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PRESENTEEISM AND ITS RELATIONSHIP TO LABOR PRODUCTIVITY WITHIN MALIAN FIRM SEGMA**Dr. TIEDIAN FANE****ASST. PROFESSOR****FACULTY OF ECONOMICS AND MANAGEMENT****UNIVERSITY OF SOCIAL SCIENCES AND MANAGEMENT OF BAMAKO****BAMAKO****Dr. SALIMOU KEITA****ASST. PROFESSOR****FACULTY OF ECONOMICS AND MANAGEMENT****UNIVERSITY OF SOCIAL SCIENCES AND MANAGEMENT OF BAMAKO****BAMAKO****Dr. ALIOU BAMAMOU MAIGA****ASST. PROFESSOR****FACULTY OF ECONOMICS AND MANAGEMENT****UNIVERSITY OF SOCIAL SCIENCES AND MANAGEMENT OF BAMAKO****BAMAKO****ABSTRACT**

The study examined the relationship between presenteeism and labor productivity within Malian firm SEGMA using staff feedback information for inputs purpose to get the impact of presenteeism on labor productivity level. The purpose of this study is to highlight the benefit of labor productivity within Malian firms, the impact of presenteeism on labor productivity combining different sources of staff satisfaction information and provide measures to represent the labor productivity level. The information gained from all these different feedback types should be used to get no presenteeism-related conditions. The Quantitative and qualitative methods are used. Primary data are collected from employees and managers by questionnaires and interview. Secondary data are gotten from articles, journals and online resources. The theory section looks at different concepts of presenteeism and labor productivity as defined and viewed by various authors. Also the benefits of no presenteeism-related conditions were reviewed. The relation between presenteeism and labor productivity is described. We have used the multiple regression analysis using presenteeism constructs and customer labor productivity level translated on Likert scale. The research findings confirmed that: no presenteeism-related condition increases labor productivity and labor productivity is competitive advantage for firms.

KEYWORDS

presenteeism, labor productivity, staff feedback.

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1. INTRODUCTION

Mali is liberalizing its economy and its companies must compete with those of developed countries. The competitive advantage is not driven exclusively by traditional factors such as substantial investment, easy access to raw materials, but also by skilled and cheap labor. An emerging phenomenon, however little studied, which considerably reduces labor productivity is presenteeism. Presenteeism is a polysemic term. The definition of presenteeism used in this study is a situation in which an employee who is present at work experiences a sharp drop in productivity, because he is ill, in psychological malaise or completely unmotivated, the three factors being able to combine (DENNIS Monneuse 2013).

Presenteeism is expensive, very expensive and the cost is hidden. Statistics show a significant drop in the quantity and quality of work done in Malian companies. According to the expert in quality of life at work Matthieu Poirot, the cost of presenteeism is twice as high as that of absenteeism for companies: "Companies that do not invest in quality at work pay for it in terms of turnover".

The cost of presenteeism is borne by the company that pays a non-productive salary, while that of absenteeism is mainly borne by the social security through benefits. So far, absenteeism is one of the most used health indicators in organizations in Mali. Some organizations pay "attendance bonuses" (or implicitly "bonuses of presenteeism") to value employees who are always present in other words, who are less productive. Labor productivity is the amount of goods and services that a laborer produces in a given amount of time.

Are the no presenteeism-related conditions an effective way to increase the labor productivity within Malian firms? Creating the conditions for a peaceful work environment in Malian companies is no longer an option but a necessity.

2. OBJECTIVES OF THE STUDY

The overall objective of this study is to provide sufficient guidelines to help all stakeholders, both presenters, employers and public authorities to become aware and fight against presenteeism.

Its specific objectives are:

1. To obtain the benefit of the no presenteeism-related conditions on the labor productivity in the company SEGMA;
2. To develop a theoretical model applicable to the SEGMA enterprise that can be generalized to all Malian companies;
3. To develop and test the predictions of a conceptual framework integrating presenteeism and labor productivity;
4. To get knowledge of presenteeism with specific characteristics of Malian companies and generate new knowledge.

3. LITERATURE REVIEW

The research questions:

Question 1: What is presenteeism?

Question 2: What is productivity?

Presenteeism is a polysemic term; presenteeism is traditionally defined as the mere fact of being present, in this case at his workstation. Its most commonly accepted definition refers to the behavior of the worker who, despite physical and / or psychological health problems requiring time off, comes to work (Gosselin & Lauzier, 2013).

The conditions and organization of work have contrasting effects on presenteeism. An employee makes less presenteeism if the quality of life at work is good: autonomy, good

relationships with colleagues, helping work group, (Bockerman et al, 2010, Leineweber et al., 2011). By an employee does more presenteeism when the quality of life at work is difficult: high workload, shifted schedules, lack of time, means (Caverley et al., 2007, Claes, 2011).

The experts, consultants, academicians and practitioners have expressed their views on productivity. Some of the following definitions of labor productivity are given below:

Productivity is a measurement of the output produced using a quantity of inputs. The production process is a representation of the relationship between outputs and the inputs used to produce (Diane Huber). Labor productivity is the amount of goods and services that a laborer produces in a given amount of time. It is one of several types of productivity that economists measure. Labor productivity can be measured for an individual, a firm, a process or a country (www.wikipedia.org).

Job insecurity: Precarious contracts, job loss has negative effects on labor productivity, (Biron, 2006). The use of presenteeism is a loss to the firm, and the extent of this loss is notoriously dependent on the type of illness and the type of job (Shultz & Edington, 2007). Certain conditions involve risks of contamination increasing the impact on productivity in the firm (Barmby & Laruem, 2009). Presenteeism results in medium and long-term consequences for the health status of workers, their retention in employment (Bergström & al., 2009).

In his recently published book, Jean-Pierre Brun admirably describes the missing pieces of management that prevent people from being well at work and that undermine the effectiveness of organizations. In his introduction, the author explains that his book is based on facts. "My research with more than 20 companies and more than 17,000 employees and managers generally identifies seven categories of issues related to workplace well-being and business efficiency. These are, in order:

the scarcity of marks of appreciation; lack of support; lack of respect; the difficulty of reconciling work and personal life; work overload; lack of participation in decisions; ambiguity of roles.

It is important to mention that other researchers are likely to be different from those who are affected by health conditions and others who are inter alia bored, distracted, under-challenged or over-challenged at work, but who are not at work (see D'Abate & Eddy, 2007, Schultz, Chen & Edington, 2009). With regard to the latter, distinctions have been even though the vast majority of research on presenteeism has been shown to be related to reduced incidence of health impairment, for example allergies and arthritis (Hemp, 2004, Schultz made in that health-related presenteeism has been referred to as 'impaired presenteeism' (for health-related presenteeism) and the other type of presenteeism that is not related to health-related impairment, but is more related to motivational aspects such as boredom, distraction or challenge, is termed 'motivational presenteeism' or 'disengagement presenteeism' (Rothmann & Rothmann, 2007). However, all of these conceptualizations remain under the banner of presenteeism, globally. These are apt operational distinctions for researchers and practitioners in this area of research and the subject of these two presenteeism-related concepts.

4. STATEMENT OF THE PROBLEM

Based on the literature, informal discussions with managers, experts, consultants, academicians, practitioners and research objectives, six research questions were proposed. They are listed as follows:

Question 1: What is presenteeism?

Question 2: What is productivity?

Question 3: What kind of theoretical model of the impact of presenteeism on labor productivity must be developed to guide Malian companies to increase the labor productivity?

Question 4: What is the extent of the relationship between presenteeism and labor productivity?

Question 5: How can this model of the impact of presenteeism on labor productivity be demonstrated in practice?

5. THEORETICAL MODEL

Research question 3: "What kind of theoretical model of the impact of presenteeism on productivity needs to be developed to guide companies based in Mali to increase the productivity of their workers?" Will be answered.

This model is based on assumptions that the presenteeism constructs have positive effects on labor productivity (LP). These constructs among many others are: 1. scarcity of marks of appreciation (SMA); 2. lack of support (LS); 3. Lack of respect (LR); 4. The difficulty of reconciling work and personal life (DWL); 5. Work overload (WO); 6. Lack of participation in decisions (LPD); 7. Role ambiguity (RA) 8. insecurity of employment (IE).

In this study, the presenteeism constructs are the independent variables (causes) and the labor productivity is dependent variable (effect).

The following hypotheses have also been proposed:

H1: The scarcity of appreciation marks has a positive impact on worker productivity.

H2: The lack of support has a positive impact on the worker's productivity.

H3: The lack of respect has a positive impact on the worker's productivity.

H4: The difficulty of reconciling work and personal life has a positive impact on worker productivity.

H5: The work overload has a positive impact on worker productivity.

H6: The lack of participation in decisions has a positive impact on worker productivity.

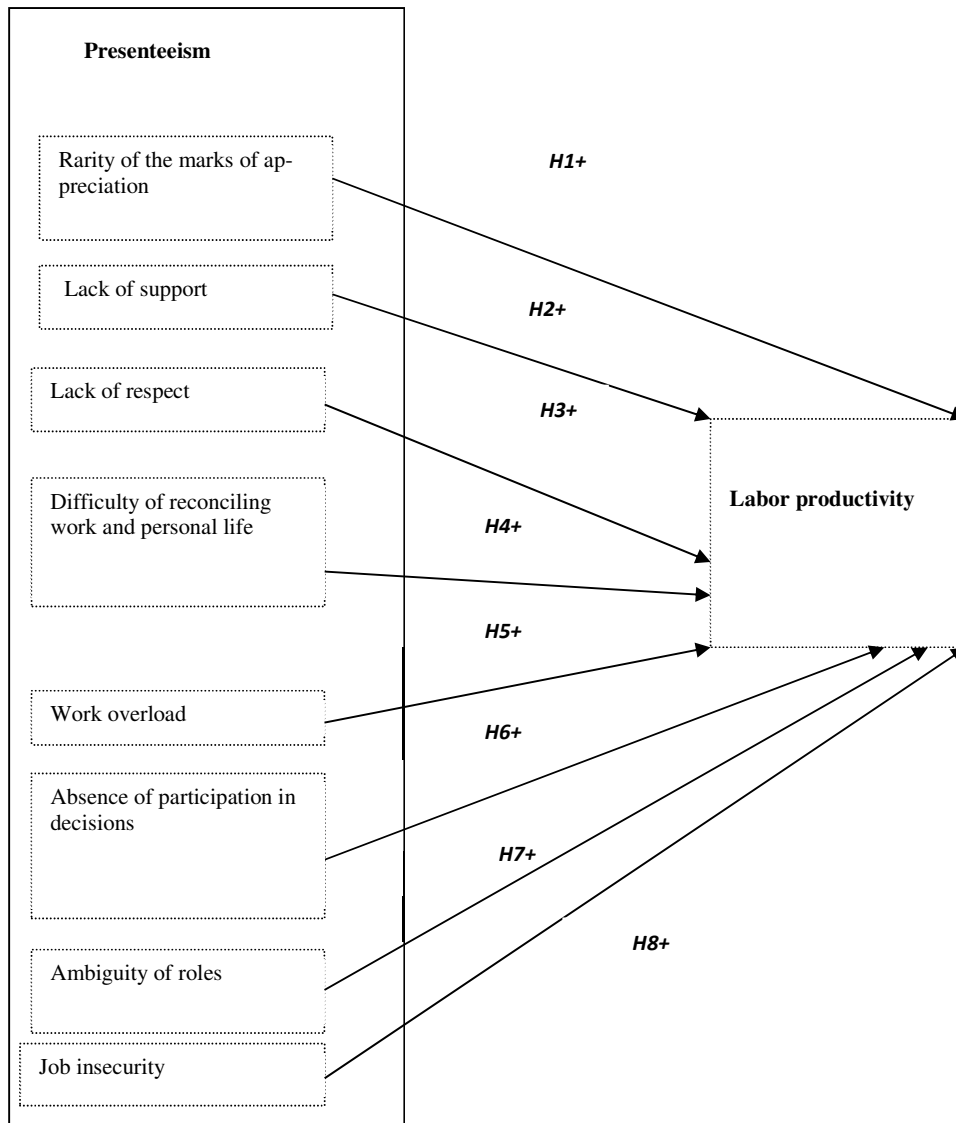
H7: The role ambiguity has a positive impact on worker productivity.

H8: The job insecurity has a positive impact on worker productivity.

On the basis of these hypotheses, a theoretical model of the impact of presenteeism on labor productivity has been developed.

Those assumptions must be confirmed by questionnaire survey data in the company SEGMA.

FIGURE 1: THEORETICAL MODEL OF PRESENTEEISM AND LABOR PRODUCTIVITY



6. METHODOLOGY OF THE CASE STUDY & ANALYSIS

The fifth research question is "How can this model of the impact of presenteeism on worker productivity be demonstrated in practice?"

According to Yin (1989), case studies are the preferred strategy when "how" or "why" are questions asked. The company SEGMA puts this model of presenteeism into practice and can also provide a better understanding of the model.

6.1 A BRIEF INTRODUCTION OF SEGMA

The case study was conducted in a small manufacturing company, enameling and galvanizing company of Mali (SEGMA). It is located in the industrial zone of Bamako in Mali. She produces steel cups. The company has a functional organizational structure.

6.2 DATA COLLECTION

Primary and secondary data sources are used.

6.2.1 PRIMARY DATA SOURCES

Primary data are information's collected directly by the researcher, when secondary data are not available or are unable to contribute to the achievement of research objectives (Sekaran, 2003).

a) Interviews and observations: Interviews were conducted with employees, production managers, experts, consultants, academicians and practitioners.

b) Questionnaire survey

The research question4 "What is the extent of the relationship between presenteeism and labor productivity"? has been answered.

• Presenteeism survey

The respondents (managers and employees) to the questionnaire are invited to note their organization on the following points during the last twelve months: "the scarcity of marks of appreciation"; "Lack of support"; "the lack of respect "; "Work overload"; "Lack of participation in decisions"; "Ambiguity of roles"; "Job insecurity".

The rating scale is as follows: 1 to 2 Very dissatisfied, 2 to 3 Dissatisfied, 3 to 4 Satisfied, 4 to 5 Very satisfied. For the sake of objectivity all those who are responsible for the management of these points above are not concerned by the questionnaire.

Respondents to these items were used five-point Likert format ranging from 1 to 5.

• Labor productivity survey

Respondents (production managers) to the questionnaire are invited to translate employee productivity indicators into Likert scale ratings. The rating scale is as follows: 1 to 2 Very dissatisfied, 2 to 3 Dissatisfied, 3 to 4 Satisfied, 4 to 5 Very satisfied.

6.2.2 SECONDARY DATA SOURCES

Textbooks, academic articles and journals related to the presenteeism and labor productivity have been used. In addition online resources have been used to obtain information for the literature review.

6.3 CASE STUDY QUESTIONS

Only one company, SEGMA has been selected to lead this case study

Three issues are addressed in this case study, which are listed as follows:

Question 1: *What are the strengths of the firm (SEGMA) in the implementation of no presenteeism-related conditions?*

This is a descriptive question focusing on the strengths of the current practices of no presenteeism-related conditions versus the practices presented in this study theoretical Model. After the comparison, the strengths of no presenteeism-related conditions of the company could be identified.

Question 2: *What are the weaknesses of the firm (SEGMA) in the implementation of no presenteeism-related conditions?*

Current management practices of presenteeism and labor productivity have been compared to this model. Thus, weak areas could be identified. Weaknesses could be used by the company as opportunities to seek improvement actions and develop an improvement plan.

Question 3: *What type of improvement plan can be formulated to strengthen the company's capabilities to get no presenteeism-related conditions?*

7. DATA ANALYSIS

The research framework of this study was analyzed using multiple regression model. Hypothesis tests have been adopted to accept or reject the hypotheses formulated in this research. Excel software have been used to perform the tests, the p-value analysis for individual coefficients, and the F-test for the overall importance of the model.

Data are collected for 12 months from November 2016 to October 2017.

TABLE 1: PRESENTEEISM AND LABOR PRODUCTIVITY, DATA FOR EXCEL INPUT

	Y	X1	X2	X3	X4	X5	X6	X7	X8
Mois	LP	SMA	LS	LR	DWL	WO	LPD	RA	IE
1	3	2	2	2	2	2	3	1	2
2	3	2	3	3	3	2	3	2	1
3	4	3	3	4	4	4	3	4	3
4	3	3	3	3	3	3	2	3	4
5	3	2	3	2	2	2	2	1	3
6	3	2	2	2	2	3	3	3	1
7	3	2	3	3	3	3	2	2	3
8	4	3	4	4	4	4	4	3	2
9	4	4	4	4	2	4	4	4	4
10	4	4	3	4	4	3	3	4	4
11	1	1	1	2	1	1	1	1	1
12	4	4	4	4	4	4	4	4	1

7.1 MULTIPLE REGRESSION EQUATION

Labor productivity LP = b0 + b1 (SMA) + b2 (LS) + b3 (LR) + b4 (DWL) + b5 (WO) + b6 (LPD) + b7 (RA)+b8(IE).

Estimation of a multiple linear regression equation

- Excel will be used to generate coefficients and measures of quality of fit for multiple regression
- Excel: Tools / Data Analysis... / Regression

TABLE 2: MULTIPLE REGRESSION RESULTS

	0	1	2	3	4	5	6	7	8
	Intercept	SMA	LS	LR	DWL	WO	LPD	RA	IE
b	0.58676	0.68361	0.007	-0.2285	0.2863	0.4281	0.1478	-0.216	-0.1512
s(b)	0.54498	0.69106	0.4362	0.429	0.2177	0.4843	0.342	0.4385	0.2983
t	1.07666	0.98921	0.0161	-0.5327	1.315	0.884	0.432	-0.4926	-0.5069
p	0.3605	0.3955	0.9882	0.6312	0.2800	0.4418	0.6949	0.6561	0.6471
ANOVA Table									
	Source	SS	df	MS	F	F-Crit	p-Value		
	Regn.	7.68641	8	0.9608	5.1144	8.8452	0.1035		
	Error	0.56359	3	0.1879					
	Total	8.25	11	0.75	R ²	0.9317		Adjusted R ²	0.7495

LP = 0.58676+0.68361 (SMA)+ 0.007 (LS) -0.2285 (LR) +0.4281 (WO)+ 0.1478 (LPD) -0.216 (RA)+ 0.1512 (IE)

LP will increase, on average, 0.68361 per week for each increase to 1point SMA score, net of the effects of changes due to the other presenteeism constructs.

LP will increase, on average, by 0.007 per week for each increase to 1point LS score, net of the effects of changes due to the other presenteeism constructs.

LP will decrease, on average, by 0.2285 per week for each increase to 1point LR score, net of the effects of changes due to the other presenteeism constructs.

LP will increase, on average, by 0.4281 per week for each increase to 1point WO score, net of the effects of changes due to the other presenteeism constructs.

LP will increase, on average, by 0.1478 per week for each increase to 1point LPD score, net of the effects of changes due to the other presenteeism constructs.

LP will decrease, on average, by 0.216 per week for each increase to 1point RA score, net of the effects of changes due to the other presenteeism constructs.

LP will increase, on average, by 0.1512 per week for each increase to 1point IE score, net of the effects of changes due to the other presenteeism constructs.

7.2 COEFFICIENT OF DETERMINATION: R^2

Reports the proportion of total variation in y explained by all x variables taken together.

This is the ratio of the explained variability to total sample variability.

$R^2 = 0.9317$ means **93.17%** of the variation in productivity are explained by the variation in presenteeism constructs.

Adjusted R^2

Adjusted $R^2 = 0.7495$ means **74.95%** of the variation in labor productivity are explained by the variation in presenteeism constructs, taking into account the sample size and number of independent variables.

7.3 HYPOTHESES TESTING

Accept or reject your hypothesis

7.3.1 USE T-TESTS FOR INDIVIDUAL COEFFICIENTS

- Shows if a specific independent variable is conditionally important
- Hypotheses:
 - H0: $\beta_j = 0$ (no linear relationship)
 - H1: $\beta_j \neq 0$ (linear relationship does exist between x_j and y)

TABLE 3: RESULTS OF T-TEST (EXCEL OUTPUT)

t	1.07666	0.98921	0.0161	-0.5327	1.315	0.884	0.432	-0.4926	-0.5069
P-values	0.3605	0.3955	0.9882	0.6312	0.2800	0.4418	0.6949	0.6561	0.6471

The test statistic for each variable falls out the rejection region (p -values > 0.05)

Decision: Reject H0 for each independent variable.

Conclusion: H1, H2, H3, H4, H5, H6, H7, H8 (which offer a positive relationship between presenteeism and labor productivity) are valid.

7.3.2 F-TEST FOR OVERALL SIGNIFICATION OF THE MODEL

- Shows if there is a linear relationship between all of the X variables Considered together and Y
- Use F test statistic
- Hypotheses:

H0: $\beta_1 = \beta_2 = \dots = \beta_k = 0$ (no linear relationship)

H1: at least one $\beta_i \neq 0$ (at least one independent Variable affects Y)

TABLE 4: ANOVA TABLE FOR F-TEST

ANOVA TABLE							
Source	SS	df	MS	F	F-Crit	p-Value	
Regn.	7.68641	8	0.9608	5.1144	8.8452	0.1035	
Error	0.56359	3	0.1879				
Total	8.25	11	0.75	R ²	0.9317	Adjusted R ² 0.7495	

F = 5.1144 with 8 and 3 degrees of freedom, P-value for F-Test (significance F) is 0.1035.

The critical value of F: $F_{\alpha} = 8.8452$.

Decision: Since F test statistic is out the rejection region (p -value > 0.05), reject H0.

Conclusion: We conclude that the hypotheses H1, H2, H3, H4, H5, H6, H7, H8 (which offer a positive relationship between presenteeism and labor productivity) are valid.

Results discussion

Presenteeism and labor productivity.

The results of the regression analysis imply that the practice of presenteeism has a significantly positive relationship with labor productivity. Employees need to be appreciated for a job well done, supported, respected, of a volume of work below their capacity, clearly defined roles, to take part in the decision making, guarantee against unfair dismissal, fault of what their productivity can lower causing the organization in a situation worse than absenteeism.

8. RECOMMENDATIONS/SUGGESTIONS

The potential opportunities for improvement borrowed from the experts, consultants, academicians and practitioners are listed as follows:

- The regulation of the workload (amount of work, pressure of time, mental and emotional load of work);
- Recognition (symbolic, financial, career);
- Adopt the model of the liberated company and change the management plan;
- Take ergonometry into account (sitting is both harmful to health and productivity);
- Promote sport in the workplace or healthy and nutritious meals for its employees;
- Promote teleworking to enable employees to better manage work / life balance;
- Establish a program of wellness and disease prevention;
- Demonstrate that nobody in the organisation is essential to the company.

9. CONCLUSION

This study makes several contributions to research and theory of presenteeism and labor productivity. The results suggest that presenteeism have significant impact labor productivity. A greater understanding of the presenteeism and labor productivity provided further investigation of the relationship between presenteeism and labor productivity. In conclusion, the main purpose of this study was to investigate the relationships between presenteeism and labor productivity as perceived by employees and managers in Mali. A number of conclusions have been drawn from this research. Thus, a theory of presenteeism related to Malian companies has been developed. First, the measurement instruments of the presenteeism and labor productivity are reliable and valid and can be used by other researchers to test the effects of presenteeism and labor productivity. Second, several conclusions were drawn from the theoretical model test: (1) presenteeism has positive effects on labor productivity; (2) the employees and managers work conditions have positive effects on presenteeism and labor productivity. Employee's satisfaction is useful information for the effort to increase labor productivity. Third, the presenteeism and labor productivity model developed in this study is applicable in practice. This model can be used by Malian companies to improve their labor productivity. *Can this presenteeism and labor productivity model be used in other Malian companies?* In fact, the case study was conducted in one company. Thus, the conclusion drawn from the case study can be generalized to other companies in Mali. Strictly speaking, generalization is limited. Through the use of this model, organization can quickly identify areas requiring urgent improvement. Thus, resources can be allocated more wisely. Different companies have different characteristics, stories and backgrounds; adopt different technologies; have a different maturity and employ people of different levels of education. Different companies should adopt different approaches to presenteeism according to their own situation.

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