insecurity and fear of job loss*” (Lack, 2001).

According to Mandiracioglu et al. (2015) as cited in Schultz et al. (2007) presenteeism is defined as; though employee is physically present at work place, their performance is poor than usual.

“Going to work despite the feeling that one really should have taken a sick leave because of one’s state of health” (Pit and Hansen, 2016).

As per, Johns (2010) one of the commonly used definitions for presenteeism given by many scholars in occupational health literature is “*Attending work, as opposed to being absent*” (Smith, 1970).

Werapitiya et al. (2016) provides a complete definition which can be found in Oxford Dictionary Online as; the habit of working more hours than enforced by the employment contract or remain attending to the job regardless of the health condition of the employee due to the job insecurity faced by the employee but as a result of the illness or stress, employee is unable to perform the work in full capacity. Presenteeism can be defined as attendance of an employee to work while he or she is ill physically or psychologically or in both ways (Opatha, 2019).

Presenteeism has many direct effects as well as indirect effects or side effects (Parli 2018) toward the organizational overall performance and success which may result in both short term and long-term consequences. Loss of productivity linked with reduction of organizational profits can be seen as a common direct effect in presenteeism while serious mental and physical health issues of workforce act as longer term consequences of presenteeism. Therefore, it is essential for human resource practitioners to have a clear understanding on factors which cause presenteeism to address and manage this vital issue successfully in their workplaces.

Causes of Presenteeism

Palo and Pati (2013) stated that factors that cause presenteeism can be broadly classified into three categories namely; work related factors, personal circumstances and personality of employees. Further, they identified sub factors under these three main categories which are stated below.

- Work related factors – Not having flexible work hours, irreplaceability of employees, higher job demand or work overload, lower teamwork and social support, and job insecurity.
- Personal circumstances- Personal financial situation or higher financial insecurity, higher dissatisfaction in family life.
- Personality factors – Higher self-efficacy of employee, over commitment.

Risk of presenteeism in workplace can be increased due to psychosocial factors such as psychological job demand as well as unfavorable social behavior of employees in workplace such as bullying, harassment and violence (Yi and Kim 2020).

Moreover Lack (2011) assert; both physical and mental health risks, dependent care problems, aging workforce and job-related factors such as; higher job pressure, fear of loss of income or employment and high stress as the main causes which lead to increase presenteeism in workplace.

Quazi (2013) has developed a comprehensive model which has identified the reasons for employees to go to work while ill i.e. work environmental pressures, psychological issues, stress, depression, long working hours, time pressure which means issues in finding replacements, sense of duty and employment conditions.

Although several philosophers have suggested different reasons which lead to presenteeism and there's a common link between all types of reasons as all these factors can be identified in terms of work- or job-related factors or organizational policies, employee health related factors and employee's psychosocial behavior/ psychological factors. In this study, it mainly focuses on three main factors which are discussed below in depth.

Workload

Every employee in an organization needs to perform a certain set of tasks and duties and if it is too much, he or she tends to be present at work while being sick (Opatha, 2019). Deadlines to meet projects and other work commitments such as meetings with customers and other stakeholders influence the sick employees to come to work irrespective of the sickness. Workload of employees at work is basically about the tasks, duties and responsibilities that are demand by their jobs. Workload is the amount of work that each employee has to achieve during a fixed period within the organization (Yang et al., 2016). When job demands are

bearable or work pressures do not exist, an employee who is suffering from a disease more likely decides to take a sick leave and be absent. As cited in Opatha (2019, p. 358) “*Demerouti et al (2009) found that, the higher the job demands, the higher the effort employees will invest in meeting them and the higher the probability that they will work while sick in order to avoid performance decrements*”.

Pressure from Co-employees

Sometimes employees have to work in teams to achieve organizational targets. In that case it is possible for them to face pressure from his or her team members to come to work to achieve the targets (Opatha, 2019). If the team members are unsupportive, they will put pressure for a member who is sick, not to take sick leave and come to work to do his or her part of work.

Pressure from Immediate Superior

Highly work-oriented superiors make pressure on their subordinates to come regularly even though they are unable to come to work which will ultimately cause presenteeism while highly people oriented immediate superiors more likely to encourage sick subordinates to take a sick leave (Opatha, 2019).

EMPIRICAL EVIDENCES FOR THE IMPACT OF WORKLOAD, CO-WORKER PRESSURE AND SUPERVISOR PRESSURE ON PRESENTEEISM

The main determinants of presenteeism in previous studies were found as stress-related factors at work, health, and individual factors. Stress-related factors at work are the unavoidable work load and work context due to high work demands and work control in the contemporary busy working environment and poor social climate (Yang et al., 2019). The Job Demands-Resources Model (JD-R) explains the relationship among job stressors, health, individual factors, and presenteeism. The JD-R states that when job demands or workloads are high and there are few job resources, job demands or workloads may turn into high-level of job stressors, resulting in health problems and other negative consequences (Yang et al., 2016) like inability to handle work-life balance. The higher the job demands or workloads, the more efforts employees will invest in fulfilling them and higher the probability that they will work while sick (Yang et al., 2016).

Stress-related factors at work including workload, significantly impact presenteeism (Yang et al., 2016). Challenging and positive demands such as job complexity, time pressure, and

workload can negatively impact on employee energy and may result sickness presenteeism (Thun, 2017).

According to Yang et al. (2015) the level of presenteeism was low and the level of job stress was moderate among aging US workers. Yang et al. (2016) have found that job stress has a significant direct positive effect on presenteeism ($\beta = 0.30$; $p < 0.001$). High workload is a direct factor that positively contributes to work stress of employees. Thus, through the finding revealed by Yang et al. (2016) it can be said that high workload which causes high job stress leads to presenteeism.

Yang et al. (2016) have found that low co-worker support has a significant direct negative effect on job stress ($\beta = -0.10$; $p < 0.001$) and presenteeism ($\beta = -0.11$; $p < 0.001$) while low supervisor support also has a significant direct negative effect on job stress ($\beta = -0.40$; $p < 0.001$) and presenteeism but it is not significant for presenteeism. The findings suggest that presenteeism can be reduced by reducing employee stress at the workplace, by giving necessary support at work from colleagues and employers, and by the presence of comfortable interpersonal relationships among colleagues and between employers and employees.

Several studies have shown that instrumental and emotional support stemming from colleagues at work which is also known as coworker support that provides a particularly important protection from emotional exhaustion (Baeriswyl et al., 2016). Further they have found that the effects of coworker support and workload on emotional exhaustion were fully or at least partially mediated by sickness presenteeism.

Workload have proved to be one of the most important work-related antecedents of sickness presenteeism. Claes (2011) found that workload of employees predicted high rates of sickness presenteeism in her study across four European countries. However, the availability of coworker support discourages the sickness presenteeism. Coworkers who offer active support by taking over work tasks or reinforcing somebody's decision to stay at home in a more supportive way will reduce the probability of an ill employee going to work (Baeriswyl et al., 2016).

Janssens and associates have found that high job demands, high efforts, low support from co-workers and supervisors and low rewards are associated with presenteeism (Charbaji, 2017). Marín and García-Ramírez (2005) demonstrated that supervisor and family support moderated the effect of job stress on emotional exhaustion. Studies show that understaffing, high

workload, overtime, and low job control and leader support are associated with higher presenteeism (Miraglia and Johns, 2015).

As per a survey done by Johansen (2012) 55% of the respondents in Norway and Sweden practiced sickness presenteeism in the previous year. Further, respondents with low/medium income, physical work, and managerial responsibilities report sickness presenteeism more often in both countries and neither gender nor age has any particular influence on presenteeism (Johansen, 2012).

Presenteeism is significantly higher specially among workers who are females, aged 40 years or older, middle school graduates, working over 40 working hours a week, shift workers, exposure to adverse social behavior and discrimination, and those with a high demand for quantitative work, low job autonomy, high emotional demands and, high job stress. Low job autonomy was the most significant predictor of presenteeism according to their study (Yi and Kim, 2020). Further, they recommend to give enough autonomy in job-related roles in order to alleviate presenteeism.

Based on the above empirical evidences and theoretical evidences authors developed the conceptual framework as depicted in Figure 1.

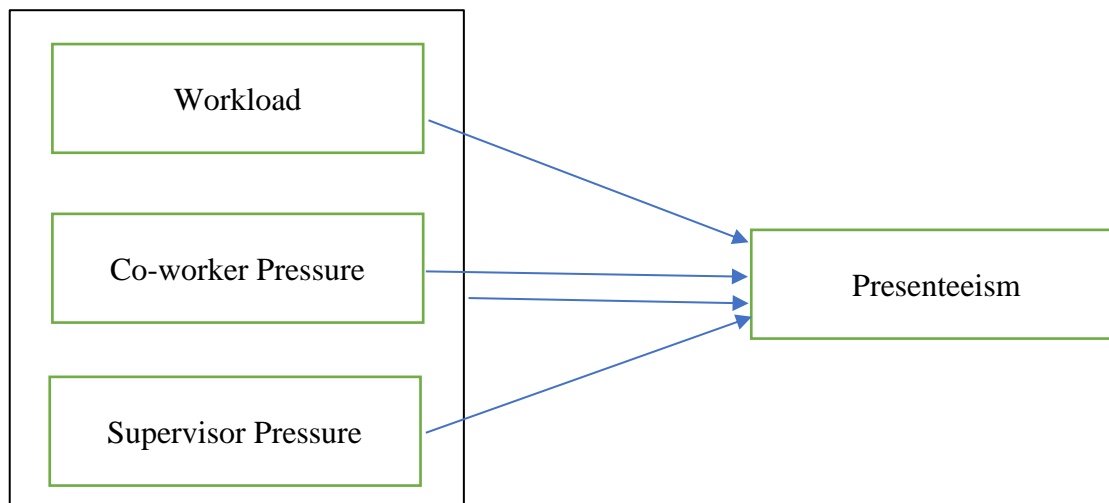


Figure 1: Conceptual Framework

The relevant hypotheses for the study depend on the conceptual framework are:

H₁: There is a significant and positive impact from workload on presenteeism.

H₂: There is a significant and positive impact from co-worker pressure on presenteeism.

H₃: There is a significant and positive impact from supervisor pressure on presenteeism.

H₄: There is a significant and positive joint impact from workload, co-worker pressure and supervisor pressure on presenteeism.

H₅: There is a significant difference between male and female employees in terms of presenteeism.

METHODOLOGY

Survey method was utilized and 72 employees responded to the questionnaire through the sampling technique of convenient sampling technique. The survey was composed of a self-administered questionnaire which was shared through a google form. Data was collected from both executive (45%) and non-executive employees (55%) in different types of industries i.e., manufacturing (42.9%), service (53.6%) and other (3.5%) in Colombo district. Among the sample 57% was female and 43% was male respondents.

OPERATIONALIZATION OF THE CONSTRUCTS

Presenteeism

Stanford Presenteeism Scale (SPS-6) is a famous scale that measure the presenteeism and it was developed by Koopman et al (2002). Stanford Presenteeism Scale (SPS-6) is 6 items scale that measures the presenteeism of persons. The respondents are supposed to reply on a Likert format indicating degree of agreement pertaining to a primary health condition (Johns, 2010). In SPS, Stanford Presenteeism Scale, age, gender, ethnicity, years of education, marital status, and employment status were utilized as the items to assess the demographic characteristics of the respondents (Koopman et al., 2002). The relevant six items are mentioned below.

1. Despite having my health problems, I was able to finish hard tasks in my work.
2. At work I was able to focus on achieving my goals despite my health problems.
3. Despite having my health problems I felt energetic enough to complete all my work.
4. Because of my health problem, the stresses of my job were much harder to handle.
5. My health problem distracted me from taking pleasure in my work.

6. I felt hopeless about finishing certain work tasks, due to my health problems.

Aronsson and colleagues did a Sweden's labor market survey to probe the frequency of presenteeism using the question "has it happened over the previous 12 months that you have gone to work despite feeling that you really should have taken sick leave because of your state of health?" and the response format scale consisted of never, once, 2-5 times or over 5 times (Johns, 2010). This study also adapts the Stanford Presenteeism Scale (SPS-6) to measure the presenteeism level of employees under the study.

Workload

According to Yang et al. (2016) type of work done, hours of work per week, and decisions about pay and promotions were inquired about with a single question each in the Employment Questionnaire ("What sort of work do you do?" "How many hours do you usually work per week [in this job/in this business]?" and "In your job, do you make decisions about the pay and promotions of others?")

Network Rail, who own the railway infrastructure in the UK, have been interested in the assessment of mental workload (MWL) of signallers and control staff for some years (Pickup et al., 2005). One of his inventions is the Integrated Workload Scale (IWS), developed and tested for signallers. It is a self-report tool to assess railway signaller workload (Pickup et al., 2005).

Dimensions of IWS were load, demand, effort and effects. Examples of terms and phrases used are; load - amount of work, jobs, tasks, situations, responsibilities, problems, time available; demand and effort - concentration, focus of attention, busy, effort, demanding; and effect - pressure (time and individual), frustration, struggling, spare time, managing (Pickup et al., 2005). Respondents rate the individual items of the IWS according to the amount of workload each item conveyed, on a scale ranging from 'work is not demanding at all' to 'work is too demanding' (Kramer et al., 2016).



Figure 2: IWS for rail signallers (color codes run from blue for not demanding to red for work is too demanding)

Source: Pickup et al. (2005)

So as to the above measurements in the literature authors developed a six items instrument to measure the workload of employees under study. The level of the instrument was interval and the summated rating received on a 6-item, 5-point Likert scale of workload was the relevant operational definition. With regard to each of the statement in the instrument, respondents were asked to rate on a 5-point Likert scale, and the act of transforming into a different variable (with new values from 1 to 5) was done after calculating the composite indexing. The transforming was done by using the following point scale. The dimensions and the statements for each dimension are mentioned in the Table 1.

points scale:

6 – 10.8 - Very low level of workload.

10.9 – 15.6 - Low level of workload.

15.7 – 20.4 - Moderate level of workload.

20.5 – 25.2 - High level of workload.

25.3 – 30 - Very high level of workload.

Table 1: Dimensions and Items to Measure Workload

Dimension	Item
Quantity of Work	The usual time I am supposed to spend at workplace is not enough to complete my job duties.

Quality of Work	I am responsible to minimize the errors and defects of my duties as much as possible even though the workload is high.
Time Consumption	I have to go to the workplace even on holidays to complete my job tasks and duties.
Free Time Availability	It is not possible for me to find a free time at work.
Meeting Deadlines	I am struggling to do my works on time as the workload is too much to be managed.

Co-worker and Supervisor Pressure

According to Yang et al. (2016) Figure 2 shows the items they have taken to measure the variables i.e. presenteeism, job stress, co-worker support and supervisor support.

Variables	Items
Presenteeism (0–10)	P1: How many points would you give your current ability to work?
	P2: Thinking about the physical demands of your job, how do you rate your current ability to meet those demands?
	P3: Thinking about the mental demands of your job, how do you rate your current ability to meet those demands?
	P4: Thinking about the interpersonal demands of your job, how do you rate your current ability to meet those demands?
Job stress (1–4)	JS1: My job is physically demanding
	JS2: I am under constant time pressure due to a heavy workload
	JS3: I have very little freedom to decide how I do my work
	JS4: Considering the things I have to do at work, I have to work very fast
	JS5: I often feel bothered or upset in my work
	JS6: The demands of my job interfere with my personal life.
Co-worker support (1–4)	CS1: My co-workers listen to me when I need to talk about work-related problems.
	CS2: My co-workers help me with difficult tasks
	CS3: My co-workers help me in crisis situations at work
Supervisor support (1–4)	SS1: My supervisor is helpful to me in getting the job done.
	SS2: My supervisor is willing to extend himself/herself to help me perform my job.
	SS3: My supervisor takes pride in my accomplishments at work.
	SS4: My supervisor tries to make my job as interesting as possible.

Figure 3: Items taken to measure the variables i.e. presenteeism, job stress, co-worker support and supervisor support by Yang et al. (2016)

Source: Yang et al. (2016)

So as to the measurements in the literature authors developed two instruments that contain six items for each instrument to measure co-worker and supervisor pressure. The level of the instruments was interval and the summated rating of each instrument received on a 6-item, 5-point Likert scale of co-worker and supervisor pressure was the relevant operational definition. With regard to each of the statement in the instrument, respondents were asked to rate on a 5-

point Likert scale, and the act of transforming into a different variable (with new values from 1 to 5) was done after calculating the composite indexing. The transforming was done by using the following point scale. The dimensions and the statements for each dimension for co-worker pressure and supervisor pressure are mentioned in the Table 2 and Table 3 respectively.

points scale:

6 – 10.8 - Very low level of workload.

10.9 – 15.6 - Low level of workload.

15.7 – 20.4 - Moderate level of workload.

20.5 – 25.2 - High level of workload.

25.3 – 30 - Very high level of workload.

Table 2: Dimensions and Items to Measure Co-worker Pressure

Dimension	Item
Listening	My co-workers do not listen to me carefully when a problem occurred.
Willingness to Do Other's Part	My co-workers do not like to do my part of work if I am unable to come to work due to an unavoidable circumstance.
Push to Work	My co-workers are pushing me to do things at work even in hard times for my self.
Supportiveness	My co-workers help me with difficult tasks and crisis situations at work.
Allow to Take Sick Leaves	My co-workers do not allow me to take sick leaves when I am sick.
Friendliness	My co-workers are not friendly enough to share my heavier workloads when they are free and able to do.

Table 3: Dimensions and Items to Measure Supervisor Pressure

Dimension	Item
Listening	My supervisor is not listening properly to m problems at work.
Helpfulness	My supervisor is helpful to me in getting the job duties done.
Extending Deadlines	It is not possible for me to extend deadlines for my job activities when I am sick.
Force to Work	My supervisor always calls me when I am not seemed to be at work area.
Allow to Take Sick Leaves	My supervisor does not allow me to take sick leaves when I am sick.
Role Modelling	My supervisor comes to office every day even he is unable to work, so that I have an obligation to follow him /her by coming to work every day even I am unable to work.

DATA ANALYSIS AND RESULTS

This section presents the results derived from univariate and bivariate analyses of the collected data relating to this study.

Reliability and Validity of the Questionnaire

The inter item reliability of the four instruments were examined with Cronbach's Alpha test. The results of the Cronbach's Alpha test are depicted below in Table 3. Cronbach's Alpha coefficients of workload, co-worker and supervisor pressure instruments are greater than 0.7 while presenteeism instrument's Cronbach's Alpha coefficient is nearly 0.7 which means that internal reliability of each instrument is good.

Table 3 – Cronbach's Alpha Test

Instrument	Cronbach's Alpha
Presenteeism	0.669
Workload	0.777

Co-worker Pressure	0.874
Supervisor Pressure	0.735

A major type of validity which is a property of an instrument is content validity that is an essential type of validity which is the extent to which the instrument measures what it intends to measure (Opatha & Opatha, 2020). Content validity of the instrument was ensured by the conceptualization and operationalization of the variables in literature and indirectly by the high internal consistency reliability of the instruments as denoted by Alphas. As there were 6 items to test the employee presenteeism which is the dependent variable and 6 items for each supervisor and co-worker pressure variables while having 5 items to measure the variable of workload covering all the dimensions and indicators, it ensures that the measures include an adequate and representative set of items that would tap the concepts.

Presenteeism

Table 4 depicts the descriptive statistics of dependent variable presenteeism based on 72 responses of Sri Lankan employees.

Table 4 – Descriptive Statistics of Presenteeism

Central Tendency and Dispersion Measures	Value
Mean	3.4028
Median	4.0000
Mode	4.00
Standard Deviation	.91405
Variance	.835
Minimum	1.00
Maximum	5.00
Range	4.00

Table 3 stipulates that generally Sri Lankan employees in Colombo district have a level of presenteeism that is in between average and high as the mean value is greater than 3 which is 3.4028 (in this study data were coded as, 1= very low degree, 2= low degree, 3= average degree, 4= high degree and 5= very high degree). Further the standard deviation is recorded as .91405 which is less than 1 which indicates that the data is not that much dispersed from the mean value.

Frequencies of the dependent variable i.e. presenteeism are presented below in Table 5.

Table 5 – Frequencies of Presenteeism

Value	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1	2	2.8	2.8	2.8
2	11	15.3	15.3	18.1
3	19	26.4	26.4	44.4
4	36	50.0	50.0	94.4
5	4	5.6	5.6	100.0
Total	72	100.0	100.0	

As per Table 5 first row represents the composite response *very low level of presenteeism* (coded in the data with value 1), second row is the composite response for *low level of presenteeism* (coded in the data with value 2), third row presents the *moderate level of presenteeism* (coded in data with value 3), fourth row shows the *high level of presenteeism* (coded in data with value 4) and finally fifth row is for the composite response *very high level of presenteeism* (coded with value 5).

Considering the analysis; 2 employees possess very low presenteeism level with the percentage of 2.8. 11 employees are recorded to have low presenteeism level showing the percentage of 15.3. Analysis exhibits that 19 employees possess moderate presenteeism level having the percentage of 26.4. Also, 36 employees have high presenteeism level presenting the percentage as 50.0. Only 4 employees possess very high presenteeism level with the percentage of 5.6.

Therefore, we can make a conclusion that majority of the employees under the study are having a high level of presenteeism.

The histogram in Figure 4 displays the results of the analysis.

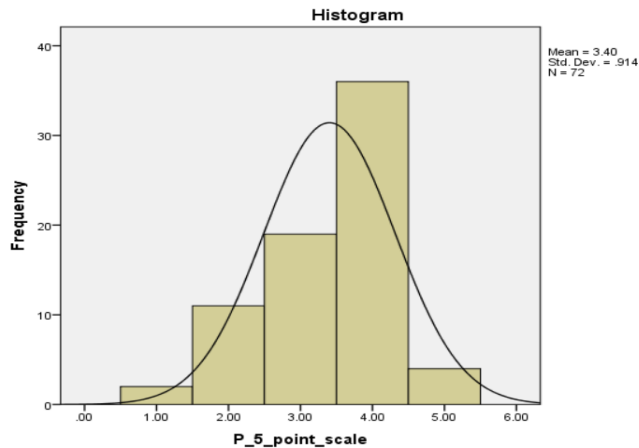


Figure 4: Histogram of Presenteeism

The impact of workload, co-worker pressure and supervisor pressure on presenteeism in the research model has been statistically tested by performing the linear regression analysis. The results are presented in Table 6.

Table 6 – Linear Regression Analysis

	R square	R	Sig.
Workload on Presenteeism	.081	.284	.016
Co-worker Pressure on Presenteeism	.133	.364	.002
Supervisor Pressure on Presenteeism	.122	.349	.003
Joint Impact of Workload, Co-worker Pressure, and Supervisor Pressure on Presenteeism	.164	.405	.006

As per Table 6 analysis, 8.1% of variance in presenteeism is explained by workload, 13.3% of variance in presenteeism is explained by co-worker pressure and 12.2% of variance in presenteeism is explained by supervisor pressure. Further, statistical analysis claims that there is a significant positive impact from workload, co-worker pressure and supervisor pressure on presenteeism as all the sig. values are less than .05. Also, the joint impact of all workload, co-

worker pressure and supervisor pressure on presenteeism is positive and significant as the sig. value is .006. It can be emphasized that 16.4% of variance in presenteeism can be jointly explained by workload, co-worker pressure and supervisor pressure. Hence, based on the statistical verification it is possible to accept the H₁, H₂, H₃ and H₄.

Table 7 – Results of Independent Sample T-test

		Levene's test for equality of variances		t-test for equality of means		
		F	Sig	t	df	Sig (2-tailed)
Presenteeism	Equal variances assumed	.063	.803	-1.439	70	.155
	Equal variances not assumed			-1.434	63.862	.156

Table 7 depicts the results of independent sample T-test which was performed to check whether there is a significant difference between male and female employees in terms of presenteeism. As per the statistical analysis, there is no significant difference between male and female employees in terms of presenteeism as the p value is .155 which is greater than .05. Therefore, as per the statistical scrutiny it is not possible to accept H₅.

DISCUSSION AND CONCLUSION

Presenteeism has become one of the prominent features in today's organizational context which has an increasing interest with the systematic studies and the theoretical background (Jayaweera and Dayarathna, 2019). Thus, managing presenteeism effectively is a major human resource objective in an organization to achieve higher level of productivity. Presenteeism has direct as well as indirect both short term and long-term effects towards the workforce of the organizations. As per Prater and Smith (2011) immediate cost of presenteeism can be identified as loss of productivity due to lower employee performance. This repercussion is elaborated by Mandiracioglu (2015), employees coming to work even though they feel sick can lead to difficulties in achieving production standards and product quality, may increase the number of workplace accident and additional training to the employees which directly links with rise of costs as an impact of loss of productivity.

Further, presenteeism may have an impact on individuals as well as collective performance of employees (Demerouti et al 2008) because when an employee comes to work while ill, they will not be able to perform as usual and if sick or infected employees spread the illness to rest of the workforce, it will result in drastic drop of collective performance and has a risk on passing the illness to clients as well.

Presenteeism may lead to exhaustion of employees which results in burnout and high turnover rates. Moreover, not giving much attention to diseases and come to work while ill may end up with serious health issues (both physical and mental) in long run. As stated by Lack (2011) impact of presenteeism may affect; quality of life and health of employees, high health related costs, increase of workplace accidents, quality of service and products.

In the present context need of identifying severe consequences of presenteeism is important for employers to get an awareness of the severity of the issue presenteeism as well as to inform employees about this issue in order to minimize the impact. Moreover, Lack (2011) stated presenteeism cost exceeds \$150 billion annually in U.S which has already surpassed the cost of absenteeism per year. Also, Werapitiya et al, 2016 (as cited in Martin, 2014) says minimum estimated annual cost of presenteeism in UK is considered as Sterling Pounds 15 billion.

In this survey study it was found that there is a significant and positive impact from workload, co-worker pressure, supervisor pressure on employees' presenteeism based on the sample (72 executive and non-executive employees in Colombo district) of the study. The joint impact of the same independent variables on presenteeism is positive and significant. This indicates that higher the workload, co-worker pressure and supervisor pressure higher the presenteeism will be which negatively impacts to the employee and organizational productivity and overall performance. Another finding was that there is no significant difference between male and female employees in terms of presenteeism. This result was proved by a survey done by Johansen in Norway and Sweden and found that neither gender nor age has any particular influence on presenteeism (Johansen, 2012).

The major recommendation from the authors to reduce employee presenteeism which brings negative consequences to both organization and individual employee is to reduce unnecessary employee workload, co-worker pressure and supervisor pressure on sick employees which lead them to come to work.

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