

**PRESENTEEISM AND ORGANIZATIONAL PERFORMANCE OF GOVERNMENT
PARASTATALS IN PORT HARCOURT, RIVERS STATE**

Okpara Benjamin Chekwube
Department of Business Administration,
Federal University Otuoke, Bayelsa State

Felix O. Oloda (PhD)
Department of Business Administration,
Federal University Otuoke, Bayelsa State

Abstract

This study examined the relationship between Presenteeism and Organizational Performance of Government Parastatals in Port Harcourt, Rivers State. The study adopted the quasi-experimental research design, and data were collected from 226 employees across selected government parastatals using questionnaire. The spearman rank order Correlation Coefficient statistical tool was employed to test the hypotheses. Findings from this study revealed weak and none significant relationships between the two dimensions of presenteeism (sickness presenteeism and non-work related presenteeism) and the two measures of organizational performance (service quality and productivity). The study recommends that measures be put in a place to ensure that workers conform to the rules and regulations guiding the establishment in their workplace. There should be Policy Overhaul which ensures that line managers understand the relationship between absenteeism and presenteeism, that they are supported to adopt a more flexible approach to absence, and that they provide support to employees making a return to work after a period of illness. Managers should be able to recognize the symptoms of non-work related presenteeism, this implies that workplace training and awareness raising of common mental and physical health issues will help reduce stigma and provide people with a better understanding of workplace wellbeing which can in turn enhance service quality.

Keyword: presenteeism, organizational performance, productivity, service quality, absenteeism.

Introduction

Performance is a qualitative notion of reality, and thus the numerous critical remarks regarding the notion and its methods of measurement. The range of research at international level in the topic of performance is even greater due to the economic crisis that covered the economy globally, which presented a never-ending demand for the improvement of the field of performance of organizations. The word performance is used commonly in academic papers, but defined rarely. Organizational performance is thus embedded with words like productivity, efficiency, effectiveness, economy, earning capacity, profitability, competitiveness etc Esu and Iyang (2019). It is thus increasingly needed that the meaning of performance must possess a distinct and clear definition. Similarly, performance can be defined in terms of goal-oriented

goals since reaching the goals, means reaching performance. Since the goals of a firm cannot be precisely identified and are ever more numerous, performance is ever more challenging to identify, as it is a relative term. Presenteeism is therefore on the contrary, a condition where employees are present at work, but because of illness, injury, or other considerations are not performing at their best levels (Hemp, 2019).

Thus, the term presenteeism by Côté (2021), is the act of employees coming to work but becoming less efficient. Presenteeism, according to Eketu and Tende (2019), is common. The workers come to work ill - they work even when they are suffering from back problems, allergies, arthritis, and other diseases that can jeopardize their own performance and productivity. A presenteeism is a work-attendance behavior of being at work without feeling well or with other events that might otherwise compel absence. Such attitude generated to some degree the more recent studies about the prevalence and corporate expenses of presenteeist workers afflicted by medical conditions or illness (Hemp, 2019). Most studies focus on illness-related presenteeism. Simpson as cited by D'Abate and Eddy (2022) however described other type of presenteeism as "an employee who is on the job but is no longer effectively working on the job due to lack of concentration". They argue that presenteeism also means workers coming into work but spending part of the workday conducting personal business or activities while at work. These activities during working hours include sending e-mail to friends and family, internet surfing, paying personal bills, among others, even though they are at the workplace but not necessarily working at peak capacities. This, they called "nonwork-related presenteeism". This trend has likely severe impacts both on individuals and businesses. Having nonwork-related presenteeism at work can affect HRD that is normally viewed as a method for improving individual and organizational performance through an integrated approach towards training and development, career advancement, and organization development; it is a practice that fosters human capital development, work significance in people's lives, and corporate social responsibility (Torraco as cited in D'Abate& Eddy, 2022). The classical view of HRD thus argue that if workers report to work but doing personal business on the job, then perhaps they would spend fewer hours at work developing work skills and professional knowledge and thus less promotable.

Moreover, it would harm the international competitive platform which needs highly productive and effective workforce. Emeh (2019) in a study "understanding the poor performance of Nigerian public enterprises focusing on the theories of administrative weaknesses" concluded that most public enterprises neither contribute significantly to national development nor effectively and efficiently fulfill their public service mandates, leading policy-makers constantly debating on whether or not state-owned corporations are viable to economic and social development; and why most of them have failed to deliver the services they were created for, and how their management can be made better to ensure efficient delivery of service and stimulate national development; Baker-McCleary, Kate, Jeremy and Frances (2021) did a survey "Absence management and presenteeism: The pressures on employees to attend work and the impact of attendance on performance" Abasilim, Salau, and Faiola (2023) in their study: "Towards an Understanding of Presenteeism and its Effect in the Workplace" concluded that employees can be present but absent (not productively involved), and this has adverse effects

in the workplace. It is certain that an agreeable final product of the workers will be realized in the result of the power of the establishment.

Thus, poor workers definitely produce poor organizational work output as their attitude towards work goes a long way in establishing the quality of work. One would thus be wondering what would be the reason behind this poor attitude towards work. It is evident that there is always a delay in the provision of service which then escalate to poor performance of government owned institutions and has led people to question their service delivery. It may also influence the performance of workers. Poor worker morale as asserted by Ogletree (2019), reduces its profitability and productivity. It is an open fact that government employees are poorly remunerated. This influences their morale, and has a negative effect on their company and job performance. Implicatively, such employees are forced to sabotage the organizational mission. Relevant evidences show that the quality of performance in public services across nearly all tiers of governments in Nigeria has been very poor even though workers are on a daily basis clocking into work, thus resulting in today's low productivity. Once more, parastatals and governmental agencies' poor performances are a concern, there therefore is the tendency to think that public sector organizations would excel effortlessly with top performance in the discharge of their mandate functions given their monopoly position in most cases and government/statutory backing but this has not been the case as stated by Babaita (2021). Omisore (2017) has posited that despite the government parastatals being funded by the government and vested with law enforcers' authority, it is disturbing that the level of compliance, patronage and organizational performance, overall, is quite low, hence the need to embark on an inquiry. We are living witnesses in Nigeria of the inability of re-branded National Electric Power Authority (Power Holding Company of Nigeria) to meet the power needs of the country, inability of Nigerian National Petroleum Company and other parastatals in the petroleum and gas sector to provide quality and reliable supplies of petroleum products, inability of our national airlines and ships to provide quality services and compete well with their foreign counterparts, just to mention a few. The government parastatals have not been as effective since there has not been real emphasis on workers in aspects of broad oversight by various supervisors.

Some workers come to work and end up spending the day in activity other than work and at the end of month, they are still going to get their salary. Another clear case in point is that some government workers begin late at work and also leave before their scheduled closure time. Sometimes they even come to work and just sign their names on the register of attendance and leave the workplace soon after to take care of their personal matters. This kind of relaxed attitude among some of the employees has adversely affected the performance of the government parastatals. These evidences confirm that the Parastatals in Nigeria need to develop a work culture that encourages productivity because, in most cases, the Civil Servants report to work but the question is: are they indeed productive? Yes, some of them might be present physically but absent mentally. This is possible because of the usual Nigerian work culture of discouraged worker attitude in the form of presenteeism. Hence, it is pertinent to consider the relationship between presenteeism and performance of Rivers State government parastatals.

Literature Review

Presenteeism as a term was brought forward by a professor of organizational and health at Manchester University in UK, named Cary Cooper (Lowe, 2021). Researchers in the year 2011 gave attention to the relationship between health and human capital. From this period the term presenteeism began being applied in health and productivity literatures. Presenteeism is defined as productivity loss due to illness or health conditions (Brand-Rauf et al., 2021; Stewart et al 2020). R.W. Whitmer, President of health enhancement research organizations has made this term Wide-spread in US (Shamansky, 2021). Presenteeism is defined as employees not maximally using their capacity to perform work due to mental/emotional or physical illnesses (Burton et al., 2021). Presenteeism is the work overload and job insecurity sensation brought about by restructuring and downsizing (Lowe, 2021), the choice to come to work when unwell and performing below the expectation of the organisation due to health problems (Cooper, & Dewe, 2019) and the practice of managers to demonstrate commitment by working long hours (Cooper, 2021). Presenteeism has been described as lost productivity and performance due to workers coming to work while they are sick, fatigued, or just too distracted by their issues to focus on work. Presenteeism refers to deterioration in the work performance due to individual situations like stress, illness, work demands etc (Burton, et al. 2021). It is a practice of working under stress or illness without considering the prospects of rest or work absence (Aronsson, Gustafsson, & Dallner, 2021).

Alhamad (2024) reveals that performance measures could be expressed in terms of goal attainment such as high productivity, morale, conformity, adaptability, and institutionalization. Most organizations are likely to be trying to accomplish several different goals at the same time, and the attainment of one of these goals very often may interfere with the realization of another. For example, high productivity can be very readily achieved at the expense of high workers' morale or low environmental pollution. Thus, the goal model of effectiveness raises the possibility that an organization simply cannot be effective if by this is implied attainment of all or even most of its goals. On this basis, to Federman (2016), the performance concept may be linked to concerns such as an organization's capacity to access and absorb resources and hence attain its objective, that is, effectiveness and efficiency of organization. According to Juma (2023), the performance is "something that a person leaves behind and which exists outside the said purpose". As Kane defines, the performance is set at the level of each member of the organization or at organization level. It is regarded as a perception of the achieved results. The author emphasizes the particular nature of the definition and the inability to formulate a general definition. That is why we can speak about an accuracy of the definition at particular level and an ambiguity of it at general level. Bernadin (2015) contends that "performance must be defined as the summation of the effects of work, because they provide the highest correlation with the organization's strategic objectives, the customer's satisfaction and the economic contributions". Performance must take into account inputs (effort invested) and outputs (result of the effort invested), according to the author. This definition recognizes performance as the "total of the effects of work". Performance takes place when every effort is focused on achieving the set objectives and pleasing the customer. Objectives and customer pleasure cannot, however, be accurately quantified.

Theoretical Framework

The theory draws on Robert Karasek's demand control theory in 1979. Karasek used the job analysis methodology useful in occupational stress research and stress illness, injury, and burnout management. Sources of demand in interpreting are below elaborated, e.g., demands brought about by factors other than those inherent in language (linguistic demands). They are environmental, interpersonal, and intrapersonal demands. Karasek's decision latitude or control concept is also extended to the profession of interpreting. Two general dimensions in the demand-control model are: Job demands and job decision latitude, or control, Karasek and Theorell, (2011). When the two dimensions are merged, four general categories of jobs are determined. "High strain jobs" are high demand and low decision latitude, while "low strain jobs" are low demand and high decision latitude. The "active jobs" are high demands and high decision latitude, and the "passive jobs" are low demands and low decision latitude. According to the model, the high-strain jobs, i.e. jobs with high demands and low control, will have negative health consequences. It is the match of high demands and low control that is the key to health, and not the demands. The central assumption of the model is that work demands combine interactively rather than additively to predict outcome, but empirical research using Karasek's (1979) demand-control model has yielded mixed results.

Empirical Review

Boylu, Erol and Arslaner (2023) evaluated nonwork-related presenteeism and work-family conflict relationship in context of hospitality businesses workers. Research universe consists of the employees of hospitality businesses in Eskisehir and Nevsehir cities. Sampling consists of 256 employees who work at this hospitality businesses. Data is gathered through survey method. Survey form consists of three divisions which has demographic information, non-work related presenteeism concept statements and work-family conflict concept statements. In research, descriptive statistics and correlation analysis results of non-work related presenteeism and work family conflict are presented. According to the results, there is a significant and positive relationship between work-family conflict and leisure related activities as well as between family-work conflict and leisure related activities.

In the study of Adegboyega, Dele, and Ayodeji (2023), they explored the effect of absenteeism and presenteeism on corporate performance. Cadbury Nigeria Plc, Ikeja was used for the case study. The descriptive survey method of research was used and primary data were collected by the used of questionnaire. The primary data collected were processed by the use of statistical package for social sciences (SPSS). Multiple Regression statistical method was used to analyse and test the research hypotheses at 0.05 level of significance. The findings of study showed that there was a significant relationship between Absenteeism and corporate performance. The F test carried out for the model revealed that $p < 0.05$ which means the model is statistically significant.

A study by Prater and Smith (2021) sought to test a model of presenteeism on the basis of established and emerging theories separated into organizational and individual factors that could be mediated by psychological distress. This was a Web survey of 2371 employees (response rate of 48%) of a provincial government agency. Theories with validated measures

for organizational and individual factors were assessed. Results showed that psychological distress was negatively associated to presenteeism, when controlling for sex, short-term work absence in the last year, and social desirability. Both individual and organizational factors were related to psychological distress.

A study by Cardoso, Tavares and Kamimura (2021) aimed to investigate the frequency of certain factors which interfere in the work of the employees, such as: health problems / illnesses, existence of a sick family member, financial problems, work environment, psychological / emotional and sleep problems. The research was conducted in a manufacturing industry located in the Valley of Paraiba, where a form was applied to a sample of 125 employees. The results were that among the factors surveyed, sleep is what most affects employees' productivity, followed by working environment, and the factor that interferes less being the emotional one. Lu, Cooper, and Lin (2020) in a cross-cultural examination of presenteeism and supervisory support involving Chinese and British employees as well as the role of supervisory support as a pan-cultural stress buffer in the presenteeism process. Data were generated using structured questionnaires from samples of 245 Chinese and 128 British employees working in various organizations and industries. The study found that cross-cultural comparison revealed that the act of presenteeism was more prevalent among Chinese and they reported higher levels of strains than their British counterparts. Hierarchical regression analyses showed that presenteeism had noxious effects on exhaustion for both Chinese and British employees. Moreover, supervisory support buffered the negative impact of presenteeism on exhaustion for both Chinese and British employees. Specifically, the negative relation between presenteeism and exhaustion was stronger for those with more supervisory support. However, the negative effects of this behavior on employees' work well-being across the culture divide should alert us to re-think its pros and cons as career behaviours.

Methodology

This study will adopt the quasi-experimental design, the quasi-experimental design could also be classified based on time horizon to include: cross-sectional and longitudinal designs. Population according to Bell, Harley and Bryman (2022), is the entirety of member of study variable from which samples could be drawn. Since this is both a macro and micro level study, because the target population will comprise the staff (at all levels) from 4 selected government parastatals which are Consumer Protection Council; Standard Organization of Nigeria; Corporate Affairs Commission; and Security and Exchange Commission, Port Harcourt, Rivers State branch. The sample representatives comprised both the top management and lower-level staff of these parastatals as they serve as proxies for the establishments, and these from their various Human Resources departments, are approximately 280 staff.

Methods of Data Analysis

The frequency tables and percentage were used to analyze the demographics of the respondents. Since the sample is sufficiently large to assume normality, the mean (M) and standard deviation (SD) techniques was used for the descriptive statistics (univariate level). For the bivariate and multivariate analyses, the Spearman's rank order correlation was used respectively. The test of

hypotheses was carried out at 0.05 significance level. To retain the null hypothesis, implies that the p-value must be more than the significance level of 0.05. These analyses were aided by SPSS version 23.

Data Analysis

Spearman's Rank Order Correlation Coefficient was utilized as the measure of statistics to check the strength and direction of association between the variables of concern. The decision rule for hypothesis testing was based on the p-value of the analysis.

Table 4.1 Correlation between sickness presenteeism and measures of organizational performance.

Correlations			Sickness.Presenteeism	Productivity	Serv.Qual
Spearman's rho	Sickness.Presenteeism	Correlation Coefficient	1.000	.203	.243
		Sig. (2-tailed)	.	.046	.047
		N	226	226	226
	Productivity	Correlation Coefficient	.203	1.000	1.000**
		Sig. (2-tailed)	.046	.	.
		N	226	226	226
	Serv.Qual	Correlation Coefficient	.243	1.000**	1.000
		Sig. (2-tailed)	.047	.	.
		N	226	226	226

**. Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS vs 26 Output

Table 4.1 presents Spearman's rank order correlation run to find out the relationship between sickness presenteeism and measures of organizational performance as reported by two hundred and twenty-six (226) respondents. A weak positive correlation coefficient value was reported between sickness presenteeism and productivity which was statistically significant, this suggests that there is no obvious significant relationship between sickness presenteeism and productivity ($\rho = .203$, $p = .046 < 0.05$ (alpha value)); also sickness presenteeism and service quality reported poor significant values of correlation ($\rho = .243$, $p = .047 < 0.05$; accordingly, Decision: We reject the null hypotheses (H01-2) and we state that there is no significant relationship between sickness presenteeism and the measures of organizational performance of the selected parastatals in Rivers State.

Table 4.2 Correlation between non-works related presenteeism and measures of organizational performance

Correlations			Non.work.Rel.Pre	Productivity	Serv.Qual
Spearman's rho	Non.work.Rel.Pre	Correlation Coefficient	1.000	.199	.248
		Sig. (2-tailed)	.	.034	.049
		N	226	226	226
	Productivity	Correlation Coefficient	.199	1.000	1.000**
		Sig. (2-tailed)	.034	.	.
		N	226	226	226
	Serv.Qual	Correlation Coefficient	.248	1.000**	1.000
		Sig. (2-tailed)	.049	.	.
		N	226	226	226

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS vs 26 Output

Table 4.2 presents Spearman's rank order correlation run to find out the relationship between non-work related presenteeism and measures of organizational performance as reported by two hundred and twenty-six (226) respondents. A weak positive correlation coefficient value was reported between non-work related presenteeism and productivity which was statistically significant, this suggests that there is no noticeable significant relationship between non-work related presenteeism and productivity ($\rho = .199$, $p = .034 < 0.05$ (alpha value)); also, non-work related presenteeism and service quality reported poor significant values of correlation ($\rho = .248$, $p = .049 < 0.05$).

Discussion of Findings

The study examined the relationship between presenteeism and organizational performance of the selected parastatals in Rivers State. The result of the tested H01 revealed the existence of a weak positive relationship between sickness presenteeism and the measures of organizational performance; ($\rho = .203$, $p = .046$; $\rho = .243^{**}$, $p = .047$); this empirical output can be associated with view of Aronsson and Gustafsson (2022) when they suggested that the decision to attend work when ill or take sick leave is usually influenced by attendance demands which can be personal and or work related and as such favorable organizational outcomes may not be elicited because the worker. The result of the tested H02 revealed the existence of a weak positive relationship between sickness presenteeism and the measures of organizational performance; ($\rho = .203$, $p = .046$; $\rho = .243^{**}$, $p = .047$); this corroborates the study of Oladija (2017) which was purely conceptual and sought to understand the relationship between sickness-presenteeism and performance of organizations in Northern Nigeria. Past method of data collection was used on past literature that discussed presenteeism and performance of firms. The findings revealed that presenteeism reduced productivity, affecting organizational growth and development and killing the capacity of staff to be Innovative. The paper suggested ways of reducing presenteeism in an organization. This finding is also consistent with that reported by Caverly et al. (2023) in his popular work, who argue that the main cause of presenteeism is the fact that employees are not able to find and secure additional resources that

could assist them on a given work assignment or project while absent and as such higher levels of presenteeism will be exhibited with a lack of replacement and they need to meet deadlines, presenteeism flourishes.

The result of the tested H03 revealed the existence of a weak positive relationship between non-work related presenteeism and the measures of organizational performance; ($\rho = .199$, $p = .034$; $\rho = .248^{**}$, $p = .049$); similarly, D'Abate and Eddy(2023) defined non-work related presenteeism as the behavior of employees' when they spend a part of their work time with their personal matters like paying bills, personal appointment, sending e-mails to friends and etc. Wan et al. (2021) were of similar opinion as captured in their definition of the construct as employees being busy with their personal issues rather than work-related activities; again, the theoretical position of these authors corroborate our empirical results.

The result of the tested H04 revealed the existence of a weak positive relationship between non-work related presenteeism and the measures of organizational performance; ($\rho = .199$, $p = .034$; $\rho = .248^{**}$, $p = .049$); this finding is in lieu with that of Grinza and Rycx (2018) who investigated the impact of non-work related presenteeism and absenteeism on productivity by using rich longitudinal matched employer-employee data on Belgian private firms. They delved into endogeneity, which arises from unobserved firm heterogeneity and reverse causality, by applying a modified version of the Akerberg (2023) control function method, which explicitly removes firm fixed effects. The major finding was that, in general, sickness absenteeism substantially dampens firm productivity. An increase of 1 percentage point in the rate of sickness absenteeism entails a productivity loss of 0.24%.

Conclusion and Recommendation

Presenteeism, both sickness-related and work-related, ends this research, affects negatively the organizational performance of government parastatals in Port Harcourt, primarily on service quality and productivity. Even though weak but statistically significant correlations, presenteeism was a poor predictor of the performance outcome. Therefore, reduction of presenteeism is necessary to increase the effectiveness and efficiency of these government institutions. Based on these findings, the study recommended that increase staff surveillance and work performance management using controls such as productivity measurement systems also Implement efficient health leave policies to reduce illness presenteeism and enable staff recovery.

References

1. Abasilim, U. D., Salau, O. P., & Faiola, H. O. (2021). Towards an understanding of presenteeism and its effect in the workplace. *Journal of Public Administration & Management*, 1(1), 74-85.
2. Akerberg, D. A. (2023). Timing Assumptions and Efficiency: Empirical Evidence in a Production Function Context. *The Journal of Industrial Economics*, 71(3), 644-674.
3. Adegboyega, O. I., Dele, A.O., & Ayodeji, B.M. (2022). Effect of absenteeism on corporate performance: A case study of Cadbury Nigeria plc, Ikeja, Lagos State, Nigeria. *British Journal of Marketing Studies*, 13(2), 58-71.

4. Alhamad, A. (2024). Examining the Influence of Institutionalization on Employee Performance in Yemen's Textile Industry. *Communicata*, (28), 18-30.
5. Aronsson, G., & Gustafsson, K. (2022). Sickness presenteeism: Prevalence, attendance-pressure factors, and an outline of a model for research. *American College of Occupational and Environmental Medicine*, 47(9), 958-970. DOI: 10.1097/01.jom.0000177219.75677.17.
6. Aronsson, G., Gustafsson, K., & Dallner, M. (2021). Sick but yet at work. An empirical study of sickness presenteeism. *Journal of Epidemiology and Community Health*, 54(7), 502-509.
7. Baker-McCleary, D., Kate G., Jeremy D., & Frances G. (2011). Absence management and presenteeism: The pressures on employees to attend work and the impact of attendance on performance. *Human Resource Management Journal*. 20(3), 311-328.
8. Bell, E., Harley, B., & Bryman, A. (2022). *Business research methods*. Oxford university press.
9. Bernadin, S. L., Patel, R., & Smith, E. (2015, April). Work-in-progress: Evaluating the performance of voice recognition approaches for autonomous vehicular systems. In *SoutheastCon 2015* (pp. 1-2). IEEE.
10. Boylu, Y., Erol, G., & Arslaner, E. (2015). Nonwork-related presenteeism and work-family conflict: a study on hospitality businesses workers. *Family and Society*.
11. Brandt-Rauf, P., Burton, W. N., & McCunney, R. J. (2021). Health, productivity, and occupational medicine. *Journal of Occupational & Environmental Medicine*, 43(1), 1-13.
12. Burton, W. N., Conti, D. J., Chen, C. Y., Schultz, A. B., & Edington, D. W. (2021). The role of health risk factors and disease on worker productivity. *Journal of Occupational and Environmental Medicine*, 41(10), 863-877.
13. Cardoso, R.S. Tavares, R., & Kamimura, Q. P. (2021). Productivity and presenteeism: A question of sleeping well. *Independent Journal of Management & Production (IJM&P)* 5(2), 236-269. DOI: 10.14807/ijmp.v5i2.114.
14. Cooper, C., & Dewe, P. (2019). Wellbeing-absenteeism, presenteeism, costs and challenges. *Journal of Occupational Medicine*, 5(8), 522–524.
15. Côté, K., Lauzier, M., & Stinghamer, F. (2021). The relationship between presenteeism and job satisfaction: A mediated moderation model using work engagement and perceived organizational support. *European Management Journal*, 39(2), 270-278.
16. D'Abate, C. P. & Eddy, E. R. (2023). Engaging in personal business on the job: Extending the presenteeism construct. *Human Resource Development Quarterly*, 18(3), 361-383.
17. D'Abate, C. P. (2022). Working hard or hardly working: A study of individuals engaging in personal business on the job. *Human Relations*, 58(8), 1009- 1032.
18. Eketu, C. A., & Tende, F. B. (2019). Technological Imperatives in Absenteeism and Presenteeism Anathema in Work Organizations. *Electronic Research Journal of Behavioural Sciences*, 2,25-30. <http://dx.doi.org/10.2139/ssrn.3695796>.
19. Eketu, C. A., & Tende, F. B. (2019). Technological Imperatives in Absenteeism and Presenteeism Anathema in Work Organizations. *Electronic Research Journal of Behavioural Sciences*, 2,25-30. <http://dx.doi.org/10.2139/ssrn.3695796>
20. Emeh, I. E. J. (2012). Understanding the poor performance of Nigerian public enterprises focusing on the theories of administrative weaknesses. *Interdisciplinary Journal of contemporary research in business*, 4(5), 1108-1124.

21. Esu, B., & Inyang, B. (2019). A case for performance management in the public sector in Nigeria. *International Journal of Business and Management*, 4. DOI: 10.5539/ijbm.v4n4p98.
22. Grinza, E., & Rycx, F. (2018). The impact of sickness absenteeism on productivity: new evidence from Belgian Matched Panel Data.
23. Hemp, P. (2019). Presenteeism: At work, but out of it. *Harvard Business Review*, 82(10), 49-58.
24. Juma, P. J. (2023). The Influence of Personality Factors on Student Performance in Biological Sciences in Kenya: the Case of Secondary Schools in Rachuonyo North Sub County, Homabay County (Doctoral dissertation, University of Nairobi).
25. Karasek Jr, R. A. (1979). Job demands, job decision latitude, and mental strain: Implications for job redesign. *Administrative science quarterly*, 285-308.
26. Karasek, R., & Theorell, T. (1990). *Healthy work: Stress, productivity, and the reconstruction of working life*. New York, NY: Basic Books
27. Lu, L., Cooper, C. & Lin, H. (2020). A cross-cultural examination of presenteeism and supervisory support. *Career Development International*. 18. 10.1108/CDI-03-2020-0031.
28. Omisore, A. G. (2018). Attaining Sustainable Development Goals in sub-Saharan Africa; The need to address environmental challenges. *Environmental development*, 25, 138-145.
29. Prater, T., & Smith, K. (2021). Underlying factors contributing to presenteeism and absenteeism. *Journal of Business & Economics Research*, 9(6), 1-14.
30. Shamansky, S. L. (2021). Presenteeism... or when being there is not being there. *Public Health Nursing*, 19(2), 79- 80.
31. Stewart, W. F., Ricci, J. A., Chee, E., & Morganstein, D. (2020a). Lost productive work time costs from health conditions in the United States: Results from the American Productivity audit. *Journal of Occupational & Environmental Medicine*, 45(12), 1234-1246.
32. Wan, H. C., Downey, L. A., & Stough, C. (2021). Understanding non-work presenteeism: Relationships between emotional intelligence, boredom, procrastination and job stress. *Personality*, 4(3), 41-49.