

# **A Study Of Impact Of Presenteeism On Workforce Productivity In Steel Manufacturing Firms In Odisha , Including A Gendered Perspective Of The Same**

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## **ABSTRACT :**

Large scale industrialization and globalization have led to undue stress on workforce rationalization, notwithstanding the fact that it is the human capital in a company with its rich knowledge base, its skills, personality, behaviour and attitude that actually add value to the Company and are its resource in the true sense that run the wheels of its physical capital. However existing principles of economic accounting based on GAAP guidelines are yet to take into account this largely valuable resource in Companies and suitably account for the economic value add by people resource in a Company that help it gain its edge over its competitors. In fact, any amount of physical capital in a Company is of no avail unless it is harnessed to its full potential by the human capital at its helm. In today's stiff competitive world, especially in the steel sector, with no global boundaries, the performance of human capital is of paramount importance. Notwithstanding the fact that we normally lay too much stress on availability of human capital at their designated workplaces, it is more a necessity to assess their contribution to the company in their designated work roles while at the workplace. The number of hours they actually spend at their workplaces and contribute to the Company as against their allocated hours is a matter that needs to be delved into in details during today's competitive times. A few decades ago, i.e. prior to globalization and liberalization, this mattered little, since business competition, especially in the steel sector in India was abysmally low. Hence cost of production of steel, and as such, manpower costs mattered little. However, in today's VUCA world with cut throat competition in the steel business, a lot of thought has gone into it.

The humungous competition today has led to situations where employees report at the workplace inspite of poor health and as such their productivity remains low. This in turn affects the overall workforce productivity of the company or firm, more so in steel manufacturing firms where the work is largely labour-intensive and calls for physical efforts. This has led to the new parlance of 'Presenteeism' in companies where employees present themselves at work inspite of ill health and this in turn affects the workforce Productivity levels. This is a relatively new concept and has not been researched into in detail, more so in steel manufacturing firms in India. A proper analysis of Full Time Equivalent of employee workhours as well as Presenteeism amongst executives or employees in the steel manufacturing sector has rarely been resorted to, although it has an impact on the Workforce Productivity of the Company.

This study aims at analyzing 'Presenteeism' amongst the employees in a steel manufacturing concern in Odisha and its impact on Workforce Productivity including a gendered perspective of the same..

**Keywords:** Presenteeism, Performance, Human Capital, Workforce Productivity, Contribution, Experience.

## **LITERATURE REVIEW :**

It is understood that most of the success of industrialized nations has been achieved through substantial investments in developing their human resource capacities, with greater focus on specialized technical skills relevant for the manufacturing sector (Moyo Theresa, 2018). As part of the Sustainable Development Goals set by the United Nations for 2030, a substantially reformatory approach to Human Capacity Building is a matter of utmost priority today. The famous work of Friedrich List argues that 'Mental Power or accumulation of knowledge and experience is the main element of productive power and industrialization'.

Human Capital with its innate abilities, knowledge, skills, attitude, personality and behaviour contribute to the performance of Companies (Kozmetsky, Gill & Smilor, 1985; Macmillan, Siegel & Narasimha, 1985; Stuteville, 1988; Dubini, 1989; Stuart & Abetti, 1990; Cooper, Gimeno-Gascon & Woo, 1994; Elango, Fried, Hisrich and Polanchek, 1995). As such, human capital provides Companies the much needed sustainable advantage above their competitors (Prahalad, 1983; Pfeffer, 1994) in today's VUCA world post globalization and liberalization. In fact, when we talk of competition between companies, it is actually the human pool of expertise in the companies which is competing with each other. However, assessing the value of Human Capital is cumbersome (Kozmetsky, Gill & Smiler, 1985; David Gladstone, 1988), akin to the Holy Grail, with its inherent complexities and unpredictabilities. With the objective of achieving higher productivity levels in an organization, Strategic Human Resource Management thus focusses on deciding the proper combination amongst the plethora of employment modes available. The HR architecture thus decided based on a set of fundamental parameters associated with increasing productivity levels, help in drawing inferences about both the form and function of the entire system (Becker & Gerhart, 1996; Nadler, Gerstein & Shaw, 1992). Based on the dimensions of uniqueness and value of human

capital, there are different modes of employment, viz. development of regular workforce and talent acquisition, contracting, alliance/joint ventures, acquisitions, etc. Despite the benefits of both internalization and externalization, each employment mode has its own associated costs and has an implicit impact on the workforce and their performance at the workplace. Each employment mode entails a different mode of employer-employee relationship which may be seen as a 'psychological contract of individual beliefs, shaped by the organizational values' (Rousseau, 1995:9, Lepak David P. & Snell Scott A, 1999). The nature of these psychological contracts depend upon the type of employment mode selected by the Company.

In the manufacturing sector, multifactor productivity growth has been an extremely important component of 'Output growth'. Research has attempted to decompose workforce productivity growth into contributions coming from 'capital deepening' and 'multifactor productivity growth' (Black Sandra E. & Lynch Lisa M. Feb 2004). Delving into factors affecting 'Multi factor productivity growth' encompasses assessment of 'Full Time Equivalent hours' of employees, 'Presenteeism' of employees while at their workplace, and factors affecting 'Friction costs' of employees due to replacement of productive workers from their areas of expertise. This also results in undue duress upon employees which in turn adversely affects the health of employees, becomes a reason for Presenteeism, reduces Full time equivalent of employees and in turn impacts the Workforce Productivity of an organization.

Presenteeism has been defined as the 'Phenomenon that people despite complaints of ill health that should normally prompt them to stay at home for rest and avail sick leave, go to work in any case.' It further entails two aspects, 'Presenteeism due to work-related demands' and 'Presenteeism due to personally related demands' (Johansson & Lundberg, 2004).

Studies have shown that Presenteeism results in lower levels of Workforce Productivity (Collins et al, 2005), and this entails incurring many other hidden costs as well (Goetzel et al, 2004; Hemp, 2004), since reduced productivity impacts cost of production. Mostly it has been observed that trend of Presenteeism is seen in employees suffering from mild diseases, viz. migraine, gastro-intestinal problems, asthma, etc. Employees inflicted by such disorders normally do not stay away from work on sick leave, however their productivity levels are generally lower than normal (Ceniceros, 2001; Goetzel et al, 2004), and it in turn adversely impacts the production as well as overall organizational productivity.

With humungous competition and literally the demand for 24 x 7 availability courtesy the world wide web, 24 x 7 connectivity through Internet, and increased levels of expectations towards immediate responsiveness, employees go through a high level of Technostress (term coined by clinical psychologist Craig Brod), which has resulted in several mental health problems, and employees unable to cope with it (Ayyagari R, Grover V & Purvis R, 2011). The World Health Organization argues that most of the organizational responses to prevent health risks to employees have been directed at physical risks, however psychomatic impacts have largely been ignored. This has a slow impact on employees which most employers and even employees tend to overlook, and this results in Sickness Presenteeism Syndrome (SPS).

Employees not showing up for scheduled work, termed as 'Absenteeism', has been a matter of concern since several years in organizations with a lot of efforts being placed on reducing levels of 'Absenteeism', primarily because of its impact on perennial cost reflecting on the balance sheets of organizations (Harrison & Martocchio, 1998; Johns, 1997, 2008, 2009). Focus on reducing Absenteeism on a consistent basis has resulted in organizations laying greater stress on employees turning up for work even while mildly sick, or during sickness that

does not entail indoor admissions or severe sickness requiring bedrest.

Also, many a time, it is seen that employees themselves decide to turn up at their designated workplaces even while sick, where they nurture a higher sense of responsibility towards their work. This speaks about the high level of commitment and engagement of employees towards the organization. Reducing workforce to increase workforce productivity has led to flatter organizational structures and greater job responsibilities thrust upon individuals, whose availability thus becomes inevitable at the workplace.

Another interesting premise that is presently an area of research is whether Presenteeism causes more loss of workforce productivity than Absenteeism (Collins et al, 2005) in organizations. This thus aims at the premise that managing Presenteeism efficaciously in organizations can become a source of competitive advantage (Hemp, 2004).

Presenteeism as such being a relatively new concept in organizations, very little research has been conducted on the same within organizations in India, and lesser still in Steel manufacturing firms in India.

## **OBJECTIVES OF THE STUDY**

The present study is based on the objective to analyze Presenteeism and its impact on Workforce Productivity in a steel manufacturing organization in Odisha. It also delves into the differences in approach towards Presenteeism with regard to gender and other demographic factors within steel manufacturing organizations in Odisha.

## **HYPOTHESES**

Two hypotheses have been considered before commencement of the study for validation as follows:

Null Hypothesis HO1: Presenteeism amongst employees negatively impacts Workforce

Productivity in Steel manufacturing organizations in Odisha.

Alternate Hypothesis HA1 : Presenteeism amongst employees does not negatively impact Workforce Productivity in steel manufacturing organizations in Odisha.

Null Hypothesis HO2: Presenteeism amongst Women employees in steel manufacturing companies adversely impacts Workforce productivity.

Alternate Hypothesis HA2: Presenteeism amongst Women employees in steel manufacturing companies does not adversely impact Workforce productivity.

### **SAMPLE DESIGN**

Quantitative research methodology has been adopted through a questionnaire survey covering 120 employees from public sector primarily in the steel manufacturing sector in Odisha. Clustering of sample was done and employees who were not qualified enough to be able to answer the questionnaire were not considered.

Also, only regular workforce were taken into account . Amongst them those with less than 5 years of experience were not considered owing to lack of proper experience.

Questionnaires were administered to male as well as female employees in the organization. Presenteeism in steel manufacturing organizations being a relatively new concept, convenience sampling was resorted to.

### **RESEARCH METHODOLOGY :**

The questionnaire administered is the 'Health & Work Performance Questionnaire' of World Health Organization, it being a standard questionnaire to assess the performance of employees, and their level of engagement towards the company, and to assess the impact of employee health on performance. The questions were directed towards assessing the

individual perception with respect to their performance at the workplace while under self-sickness, while under conditions of stress, etc, and how it impacts their levels of involvement and engagement, and a self-assessment of their level of performance vis-à-vis' their counterparts at the workplace.

A gendered perspective of the same has also been analyzed. The same questionnaire has also been utilized to study the effect of 'presenteeism'/absenteeism on Workforce Productivity in the steel manufacturing organization in Odisha.

The Survey Questionnaire is attached as Annexure-I.

### **RESEARCH FINDINGS :**

Factor analysis has been used w.r.t. workforce productivity in manufacturing sector to the employees at their workplaces. Table-1 represents that the cronbach alpha value is 0.89 for the data reliability and consistency of 120 observations.

**Table-1: Reliability Statistics**

Cronbach's Alpha	0.896
No. of Observation	120

### **Coefficient of variance**

In this section, the coefficient of variance lies between relative Presenteeism and relative absenteeism in the study area. The formula is given below,

Coefficient of variance (CV)= SD/Mean\*100

Higher the coefficient of variation, the greater the level of dispersion around the mean. Here, the table-1 represents that the CV of relative Presenteeism is 11.27 percent. That means it clearly shows that relative Presenteeism is positive sign and variation is 11.27 percent, which is not a very high figure.

Table-1 Coefficient of Variance between Relative Presenteeism :

Variables	Mean	Standard Deviation	CV
Relative Presenteeism	0.9879	0.1113	11.27

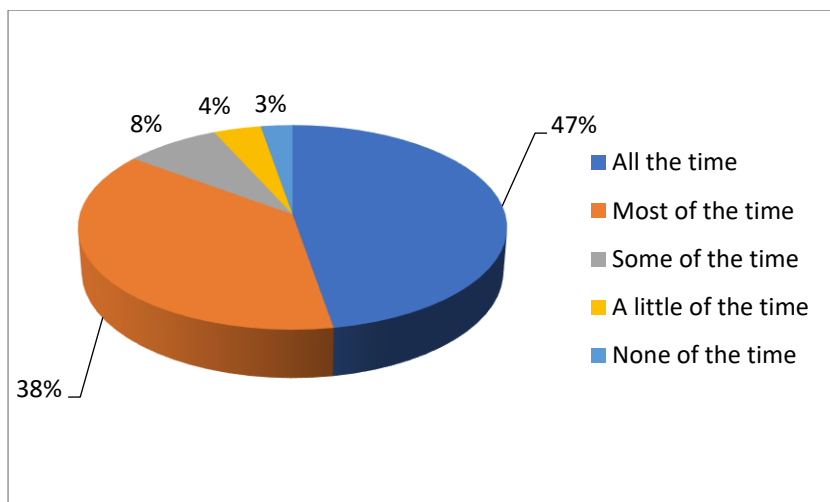
**Co-orelation between Presenteeism and Quality of Work Performance based on 'Health & Work Performance Questionnaire' designed by World Health Organization**

Further, the aspect of performance at the workplace of employees, their mindsets

affecting their level of engagement as well as performance, and their aspects of health and how it impacts their performance at the workplace, their level of 'Presenteeism', has been analyzed in details utilizing the 'Health and Work Performance Questionnaire' designed by World Health Organization. Such an analysis has rarely been done in Steel Manufacturing Organizations in Odisha.

The findings of the analysis of this survey conducted on 120 respondents in this Steel manufacturing firm in the eastern part of India is detailed as follows :

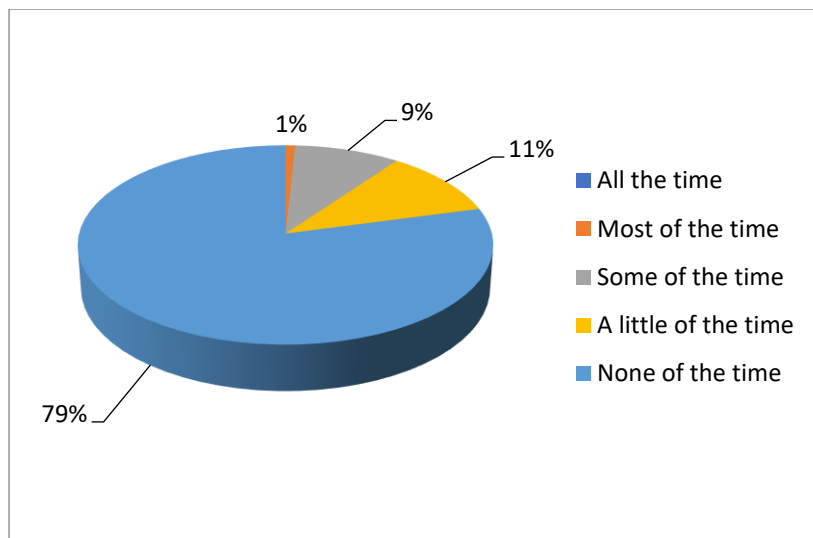
**1.0 You feel that your work performance is higher than most others on your job:**



The pie-chart above shows that 47% of the respondents “all the time” feel that their work performance is better than that of those working along with them. 38% of the respondents “most of the time” feel that their work performance is better than others. Thus a total of 85% of the respondents opine that their work performance and output is higher than that of their

counterparts working along with them. This implies that the impact of Presenteeism on the work performance is pretty low and the performance at work is not hampered.

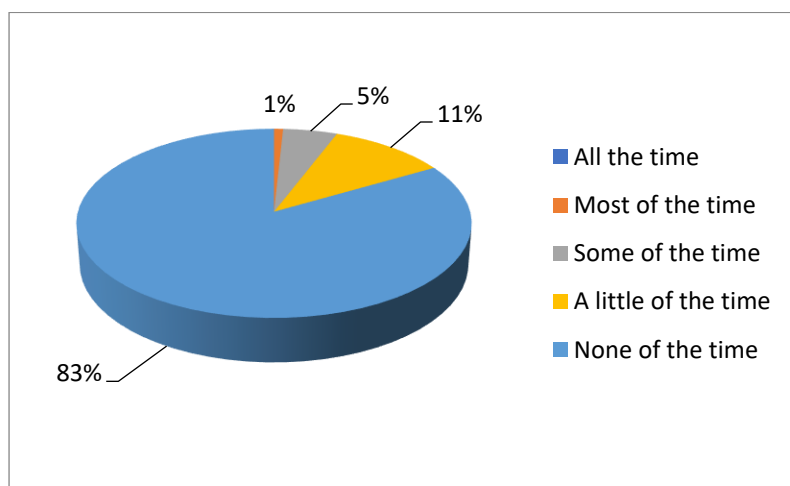
**2.0 You feel that your work performance is less than most others on your job :**



As is clear from the above pie-chart, 79% of the respondents do not feel that their work performance is lower than their counterparts on the job. 11% feel the same a “little of the time”. Thus, here too, 90% overall respondents do NOT feel that their work performance is lower than that of others on the job, inspite of Presenteeism. This corroborates the earlier

finding in which 85% of the respondents felt that their work performance is better than that of their counterparts. This has a direct impact on the high level of engagement and Workforce Productivity in the Plant.

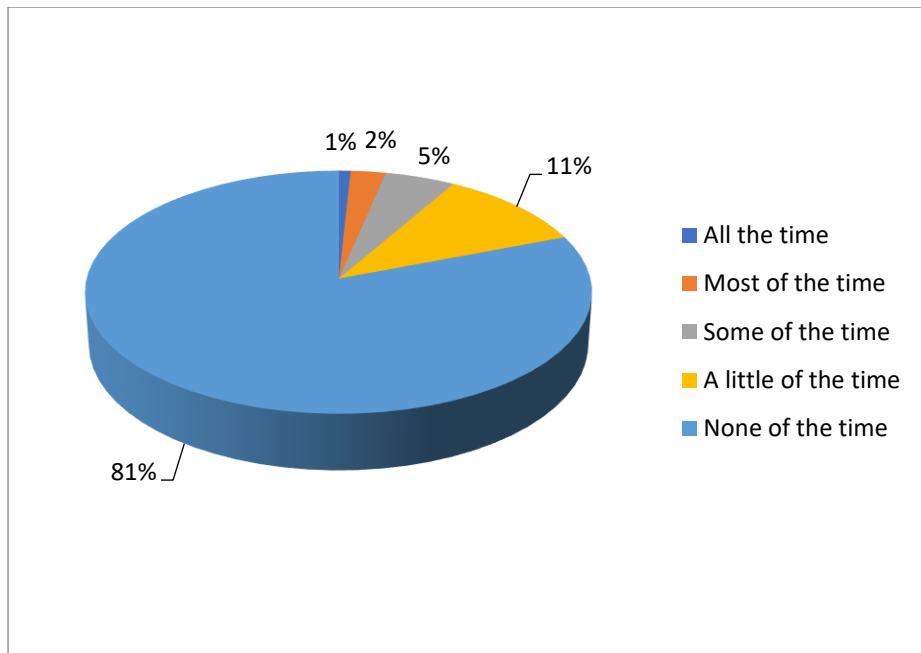
### **3.0 How often you did not work although you should have been working:**



Form the above pie-chart, it is clear that 83% of the respondents have said that it has never happened that that they did not work when they should have been working. This depicts a very low impact of Presenteeism in the Company. Another 11% feel that this has happened with them a little of the time. This once again proves that there is a strong sense of commitment

amongst the respondents towards the company and they contribute in their full capacity towards the organization which results in higher productivity levels, inspite of Presenteeism.

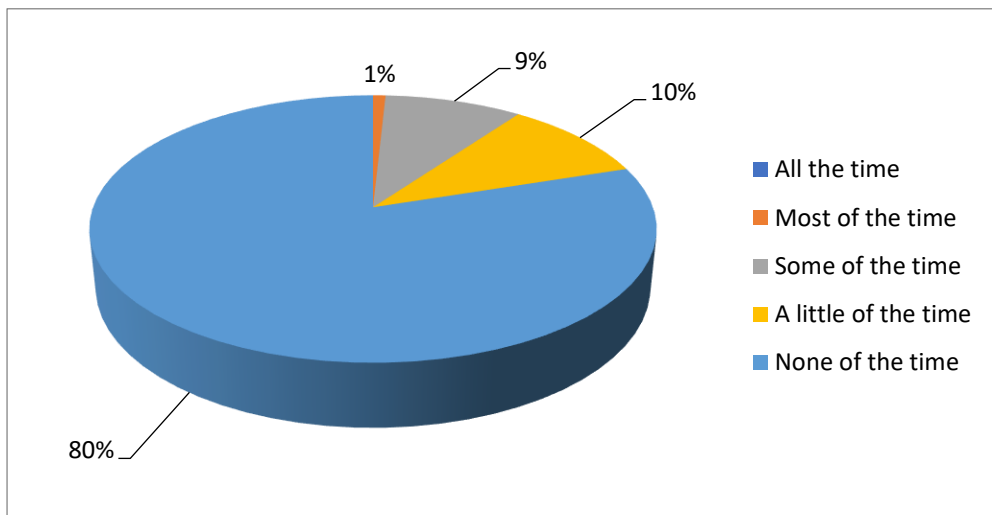
### **4.0 How often have you worked, but not as carefully as you should:**



From the above pie-chart, it is amply clear that 81% of the respondents feel they have never carried out work not as carefully as they should have, which means that they have always contributed at their workplace as carefully as they should have. This also adds to the earlier interpretations of the survey results that more than 80% of the respondents in the organization

have a very high level of dedication and diligence and carry out their activities carefully and with full commitment. This also exemplifies the low impact of Presenteeism on the performance of employees. .

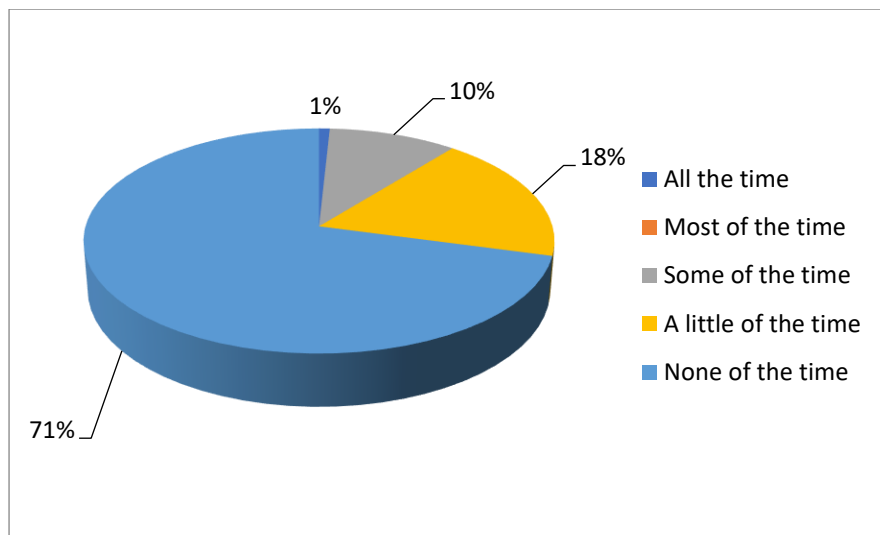
#### **5.0 How often do you feel your quality of work was lower than expected :**



80% of the respondents feel that their quality of work was never lower than what it should have been, or what is expected of them in the organization. Only 10 % feel that it is lower a little of the time. This 10% depicts the lower productivity which may be attributed to

Presenteeism. The organization thus needs to focus on more focussed wellness programmes to better the health conditions of their employees, so that levels of Presenteeism decline.

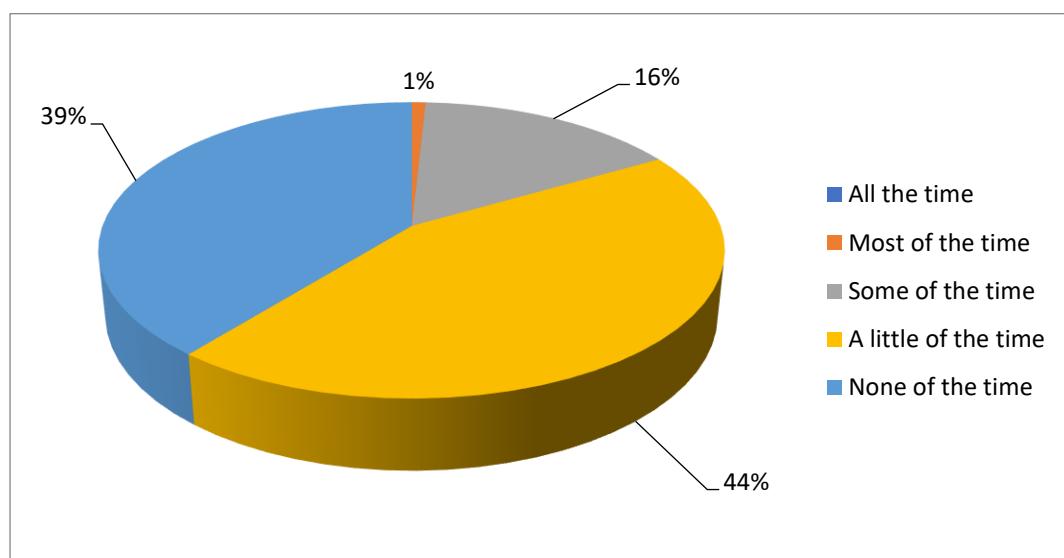
#### **6.0 How often do you feel you did not concentrate enough on your job :**



It is clear from the pie-chart above that 71% of the respondents feel that it has never happened that they did not concentrate enough on their job. Another 18% of the respondents felt that it was only a little of the time that they felt they did not concentrate enough on their job. This

18% of the population represent the group of employees under a certain level of stress which impedes their level of concentration in their job.

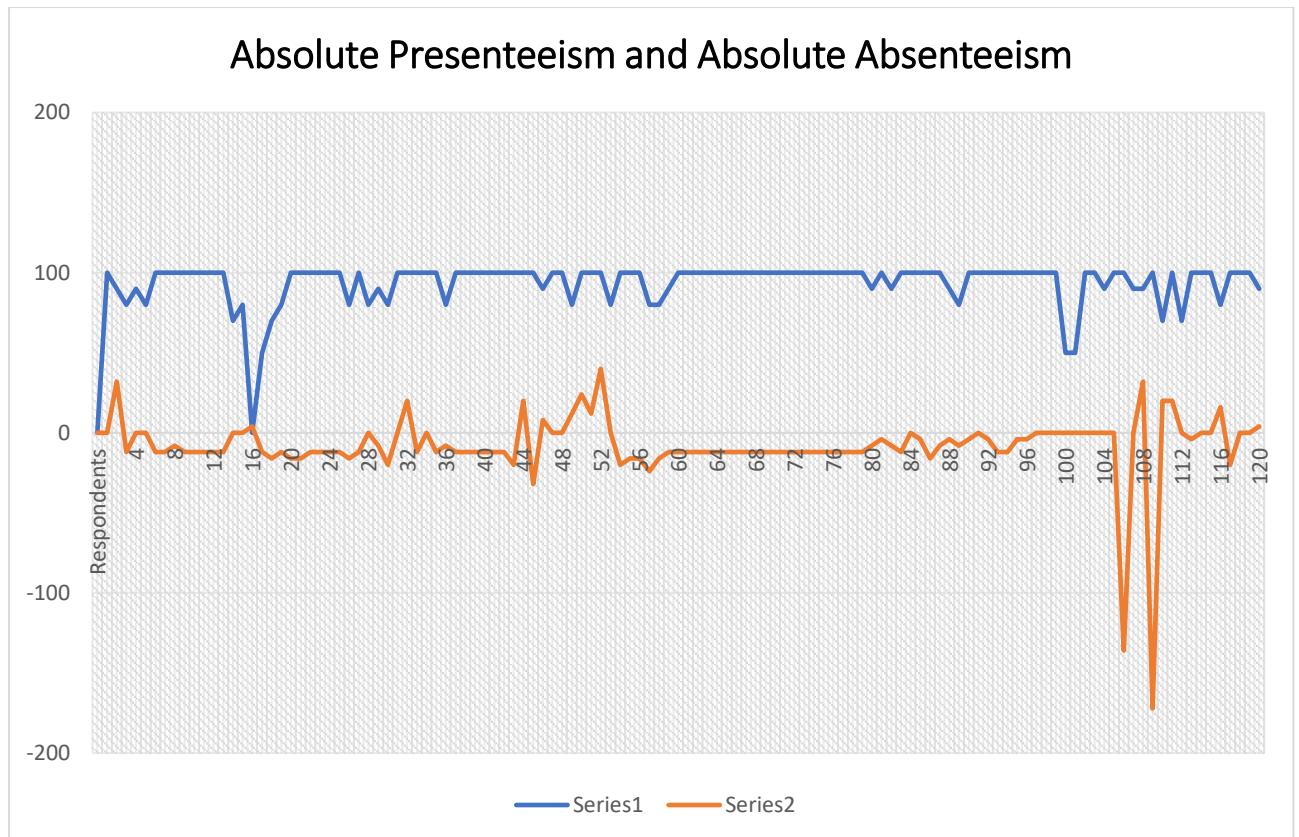
#### **7.0 How often did health problems limit the kind or amount of work you could do:**



This appears to be an area of concern within the organization because as low as 39% of the respondents only feel that health problems have never limited the amount of work that they are doing or that is expected of them at the workplace. Another 44% feel that their work output gets hampered due to health problems a little of the time. 16% feel that their work

performance does get hampered some of the time due to their health problems. Thus around 61% of the respondents have opined that health problems have in one way or the other hampered their work performance. There appears to be a significantly high level of Sickness Presenteeism in the company.





**Series 1 : Absolute Presenteeism**

**Series 2 : Absolute Absenteeism**

It can be observed from the above graph (blue curve) that the absolute 'Presenteeism' of the respondents is high with a few aberrations, which leads to the premise that employees turning up at their designated workplaces inspite of poor health conditions or mild sickness conditions is high. This is a matter of concern for the organization.

However, at the same time, sickness presenteeism has minimal impact on the Workforce productivity going by the initial findings of presenteeism not adversely affecting the quality of work and performance levels, which augurs well for the steel manufacturing company, owing to which their Workforce Productivity figures have shown a continuous increase over the years. The graph in red colour shows the absolute Absenteeism of the respondents, which hovers at near zero

percent throughout. Low absenteeism also shows the high level of commitment and engagement of the employee respondents towards the Company.

### **GENDERED PERSPECTIVE WITH RESPECT TO WORK PERFORMANCE PARAMETERS :**

#### **I. Performance Higher than others on the Job**

Table-1 shows that there are 120 respondents including 47 female respondents and 73 male respondents. Out of that 58.9% male and 57.4% female respondents opined that they felt their work performance is higher than most workers on their job, all of the time they spent during their hours at work. 19.2% male and 29.2% female respondents said that most of the time their work performance is higher than that of

their counterparts. 13.7% male respondents felt that some of the time, where as only 4.3% female respondents felt that some of the time. This augurs well for the Company since both

similar percentage of male as well as female respondents have felt that their performance is higher than their counterparts all the time.

**Table-1: Performance Higher than others on the Job**

Statements	Gender	Female	Male
All of the Time	Count	27	43
	% within Gender	57.4	58.9
Most of the Time	Count	14	14
	% within Gender	29.8	19.2
Some of the Time	Count	2	10
	% within Gender	4.3	13.7
A little of the Time	Count	3	3
	% within Gender	6.4	4.1
None of the Time	Count	1	3
	% within Gender	2.1	4.1
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

## 2. Performance Lower than others on the Job:

Table-2 shows that there are 120 respondents; out of that none of the respondents feel that their performance is lower than others on their job. 8.5% female and 9.6% male felt that their performance is lower than others on their job some of the time during the working hours. This

could be attributed to presenteeism and needs to be looked into, although the percentages are low. 80.9% female and 78.1% male felt that their performance is lower as compared to others none of the time. This is a significantly high figure and augurs well for the organization. A significant finding is that the percentages for both male as well as female respondents are the same.

**Table-2: Performance Lower than others on the Job**

Statements	Gender	Female	Male
All of the Time	Count	-	-
	% within Gender	-	-
Most of the Time	Count	-	1
	% within Gender	-	1.4
Some of the Time	Count	4	7
	% within Gender	8.5	9.6
A little of the Time	Count	5	8
	% within Gender	10.6	11.0
None of the Time	Count	38	57
	% within Gender	80.9	78.1
Total	Count	47	73

	% within Gender	100	100
	Total	47	73

### 3. Supposed to be Working, but did not work :

Table-3 shows that there are 120 respondents, out of that 91.5% female and 78.1% male respondents felt that it has never happened that they were supposed to be working at their workplace, but did not do so. 12.3% persons of male opined that a little of the time they did not work at times when they were supposed to be working during their working hours at their workplace as compared to 8% female

respondents. 8.2% male respondents felt that some of the time spent during the working hours they did not work when they were supposed to be working. None of the female respondents come under these first three statements.

This shows that a significantly higher percentage of female respondents as compared to male respondents opine that it has never happened that they were supposed to be working but did not work.

**Table-3: Supposed to be Working, but did not work:**

Statements	Gender	Female	Male
All of the Time	Count	-	-
	% within Gender	-	-
Most of the Time	Count	-	1
	% within Gender	-	1.4
Some of the Time	Count	-	6
	% within Gender	-	8.2
A little of the Time	Count	4	9
	% within Gender	8.5	12.3
None of the Time	Count	43	57
	% within Gender	91.5	78.1
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

### 4. Not Working as Carefully as they should :

Table-4 shows that there are 120 respondents, out of that 87.2% female and 76.7% male respondents felt that it has never happened they find themselves not working as carefully as they should during their working hours at workplace. 12.8% female and 9.6% male respondents felt that they find themselves not working as carefully as they should for a little of the time spent during their working hours at their workplace. 8.2% male respondents felt

that they spent some of the time during the working hours when they found themselves not working as carefully as they should. 4.1% male respondents said that they found themselves not working as carefully as they should for most of the time at the working place. None of the female respondents are come under these first three statements, i.e. they never felt that they did not work as carefully as they should have at the workplace.

Percentage of female respondents working more carefully at their workplace is

significantly higher than that of male employees. This clearly demonstrates that

female employees are more careful at their workplaces inspite of presenteeism.

**Table-4: Not Working as Carefully as they should :**

Statements	Gender	Female	Male
All of the Time	Count	-	1
	% within Gender	-	1.4
Most of the Time	Count	-	3
	% within Gender	-	4.1
Some of the Time	Count	-	6
	% within Gender	-	8.2
A little of the Time	Count	6	7
	% within Gender	12.8	9.6
None of the Time	Count	41	56
	% within Gender	87.2	76.7
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

### 5. Quality of the Work as expected :

Table-5 shows that there are 120 respondents, out of that only 2.1% female respondents felt that the quality of their work is lower most of the time at the work placeduring working hours. 11 persons (7 male and 4 female respondents)felt that for some of the time they spent duringtheir working hours at workplace, their quality of work was lower than expected. 8.5% female & 9.6% male respondents felt that for a little of the time at their workplace, the quality of their work was lower. The highest

number respondents, i.e. 78.7% female respondents and 80.8% male respondents felt that during none of the time spent at their workplace, their quality of work was lower than expected.

With regard to quality of work delivered, almost equal percentages of both male as well as female respondents felt that none of the time, their work got hampered inspite of presenteeism. This clearly indicates their high level of engagement and commitment towards the organization.

**Table-5: Quality of the Work as expected :**

Statements	Gender	Female	Male
All of the Time	Count	-	-
	% within Gender	-	-
Most of the Time	Count	1	-
	% within Gender	2.1	-
Some of the Time	Count	4	7
	% within Gender	8.5	9.6
A little of the Time	Count	5	7
	% within Gender	10.6	9.6
None of the Time	Count	37	59

	% within Gender	78.7	80.8
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

### 6. Not Concentrating enough on their Work, although present :

Table-6 shows that there are 120 respondents, out of that 69.9% male and 72.3% female respondents opined that there has never been an instance when they have not concentrated enough on their work during their working hours at their workplace. 17.8% male and 19.3% female respondents felt that they did not concentrate enough on their work for a little of the time out of the hours they spent at their workplace. 11% male and 8.5% female respondents felt that they spent some of the time

not concentrating properly on their job during the working hours. Only 1 person of male respondent said that all of the time he spent during the work hours he did not concentrate enough on his work. This appears to be a freak case of despondence. Since majority of the respondents felt that there has been no instance when they did not concentrate enough on their job during working hours, it can be concluded that the level of 'Presenteeism' of the employees of the organization inspite of being high has not adversely impacted workforce performance. The results are similar irrespective of gender.

**Table-6: Not Concentrating enough on their Work, although present :**

Statements	Gender	Female	Male
All of the Time	Count	-	1
	% within Gender	-	1.4
Most of the Time	Count	-	-
	% within Gender	-	-
Some of the Time	Count	4	8
	% within Gender	8.5	11.0
A little of the Time	Count	9	13
	% within Gender	19.1	17.8
None of the Time	Count	34	51
	% within Gender	72.3	69.9
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

### 7. Health Problems resulting in less work output :

Table-7 shows that there are 120 respondents, out of that 34% female and 42.5% male respondents opined that none of the time they go through health problems which limited the kind or amount of work they carried out during their working hours at the workplace.

However, this number is small. This implies that 66% females did go through health problems that reduced their work output. Thus Presenteeism has adversely affected workforce productivity, more so as seen for women employees. 37% persons of male and 55.3% persons of female felt that for a little of the time spent during their working hours at their workplace, they could not contribute properly

to their full capacity due to health problems. 20.5% male respondents felt that for some of the time spent during the working hours, health problems limited the kind or amount of work they could have done, as compared to 8.5%

female respondents. Only 1 person of the female respondent opined that most of the time she spent during her working hours at workplace, she could not contribute due to health problems.

**Table-7: Health Problems resulting in less work output :**

Statements	Gender	Female	Male
All of the Time	Count	-	-
	% within Gender	-	-
Most of the Time	Count	1	-
	% within Gender	2.1	-
Some of the Time	Count	4	15
	% within Gender	8.5	20.5
A little of the Time	Count	26	27
	% within Gender	55.3	37.0
None of the Time	Count	16	31
	% within Gender	34.0	42.5
Total	Count	47	73
	% within Gender	100	100
	Total	47	73

### Potential Loss in Productivity

Table-2 represents the potential loss in work productivity of the 120 respondents. 34 respondents none of the options have been selected. 17 respondents opined that they miss an entire work day (10) because of the problems with his/her physical or mental health issues. While 11 respondents said that they have miss

an entire work day (12) due to vacation. 6 respondents told that they have 7 days missed part of the work because of problems with physical or mental health issues. 60 persons of the respondents said that they have come in early and go home late or work on day off and the number of days is 200. None of the respondents belongs to part work for vacation.

**Table-2 Potential Loss in Productivity**

Variables	Number of Days	Respondents Opinion
Physical and Mental Health Issues (Entire Work)	10	17
Vacation (Entire Work)	12	11
Physical and Mental Health Issues (Part Work)	7	6
Vacation (Part Work)	Nil	0
Come in Early and Go Home Late	200	60
Total	229	94

The above data clearly points towards the prevalence of Presenteeism in the organization, which is a matter of concern although as has been seen by the trend of Workforce

productivity, Presenteeism has not impacted the Productivity figures much.

## **CONCLUSION & RECOMMENDATIONS**

From the results of the survey, it is very clear that a significant level of 'Presenteeism' exists in the organization, which is a matter of concern. It could be attributed to extreme work pressure in the backdrop of high level of competition in the steel business after globalization and liberalization, resulting in flatter organization structures, leaner workforce and role overload to quite an extent.

However, with a large percentage of the employees stating that their work performance and output is higher than that of their counterparts, the impact of Presenteeism on the work performance appears to be low. This clearly exemplifies the sense of engagement and commitment of employees towards the organization, that contributes towards increasing workforce productivity. This augurs well for the Company.

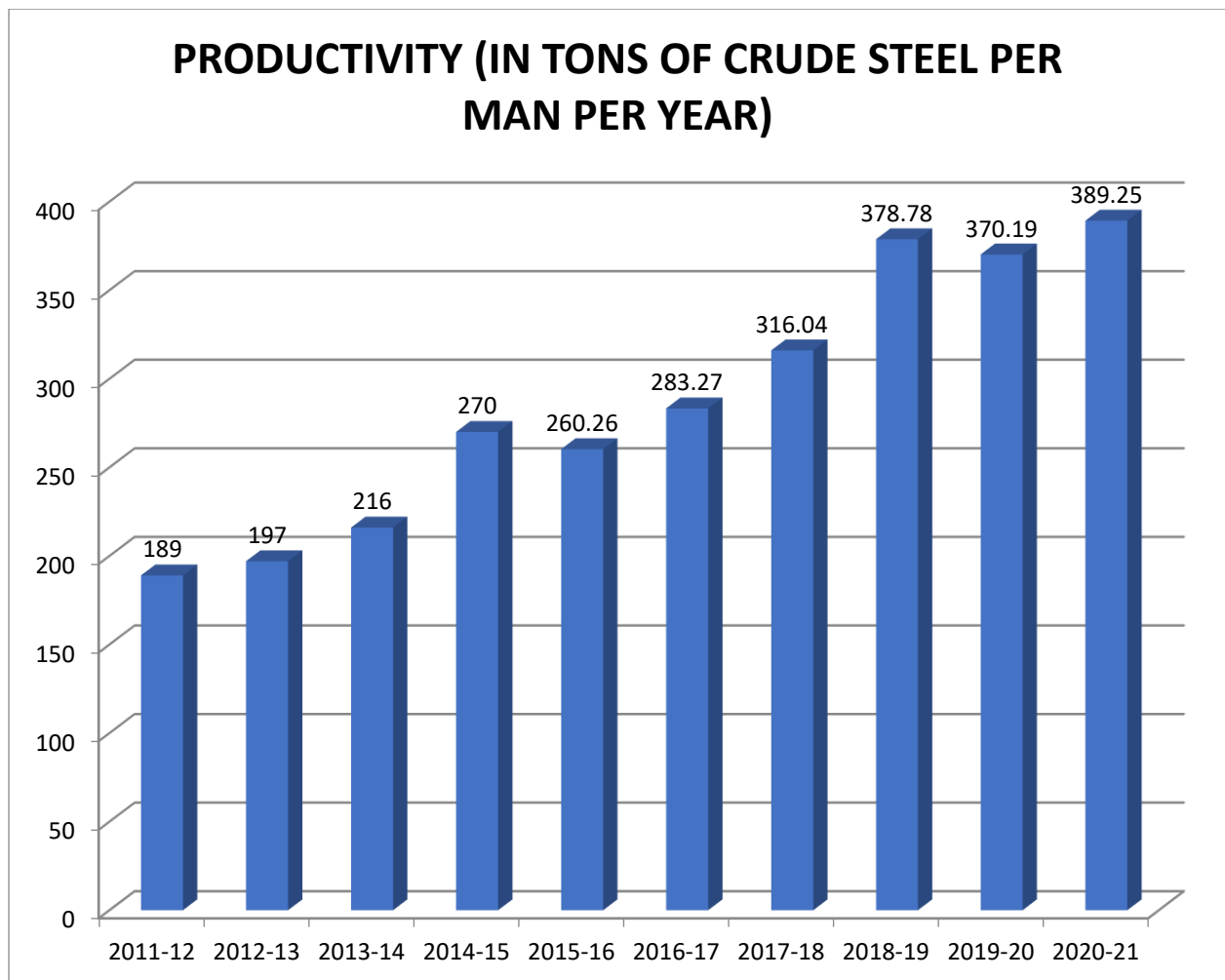
With a significant percentage of the employees stating that they are not able to concentrate on their assigned job as properly as they should, it is a clear cut indication that this group of employees are under a certain level of stress which impedes their level of concentration in their job. A detailed focused discussion with key informants in this category has brought forth the views that these employees feel stressed out and hard pressed at work owing to

less workforce allocated in their areas, greater responsibilities assigned than their job role and 'role overload'. The organization needs to delve into the requirements of such category of employees by providing better stress management initiatives, counseling, etc so that their levels of concentration and performance at their job can be increased.

Around as high as sixty percent of the surveyed population felt that their work output gets hampered due to health problems. This is an area of concern and needs to be delved into at the workplace, which may be attributed to high levels of stress, role overload, non-conducive ambient conditions at the workplace, etc. Job Design and Job roles need to be assessed in details. Humungous competition in the steel business resulting in undue focus on leaner workforce, could also have been a contributing factor. Factors contributing to higher levels of acceptance and positivity for employees at the workplace need to be incorporated, so that conditions of poor health comes down significantly.

## **TREND OF WORKFORCE PRODUCTIVITY :**

From secondary sources, the trend of productivity in the past few years in the steel manufacturing organization where the survey was carried out is as follows :



This consistent increase in Workforce Productivity over the last ten years is a significant result emerging out of the high level of commitment, dedication and diligence, the focus on quality of work performance, etc by employees in the organization. This also clearly demonstrates the fact that Presenteeism although high, has minimal impact on the performance of the employees and in turn workforce productivity of the organization.

This validates the Alternate Hypotheses 1 that Presenteeism amongst employees does not negatively impact Workforce Productivity in steel manufacturing organizations in Odisha. Nonetheless, high presenteeism is a serious matter of concern with respect to health of employees, their stress levels, etc.

#### **Impact of gender on Presenteeism levels :**

A gendered analysis of the survey data shows that a significantly higher percentage of female respondents as compared to male respondents have stated that they have carried out their assigned activities properly and it has never happened that they have shirked work assigned to them. This also exemplifies a higher level of dedication and engagement levels of female employees with the Company. This also leads to the premise that impact of Presenteeism on performance is much lower in case of women employees as compared to male employees.

The survey analysis has also shown that there is a significantly higher percentage of female respondents working more carefully at their workplace than male employees. This also clearly demonstrates that the level of engagement and dedication of female employees is much higher and they are more



careful at their workplaces inspite of Presenteeism.

This validates Alternate Hypothesis no 2 that Presenteeism amongst Women employees in steel manufacturing companies does not adversely impact Workforce productivity.

Other factors analysed including workforce opining that their performance is higher than their counterparts at the workplace, that their performance is lower than their counterparts, quality of work output as expected, etc, there emerges to be little difference between genders.

With almost 66% women respondents feeling that their work output got lowered due to health problems, it is a matter of concern for the organization. Also to be noted that this phenomenon is higher in case of women employees. This could also be attributed to the fact that women go through an additional stress factor of surplus oppression owing to their low representation in the organization, specially in the steel manufacturing sector.

Fifty percent of the respondents have stated that they have come in early and go home late or work on day off and the number of such days is also significantly high. This clearly shows the 'role overload' that the employees of the organization are going through. This can be attributed to the high level of competition in the steel manufacturing sector, goading the organization to reduce regular workforce and go into the employment mode of contracting on a large scale. Reduced workforce and the resultant role overload has increased Presenteeism amongst employees and also could be a factor impacting poor health amongst the workforce.

The results of the impact of health on performance is seen to be a matter of concern. The Company has to focus more on better health of its employees, so that job performance does not suffer, and as such workforce productivity which is directly related with better health, can still be increased to higher levels. Also, undue focus on reducing regular

workforce needs to be delved into. Role overload for longer duration has an adverse impact on productivity of employees and also needs to be looked into.

Albeit this requirement, an important fact to be kept in mind is also the provisions of the Factories Act 1948, whose provisions have been guided by the stipulations laid down by International Labour Organization, and which are relevant even today. These guidelines have been based on humanitarian premises that workers in organizations should not be unduely pressurized to perform with the sole purpose of profit-making at the cost of health of employees and adverse impact on their family wellbeing.

Potential losses in production owing to presenteeism that result in reduced productivity levels need to be addressed to obtain the proper picture of the productivity losses unaccounted for, so that the organization may focus on identifying, quantifying the same, and work towards bridging the gaps to further enhance organizational productivity levels. At the same, greater focus needs to be put on Wellness programmes for employees to better their health including psychosomatic health. Organizations need to work upon a holistically positive work atmosphere for their workforce.

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