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Antecedents and corollaries of workplace presenteeism: empirical evidence from manufacturing sector employees

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ABSTRACT

Presenteeism is a predicament that has gained attention in business and human resource management literature and research. This study examines the antecedents and corollaries of presenteeism in the workplace and offers strategy modifications that could decrease its occurrence. The study adopted the survey research design using a total sample of three hundred and fifty respondents made up of 180 males and 170 females, randomly selected from five manufacturing firms. Nine independent variables of presenteeism were tested and found to be significantly and positively correlated with presenteeism for both females and males. No significant gender disparities in the antecedents of presenteeism were found.

KEY WORDS

antecedents, corollaries, workplace, presenteeism, evidence, manufacturing, employees

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1 INTRODUCTION

Organizations are starting to appreciate the virtually imperceptible yet important drain on productivity arising from presenteeism which is the dilemma of employees' being at work but not completely performing due to sickness or other health situations confronting them. While it is largely delineated as the act of attending work while sick, Simpson (1998) contends that presenteeism also depicts a wider variety of situations that arise when workers are actually present, but are preoccupied to the extent of diminished output because of substantial or emotional matters.

While workers are absent from work owing to various causes, they opt to attend work either ill or unfocused due to several motives, ranging from financial obligations to enthusiasm for the job. Virtanen et al (2003) opines that although substantive studies on the effect of presenteeism is only just starting to materialize, preliminary facts imply that working while experiencing the consequences of ill health or injury tends to be even more expensive to organizations than absenteeism. Vahtera (2010) affirms that in terms of hours lost it is about four times bigger than absenteeism. This paints a disturbing picture. Schultz and Edington (2007) reports that while presenteeism is more difficult to identify, in the United States, it costs organizations over 150 billion dollars yearly- a figure that is much higher than the cost of absenteeism. Obviously, employees are basically unable to present at their best when they do not feel well. Johns (2010) affirms that absenteeism, a topic that is at times deemed the reverse of presenteeism, has traditionally obtained wide attention in human resource management, while presenteeism has only lately emerged in the research literature.

Whereas various organizations have constantly been conscious of the costs of absenteeism, Oni (2011) observes that there is currently amplifying indication that attendance at work of sick or medically weakened workers also has considerable organization costs by way of declined output at work or even accidents. Presenteeism implies decreased efficiency when employees come to work and are not totally occupied or perform at poorer levels due to sickness. Jena et al (2010) observes that research demonstrates that presenteeism is incredibly costly to organizations, although it is mostly overlooked. Effective Management of presenteeism in addition to saving money in both the short and long terms, also impacts on the growth of an occupied and dynamic labor force.

The issue of presenteeism is on the rise in the Nigerian workplace. Odion (2012) observes that while human resource experts may commemorate the reality that absence management rates have stayed comparatively level, the supposition is that presenteeism costs workplaces comparatively much more annually, than absenteeism.

HR practice monitors now perceive an iceberg consequence in which absenteeism: the more observable part of work loss is made insignificant by presenteeism: the more obvious part because not only is it more rampant, it is also

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more complex to measure. Presenteeism is extremely expensive for organizations, but mostly mistreated but its effective management saves money and adds to the growth of an occupied and dynamic workforce. This paper adds to research on the impact of presenteeism in the workplace. It examines the antecedents and corollaries and puts forward new resolutions in light of its importance.

2 LITERATURE REVIEW

2.1 The Concept of Presenteeism

Presenteeism has been an issue of debate since the 1980s in the management science and global business literature but many of the descriptions of presenteeism do not agree. Presenteeism is frequently characterized as being present at work while ill, but researchers have presented diverse other depictions of the notion. Simpson (1998) maintains that presenteeism is the propensity to stay at work further than the time required for effective performance on the job. Aronsson, Gustafsson, and Dallner (2000) suggests that it denotes presence at work in spite of feeling unhealthy.

Johns (2010) emphasizes that many of the definitions of presenteeism lack value and that those definitions of presenteeism, which are centered on attending work while sick, have obtained more proof of construct validity. This implies that when defined in this regard, presenteeism appears to communicate more to reasonable outcome variables and correlates. While absenteeism, has traditionally obtained widespread interest in the management sciences, presenteeism has only lately attracted attention in the research literature.

The concept of presenteeism involves: attending work, as opposed to being absent (Smith, 1970); exhibiting excellent attendance (Canfield & Soash, 1955; Stolz, 1993); working elevated hours, thus putting in "face time," even when unfit (Simpson, 1998; Worrall et al., 2000); being reluctant to work part time rather than full time (Sheridan, 2004); being unhealthy but exhibiting no sickness absenteeism (Kivimäki et al., 2005); going to work despite feeling unhealthy (Aronsson et al., 2000; Dew et al., 2005); going to work despite feeling unhealthy or experiencing other events that might normally compel absence (e.g., child care problems) (Evans, 2004; Johansson and Lundberg, 2004); reduced productivity at work due to health problems (Turpin et al., 2004); reduced productivity at work due to health problems or other events that distract one from full productivity (e.g., office politics) (Hummer, Sherman, & Quinn, 2002; Whitehouse, 2005).

In sum, presenteeism is an idea of employees, irrespective of complaints and poor health that should induce rests and absence from work still reporting at their work. It entails being present at work while ill.

2.2 Presenteeism and Absenteeism

Absenteeism which has to do with the inclination not to show up for scheduled work is often regarded as the opposite of presenteeism. Researches that study absenteeism are often employed in drawing conclusions on presenteeism. For instance, Virtanen et al (2003) found that workers tended to demonstrate more elevated rates of absenteeism on becoming permanent workers. However, some scholars like Okonkwo (2009) and (Bockerman and Lakkenen (2010) suggest that the two are related because causes that decrease absenteeism will enhance presenteeism. While the argument is conceivable, it is not constantly so. For instance Aronsson, Gustafsson, and Dallner (2000) established high rates of presenteeism in industries where absenteeism was equally high. Similar to absenteeism, presenteeism not only costs employers money, it can even be more costly than absenteeism since there is the tendency for the unproductive worker to also detract from the performance of co workers.

2.3 Antecedents of Presenteeism in the Workplace

There is a massive amount of explanations why workers may come to work while sick. One of the commonly mentioned reasons is anxiety about job security, such as can occur in a downsizing organization where workers feel forced to be at work not considering their health conditions. Odion (2012) affirms that the source of anxiety could also be from peers. Where workers sense a tendency for negative peer censure or judgment, they are less likely to stay off when in poor health.

Another explanation involves the occupations and work environments. Some work environments could encourage presenteeism. This implies that persons working in definite occupations may have greater propensities for presenteeism. Dew, Keefe, and Small (2005) qualitatively observed a private hospital, a large public hospital, and a small factory and found that in the private hospital, the management mounted minute pressure to demonstrate presenteeism; but a feeling of family tended to subsist among the workforce, and workers were hard-pressed to come to work despite illness arising from a sturdy devotion to colleagues. For the public hospital, the study found that it

had a remote management, but presenteeism was promoted by devotion to professional image, colleagues, and the institution in general. In the factory, there was strong pressure from management for workers to demonstrate presenteeism. Also, workers frequently had little other employment alternatives, which regularly brought about augmented presenteeism.

Aronsson, Gustafsson, and Dallner (2000) in a Swedish study reports that those proffering welfare and teaching services indicated elevated degrees of presenteeism. They observed that these workers were habitually occupied with groups in more susceptible positions like children and the elderly.

There is also the factor of workloads and job requirements. Elevated levels of presenteeism are frequently linked to jobs with huge workloads and lots of requirements. Consequently, due to the ever enhanced pressures arising from individuals' workloads, some workers believe they are unable to take any time off despite their health conditions.

Caverly, Cunningham, and Macgregor (2007) observe in their study of Canadian firms that presenteeism was seldom the consequence of job insecurity but that workers believed that owing to their supposed elevated workloads, several time limits, and frequently incredibly small backup sustenance, they were obliged to attend work despite illness or injury. In the same vein, McKevitt et al. (1997) established that individuals were apprehensive of the fact that absence from their jobs will result in a pile up of their work. Furthermore Demerouti et al (2009) established in their study a positive relationship between job demands and presenteeism.

Another often identified basis of presenteeism has to do with the category or type of employment. Temporary and permanent employments are habitually measured in studying this antecedent of presenteeism. However, research results in this area are inconclusive. For instance, Johns (2010) affirms that researchers often examine the positions believing that because of job insecurity, those without permanent positions (such as casual workers and workers on contract employment), will attend work more often in spite of their being ill. Contrarily though, Aronsson, Gustafsson, and Dallner (2000) discerns that permanent employees had higher propensity for presenteeism than those in more seasonal positions. Nevertheless, Aronsson and Gustafson (2005) found no effect of job type. Additionally, studies like Bockerman and Laukkanen (2010) and Heponiemi et al. (2010) establish that contract workers rather than permanent workers had higher probability to work while sick.

The ease with which an employee can be substituted on the job also influences levels of presenteeism. Employees who believe that they are irreplaceable have higher tendencies to attend work despite illness. Irvin (2008) observes that manufacturing sector workers like machinists and operators are frequently found in this category. In a study of the manufacturing sector by Irvin high rates of presenteeism were observed and the study concluded that it was the end result of the workers believes of being irreplaceable. McKevitt et al (1997) in a study among healthcare professionals also established that over 80 percent of respondents had worked while ill and many claimed this was owing to great pressure to work.

Another antecedent of presenteeism has been identified as performance-based self-esteem (PBSE). This involves the suggestion that performance of individuals is often a function of their self-esteem. Boles, Pelletier and Lynch (2004) affirms that workers who exhibit high levels of performance-based self-esteem need to establish their value while on the job. Similarly, Love et al.(2010) established that PBSE positively forecasts presenteeism. Conversely, they also determined that the correlation between PBSE and presenteeism received reinforcement when workers are confronted by elevated physical and psychological work requirements thereby implying that tasking job situations may possibly interrelate with workers' over determined work methods, and perhaps have over performance and amplified levels of presenteeism as consequences.

Yet another factor in presenteeism is workaholism. Schaufeli et al, (2009) affirms that workaholics are inclined to work extremely and impulsively, and have intrinsic motivation to work to an extreme level. Workers that demonstrate workaholism have a propensity to display higher levels of presenteeism. Schaufeli et al. revealed that added to their high levels of presenteeism, workaholics also presented the uppermost burnout and least possible happiness levels comparative to other clusters that were not delineated as workaholics.

Some health features also pose as risk factors for presenteeism. Boles, Pelletier and Lynch (2004) studied an assortment of emotional and physical health symptoms and observed that the peculiarities of reporting presenteeism were biggest for workers with high stress as against those without stress. Again, those with poor diet and less emotional fulfillment also had higher levels of presenteeism compared to those without these situations.

2.4 Corollaries of Presenteeism

A fundamental corollary of presenteeism is productivity loss, and scholars have attempted to estimate these productivity numbers. Goetzal et al. (2004) approximates that regularly in the United States, a worker's presenteeism cost or lost on-the-job productivity is about \$255. Additionally, the study affirms that 20-60 percent of total health associated expenses encountered by employers are characteristic of on-the-job productivity losses. Loss of workplace productivity often arises from worker's health predicaments and private concerns. Although the employees may be bodily present at work, they are incapable of completely executing their work roles and there are greater tendencies

of errors in the work functions arising from the health issues. Furthermore it has the tendency to increase accident rates.

Presenteeism can also bring about epidemics at work especially in the case of infectious diseases thereby aggravating the adverse outcomes and resulting in more serious challenges. Munir et al (2007) reports that 80% of the respondents in their study indicated getting sick from infections they caught at work. Moreover, fatigue and potential poor health are other frequent outcomes of presenteeism. For example, Bergstrom et al (2009) found that illness presenteeism is a hazard aspect of prospective sick leave. In addition, Demerouti et al. (2009) also reports in their research on job demands and presenteeism, that presenteeism generated enhanced fatigue.

2.5 Statement of Hypotheses

The hypotheses tested in this study are summarized as follows:

H1: There is a positive and significant correlation between anxiety about job security and presenteeism.

H2: Workaholicism has a positive and significant correlation with presenteeism.

H3: The ease of employee substitution on the job is positively and significantly correlated with presenteeism.

H4: There is a positive and significant correlation between the category or type of employment and presenteeism.

H5: There is a positive and significant correlation between occupations and work environments and presenteeism.

H6: There is a positive and significant correlation between pressure from management and presenteeism.

H7: Performance-based self-esteem (PBSE) has a positive and significant correlation with presenteeism.

H8: Poor employment alternatives have a positive and significant correlation with presenteeism.

H9: There is a positive and significant correlation between job demands and presenteeism.

3 METHODOLOGY

The study adopted the survey research design using a total sample of three hundred and fifty respondents made up of 180 males and 170 females, randomly selected from five manufacturing firms in Lagos, Nigeria. Seventy (70) workers each were sampled from the five firms. A semi-structured questionnaire was designed for data collection using constructs from literature and items from tested scales and it was administered in a field survey spanning two months between March and April 2015. The questionnaire had three (3) sections and included both open-ended and close-ended questions. The first section of the questionnaire considered the demographic features of the respondents, while the other two sections evaluated the perceptions, antecedents, experiences and corollaries of presenteeism. The response rate was 342 (98%) of which 175 (51%) were males and 167 (49%) were females. The scale had a Cronbach Alpha reliability of 0.76 which implies that the items in the scale measured the construct of antecedents of presenteeism. A Cronbach Alpha coefficient of 0.76 was found and all the items on the scale loaded very well on each factor averaging out to 0.76. However, for antecedents scale, the corollaries scale and the presenteeism scale, the Cronbach Alpha reliability coefficients were 0.729, 0.778, and 0.745 respectively. The data were presented in percentages and tables while the hypotheses were analyzed using Pearson correlation analysis. This data analysis tool comes with great recommendations that necessitate its adoption, and, it is sufficient to test the various hypotheses formulated for this study and to explain relationships amongst various variables and make conclusions based on the study objectives.

4 RESULTS AND DISCUSSION

Providing answers to the questions on the corollaries of presenteeism in the workplace is complicated because as previously highlighted the drivers may be dependent on several factors including the discipline of the employee, their social places in the organization, their degree of employment and economic security, and the requirements at work.

Social status within an organization appears to play a significant part in workplace presenteeism. For example, this study found that more junior employees more frequently alluded to reasons that relied on the outlooks and feelings of others as a motivation to attend work while sick. 78.4% of the more junior respondents as against 28.7% of the senior employees indicated reasons bearing on the outlooks and feelings of others as a motivation for exhibiting presenteeism. On the contrary, 68.4% of the more senior staff compared to a mere 29.6% of the junior ones were more anxious about service delivery if they were absent from work. In addition, there are important economic motivations for presenteeism by junior members of staff in an organization's chain of command because of not having

remunerated sick leave or elevated heights of job insecurity. 76.2% of the respondents affirmed that they often attend work when they are ill because of their need for the remuneration which they will lose if they go on sick leave. 73.2% of the respondents indicated that the levels of presenteeism could be induced by requirements at work. This supports Dew, Keefe, and Small (2005) which found that higher levels of work-related stipulations arising from human resource shortages and augmented time demands were linked with comparatively great raises in presenteeism.

This study found that presenteeism was significantly influenced by anxiety about job security and poor employment alternatives. This confirms the findings of the CCH 2004 survey that morale had a significant impact on the incidence of presenteeism. Organizations with low morale and poor job security have more ill workers showing up for work. 52 % of organizations where workers indicated 'poor or fair ' morale as against just 31% of those where workers indicated 'good or very good ' identified presenteeism as a major issue.

A widespread predicament in the declining world economy is accomplishing more with less; a situation that has motivated the attractiveness of notions like competitive advantage in the face of unsympathetic and highly aggressive business environment. All businesses desire competitive advantage over their equals in the business world and human resources are vital in achieving this goal. Human resources constitute the most important assets of an organization, but an unhealthy workforce is a drawback in achieving this goal.

Presenteeism may have harmful outcomes. Individual performance may suffer since sick employees may only be able to produce the same output as healthy colleagues by investing more time or effort. This study found that a significant corollary of presenteeism is loss of employee productivity and consequent loss of employer revenue. 74.6% of the respondents agreed that when they work under ill conditions, they are unable to operate at their usual levels of productivity. This affirms the findings of Goetzel et al. (2004) that the costs for presenteeism are about 60% of the total cost of worker illness. Again a 2004, Harvard Business Review which evaluated the effect of various medical conditions on workers' productivity found that employees who came to work sick that set the company back about \$34 million. Furthermore, collective performance and productivity may suffer. This is because workers become involved in helping sick colleagues.

Moreover people who come to work when sick have a tendency to infect others coworkers and possibly customers or clients. This study was conducted in the manufacturing industry and an infected employee who comes to work ill can imply tragedy by compromising product safety, passing on a disease and sickening the public. 62.4% of the respondents in this study indicated that at one time or the other they had contracted diseases at the workplace. Sick employees may pass on infectious illnesses to their colleagues and clients. Irvin (2008) observes that there is also the concern of spreading the illness among coworkers, vendors or customers, thus the multiplier corollary of transmitting infection or illness which consequently may cause further presenteeism among employees.

4.1 Test of hypotheses

The results as presented in Table 1 reveal significant positive correlations ($\alpha < 0.001$) between all the nine independent variables and presenteeism at work for both males and females. For the first hypothesis, anxiety about job security was found to be positively correlated with presenteeism. Lack of job security often makes workers vulnerable. The unemployment rate in Nigeria is currently put at 23.9% making the average worker trying to hold on to their jobs like a lifeline and consequently increasing presenteeism for fear of job loss. For the second hypothesis the study confirms that workaholicism is positively correlated with presenteeism. This aligns with the affirmation of Schaufeli et al (2009) that because workaholics have intrinsic motivation to work to excessive levels, they exhibit predisposition to showing superior ranks of presenteeism.

The study found for the third hypothesis that the ease of employee substitution on the job is positively correlated with presenteeism. This supports Irvin (2008) which noted high rates of presenteeism arising from the belief of being irreplaceable which the workers had.

The category or type of employment was also found to be positively correlated with presenteeism in the fourth hypothesis. Employees on permanent employment were found to exhibit more tendencies for presenteeism than those on temporary or contract employment. While this result supports that of Aronsson, Gustafsson, and Dallner (2000) that permanent employees exhibit more tendencies for presenteeism than those in more seasonal positions, it contradicts those of Bockerman and Laukkanen (2010) and Heponiemi et al.(2010) both of which found that contract workers rather than permanent workers had increased probability to testify to working while sick.

Table 1. Presenteeism and Independent Variables

Presenteeism and	Independent Variables						Performance-based self-esteem (PBSE)	Poor employment alternatives	Job demands
	Anxiety about job security	Workaholism	ease of employee substitution	category or type of employment	occupations and work environments	pressure from management			
Female									
Correlation Coefficient	0.69	0.65	0.64	0.67	0.65	0.67	0.62	0.64	0.66
Significance (2-tailed)	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
N	167	167	167	167	167	167	167	167	167
Male									
Correlation Coefficient	0.68	0.67	0.59	0.64	0.63	0.64	0.68	0.68	0.67
Significance (2-tailed)	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001	<0.001
N	178	175	175	175	175	175	175	175	175

For the fifth hypothesis there was a positive and significant correlation between occupations and work environments and presenteeism. The manufacturing sector workers in this study displayed a great tendency to exhibit presenteeism. Aronsson, Gustafsson, and Dallner (2000) also found that those proffering welfare and teaching services indicated elevated degrees of presenteeism probably because they were customarily occupied with groups in more susceptible positions like the children, the sick and the elderly.

There was also a positive and significant correlation between pressure from management and presenteeism in hypothesis six thus aligning with Dew, Keefe, and Small (2005) that found in its study of a factory that strong pressure from management made the workers to demonstrate presenteeism. For hypothesis seven Performance-based self-esteem (PBSE) was found to have a positive and significant correlation with presenteeism therefore confirming the submission of studies like Boles, Pelletier and Lynch (2004) and Love et al. (2010) that workers with elevated degrees of PBSE want to institute their worth on the job and consequently positively forecast presenteeism. Poor employment alternatives were found to have a positive and significant correlation with presenteeism in hypothesis eight. Unemployment remains a fundamental problem facing the Nigerian economy and further depriving her of achieving sustainable economic growth and development. Unemployment is one of the major problems of less developed countries. A significant effect of unemployment on workers is poor or nonexistent employment alternatives.

The study established a positive and significant correlation between job demands and presenteeism in the ninth hypothesis. Previous studies like (McKevitt et al., 1997), (Caverely, Cunningham, and Macgregor, 2007) and (Demerouti et al, 2009) found a positive relationship between job demands and presenteeism. Nine key antecedents of presenteeism at work among employees in the manufacturing industry were tested for both females and males. All antecedents were found to be highly significant in positively influencing presenteeism of sampled manufacturing industry workers. However the results indicate no differences between males and females in the nine tested key antecedents of presenteeism. Presenteeism is an affective or emotional response toward various facets of their jobs. It is important because of its implications for job-related variables. The results indicated no significant gender disparities in the antecedents of presenteeism in the workplace.

The foregoing results have several implications arising from which this study advocates various solutions. The foremost measure in problem resolution involves identifying the problem. Organizations frequently fail to recognize presenteeism as a challenge and may perhaps not appreciate the degree of loss it is capable of rooting. Human resource managers especially must be conscious of the problem and its increasing costs; failure to do which organization outcomes could be negatively influenced. Also, organizations must employ wellness programs for their staff intended to enhance health and productivity. This supports the position of Schultz and Edington (2007) that there should be efficient education for workers to ensure their ability to improve the management of their health. Organ-

izations must also expand clear workplace guidelines on presenteeism and notify employees. Information on organization position on presenteeism, and the possible effects on the health of others should be provided for staff members in addition to the institution and communication of the guidelines. This will assist employees in recognizing the circumstances under which either to remain at home or report for work.

Furthermore, organizations must make attempts to improve employee morale. Employee morale can be boosted by introducing a level of flexibility in employees' work arrangements so that the quality of work life is enhanced. By so doing employees are not only assisted in confronting the serious dual requirements of work and family, but also supported in attaining a good balance between work and life.

Moreover, organizations can incur the costs for health measures aimed at either prevention of regular sicknesses or decreasing subsisting indications. Decreasing the figures of sick employees is a win-win development for everyone since this increases productivity and workplace morale, and ultimately results in a healthier outcome.

This study also found workaholicism and the ease of employee substitution on the job to be significantly correlated with presenteeism. The picture of employees who attend work very sick being committed and treasured workers is no longer suitable. Organization policies that command stringent back-to-work regulations should as well guarantee sufficient personnel and coverage to reduce beliefs of individual accountability that promote presenteeism. Schultz and Edington (2007) confirm that regardless of the most excellent endeavors of education and obligatory exclusion policies, workers are prone to persist in attendance at work once they believe that their nonattendance would encumber their co-workers or influence service delivery.

The costs of presenteeism are not only genuine; they have prospectively considerable drain on organization economic welfare. Consequently organizations are required to make rigorous attempts to grow places of work with fit and greatly functioning human resources so as to have significant effects on achieving organization purposes of business efficiency and turnovers, and promoting a healthy work tradition and atmosphere for workers.

This study established a significant correlation between pressure from management and presenteeism. To this end, organizations may need to have second thoughts on managing absenteeism through disciplinary action. The 2004 CCH Unscheduled Absence Survey also found that punitive actions linger as the single-most employed absence management plan. 91% of the organizations indicated using it. This implies that organizations that depend on disciplinary action to manage absenteeism and exploitation of sick time invariably promote presenteeism. Organizations must therefore scrutinize and certify that absence management strategies do not counteract productivity. Plans like punitive actions could in reality force sick workers to attend work and unconsciously promote presenteeism. Some organizations attempt to battle presenteeism by sending sick workers home thereby endeavoring to encourage a tradition where are workers deterred from attending work sick and are not made to think that they must attend work even when sick. Sometimes workers are offered alternatives like telecommuting and working from home in situations of sickness.

This study again established a significant correlation between the category or type of employment and presenteeism. Workers who are either on temporary and contract employment as well as those who are remunerated based on the time at work tend to have greater propensity for presenteeism since non attendance at work often implies loss of income.

Oscar (2007) affirms that the success of attempts to check presenteeism can be restricted by limitations on remunerated sick leave, for instance the need for medical certificate and doctor's reports to corroborate a worker's illness. Zappone (2006) found that loosening up such restraints by granting workers up to three to five days of remunerated sick leave devoid of a medical certificate, results in workers attending work less often although ill with no consequent raise in illness absence. Organizations must consider granting remunerated sick leave and time off with pay to workers as initial measures to reduce the economic demands to work when ill and consequently minimizing presenteeism. Organizations stand to gain from this by way of decreased turnover, superior efficiency and decrease in workplace contamination arising from infectious diseases. Government could even legislate compulsory remunerated sick leave.

There is the tendency to view the economic repercussions of obligatory keeping-out rules for sick workers as a foremost hurdle to its extensive operation but Goetzl et al (2004) found indication that imply that longer times of worker exclusion tends to decrease the overall number of sick days taken off in an organization because of a general decrease in the number of ill employees. Notwithstanding the belief by critics of compulsory remunerated sick leave that it consigns avoidable economic weight on small businesses and pressurizes their continued existence, compulsory remunerated sick leave is profitable for all organization stakeholders.

5 CONCLUSION

This paper concludes that to curb presenteeism, care is necessary to make certain that correct systems are prepared, comprising enforcement of strategies. These strategies must consist of the accessibility of unhindered remunerated sick leave, and obligatory exclusion regulations. A basic modification is required by organizations to visualize courses such as unhindered sick leave not exclusively as worker benefits, but instead as genuine investment prospects.

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