

**CAPITAL UNIVERSITY OF SCIENCE AND  
TECHNOLOGY, ISLAMABAD**



**Impact of Presenteeism on Productivity  
Loss with Mediating Role of Burnout  
and Moderating Role of Self-Efficiency:  
A Study on Teacher in Educational  
Sector of Pakistan**

by

**Poonam Shahzadi**

A thesis submitted in partial fulfillment for the  
degree of Master of Science

in the

**Faculty of Management & Social Sciences  
Department of Management Sciences**

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*I want to dedicate this achievement my parents, teachers and friends who always  
encourage and support me in every crucial time*



## CERTIFICATE OF APPROVAL

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Mediating Role of Burnout and Moderating Role of  
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of Pakistan**

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## *Author's Declaration*

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## *Acknowledgement*

Thanks to Almighty Allah that bestowed me special aptitude, and motivation for my future career building.

These gifted talents of ALLAH S.W.T gave me strength to choose the best field of prosperous proving opportunity. In this regard I found the education department to the best one to which I chosen it to follow. The old saying is unknown intellectuals also influenced me and left deep impression on me to accept Education as they termed it as an ornament never to be stolen.

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The education is not an easy task to be completed alone by the students but efforts required completing the mission, my respected and benevolent supervisor, **Dr. S. M. M. Raza Naqvi** made it comfortable leading my every attempt successful.

It is so that I proudly say that I have completed my thesis well in time.

**Poonam Shahzadi**

## *Abstract*

This study examined the impact of presenteeism on productivity loss in the educational sector of Pakistan. This study highlights the importance of burnout as a mediator and self-efficacy as a moderator specifically in the educational sector of Pakistan. In current research data was collected from the schools and colleges teachers based in Islamabad and Rawalpindi. A total of 400 questionnaires were distributed and 277 responses were recorded. The findings of regression analysis suggest that presenteeism is directly associated with a productivity loss of the organization. These findings suggested that presenteeism has a negative link with burnout and burnout affects the productivity loss of an organization. On the other hand self-efficacy of an employee moderate the relationship and conduct the positive relationship between presenteeism and productivity loss of an organization. This research has a significant contribution in the field of human resource management domain. The spillover theory was used in the present study to investigate the direct relationship of presenteeism on productivity loss and also comprehend the mediating role of burnout and moderating role of self-efficacy. For the research thesis data collected from 277 respondents who belong to the private sector Employee of Pakistan in twin cities. The present study contributed to the field of presenteeism. Furthermore, implications limitations and future direction of the present study are also discussed.

**Keywords: Presenteeism, Burnout, Self-Efficacy, Productivity Loss.**



# Contents

<b>Author’s Declaration</b>	<b>iv</b>
<b>Plagiarism Undertaking</b>	<b>v</b>
<b>Acknowledgement</b>	<b>vi</b>
<b>Abstract</b>	<b>vii</b>
<b>List of Figures</b>	<b>xi</b>
<b>List of Tables</b>	<b>xii</b>
<b>Abbreviations</b>	<b>xiii</b>
<b>1 Introduction</b>	<b>1</b>
1.1 Significance and Gap Analysis . . . . .	8
1.2 Problem Statement . . . . .	9
1.3 Research Questions . . . . .	10
1.4 Research Objectives . . . . .	10
1.5 The Theory Supporting the Research . . . . .	11
1.5.1 Spill Over Theory . . . . .	11
1.6 Contribution of the Study . . . . .	13
1.7 Structure of the Thesis . . . . .	14
<b>2 Literature Review</b>	<b>16</b>
2.1 Presenteeism and Burnout Related Productivity Loss . . . . .	16
2.2 Mediation Effect of Burnout . . . . .	21
2.3 Research Hypotheses . . . . .	27
2.4 Research Model . . . . .	28
<b>3 Research Methodology</b>	<b>29</b>
3.1 Introduction . . . . .	29
3.2 Research Design . . . . .	30
3.2.1 Type of Study . . . . .	30

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3.2.2	Research Philosophy	30
3.2.3	Study Setting	31
3.2.4	Unit of Analysis	31
3.2.5	Time Horizon	31
3.3	Population and Sample Size	31
3.3.1	Sampling Technique	32
3.4	Sample Characteristics	32
3.4.1	Gender	32
3.4.2	Age	33
3.4.3	Qualification	34
3.4.4	Experience	34
3.5	Data Collection Techniques	35
3.6	Description of Variables	35
3.6.1	Instrumentation	35
3.6.1.1	Presenteeism	36
3.6.1.2	Self-efficacy	36
3.6.1.3	Burnout	36
3.6.1.4	Productivity of Loss	37
3.7	Reliability Analysis	37
3.8	Research Ethics	38
3.9	Statistical Tools	39
3.10	Data Analysis Tools and Techniques	40
3.11	Analytical Techniques	40
<b>4</b>	<b>Results and Findings</b>	<b>41</b>
4.1	Descriptive Statistics	41
4.2	Validity Analysis	42
4.3	Confirmatory Factor Analysis	42
4.4	Measurement Model	42
4.5	Correlation Analysis	44
4.6	Regression Analysis	45
4.6.1	Simple Linear Regression	46
4.7	Regression Analysis for Mediation	47
4.8	Regression Analysis for Moderation	48
4.9	Summary of Hypothesis	50
<b>5</b>	<b>Discussion and Conclusion</b>	<b>51</b>
5.1	Discussion	51
5.1.1	Hypothesis 1: Presenteeism is Considerably Negatively Related to Productivity Loss	51
5.1.2	Hypothesis 02: Burnout Mediates the Relationship between Presenteeism and Productivity loss.	53
5.1.3	Hypothesis 3: Self-efficacy Moderates the Relationship between Presenteeism and Productivity Loss	55

5.2	Theoretical Implications . . . . .	57
5.3	Practical Implications . . . . .	58
5.4	Limitation of Research . . . . .	59
5.5	Future Research Directions . . . . .	60
5.6	Conclusion . . . . .	61
	<b>Bibliography</b>	<b>62</b>
	<b>Appendix-A</b>	<b>69</b>

# List of Figures

2.1	Research Model . . . . .	28
4.1	CFA Confirmatory Factor Analysis Model . . . . .	43
4.2	Interaction Graph . . . . .	50

# List of Tables

3.1	Frequency by Gender . . . . .	33
3.2	Frequency by Age . . . . .	33
3.3	Frequency by Qualification . . . . .	34
3.4	Frequency by Experience . . . . .	35
3.5	Scale Summary . . . . .	37
3.6	Reliability Analysis . . . . .	38
4.1	Descriptive Statistics . . . . .	41
4.2	Confirmatory Factor Analysis of Measurement Model . . . . .	43
4.3	Correlation . . . . .	44
4.4	Simple Linear Regression . . . . .	46
4.5	Mediation Analysis 1 . . . . .	47
4.6	Mediation Analysis 2 . . . . .	48
4.7	Moderation Analysis . . . . .	48
4.8	Int_1 P_Mean X SE_Mean . . . . .	49
4.9	Summary of Hypothesis . . . . .	50

# Abbreviations

<b>B</b>	Burnout
<b>P</b>	Presenteeism
<b>PE</b>	Productivity of Employees
<b>SE</b>	Self-Efficacy
<b>SPSS</b>	Statistical Package for Social Sciences

# Chapter 1

## Introduction

Presenteeism is merely an important concept in the environment where employees are working. It takes place while people go to work whilst unwell and are not able to carry out correctly because of their unwell fitness. Particular loss happens in productiveness, the most observed or predicted the particular presenteeism fees corporations quite illness absence, and according to the need to be monitored to an extra quantity. This influences employee's physical fitness, wellness, and flexibility, along with organizational fitness. These types of problems are mentioned relative consequences as place of work regulations and practices to manipulate presenteeism.

Whilst presenteeism is inspired by the fitness and prosperity of personal, it has numerous relative work and other factors that somewhat purpose personnel to travel to paintings whilst sick even while they are unable of manufactured along carrying and do the great of their capability. More often than not, individuals who are experiencing sick fitness have to chorus from news to figure till they are fully recovered. But, a few people, relying on their illness, they will both accept as true with their business enterprise for minimizing working hours, fewer exertion hours and maybe both, to benefited return to figure when long-run physical illness absence occurred. While designing strategic health initiatives, employers ought to take into account each extensive and high-priced health condition to support health care choices within the workplace environment (Allen et al., 2018).

The main problem is to identify the areas that urge reposing and reconstruction outside the workplace and how to maintain the rest breaks within the employee's shifting hours (Martínez-Zaragoza & Fernández-Castro, 2020) and thereby assist besides with their complete healing. It should be acknowledged although that a 'discipline' comeback figure for employees from the guidance of companies whilst on the thanks to restoration to unwell fitness, could depict one-of-a-kind results from those folks that may also experience that they should visit paintings whilst they're sick due to the pressures of the working environment. According to the previous study main focus on absenteeism with checkout their effect on employee order of work and organizational performance, while presenteeism studied found very little (Gosselin, 2013). The phenomena have been changed from last 3-5 years, although the concept has been studied and acquire dependability between academics and professionals.

According to (Munro, 2007) presenteeism is another feature of absenteeism on the other hand, (Prater et al., 2011) suggested that it is the converse of absenteeism. According to the researcher presenteeism have a broad spectrum demonstrated itself randomly between occupational groups (Gilbreath, 2012). Many factors have been found to affect workplace presenteeism like little dispensation to sick pay, rigid absence management procedures, insecure job, replacement availability, high competition at the workplace, low promotion policies, high level of work-related burnout (Miraglia M, 2016). Presenteeism is a modern concept that depicts the behavior of employees physically present at work but doing the lower performance (Rainbow JG, 2017).

Presenteeism can be classified into sickness and non-sickness presenteeism just because of personal reasons work-life unbalancing, assumption about the lack of organizational support and stress, etc (H, 2013). Presenteeism-related vulnerability is very different among the sector and is much common among the staff workers in jobs with large interpersonal interaction skills (Mandiracioglu A, 2015).

Large working time due to globalization, downsizing, and such other factors like getting the face time at working place and high job insecurity are depicted the



presenteeism behavior among business, manufacturing and public sector organizations mainly and the more (Heponiemi T, 2013). Especially doctors, nurses, and teachers are facing different pressures to contributing to presenteeism like to find the difficulty for finding the substitute because of lack of manpower and strong organizational culture barriers and organizational norms against taking sick leave (K., 2011). Employees in health care centers or hospitals like nurses and doctors and education centers like teachers, lecturers, and professor sectors compared to 42 occupations as compared across six industries were more vulnerable to presenteeism (Cancelliere C, 2011).

Presenteeism outcome mainly researches about the total frequency of sickness presenteeism, presenteeism related productivity and related labor cost, and employee health-related cost (d'Errico A, 2013). Presenteeism not only affects the team productivity but affects the important financial cost of an organization. The indirect laboring cost and expenses about medical linked with presenteeism have been estimated to potentially increase those factors of absenteeism (Letvak SA, 2012). As the manager of the hospital looks up the tactics to minimize the labor cost which responsible for more than half of the health care institutions expenditures along balancing the standard of quality care and education (Kocher R, 2011).

The total costing of presenteeism and interference studies provide a helpful look regarding the targeting interference or the effective work to improve work performances. (Kirkham HS, 2015). Presenteeism implications over the period have gained growing attention in health care institutions. When the particular concept had introduced and studied in 1990 the particular act was taken as the starting of the commitment of the work by gain through excellent attendance (Skagen K, 2016). While the study on presenteeism has improved and provoke the concept though also widen its spread over the other factors and its findings over the long term individual employees health, as well as the employees' diverse implications to the patients they cared about it and for the organizations they being working for it (Evans-Lacko S, 2016).

According to the systematic analysis, the risk factor of presenteeism for the future

is sickness absenteeism and minimize self-rated health. However, it also considering the poor working ability (Cocker F, 2011) physical illness, and chances to increment in tension or stress, anxiety-related factors. The highly associated professionals are especially highly threatened by the chances of it and cause major workforce problems in the long-run performance of an organization. In the context of economic backwardness to an organization, the drawback of presenteeism has been often assessed by the cost and the productivity loss depicted by its reforms. It has been seen that the presenteeism related to health care professionals and teachers are related and associated with higher chances of medical and educational or academics errors, highly affects the students and patients, also negative effects on peers and teamwork, and lastly on large scale effect on the health of the employees turn to productivity loss (Gong Y, 2014).

Presenteeism is merely related to the mental health fitness of the employees. In previous research, it has been depicted about the anxiety and depression in health care of the employees. Tension and restlessness are often factors found in employees are known as the common mental disorders which may lead to occur together (Suzuki T, 2015). Some former studies found in developed countries came to the results into those employees facing anxiety are 20% of total work time with 81% of their losses collect to presenteeism (Hesketh T, 2012). The output cost of presenteeism linked with anxiety across the countries starts from US\$547 in China, US\$5524 in the USA, and US\$5788 in Brazil (Mata DA, 2015). A previous study among four European countries Belgium, United Kingdom, Sweden, and Spain symbolizes that employee's reactiveness (Claes, 2011) across time pressure around to completion of work tasks is related to Presenteeism.

Presenteeism is a quite new idea, and with having the new ideas conversations are revolving around its definition (Johns, 2009). According to the ideas thus far stated that the minimizing exceptional analysis of the topics towards to fall into two organizations. The first, the topic, makes a specialty of the control and hygiene or general psychology components for the particular time and this will effects task lack of confidence, for example, workers passes towards to paintings for make sure it will be 'visible' to minimize the acceptance of being made unnecessary, with

viable outcomes of tension and unwell fitness. That's alleviated towards North American attention for analyzing the effect of unwell fitness, inclusive of dealing with severe headache, on an outcome (Johns, 2009).

Johns notify that many definitions lack scientific character like proposing presenteeism is the opposite of absence and projected a lot of analysis is needed to identify the prominent reasons of the term (Johns, 2009). As presenteeism proposes continuing work whilst sick, this may contain few components of unwell fitness. Moreover, it has related to be certain fitness conditions. Workability or beliefs that illness was less severe and less visible have been found as the main drivers of presenteeism (Fiorini, Houdmont, & Griffiths, 2020). Thereby reportedly find that people prefer to engage in work that is less likely harmful and have more beneficial and this also leads people towards absenteeism rather than presenteeism (Fiorini et al., 2020). Similarly, better strain tiers are much increment likely to overrate a shape of presenteeism among one person (Gosselin, 2013).

Swedish take look at primarily on a national consultant pattern has shown that illness absenteeism and presenteeism both are inspired through the negative working conditions, with bad fitness and high tension tiers similarly modifying this dating (Leineweber, C., Westerlund, H., Hagberg, J., Svedberg, P. & Alexanderson, K., 2012). However, the two relative concepts positively affect each other, as folks that are dealing with unwell fitness will align this contamination utilizing revolving between illness absenteeism and presenteeism, participating to a further delaying to their fitness (Leineweber et al., 2012). This may turn toward future long-time period physical unwell absenteeism, because of bad fitness (Hines, 2018). Positively for presenteeism to be taken into consideration a 'forecast' of sickness absenteeism and a variety of health problems especially sleep disorder and fatigue were associated with impairment of work function (Ishimaru, 2020). Consequently, enterprises are looking to control these types of issues (both absenteeism and presenteeism) have to paintings to balance the alternative for an equal period. Many factors impact presenteeism and absence system behaviors also those consist of (Wynne-Jones et al., 2011).

- The environment of the health hassle thoroughly,

- The aim and returning traits of the working area,
- Organizational guidelines or approaches,
- Broad cultural and social or financial context,
- Top-level employees' relationships with personnel and their work efficiency in implementing organizational rules and regulations.

For example, if top-level employees and lower-level employees maintain or adjust organizational guidelines or processes, to give permission for bendy works; yet presenteeism has an important drawback for organization or individual that have to minimize the understanding and indicated to increase in problem identification on presenteeism with having the different disciplines (Lohaus D & Habermann, 2019). Some of the opposite elements that contribute to the 'presenteeism lifestyle' within the particular company are below replaceability, below-average management, clashes needs, minimizes the effect of work sources, timely stress, high behavior demands, low-level supervisory fame, operating stretchy hours lengthy paintings hours, below social aid, task risks and maintain a circle of relatives existence this is greater worrying than paintings (Wynne-Jones, 2011).

But no longer wishing to well know that they have got those challenges and thereby lowering paintings-existence stability. Through this recognition, employees some fit paintings without sort out some of the main tasks or challenges which can get up in their domestic lifestyles, thereby choosing 'chore' over 'domestic', also developing chore-existence unbalancing. It has been also located to also mother and father could continue the work even unwell to 'rescue' paid sickness absenteeism and holidays depart to the wellness of their youngsters after they in return fell sick (Liu et al; 2016). Similarly, people with better performance-primarily based (i.e., those whose is without delay connected to their performance) have been observed to visit paintings while sick (Liu et al; 2016).

Any other factor entails how an enterprise's unwell pay provision is allotted, even though this may rely upon the dimensions of each enterprise include the kind of chore wherein the employee is related or compare, that also all that shown to impact at for returning to work practices of employees (Irvine, 2011). Organizational

practices, such as a lifestyle of a workaholic (Yamato et al, 2017) have been determined additionally to boom presenteeism, required to paintings-life shortcoming because of work intervene with life as employees experience to stick to continue to work whilst ill (Robertson, 2012). And therefore, they no longer looking after their health, lowering their capability to deal with both paintings and domestic.

Presenteeism is when an employee is present at work while he/she is ill. The employees who are working while ill will automatically affect the cost of an organization. Presenteeism has directly affected the cost of an organization in the sense that associate with the health problems of employees and the company needs to resolve them. Presenteeism also enhances the mental and physical unhealthy fatigue and urge towards burnout due to the job and career demands.

Burnout is related to emotional, physical, and mental exhaustion due to taking a high level of stress. It has happened when you feel emotionally tired, fatigued, and unable to meet continuing demands. When the stress begins they take you to an extended level of fatigue and you lose your interest level in your work. The most negative impact of it is transferred to the family life and disturb them too. They also affect the person's personal life and emerge the symptoms of health-related issues like cold and flu are continuously happened and person seem to disturb all the time. Burnout is needed to deal with on the spot and have the ability to cope with otherwise, it will affect the body in the long term.

Self-efficacy the first concept introduced by Bandura and according to him, self-efficacy is the person's firm belief in him to do the specific job performances. Self-efficacy is related to the positivity of the person how she/he can control the negative circumstances and turn around them to positive like how the depicts the particular behavior and which are needed to control.

Two types of productivity loss are exhibiting first one is related to the primary value proposition of any organization in which the company may not able to meet the target demand of the customers and cannot able to replace the product offering the market value. Secondly are related to employee-related productivity where employees are being paid but not able to perform accordingly. My study is related to employee-related productivity loss.

## 1.1 Significance and Gap Analysis

While presenteeism is one of the most important global phenomena (Lohaus & Habermann, 2019), as compared to sick leave or absenteeism, it has been studied less actively (Critz et al., 2020). The interest has been shown by the occupational health scholars in the examination of the relationship between various conditions of health and presenteeism (Naoum, 2016; Aysun & Bayram, 2017), although these issues receive less recognition among the teachers.

The participants of the study are teachers from different schools and colleges, due to the substantial workload and occasional substitutability of work, teachers generally lean towards showcasing greater presenteeism in place of absence during work (Bergstrom, 2009). Although the presenteeism integrated framework has been proposed by scholars (Johns, 2010), there are limited empirical studies that examine the operating behavior's antecedents mechanism, the nature of behavior throughout the framework, and its outcomes.

Its antecedents, as a rule, prevent researchers from gaining knowledge of the motivations and antecedents of presenteeism. Consequently, subsequent studies of presenteeism should begin with the study of the relationship among variables and the relevant boundary conditions. A sizable percentage of Pakistan's population is living below the poverty line. In my opinion, a context-sensitive quantitative study will be the very first effort of its nature to give a breakthrough in reflecting the conceptualization of the presenteeism phenomenon in an underdeveloped country of eastern culture (Hasnain, A., 2018).

Here I am increasing the current research pattern from numerous faculties and schools and study the variations among the teacher of schools and colleges and could check my hypothetical fashions in the unique context of the organization as nicely. Hence, this paper bridges this research gap between conceptualizing the relation between presenteeism and productivity loss among schools and college teachers by studying the mediation role of burnout along with the general self-efficacy moderating role. The perspective of the recent study is to check for

academic staff presenteeism how to affect the illness of body and mind tiredness of any employee that causes burnout and leads towards the performance and will eventually leading towards the productivity loss and will increase the organizational overall cost to cover it. Managers should be attentive to the negative impacts of the presenteeism for the health of their staff and their chores performances, mainly merely concern to these societies that are linked to the hard work such as Asian culture in Pakistan.

Research suggests that the risk of presenteeism for healthcare professionals and educators may be more than quadrupled of other industries (Gustafsson et al., 2013). Although working with sickness may cause academic staff to complete the responsibilities to such extent and it will cause academic staff to face fatigue and burnout which will rise in healthcare of the employees and increases the turnover of the employees.

This study will determine the impacts of presenteeism on productivity loss. A further focus of this study will be on burnout as a mediator and self-efficacy as a moderator. This study is different from empirical studies recently because this study supports two potential behaviors as burnout and general self-efficacy and associate with presenteeism and productivity loss.

## 1.2 Problem Statement

Presenteeism is the phenomenon closely related to absenteeism and both highly effected the workable environment and impacts the work balance. Here the main focus of presenteeism is on the work balance of the company and employees both and will result in productivity loss. Presenteeism is directly proportional to the behavior of the management of the educational sector and will transfer directly to the lower divisions employees result in the behavior of the employees in which this type of behavior result in negative term of productivity loss. Therefore, it is a challenge for the management to maintain the balance to minimize the effects of presenteeism that will directly affect the productivity loss and the basic issue

the current study attempts to address is achieving presenteeism effects in all the dimensions of the educational sector.

The problem is to find the impact of presenteeism on the educational sector of twin cities and measured the effects on productivity loss with mediating effect of burnout and moderating role of self-efficacy. Hence, the current study investigating the impact of presenteeism on productivity loss, proposing that how presenteeism negatively affects the performance of the organization with mediating role of burnout and strong positive of the self-efficacy of the individual employees of an organization.

Presenteeism plays an important role in the performance improvement of the employees (Rantanen, 2011) without this it creates a harmful and negative effect on employee performance and results in productivity loss in an organization.

### 1.3 Research Questions

- Does presenteeism have an impact upon productivity loss?
- Does presenteeism have an impact upon burnout?
- Does burnout mediate between presenteeism and productivity loss?
- Does self-efficacy moderate between presenteeism and productivity loss?

### 1.4 Research Objectives

The eventual objective of the study is to describe the relationship between presenteeism and productivity loss through the mediating role of burnout and moderating role of self-efficacy. The research framework elaborates the expected relationship between all constructs which are the independent variable, dependent variable, mediator, and moderator relationship constructs. This study purpose to evaluate and address the following objectives of the study.

The research objectives are express below:



**Research Objective 1:**

To investigate the link between presenteeism and productivity loss.

**Research Objectives 2:**

To investigate the relationship between presenteeism and burnout.

**Research Objective 3:**

To investigate the link between burnout and productivity loss.

**Research Objective 4:**

To investigate the moderating link between self-efficacy and productivity loss.

**Research Objective 5:**

To investigate the mediating link between burnout and productivity loss.

## 1.5 The Theory Supporting the Research

In literature, many research suggests the theories that use in all worlds to carry the study of presenteeism as conservation of resource theory, etc. This theory protects all aspects of this phenomenon.

### 1.5.1 Spill Over Theory

This study makes clear the difference between the behavior of presenteeism and its consequence throughout, it examines the association between them by making known to productivity loss as the product of it. The spillover theory supports the framework of the study. According to the theory of Spillover (Wilensky, 1960), cognition, attitudes, and behavior in a social environment can be expressed as a likeness of his skills and experience in a different context. A rising stream of literature at the intersection of economics and psychology is presently exploring behavioral gateways in a variety of fields (and all areas), including environmental, health, and prosocial behavior. The growth development literature seeks to include

two aspects of the effects of health on output: its direct effects on the manufacturing process - As, improving health can increase output by reducing disability, incapability, and sick hours; and it transfers effects – Likewise, improving the energy of the elderly means that family members who are part of the workforce may spend less time caring for themselves (Tompas, E. (2013).

In other words, when a large number of employees go to work, even if they are sick, it can have the effect of work-in-progress spillover effects. The spillovers through worker presenteeism occur when workers go to work even, they are sick and result in productivity loss while working at a workplace. The spillover theory concerning presenteeism may suggest that presenteeism in one domain may well influence productivity in another. As recent research study research the effects of presenteeism on the feelings and behavioral conducts of coworkers that means that presenteeism has been found to affect on other behavior of employee leading towards lost productivity and increased costs (Rhodes, 2015).

As proof exposed the productivity loss that presenteeism carries for an organization is too larger compare to sick leave (Weaver, 2010). Also, in negative spillover, the primary behavior generates permission for another behavior, subsequent in ‘less of the same.’ (Nilsson et al., 2016).

The managers are explicitly advised to include the cost of lost employee productivity, the cost of covering a sick employee, the impact of an outbreak on the productivity of other employees, lost sales, and costs commensurate with the employee’s wealth (Pauly et al., 2008). Furthermore, (Greenglass, 2011)proposed that people experience stress out, which can produce harmful conflicts and negatively affect their coworkers due to hard work and responsibilities. Consequently, burnout can be transmitted, spread through informal interactions at work, harm people’s home lives, and cause work-life imbalances (Jayarathna, 2018).

The negative spillover theory has affected in two ways. Firstly, the pressure related to the working tasks is unfavorable effects on the family role. Secondly, the pressure from the family role impact the individual work or job tasks. The positive spillover effects are related to the job resources, social support, autonomy, and feedback. Positive spillover effects are related to how to performing the job along with the

job outcomes. Employees are using a low rate of resources like energy and time etc. The problem is arising because of the scarcity of the resources like employees are related or linked to the same resources with different roles. If two families are related to the scarce time of resources it will affect the efficiency of the one in between the limited use of time or lack of use of the time. Second, the employee has the capabilities to deal with the mood swing, and able to generate positive moods and skills with multiple roles in which they are engaging.

The second effect of the spillover related is crossover in which stress and fatigue associated with working environment transfer to their partners. This effect emerges the burnout effect in employees transfers to their partners too. They burn out their selves and automatically if their partners too. Lack of social support and financial assistance are the biggest reasons for them. Common stressors and empathetic processes are associated with cross-over effects. Basically spillover-crossover work side by side where the working domain affect the family domain and through social interaction, it shifted to partner. Yet, it has been both positive and negative effects on both work and family demands.

## 1.6 Contribution of the Study

The current research contributed in numerous ways:

The first objective of my study is to examine the impact of presenteeism on productivity loss. So, the recent study will help to investigate that in the presence of burnout the output of an organization could not be accomplished.

The second objective of the research is to clarify the relationship between the presenteeism effects on burnout in the academic staff of Pakistan like in the presence of presenteeism positively affect the burnout of employees and results show in effects in a positive way. The third objective is to mediate the role of burnout which contributed to show the relationship between burnout and productivity loss. The presence of burnout among presenteeism and productivity is creating a negative effect. But there have positive relationships contributions between burnout and productivity loss.

The fourth objective of my study is to examine the effect of mediating role burnout among both presenteeism and productivity loss. A negative relationship existed between presenteeism and productivity loss. The presence of burnout during the working hours of an employee affects the performance of an employee and it will automatically the organizational performance and output decline in the form of productivity loss

## 1.7 Structure of the Thesis

The research study contains 5 chapters. Each chapter has its contributions to this research study. Chapter 1 in the current research provides the general explanation of the research, Chapter 1 consists of the background of the study, the research gap, problem statement, research questions, research objectives, the significance of the study, the contribution of the study, and the supporting theory of the research.

Chapter 2 provides a brief description of the previous studies about the constructs. It provides concise literature of all constructs included in this study. The conceptual research framework of my study and assumed hypothesis according to the literature is also part of this chapter.

Chapter 3 of the current research describes the methodology of my study. It consisted of the research design, research philosophy, and unit of analysis, population size, sample size, the methodology used for the collecting data, the scale used for the collecting data, and measurement of the constructs that had been studied. It also consists of the description of the respondents and their frequency.

Chapter 4 of the current research provides a brief description of the results of the study. It includes the CFA model fit, regression, direct and indirect effects of the constructs, and include each table according to the analysis with their description. This chapter shows a brief description results of the hypothesis which one is accepted or rejected.

Chapter 5 discuss the findings of the study base on the statistical tests that are mention in chapter 4. This chapter also consists of the discussion about the results

according to the hypothesis 1, 2 and 3, Limitations of the current research, Future research direction for further research, other researchers and conclusions.

# Chapter 2

## Literature Review

### 2.1 Presenteeism and Burnout Related Productivity Loss

This study, emphasize presenteeism and refer to the phenomenon of people who are still present at work, despite discomfort or illnesses this could lead to break or ease and dismissal (Aronsson et al., 2009). From very little empirical data, it can be concluded that more than half of the employees have worked in cases where the illness can be legally reported (Markussen et al., 2012). Presenteeism is the phenomenon of going to work during illness when a person has to be absent due to health conditions. Today it is a phenomenon to go to work during illness when a person should not come for health reasons, which may be complicated conduct affected by full of attitudes, norms, additionally personal and work-related terms (Johns, 2009). Today it is found in many professions but is particularly high among the education and health sectors (Bergström et al., 2009).

By undermining the quality of working life and raising awareness of workplace inefficiencies, modernism is often associated with significant productivity losses (Hemp, 2004). Presenteeism is studied from an important perspective the research focuses on its frequency and predictable variables, as well as activity requirements, process pride, and influential motivation conditions (Karanika-Murray, Pontes, Griffiths, & Biron, 2015) with related the productivity loss with it (Ferreira, 2015),

by asking staff to assess how their health has affected their overall performance (Koopman, 2002).

Burnout symptoms are frequently reported as the current situation among employees is high (Arigoni, Bovier, & Sappino, 2010). Burnout is introduced as a multifunctional symptom of reducing emotional tiredness, personalization, and personal achievement (Carlotto, Queirós, Dias, & Kaiseler, 2014). Emotional exhaustion or burnout can lead to a lack of interest in the work being done, decreased performance, feelings of helplessness, and sleep disturbances (Aamodt, 2016).

The coexistence of painful presenteeism and burnout in some professions has led to several studies examining the connection between these two health behaviors and also their essence. Research in health care nursing proposed that there is an inverse relationship between burnout and presenteeism (Dhaini et al., 2017). It is reported that staying at work increases the risk of burnout if you do not get adequate physical and mental recovery from illness or stress (Demerouti et al., 2009).

Also, Skagen, et al. (2016) found that sick presenteeism was relating to burnout, bad health, and sick leave. In the research of physicians with burnout signs, also a reduction in sick attendance was measured by preventing subsequent burns due to increased sick leave (Isaksson Ro et al., 2012).

Different effects of burnout are lowered energy and productivity stages. The employees can go through decreased concentration, forgetfulness, increased frustration, or feelings of being crushed. They may feel complain or feel negative and experience poor, or feel apathetic and trust they have got a little effect on their coworkers and surroundings (Aamodt, 2016). Chronic burnout is also associated with cognitive impairments which include memory and attention (Sandstrom et al., 2005). This perspective is now investigated in Pakistan in the academic staff of the education sector. This approach has been emphasized on the linkage between on burnout also with their effect on presenteeism along with ought to the result of the productivity loss of them (Hemp, 2004) tend to related to the productivity loss due to presenteeism, well it is an argument that to fully apprehend how productiveness and properly-being can be fostered at work, it is important

to observe the dynamics of these relationships of their everyday contexts, which includes possible resource contingencies.

Burnout considered as the more unique and difficult variable, also linked to the mental tiredness, feeling of detachment with having the minimizing effect of the employee own related goals achievement (S., 1981). Burnout is examined as the most linked and studied term and a key area of mental tiredness (Halbesleben JR, 2007). Moreover, employees are affected by the situations, and it diverts them towards doing to attempt the negative behavior and their perception about the job is too much unsatisfied and hectic (Lu L, 2013).

However, with the help of a three-wave study, it has been proven that burnout has a strong relationship and has an effect upon presenteeism. Much previous research has proven that through the teachers working in schools and colleges whether in public or private comes up with the result which proven that it has been a correlation between the burnout and productivity loss effected by the illness presenteeism and it creates the positively correlated relationship. (Martinez LF, 2012). Although presenteeism is combined to create the structural path including the intervening relationship with the help of burnout that will combine to make the relationship with emotional exhaustion even it is considered as another dimension of it.

Presenteeism research through the different countries presenteeism results through the different outcomes such as tension level, personal problems related to physical fitness, professional recognition, negative effects on employees, affects the health of the employees that in result increment the cost of the health security of employees with minimizing the quality care and raises the issue of the physical fitness of employees. (Rainbow, 2017). In specific countries such as Brazil, Portugal, and Spain teachers are facing such difficulties as lack of human and physical resources, worse working environment, mental and physical demands, worker humility, income, and movement change of employees (Borges, 2018). In particular, all these types of characteristics affect presenteeism and increase its origin and existence.

Occurrence of presenteeism among teachers as the decline in the output through obvious strain muscle pulling that linked with attenuation of attentiveness (dos



Santos, 2018). Presenteeism occurrence in teaching has the chances of 52% this percentage could be varying according to their departments and tasks along with working conditions this could be happening because of increment in physiological attention than that of higher physical attention (Barbosa, 2016).

The low values of presenteeism occurrence between teachers along with attentive issues at working environment will be having the hidden physiological potential need to adopt. In the context of the working environment, teachers should need to receive a particular concentration in the dimension of mediation effects strategies that respond to this context and promote good working conditions according to the advice of the World Health Organization(2010) (Borges E. e., 2016).

Presenteeism is related to serious health issues for employees which further provoke the problem of productivity loss, that workers are going to work without taking any break-even in illness, it will hinder the recovery process and output in the form of higher absenteeism rates, leading to the downward productivity where employees rely on this stage that they will not work even efficiently at office nor at home and show less potential or capabilities towards work (Taloyan, 2012).

There has been an important and strong relationship between presenteeism and health risk relative factors stress, unstable eating behavior, high consumption of smoking and drinking, blood pressure, and diabetes (Pohling, 2016). Previous research found a linkage between self-reported presenteeism and the phenomenon of headache, back and neck pain, stomach symptoms, flu symptoms, fatigue, depressive symptoms, and uncomfortableness. The particular study found the effect on the health-related burnout of employees (Taloyan M, 2012).

Sickness presenteeism is the factor determined by the various factors. Many factors that we perceive to play a significant role in the phenomenon of presenteeism are work-related factors. It is merely focused that job demands are affecting the rate of presenteeism (Caverley, 2016). It also observed that employees provoke to come to work even they are facing health-illness problems with having high time pressure. There are many other outcomes of presenteeism is control of the high team, weak peer support, low quality of working relationship, and high level of work independence are all towards the increment of presenteeism (Bierla, 2013).

A subjectively dependent weak fit, identical in one or more areas of working life can process as the stress factors and also threaten the employee's stability (Brom, 2015). With the increasing number of not fit in any organization with relevant work characteristics, the likelihood of burnout signs is continually increasing. The job mismatch with an organizational context leads to productivity loss (Chen, 2012). The reasons health-related issues of presenteeism could be divided into four terms: drastic illness like colds, allergies, gastrointestinal problems reoccurring problems such as allergies persistent conditions such as muscular problems, mental health problems and insomnia, and lifestyle factors like physical inactivity, bad diet, and consumption of smoking and drinking (Whysall A, 2018).

Previous studies identified that presenteeism has negative effects on working even the sick on productivity loss at work (V., 2016). There is a significant risk for employee's concurrent physical and mental health complaints (Chambers C, 2017). The effect of presenteeism on the health and safety of other employees has also been recognized. While on work facing continuous illness known as sickness presenteeism is a recognizable public health issue that is harmful when interacting with unprotected people (Chambers C, 2017).

Occupational health physicians have a significant role to play and providing support to organizations and workers on what empowers in rule 'fitness for work' and conversations about the risks of presenteeism. They also help workers to identify the rules whether to continue their work is need to enhance and adjust recovery and how to made adjustable changes.

Teaching professionals help the organizations in the context of minimizing the risks of absenteeism and presenteeism by identifies the secondary level intermeditation purpose to improve the general health and wellbeing of workers through different wellness rules and self-guidance. As stress leads to burnout linked to presenteeism, employee helpful interventions, and organizational level stress management steps are needed to be implemented and also work effectively to reduce the effects (Kinman, 2019).

***Hypothesis 1: Presenteeism is considerably negatively related to productivity loss.***

## 2.2 Mediation Effect of Burnout

Burnout is identified as a psychological symptom characterized by a decrease in emotionally feeling exertion, personalization, and personal achievement (Gómez-Urquiza et al., 2016). Emotional fatigue refers to a person's fatigue and tiredness, and the tired component represents the basic tension aspects of burnout. Personalization is negative, feeling less, also highly disengaged from other employees and work behavior, where relative own attributes represented by a decline in one's capability and energetically effectiveness in his chore are diminished (Schaufeli & Bakker, 2004). This should be identified that fatigue should equally be identified as energy looseness, fatigue, and tiredness.

A toxic workplace would become the reason for anxiety, stress, depression, health issues, absence, burnout at work, unskilled behavior at work, and eventually reduced output (the Chu, 2013; Pickering et al., 2017). It can be related to corporate conditions and culture, causing adverse body fitness and mentally sick problems, emotional exhaustion, and stress-related burnout at work. As a sign of harmful working factors, bullying can lead to work stress, burnout at work, resource protection, negative work environments, job destruction, and low productivity (Warr et al., 2013).

Moreover, Hamaideh, (2011) proposed when people facing burnout, they depict a negative impact on the assistants through developing communication issues along interfering with work chores and essential tasks. Burnout could therefore also transmitted, spreading through informal association on the work, and have minimal or minus spillage achievement.

Burnout mediates the linkage between to present at work instead of too much illness and having two years of illness-related absenteeism (Taloyan M, 2012). At some point when employees do not have the freedom to get the chance to update, need to put the good efforts, and need to meet the requirement of the job and at last, the effect on burnout rate and their burnout levels will lead to increase.

However, Burnout directs an effect on the working experiences and working load of the employees and irrespectively increases in working load in a result it will

minimize the energy using to face them and lead to will increment in presenteeism. This is linked to the burnout within team stress at the human services professions level, the above concern of burnout relates to a feeling of experienced people through which the job requires the vulnerability for emotionally charge the social institutions. The negative personal changes that are come over time in helping professional tasks in challenging or defeating. Burnout depicts after an enlarged period of job stress and thus can be understood as one embodiment of stress significance. With the flexible, analytic framework of stress and emotions. (Demerouti E, 2013).

The significance of presenteeism for the physical fitness of the teachers and the good terms of care is need to crucial to fasten the knowledge of this occurrence and compare its feature in different circumstances. Two different research areas and the introduction of sickness presenteeism can create difference: one area took research on effects of employees health routine on the output of an organization and with relying on the job demand along with performance and define sickness presenteeism will minimize the job performance because of the lower physical fitness of the employees (Schultz, 2012). Through the other research, sickness presenteeism can be defined as the occurrence in which people, instead create issues and poor health who give rise to rest and will take sick leave and will go to work in any situation. (Aronsson, 2005).

Productivity Loss comes from both presenteeism and absenteeism. Absenteeism is linked with illness when the employee is ill and absent from work, on the other hand, presenteeism is to minimize productivity and quality of work when employees are present at work even they are ill (Howard, 2017). The whole cost of the worker output loss has been assumed to be \$298 billion per year with 60.4% terms to presenteeism and the remaining 39.6% to terms included in absenteeism (Prater, 2011).

Through the direction towards occupational health, the area of teaching has gained sizable notice from stress researchers. Teachers depicted a fairly homogenous group of workers, at least in a condition of unique measures of socioeconomic status and working environment, however, there is a sizable difference among other types.

Many research found on teacher stress has focused on stress as the outcome, instead of including the part in other health outputs. (Masilamani, 2012). Many studies have identified the linkage between stress and teacher burnout, job satisfaction, and intentions to quit the teaching field (McCormick, 2011).

Similarly, the current study of teachers presenteeism have almost focus on school and private level policies and incentives, individual demographics and personality-related characteristics, tenure, school organization, and management system, type of implication of rule, generally related to the special education, as components of teacher absence with pondering of burnout as a different attentive factor. (Holloway, 2011). Not so much research has focused on teacher stress as it is linked to illness and dimensions such as presenteeism and absenteeism.

Even it has been found that only one study that particular addresses the linkage of teacher stress and illness frequency (Dworkin, 1990) who are going to measuring illness in contributions of both absenteeism and presenteeism. However, the researchers found that the higher level of stress is linked with the higher frequency of illness and which teachers who been working for principals assumed to be supportive had less frequency of illness presenteeism. Here there is the unavailability of more published research focused merely on teacher presenteeism and its other components. Along with have less concentration given to potential negative and safe health behavior, such as using a cigarette, consumption of alcohol, eating quality and quantity, amount and quality of sleep, amount of exercise all these are indirectly and somewhat directly linked to burnout, especially when it linked to the teachers stress factors and illness presenteeism (McEwen, 2013).

Based on knowledge burnout is the best linkage to presenteeism. However, few studies mediate the relationship of burnout to presenteeism and its direct effect on productivity loss. In previous studies mostly health is relative to the presenteeism and seen their effect on productivity loss. (Yang, et al., 2016).

Much previous research suggested that the burdensome of the dying and injured employees lead to high presenteeism and job stress provides of educational services, such as teachers and other professionals (Gustafsson, Løvseth, Schenckgustafsson, & Fridner, 2013). Presenteeism and job stress among teachers increase burnout

and educational errors and risks the learning process of students (Letvak, Ruhm, & Gupta, 2012). Thus to need to identify the working of this group to great. The increment in health problems and other levels of job stress in China have increased the ratio point of the view of mental illness among Chinese employees, decline their passion for work and to direct towards an indifferent attitude to patients and increment in the level of presenteeism. These types of circumstances demotivate the quality of health services and employee performance (Podsakoff, MacKenzie, & Podsakoff, 2012).

The economic burden of work stress and its significance for employees and employers are maximized on the political agenda of European Institutions and ruling parties (Lerner, 2013). Prove of the economic burden of work-related stress is little especially related to the stress-related factors and their higher effects on presenteeism. The previous suggests that the effect of the cost level of employees stress level are considerable. Productivity loss causing by the work stress by calculating the cost of workers' health-related productivity loss just because of absenteeism or presenteeism of being revealed to an imbalance among the job stressors and job assets (Brunner, 2019).

When employees are fully satisfied with their mutual exchange so they fully contributed to their task on the other hand if benefits are low according to the perception of employees along their participation are higher and compensation are low they will depict towards absenteeism or presenteeism or affect their mental health lead towards the job stress. Absenteeism and presenteeism are seen both as the fixing method in an employee organizational relationship. Injustice at the workplace, low support from top to low-level organization, low work-related sickness lead to absenteeism.

However, role doubtfulness, workplace bullying, negative relationships with peers or teams lead to the increment in the chances of presenteeism (Bakker, 2017) Burnout in small organizations are less as compared to the large organization because the employees are less and managers of the organization daily or regular basis take feedback for the employees and give them social support and best peer working manageability it helps employee working efficiency. Employee burnout

and lost productivity are nearly 7.5 times greater in the case of presenteeism and also reported that the cost of presenteeism is four times greater than absenteeism and affect negatively workers' productivity (McGregor, 2014).

***Hypothesis 2: Burnout mediates the relationship between presenteeism and productivity loss.***

Bandura social reflection idea shows this self-efficacy have a big impact on individual fulfillment have in sports also responsibilities and maybe or not the related manner is approving or not since the character's self-efficacy restricts his or her level of motivation, actions, and mental country (Bandura, 1997; Johns G., 2010) self-efficacy is the self-belief of an individual to his or he capabilities for organization and run a course of action need to meet the demand of the situation. According to the work criteria, self-efficacy determines to judge employees make to concern about their abilities to do what is needed to successfully achieve their high targets. It is related to the individual beliefs have planned associate in nursing an incorporated framework of presenteeism within that temperament was an important variable.

Self-efficacy, which is a significant issue of temperament trends, also can operate as a moderator among the connection among presenteeism and its final results variables (Dew, 2005). However, there are been few empirical types of research involved about the role of self-efficacy to the current purpose because of the response of the analysis (Dew, 2005), self-efficacy has been introduced as a moderator basing on the social-psychological feature theory (Bandura, 1997) and John's interlinked framework (Johns G., 2010) to check out the acting procedure of presenteeism on its results. Therefore, related to bandura's idea proposed of self-efficacy the subsequent idea of general self-efficacy is a similarly solid persona development align with the center variable in the person's personality-perception device, whom could be seemed likewise as character's typical self-efficacy in handling the issues of many conditions and also the capacity to solve increase rapidly troubles.

This could depict one person's behaviors through exclusive conditions (Schwarzer, 1997). One person with having high self-efficacy generally owns a high-quality self-image and a high degree of self-belief, which strengthens them to deal with a

lot of stresses in their professions manageably and, ultimately, to cope with top fitness and a maximum degree of chore performance (Bandura, 1997). General Self-efficacy governs the poor effect of pressure particularly on character health (Lu, 2005). Tested the single moderation effected by standard self-efficacy through the connection among process lack of confidence and person job performance (Feng, 2008).

According to the spillover theory, we maintain a positive linkage between the employee self-efficacy level and job performance. According to the theory workers which draw from unique personal resources are self-belief to relate to positive performance increment behavior, they expect that this behavior will further predict resource gains for themselves (Hobfoll, 2000). The assumption related to self-efficacy to highlight the creating actions, the variable of job crafting can be identified as the mediator of the positive relationship between presenteeism and output. On the other hand, there has been the assembling prove of the beneficial effects of shaping behavior on employee motivation and performances. (Petrou, 2015). Self-efficacy impacts the intellectual process that shapes up the thoughts of contextual figures and the meaning are assigned to them (Schaufeli, 2014). Fewer studies have been found to record the positive relationship between self-efficacy thoughts and producing behaviors. (Kanten, 2014).

More and many types of resources and tasks on the job result in greater tolerance in the face of difficulties, social contextual support, working related success activities, relatively increasing individual confidence with their skills. By maximizing the number and quality of structural resources and difficulties, employees know who to deal with the situation and extend their mastery skills, and have the chance to increase competency, ability, skills, knowledge and applied them while working on the job tasks. Mastery-related experience is much closed related and linked to the self-efficacy of the employees who rely upon to job. However, the expansion of employee social resources asking for collaborated advice with maximizing the social relatedness within the job. Employees engage themselves in social modeling, depend on the success of departmental related workers for raising the peer-related self-efficacy (Miraglia, 2017).



The employees which have the higher self-efficacy in their attitude are more proficient to adopt behavioral activities and strategies like the helping hand for peers, deal with work-relevant problems, choose to attend meetings because they can use proactively approaches and able to deal with critical situations. Although the positive effect related to worker productivity is also positively affected by it and moderate the relationship between them (Ingusci, 2018).

The higher level of self-efficacy in employee's terms introduced as confidence, pride to do the work, self-evaluations and self-belief maintain the positive relationship between presenteeism and productivity. Proven for the consideration of such outcomes has been reported in many types of research (Baron, 2016). The higher the self-control employees can maintain their self-efficacy and balance it setting difficult tasks but have realistic goals. And these types of goals help to achieve organizational performance. There is the presence of positive and direct link of the self-efficacy of an employee to the organization and on the other hand if the self-control or self-efficacy of any employee will low the output of the organization (Baron, 2016).

According to the theory, employees tend to identify their organization by zoom in through the warm-hearted intentions towards them. This epitome is necessary for the development, which indents the employees' ideas to the levels in which employees knew that organization worth and blesses with their contributions at work also care about their well-being. Many studies suggest the beneficial effects of self-efficacy on employee's subjective well-being, as well as on their employees' job attitudes and behaviors with having their level of engagement in an organization (Caesens, 2014).

***Hypothesis 3: Self-efficacy moderates the relationship between presenteeism and productivity loss.***

## **2.3 Research Hypotheses**

**Hypothesis 1:** Presenteeism is considerably negatively related to productivity loss.

**Hypothesis 2:** Burnout mediates the relationship between presenteeism and productivity loss.

**Hypothesis 3:** Self-efficacy moderates the relationship between presenteeism and productivity loss.

## 2.4 Research Model

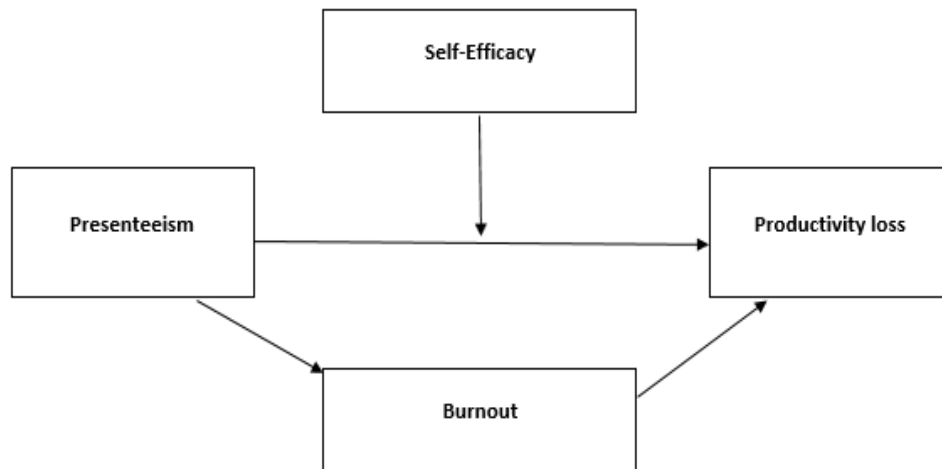


FIGURE 2.1: Research Model

# Chapter 3

## Research Methodology

In the chapter, descriptions of the testing methods and research steps used to claim reliable findings are mentioned. Details on the methodology and measures used to obtain valid results are provided in the following chapter.

The claim covers all the details regarding study form, the unit of analysis, population and sampling data, measurements, and their respective indexes of reliability along with the items involved in the research being performed.

Both the particulars of the method of survey, the analytical unit, population and sample results, metrics, and their relevant reliability indices are included in the argument, along with the items involved in the research being done.

### 3.1 Introduction

In this chapter some methodologies are explained, which is used to compare the link between Impact of Presenteeism on Productivity loss with the Mediating role of Burnout and Moderating Role of Self-Efficacy.

The methodology is the method of collecting data and explaining scientific processes. The estimation of variables and instruments used to interpret data is often defined.

## **3.2 Research Design**

The study design is intended to examine and evaluate the field research. Two approaches, a qualitative approach, and a quantitative approach are part of the study design. Development of study means proposing data collection and interpretation (Zikmund et al., 2003). The resulting research's the positivist method which follows the hypothetical deductive method (scientific) which is established on thinking of result the certainty using information, in which earlier study and present philosophies are used to support the expected hypothesis which is then verified empirically for validation of the hypothesis. The scientific method states that testable declarations i.e., hypothesis outlined based on the present literature which can be approved or rejected by relating various arithmetic results on the gathered data besides the items take to measure the given statements. The hypothesis is supposed to reject otherwise accepted according to the supported concept and theory. Then it is offered to link the descriptive significance of the opposing hypothesis through the analysis that how strongly these hypotheses are valid according to their expectations. Generally, scholars use a quantitative approach because it produces precise and consistent findings and mistakes are less possible. A quantitative approach has been chosen in the present analysis. A method of research, study atmosphere, time horizon, and unit of analysis are used in research design.

### **3.2.1 Type of Study**

The present study focused on studying the effect of presenteeism on productivity loss with the mediating role of burnout and moderating role of self-efficacy: A study on teachers in the educational sector of Pakistan.

### **3.2.2 Research Philosophy**

The hypothetical deductive method is known as the scientific way of research. The method of testing is implemented through numerous tests to validate and briefly

explain the necessary solution to the problem which is originally exhibited. This research is managed based on the hypothetical deductive method of which consists on determine to reason in which previous studies of the researcher was examining as the main point presented theories that help to understand and support the conceptualized hypothesis framework which will then be observationally tested for the originality of the hypothesis

### **3.2.3 Study Setting**

In a natural workplace environment, this analysis was carried out where participants filled out the survey questions without interruption and with fairness and integrity. Their private knowledge and confidentiality are guaranteed to them.

### **3.2.4 Unit of Analysis**

A very essential element of the research work is the analysis unit. The analysis unit means people who are considered for the gathering of results. It could be peoples, organizations, and any type of industry from where data and information can be collected, so the current study considered that individuals who are working in the educational sector of Pakistan.

### **3.2.5 Time Horizon**

For the collection and analysis of the data, the present study adopted a cross-sectional approach. The cross-sectional approach seemed more feasible due to time constraints. In one month, the data collection operation was completed.

## **3.3 Population and Sample Size**

The study is using a quantitative research approach and data will be collected through survey questionnaires. Since the present study seeks to focus on the

education sector in Pakistan, the population of the study is the teachers, lecturers, assistant lecturers of the educational sector. The sample size will be selected according to Krejcie and Morgan (1970). Also, respondents will be selected through convenience sampling due to time limitations. The questionnaire will be distributed among teachers, lecturers, assistant lecturers of the educational sector. The SPSS will be used to analyze the collected data. The structural model is complex as productivity loss is a dependent variable and presenteeism is an independent variable with the mediating variable burnout and one moderating variable self-efficacy.

### **3.3.1 Sampling Technique**

Two kinds of sampling are available, probability sampling and non-probability sampling. There is an equal opportunity for any person from the entire population in probability sampling. In non-probability sampling, randomly chosen data is obtained and collected from the whole population. We used a convenience sampling technique for data collection due to time constraints and limitations. Convenience sampling is a form of non-probability sampling.

## **3.4 Sample Characteristics**

The analyzed data of the demographics are tested in this study are; age, gender, and qualification, and experience of the employees in the different organizations. All the questionnaires were circulated to the public and private, government and semi-government organizations. The reasonable data set was analyzed by using IBM SPSS Statistics 21 and AMOS version 26. The tables are given below measure the frequencies and percentage of gender, age, experience, and qualification.

### **3.4.1 Gender**

Gender is an essential factor. To show the real importance or gender status of respondents, this category can conveniently be used. A lot of attempts have been

taken to ensure equality for men and women, but it should be noticed that there are already a lot of gaps between the numbers of men and women. Most women work as freelancers and it is shown in the table given below. This table ensures the percentage between females and males.

TABLE 3.1: Frequency by Gender

<b>Gender</b>	Frequency	Percent
Male	144	52
Female	133	48
Total	277	100

The total percentage of women is 48.0% and for males are 52.0% are those who participate in gathering data from the public and private sector.

### 3.4.2 Age

In the current sample, the first demographic is age, and respondents often feel unfit to report their ages. For their ease in gathering information about their age, the range was given to the respondent.

TABLE 3.2: Frequency by Age

<b>Age</b>	<b>Frequency</b>	Percent
18-25	62	22.4
26-33	69	24.9
34-41	87	31.4
42-49	52	18.8
50 and above	7	2.5
<b>Total</b>	277	100

Total respondents who had participated to fill the required data were 277 in which some of the ratios show some age difference in respondents. Out of 277 respondents, some were those who had the age between 18-25 and the total percentage

was 22.4% out of 100. Then 26-33 age group had the percentage of 24.5% and then come the middle age group of 34-41 and the result shows a higher percentage of this age group was 31.4 then comes age between 42-49 and a percentage is 18.8 and the last age group is of 50 and above ages have 2.5% are those who have filled questionnaire.

### 3.4.3 Qualification

The prosperity of the entire nation depends on the degree of literacy and is also the tremendous need of any citizen, which is why the analysis's most significant demographic is viewed. Qualification, thus, after all, other factors, is one of the basic demographics of any study.

The table given below shows the literacy rate among respondents. Only 0.7% of respondents are those who had qualification level of intermediate takes apart in collecting data. 55.2% were the majority of respondents with the qualification of bachelors. 42.6% with master and the respondents who have the higher qualification of MS/M.Phil. had a ratio of 1.4% only.

TABLE 3.3: Frequency by Qualification

Qualification	Frequency	Percent
Inter	2	0.7
Bachelor	153	55.2
Master	118	42.6
MS/M.PHIL	4	1.4
Total	277	100

### 3.4.4 Experience

Experience is a key aspect of the demographic as well. The knowledge of respondents was also considered while administering the questionnaires.



TABLE 3.4: Frequency by Experience

Experience	Frequency	Percent
0-04	41	14.8
05-10	72	26
11-16	110	39.7
17-22	47	17
23-28	7	2.5
Total	277	100

There are different frequencies which show experience respondents like 14.8% for 0-4 years working experienced employees, for 5-10 years the percentage was 26.0, for 11-16years working experienced employees the percentage was 39.7, for 17-22 percentage was 17.0 similarly for 23-28 the experience was 2.5 which shows that the data collected was accurate because the employees are highly experienced.

### 3.5 Data Collection Techniques

Questionnaire for all variables is adopted from previous researches, which are developed by known researchers. They develop these questionnaires after following a proper method of research. The questionnaire which is used in this research has two sections one is based on demographics includes, (age, gender, experience, and job experience) and the second one based upon variables of the study which includes (independent variables, dependent variable, mediator, and moderator).

### 3.6 Description of Variables

#### 3.6.1 Instrumentation

The data will be collected through adopted questionnaires from different sources. The nature of the items included in the questionnaire is such that all of them i.e. Presenteeism, Self-efficacy, Burnout, and productivity loss have to be filled by the employees of educational departments. All the items in the questionnaire were responded to using a 5-points Likert scale where 1 (strongly disagree) to 5

(strongly agree), unless otherwise stated. Questionnaires also consist of four demographic variables which include information regarding the respondent's Gender, Age, Qualification, and Experience.

### **3.6.1.1 Presenteeism**

The six-item scale is developed by (Luo Lu, 2013) is used to measure the presenteeism of teachers in the different educational sectors according to their job tasks. The responses will be obtained through a five-point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are Presenteeism; "Although you feel sick, you still force yourself to go to work, although you have physical symptoms such as headache or backache, you still force yourself to go to work".

### **3.6.1.2 Self-efficacy**

To measure the self-efficacy among the teachers of different educational departments the ten-item scale is adopted by (Tsang\*, 2004). The responses will be obtained through a 5-point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are "I can always manage to solve difficult problems if I try hard enough if someone opposes me, I can find means and ways to get what I want, it is easy for me to stick to my aims and accomplish my goals, I am confident that I could deal efficiently with unexpected events, thanks to my resourcefulness, I know how to handle unforeseen situations".

### **3.6.1.3 Burnout**

To measure the burnout among the teachers of different educational departments the 09-item scale is adopted by (Jesus Montero-Marin1\*, 2011). The responses will be obtained through a 5-point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scale are "I think I invest more than is healthy in my commitment to my studies, I would like to study something else that would be more challenging to my abilities when the results of my studies are not good at all,

I stop making an effort, I neglect my personal life to pursue great accomplishment in studying, I feel that my current studies are hampering the development of my abilities, I give up in response to an obstacle in my studies”.

#### 3.6.1.4 Productivity of Loss

Productivity of loss has a scale of 6 items developed by (Koopman, 2002). The responses will be obtained through a five-point Likert scale ranging from 1= Strongly disagree 5= Strongly Agree. The items of the scales are “Despite having my (health problems). I was able to finish hard tasks in my work, at work I was able to focus on achieving my goals despite my (health problems), Despite having my (health problems), I felt energetic enough to complete my all work, Because of my (health problems), the stresses of my job were much harder to handle. My (health problems) distracted me from taking pleasure in my work, I felt hopeless about finishing certain work tasks, due to my (health problems).

Note that the words “back pain,” “cardiovascular problem,” “illness,” “stomach problem,” or other similar descriptors can be substituted for the words “health problem.

TABLE 3.5: Scale Summary

Variables	Instruments	No. of Items
Presentism	(Luo Lu, 2013)	6
Productivity loss	(Koopman, 2002)	6
Burnout	(Jesus Montero-Marin <sup>1*</sup> , 2011)	9
Self-Efficacy	(Tsang*, 2004)	10

## 3.7 Reliability Analysis

In analysis, reliability checking is used to check the quality of the data produced by every measurement technique. Individual reliability means that to equate all elements with each other, all objects can measure the same things. If there are

variables, measurements, and collection of objects that were tested over and over again or several times before the analysis, so there is a form of durability that is used with those situations to verify the same reliable outcomes. Reliability explains the tendency of scales to achieve the same effects as experienced several times. Via Cronbach alpha, the Practitioner performed the reliability study, as it actually demonstrates individual reliability against each predictor and also proves that there is a relation between them or not.

TABLE 3.6: Reliability Analysis

Variables	Cronbach's Alpha	No. of Items
Presenteeism	0.726	6
Self-Efficacy	0.706	10
Burnout	0.823	22
Productivity Loss of Employees	0.702	6

In Above mentioned table observe the values of Cronbach's alpha of all variables through which get to know how reliable all variables are. If the values are greater than 0.70, so the variables are reliable and consistent. The value of Cronbach alpha for individual variable Presenteeism is .726 which is higher than 0.7 so it shows that the independent variable is reliable. Then for the dependent variable productivity of employees, the value is .702, and it's also greater than 0.7 which shows the dependent variable is also reliable. The reliability of the mediator and moderator. Burnout act as a mediator and its value is .823 and for moderator value is .706 both values show that they are reliable.

### 3.8 Research Ethics

In general, few ethical practices have been observed during the control of this research study in the data collection. During the first case, the aim of the research

study was explained to the participants. To gain trust, each questionnaire was surrounded by a cover letter representing the affiliation with the research institution. In the second case, after receiving the previous agreement of the respondents to participate in the research, it was assured that their identity along with their responses would be kept confidential and would not disclose to anyone.

Besides this, the data collection was conducted in a natural setting and the participants are not urged to forcefully fill any questionnaire. To make respondents feel calm, they were given the proper time to fill out the questionnaire.

Instead of this, the problem facing this situation was a little worse because of the pandemic. I am not able to go to schools or colleges to collect the data physically and some respondents didn't give responses to the questionnaire and didn't submit it back. My data collection is all related to taken from the academic staff and is difficult to collect. The credibility of the core subjects was not negotiated by the researcher and did not threaten any respondents either physically or mentally.

### **3.9 Statistical Tools**

The relationship between the independents and dependent variables presenteeism and productivity loss was examined using linear regressions. This requires acceptance and rejection of the research hypothesis.

Moreover, both the links between Presenteeism (IV) and Burnout (Mediator) and the correlation between Self-Efficacy (Moderator) and Productivity Loss (DV) were also examined through the support of linear regression.

For mediation and moderation analysis, Preacher and Hayes's method was used. For mediation analysis model 4 is used and for moderation analysis model 5 was used in this study.

### **3.10 Data Analysis Tools and Techniques**

The valid data set was analyzed using IBM SPSS Statistics 21 and AMOS version 26. To measure regression analysis Preacher and Hayes's method is used.

### **3.11 Analytical Techniques**

1. Those questionnaires were selected to collect the result which was filled completely and appropriately.
2. For each variable practitioner assigned a code which was used to the analyze the data.
3. Frequencies tables were used to illustrate the properties of the sample.
4. There was descriptive statistics was performed, by using numerical values.
5. By using Cronbach alpha, the reliability of every variable was tested.
6. Analysis of Correlation was executed to analyze the significance context between variables.
7. Linear regression was performed to test the relationship between the independent and dependent variable.
8. (Preacher and Hayes) method is used to examine mediation and moderation.
9. All the hypotheses were accepted and rejected by using Preacher and Hayes method.

# Chapter 4

## Results and Findings

### 4.1 Descriptive Statistics

Descriptive figures include descriptions of the sample size and data observations that were made. This provides us with the basic information of the data gathered, such as sample size, lowest values, highest values, mean value, and standardized data variance. In an organized and summary manner, descriptive statistics often present a significant sum of data. A description of all data presenting all details about variables consists of descriptive statistics. It contains all the variables' mean value, maximum value, minimum value, and standard deviation. Mean values of all the variables in the table suggest that these questionnaires are satisfied or not satisfied with either respondent. Standard deviation informs us that the data is dispersed. High standard deviations mean that extreme values are more data-oriented, so that information is not distributed equally, it should be equal.

TABLE 4.1: Descriptive Statistics

Variables	N	Minimum	Maximum	Mean	Std. Dev.
Presenteeism	277	1.5	5	3.7458	0.63634
Self-Efficacy	277	1.4	5	3.9545	0.77541
Burnout	277	1.76	5.38	3.5016	0.49604
Productivity Loss of Employees	277	1.46	5	3.6482	0.60622

This table gives the descriptive statistics of the variables under study. The table shows the data related to minimum, maximum and average values for each variable and also shows the mean and standard deviation. The independent variable presenteeism has a mean value of 3.74 and its std deviation is 0.63.

The dependent variable productivity loss has a mean value of 3.64 while its std deviation is 0.60. Then have a mean value of mediator burnout is 3.50 and its std deviation is 0.49 and the last variable is moderator self-efficacy and its mean value is 3.95 and the std value is 0.7.

## **4.2 Validity Analysis**

In this study, conducted a confirmatory factor analysis for the validity of the model.

## **4.3 Confirmatory Factor Analysis**

AMOS used to measure the model is fit or not on which had collected the data. The summary of the model is checked where all multiple indices lie between standard values or not.

These multiple indices include df/Chi-square, Root means a Square Error of Approximation (RMSEA), adjusted goodness of Fit Indices (AGFI), and Comparative Fit Indices. In these tests, the value is greater than 0.90 or it can lie in between 0.90 to 0.95, which indicated a good model fit for further analysis.

Further, a diagram of confirmatory factor analysis is also shown in the study. Because in the diagram every relation is explained with the help of arrows and the value and relation of every item is also explained items are showing that how much variable is accurate by having less or a greater number of items.

## **4.4 Measurement Model**



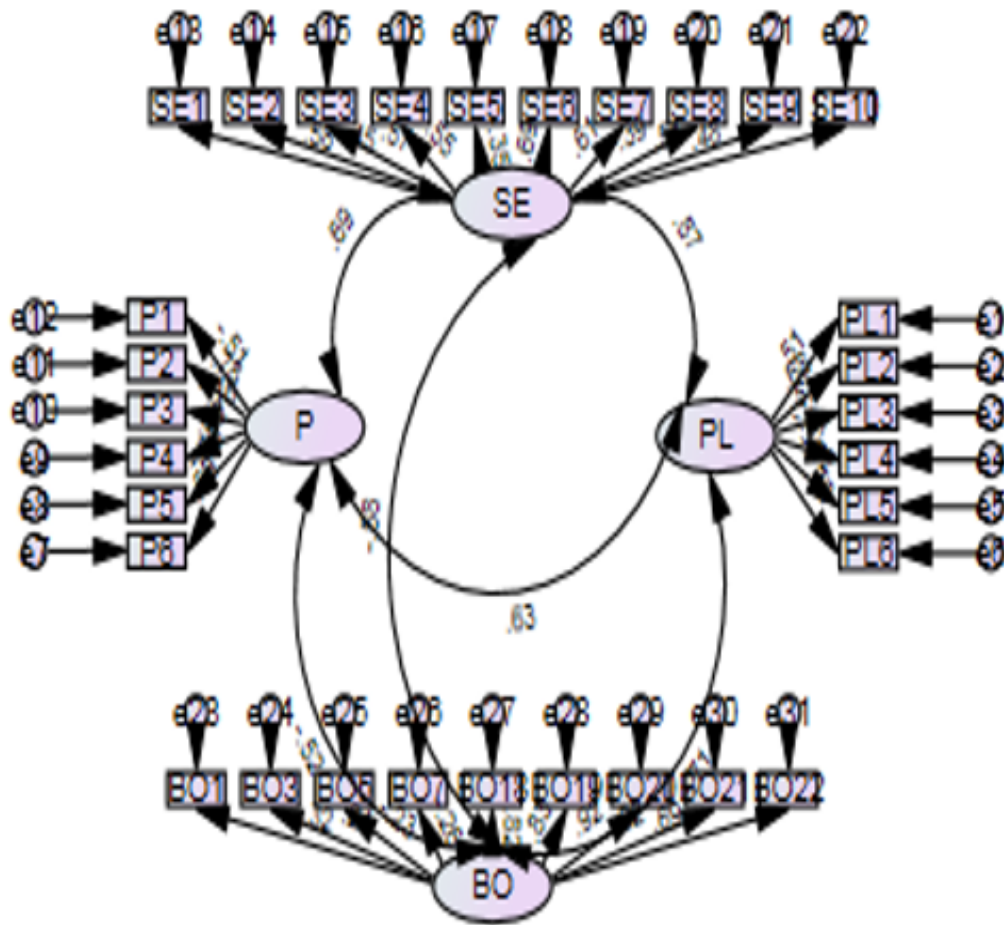


FIGURE 4.1: CFA Confirmatory Factor Analysis Model

In the current study, CFA (confirmatory factor analysis) was conducted to measure the scientific model and its validity. The model has four variables which include the independent variable Presenteeism, Burnout as a mediator, Self-Efficacy as moderator, and the dependent variable Productivity of loss. Fit model indices include, (CFI) comparative fit index, (TLI) Tucker- Lewis’s index, and (IFI) incremental fit index.

TABLE 4.2: Confirmatory Factor Analysis of Measurement Model

	CMIN/DF	CFI	TLI	IFI	RMSEA
Model fit	2.62	0.8	0.8	0.8	0.07

In the above-mentioned table, the values of the measurement model have shown, the fit model indices measure all the values of the good fit model. The value of IFI 0.8 which is approximately near to 0,9 so can accept it as average model fit,

comparative fit index with 0.80, root means square of approximation (RMSEA) 0.07, TLI has a value of 0.80 which shows an average fit model. More important if observe the value of Chi-Square which can define as CMIN/df shows a value of 2.62 which is less than 3 and if the Chi-Square value is less than three it explains that the scientific model is a good fit. So, according to the value of Chi-Square, it proves that the model is fit. Overall, the values met the threshold point which provided strong evidence that the model is a good fit.

## 4.5 Correlation Analysis

The magnitude value will determine the strength of the interaction between two variables, and the magnitude value can be generalized by the correlation distance from the zero value. The relationship between two variables would be high if the correlation is important from zero. The zero-correlation value means that the two variables are unrelated to one another. Positive and negative signs reflect the presence of the relationship, i.e., the positive coefficient of correlation symbol represents the direct relationship between two variables and is explained as the rise of one variable leads to the rise of another variable. Therefore, in the same way, the negative co-efficient sign represents the indirect relationships among variables, such as the increase in the first variable, which in the second variable has a decreasing effect. Pearson's correlation analysis was carried using SPSS to find the association between the independent variable presenteeism, burnout, self-efficacy, and productivity of employees. The study of correlation shows the strength between variables how often they are associated with each other.

TABLE 4.3: Correlation

	P	SE	BO	PL
Presenteeism	1			
Self-Efficacy	.601**	1		
Burnout	-0.053	0.017	1	
Productivity Loss of Employees	.661**	.551**	.295**	1

$N = 277$ , \*\* Correlation is significant at the 0.01 level (2-tailed).

Results showed that there is a positive correlation between self-efficacy and presenteeism where  $r = .601$  and  $p < 0.01$  and the relationship between both variables is also significant at 0.01 interval. Then shows relationship between burnout and presentism and its correlation is  $r = -.053$  and  $P < 0.01$ . Whereas correlation is showing a negative value which explains that one unit increase in one variable brings one unit decrease in another variable so values describe that burnout has a negative but significant relationship with presenteeism.

After that productivity loss and presentism correlate with  $r = .661$  and  $P < 0.01$  which shows that they correlate with each other and the relationship is significant at 0.01 interval. Then the relation between burnout and self-efficacy is significantly related to each other and its correlation  $r = .017$  and  $P < 0.01$ .

Then another relation between productivity loss and self-efficacy has a correlation value of  $r = .551$  and  $P < 0.01$ . Then the last relationship is explained as the productivity loss is positively and significantly related to each other and its correlation value is  $r = .298$  and  $P < 0.01$ .

## 4.6 Regression Analysis

I have performed correlation analysis to explore the relationship between variables so here not just focused on correlation because it explains only the existence of variables however, it doesn't indicate the informal link between variables. Thus, to further examine and investigate the relationship between presenteeism, which is the independent variable in the current study, and productivity loss (dependent variable), the statistical method of regression analysis is used.

Therefore, here perform a regression analysis to know about the actual results of the variables depended upon each other. This technique of predictive modeling and analyzing data indicates the influence along with the strength of impact and causal relationship between independent variables on dependent variables and is used for forecasting. Regression analysis tells us that variables depend upon one another that is Regression to an independent variable by which it is regressed. To measure and predict the extent of the linear relationship between dependent and

independent variables, the statistical data analysis technique of linear regression is used.

In single linear regression, the relationship between one independent variable and one dependent variable is predicted while in multiple linear regression two or more independent variables are used instead. Previous studies used (Baron & Kenny 1986) method for conducting the regression analysis. In this study, the Preacher & Hayes (2013) macro process was used for analyzing the mediation and moderation. Baron and Kenny's (1986) method is being considered outdated.

The Preacher and Hayes macro process is the latest method opted for viable mediation and moderation analysis. In this current study, Process by Andrew F Hayes (2013) analysis is used for moderation and mediation analysis. For examining the effect of the mediator, which is the self-efficacy link between productivity loss and presentism, the mediation regression analysis is performed. To perform the mediation and moderation by Preacher and Hayes, here follow three steps and all steps must perform individually for moderation and mediation according to the model number, which is 5.

#### 4.6.1 Simple Linear Regression

In simple linear regression I have studied the direct impact of one variable on the other.1st w have to explain hypothesis one with the help of simple linear regression results and I have to check that the hypothesis is accepted or not. The result of the first hypothesis is given below:

**H1: Presenteeism is significantly and negatively related to burnout.**

TABLE 4.4: Simple Linear Regression

Predictor	Productivity loss			
	$\beta$	R <sup>2</sup>	SE	Sig
Burnout	-0.029	0.436	0.08	0.000
Presentism on Burnout	-0.038	0.053	0.043	0.000

According to the assumed hypothesis, presenteeism is significantly and negatively associated with burnout with productivity loss. If observe that the value of burnout with productivity loss, shows that the value of  $\beta$  is -.029 while its significant interval is  $P=0.000$  according to the beta value now conclude that burnout is significantly but negatively associate with productivity loss.

So, the above-mentioned table shows the value of presenteeism on burnout  $\beta=-.038$  and  $P$  is 0.000 whereas Beta is showing a negative value while  $P$  is significant at .000 interval. Hence, it is proved that presenteeism is significantly and negatively associated with burnout. So, it is stated that Hypothesis 01 is accepted.

## 4.7 Regression Analysis for Mediation

**H2: Burnout plays a mediating role between presenteeism and productivity loss.**

To test the hypothesis of mediation, Model 4 of Process is used which was used by (Preacher and Hayes, 2004). As per Preacher and Hayes, the direct total and indirect effects have to be independently verified.

TABLE 4.5: Mediation Analysis 1

	Effect	SE	t	p	LLCI	ULCI
<b>Total effect of X on Y</b>	0.6294	0.0431	14.6	0.00	0.5445	0.7143
<b>Direct effect of X on Y</b>	0.6323	0.0431	14.66	0.00	0.5473	0.7172

The results are shown in the table, which proves a strong justification. Table values explain the direct effect and total effect on independent variable presentism and on dependent variable productivity loss which have the LLCI lower-level confidence interval and ULCI upper-level confidence interval. First, here discuss the total effect of x on y and its ULCI has a value of .544 and LLCI has a value of .714. Similarly, here check the direct effect of x on y the 1st value is LLCI .547 and ULCI is .717 have the same positive signs which shows that presenteeism and productivity relate to each other.

TABLE 4.6: Mediation Analysis 2

<b>Indirect effect of X on Y</b>	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>
BO_Mean	0.0029	54	0.0232	0.0024

Hypothesis 02 assumes that Burnout plays a mediating role between presenteeism and productivity loss. Results in the above-mentioned table prove a strong justification. Table values explain that LLCI has a value of .0232 and ULCI has a value of .0024 for indirect relation which includes mediation in a relation. As the indirect effect of x on y values shows that there are no zero lies in between these two values as each value has a positive sign which shows that mediation is present in relationships between the independent variable and dependent variable. Hence burnout plays a mediating role between presenteeism and productivity loss is accepted. So, hypothesis two is accepted.

## 4.8 Regression Analysis for Moderation

**H3: Self-efficacy moderates the relationship between presenteeism and productivity loss.**

**Hypothesis :3** assumes that self-efficacy moderates the relationship between presenteeism and productivity loss such that it strengthens the relationship. So, to test this relationship I have to run moderation analysis by using Process (Preacher and Hayes, 2004) and run model number 5 according to the theoretical framework.

TABLE 4.7: Moderation Analysis

<b>Effect</b>	<b>SE</b>	<b>t</b>	<b>p</b>	<b>LLCI</b>	<b>ULCI</b>
<b>Direct Effect(s) of X on Y at Values of the Moderator(s)</b>					
0.54516	0.05614	9.71012	0.00000	0.43462	0.6557
<b>Indirect effect of X on Y</b>	<b>Effect</b>	<b>Boot SE</b>	<b>BootLLCI</b>	<b>BootULCI</b>	
BO_Mean	0.00249	0.00482	0.02027	0.0019	

First, here check the impact of burnout as a moderator with the direct and indirect effect both, as the result shows in table 4.8 the value of beta coefficient value is .545 and  $T = 9.71$  for direct effect of x on y both values have a positive sign but according to lower limit class interval LLCI and upper limit class interval ULCI values are (.43462, .65570) according to these criteria both the values have positive signs and no zero present in between these values which explains that moderation lies in this relation.

If look at the indirect effect of x on y, may check the values of LLCI and ULCI (.02027, .00190) these also show that moderation is present. For further strong justification, needed to check the values to interaction term also so through this concluded the final result.

TABLE 4.8: Int\_1 P\_Mean X SE\_Mean

int_1	CO EFF	SE	T	Sig	LLCI	ULCI
<b>Presenteeism X Self effi- cacy</b>	-0.08946	0.0357	-2.50784	0.01274	-0.15969	-0.0192

Hypothesis 03 assumes that Self-efficacy moderates the relationship between presenteeism and productivity loss. As the table given above shows the result for moderation is run with pass through Preacher and Hayse (Process). According to this process model number 5 is used to run moderation.

If check the results, can see that the Beta Coefficient value is -.089 and the T value is -2.50 as beta and T both are showing the same signs for the strong justification, I have to check the values of LLCI and ULCI. So, both values are (-.15969, -.01923).

Lower-level confidence interval and upper-level confidence interval both showing the same negative sign. Because of this, prove that moderation exists in this relation. So, we stated that Self-efficacy moderates the relationship between presenteeism and productivity loss. Hence, hypothesis three is accepted.

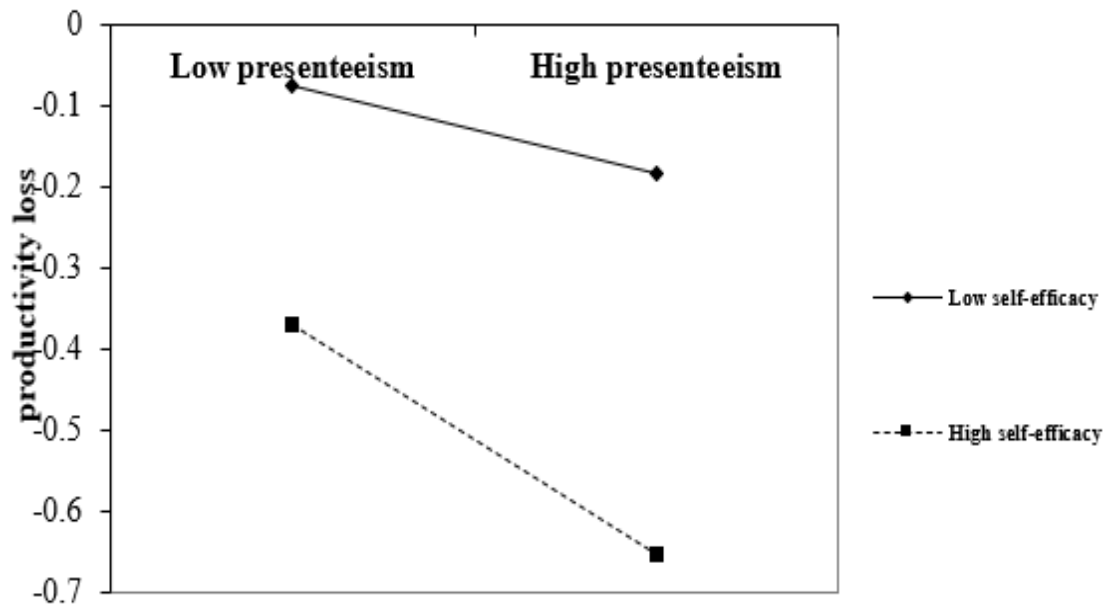


FIGURE 4.2: Interaction Graph

This graph represents the relationship between self-efficacy and presenteeism. If employees exhibit low self-efficacy then it will have a direct relationship with presenteeism and presenteeism will also low and productivity loss is declining. On the other hand, if high self-efficacy is exhibit then they have a direct relationship with productivity and presenteeism and both are on a high level.

## 4.9 Summary of Hypothesis

TABLE 4.9: Summary of Hypothesis

Hypothesis	Statement	Results
H: 1	Presenteeism is considerably negatively related to productivity loss.	Accepted
H: 2	Burnout mediates the relationship between presenteeism and productivity loss.	Accepted
H: 3	Self-efficacy moderates the relationship between presenteeism and productivity loss.	Accepted



# Chapter 5

## Discussion and Conclusion

### 5.1 Discussion

This chapter includes theoretical and practical implications of the study, limitations, future research direction, and conclusion of the study. The Discussion of each hypothesis is given below:

#### 5.1.1 Hypothesis 1: Presenteeism is Considerably Negatively Related to Productivity Loss

According to the above-mentioned table, the Beta is showing the negative value while P is significant. Hence, it is proved that presenteeism is significantly and negatively associated with burnout. In certain professions, the cooperation of traumatic presenteeism and burnout has led to many studies exploring the relationship between this two physical health and their nature as well. Health care nursing studies indicated that there is an opposite correlation between burnout and presenteeism (Dhaini et al., 2017). Staying at work is documented to raise the risk of burnout if you do not have enough mentally and physically rehabilitation from sickness or stress (Demerouti et al., 2009). Furthermore, Skagen, K., & Collins, A. M. (2016) found that burnout, ill health, and sick leave were correlated with sick presenteeism. In the sample of physicians with burnout symptoms,

drop-in sick care was also assessed by avoiding future burns due to increased sick leave (Isaksson Ro et al., 2012).

Reduced capacity and efficiency periods are different consequences of burnout. Employees could go through decreased productivity, obscurity, increased anger, or crushed emotions. They may feel complaining or pessimistic and weak, or they may feel indifferent and assured that they do not influence their subordinates and environments (Aamodt, 2016). Chronic exhaustion is also related to mental impairments, including memory and focus (Sandstrom, et al., 2005).

Presenteeism may be divided into presenteeism of illness and non-sickness only for personal purposes unbalancing job life, belief about lack of organizational assistance and tension, etc. Presenteeism-related insecurity is very different across the sector and is very prominent in employees in occupations with strong human contact skills. Long working periods attributable to modernization, cutting jobs, and other causes such as national exposure at the workplace and job satisfaction instability represent the present conduct of companies, production, and public sector organizations primarily and the more.

In particular, physicians, doctors, and teachers face numerous challenges to contribute to presentism, such as discovering the challenge of finding a replacement due to shortage of workforce and high obstacles to the corporate ethos and organizational expectations towards taking sick leave. Compared to forty-two jobs across six sectors, workers in health care centers or clinics such as nurses and physicians and educational institutions such as instructors, faculty members, and scholars were more prone to presentism. Presenteeism results primarily study the overall frequency of presenteeism of illness, efficiency due to presenteeism, and related labor costs and employee costs. Presenteeism not just reduces the efficiency of the staff, it also truly increases an organization's considerable economic costs. Informal labor costs and treatment costs associated with presentism have been projected to theoretically enhance such absenteeism causes.

As the hospital boss, the strategies to reduce the labor expense that accounts for the majority of the costs of healthcare organizations while maintaining the standard of quality education and healthcare. The overall expense of presentism and

intervention analyses gives a useful insight at the selecting interruption or the successful work to boost the efficiency of the job. The consequences of Presenteeism have earned rising interest in healthcare organizations over the century. When the basic definition was implemented and researched in 1990, the specific action was considered as the beginning of the work's involvement by the outstanding participation. Although the research on presenteeism has strengthened and provoked the idea but also expanded its spread over the other variables and its results over the long-term wellbeing of individual workers, Along with the staff, there are numerous consequences for the people they care for and the institutions they work for.

The risk factor for the future is illness absenteeism and minimizing personality fitness, as per the systemic review. Even so, it also takes into account psychiatric disability, poor performing capacity, and chances of growing tension or stress, causes linked to anxiety.

In the long-term success of a company, the highly associated specialists are particularly highly endangered by its possibilities and cause big workforce issues. In the sense of an organization's financial insularity, the downside of presentism has always been measured by the resources and the lack of efficiency represented by its changes. Presentism associated with health care workers and instructors was already reported to be linked with and correlated with greater probabilities of health and educational or learning mistakes, high impacts on participants and patients, even detrimental impacts on colleagues and teamwork, and consequently a significant impact on the health of workers on productivity loss.

### **5.1.2 Hypothesis 02: Burnout Mediates the Relationship between Presenteeism and Productivity Loss**

The above-mentioned table in chapter three explains the direct effect and total effect on independent variable presenteeism and on dependent variable productivity loss which have the LLCI lower-level confidence interval and ULCI upper-level confidence interval. First, I have to discuss the total effect of x on y and its ULCI

and LLCI values. Similarly, if we can check the direct effect of x on y the first I need to compare the ULCI and LLCI values have the same positive signs which show that presenteeism and productivity relate to each other. Hypothesis 02 assumes that Burnout plays a mediating role between presenteeism and productivity loss. Results in the above-mentioned table prove a strong justification. Table values explain that LLCI has a value of .0232 and ULCI has a value of .0024 for indirect relation which includes mediation in a relation. As the indirect effect of x on y values shows that there are no zero lies in between these two values as each value has a positive sign which shows that mediation is present in relationships between an independent variable and dependent variable. Hence burnout plays a mediating role between presenteeism and productivity loss is accepted.

Burnout is described as a psychiatric syndrome marked by a reduction in effort, customization, and personal achievement of emotional feelings. Emotional exhaustion relates to the stress and extreme fatigue of an individual, and the drained portion reflects the significant elements of burnout strain. Personalization is bad, experiencing less, even extremely disconnected from several other employees and work activity, where comparative characteristics expressed by a reduction in one's capacity and energy productivity in his job are decreased. This can be known as energy lightness, exhaustion, and exhaustion as well as weakness.

Disorders of burnout are also recorded when the current state between workers is strong. As a multipurpose disorder of decreasing severely mentally ill, personalized customer, and individual success, burnout is presented. Emotional fatigue or burnout may result in the loss of motivation, diminished efficiency, emotions of hopelessness and despair, and rest disruptions in the activities to be conducted.

In certain professions, the combination of traumatic presenteeism and burnout has led to many types of research investigating the relationship between these two health habits and their nature as well. Healthcare insurance studies indicated there's an opposite correlation between burnout and presentism (Dhaini et al., 2017). Going to stay at work is documented to raise the risk of burnout if you do not have enough physical and mental rehabilitation through sickness or pressure (Demerouti et al., 2009). Furthermore, Skagen, K., & Collins, A. M. 2016) (2016)

Sick presenteeism was found to be associated with burnout, bad nutrition, and medical leave. In the study of healthcare professionals with burnout symptoms, a decrease in sick care was also assessed by avoiding corresponding burns related to enhanced medical leave (Isaksson Ro et al., 2012).

Reduced capacity and efficiency periods are different consequences of burnout. Workers may go through reduced focus, oblivion, increased anger, or shattered emotions. Individuals may feel complaining or hostile and bad, or they could feel indifferent and assured that they do not influence their peers and circumstances (Aamodt, 2016). Chronic burnout is also related to neurological disorders, including cognition and focus (Sandstrom et al., 2005).

The source of frustration, fatigue, insomnia, health conditions, unemployment, burnout at work, unqualified attitude at work, and ultimately decreased production would be a hazardous workplace. It may be linked to business situations and society, causing adverse body health and issues with mental illness, physical fatigue, and burnout combined with stress at work. Bullying can lead to work fatigue, burnout at work, security of resources, hostile work conditions, job destruction, and poor productivity as a sign of adverse working factors. Besides, when people facing burnout, indicated that they show a detrimental effect on assistants by creating coordination difficulties along with interfering with work chores and important tasks. Therefore, Burnout may even move on, expanding on the job by casual association, and have reduced or minus spillage achievement.

### **5.1.3 Hypothesis 3: Self-efficacy Moderates the Relationship between Presenteeism and Productivity Loss**

Here check the impact of burnout as a moderator with the direct and indirect effect, as we can see in table 4.8 the value of beta co-efficient value for direct effect of x on y both values have a positive sign but according to lower limit class interval LLCI and upper limit class interval ULCI values and according to these criteria both the values have positive signs and no zero present in between these values

which explains that moderation lies in this relation. If look at the indirect effect of x on y, may check the values of LLCI and ULCI these also show that moderation is present. Model number 5 is used to run moderation. If we check the results, as can see that the Beta Coefficient value and the T value as beta and T both are showing the same signs for the strong justification, I have to check the values of LLCI and ULCI. So, both values are are having negative signs. Because of this, can prove that moderation exists in this relation.

The definition of Bandura social analysis reveals that self-efficacy has a significant effect on the individual accomplishment of commitments in sports as well and may or may not be the associated way to approve or not because the self-efficacy of the character limits his or her level of inspiration, behavior and mental state (Bandura, 1997; Johns G., 2010) An significant variable was to have planned an associate of counseling an integrated presenteeism system within that disposition. Self-efficacy, which is a major issue of behavior dynamics, may also act as a moderator between the relation between presenteeism and its actual results variables (Dew, 2005).

However, due to the extreme response of the participant, few quantitative studies have been carried out over the role of self-efficacy for the present reason. (Dew, 2005), Self-efficacy was developed as a moderator based on the principle of the basic cognitive characteristic (Bandura, 1997) and the interrelated system of John (Johns G., 2010) to analyze its effects in the acting process of presenteeism. Therefore, the resulting principle of general self-efficacy is a similarly strong persona invention correspond with the middle component in the personality-perception device of the individual, which may also be seen as the traditional self-efficacy of the character in coping with the difficulties of many situations and also the potential to solve rapidly rising problems. This may explain the actions of one person under exclusive circumstances (Schwarzer, 1997).

The high-quality self-image and the high degree of self-belief are usually held by one person with high self-efficacy, which enhances them to handle the many pressures in their careers moderately and, eventually, to manage with peak performance and optimize the level of chore efficiency (Bandura, 1997). Specific Self-efficacy regulates the bad impact of stress on a person's fitness, especially

(Lu, 2005). Checked the single moderation of standard self-efficacy through the correlation between lack of trust in the process and job performance of individuals (Feng, 2008).

## **5.2 Theoretical Implications**

In recent years, researchers try to develop an extensive and proper understanding of presenteeism in the working environment. These findings enlarge the presenteeism literature in the following perspective:

First, this research clarifies the difference between presenteeism behavior and its effect on output and examines the relationship between them through introducing productivity loss at the outcome of it. In particular, these results identify the relationship with strong empirical proves. Through analyzing the collected valid data from 277 teachers, the present study direct determined that productivity loss is one of the detrimental importance of presenteeism rather than just the part of it. This research idea may provide the reference or any idea for future research direction. Moreover, many past studies focus mainly on European, Chinese, and American samples but this research is mainly focused on Pakistani academic staff and operating in Pakistani schools, colleges, or universities. Therefore, it may somewhat fill the gap by adding empirical data of various populations from different cultural backgrounds.

However, this study enlarges the presenteeism literature by making the new merged framework. Based on the spillover theory a relatively complete analytical framework of presenteeism and its result build through burnout as the mediator and self-efficacy as the moderator. The moderator self-efficacy buffer the negative relationship between presenteeism and productivity loss. Instead of this issue, the conceptual framework was supported by empirical evidence, and all research hypotheses are being supported.

By using burnout as the mediation variable, this research enforces the value of an individual's physical and mental conditions on employee behavior in job performances. Future researchers should analyze the other health-related variables to

extend the acting instruments of presenteeism in the work estate. Along, previous studies fully investigated the roles of psychological factors to derive the undesirable outcome of the presenteeism. These findings highlight the significance of the mental quality for the academic staff who often work for stretchy hours and work with illness.

From this context, this research not only enlarges the empirical research domestic study of presenteeism and helps to improve the theories about the presenteeism and its outcome constructs but will further enlarge the research in the field of occupational health psychology, sanitation, and other related areas.

### **5.3 Practical Implications**

This research has two main ways of practical implications first, from the educational sector and health management factor the present study covers the aspects that teachers presenteeism is the reason for minimizing their physical and mental health and their behavior lead to decline the productivity and make increment in organizational cost to deal with it. Moreover, we recommend that managers should be aware of the negative consequences of the presenteeism on the health of the employees and the productivity loss face by this reason.

Particularly in the Asian context the areas where people are highly associated with a hard-working environment and have long stretchy hours. While working with illness helps teachers to complete tasks to some level and it also causes the teachers to face fatigue and stress during work which will increase the health care cost and turnover rate of employees. However, managers should take initiative towards the declining loss through productivity and affected by the presenteeism of the academic staff. Managers should revise the rules and regulations and make improvements in the appraisal system for performance increment rather than just focus on the attendance of the teachers. The medical and health-related organization through the help of the recruitment and selection department of an organization conducts the tests and interviews in such context which can highly able to test the self-efficacy of any candidates.



For minimizing the stress context in academic staff organizations should try to build a supportive environment and create an intervention for absence management. Try to build effective tactics that will improve the teacher's presenteeism, allow teachers to come out from stress and fatigue, and fluctuates the working hours will increase productivity and minimize the organizational cost. Organizations timely take initiative through training and development in an organization and prepare the teachers for such circumstances and council them and enhance their psychological and work-related abilities.

The second implication is the from the point of the teachers in this sense despite illness if teachers are working on their routine base will automatically build up their image of being discipline and hardworking and it also somewhat affect their future and can able to make a good career. However, teachers also able and aware of the negative consequences of presenteeism on their health, acceptable attitude and behavior, and relatively effect on the productivity of an organization. Somewhat, teachers should take initiative to minimize the negative effect of all these things on health, output, and other related organizations issues. Along if they own self improve the self-efficiency through doing the practical things will automatically affect their working efficiency, sense of responsibility and can able to provide better services.

## **5.4 Limitation of Research**

The study still has few drawbacks and in one analysis it is not practical to cover all facets. This study has filled a few research holes by incorporating literature with knowledgeable information. On the other hand, owing to time and budget restrictions, there are certain drawbacks connected with this research. The study is directed only to the educational sector of Pakistan and the results may not be generalized to other sectors.

Accessible teachers, lecturers, and professors were primarily the focus population of the study since research consists only of the educational field. Besides, any dimension and abstraction of presentism and lack of competitiveness may not be

technically encompassed, so the generalizability of results is still an issue. Besides, in this research use a convenient method of sampling and select the sample that was readily available to us, which again decreases the probability of generalization of results. Due to powerful qualitative and situational variables, the conclusions can be different.

## **5.5 Future Research Directions**

Here further recommend that prospective practitioners must use certain other data collection methods for potential study direction, as this existing research has some limitations concerning these sampling strategies that are used to gather information from the targeted community. Through analyzing the collected valid data from 277 teachers, the present study direct determined that productivity loss is one of the detrimental importance of presenteeism rather than just the part of it.

This research idea may provide the reference or any idea for future research direction. As in future research direction, practitioners must concentrate on the need for managers to be attentive to the adverse effects of presenteeism on the health of their workers and their job performance, especially those communities that are related to hard work such as Asian culture. Presenteeism has a negative influence on other aspects such as work ethics, employee efficiency, and vice versa in other past study findings. So, another mediator and moderator can be studied in the future. For future research, many researchers can fill the gap by using other health-related factors just rather than burnout. For prospective professionals to concentrate on similar areas, the findings and the extent of the importance of the analysis would be useful. And the sample size of the study can also be expanded by future researchers.

If the author used these theories, either the outcome can be altered or certain assumptions that he opposes can be revised and retested during this current analysis appear to have the potential of alternative findings. As a consequence, to add to the literature, potential studies will be able to improve the guidelines above. This

research can be used in the field of occupational health psychology, sanitation, and other such areas.

## **5.6 Conclusion**

In this report, the current research concentrates on presenteeism and responds to the concept of people who were already productive, which could relate to breakage or comfort and removal despite pain or illnesses. It can be inferred from so few scientific pieces of evidence that far more than half of the workers have served in situations where the disease can be legitimately recorded. Presenteeism is the concept of continuing to work through sickness where, due to health problems, a person would be unavailable. Currently, where an individual does not arrive for medical reasons, it is a norm to go to the workplace during sickness, which can be problematic behavior influenced by maximum behaviors, standards, additional personal and work-related words. The study is carried out to establish the link between the two variables which are presenteeism and productivity loss.

Data was collected from the educational sector and organizations through a questionnaire to associate the relationship between presenteeism and productivity loss with the mediating role of burnout and the moderating role of self-efficacy. At least three hundred questionnaires were circulated to collect reliable data, whereas, only 277 were used to analyze the results since all these questionnaires include the most appropriate and detailed knowledge that was required in the current analysis for the observation to be carried out. Statistical research illustrates the model variables' reliability, accuracy, and relative fitness. The paradigm is supported by the philosophy of presenteeism, which means that organizations have become dynamic adapted systems and that cooperation and collaboration must be regulated and all the hypothesis was accepted. This study contributes to the existing literature of presenteeism and productivity loss while burnout plays a role of mediator and self-efficacy plays a role as moderator such that it strengthens the relationship between the independent variable and dependent variable. This research verified a link of current study to existing literature.

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# Appendix-A

## Questionnaire

Dear Respondent

I am students of MS Management Sciences at Mohammad Ali Jinnah University Islamabad. I am conducting a research on **“impact of Presenteeism impact on Productivity loss through burnout: Moderation of Self-efficacy”** you can help me by completing the attached questionnaire, you will find it quite interesting. I appreciate your participation in my study and I assure that your responses will be held confidential and will only be used for education purposes

Sincerely,

**Poonam Shahzadi,**

**MS (HR) Research Scholar,**

**Faculty of Management and Social Sciences,**

**Capital University Science and Technology, Islamabad.**

## Section 1: Demographics

Gender	1- Male 2- Female
Age(years)	1 (18-25), 2 (26-33), 3 (34-41), 4 (42-49), 5 (50-above)
Qualification	1 (Matric), 2 (Inter), 3 (Bachelor), 4 (Masters) 5 (MS/M.Phil.), 6 (PhD)
Experience(years)	1 (5-10), 2 (11-16), 3 (17-22), 4 (23-28), 5 (29-35), 6 (36 and above)

## Section 2: Presenteeism

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	Because of my (health problem), I was able to finish hard tasks in my work.	1	2	3	4	5
2	At work, I was able to focus on achieving my goals despite my (health problem).	1	2	3	4	5
3	Despite having my (health problem), I felt energetic enough to complete all my work	1	2	3	4	5
4	Because of my (health problem), the stresses of my job were much harder to handle	1	2	3	4	5
5	My (health problem) distracted me from taking pleasure in my work	1	2	3	4	5
6	I felt hopeless about finishing certain work tasks, due to my (health problem)	1	2	3	4	5

### Section 3: Self-Efficacy

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement	1	2	3	4	5
1	I can always manage to solve difficult problems if I try hard enough	1	2	3	4	5
2	If someone opposes me, I can find means and ways to get what I want	1	2	3	4	5
3	It is easy for me to stick to my aims and accomplish my goals	1	2	3	4	5
4	I am confident that I could deal efficiently with unexpected events	1	2	3	4	5
5	Thanks to my resourcefulness, I know how to handle unforeseen situations	1	2	3	4	5
6	I can solve most problems if I invest the necessary effort	1	2	3	4	5
7	I can remain calm when facing difficulties because I can rely on my coping abilities	1	2	3	4	5
8	When I am confronted with a problem, I can usually find several solutions	1	2	3	4	5
9	If I am in trouble, I can usually think of something to do	1	2	3	4	5
10	No matter what comes my way, I am usually able to handle it	1	2	3	4	5

### Section 4: Burnout

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	I feel emotionally drained from my work	1	2	3	4	5
2	I feel used up at the end of the workday	1	2	3	4	5
3	I feel fatigued when I get up in the morning and have to face another day on the job	1	2	3	4	5
4	I can easily understand how my recipients feel about things	1	2	3	4	5
5	I feel I treat some recipients as if they were impersonal objects	1	2	3	4	5
6	Working with people all day is really a strain for me	1	2	3	4	5
7	I deal very effectively with the problems of my recipients	1	2	3	4	5
8	I feel burned out from my work	1	2	3	4	5
9	I feel I am positively influencing other people's lives through my work	1	2	3	4	5
10	I have become more callous toward people since I took this job	1	2	3	4	5
11	I worry that this job is hardening me emotionally	1	2	3	4	5
12	I feel very energetic	1	2	3	4	5
13	I feel frustrated by my job	1	2	3	4	5
14	I feel I am working too hard on my job	1	2	3	4	5
15	I do not really care what happens to some recipients	1	2	3	4	5
16	Working with people directly puts too much stress on me	1	2	3	4	5
17	I can easily create a relaxed atmosphere with my recipients	1	2	3	4	5
18	I feel exhilarated after working closely with my recipients	1	2	3	4	5

19	I have accomplished many worthwhile things in this job	1	2	3	4	5
20	I feel like I am at the end of my rope	1	2	3	4	5
21	In my work, I deal with emotional problems very calmly	1	2	3	4	5
22	I feel recipients blame me for some of their problems	1	2	3	4	5

## Section 5: Productivity Loss

Please tick the relevant choices: 1= strongly disagree, 2= Disagree, 3 = Neutral, 4= Agree, 5= Strongly Agree.

Sr. No.	Statement					
1	Despite having my(health problems), I was able to finish hard tasks in my work	1	2	3	4	5
2	At work I was able to focus on achieving my goals despite my (health problems)	1	2	3	4	5
3	Despite having my (health problems), I felt energetic enough to complete my all work	1	2	3	4	5
4	Because of my (health problems), the stresses of my job were much harder to handle	1	2	3	4	5
5	My (health problems) distracted me from taking pleasure in my work	1	2	3	4	5
6	I felt hopeless about finishing certain work tasks, due to my (health problems)	1	2	3	4	5