International Journal of Business Management & Research
(A Peer-Reviewed Bi-Annual Journal) ISSN: 2249-2143

The Effect of Organisational Attendance Norms, Supervisor Support on Presenteeism: A Study of the Banking Sector of Uttarakhand Region

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Abstract
The objective of the study is to examine the effect of Organisational attendance norms and supervisory support on presenteeism and to investigate their impact on productivity. We collected data for the study from 350 bank employees in the Uttarakhand region. To analyze the data, Smart PLS 4.0 was applied. Results of the study found a positive and statistically significant link between presenteeism and organizational factors (organizational attendance norms and supervisory support), as well as between presenteeism and lower productivity.The study findings help organizations improve their policies to encourage employee performance, and organizations should prioritize health by understanding the consequences of presenteeism.
Keywords: [Presenteeism, Organizational Attendance Norms, Supervisory Support, Productivity]

Introduction

Absenteeism and presenteeism are two critical phenomena in the field of organizational behavior. Absenteeism is when an employee is absent from the workplace, whereas presenteeism is the opposite of absenteeism. Many researchers observe these two phenomena as interrelated (Caverley et al., 2007; Deery et al., 2014; Garrow, 2016; Christensen et al., 2013). If an employee is ill and must choose between staying home and coming in, the expectation is for them to report to work, which leads to organizational and personal repercussions.Presenteeism is showing up to work while being sick, whereas absenteeism is absent from work (Muchinsky, 1977; Johns, 2010). The phenomenon, known as "presenteeism," has gained more attention and significance over the past two decades (Ruhle et al., 2020). Scholarly curiosity about the concept of "presenteeism" is fueled by several factors (Johns, 2010). Another contributing element is that presenteeism worsens health and increasesthe chances of absenteeism in the long run (Bergstrom et al.,2009). Presenteeism, defined as "showing up to work while feeling sick" (Johns, 2010), was commonplace before the pandemic, but now employees are under increased scrutiny due to the company's response to the crisis and the effect of a pandemic. Market fluctuations, employment insecurity, and the pace of economic development all stress an individual's life (Sverke et al., 2002), which means that in today's cutthroat business environment, individuals are still coming to work despite feeling ill. By definition, presenteeism is the antithesis of absenteeism. Literature suggests this is a recent phenomenon and a globally observed idea (Johns, 2010; Lohaus et al., 2020). Demerouti et al. (2009) state that presenteeism can adversely affect individuals and organizations.

Presenteeism has two meanings: employees going to work while sick (Johns, 2010; Gilbreath&Karimi, 2012; Navarro et al., 2016; Lohaus&Habermann, 2019); or having a negative impact on productivity due to not being fully functional at the workplace because of their sickness (Karanika & Cooper, 2018). Many studies show a negative impact of presenteeism on an individual's health, productivity, and organization (Hemp, 2004; Hansen &Andersen, 2008; Taloyan et al., 2012; Navaro et al., 2018; Zhu et al., 2018). Presenteeism has a hidden cost that employer has to bear (Quazi, 2013). According to Bae et al. (2021), the cost associated with absenteeism is 40%, whereas the cost of presenteeism is 60%, which includes indirect costs such as reduced work ability. Researchers identified that presenteeism is more costly than absenteeism (Hemp, 2004). According to a survey by the Chartered Institute of Personnel and Development, the number of employees who experienced presenteeism in the workplace has more than tripled since 2010. According to most findings, organizational or work-related factors(Bakker & Demerouti, 2007) and individual or personal factors (Johns, 2010) cause presenteeism. However, there are few studies related to organizational factors and presenteeism. More precisely, the studies focused on health, attitude, supervisory support, and replaceability (Johns, 2010). Nevertheless, previous research has identified numerous factors that influence presenteeism decisions, which include several organizational factors such as lack of staff and attendance policy as well as some personal factors such as financial difficulties, job insecurity, and com-

mitment to the organization (Miraglia & Johns, 2016; Lohaus et al., 2019). In addition, various studies on the determinants and factors of presenteeism considered it a result of employees' decisions about staying at home or attending work (Aronsson et al., 2000; Hansen & Anderson, 2008).

Presenteeism has become a global phenomenon encompassing different countries, cultures, and industries. Cooper and Lu (2016) highlight the role of culture and values in presenteeism in Asian countries. Most of the research on presenteeism comes from European countries, Canada, and Australia. Research in Asian countries is less extensive than in other regions. So, the current study explores the effect of organizational attendance norms and supervisory support on presenteeism in the banking sector of the Uttarakhand region and how this phenomenon impacts overall productivity. The current study also aims to contribute to the literature on presenteeism. By investigating significant literature and conducting empirical research, this paper seeks to provide practical recommendations for organizations to provide and promote a healthy and productive work culture and decrease the adverse effect of presenteeism on employees' well-being and health

Theoretical Background and Hypothesis Development Job-Demand Resource Model

The Job Demand Resource Model is a theoretical framework that explains various psychological factors related to the work environment (Bakker & Demerouti, 2007). The model explains two psychological factors: job demand and job resources. Job demand requires physical and mental effort; examples include time pressure, workload, and long working hours. Job resources are an individual's requirements for the job. Examples include social support, leadership, and training (Bakker & Demerouti, 2007). Various studies explained presenteeism with psychological factors and reported a significant impact on presenteeism (Hemp, 2004). Constituents of job demands and resources are associated with presenteeism (Johns, 2011; Claes, 2011). According to McGregor et al. (2018), there is an indirect link between job demand, job resources, and presenteeism. This theory explains that presenteeism may result from increased job demand, and job resources may supersede presenteeism through burnout and work engagement.

Johns Model

Presenteeism can be associated with the work environment. Johns (2010) developed a model of presenteeism. The model assumes that primarily employees are fully engaged in their work and that their health is interrupted. With the health interruption, the employees are not able to work fully. Employees will decide whether to go to work based on the health event, such as whether the problem is acute, episodic, or chronic, as well as contextual and personal considerations. Contextual factors include job demand, security, reward systems, absence policies, teamwork, and replaceability; personal factors include personality, stress, and gender. Therefore, the main consequences of presenteeism and absenteeism were productivity, self-attribution, and downstream health. John's model of presenteeism included all factors related to presenteeism and absenteeism.

For this study, we used a combination of the JD-R model andthe Johns model.In addition, we adopted organizational attendance norms from John's model and supervisor support from the job demand resource model. Figure 1 depicts the proposed framework.

Supervisory Support and Presenteeism

According to the Job Demand and Resource (JD-R) model (Bakker & Demerouti, 2007), job resources positively affect work engagement. Such physical, social, and organizational resources may reduce the allied costs related to job demands and psychological costs. In addition, job resources have a motivational aspect that leads to more work engagement and increased performance (Bakker & Demerouti, 2007; Bakker et al., 2008). Supervisory support is a job resource that positively influences work engagement and job demands (Mauno et al., 2007). According to Mayer and Gavin (2005), their relationships with supervisors or managers influenced employees' abilities. Employees' focus is affected by their interactions with their supervisors because they share emotional and cognitive behaviors with their supervisors and managers. Supervisor support influences presenteeism behavior in several ways (Wegge et al., 2014). Kinman and Wray (2018) stated that supportive supervisors encourage employee presenteeism behavior. Working while ill depends on support from supervisors (Zhou et al., 2016). According to a study by Bergstrom et al. (2009), supervisory support was positively related to presenteeism, meaning that employees whose supervisors supported them were likely to come to work even when they were not feeling well. Another study by Lohaus and Habermann (2019) also found that despite not feeling well or having any other problems, employees came to work because they felt support from their superiors.

Based on the literature,we thus hypothesized that:
H11: Supervisory support has a positive relationship with presenteeism.

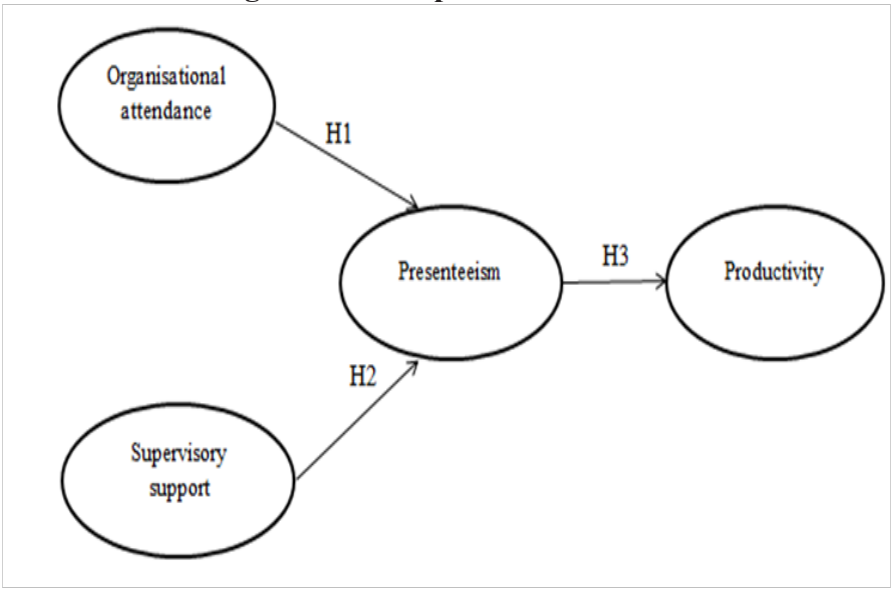
Organizational Attendance Norms and Presenteeism

Organizational norms are propositions about how employees should follow those (Hammer et al., 2004). Organizational attendance norms are places where employees must attend work despite their poor health conditions (Hammer et al., 2004; Saksvik, 1996). According to Aronsson and Gustafsson (2005), work-related demands and pressures associated with a need for presence influence attendance decisions.Johns (2011) found a negative association between the absence policy and presenteeism. As a result, organizational attendance norms have been characterized as a negative presence in the workplace (Kristensen, 1991).In a study, Johns (2010) observed that employees who experienced pressure to attend work were more likely to engage in presenteeism behavior. Bergstrom et al. (2009) found that employees who had a progressive opinion about the attendance policies of the organizations were more likely to engage in presenteeism behavior. Aronsson and Gustafsson (2005) proposed a model that states that a person's decision to work when he is not well depends on the organization's attendance demands and policies. There are few studies on organizational attendance norms and presenteeism. A meta-analysis study by Miraglia and Johns (2016) investigated whether presenteeism was positively related to organizational policies. Several studies have revealed that organizational attendance norms can influence an individual's decision to come to work, even when doing so may be counterproductive (Johns, 2010; Miraglia & Johns, 2016). Hansen and Andersen (2008) found that employees who felt pressured to attend work were likelier to engage in presenteeism. Based on the literature, we thus, hypothesized that:
$H_{12:}$ Organizational attendance norms have a positive relationship with presenteeism.

Presenteeism and Productivity Loss

Presenteeism refers to a decrease in the performance of an employee and a decrease in productivity (Roberts, 2005). Presenteeism plays an important role when it comes to the productivity level of an employee. When an employee works longer hours or attends work when he is not feeling well, it results in burnout (Bakker et al., 2008). Earlier studies (Goetzel et al., 2004) focused more on the negative impact of absenteeism on productivity and paid less attention to presenteeism. However, some studies observed that presenteeism significantly impactedorganizational productivity loss (Weaver, 2010). According to Druss et al. (2001), presenteeism and productivity have a negative relationship. Yamashita and Arakida (2006) explained that productivity loss is the consequence of presenteeism. Shamansky (2002) found that when a person is not feeling well but still shows up to work, it leads to productivity losses in quantity and quality. According to Burton et al. (1999), presenteeism significantly predicted productivity loss. Based on the literature, we thus hypothesized that:
H3: Presenteeism has a positive relationship with productivity loss.
According to the hypotheses, Figure 1.depicts the proposed framework

Figure 1: Conceptual Framework



Methods

Sample and Procedure

We conducted an online survey among Uttarakhand Bank employees. However, data collection from all banking sector employees in India was impossible. So, we have confined our study to Uttarakhand only. Three public and three private banks were selected for the study because both public and private sector banks have different policies and work environments. ICICI Bank, HDFC Bank, and Axis Bank were the three private banks undertaken for the study. The study included three public sector banks: SBI, Bank of Baroda, and Punjab National Bank.

Using G*Power software (Faul et al., 2007), it was determined that a minimum sample size of 262 (at a significance level of 0.05 and an effect size of 0.05) was required for the study. However, for Structural Equation Modeling (SEM), a minimum of 200 responses was required, according to Kline et al. (2015). As a result, while 400 questionnaires were sent, only 350 replies were considered relevant for the study, then the predicted sample size. The justification for approaching the banking sector was that it is the most active part of the Indian economy. Therefore, data was gathered using a standardized questionnaire.The respondents comprise employees aged between 20 and 30 years and above. More than half of the respondents were male (66.1%) and female (33.9%). Other details of the demographic profiles are in Table 1.

Table 1: Demographic Profiles

N=350		Frequency
Age	20-30	60.4%
	31 and above	39.6%
Gender	Male	66.1%
	Female	33.9%
Education	Undergraduate	17.5%
	Post Graduate	82.5%
	Ph.D. and Above	-
Years of Experience	<10 years	67.9%
	11-20 Years	14.2%
	21 and above	17.9%
ICICI Bank	60	
	17.14%	
HDFC Bank	50	14.28%
Axis Bank	60	17.14%
SBI	80	22.85%
Bank of Baroda	50	14.28%
Punjab National Bank	50	!4.28%

Measurement

Supervisory support was measured usingQuinn (1988). The questionnaire consists of six questions and uses a 5-point Likert scale ranging from 1 for "strongly disagree" to 5 for "strongly agree."Organizational attendance norms were measured using Thun et al. (2013). The questionnaire consists of four questions and uses a 5-point Likert scale ranging from 1 for "strongly disagree" to 5 for "strongly agree." Presenteeism was measured using Koopman et al. (2010). The questionnaire consists of six questions and uses a 5-point Likert scale ranging from 1 for "Strongly Disagree" to 5 for "Strongly Agree."Finally, productivity loss was measured using a questionnaire (Shikiar et al., 2004). The questionnaire consists of six questions and uses a 5-point Likert scale ranging from 1 for "strongly disagree" to 5 for "strongly agree."

Results and Analysis

The analyses comprised the measurement model, followed by the structural model. Smart PLS 4 was used to do the PLS-SEM analysis. PLS-SEM was utilized for predicting and reflecting variables. This approach is non-parametric and does not take into account data distribution. PLS-SEM is a multivariate analysis method

used to calculate variance-based models. Especially in the social sciences, PLS-SEM is appropriate for assessing quantitative data. It can be applied as a path model. The reason for applying PLS-SEM can be a scale of measurement, a minimum sample size, or non-normal data (Henseler et al., 2009). According to Garson (2013), PLS-SEM has the advantage of including multiple dependent and independent variables and can handle multicollinearity. The advantages of PLS-SEM also include path model implementation. Therefore, PLS-SEM is a more appropriate and selected method used in the social sciences and is best for multivariate analysis (Hair et al., 2013). Thus, we used PLS-SEM for our study because of its various advantages. By using SEM, we developed a model and assessed it. The analysis is followed by reliability and validity using a measurement model and then a structural model analysis.

Measurement Model

The measurement model assesses the reliability and validity of the model by evaluating factor loadings, convergent validity, discriminant validity, and composite reliability. Factor loadings signify the strength and direction of the relationships. For example, factor loadings should be greater than 0.7 (Hair et al., 2019). Apart from a few loadings, factor loadings were significantly higher than the acceptable value, i.e., 0.7. However, those values were significant, and we can retain them to test the model. Hair et al. (2019) suggest that when loadings are below the recommended value, AVE values should be checked to decide whether to retain the item.For example, for Cronbach's alpha, the constructs' values are more than the threshold value, i.e., all values are more than 0.70 (Hair et al., 2016), with organizational attendance norms (OAN) = 0.786; productivity (PRO) = 0.87; presenteeism (PRE) = 0.866; and supervisor support (SS) = 0.821.

Convergent validity measures the degree to which different indicators of the same construct are related (Hair et al., 2019). First, convergent validity was measured by AVE (average variance extracted). For example, a value above 0.5 indicates good convergent validity. Here, all values are above the recommended value, i.e., 0.5, which explains that the construct explains at least 50% of the variance of its items (Hair et al., 2019), thus indicating good convergent validity. Next, composite reliability was evaluated. Composite reliability measures the internal consistency of the constructs. For example, values above 0.7 indicate good reliability. Here, all the values were above the threshold value, i.e., 0.7, with organizational attendance norms (OAN) = 0.864, productivity (PRO) = 0.902, presenteeism (PRE) = 0.9, and supervisor support (SS) = 0.871, indicating that all the constructs have good reliability. All the results of the measurement model are depicted in Table 2.

Table 2:Measurement Model

Constructs	Items	Loadings	Cronbach's Alpha	Rho-A	Composite reliability	Average variance extracted (AVE)
OAN	OAN 1	0.78	0.786	0.82	0.864	0.621
	OAN 2	0.578				
	OAN 3	0.813				
	OAN 4	0.938				
PRO	PRO 1	0.732	0.87	0.875	0.902	0.607
	PRO 2	0.709				
	PRO 3	0.829				
	PRO 4	0.796				
	PRO 5	0.797				
	PRO 6	0.806				
PRE	Pre 1	0.779	0.866	0.883	0.9	0.603
	Pre 2	0.667				
	Pre 3	0.795				
	Pre 4	0.685				
	Pre 5	0.808				
	Pre 6	0.901				

SS	SS1	0.783	0.821	0.837	0.871	0.532
	SS2	0.742				
	SS3	0.604				
	SS4	0.683				
	SS5	0.67				
	SS6	0.864				

Source: Author's Calculations

Further, discriminant validity was calculated both by the HTMT ratio and the Fornell-Larcker criterion. The Forner-Larcker criterion explains that the construct should better explain the variance of its indicators than other constructs' variance (FornerLarcker, 1981). Unfortunately, the threshold value of the HTMT ratio was below 0.85 (Henseler et al., 2015). Here, all the values were below the recommended value. The results are shown in Table 3.

Table 3: Discriminant Validity

HTMT	OAN	PRO	Pre	SS
OAN	0	0	0	0
PRO	0.748	0	0	0
Pre	0.697	0.762	0	0
SS	0.77	0.826	0.67	0

Source: Author's Calculations

Forner-Larcker Criterion

	OAN	PRO	Pre	SS
OAN	0.788			
PRO	0.628	0.779		
Pre	0.584	0.676	0.776	
SS	0.637	0.711	0.587	0.729

Source: Author's Calculations

Structural Model Assessment

The next step after validation of the measurement model is to measure the structural model. The significance of P values was measured in the structural model, and predictive accuracy was assessed through R2 and VIF values. Values of VIF should be below 3.33 (Hair et al., 2019). Through the coefficient, the hypothesis's significance was tested. The beta value of every path hypothesized in the model was calculated. It indicates that the greater the beta value, the more substantial the effect of a latent variable. However, the value of beta had to be tested by T-statistics. Bootstrapping was used to evaluate the significance of the hypotheses (Chin, 1998). The results of the structural model assessment are depicted in Table 4. Path coefficient, t-statistics, and P-value results are shown in Table 4.

Table 4: Structural Model Assessment

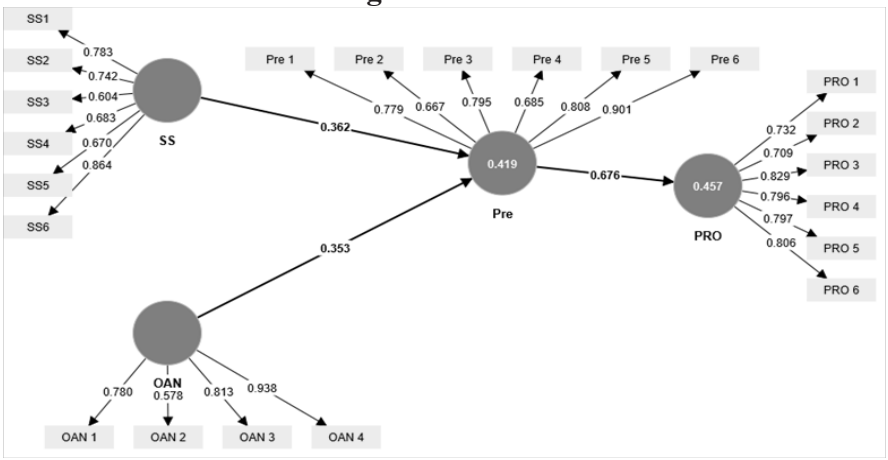
	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics (|O/STDEV|)	P values	Decision
OAN -> Pre	0.353	0.353	0.053	6.65	0	Accepted
Pre -> PRO	0.676	0.68	0.029	23.397	0	Accepted
SS -> Pre	0.362	0.366	0.051	7.144	0	Accepted

Source: Author's Calculations

In H1, we predicted that supervisory support would affect the presenteeism decision positively. As predicted, the findings in Table 4 and Figure 2 confirmed that supervisory support and presenteeism had a significant and positive relationship (β=0.362, T=7.144, p 0.000). Hence, H1 was supported. Furthermore, in H2, we

observed a positive relationship between attendance norms and presenteeism (β=0.353, T=6.65,p<0.000). Hence, H2 was confirmed. Furthermore, we predicted that presenteeism and productivity would have a positive relationship. As per the results in Table IV and Figure 2, we confirmed the hypothesis (β=0.676, T=23.397, p<0.000). Hence, H3 was supported.

Figure 2: Path Model



Predictive Relevance of Model

In PLS, the predictive relevance of the model refers to the level to which the model can accurately predict the outcome variable based on the predictor variable (Hair et al., 2016). Since the coefficient of determination (R2) for productivity was 45.7%, the model can explain a fair amount. However, according to Henseler et al. (2015), R2 is not the only metric that should be used to estimate the model's power. As a result, we will also examine the Q2 projection. In this particular research endeavor, Q2 falls within the acceptable range. The measure Q2, which Stone and Giesser created in 1974, also considers the model's out-of-sample predictive significance. The value of Q2 is provided in Table 5. The results of the Q2 prediction demonstrate that the model is in good tune.

Table 5: Predictive Relevance

	R-square	R-square adjusted	Q2 Predict
PRO	0.457	0.456	0.454
Pre	0.419	0.416	0.409

Source: Author's Calculations

Discussions

The purpose of this research was to investigate the connections that can be made between supervisory support, organizational attendance norms, presenteeism, and lost productivity among bank employees in the state of Uttarakhand, India. The findings suggest a strong positive link between supervisory support and presenteeism, consistent with earlier studies' findings (Mauno et al., 2007; Mayer & Gavin, 2005; Kinman & Wray, 2018; Zhou et al., 2016). Mayer and Gavin (2005) found that supervisory support had a significant positive relationship with presenteeism. The findings suggest that employees who feel supported by their managers are likelier to report to work even when ill. This finding highlights the importance of a positive work environment for promoting employee engagement and overall job satisfaction. Although the findings align with previous studies' findings, other investigations have produced different results. For instance, Skagen and Collins (2016) found no correlation between supervisory support and presenteeism in their study's participants. In another study, Hakanen et al. (2006) found a negative relationship between supervisor support and presenteeism in the workplace. Demerouti et al. (2014) also observed that employees who perceived higher support from their supervisors were less likely to involve in presenteeism.

Similarly, the current study examined a positive relationship between organizational attendance norms and presenteeism, which supports the finding of Aronsson and Gustafsson (2005) that job-related demands influence attendance decisions. This finding is further

corroborated by the findings of a meta-analysis study that was conducted by Miraglia and Johns (2016). The authors discovered a favorable association between presenteeism and organizational policies. Skagen and Collins (2016) found that organisations with strict attendance norms were more likely to be involved in presenteeism behavior, leading to productivity loss. According to these findings, organizations' attendance practices had to be rethought to encourage a healthy work atmosphere while minimizing productivity losses. On the other hand, Hansen and Andersen (2008) came to the opposite conclusion and found that organizational attendance norms did not affect the presenteeism behavior of employees. These data contradict that conclusion.

In addition, the findings of this study indicate a relationship between presenteeism and decreased productivity levels. These results are consistent with those found in the investigations conducted by Roberts (2005), Druss et al. (2001), Yamashita and Arakida (2006), and Shamansky (2002). The study's findings suggested that presenteeism impacts employee health andproductivity. Because of this, organizationsare responsible for urging their workers to take time off from work when they are ill to prevent a loss of production. In contrast to these results, other research has shown results in the opposite direction. For example, various studies had contrasting findings that presenteeism was negatively related to productivity loss (Aronsson et al., 2000; Hemp, 2004; Ruhle, 2020). In addition, Johns (2010) found that presenteeism was a predictor of productivity loss. Employees who attend their work despite having health issues exhibit a loss of productivity.

Implications

The study's findings have a variety of implications, not only for academics but also for businesses and other groups. Firstly, the findings underline the necessity of supervisors' assistance in lowering presenteeism on the part of employees. This support might be through encouragement, feedback, or recognition. Organizations need to prioritize the provision of enough help and resources to supervisors for that person to behaveappropriately and support the employees under their supervision. In addition, organizationsmust provide training and development courses for supervisors to improve their supportive conduct. This is necessary for supportive behavior to be improved.

The second thing that needs to be done is for organizations to review their rules and make it so that employees can call in sick when they are not feeling well. This is the second item that needs to be done. In addition, corporations should make these kinds of restrictions known to their staff members so that employees feel safe taking time off when required. This will allow companies to comply with the regulations.

Thirdly, the findings show that firms should seek to improve the health and well-being of their staff members to increase productivity and minimize absenteeism. This was found to be the case when the researchers analyzed the data.When employees are physically or mentally sick but still come for work, their performance is hampered; they cannot perform their task effectively and efficiently. Therefore, organizationsmust initiate wellness initiatives that promote a good work-life balance for their employees. In conclusion, the research adds to the current body of knowledge on presenteeism and has implications for conducting additional research in this area.

Limitations and Scope for Future Research

The current research has only a few limitations. To begin, the nature of the research, which is cross-sectional, makes it difficult to determine whether or not there is a causal connection among the many variables. In preparation for upcoming research, longitudinal studies may be carried out. Second, the study participants were limited to those working in the banking industry in Uttarakhand, reducing the study's generalized capacity. Finally, the study might be repeated in a new nation and within a different industry to conduct additional research, and the results could then be analyzed.

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