

PRESENTEEISM AND ORGANISATIONAL PRODUCTIVITY IN THE LIBRARY OF AKANU IBIAM FEDERAL POLYTECHNIC, UNWANA, NIGERIA

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Abstract

There are speculations that workplace presenteeism is responsible for poor productivity in libraries and other organisations. However, research investigations on the impact of presenteeism on organisations scarcely cover Nigeria. That is why this paper is designed to address the nexus between presenteeism and the productivity of Akanu Ibiam Federal Polytechnic Unwana Library with a view to proffering solutions on the management of employee presenteeism. Thirty-six out of forty employees of the library were used as population for the study. Structured questionnaire was used to collect data from the respondents. Descriptive and inferential statistical methods were used to analyze data collected from the subjects through mean values. The results of the findings strikingly reveal that unlike in Europe, America and Asia where presenteeism is mainly seen as a product of poor health condition, ill health did not factor as a cause of presenteeism in the library under study. Other findings show that even though the presence of presenteeism in the library results in low productivity, there is no strategy in place to manage it. The study recommends creating awareness on the causes/dangers of workplace presenteeism, increased emphasis on output/results rather than on presence, increased motivation and boosting of employee morale, recruitment of qualified and competent employees and creating performance incentives as remedy for presenteeism menace.

Keywords

Presenteeism, Absenteeism, Organisational Productivity, Academic Library

Introduction

In organisational studies, the concept of absenteeism is already well-known to hamper organizational productivity. As such, managers of organisations are always vigilant to ensure that absenteeism does not ruin the organisation. To achieve this, they enhance punctuality and regularity by ensuring that healthy workers are recruited into their organisations and employing various water-tight mechanisms to monitor attendance to work. Some human resource (HR) managers get to the extent of scheming out married applicants (especially females) to avoid interference of negative work-family balance in work. However, the concept of presenteeism, which is even a greater evil to organizational productivity, appears to be unknown to most managers of public organisations in developing countries including Nigeria. This is the reason for lopsided emphasis on presence (i.e. attendance) against productivity (achievement). This also explains why most public organisations in developing countries are low in productivity. To address this anomaly, this paper highlighted the concept of presenteeism, determine its presence or absence in the organization under study, and ascertain its causes, its relationship with productivity and to chart the way forward.

There is no single universally accepted definition of presenteeism. Many scholars have defined it in various ways. However, variations in definitions notwithstanding, they simply show mere differences in terminology and still maintain agreement on what presenteeism is and should be. Health Assured (2021) posits that presenteeism is a term used to define an employee being present at work while he is unwell. When employees are vulnerable to illness from time to time and might require some time off work to recover, presenteeism refers to instances when they come into work despite that ailment. It is the opposite of absenteeism at work which is, when staff do not come to work even though they are healthy.

According to Applauz Blog (2021), when a sick employee who should stay at home and recover prefers to go to work, that employee might end up hindering his organisation's productivity even more than if he did not show up at all at work. That is presenteeism. However there are other variants of employee presenteeism. Brouard (2019) posits that the definition of employee presenteeism has become more wide-reaching over time and can refer to a few different things. In its original meaning according to Brouard, presenteeism occurs when employees come into work when they are unwell instead of recuperating at home. Brouard further argues that there are research findings showing that the pervasiveness of the issue has gone beyond people electing not to take sickness absence. It has since started to cover cases such as habitual voluntary overtime, disengagement, technological and competence presenteeism. In all these variations, employees prioritise simply being present at work over being productive at work.

While presenteeism in its original sense, habitual voluntary overtime and disengagement presenteeism are common in private sector organisations, technological and competence presenteeism are common problems in public sector organisations in Nigeria. People come to work, you see them but you do not see either their products or services and at the end of every month they receive credit alert from their employers for work not done. It is even more worrisome that no meaningful effort is made to encourage hard-work and discourage presenteeism. In 2018, the Chartered Institute of Personnel Development (CIPD) carried out a survey entitled 'Health and wellbeing at work' and found that employee presenteeism has more than tripled since 2010. According to them, 86% of survey respondents observed presenteeism in their organisation within a 12 month period. Despite the disturbing figures, only a minority of organisations are taking steps to challenge these unhealthy workplace practices. Just a quarter of respondents that have experienced presenteeism (25%) say their organisations have taken steps to discourage it over the last year. So the important question becomes: why do employees feel the need to come into work even though they know they cannot perform?

Among the various causes of employee presenteeism are feelings of job insecurity, desire for conversion from temporary to permanent employment, excessive attachment to technological devices, lust for unfair overtime claims and lack of competence at work. Others are unrealistic employer expectations and time pressures, no paid sick days, harassment or discrimination for taking sick days, and larger workloads (Brouard, 2019).

There is unity among scholars that there is a strong tie between presenteeism and productivity (Brouard, 2019; Applauz Blog, 2021; Health Assured 2021). If an employee is at work and cannot perform, the productivity of his/her organisation will drop as a result, not minding that he/she is paid.

Even though a reasonable percentage of success in life can be attributed to simply being present, a growing body of research indicates that availability is not equivalent to productivity in the workplace (Graham, 2019; Applauz Blog, 2021). Absenteeism and presenteeism are almost two

sides of the same coin. In other words, absenteeism and presenteeism have almost the same effect on organizational productivity. According to Graham (2019), both of them have many implications to an organization such as work not getting done (low productivity), staff becoming over-worked under the extra pressure and often struggling to maintain the same levels of productivity. According to Health Assured (2021), presenteeism just like absenteeism, can have serious long-term consequences for both the individual and the organisation. Hemp (2004) and Workplace Testing Inc. (2019) posit that presenteeism which is the problem of workers being on the job but, not fully functioning, can cut individual productivity by one-third or more. In fact, presenteeism appears to be a much costlier problem than its productivity-reducing counterpart, absenteeism. As Hemp (2004) puts it, unlike absenteeism, presenteeism is not always glaring; you certainly know when someone does not show up for work, but you often cannot tell when or how much that person is not performing. Whatever the shortcomings of current measurement tools and research, most people agree that employee presenteeism represents a huge problem for many organisations (Applauz Blog, 2021; Brouard, 2019; Health Assured, 2021) including the libraries: when employees are at work but are not productive. It is even a bigger problem that many library managers are yet to identify presenteeism as their problem.

Hemp (2004) further argues that it is one thing to show that there is a problem and another to demonstrate that there is something you can do about it and, if something can be done about it, you still need to show that the benefits will justify the efforts. So, the first step will be to make managers of organisations (libraries inclusive) to become aware of the problem of presenteeism before doing something about it. A central aim of every presenteeism research is to identify cost-effective measures an organization can take to recover a significant proportion of the on-the-job productivity lost to employee presenteeism. This explains the appropriateness of this paper at a time when organisations as well as nations have lost so much on-the-job productivity to Covid-19 pandemic.

Literature Review

The review of literature is done under the following sub-headings: conceptual review and causes of presenteeism, effects of presenteeism on organizational productivity, and ways of addressing presenteeism in organizations.

Presenteeism: A Conceptual Review

In a sense, the concept of 'presenteeism' is a play on, and opposite of absenteeism, in which the employee does not come to work and as such, does not function. The term "presenteeism" was coined by Professor Cary Cooper, a psychologist specializing in organisational management at Manchester University in the United Kingdom, and used to describe the inability to perform of an employee who is present at work due to poor health (Marks, 2021). Dictionary.com (2021) defines it as the practice of coming to work despite illness, injury, anxiety, etc., often resulting in reduced productivity. Although presenteeism is predominantly associated with health in the literature in that it occurs when a worker is ill but continues to work and often results in a loss of productivity, which is noted as the amount of work performed within a given timeframe (Viquepedia(2021)), it has been noted at the introduction above according to Brouard (2021) that the definition of employee presenteeism has become more wide-reaching over time and can refer to a few different things. This implies that there is no single universally accepted definition of the term presenteeism as different scholars have defined it in different ways.

Collins Dictionary (2021) defines it as the practice of persistently working longer hours and taking fewer holidays than the terms of one's employment demand, especially as a result of fear of losing one's job. Martinez and Ferreira (2012) express presenteeism as the fact that employees are physically present in the workplace but do not fully perform the expected performance for various reasons. In their own view, Workplace Testing Inc. (2019) define employee presenteeism as a workplace situation in which an employee is present for duty but is not fully capable of performing workplace tasks due to an illness or other condition. According to Cooper and Lu (2016), presenteeism occurs when people are physically present in the workplace but are functionally absent. They further define presenteeism in the workplace as an overt behavior or an act that pertains to employees forcing themselves to attend work even when they feel physical discomfort that qualifies for sick leave. From the foregoing, it can be seen that presenteeism can be induced by other conditions outside ill health. Consequently, this paper defines employee presenteeism as the condition in which employees are physically present at work but do not fully perform their expected duties due to various reasons.

Causes of Presenteeism

The number of the various causes of presenteeism has continued to increase as the borders of the concept itself continue to expand. The complexity of presenteeism has widened and gone quite beyond the choice by employees to remain at work instead of taking sick leave. The term has since started to cover such cases as:

- Habitual voluntary overtime: This is a situation where employees habitually stay at work for longer than they need to due to feelings of job.
- Disengagement: Presenteeism can also refer to situations where employees consistently turn up to work but aren't fully engaged or motivated.
- Information Technological (IT) addiction presenteeism: Addiction is an inability to stop using a substance or engaging in a behavior even though it is causing psychological and physical harm while IT refers to the use of hardware, software, services, and supporting infrastructure to manage and deliver information using voice, data, and video. Some employees often abandon their duties and regularly engage themselves with their laptops and mobile phones responding to chats and mails.

Mitretech Inc. (2021) unveiled a fascinating, and surprising range of factors found to be contributing to workplace presenteeism found in a study published in the *Journal of Occupational Health Psychology*. They included:

- Heightened motivation, job satisfaction and commitment to the organization
- Harassment, abuse, and discrimination, particularly for taking sick days
- Large workloads, understaffing, excessive overtime, and time pressure
- Personal financial difficulties and job insecurity
- Severe absence management policies (including disciplinary action, limited paid sick leave, sick days requiring a note from a healthcare provider)

Health Assured (2021) enumerates unrealistic employer expectations and time pressures, no paid sick days, loyalty or job insecurity, harassment or discrimination for taking sick days, larger workloads and understaffing as cause of employee presenteeism. Generally, the causes of employee presenteeism include but are not limited to the following:

- Poor health condition
- Job insecurity
- Employee incompetence resulting from poor recruitment practices
- Employment expectations
- Addiction to information communication technology (ICT) devices
- Poor or lack of employee motivation
- Delays in payment of employee entitlements
- Poor working condition etc.

Effects of Presenteeism on Organisational Productivity

Libraries and other organisations are established to achieve set goals and objectives. Productive employees are required to achieve the goals. In other words, the most important factor affecting the productivity of every organization is the human element; the employees (Juneja, 2015; Jess, 2013 and Aina, 2004). An organisation's financial losses may easily be eliminated or contained but it is often difficult to eliminate the losses arising from the behaviours, habits and mistakes of the employees. Presenteeism is therefore an important phenomenon for organizations including libraries. Scholars (Cooper and Lu, 2016; Engaged HR, 2018; Applauz Blog, 2021; Brouard, 2021 and Health Assured, 2021) are united that employee presenteeism results in decreased organizational productivity. According to Viquepedia (2021), among the effects of presenteeism, the most important factors are decrease in productivity, absenteeism and cost. Presenteeism damages the quality of work life and causes failure because it reduces productivity. The continuation of work while the employee is sick reduces both the numerical efficiency and the quality of the work done (Thompson & Wayne, 2018). Presenteeism not only results in loss of productivity but also creates safety and health problems for employees.

Ways of Addressing Presenteeism in Organizations

It has been noted earlier at the introduction of this study that presenteeism appears to be a much costlier problem than its productivity-reducing counterpart, absenteeism. The impact of presenteeism on libraries and other organisations including the society at large is quite enormous and calls for careful management. Unlike absenteeism, presenteeism is not always conspicuous. It is much easier to tell when someone does not show up for work, but you often cannot tell when or how much that person is not performing. It is even more worrisome that many (library) administrators are yet to identify presenteeism as their workplace challenge. Nevertheless when it is carefully identified, presenteeism can be addressed. Reward and Employee Benefits Association (REBA) (2017) posit that presenteeism can be managed by:

- Overhauling policies that discourage sickness absence
- Striking the right balance
- Implementing appropriate benefits schemes
- Accommodating and promoting flexible working condition
- Opening effective communication lines between the employer and the employee

Similarly, Brouard (2019) outlined the following ten (10) remedies to workplace presenteeism:

- Review your absence policies: The library's absence policies may be designed to reduce absences, but if they are not handled right you may just get a rise in presenteeism instead. Taking a kinder and less discipline-based approach to absence policies and being fair in enforcing them will help reduce the culture of uncertainty and insecurity that can fuel presenteeism.
- Consider workloads and skill-sets: Sometimes, employees feel pressured to always be present because nobody else can cover the nature of their work. An employee can have a workload that nobody else can carry. To reduce presenteeism, the organization can make sure that there are enough people to cover the work and the necessary skills. Being objective in recruitment is necessary here.
- Justifications for sick leave should be made clear: managers of organisations should help their staff understand the thresholds for taking sick leave by providing guidance including specific examples. For instance, someone with a mild cold may come into work, but more prominent symptoms such as a fever, coughing and sneezing may justify, or need taking leave.
- Use senior staff to set example: Employees look up to their managers to know how 'acceptable' sickness absence is. If library managers battle through work despite being ill, the people under them are likely to feel more pressure to do same. Make sure that staff at senior levels understand the importance of tackling presenteeism in the workplace, even in themselves. This will help ensure healthier attitudes towards absence across your organisation.
- Restructure or if possible scrap attendance incentives: Rewarding employees for good attendance may have a negative side-effect of encouraging presenteeism. Even without rewards attached, employees may also aim to achieve perfect attendance to show loyalty. It is better to place more emphasis on employees' personal health and productivity (output), instead of focusing on excellent attendance as if it is the ultimate goal.
- Review workplace hygiene levels: Poor workplace hygiene can lead to more cases of minor illnesses in staff that increase sickness absence - or presenteeism. A better approach to office hygiene, using strategies that are simple to adopt, can make a big difference. This is most essential in the present era of Covid-19 pandemic
- Address health stigma: Employees who work in an environment where their health and wellbeing are valued are more likely to disclose stress and health issues instead of suffering in silence due to the fear of stigmatization.
- Limit communications outside of work: If it is made clear that response to work queries outside of work hours is optional, it helps employees to maintain better health and wellbeing with clearer lines between working and non-working hours.

Like REBA (2017), Robertscooper (2018) opines that workplace presenteeism can be tackled in five (5) ways:

- Place higher premium on output instead of input: In some organisations, employees who put up excellent attendance even when they are sick, are viewed as loyal and dedicated, and it is held as the norm that team leaders soldier through illness to get the job done. It should be made clear that the library or any other organization expects sick staff to stay home and recover.

- Review the library's absence policy: Absence management policies that focus solely on sick leave provide only a partial picture of your organisation's health-related productivity losses. Punitive sick leave policies, especially, can do more harm than good as they may discourage employees from taking leave when they need to, leading to situations where absenteeism is simply substituted with presenteeism. Ensure that your line managers understand the relationship between absenteeism and presenteeism. It pays more to adopt a more flexible approach to absence and to provide support to employees making a return to work after a period of illness.
- Know the causes of presenteeism: High workloads can make committed employees to avoid taking time off when they need it because they are worried about deadlines or overburdening co-workers in their absence. Knowledge of organisational and managerial causes of work-related stress and ill health and having the soft skills to promote positive working practice and wellbeing reduces employee presenteeism.
- Recognise the symptoms of presenteeism: Employees with demeaning health problems often feel unable to disclose them to their manager. Most managers lack the training needed to support such employees when they disclose their ailments. Managers should be trained to notice the signals associated with employees experiencing high levels of stress or health problems, and that they feel equipped to have open and supportive conversations with them about their health challenges.
- Develop adequate wellbeing programme for your organisation: every organization should have a well-planned policy that takes account of social, physical, mental and financial stressors and offers appropriate support as a way of reducing the impact of presenteeism. Programmes that promote exercise, counselling or financial management can help prevent illnesses and reduce the impact of long-term conditions.

In a related study entitled 'Presenteeism: Cost, causes and solutions', Shaefer (2018) upholds eight employer solutions for presenteeism:

- Recognize that presenteeism exist: The first step in solving any problem is the ability to identify the problem in the first place. As already noted above, many library managers are completely unaware of the concept of presenteeism talk more of knowing that it exists in their library. Library managers should know that presenteeism exists and that its costs are rising. Any organization that fails to recognise the existence of presenteeism will likely have it adversely hunt its objectives.
- Review absenteeism control policy: library managers need to examine and ensure that absence control policies are not counterproductive. Programs such as disciplinary action will pressure sick employees to report to work, which inadvertently encourages presenteeism.
- Develop a workplace policy on presenteeism and inform and educate employees: Library employees should know where the library stands on coming to work without doing work, and how doing so can infect others. Guidelines should be established and properly communicated so as to help employees understand under what conditions they should stay home, and when it is right for them to resume duties.

- Do not set a bad example: As the boss, if you are sick or unable to work effectively, stay home. Donot spread your germs or habits to others in the office. If you feel you must be available to handle emergencies, do so on the telephone or by email.
- Take rational and necessary disciplinary action: In workplaces where the protection of the public is critical and essential to success, employers may want to take disciplinary action or dismiss workers who are found in violation of organizational policy. If an employee for instance goes to work ill and infects manyclients with disease, disciplinary action may be taken to instill the policy of staying away from work when ill.
- Sick employees should be sent home: Someorganisationswith presenteeism problems combat the issue by sending sick employees home. They strive to foster a culture that discourages employees from coming in sick. Possibly, employees can have the option to telecommute and work from home when not well.
- Endeavor to boost employee morale: One way to boost morale is to provide some degree of flexibility in employees' work arrangements. Employers who do so help employees meet the pressing demands of both work and family, and aid in their achievement of a healthy work-life balance.

The days should be gone when the image of an employee who shows input and no output or who comes to work sick-as-a-dog as a dedicated and valued worker was normal. Presenteeism is a potentially significant drain on organizational productivity. Library managers need to make concerted effort to develop libraries with healthy and highly functioning workers. This will help to achieve goals for organizational productivity. According to engaged HR (2018), we have to focus on results rather than time spent. It is results that matter in organisations, not the length of time employees sit on their desk.

Regrettably, most library managers continue to use outdated absenteeism measures as an indicator of success, placing more emphasis on time spent at work rather than focusing on the results and behavioursthat drive organizational success. The time has come for us to incentivize the right behaviour and discourage presenteeism by decreasing its powersand focusing on those results that matter.

Purpose of the Study

The general purpose of this study is to address the relationship between presenteeism and the productivity of Akanu Ibiam Federal Polytechnic Unwana library with a view to proffering solutions on the management of employee presenteeismso as to enhance the productivity of libraries in the post Covid-19 era.

Research Questions

The study addressed the following specific research questions:

- i. Does presenteeism exist in the library of Akanu Ibiam Federal Polytechnic, Unwana?
- ii. What are the actual causes of presenteeism in the library of Akanu Ibiam Federal Polytechnic, Unwana?
- iii. What are the effects of presenteeism on productivity in the library of Akanu Ibiam Federal Polytechnic, Unwana?
- iv. How can we solve the problem of presenteeism in the library of Akanu Ibiam Federal Polytechnic, Unwana?

Significance of the Study

The findings of this study is hoped to be significant to managers of libraries and information centres, managers of other organisations and captains of industries as it will open their eyes on the problems of presenteeism and enable them to come up with flexible and productivity enhancing absenteeism/presenteeism management policies. This will set in motion the roadmap for recovery of the productivity lost to Covid-19 pandemic by organisations and the globe at large. To achieve the objectives set above, this work adopted a method.

Methodology

Survey research design was adopted and the population of the study comprised thirty six (36) employees of Akanulbiam Federal Polytechnic Unwana(AIFPU) library in Ebonyi State. A self-developedstructured questionnaire was used to collect data from the respondents. A four point response scale was adopted. The questionnaire was made to pass through an expert in measurement and valuation so as to achieve both face and content validity. Data collected was analysed using statistical tables and mean values. Descriptive (reportorial) and inferential (predictive) statistical methods were used to analyze data collected from the research subjects. Values of 4, 3, 2 and 1 points were assigned to SA, A, D and SD respectively so that $4+3+2+1 = 10$ and significant mean value = $10/4 = 2.5$. Consequently, positions or statements with significant mean value of 2.5 and above are accepted (A) while others having significant mean value below 2.5 are rejected (R). Each research question forms a theme for analysis.

Results and Discussions

Research Question 1: Does presenteeism exist in the libraryof Akanu Ibiam Federal Polytechnic, Unwana?

Table 1: Existence of Presenteeism in the Library

S/No	Items	SA	A	D	SD	Mean	Decision
1.	Presenteeism exists in AIFPU library	15	14	7	-	3.2	A
2.	There are staff who come to work but do not perform	13	10	12	1	3.0	A
3.	Our absence management policy is flexible and allows sick persons to stay home and recover	21	14	1	-	3.5	A

Data in table 1 indicate with mean values of 3.2, 3.0 and 3.5 that the productivity cankerworm called presenteeism exists in Akanu Ibiam Federal Polytechnic Unwana library.

Research Question 2: What are the actual causes of presenteeismin the library of Akanu Ibiam Federal Polytechnic, Unwana?

Table 2: Causes of Presenteeism in the Library

S/No	Items	SA	A	D	SD	Mean	Decision
1.	Poor health condition causes presenteeism	2	12	15	7	2.3	R
2.	Poor commitment to duty causes presenteeism	11	21	3	1	3.2	A
3.	Incompetence/poor qualificationprevents employees from performing at work	9	18	6	3	2.9	A

4.	Lack of or inadequate employee motivation results in underperformance among staff	10	22	2	2	3.1	A
5.	Addiction to ICT devices (e.g. mobile phones) results in presenteeism	7	13	12	4	2.6	A
6.	Delays in settlement of employee entitlements	8	14	11	3	2.8	A
7.	Job insecurity causes presenteeism	3	11	16	6	2.3	R
8.	Severe absence management policies	2	15	9	10	2.3	R
9.	Large workloads result in presenteeism	4	8	15	9	2.2	R
10.	Poor workenvironment leads to underperformance	6	14	12	4	2.6	A
11.	In AIFPU library, underperformance by staff is a function of other factors outside poor health	11	18	4	3	3.0	A

Data in table 2 indicate the causes of workplace presenteeism in AIFPU library. Data presented show that in AIFPU library, workplace presenteeism is caused by poor commitment to duty, lack of or inadequate employee motivation, incompetence/poor qualification, delays in settlement of employee entitlements, addiction to ICT devices (e.g. mobile phones) and poor workenvironment. Data analysed in table 2 above further reveal that in AIFPU library presenteeism is a function of factors outside poor health. The respondents reject poor health condition, job insecurity, severe absence management policy and large workloads as causes of workplace presenteeism in AIFPU library.

Research Question 3: What are the effects of presenteeism on productivity in the library of Akanu Ibiam Federal Polytechnic, Unwana?

Table 3: Effects of Presenteeism on Organizational Productivity in the Library of Akanu Ibiam Federal Polytechnic, Unwana

S/No	Items	SA	A	D	SD	Mean	Decision
1.	Presenteeism results in decreased productivity	21	14	1	-	3.6	A
2.	Presenteeism results in increased productivity	-	1	15	20	1.5	R
3.	It causes organizational failure due to reduced productivity	19	15	2	-	3.5	A
4.	It results in organizational success as a result of increased productivity	-	-	15	21	1.4	R
5.	Presenteeism has negative impact on productivity	17	18	1	-	3.4	A
6.	It leads to loss in costs	12	20	2	2	3.2	A

Table 3 above indicates the effects of presenteeism on workplace productivity in the library of Akanu Ibiam Federal Polytechnic, Unwana. From the responses analysed, the respondents generally accept that relationship exists between employee presenteeism and workplace productivity. They unanimously accept that workplace presenteeism has negative influence on the productivity of the library of Akanu Ibiam Federal Polytechnic, Unwana.

Research Question 4: How can we solve the problem of presenteeism in the library of Akanu Ibiam Federal Polytechnic, Unwana?

Table 4: Solutions to Workplace Presenteeism

S/No	Items	SA	A	D	SD	Mean	Decision
1.	Overhaul of policies that discourage sickness absence	4	8	15	9	2.2	R
2.	Creating awareness of presenteeism as workplace challenge	6	14	12	4	2.6	A
3.	Recruitment of competent and qualified personnel	14	16	4	2	3.2	A
4.	Creating awareness of the causes of presenteeism	8	13	11	4	2.7	A
5.	Scrapping attendance incentives	5	12	9	10	2.3	R
6.	Creating performance incentives	11	14	10	1	2.7	A
7.	Increasing emphasis on results rather than time spent	7	15	12	4	2.8	A
8.	Motivating and boosting employee morale	18	18	-	-	3.5	A

Table 4 above shows the possible solutions to workplace presenteeism in the library of Akanu Ibiam Federal Polytechnic, Unwana. The results show that the respondents reject overhaul of policies that discourage sickness absence and scrapping of attendance incentives, as possible solutions to workplace presenteeism. However, they accept motivating and boosting employee morale, recruiting competent and qualified personnel, increasing emphasis on results rather than time spent, creating awareness of the causes of presenteeism, creating performance incentives and creating awareness of presenteeism as workplace challenge as positive pathways to managing workplace presenteeism in AIFPU library.

Discussion of Findings

From the results of the analysis, the following findings were made and discussed. On the existence of workplace presenteeism in AIFPU library, the findings reveal that that the productivity cankerworm called presenteeism exists in Akanu Ibiam Federal Polytechnic Unwana library. this finding is in line with the finding of the Chartered Institute of Personnel Development (CIPD) (2018) which carried out a survey entitled ‘Health and wellbeing at work’ and found that employee presenteeism has more than tripled since 2010. According to them, 86% of survey respondents observed presenteeism in their organisation within a 12 month period.

On the causes of presenteeism, the finding of this study appears to be peculiar. Other than poor health condition which most scholars (Mitrefinch Inc., 2021; Applauz Blog, 2021 and Graham, 2019) recognize as a predominant cause of workplace presenteeism in Europe, America and America, presenteeism in AIFPU library is rather caused by the following factors:

- Poor commitment to duty
- Lack of or inadequate employee motivation
- Incompetence/poor qualification
- Delays in settlement of employee entitlements
- Addiction to ICT devices (e.g. mobile phones) and
- Poor work environment

This finding tally with the position of Brouard (2019) that the definition of employee presenteeism has become more wide-reaching over time and can refer to a few different things other than being at work while sick. Concerning the effects of presenteeism on workplace productivity in the library of Akanu Ibiam Federal Polytechnic, Unwana, the findings reveal that workplace presenteeism has serious negative impact on productivity in the library of Akanu Ibiam Federal Polytechnic, Unwana and can lead to organizational failure. This agrees with the position of several scholars (Cooper and Lu, 2016; Engaged HR, 2018; Applauz Blog, 2021; Brouard, 2021 and Health Assured, 2021) that employee presenteeism results in decreased organizational productivity.

On how to solve the problem of presenteeism in the library of Akanu Ibiam Federal Polytechnic, Unwana?, the findings revealed that workplace presenteeism can be managed by:

- Motivating and boosting employee morale
- Recruiting competent and qualified personnel
- Increasing emphasis on results rather than time spent
- Creating awareness of the causes of presenteeism
- Creating performance incentives and
- Creating awareness of presenteeism as workplace challenge

Conclusion and Recommendations

There are speculations that libraries across Nigeria have not been as productive as expected in recent times and this accounts for the underutilization and low patronage which libraries in Nigeria have been experiencing in recent times. This is happening at a time when every aspect of human endeavor including librarianship, has been disrupted by the influx of the novel Coronavirus pandemic which among other things has resulted in decreased productivity at individual, national and global levels. This is also happening at a time when the anti-organizational productivity dragon tagged presenteeism is hacking and vandalizing the productivity treasury of organisations. Moreso, this is happening at a post Covid-19 era when libraries and other organisations need to redouble their productive efforts in order to recover what was lost to Covid-19 pandemic; a time when libraries are struggling hard to keep their heads above waters. At such time, presenteeism should not be allowed an inch space in the library or any other organization. Therefore, if your library has been invaded by presenteeism, implementing the recommendations below is your drug. Else, library and information services will keep depreciating and librarians should be getting ready to hand over their esteemed positions as information ninjas to other competitors in the information industry.

Sequel to the findings of this study, the following recommendations are made:

- Awareness should be created on the causes/dangers of workplace presenteeism
- There should be increased emphasis on output/results rather than on presence
- Increased motivation and boosting of employee morale.
- Managers of libraries and information centres should enthrone merit-based recruitment so as to attract the services of qualified and competent employees.
- Performance incentives should be created.

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