

Presenteeism and Stress on Employee Productivity and Performance in Bayelsa State-Owned Tertiary Institutions and Local Government Councils, Nigeria

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Abstract

The study examined presenteeism and stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. The central objective of the study is to investigate how presenteeism and stress affect employee productivity and performance in Bayelsa State tertiary institutions and local government councils. The study adopted the equity theory as a theoretical framework for research work. Four research questions were formulated to guide the study in tandem with the objectives. The study adopted a survey research method, using qualitative and quantitative approaches that used primary and secondary sources for the collection of data and analysis. Two thousand (2,000) respondents from seven Bayelsa State-owned tertiary institutions and eight local government councils were used as the sample size. The structured questionnaires were distributed to two thousand (2,000) respondents out of which one thousand nine hundred and ninety-five (1995) copies were retrieved for analysis. The analysis was based on a Questionnaire on development (QOD), using a 4-point Likert scale to analyse the research questions as a descriptive statistical tool, especially frequency and mean. The findings revealed that the study also revealed that demand pressure and timeframe given to the workers; and financial needs to meet family demand; industrial accidents such as mistakes or errors in employees' productivity and performance; spread of contagious diseases from the sick worker to others and their families amongst others are the causalities and effects of presenteeism and stress in an institution. Consequently, the study recommended amongst others that there should be a workable, desirable, and harmonious working relationship between the management and employees in line with the eight-hour working method to prevent presenteeism and stress.

Keywords: *Stress, Presenteeism, Productivity, Performance, Institutions.*

Introduction

Presenteeism in institutions/organizations is a situation where employees go to work even when they are sick or working for extra hours that adversely affect their ability to perform effectively and efficiently. The phenomenon of presenteeism at work has a dethroned effect on employee productivity and performance because employees cannot produce to the best of their abilities. This has led to low employee productivity and an increase in costs of production in many institutions (Kenton, 2021; Woife, 2022; Okoko & Ogbomah,2023). Therefore, the effects of presenteeism in organizations/institutions through “work-related factors, personal circumstances and personal attitudes toward work” always occur as a result of time pressure and work demand, thereby making their attendance compulsory even when they are too ill to keep up with the demand in institutions (Farmer, 2010; Yildirim et al, 2014; Stephen & Collins, 2015; Robbin& Judge, 2017).

Sequel to the above, the pressure on employees would bring about burnout and stress syndrome of employees both physical and psychological health because it weakens the immune response of the employees, reduces employee productivity and performance, increases error, and has long-term health effects even death. This shows that presenteeism which is the opposite of absenteeism is more catastrophic, destructive, and unfriendly in the long term than absenteeism (Stephen & Collins, 2015, Okoko & Ogbomah,2023). Presenteeism and stress in an organization/institution will evenly increase the odds that others stand the safety risk of being infected, in case of the COVID-19 pandemic and other contagious diseases in the offices or factories. Thus, presenteeism hurts co-workers' performance because of their emotional and behavioral reactions towards the sick employee and their daily tasks in trying to avoid them in the office (Okoko & Ogbomah,2023).

From the foregoing, it is pertinent to note that no institution or organization can achieve the full capacity of production, both private and public sectors. In this regard, the institution cannot deliver goods and services according to the set goals (Robbin& Judge, 2017). To this end, this research work carried out an in-depth study of the presenteeism and stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

Statement of the Problem

Presenteeism was common in the healthcare providers and had access to all ministries, departments, and agencies in government institutions in Nigeria, especially Bayelsa State in this democratic era. The management wants to increase productivity in terms of goods and services, they want their workers to work to the detriment of their ill health. The head of the institution such as the Rector, Provost, and Vice-Chancellor as well as the President, Governor, Ministers, Commissioners, Chairmen of Local Governments, President of the Senate, Speaker of the House of Representatives, Speaker of House of Assembly to mention a few always engaged their staff without regards to their health (Okoko & Ogbomah ,2023) It is therefore, implying that workers working under the pressure of presenteeism always assess their work stressful and unsatisfactory despite the financial benefits at the end of month. In this regard, presenteeism will not allow them to take care of their poor health condition (Abdi et al, 2021).

To set the record straight, Okoko and Ogbomah (2023), reiterate that in one of the higher institutions, two of the staff who work directly with the head of the institution were taken to hospital because of stress, and other psychological and physical health-related problems. One of them went through a major operation and the other was out of service for some months' premise of presenteeism (p.124).

From the excerpt above, presenteeism in public institutions is a situation where the bosses do not want to engage other staff to know their foul play in the management of public funds and other gross misconducts. This reveals that presenteeism in public institutions is not for high productivity but to conceal secrets in their offices for self-centeredness and self-aggrandizement. In tandem with issues in public institutions, Woife (2022), in one global study "average worker loses 53.5 days' worth of productivity to presenteeism every year". He further estimates that presenteeism costs employers \$21.2 billion a year in the United Kingdom (UK) and in the United States of America (USA) as high as \$150 billion a year". Unfortunately, presenteeism has taken unfortunate ones to untimely eternity both in private and public institutions as well as the increase in cost of production and low employees' productivity and performance. This ugly trend needs to be addressed in the public service. To achieve this, the study examined presenteeism and stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

Objectives of the Study

The cardinal objective of the study is to examine how presenteeism and stress affect employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. Four specific objectives are to:

- i. Determine the causalities of presenteeism on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils,
- ii. Ascertain the effects of presenteeism on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils,
- iii. Examine the consequences of stress on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils, and
- iv. Identify the causes of low employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

In conformity with the above objectives, four research questions were enshrined for analysis as follows:

- i. What are the causalities of presenteeism on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?
- ii. What are the effects of presenteeism on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?
- iii. What are the consequences of stress on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils? and

- iv. What are the causes of low employees productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?

Literature Review

Conceptualization of Presenteeism

Presenteeism in the workplace is a phenomenon where workers or employees go to work despite their illness which makes them unable to be productive or perform according to the desire of the institution. It is a common incidence in the workplace, including the public institutions. Thus, Kivimak et al (2005), in Yildirim et al (2014), define presenteeism as being unhealthy but exhibiting sickness for absenteeism. This shows that low employee productivity and performance in the office due to health challenges is regarded as presenteeism syndrome. Furthermore, Kurt (2018), in Okoko and Ogbomah(2023), presenteeism is a “workplace situation in which an employee is present for duty but is not fully capable of performing his task due to an illness or other conditions”. Cook-Campbell (2022), sees presenteeism as a “workplace phenomenon was showing up takes higher priority over taking care of oneself. Employees are physically present, but due to illness, personal circumstance, or burnout, are unable to be productive or perform well according to expectations. Presenteeism is largely considered to be an issue of company culture” To bolster the above, Human Resources Magazine Report(n.d.), in Cook-Campbell (2022), states that coming to work sick or unwell can lead to the following; one, trigger a workplace epidemic (getting one employee after another sick), two, Increase the number of errors a sick employee makes on a job, and three, Increases risk of psychological harm to employees. On this premise, Price (2021), sees presenteeism in two perspectives of definitions; firstly, it is a situation in which employees come to work even though it would be more beneficiaries for them to stay at home that is when they are ill. Secondly, when employees stay late or come into the workplace early on a regular basis, therefore work longer than their stipulated hours. It is therefore implying that presenteeism harms employee productivity and performance in the institution. Given Price's (2021), definitions of presenteeism, it can be deduced that the second definition is common in public institutions where workers are working longer hours than regular hours, thereby being affected by burnout, stress, anxiety, depression, and sickness physically and psychologically, which lead to low employees’ productivity and performance (Okoko &Ogbomah,2023).

In summation, presenteeism makes employees not function or operate at full capacity despite their presence in the office or factory. This has increased the number of mistakes or errors on the job, thereby creating serious health and safety risks to other workers. In this regard, we presuppose that presenteeism spreads contiguous diseases such as COVID-19 and other diseases from sick workers to other employees and their family members. This shows that presenteeism will create more absenteeism and a further reduction in overall employees’ productivity and performance in terms of goods and services (Aronsson et al, 2000; Schultz et al, 2009; Krane et al, 2014; Workplace Testing, 2019; Okoko & Ogbomah,2023). On this note, presenteeism can be referred to an act of going to work willingly and unwillingly even when an illness justifies taking sick leave or for personal gain that is detrimental to their health and the institution. Thus, presenteeism is unfriendly to the workers and the institution.

The Causalities of Presenteeism

The causalities of presenteeism are subdivided into three groups namely:

(1) Work-Related Issues

- i. **Performance and time pressure on the Workers:** It occurs when employees feel that they are critically needed to get tasks done. The employees are under pressure to show up to work because they can be replaced due to job insecurity. This feeling will make the workers work longer hours to secure their jobs (College of Southern Maryland, n.d; Stephen & Collins, 2015; University of Phonix, 2019; CMA Newsletter, 2019; Okoko & Ogbomah 2023).
- ii. **Understaffing and excessive overtime:** An understaffed organization /institution will always demand excessive overtime from workers with financial baits. The workers will attach more value to the financial gain to the detriment of their health. This will break down the workers, and their production and performance in the further (Health Assured Team, 2020; Okoko & Ogbomah,2023).
- iii. **Demand pressure and timeframe:** The demand pressure and the timeframe to meet certain demands from the management always caused distress, burnout, and ill health amongst others affecting workers despite the financial benefits. It is prominent in government circles where the boss wants to work with preferred staff in his office or unit (Robin & Judge, 2017; Farmer, 2010).

(2) Personal Challenges and Predicaments

- i. **Financial need due to sick leave without payment:** Personal financial constraints and sick leave without payment can serve as a driving force that compels workers to work irrespective of their health challenges and other financial needs. However, it is in some local private organizations (Health Assured Team, 2020; Price, 2021).
- ii. **Family predicaments:** It is one of the veritable instruments that influence many workers to go to work and stay longer hours than returning home to join their family because of emotional, depressive, and domestic violence (Stephen & Collins, 2015; Okoko & Ogbomah, 2023).
- iii. **Psychological issues:** Psychologically, most workers lack the courage to say “no” due to an inferiority complex, disrespect, harassment, abuse, and discrimination, particularly for seeking permission on sick days.
- iv. **Disregard to self:** It occurs when the workers disregard their health because of financial benefits that are attached to the job. This group of workers also have “self-diagnosis and treatment” without visiting professional medical personnel for checkups (Stephen & Collins, 2015; Okoko & Ogbomah,2023).

(3) Attitudes of Personnel Towards Institution

- i. **Job security, job satisfaction, and commitment to the institution:** In an institution where motivational factors such as job security, job satisfaction, and soft loans are provided

- by the management; They will serve as a driving force for the workers to put in extra hours to the disadvantage of their health (Health Assured Team, 2020).
- ii. **Sense of belongingness and responsibility at work:** Harmonious working relationships between the employer and employees in an institution create a conducive working environment. The term spirit of acceptance and recognition enables the workers to work extra hours irrespective of the distress involved in accompanying the tasks (Oni, 2015; Damarasi, 2021).
 - iii. **Fear of doing the job poorly:** This makes the workers go extra hours to satisfy their superiors in the institution thereby working beyond the stipulated hours as their daily tasks (Health Assured Team, 2020).
 - iv. **Consideration of customers, visitors, and coworkers' needs:** In a highly established institution, the workers' desire to meet the needs of their customers, visitors, and coworkers triggers them to work beyond the stipulated hours for the daily tasks (Health Assured Team, 2020, Okoko & Ogbomah, 2023).

Taking a clue from the above, causalities of presenteeism harm the employees' productivity and performance as well as the health of the workers. In this regard, the excesses of presenteeism should be discouraged and retarded in all institutions for the preservation of their workers to be in good health condition for higher productivity and performance.

Effects of Presenteeism

The effects of presenteeism are likened to a two-sided coin that hurts the employees and employers.

(i) Employer

Presenteeism increases the costs of production on the one hand and low employee productivity on the other hand. Akin to this, the exhaustion of employees can cause damage to the machine because of staying long in the production processes. In the case of institution causes low quality of service. This has led to mistakes or errors to the loss of the institution; in public service can lead to misplacement of records and files and other unwanted incidents in the office. Thus, a productive gap will be created between the employee struggling through the workday compared to when the employee is healthy, sound, and happy (Robbin & Judge, 2017; Kenton, 2021).

(ii) Employee

The employee is susceptible to burnout, stress, depression, and even ill health which is harmful to his life and the institution. Physical ill health and emotional exhaustion can lead to industrial accidents such as mistakes or errors in performance. In the area of ill health, the sick person working in the office will create safety risks to coworkers. The spread of contagious diseases such as COVID-19 and other diseases from sick workers to other employees and their family members. (Kenton, 2021; Price, 2021)

Sequel to the above, employers have an ethical responsibility to discourage presenteeism so that equity, fairness, and justice will prevail; and the employees will have a sense of belonging and harmonious working relationships with the management (government).

A Discourse on Stress

Stress has multifaceted definitions by many scholars. Stress simply means an unpleasant physiological or psychological process that occurs in a person's adaptive response to environmental pressure (Okoko & Ogbomah 2023). Gibson et al (1988), in Onah (2015, p.336) define stress "as a person's adaptive response to a stimulus that places excessive psychological and physical demands on the person. This implies that stress has three noticeable words". Firstly, adaption which means that people adapt to stressful circumstances in several different ways. Secondly, a stimulus which is generally called a stressor is anything that induces stress. Finally, the demand placed on the individual by the stressor must be excessive for stress to result.

Cole (2002), in Okoko and Ogbomah(2023), states that "stress is the bodily changes that can take place when the external pressures on an individual reach an intolerable pitch causing weakened job performance and ill-health". It shows that stress hinges on factors, especially the individual's personality, social support, job experience, and perceptions of his or her ability to deal with environmental factors. From the foregoing, stress can be positive (eustress) or negative (distress). The eustress arouses an individual to achieve better performance and productivity; whereas distress is associated with depression, anger, and loss of job security amongst others that affect the employees and employers negatively (Amah, 2006). In this research work focused on distress detrimental to the employees and employers.

Consequences of Stress at Work

The indicators of stress at work are likely to take one or more of the following forms;

- (i) high levels of sickness and absenteeism, (ii) reduced productivity and failure to meet targets,
- (iii) increased accident and error rates, (v) increased number of internal conflicts between individuals, and (vi) Undesirably high rate of staff turnover (Cole, 2002).

These stress indicators can manifest as individual and organizational consequences of stress in an organization/institution, which are discussed as follows:

- I. **Individual consequences of stress at work:** The individual consequences of stress are categorized into three namely; physiological symptoms, psychological symptoms, and behavioural symptoms.
 - (i) **Physiological symptoms:** The physiological symptoms of stress can lead to medical disorders that affect a person's physical well-being. For instance, heart disease and stroke are always attributed to stress. Other medical problems such as headaches, backaches, ulcers, and other related stomach intestinal disorders, medical practitioners attribute these diseases to stress.

- (ii) **Psychological symptoms:** It is related to an individual's mental health and well-being such as anxiety, depression, lower emotional well-being, and lower job satisfaction. These symptoms manifest in the workplace as a result of high workloads, and multiple and conflicting demands amongst others in the workplace. By extension leads to family problems.
- (iii) **Behavioural symptoms:** The behavioural symptoms include "reduction in productivity; increases in absenteeism and staff turnover; personal changes in eating habits; increased smoking or consumption of alcohol, rapid speech, fidgeting, and sleep disorder". These and many others in an organization/institution lead to low employees' performance and productivity which may affect costs of production for the employer (Onah, 2015; Robbins & Judge, 2017).

In this breath, we can deduce that individual stress has an adverse effect on institutions in terms of production and welfare services.

II. Organizational/Institutional Consequences of Stress at Work.

It is pertinent to note that the individual consequences mentioned above can also affect the institution. This shows that one of the cardinal organizational consequences of stress is a decline in performance and a drop in productivity in goods and services caused by physical or environmental stressors. For administrators, it manifests through faulty decision-making or disruption in the working relationship between the management and the employees which always leads to industrial disputes. The hardness of the stress also leads to ill-health or outright leaving the institution for greener pasture thereby increasing capital flight and brain drain.

Additionally, other forms of withdrawal behaviour patent when the worker subtly misses deadlines takes longer lunch breaks, or ceases to care about the institution's welfare. This reveals that the worker has lost job satisfaction and other motivational factors to perform at high echelon (Moorhead & Griffin, in Onah, 2015). This discourse depicts that stress is a universal phenomenon in all organizations/institutions that both employees and employers are affected by depending on the situation at hand.

Employee Productivity and Performance in Institution

Employee productivity and performance a veritable mechanisms that are used to measure efficiency and effectiveness in an institution/organization and relate inputs and outputs. Thus, Amah (2016), describes employee productivity as "the measurement of how efficiently and effectively human and material resources (inputs) are brought together and utilized for the production of goods and services (outputs) of the quality needed by the institution" (Amah, 2016). Chiradeep (2020), in Okoko and Ogbomah (2023), employee productivity as an assessment of value generated by an individual employee within a specific period. From this definition, he set up a formula for the measurement of employee productivity.

$$\text{Employee Productivity} = \frac{\text{Employee Target}}{\text{Actual Achievement}} \times \frac{100}{1}$$

Sequel to the above, by application in the government circle, Alamieyeseigha (2002) employee productivity and performance are based on how much improvement has been recorded in the quality of life of the citizens, how smoothly the machinery of government runs, the efficiency of service delivery, and improvement in infrastructural development according to specifications and design.

Predicated on this, employee productivity and performance can be measured or determined in terms of employee efficiency and effectiveness, absenteeism, presenteeism, job dissatisfaction, attendance rates, job satisfaction, labour turnover, and how employees meet their deadlines within a specific time (Kpi-Library,2021; Okoko & Ogbomah,2023). In this light, Robbin (2001), reiterates that management and government are two major determinants of employee productivity and performance in public institutions. He also states that the third element is employees which affect employee productivity and performance through their altitudes i.e. their willingness to work within the specified hours or work extra hours, which offshoot is presenteeism that leads to ill health and low employee productivity and poor performance. Hence, in public service, there are many identified factors militating against high productivity (Okoko & Ogbomah,2023). However, Alamieyeseigha, (2002) states that the Nigerian National Workshop on Productivity identifies four causes of low employee productivity and performance, namely economic factors, sociologist factors, managerial factors, and technological factors.

The Causes of Low Employee Productivity and Performance in Nigeria.

The main causes of low employee productivity and performance as suggested by the National Workshop on Productivity are as follows:

(I) Economic factors:

The employees' reward is incommensurate with the market system in Nigeria. In public sectors, where employees believe that equity does not prevail which makes employees not put in their best in carrying out their daily tasks. This has led to a large extent low employee productivity and performance in the institution. However, if an opportunity is given to workers to work extra hours, they will work to increase their earnings to the detriment of their health as the byproduct of presenteeism. Thus, workers need to be encouraged in proportion to their labour for higher productivity and improve performance (Nwachukwu, 2006; Okoko & Ogbomah,2023).

(II) Sociological factors:

Employees need a shared value, a sense of belongingness, and a sense of responsibility that boosts their morale in an institution. However, in public and private organizations, many employees lack a sense of belongingness in the institution or organization which makes them act indifferent. Thus, they exhibit negative and poor attitudes toward work because they are demoralized by the prevailing circumstances that lead to low productivity and poor performance in government circles. They regard government work as 'Oyinbo Man's Work' which no man is ready to sacrifice for the furtherance of the institution. Despite this, some fortunate ones will put in their best because

of the financial benefits that advance into presenteeism and stress that are harmful to their health and the institution (Alamieyeseigha, 2002; Stephen & Robbins, 2017; Okoko & Ogbomah 2023).

(III) Managerial factors

Apparently, it is noted that the success or failure of an institution depends on management because many managers or administrative heads lack the prowess, sagacity, and pedigree to meet the principles of organizational behaviour for higher productivity and performance. On this premise, it was revealed in Nwachukwu (2006), an empirical study conducted in the public sector, that 78 percent of the respondents identified managers' unwillingness to manage effectively as the cause of low employee productivity; because workers are not controlled according to the rules and regulations as is enshrined in General Order that makes workers involve in presenteeism (Okoko & Ogbomah,2023).

However, there are other factors militating against effective management in an institution as follows:

- i. **Lack of participatory management:** In public institutions, employees lack participation in decision-making. People who lack administrative prowess and adroitness decide in isolation. The detachment from the employees in such decisions has minimal chance of success because it lacks workers' commitment. This affects the social welfare and redistribution in the political system thereby causing some workers to burnout due to stress and presenteeism by putting in extra hours (Alamieyeseigha,2002).
- ii. **Recognition of the path-goal framework:** This theory presupposes that a person will behave in a manner that will lead to the attainment of a goal if he has the values and desires to achieve the set goals. In Nigerian public institutions, the path does not exist for the actualization of vision which has an adverse effect on employee productivity and performance (Okoko & Ogbomah 2023).
- iii. **Pattern of recruitment:** Government circle, those in the managerial cadres have their immediate relatives – wives, brothers, sisters, nephews, in-laws, and even girlfriends into the system. In most cases, these groups of people lack the prerequisite for the job. Disadvantageously, this group of workers cannot be disciplined by their immediate superior knowing fully well that their continued enjoyment in the institution is based on their relationship with their boss' relatives who are their subjects. In this regard, he has to overlook their poor performance, thereby making the superior put in extra hours and strength to cover his subordinates. Consequently, leads to presenteeism and stress even ill health (Nwachukwu, 2006).
- iv. **Technological factors:** Technology in this perspective is the use of new ideas, techniques, innovation, methods, and materials to achieve set goals and objectives. In developing countries like Nigeria, lacking the proper Information Communication Technology (ICT) to help entrepreneurs select the appropriate technology is one of the causes of low employee productivity. Despite the level of technological advancement, many public institutions are still using manual information records and files without computerized information machines to complement and substantiate the manual records and files. Thus,

it will take time to locate the particular document, knowing that time is money in this jet age (Wilson, 2019; Nyewusira, 2020; Okoko & Ogbomah 2023)).

From the foregoing, government, management and employees should checkmate one another duties and responsibilities in various institutions to eradicate presenteeism, stress, job dissatisfaction, and absenteeism amongst others that can lead to low employees' productivity and performance.

Theoretical Framework

The study is anchored on the “*equity theory*” that was propounded by Adam (1965). He presupposes that “employees perceive what they get from a job situation (outcomes such as salary, promotion, recognition) with inputs (such as education, experience, competence) and then compare their inputs-outcomes ratio with the inputs-outcomes ratio of relevant others” (Sapru, 2013, p.457). The term “equity” connotes fairness, impartiality, justices, justness and equal treatment in comparison to others who work in the same institution or similar institutions. In this light, when an employee finds equity in the institution, he feels satisfied and motivated to put in his best. This means that the treatment and compensation are fair and commensurate with the effort, skills, and educational experiences, he/she is contributing to the institution. However, in case of inequality, the employee will feel dissatisfied, hostile, and frustrated as a result of presenteeism which will generate stress and chronic ill-health that adversely affect employee performance and productivity. Thus, the management needs to correct this abnormality in the institution to improve employee productivity and performance (Sapru, 2013; Sharma et al, 2013). It is against this backdrop that equity theory is relevant to the study so that presenteeism, stress, and ill health can be corrected by management to enhance performance a employee productivity.

Methodology

The study employed a triangulation research method, using both qualitative and quantitative designs that made use of primary and secondary sources for data collection and analysis. The staff of the seven (7) Bayelsa State-owned tertiary institutions and eight (8) local government councils in Bayelsa State, giving a total of fifteen (15) as the research setting. The seven Bayelsa State-owned tertiary institutions namely; Niger Delta University Wilberforce Island, Amassoma; Bayelsa State Medical University, Amarata, Yenagoa; University of Africa, Toru-Orua, Sagbama; Bayelsa State Polytechnic, Aleibiri, Ekeremor; Bayelsa State College of Health Technology, Otuogidi, Ogbia; Isaac Jasper Adaka Boro College of Education, Sagbama; and International Institute of Tourism and Hospitality, Yenagoa. The eight (8) local government councils comprise Yenagoa Local Government Council; Nembe Local Government Council; Sagbama Local Government Council; Ekeremor Local Government Council; Ogbia Local Government Council; Kolokuma/Opokuma Local Government Council, Southern Ijaw Local Government Council; and Brass Local Government Council served as the population of the study. The purposive sampling technique was used in this study, using two thousand (2,000) as the sample size, since the study focuses on staff only. The instrument for data collection was sixteen (16) items researcher structured questionnaires based on the “Questionnaire on Development” (QOD), using the Likert scale method (4-point scale) of strongly Agree (SA), Agree (A), Disagree(D)Strongly Disagree

(SD)rated 4,3,2and 1 respectively. The scores obtained were interpreted as 3.50- 4.00(SA),2.50-3.49(A),1.50-2.49(D)and 1.0-1.49(SD) using to analyze the research questions as descriptive statistical tools, especially frequency and mean .2,000 copies of questionnaires were administered to two thousand (2,000) respondents from the seven Bayelsa State-owned tertiary institutions and the eight local government councils. However, only 1995 copies were retrieved for analysis with the assistance of thirty (30) research assistants, two (2) each for the fifteen locations. Semi-structured oral interviews were also conducted to substantiate the structured questionnaires.

Data Analysis of Research Questions

Research Question One (1): What are the causalities of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?

Table I: Mean rating of the responses of respondents on the causalities of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

S/N	Items' Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
1	Due to understaffing and excessive overtime by the workers	4,020	2,706	60	58	1,995	6,844	3.40	A
2	Demand pressure and timeframe given to the workers	4,200	2,490	50	90	1,995	6,830	3.40	A
3	Financial needs to meet family demand	3,800	2,520	100	155	1,995	6,575	3.30	A
4	Fear of poor performance despite health challenges to please superior	3,640	2,490	96	207	1,995	6,433	3.20	A

Source: Researchers Field Work, 2024.

The data in Table I, shows the mean rating of the responses of respondents on the causalities of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. It reveals that understaffing and excessive overtime by workers; demand pressure and timeframe given to the workers; financial need to meet family demand; and fear of poor performance despite health challenges are some of the causalities of presenteeism on employee productivity in Bayelsa State-owned tertiary institutions and local government councils. On this premise, it implies that Presenteeism has an adverse effect on the employees' productivity and the health of the employee in terms of goods and services. Hence, should not be encouraged.

Research Question Two (2): What are the effects of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?

Table 11: Mean rating of the responses of respondents on the effects of presenteeism on employees’ productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

S/N	Items’ Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
5	Increases the cost of production and loss on the employers	4,020	2,700	66	57	1,995	6,843	3.40	A
6	Long hours lead to a decline in productivity and performance	3,760	2,460	90	190	1,995	6,500	3.20	A
7	This leads to industrial accidents such as mistakes or errors in employees’ performance	4,016	2,700	60	61	1,995	6,837	3.40	A
8	Spreads contagious diseases from the sick worker to others and their families	3,400	2,460	100	275	1,995	6,175	3.10	A

Source: Researchers Field Work, 2024.

The data in Table II depicts the mean rating of the responses of respondents on the effects of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. The respondents show that presenteeism increases the costs of production and loss on the employers; long hours lead to a decline in productivity and performance; leads to industrial accidents such as mistakes or errors in employees’ performance; and spreads contagious diseases from the sick worker to others and their families amongst others are the effect of presenteeism on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

Research Question Three (111): What are the consequences of stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?

Table III: Mean rating of the responses of respondents on the consequences of stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

S/N	Items’ Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
9	This leads to a decline in performance and a drop in	3,120	2,400	120	355	1,995	5,995	3.00	A

	employee productivity in terms of services.								
10	This leads to ill-health or outright leaving the institution for greener pastures.	3,040	2,340	140	385	1,995	5,905	3.00	A
11	Increases reduction in productivity, staff turnover, and absenteeism.	2,760	2,250	144	483	1,995	5,637	2.80	A
12	Leads to psychological and emotional depression in the workers.	2,840	2,076	160	513	1,995	5,589	2.80	A

Source: Researchers Field Work, 2024.

The data in Table III shows the mean rating of the responses of respondents on the consequences of stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. The respondents affirm that the suggested items' statements 9-12 are some of the consequences of stress on employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. It is therefore implied that these indices, which are leading to stress should be discouraged in an institution.

Research Question Four (IV). What are the causes of low employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils?

Table IV: Mean rating of the responses of respondents on the causes of low employee productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

S/N	Items' Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
13	Working extra hours is detrimental to their health as an impediment to higher performance	2,808	2,064	162	524	1,995	5,558	2.80	A
14	Recruitment based on nepotism and tribalism brings about presenteeism and stress on hard-working workers.	2,804	2,052	170	524	1,995	5,550	2.80	A
15	lack of employee participation in decision-making leads to low productivity, presenteeism, and depression.	2,000	1,950	600	545	1,995	5,095	2.60	A

16	Working to satisfy their head of department, thereby going into presenteeism and stress.	2,600	2,160	176	497	1,995	5,593	2.80	A
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Source: Researchers Field Work, 2024

Table IV shows the mean rating of the responses of respondents on the causes of low employee productivity in Bayelsa State-owned tertiary institutions and local government councils. The respondents assert that the suggested items statements 13-16 are some of the causes of low employee productivity in Bayelsa State-owned tertiary institutions and local government councils, thereby going into presenteeism. From the foregoing, it means that is not the hours put into a particular work that determines a high level of productivity but job satisfaction and other motivational factors that are not detrimental to the health of the workers and the institutions.

Discussion of Findings

In table one (1) the respondent's answers to the research questionnaire items numbers 1-4. In the analysis of the questionnaire on development (QOD), the findings revealed and confirmed that items numbers 1-4, are some of the causalities of presenteeism on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. Research item 1, due to understaffing and excessive overtime by the workers. This is in tandem with (Health Assured Team, 2020), which states that understaffing and excessive overtime are detrimental to workers' health. The study also revealed in items numbers 2-3 that demand pressure and timeframe given to the workers, and financial needs to meet family demand. The findings are in agreement with (College of Southern Maryland,2015; Health Assured Team, 2020; Price 2021), which affirmed that demand pressure, timeframe, and financial need due to lack of sick leave with pay can induce employees to work despite their ill-health. Furthermore, Fear of poor performance despite health challenges to please superior. The finding aligns with (the Health Assured Team,2020), that fear of the management making workers work beyond their daily tasks. To substantiate the findings in Table One (1), in an interview with Izebeya (2024); Ebiwari (2024); (2024); and Cookey (2024) affirmed that " demand pressure and time pressure on the workers can make them work beyond stipulated time of their daily tasks. They further reiterated that financial needs and fear of management by the workers which by-product are ill health and stress because of presenteeism".

The findings in table (11) of the study revealed items number 5-8, which increases the cost of production, loss on the employers, and long hours lead to a decline in productivity and performance. Furthermore, leads to industrial accidents such as mistakes or errors in employees' performance, and spreads contagious diseases from the sick workers to others and their families serving as effects of presenteeism on employees' productivity and performance. Findings are in agreement with (Robbin & Judge,2017; Kenton,2021; Price,2021), who affirmed that "presenteeism leads to an increase in the cost of production and low employees' productivity and performance. They also buttressed that presenteeism increases mistakes and errors in the workplace, and the spread of contagious diseases from the sick person to colleagues and their families". To substantiate the findings in Table two (11), in an interview with Awala (2024);

Ojoku(2024); Moses(2024); Egba 2024); Sokari(2024); Okpoebi(2024); and Ebitari (2024), they affirmed that “presenteeism increases cost of production and loss on the employers. They, also agreed that presenteeism leads to industrial accidents such as mistakes or errors in employees’ performance”

Findings in table (111) of the study portrayed in items numbers 9-12, lead to a decline in performance and drop in employees’ productivity in terms of services; leads to ill-health or outright leaving the institution for greener pastures; and increases reduction in productivity, staff turnover, and absenteeism. The findings are in agreement with Cole (2002), which states that “high rate of sickness and absenteeism, reduction in productivity and high rate of staff turnover in most cases are indicators of stress in an institution”. The study in item number 12, also revealed that stress leads to psychological and emotional depression in the workers. The finding conforms with(Onah, 2015; Robbin & Judge,2017), who affirmed that stress leads to “psychological and emotional depression because of lower job satisfaction “ In substantiating the findings, in a personal communication with Diepreye(2024); Awala (2024); Ayibatonye (2024), and Benson(2024), affirmed that stress leads to “low employees’ productivity and performance; high rate of ill health and absenteeism; psychological and emotional depression amongst others are indicators of stress that lead job dissatisfaction”.

The findings in Table four (IV) of the study revealed in items numbers 13-16, that working extra hours is detrimental to their health as an impediment to higher productivity and performance. Also, recruitment based on nepotism and tribalism brings about presenteeism and stress on hard-working workers. Furthermore, employees’ participation in decision-making leads to low productivity, presenteeism, and depression, and working to satisfy their head of department, thereby going into presenteeism and stress. The findings align with (Alamieyeseigha, 2002; Nwachukwu, 2006; Stephen &Robbins,2017), who affirmed that extra hours are detrimental to their health as an impediment to higher performance. They further asserted that recruitment based on nepotism and tribalism brings about presenteeism and stress on hardworking workers; employees’ participation in the decision-making leads to low productivity, presenteeism, and depression; and working to satisfy their heads of departments, thereby going into presenteeism and stress ”.

To substantiate the findings, in an interview with Tonye (2024), Ayibatari (2024), Richard (2024), Osain(2024), Olali(2024), and Stephen (2024), affirmed that "working extra hours is detrimental to the workers’ health and performance. They also asserted that recruitment that is based on nepotism and tribalism brings about presenteeism and stress on hardworking workers in the institution; employee participation in decision-making leads to low productivity, presenteeism, and depression; working to satisfy their heads of departments, thereby going into presenteeism and stress".

Conclusively, the above findings, revealed that causalities of presenteeism on employees’ productivity and performance; and stress indicators are the causes of low employee productivity and performance that have been triggering medical disorders, depression, increase in absenteeism and staff turnover, and burnout amongst others in institutions and organizations. Hence, should be discarded and retarded in tertiary institutions and local government councils.

Conclusion

The study examined presenteeism and stress on employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils. The study revealed that due to understaffing and excessive overtime by the workers; financial needs to meet family demands; fear of poor performance despite health challenges to please superior; increases in the cost of production and loss on the employers; long hours lead to a decline in productivity and performance; leads to an industrial accident such as mistakes or errors in employees' performance; leads to a decline in performance and drop in employee productivity in term of services; increases reduction in productivity, staff turnover and absenteeism; working extra hours are detrimental to their health as an impediment to higher performance; recruitment based on nepotism and tribalism bring about presenteeism and stress on hard-working workers; lack of employee participation in the decision-making leads to low productivity, presenteeism, and depression; and working to satisfy their heads of departments, thereby going into presenteeism and stress. However, if the recommendations are implemented would reduce presenteeism and stress, thereby creating a conducive working environment for higher employees' productivity and performance in Bayelsa State-owned tertiary institutions and local government councils.

Recommendations

The following recommendations have been made premise on the findings:

- i. Management should use their workers according to the laid down rules and regulations of the public service as enshrined in the "General Order".
- ii. There should be provision for employee onboarding and stress management training programme to enable the employees and employers to know the causes and effects as well as the measures to mitigate or avoid stress and presenteeism.
- iii. In the public service, presenteeism should be discouraged and discarded despite the financial benefits, this will enable workers to live a healthy life for higher employees' productivity and performance, thereby working in the trajectory of human capacity building and human capital development.
- iv. There should be a workable, desirable, and harmonious working relationship between the management and employees in line with the eight-hour working method to prevent presenteeism and stress.
- v. Employees who are sick should be given paid sick leave to cushion the desire to work while they are sick without disciplinary measures. This will serve as a motivational factor to put in their best within the timeframe for daily duties. Thus, reducing stress, burnout, anxiety, depression, and physical and psychological sickness.
- vi. Management and union leaders should create opportunities for conferences, workshops, and seminars to enlighten workers on the benefits of taking time off for the longevity of their lives even after retirement.

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