

Presenteeism on Employee Productivity in Bayelsa State Tertiary Institutions, Nigeria

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Abstract

The study examined presenteeism on employee productivity in Bayelsa State tertiary institutions. The central objective of the study is to examine how presenteeism affects employee productivity in Bayelsa State tertiary institutions. Two 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. Nine hundred and thirty-three (933) respondents from seven Bayelsa State-owned tertiary institutions were used as the sample size. The structured questionnaires were distributed to nine hundred and thirty-three (933) respondents out of which nine hundred and thirty-one (931) 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 the financial need of the workers to meet certain demands in their families; workers putting in their best to satisfy their bosses thereby going into presenteeism are the contributory factors of presenteeism and low employee productivity in Bayelsa State tertiary institutions. In this light, the study recommended amongst others that presenteeism should be discouraged and discarded in the workplace to create equity, peace, and a sense of belongingness in the life of workers for higher employee productivity in services in the tertiary institutions.

Keywords: *Presenteeism, Employee Productivity, Demand Pressure, Tertiary Institutions*

Introduction

Presenteeism is a common monster in both public and private organizations that is employees go to work even when they are sick, experiencing physical or psychological pain or stressful situations that will affect their ability to perform effectively and efficiently. Thus, the culture of presenteeism at work has a dethroned effect on employee productivity, because employees cannot produce the best of their abilities (Kenton, 2021; Woife, 2022). In this regard, despite their presence in the workplace will result in low employee productivity per day and increased costs contrary to the expectation of the employer. The effects of presenteeism syndrome are perceived in organizations/institutions through “work-related factors, personal circumstances and personal attitudes toward work” which manifest as a result of time pressure and work demand. This puzzle will trigger the employer by “monitoring employee attendance, sending signals to workers that attendance is compulsory even when they are too ill to work, providing the employee with greater access to sick leave benefits and desiring to keep up with the demand in institutions (Farmer, 2010; Yildirim et al, 2014; Stephen & Collins, 2015; Robbin& Judge).

Consequently, the situation and pressure on employees will preempt efficiency and will bring about burnout and stress syndrome of employees. The physical and psychological health challenges will weaken the immune response of the employees, reduce employee productivity, and increase error and long-term health effects. It, therefore, implies that the culture of presenteeism which is the opposite of absenteeism is more catastrophic, destructive, and unfriendly in the long term (Stephen & Collins, 2015). The sporadic occurrence in organizations/institutions 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 office. This ugly trend of presenteeism hurts coworkers’ performance because of their emotional and behavioural reactions towards the sick employee and their daily tasks.

Making an inference from above, the institution cannot achieve the full capacity of production in the case of the private sector, on one hand, and the public sector cannot deliver goods and services according to specifications and design of the policy and programme on the other hand (Robbin& Judge, 2017, p.675). It is against this backdrop that this work carried out an in-depth study of the presenteeism on employee productivity in Bayelsa State tertiary institutions.

1.2 Statement of the Problem

The incidence of presenteeism has the highest degree amongst healthcare providers and has permeated into all ministries, departments, and agencies in Bayelsa State and Nigeria at large. The management and administrators want to increase productivity in terms of goods and services, they want employees to work to the detriment of their ill health. It is now a syndrome in the government circle, 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 House of Representative, Speaker of House of Assembly to mention but a few always engaged their staff without regard to their health challenges. These employees who respond to presenteeism always assess their work environment as stressful and unsatisfactory despite the

financial benefits. The monster of presenteeism will not grant the employees, sufficient opportunity to take care of their poor health condition (Abdi et al, 2021).

To be candid, 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. The depiction of presenteeism in public service is mostly predicated on the fact that the boss does not want to engage other staff to know the perpetual foul play in mismanagement, embezzlement, and misappropriation of public funds. According to 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”. Thus, it is not uncommon in government circles not for improvement in employee productivity but for self-centeredness and self-aggrandizement. Regrettably, this emotional exhaustion and negative consequences of presenteeism have taken unfortunate ones to untimely eternity. This malady needs to be addressed to reduce untimely death and other negative effects of presenteeism in the production of goods and services in the public service. Therefore, to overcome this phenomenon, the study examined presenteeism on employee productivity in Bayelsa State tertiary institutions.

1.3 Objectives of the Study

The main objective of the study is to examine how presenteeism affects employee productivity in Bayelsa State tertiary institutions. In achieving this objective, the study was discussed under three specific objectives are to:

- i. Ascertain the contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions,
- ii. Unearth the causes of low employee productivity in Bayelsa State tertiary institutions, and
- iii. Make recommendations to address the consequences of presenteeism on employee productivity in Bayelsa State tertiary institutions.

In congruence with the objectives, two research questions were coined for analyses as follows:

- (1) What are the contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions?
- (2) What are the causes of low employee productivity in Bayelsa State tertiary institutions?

Literature Review

Presenteeism

Presenteeism simply means workers or employees going to work despite their illness to the detriment of their health. It is a common incidence in the workplace, including the public sector. Smith (1970), in Yildirim et al (2014), presenteeism means attending to work as a counterpart of

absenteeism. Kivimak et al (2005), in Yildirim et al (2014) define presenteeism as being unhealthy but exhibiting sickness for absenteeism. This indicates a reduction in employee productivity in the office due to the health challenges identified as presenteeism syndrome. Furthermore, Kurt (2018), 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”. In a similar vein, Kenton (2021) sees presenteeism to be the lost productivity that occurs when employees are not fully functioning in the workplace because of an illness, injury, or other conditions. Sheridan (2004), views presenteeism as being reluctant to work. Sequel to the plethora of definitions in tandem with Price (2021) views presenteeism from two perspectives of definitions; firstly, it is a situation in which employees come into 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 regularly, therefore work longer than their stipulated hours. Price (2021) accentuates that this genre of presenteeism can have a detrimental effect on employee productivity in the institution. A cursory look at the two meanings of presenteeism, the second is common in the public service and civil service where workers are working longer hours than regular hours. The significant effect can form burnout, stress, anxiety, depression and sickness physically and psychologically. These intractable factors and indicators can lead to a drop in employee productivity and performance.

Taking a clue from the above, presenteeism will make employees not operate at full capacity to the detriment of the institution. The employee may likely make mistakes or errors on the job that can create serious health and safety risks to other workers and the institution. Thus, one can presuppose that presenteeism can viral contiguous diseases such as COVID-19 and other diseases from the sick workers to other employees and their family members. This depicts that presenteeism will create more absenteeism and a further reduction in overall employees’ productivity of the institution in terms of goods and services (Schultz et al, 2009; Aronsson et al, 2000; Krane et al, 2014; Workplace Testing, 2019; Price, 2021). In this light, presenteeism can be buttressed and summarized as the act of going to work willingly and unwillingly even when an illness justifies taking sick leave or purposely for personal gain to the detriment of the institution. Thus, presenteeism should be discouraged in the private and public sectors of the economy.

The Contributory Factors of Presenteeism

The contributory factors of presenteeism are subdivided into three groups namely:

(1) Work-Related Factors

- i. **Performance and time pressure:** A situation when employees feel that they are critically needed to get the task done. The employees are also obliged under pressure to show up to work because they can be replaced since they are not working on any condition to service. This feeling will trigger the workers to work longer hours to secure their jobs (College of Southern Maryland, n.d; Stephen & Collins, 2015; University of Phoenix, 2019; CMA Newsletter, 2019; Price, 2021).
- ii. **Demand pressure and unrealistic expectation:** It is an extra stress caused by the institution on the workers as a result of the high demand for goods and services. It highly occurs when

the worker cannot be easily replaced despite any situation surrendering him (Robin & Judge, 2017; Farmer, 2010).

- iii. **Large workload understaffing and excessive overtime:** An understaffed institution will always demand excessive overtime from the workers with financial baits. Thus, workers will attach more value to the financial gain than their health problems. Consequently, the worker will break down in future without the ecstasy of the money (Health Assured Team, 2020).

(2) Personal Circumstances

- i. **Financial need due to lack of paid sick leave:** Personal financial difficulty and lack of sick pay can serve as uncontrolled factors that will trigger worker to work irrespective of his health challenge and other psychological and environmental challenges in the office (Health Assured Team, 2020; Price, 2021).
- ii. **Family issues:** It serves as an instrumental factor for employees to go to work and stay longer hours than staying at home with their families because of emotional and depressive intractable challenges (Stephen & Collins, 2015).
- iii. **Psychological factors:** It limits the employee's ability to say "no" due to disrespect harassment, abuse, and discrimination, particularly for seeking or taking sick days.
- iv. **Disregard to self:** It is predicated on the circumstance where the employee will neglect his health because of incentive financial gain and other fringe benefits attached to the job. This group of workers also have "self-diagnosis and treatment" without visits to professional medical personnel (Stephen & Collins, 2015).

(3) Personal Attitudes Towards Work

- i. **Heightened motivation, job satisfaction and commitment to the organization:** In an institution where the motivational factors are provided by the management; there will be job satisfaction and commitment to duty by the workers. This serves as a springboard for the employees to put in extra hours even when there is a symptom of health challenges (Health Assured Team, 2020).
- ii. **High sense of belongingness and responsibility at work:** The workable synergy and the relationship between the employer and employee in an institution. This term spirit of acceptance and recognition will enable the employees to work beyond regular hours irrespective of the stress to accomplish the tasks to satisfy their boss (Oni, 2015; Damarasi, 2021).
- iii. **Fear of doing the job poorly:** When an employee is satisfied with his performance towards the profitability of the institution can trigger the employee to work beyond the stipulated hours as his daily task (Health Assured Team, 2020).
- iv. **Consideration of customers, visitors and coworkers' needs:** As the employee is ruminating about the needs of his clients and co-workers will enable him to create a floodgate to satisfy them. By so doing, the employee will work beyond the regular hours (Health Assured team, 2020).

Taking a clue from the contributory factors of presenteeism hurts the production and the health of the employees. Predicated on this, the excesses of presenteeism should be brought to the barest minimum

Stress

Stress has been defined in many ways by scholars. Stress simply means an unpleasant physiological or psychological process that occurs in a person's adaptive response to environmental pressure. 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 means the definition has three salient 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.

For Cole (2002) refers stress to 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 implies that stress depends on several factors, especially the individual's personality, social support, job experience and perceptions of his or her ability to cope with the environmental factors. In this light, stress can be positive (eustress) or negative (distress). Eustress stimulates an individual to achievement and better performance; while distress is associated with depression, anger, and loss of job security, amongst others that affect the employees and employers negatively (Amah, 2006). However, in this study, the discourse on stress will focus on distress.

Employee Productivity

Employee is a veritable key factor in human resources management as regards productivity; since productivity seeks to establish a relationship between inputs and outputs in an institution or organization. Thus, employee productivity is 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) employee productivity as an assessment of value generated by an individual employee within a specific period. Based on his definition, he set up a formula that can be used to measure employee productivity.

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

In this light, employee productivity in the public sector is 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 (Alamieyeseigha, 2002)

However, Kpi-Library (2021) buttresses that to measure or determine employee productivity can be viewed from various sources such as performance, employee efficiency and effectiveness,

absenteeism, presenteeism, job dissatisfaction, attendance rates, job satisfaction, labour turnover, and attrition rate that take place within a specific period. In tandem with the above, Robbin (2001) reiterates that management and government are two major determinants of employee productivity. He further accentuates that the third element is an employee that affects employee productivity through his altitude i.e. his willingness to work within the stipulated hours or work extra hours to fall into presenteeism that in the long-term results in ill health and reduction in employee productivity. Predicated on the above, in the public service there are many identified factors “militating against high productivity. Nevertheless, Alamieyeseigha (2002, p.15-23), states that the Nigerian National Workshop on Productivity identifies four causes of low employee productivity namely economic factors, sociologist factors, managerial factors and technological factors”.

The Causes of Low Employee Productivity in Nigeria.

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

(i) Economic factors:

No reward system correlates the market condition in Nigeria, that is the effort expended by an employee and the reward that he receives in the institution. In public sectors, “When an employee believes that equity does not prevail, he is bound to withhold a measure of his productivity to restore equity. Premise on the fact that the employers are not able to give adequate compensation to employees who have put in the most effort in the attainment of the organizational goals. The incongruence of the employees’ welfare will to a large extent low employee productivity. There appears to be no goal congruency with the employees’ commitment. Despite these daunting challenges if the opportunity is given to a worker to work extra hours, he will work to increase his earnings to the detriment of his health as the byproduct of presenteeism. Therefore, to encourage higher productivity, the worker’s reward should be proportional to the hard work (Nwachukwu, 2006).

(ii) Sociological factors:

Employees treasure a sense of belongingness in an institution and resent any effort of management to treat them only as costs of production. In public and private organizations, many employees lack a sense of belongingness in the institution or organization and act as strangers. This will affect the full sense of commitment and dedication. Consequently, they do their work to avoid losing their employment. The negative and poor attitude to work because they are demoralized, productivity will fall. Especially, in public sectors where civil service regards government as ‘Oyinbo Man’s Work’ for which nobody should expect him to kill himself. However, some fortunate ones will put in their best because of the benefits thereby going into presenteeism and stress (Alamieyeseigha, 2002;).

(iii) Managerial factors

It has been noted in the organizational climates that the success or failure of an organization depends on management. Predicated on the fact that many Nigeria institutional management, lack the requisite elementary principles of organizational behaviour. Thus, employees get frustrated and productivity suffers. According to Nwachukwu (2006, pp. 227-228) in an empirical study conducted in the public sector, 78 percent of the respondents identified managers' unwillingness to manage effectively as the cause of low employee productivity. This shows that the managers lack the pedigree in "integrity, initiative, a sense of justice and emotional stability".

However, there are other factors militating against effective management including:

- i. **Recognition of the path-goal framework:** This theory presupposes that a person will behave in a manner which will lead to the attainment of a goal that he values and desires to achieve. In the Nigerian public and civil service, the path does not exist for the actualization of vision.
- ii. **Pattern of recruitment:** In public and civil service, those in the managerial cadres have their immediate relatives – wives, brothers, sisters, in-laws and even girlfriends in the system. Many of these people got into their relationship without the requisite qualifications. Thus, they will be unproductive and cannot be disciplined since the immediate superior knows that his continued enjoyment of his position depends on his relationship with the boss' relative. This indicates that he has to overlook their poor performance. Consequently, the superior has to put in extra hours and strength to cover his subordinate. The adverse effect on the superior is presenteeism even ill health (Nwachukwu, 2006).
- iii. **Lack of participatory management:** In public and civil service, employees lack participation in decision-making. People who have no intimate knowledge of the problem make decisions in isolation. The detachment from the employees in such decisions has minimal chance of success and finally lack of commitment. The despicable disposition and conduct will affect the social welfare redistribution in the political system. By so doing some workers will burn out into presenteeism by putting in extra hours (Alamieyeseigha, 2002).
- iv. **Technological factors:** Technology in this perspective is the use of new ideas, techniques, innovation, methods and materials to achieve a set goal and objective. In developing country like Nigeria lacks the proper Information Communication Technology (ICT) to help entrepreneurs select the appropriate technology is one of the causes of low employee productivity. Presently, many public and civil services are still using manual information records and files without computerized information machines to complement the manual records and files. Thus, it will take time to locate the particular document, knowing that time is money (Wilson, 2019; Nyewusira, 2020).

From the inference above, government, management and employees should checkmate one another to eradicate job dissatisfaction, absenteeism, employee turnover, and presenteeism in the employee's application to duty. This will lead to higher productivity in terms of social welfare redistribution in the public and civil service.

Methodology

The study employed a survey research method using both qualitative and quantitative approaches that made use of primary and secondary sources for the collection of data and analysis. The staff of the seven Bayelsa State-owned tertiary institutions namely; Nigeria Delta University, Wilberforce Island, Amassoma; 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; Bayelsa Medical University, Amarata, Yenagoa; and International Institute of Tourism and Hospitality, Yenagoa served as the population for the study. The study adopted a purposive sampling technique using nine hundred and thirty-one (933) as the sample size. The instrument for data collection was eight (8) items researcher structured questionnaires based on the “Questionnaire on Development” (QOD), using the Likert scale method (4-point scale) of strongly Agreed (SA), Agreed (A), Disagreed(D)Strongly Disagreed (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) were used to analyze the research questions as descriptive statistical tools, especially frequency and mean .933 copies of Questionnaire were administered to nine hundred and thirty-three(933) respondents from the seven Bayelsa State tertiary institutions. However, only 931 copies were retrieved for analysis. The questionnaires were successfully retrieved with the assistance of fourteen (14) research assistants, two (2) each from the seven (7) Bayelsa State tertiary institutions. Semi-structured oral interviews were also conducted to substantiate the structured questionnaires.

Data Analysis of Research Questions

Research Question One (1): What are the contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions?

Table I: Mean rating of the responses of respondent on contributory factor of presenteeism on employee productivity in Bayelsa State tertiary institutions.

S/N	Items' Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
1	Time pressure on the workers to meet certain request from the institution by government	2,400	900	20	21	931	3,341	3.60	SA
2	Financial needs of the workers to meet certain demand in the family	2,600	750	24	19	931	3,375	3.60	SA

3	Excessive overtime in office due to understaffing	1,600	600	62	200	931	2,461	2.60	A
4	Fear of poor performance to convince the management despite health challenges	2,764	627	12	25	931	3,428	3.70	SA

Source: Researchers Field Work, 2023.

The data in table I, shows mean rating of the responses of respondents on contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions. The respondents reveal that time pressure on workers because of demand; financial need of the workers to meet certain demand in the family; excessive overtime in office due to understaffing and fear of poor performance to convince the management despite health challenges are some of the contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions.

It is therefore, implies that Presenteeism has adverse effect on the employees' productivity and the health of the employee in an institution in terms of goods and services.

Research Question Two (11). What are the causes of low employee productivity in Bayelsa State tertiary institutions?

Table II: Mean rating of the responses of respondents on the causes of low employee productivity in Bayelsa State tertiary institutions

S/N	Items' Statements	Frequency of Responses				N	Total	Mean	Interpretation
		SA	A	D	SD				
5	Working extra hours to the detriment of their health	2,440	870	42	10	931	3,360	3.60	SA
6	pattern of recruitment based on nepotism and tribalism bring about presenteeism on the superior	2,320	750	42	80	931	3,192	3.40	A
7	lack of employee participation in the decision-making leads to low productivity and presenteeism	2,440	870	24	19	931	3,341	3.60	SA
8	Workers putting in their best to satisfy their bosses, thereby going into presenteeism.	1,600	450	142	300	931	2,492	2.70	A

Source: Researchers Field Work, 2023

Table II, shows the mean rating of the responses of respondents on the causes of low employee productivity in Bayelsa State tertiary institutions. The respondents assert that the suggested items statements 5-8 are some of the causes of low employee productivity in Bayelsa State tertiary institution such as working extra hours to the detriment of their health; pattern of recruitment based on nepotism and tribalism bring about presenteeism on the superior; lack of employee participation in the decision making leads to low productivity and presenteeism; and working putting in their best to satisfy their bosses, thereby going into presenteeism. Predicated on the above, it is therefore meaning that is not the hours putting into a particular work that determine high level productivity but job satisfaction that are not detrimental to the health of the workers.

Discussion of Findings

In table one (1) the respondents answers to the research questionnaire items numbers 1-4. In the analysis of questionnaire on development (QOD), the findings revealed and confirmed that the items numbers 1-4, are some of the contributory factors of presenteeism on employee productivity in Bayelsa State tertiary institutions. Research item 1, time pressure on the workers to meet certain request from the institution by government. This is in tandem with Stephen and Collin (2018), University of Phoenix (2019), and CMA Newsletter (2019), which state that job performance and time pressure make workers to work longer hours in order to secure their job. The study also revealed in items numbers 2-3 that financial need of the workers to meet certain demand in the family; and excessive overtime in the office due to understaffing. The findings are in agreement with (Health Assured Team, 2020; Price 2021), they affirmed that financial need can trigger workers to work irrespective of their health challenges; understaffing leads to excessive overtime and workload to the detriment of their health in the institution. To substantiate the findings in table one (1), in an interview with Diepreye (2023); Omozibe (2023); Ebiwari (2023); and Allison (2023) affirmed that "time pressure on the workers can make them work longer to meet certain request by the management of the institution. They further buttressed that financial need of the workers and understaffing can lead to excessive overtime which by product are ill health and presenteeism"

The findings in table (11) of the study revealed in items number 5-8, that working extra hours to the detriment of their health in order to satisfy their bosses lead presenteeism and low employee productivity. Also, pattern of recruitment-based nepotism and tribalism bring about presenteeism on the superior. Furthermore, lack of employee participation in the decision-making leads to low employee productivity and presenteeism. The findings are in consonance with (Alamieyeseigha, 2002; Nwachukwu, 2006), they affirmed that extra hours can affect the health of the workers and their production capacity. They further asserted that recruitment of unqualified staff usually increases the workload of the superior thereby leading to low productivity, presenteeism, ill health and so on".

In a personal communication with Osain (2023), Ayibatari (2023), Awala (2023), Johnson (2023), Izebeya (2023), and Ojoku (2023), affirmed that "working extra hours to the detriment of the workers' health by trying to please their bosses in various institutions. They also asserted that

pattern of recruitment that is not based on merit will bring about low employee productivity, and presenteeism on the other hand as superior will put extra hours to complete daily tasks".

In this regard, it is implying that the contributory factors of presenteeism, and the causes low employee productivity that have been triggering stress, burn, low employee productivity, presenteeism, amongst others should be discarded and retarded for higher employee productivity in tertiary institutions.

Conclusion

The study examined presenteeism on employee productivity in Bayelsa State tertiary institutions. The study revealed that time pressure on the workers to meet certain request from institution by government; financial need of the workers, excessive overtime due to understaffing, fear of poor performance can lead to ill health, stress, presenteeism amongst others in the tertiary institution. Also revealed that working extra hours to satisfy their bosses; recruitment of unmerited staff and lack of job satisfaction by the workers create a scene of indifference leading low employee productivity and presenteeism that making workers to come to work even they are sick. However, if the recommendations put forward herewith are implemented will create good working environment for higher employee productivity in our tertiary institutions.

Recommendations

In this hope, the followings recommendations have been made:

- i. Presenteeism should be discouraged and discarded in workplace as to create equity, peace and a sense of belongingness in the life of workers for higher employee productivity in service to human capacity building and human capital development in the tertiary institutions.
- ii. There should be mutual and harmonious working relationship between the management and staff of the tertiary institution in line with the eight hours working method to prevent presenteeism.
- iii. Workers that are sick should be given paid sick leave; this would cushion the desire to work while they are sick. Thus, workers should be given their entitlement that will serve as motivational factor to put in their best within the timeframe for daily duties.

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