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**WELL-BEING IN THE WORKPLACE: UNRAVELLING THE
DETERMINANTS AND CONSEQUENCES OF WORK STRESS
PRESENTEEISM FROM THE PERSPECTIVE OF THE JOB DEMANDS-
RESOURCES (JD-R) MODEL**

工作场所的幸福感：从工作需求 - 资源(京东-R)模型的角度揭示
工作压力的决定因素和后果

Theresa C.F. Ho ^{a,*}, Poh-Chuin Teo ^a, Adriana Mohd Rizal ^{a,b}, Beni Widarman Yus Kelana ^a, Rafidah Othman ^a

^a Azman Hashim International Business School, Universiti Teknologi Malaysia
Skudai, Malaysia

^b University of Business and Technology
Jeddah, Saudi Arabia

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Abstract

Managing employees' well-being has garnered the attention of academics and industry practitioners worldwide over the past few years. Presenteeism, a phenomenon that is closely related to employee well-being, has attracted increasing interest in recent years. However, most studies were focused on sickness presenteeism. Hence, in terms of novelty, this study endeavors to examine stress-related presenteeism and its impact on Malaysian employees. In addition, this study also examines team efficacy as one of the determinants of stress presenteeism, which is not widely studied, especially in the Malaysian context. In this study, stress-related presenteeism was utilized to measure presenteeism. Stress-related presenteeism negatively impacts employees' well-being and proves to be costly to employers, as it would lead to lower levels of productivity and performance. The central aim of this study is to examine the determinants of workplace presenteeism through the lens of job demands-resources model. Using Structural Equation Modelling via SmartPLS, the study then proceeds to analyze the consequence of presenteeism on employees' work performance and well-being. The result indicated that workload significantly influences presenteeism and, in turn, leads to lower work performance and psychological well-being. Finally, the implications of these findings were also discussed in this study.

Keywords: Stress-Related Presenteeism, Well-Being, Work Performance, Workload, Team Efficacy

摘要 在过去的几年里，管理员工的福祉已经引起了全球学术界和行业从业者的关注。出勤作为一种与员工幸福感密切相关的现象，近年来引起了越来越多的关注。然而，大多数研究都集中在疾病出勤率上。因此，就新颖性而言，本研究旨在研究与压力相关的出勤率及其对马来西亚员工的影响。此外，本研究还考察了团队效能作为压力出勤的决定因素之一，这并未得到广泛研究，尤其是在马来西亚的背景下。在这项研究中，与压力相关的出勤率被用来衡量出勤率。与压力相关的出勤会对员工的幸福感产生负面影响，并证明对雇主来说代价高昂，因为它会导致生产力和绩效水平降低。本研究的中心目的是通过工作需求-资源模型的视角来检验工作场所出勤率的决定因素。通过智能 PLS 使用结构方程建模，该研究随后继续分析出勤率对员工工作绩效和幸福感的影 响。结果表明，工作量显著影响出勤率，进而导致较低的工作绩效和心理健康。最后，本研究还讨论了这些发现的意义。

关键词：压力相关的出勤率、幸福感、工作绩效、工作量、团队效能

I. INTRODUCTION

Generally, the study on presenteeism is mostly focused on sickness-related presenteeism, as seen through the studies done by [1- 3]. In this study, presenteeism is defined as a situation where employees are physically present but mentally absent [55]. Presenteeism is a common and costly issue [4, 5], costing organizations much more than absenteeism [6-8]. Presenteeism is costly because it would lead to lower levels of productivity and performance [9]. In addition, studies also found that presenteeism affects employees' overall well-being, as presenteeism leads to exhaustion and depersonalization [6, 9].

The issue of presenteeism must be taken seriously by organizations as it adversely affects productivity and employees' overall well-being. Presenteeism, if left unchecked, may lead to more health concerns such as diabetes, stroke, and burnout. Research showed that 50% of employees in Malaysia are at risk of work-related stress, and 32% reported suffering from at least one or more chronic conditions, e.g., high blood pressure, high cholesterol, and diabetes [10]. Hence, this would cause productivity losses for the employers in the long run. Various research reports showed that presenteeism costs employers a huge amount of money in terms of productivity loss. For example, Malaysia suffered a whopping RM2.0 million per organization in terms of productivity loss because of presenteeism in 2017 [10], while the figure in Australia was AUD\$34 billion per annum in 2016 [4]. In Hong Kong, presenteeism costs their economy approximately HK\$30.6 billion per year. Based on the figures given, employers and policymakers must seriously view this presenteeism issue. Most organizations worldwide are aware of the importance of workplace health for productivity. However, only a few companies take proactive

and integrated approaches to improve employees' health and well-being [11, 12]. Organizations need to provide employees with healthy workplaces so that workers can be productive and efficient.

Furthermore, [9] noted a growing awareness of presenteeism among researchers and human resource practitioners. However, not much was known about the factors associated with it. [13] have also pointed out that there seems to be a lack of research on presenteeism within the Asian context. In fact, to the researchers' knowledge, the issue of presenteeism has not been widely examined in the Malaysian context, especially in the area of stress-presenteeism. There is a strong necessity to study stress-related presenteeism, posing a negative impact on employees' well-being and proving to be costly to employers, as it would lead to lower levels of productivity and performance. Therefore, an investigation into presenteeism should be conducted to provide more insights for industry practitioners in human resource management. Hence, taking the significance of stress-related presenteeism, the principal aim of this study is to examine the determinants of stress related-presenteeism among employees in Malaysia. In addition, this study endeavors to study the impact of stress-related presenteeism on employees' work performance and well-being.

II. LITERATURE REVIEW

A. Underpinning Theory – Job Demands-Resources Model

The job demands-resources model served as the underpinning theory that supports the conceptual framework of this study. The fundamental principle of job demands-resources (JD-R) theory is how two specific sets of

working conditions (job demands and job resources) are differentially related to specific outcomes [14, 15]. The JD-R model postulated that employees' well-being and job performances are influenced by the balance between positive (resources) and negative (demands) job characteristics [16]. Job resources are defined as aspects of the job that: 1) Support employees in achieving work goals; 2) Reduce job demands; 3) Stimulate personal learning and development [14]. Supportive workplace relationships, constructive performance feedback, and autonomy are examples of job resources linked to positive outcomes [54]. On the other hand, job demands refer to physical or psychological (cognitive and emotional) effort or skills, such as workload and work-family conflict, linked to negative outcomes [17].

Against the backdrop of the JD-R model, this research attempts to examine the effects of high job demand (workload and technology overload) and how lack of job resources (team efficacy) influences presenteeism in the workplace. This research would also aim to further investigate the impact of stress-related presenteeism on employees' performances and well-being.

B. Linking between Job Demand (Workload and Technology Overload) and Stress-Related Presenteeism

Job demand profoundly impacts presenteeism [6, 18-20]. In this research, job demand will be analyzed through two dimensions: workload and technology overload. The increasing competition among businesses forces organizations to offer better products and provide prompt services to their customers. This phenomenon inadvertently causes organizations to increase the workload of their employees. Employees will feel pressured to meet those increasing demands and work on days, even though they are not feeling well [20].

The introduction of Internet technology has brought about changes in the way employees work. Employees now have more flexibility in executing their job and responsibility. However, technology comes with its disadvantages too, as the boundary between work and personal life is blurred. [21] found that the use of technology increases workload and lengthens the working day. [21-24] found that Internet usage at work increases employees' job stress. Internet technology enables employers and customers to connect with employees most of the time. Hence, employees feel obligated to fulfill their work demands and continue to work.

Based on the discussion above, this study postulated that:

H1: Workload has a positive impact on stress-related presenteeism.

H2: Technology overload has a negative impact on stress-related presenteeism.

C. Linking between Job Resources (Team Efficacy and Stress-Related Presenteeism)

Collective efficacy is the shared belief in the group's collective capability, effort, and persistence in completing a task [25, 26]. Team efficacy is also described as developing a sense of collective power where members believe in the group's capability and the conviction that they will succeed if the group takes action [27]. Collective efficacy is an important factor for people working in groups or teams as it involves the team's collective view of their capabilities to work as a team/group. However, it is also about what each individual can contribute towards achieving the team's goals and objectives. Employees who trust the capabilities of their team members would less likely be involved in presenteeism as these team members are perceived to be able to perform the necessary tasks when they are on sick leave. Hence, this research postulates that:

H3: Collective efficacy will be negatively related to presenteeism.

D. Linking between Presenteeism and Work Performance

Tired employees who force themselves to work would negatively affect their work performance. Research conducted in various countries such as the Netherlands [6], the United Kingdom [28], India [29], and Korea [30] found that presenteeism poses a risk to employees' productivity and work performance. Hence, this research endeavors to examine the impact of presenteeism on work performance in the Malaysian context. Based on the above discussion, this study hypothesized that:

H5: Stress-related presenteeism is negatively related to work performance.

E. Linking between Presenteeism and Employees' Well-Being

It is postulated that presenteeism has a profound impact on employees' well-being. For example, employees who still insist on being at work when they should be at home resting due to medical conditions or fatigue would become exhausted and depersonalized over time [6]. The same was also reported by research done by [31-34], where presenteeism impacts employees' well-being, including health. However, the impact of presenteeism warrants further

theoretical and empirical exploration [2, 35]. Thus, this study hypothesized that:

H6: Stress-related presenteeism will be negatively related to employees' well being.

Based on the literature review, the research framework is shown in Figure 1.

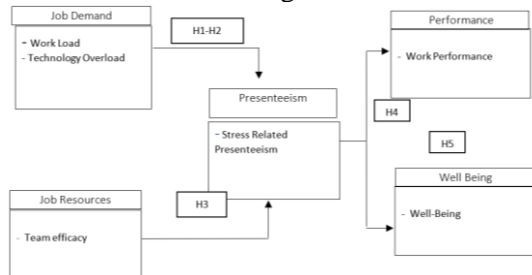


Figure 1. Research framework

III. METHODS

This cross-sectional study was conducted by using surveys. In other words, the data-gathering process will only be carried out once [36]. This study utilized a quantitative approach to examine the impact of job demand (workload and technology overload) and job resources (team efficacy) on stress-related presenteeism. In addition, this study also endeavors to ascertain the influence of presenteeism on employees' work performances and well-being.

As for the research instrument, a questionnaire consisting of six sections was designed for this study, as depicted in Table 2, to measure workload, technology overload, team efficacy, stress-related presenteeism, work performance, and well-being. The items were measured using 5-point and 7-point Likert scales to mitigate the issue of common method bias in this research.

In this study, the units of analysis are employees working in Malaysia. The G*Power Analysis will be used to determine the minimum sample size. Purposive sampling was utilized in selecting the respondents as the sample. Based on the effect size of 0.15 and statistical power of 0.95 with three predictors (workload, technology, and team efficacy), the minimum sample size required for this study is 119 employees. The number of respondents who participated in this study is 135, fulfilling the minimum size required. The demographics of the respondents are shown in Table 1.

IV. DATA ANALYSIS

The data of this study were collected from a single respondent. Therefore, common method bias may present a problem. Common method bias needs to be addressed as it can affect the reliability and validity of the measures [37]. Both

procedural and statistical remedies were used in this study to mitigate common method bias. In procedural remedy, a cover letter indicated the purpose and how the information was attached at the questionnaire onset. Respondents tend to answer the questions more accurately when the purpose of the research is made known to the respondents [38, 39]. Secondly, this research also utilizes varying scales as one of the procedural strategies to reduce common method bias. As for statistical remedies, this study utilizes a full collinearity test to determine the variance inflation factor (VIF). Results show that the VIFs for all constructs range from 1.083 to 1.220. The range is well below the recommended threshold of 3.3 as recommended by [40]. Hence, it can be concluded that common method bias is not a concern in this study.

Table 1. Profile of the respondents (N = 135)

		n	%
Gender	Male	64	47.4
	Female	71	52.6
Age	21-25	10	7.4
	26-30	31	23
	31-35	23	17
	36-40	26	19.3
	41-45	36	26.7
	45-50	7	5.2
Education	51-55	2	1.5
	High School	4	3
	Bachelor Degree D	91	67.4
	Masters	24	17.8
	Professional Qualification	3	2.2
	PhD	12	8.9
	Others	1	0.7
Sector	Private	93	68.9
	Public	42	31.1
Occupation	Top Manager	13	9.6
	Middle Manager	44	32.6
	Executive	48	35.6
	Supervisor	1	0.7
	General Staff	11	8.1
	Others	18	13.3
Years in organization	Less than 1 year	27	20
	From 1 to less than 2 years	19	14.1
	From 2 to less than 3 years	12	8.9
	From 3 to less than 4 years	15	11.1
	From 4 to less than 5 years	9	6.7
	5 years or more	53	39.3

In this study, Statistical Package for Social Sciences (SPSS) version 20 will be used for data screening, profiling of respondents, and assessing the common method bias. The study also utilizes

Structural Equation Modeling via SmartPLS 3 developed by [41] to assess this research's

measurement and structural model.

Table 2.

Assessment of measurement model

	Mean	Std. Dev.	Loadings	AVE	CR
Workload adapted from [42]					
WL1	3.446	0.783	0.690	0.528	0.847
WL2			0.659		
WL3			0.836		
WL4			0.704		
WL5			0.731		
Technology Overload adapted from [43]					
TO1	3.690	0.934	0.847	0.755	0.939
TO2			0.919		
TO3			0.893		
TO4			0.808		
TO			0.875		
Perceived Team Efficacy adapted from [44]					
PTE1	4.065		0.847	0.755	0.939
PTE2			0.919		
PTE3			0.893		
PTE4			0.808		
PTE 5			0.875		
Stress-related Presenteeism adapted from [13]					
PRE1	2.989	0.953	0.865	0.699	0.932
PRE2			0.886		
PRE3			0.884		
PRE4			0.884		
PRE5			0.850		
PRE6			0.612		
Work Performance adapted from [45]					
WP1	4.124	0.617	0.777	0.666	0.888
WP2			0.768		
WP3			0.884		
WP4			0.832		
Well-Being adapted from [46]					
PsyW1	3.575	0.745	0.828	0.681	0.914
PsyW2			0.887		
PsyW3			0.764		
PsyW4			0.724		
PsyW5			0.909		

The assessment of reflective measures involves examining the convergent validity, consistency reliability, and discriminant validity. As shown in Table 2, the convergent validity is supported where the average variance extracted

(AVE) values are well above the 0.50 threshold [47]. Concerning consistency reliability, all values of the constructs are above the recommended threshold value of 0.70 [47], thus indicating internal consistency reliability.

Table 3.

Discriminant validity

	Pre	Psy Well-Being	PTE	PTO	WL	WP
Pre						
Psy Well-Being	0.274					
PTE	0.118	0.346				
TO	0.312	0.081	0.127			
WL	0.525	0.195	0.094	0.612		
WP	0.21	0.594	0.148	0.218	0.21	

Notes: Pre - presenteeism; Psy Well-Being - psychological well-being; PTO - perceived team efficacy; TO - technology overload; WL - workload; WP - work performance

Next, this study accessed the discriminant validity of the measurement model. The

discriminant validity was examined using the HTMT ratio of correlations. Based on the threshold recommended by [48], discriminant validity is established if the HTMT value is less

than 0.85. Table 3 showed that all the values are lower than 0.85, validating the discriminant nature of all the constructs. Tables 2 and 3 indicate the constructs' reliability and validity.

Table 4.
Result for hypothesis testing

Path	Beta	Std. Error	T-stats	P-value	Remark
H1 WL -> Pre	0.468	0.075	6.224	0	Supported
H2 TO -> Pre	0.048	0.1	0.475	0.317	Not Supported
H3 Team efficacy -> PTE	-0.099	0.1	0.988	0.162	Not Supported
H4 Pre -> WP	-0.204	0.084	2.432	0.008	Supported
H5 Pre -> Psy Well-Being	-0.259	0.089	2.915	0.002	Supported

Notes: Pre - presenteeism; Psy Well-Being - psychological well-being; PTO - perceived team efficacy; TO - technology overload; WL - workload; WP - work performance

Once the validity and reliability of the measurement are established, this study proceeds to examine the proposed hypotheses by assessing the structural model. The significance of direct relationships proposed in this study was checked by performing a bootstrapping procedure by applying 5,000 resamples as recommended by [42]. As shown in Table 4, workload had significant positive relationship with presenteeism ($\beta = 0.468$, $t = 6.224$, $p < 0.05$), whereas technostress ($\beta = 0.048$, $t = 0.475$, $p > 0.05$), and team efficacy ($\beta = -0.099$, $t = 0.988$, $p > 0.05$) have no significant relationship with presenteeism. However, it was found that presenteeism has a significant negative relationship with both work performance and psychological well-being with values ($\beta = -0.204$, $t = 2.432$, $p < 0.05$), and ($\beta = 0.259$, $t = 2.915$, $p < 0.05$) respectively. Therefore, hypotheses H1, H4, and H5 were supported, while H2 and H3 were not supported.

V. CONCLUSION

This study aims to examine the relationship between workload, technology overload, and team efficacy on presenteeism. Based on the findings in Table 4, it is found that workload has a significant impact on work stress presenteeism. However, technological overload and team efficacy do not significantly impact work stress presenteeism. This result contrasts with the mainstream results whereby technology overload and co-workers would pose an impact on presenteeism. These can be seen through studies done by [49, 50]. Further contemplation might shed some light on this finding. Firstly, employees are adapting and accepting the new normal caused by the Covid-19 pandemic as one of the probable reasons when the survey is being carried out to determine the relationship between technology overload and presenteeism. In

adapting to the new normal, employees used more technology in their workplace.

Furthermore, [51] show that, if the technology enables employees to increase control over their work, increases transparency, and empowers the employees, this would reduce stress among employees. However, the results show no significant relationship between team efficacy and presenteeism. A possible reason for the results is that presenteeism is more related to individual factors. In addition, a study done by [52] indicates that factors such as avoiding extra workload for teammates, being liked by teammates, and maintaining a good team climate are linked to the positive outcome of presenteeism. Hence, in this context of the study, working in a highly efficient team will not impact presenteeism. In addition, this study also found that presenteeism poses a negative impact on work performance and psychological well-being.

Several theoretical implications can be drawn to benefit those in the academic and research arena from this study. The results of the hypotheses' test provide empirical evidence that workload poses a significant impact on presenteeism. Employees are prone to presenteeism if a heavy workload is assigned to them. Consequently, presenteeism will lead to lower work performance and psychological well-being. Apart from the theoretical implications, several other implications can be drawn for practitioners and policymakers. Apart from the theoretical implications, several other implications can be drawn for practitioners. Firstly, management needs to plan, manage, and distribute workload among employees efficiently. A well-planned workload with good management support helps reduce stress and feeling overwhelmed, leading to presenteeism [53]. The approach proposed for the management will increase the effectiveness of employees' work

performance and their well-being.

The strength of this research lies in the extensive review of literature on presenteeism and employees' well-being. In addition, the strength of this research is in the robustness and rigor of the research methodology. Nonetheless, this research is still not spared from its limitation. This study relied on cross-sectional data. The study considered the current state of the respondents, hence not allowing this research to examine the long-term effect of presenteeism on work performance and psychological well-being. In addition, another potential limitation of this study is a generalization. Since the research was conducted in a specific national context, the validation and generalization of this research are still limited.

Concerning recommendations for future research, this research can be extended in many directions. It is interesting to test the model's applicability from a global perspective by comparing it across different countries and cultural contexts. This study would also suggest that future studies focus on industries, such as information technology or education. Focusing on industries provides researchers with an in-depth view and insights specifically for the industry studied. Another suggestion for further exploration would be to include moderator variables, such as trust and empowerment, in this research framework.

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