

The Impact of Workload, Co-Worker Pressure and Supervisor Pressure on Employee Presenteeism: An Empirical Study on Sri Lankan Employees in Colombo District

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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. Objectives of the study were; (1) to find the degree of presenteeism of Sri Lankan employees in Colombo District who are under the 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; (5) to find the overall impact of workload, co-worker pressure and supervisor pressure on employee presenteeism; and (6) to investigate whether there is any significant difference between male and female employees under study in terms of presenteeism. 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 degree of 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 employees responded to the questionnaire through the sampling technique of convenient sampling technique. 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 which means that higher the workload, co-worker pressure and supervisor pressure, higher the presenteeism will be. Further it was revealed that there is no significant difference between male and female employees who are under this study in terms of presenteeism.

Key Words: Presenteeism, Workload, Co-worker Pressure, Supervisor Pressure

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, Buruch, Jungbauer, and Leiter, 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 opens up many more opportunities as well as leads to emerge a number of new business issues. Presenteeism is a recently emerged issue which has taken the attention of a considerable number of people due to the negative impact of it towards the business. Absenteeism involves employees staying away from work but presenteeism is not the direct opposite of it. When digging into literature different authors have identified presenteeism in different perspectives.

According to Pauly, Nicholson, Polsky, Berger, and Sharda (2008) sickness presenteeism can be divided into two main areas. First one is about going to work despite the illness and the second one is about the losing productivity in an organization occurring due to employees being in frail health and as a result of failing to achieve the expected performance level. According to Charbaji (2017) there are two aspects for presenteeism. One aspect is that individuals are not working up to their fullest level to receive full production and the other aspect is that individuals are coming to work despite being ill because of organizational or personal reasons.

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, Zacher, Scheel, Otto, and Rigotti, 2019). Thus, presenteeism is one of the major contemporary issues in human resource management field and researchers conduct researches on this area as an emerging field. In this research, sickness presenteeism is considered and it is expected to find the impact of workload, co-worker pressure, supervisor pressure and their joint effect on employee presenteeism. Further, it focuses to find whether there is a significant difference between male and female employees in terms of presenteeism. Even though 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 effect 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 degree of presenteeism of the employees who are under the study?
2. What is the impact of workload on presenteeism?
3. What is the impact of co-worker pressure on presenteeism?

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

The research objectives of the study are:

1. To identify the degree of presenteeism of the employees who are under the study.
2. To investigate whether there is a positive and significant impact from workload on presenteeism.
3. To investigate whether there is a positive and significant impact from co-worker pressure on presenteeism.
4. To investigate whether there is a positive and significant impact from supervisor pressure on presenteeism.
5. To investigate whether there is a positive and significant joint impact from workload, co-worker pressure and supervisor pressure on presenteeism.
6. To investigate whether there is a significant difference between male and female employees in terms of presenteeism.

Conceptualization of the Constructs

Presenteeism

The concept of presenteeism was originated by Cooper in early 1990s and he has defined presenteeism as “*the growing propensity for workers to spend more time at work because of insecurity and fear of job loss*” (Chapman, 2005). According to Mandiracioglu, Boluckbas, Demirel, and Gumeli (2015) presenteeism is defined as “*though employees are physically present at work place their performance is poor than usual*”. Pit and Hansen (2016) define presenteeism as “*going to work despite the feeling that one really should have taken a sick leave because of his/her state of health*”.

One of the commonly used definitions for presenteeism by many scholars in occupational health literature is the one given by Johns in 2010, i.e., “*Attending work, as opposed to being absent*” (Smith, 1970). Although this definition does not imply the motives of presenteeism it shows the straightforward meaning of the term. Werapitiya, Opatha, and Fernando (2016) provide a comprehensive definition given in Oxford Dictionary Online and it is: 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 unable to perform the work in full capacity.

Presenteeism has many direct effects as well as indirect effects or side effects towards organizational overall performance and success which may result in both short term and long-term consequences (Parli, 2018). Loss of productivity linked with reduction of organizational profits can be seen as a common direct effect of 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 in order to address and manage this vital issue successfully in their workplaces.

Causes of Presenteeism

Palo and Pati (2013) have stated that factors causing 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 mentioned below.

Work related factors: Not having flexible work hours, irreplaceability of employees, higher job demand or work overload, higher teamwork and social support, and job insecurity.

Personal circumstances: Personal financial situation or higher financial insecurity, and higher dissatisfaction in family life.

Personality factors: Higher self-efficacy of employee, and 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 that 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.

A comprehensive model which identified reasons for employees to go to work while being ill has been developed by Quazi (2013) and it shows that work environmental pressures, psychological issues, stress, depression, long working hours, and time pressure.

In this study, it mainly focuses on three main factors which are explained 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 being demanded by their jobs. Workload is the amount of work that each employee has to achieve during a fixed period within the organization (Yang, Zhu, and Xie, 2016). When job demands are bearable or work pressures do not exist, an employee who is suffering from a disease is more likely to decide to take a sick leave and be absent. Demerouti, Blanc, Bakker, Schaufeli, and Hox (2009) have found that, higher the job demands, higher the effort that employees have to invest in meeting them and higher the probability that they will work while being sick in order to avoid performance decrements.

Pressure from Co-employees

Employees may have to work in teams to achieve organizational targets. If that is the case, it is possible for an employee to face pressure from his or her team members to come to work to achieve the targets. If the team members are unsupportive, they will put more pressure on a member who is sick and will not let that sick employee to take a sick leave.

Pressure from Immediate Superior

Highly work-oriented superiors make pressure on their subordinates to come to work regularly even though they are unable to come to work which will ultimately cause presenteeism and highly people-oriented superiors are more likely to encourage sick subordinates to take sick leaves (Opatha, 2019). Hence, pressure from the immediate superior of an employee influences him or her to come to work even though he or she is sick.

Empirical Evidences for the Impact of Workload, Co-workers' 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, lack of work control in the contemporary busy working environment, and poor social climate (Yang et al, 2016). 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 some other negative consequences (Yang et al, 2016).

Stress-related factors at work including high workload, significantly impact presenteeism (Yang et al, 2016). Job complexity, time pressure, and workload can negatively impact on employee energy and may result sickness presenteeism (Thun, 2017).

According to Yang, Shen, Zhu, Liu, Deng, Chen, and See (2015) the level of presenteeism among aging US workers was low and the level of job stress was moderate. 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 stated that high workload causes high job stress which leads to presenteeism.

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

Several studies have shown that instrumental and emotional support stemming from colleagues at work which can also be known as coworker support provides a particularly important protection against emotional exhaustion (Baeriswyl, Krause, Elfering, and Berset, 2016).

Workload has been found to be one of the most important work-related antecedents of sickness presenteeism. Claes (2011) found that workload of employees predicts high rates of sickness presenteeism. 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 will reduce the probability of an ill employee going to work (Baeriswyl et al, 2016).

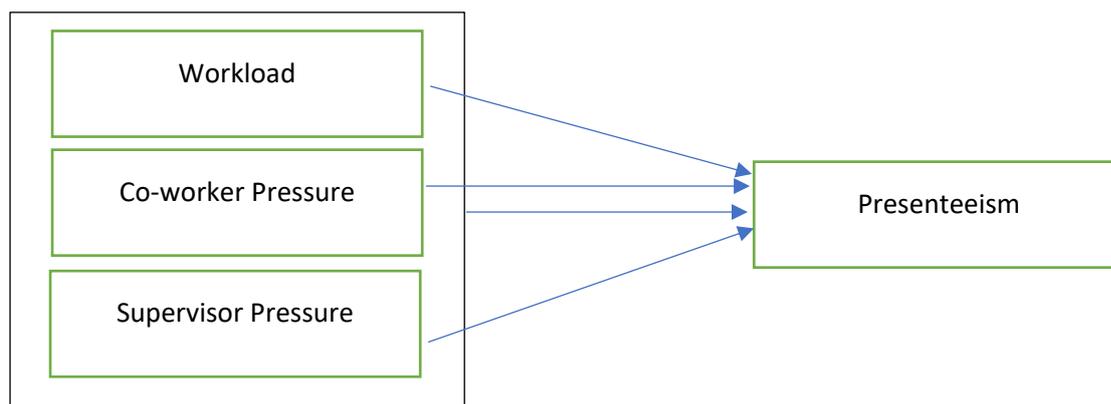
Janssens and associates have found that high job demands, low support from co-workers and supervisors, and low rewards are positively associated with presenteeism (Charbaji, 2017). Marin and Garcia-Ramirez (2005) has demonstrated that supervisor and family support moderate the effect of job stress on emotional exhaustion. Studies show that understaffing, high workload, overtime, 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 had practiced sickness presenteeism in the previous year. Further, respondents with low/medium income report sickness presenteeism more often in both countries and neither gender nor age has any particular influence on presenteeism (Johansen, 2012).

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

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

Figure 1. Conceptual Framework



The relevant hypotheses for the study derived from 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.

Operationalization of the Constructs

Presenteeism

Stanford Presenteeism Scale (SPS-6) is a famous scale that measures the presenteeism and it was developed by Koopman, Pelletier, Murray, Sharda, Berger, Turpin, Hackleman, Gibson, Holmes, and Bendel (2002). Stanford Presenteeism Scale (SPS-6) is a 6 items scale that measures the presenteeism of employees. The respondents are supposed to reply on a Likert format indicating the degree of agreement pertaining to a primary health condition (Johns, 2010). The relevant six items of the scale 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 scale was consisted of never, once, 2-5 times or over 5 times (Johns, 2010). This study also has utilized 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 to measure the degree of workload. "What sort of work do you do?", "How many hours do you usually work per week?" and "In your job, do you make decisions about the pay and promotions of others?" are questions that Yang et al (2016) utilized in their questionnaire. Network Rail who owned a railway infrastructure in UK, had been interested in assessing of mental workload (MWL) of signallers and control staff (Pickup, Wilson, Norrison, Mitchellb, Morrisroec, 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 signallers' workload (Pickup et al, 2005).

Dimensions of IWS were load, demand, effort, and effects. Examples of terms and phrases used are (Pickup et al, 2005);

Load: amount of work, jobs, tasks, situations, responsibilities, problems, and time available.

Demand and Effort: concentration, focus of attention, and being busy.

Effect: pressure (time and individual), frustration, struggling, spare time, and managing.

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, Johnson, and Zeilstra, 2017).

Figure 2. IWS for Rail Signalers (color codes run from blue for not demanding to red for work is too demanding)



Source: Pickup et al (2005)

Having considered the above measurements in the literature the authors developed a six items instrument to measure the workload of employees. The level of measurement 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 regards to each of the statements 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 items for each dimension are mentioned in 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 3 shows the items they have taken to measure the variables i.e., presenteeism, job stress, co-worker support and supervisor support.

Figure 3. Items Taken to Measure the Variables i.e., Presenteeism, Job Stress, Co-Worker Support and Supervisor Support by Yang et al (2016)

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.

Source: Yang et al (2016)

By taking into consideration of the literature authors of this research paper developed two instruments that contain six items for each instrument to measure co-worker and supervisor pressure. Interval was the relevant level of measure of the instruments. The relevant operational definition is the summated rating of each instrument received on a 6-item, 5-point Likert scale of co-worker and supervisor pressure. Regarding each statement in the instrument, the respondents were asked to rate on a 5-point Likert scale. After doing the compositing indexing, the act of transforming into a different variable (with new values from 1 to 5) was done. The transforming was done by using the following point scale. Table 2 and Table 3 respectively present the dimensions and the items of each dimension for co-worker pressure and supervisor pressure.

Points scale for co-worker pressure:

6 – 10.8 - Very low level of co-worker pressure

10.9 – 15.6 - Low level of co-worker pressure

15.7 – 20.4 - Moderate level of co-worker pressure

20.5 – 25.2 - High level of co-worker pressure

25.3 – 30 - Very high level of co-worker pressure

Points scale for supervisor pressure:

6 – 10.8 - Very low level of supervisor pressure

10.9 – 15.6 - Low level of supervisor pressure

15.7 – 20.4 - Moderate level of supervisor pressure

20.5 – 25.2 - High level of supervisor pressure

25.3 – 30 - Very high level of supervisor pressure

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 my 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 analysis of the collected data relating to this study. Descriptive statistics, regression analysis and independent sample T-test were performed to analyze data.

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

Table 4. Descriptive Statistics of Presenteeism

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

Table 4 stipulates that the majority of 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 and less than 4 ($M = 3.4028$). Further the standard deviation is recorded as .91405 which is less than 1 indicating that the data are not that much dispersed from the mean value. Frequencies of the dependent variable (presenteeism) are presented below.

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 for *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).

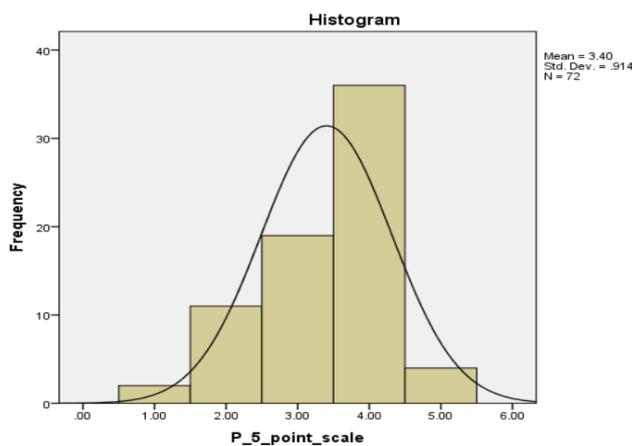
Considering the analysis; only 2 employees are having very low level of presenteeism with the percentage of 2.8. 11 employees are recorded to have low presenteeism level showing the percentage of 15.3. The table exhibits that 19 employees possess moderate

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 high level of presenteeism.

This analysis provides the answer for the first question of the study which is “what is the degree of presenteeism of Sri Lankan employees in Colombo District who are under the study?”

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

Figure 4. Histogram of Presenteeism



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

Table 6. Results of 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, 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, the 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 (16.4%) of all workload, co-worker pressure and supervisor pressure on presenteeism is positive and

significant as the sig. value is .006 which is less than 0.05. Hence, based on the statistical verification it is possible to accept H_1 , H_2 , H_3 and H_4 .

Table 7. Results of Independence 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 independence 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, Levene's test for equality of variances is not significant ($p > 0.05$). Further, the t-test for equality of means under equal variances assumed is also not significant ($p > 0.05$). Therefore, there are no statistical evidences to claim that there is a significant difference between male and female employees in terms of presenteeism. Hence, it is not possible to accept H_5 .

Discussion and Conclusion

Presenteeism has become one of the prominent features in today's organizational context (Jayaweera and Dayarathna, 2019). Thus, managing presenteeism effectively should be one of the human resource management objectives in an organization to achieve a higher level of productivity. Presenteeism has direct as well as indirect effects towards the workforce of the organization. As per Prater and Smith (2011) immediate cost of presenteeism can be identified as loss of productivity due to lower employee performance. When employees are coming to work even though they are sick can lead to difficulties in achieving production standards and product quality, and also increase the number of workplace accidents. Further, presenteeism may have an impact on individual and as well as collective performance of employees (Demerouti et al, 2008) because when employees come to work while being ill, they will not be able to perform as usual and spread the illness to rest of the workforce which will result a drastic drop in collective performance. Presenteeism may lead to exhaust the employees and then high turnover rates. As stated by Lack (2011) impact of presenteeism may affect quality of life and health of employees and result in high health related costs, workplace accidents, and low quality of service and products.

In this study, it was found that there is a significant and positive individual impact from workload, co-worker pressure, and supervisor pressure on employee presenteeism. The joint impact of the same independent variables is also positive and significant on employee presenteeism which is the dependent variable of the study. This indicates that higher the workload, co-worker pressure and supervisor pressure, higher the presenteeism will be. This negatively impacts on the employees' and organizational productivity. Another finding was that there is no significant difference between male and female employees in

terms of presenteeism. This result was supported 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 is to reduce unnecessary employee workload, co-worker pressure and supervisor pressure on sick employees.

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