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The effect of Leadership styles on Job-stress-related Presenteeism

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Abstract

Leaders of organisations are faced with a severe challenge due to a rapidly changing business environment. Increased competition and lack of knowledge workers have seen organisations operating with lean labour forces, thus applying excessive pressure on these workers to deliver high quality products and services. Studies have shown that constant excessive pressure on these knowledge workers cause stress leading to loss of productivity while still being at work, giving rise to a phenomenon known as presenteeism. Studies have fallen short in measuring presenteeism as it has only been focussed on sickness as an antecedent for presenteeism. A recent study on presenteeism has shown evidence of job stress to be a precursor of presenteeism thus providing a new construct called 'job-stress-related presenteeism, and huge opportunity for studies in this field. This study aims to assess the effect that leadership styles have on job-stress-related presenteeism as leaders drive organisational performance. 242 responses from 12 widely categorised industries were collected and analysed. Analysis included principal component analysis and various correlations to assess for associations between the two variables. The results indicated that leadership style can be used as a predictor for job-stress-related presenteeism.

Keywords: Presenteeism, Job-stress-related presenteeism, Transformational, Transactional and Laissez-faire leadership styles, Job stress

Declaration

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

11/11/2013

Reuben George

Date

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List of Abbreviations

JSRP	-	Job-Stress-Related-Presenteeism
MLQ	-	Multi Leadership questionnaire
WLQ	-	Work Limitations Questionnaire
HERO	-	Health Enhancement Research Organisation
KMO	-	Kaiser-Meyer-Olkin

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Chapter 1 - Introduction to the Research Problem

1.1 Introduction

A dynamic and rapidly changing business environment across different industries has created severe challenges for leaders of organisations and businesses (Cao & Ramesh, 2008). The survival of organisations despite these challenges relies on constant modification of internal structures and strategies (Kennerley & Neely, 2003). McGill & Slocum (1999) say that “in order for organisations to succeed in today’s environment, they must dramatically change their business processes and simultaneously develop and draw on the commitment of their people to implement these new processes” (p. 39). As many organisations are operating with lean labour forces, job demands on employees are increasing, applying excessive pressure on them to perform (Hakanen, Schaufeli, & Ahola, 2008). Thus the role of leaders in creating and managing a good work environment is important (Cummings, et al., 2010). The failure to address this will likely create stress and reduced productivity having a long term impact on organisational performance (Schaufeli, Taris, & Van Rhenen, 2008).

1.2 Background to the research problem

Whitehouse (2005) indicates that reduced productivity due to events that distract one from full productivity is *presenteeism*. Leaders of organisations are concerned about this phenomenon as organisational performance is significantly impacted (Puig-Ribera, McKenna, & Gilson, 2008). Johns (2010) traces the development of interest in presenteeism and reports that presenteeism involves showing up for work when one is ill. However, Johns (2010) also mentions that there has been a lot of confusion around the definition of presenteeism. Hemp (2004) mentions that the concept of presenteeism only gained importance in the last decade (since 2000); however it is not a new problem as it has always existed in the work place.

Globalisation has caused organisations to focus on developing their competitive advantage which relies heavily on competent, talented and dedicated employees (Joo, 2010). These employees are called ‘knowledge workers’ and are defined by Drucker

(1992) (as cited in Joo, 2010, p. 70) as “high-level employees who apply theoretical and analytical knowledge that is acquired through formal education in developing new products or services”. Knowledge workers create a competitive advantage because they innovate, operate and provide excellent service delivery (Pathirage, Amaratunga, & Haigh, 2007). Hence, leaders of organisations look to make the most of each employee’s abilities to maximise organisational performance.

With increasing competition, job demands on these employees are continually increasing (Hakanen et al., 2008). Thus leaders need to build high quality work environments that are suitable for these employees to perform. Cummings et al. (2010) indicates that various forms of leadership have a significant impact on work environments and result in high employee satisfaction, productivity and effectiveness. However creating and maintaining this psychologically healthy work environment is a huge challenge for most leaders and supervisors (Gilbreath & Karimi, 2012).

An important trait in creating a good working environment is leadership behaviour as leaders motivate, engage and satisfy the needs of their employees (Bolden, Gosling, Marturano, & Dennison, 2003). Madlock (2008) argues that subordinates who perceive their supervisors’ behaviours to exhibit both relationship orientation and task orientation report being the most satisfied. Research by Nielsen, Randall, Yarker, & Brenner (2008) concluded that a relationship exists between a meaningful work environment, leadership and employee well being. Schaufeli et al. (2008) indicate that employee well being has a high association with low levels of stress and leads to increased employee productivity. Thus the failure to exhibit the right leadership behaviour can cause stress among knowledge workers. Donaldson (2003) (as cited in Gilbreath & Karimi, 2012, p. 117) noted, “anyone who has ever worked for anyone else will tell you that one’s manager has an enormous influence on the level of stress in the workplace”. Zopiatis & Constanti (2010) also concluded that leadership behaviour impacts followers’ stress and burnout levels.

Research on stress indicates that it has led to several outcomes such as burnout, turnover, reduced productivity and well being and so forth (Abualrub & Al-Zaru, 2008; Maslach & Leiter, 2008; Tarafdar, Tu, Ragu-Nathan, & Ragu-Nathan, 2007). Ahsan, Abdullah, Fie, & Alam (2009) indicate that stress is a situation which will force a person to deviate from normal functioning due to change in his/her psychological and/or physiological condition. Chae, Seo, & Lee (2011) confirm that job stress is linked to a decrease in organisational effectiveness and individual performance. Thus employees that face stress at work do not perform at their normal levels which results in loss or reduced productivity which Whitehouse (2005) indicates as presenteeism.

1.3 Research Motivation

Several studies on presenteeism have been conducted focussing on sickness as the antecedent (sickness presenteeism) (Aronsson, Gustafsson, & Dallner, 2000; Demerouti, Le Blanc, Bakker, Schaufeli, & Hox, 2009; Baker-McCleary, Greasley, Dale, & Griffith, 2010). Gilbreath & Karimi (2012) describe this approach to presenteeism to be very narrow in the understanding of the concept. Munro (2007) suggests that presenteeism is another aspect of absenteeism as this refers to an employee who is present at work but not actually rendering a service due to a range of reasons such as illness or personal problems. Prater & Smith (2011) indicate that presenteeism is the antithesis of absenteeism. While absenteeism has been widely studied because of its impact on service delivery, staff morale and financial losses (Munro, 2007), studies have not only focussed on not being at work because of sickness (Schaufeli, Bakker, & Van Rhenen, 2009), but a whole of other factors too such as job stress, leadership, working conditions and so forth (Lyons, 1972; de Boer, Bakker, Syroit, & Schaufeli, 2002; Godin & Kittel, 2004).

Gilbreath & Karimi (2012) state that limiting presenteeism as a condition due to illness would be equivalent to conceptualizing absenteeism as not being on the job because of illness or other medical conditions. Thus the phenomenon of presenteeism could also have a limitless number of causes. Cooper, 1994 (as cited in Gilbreath & Karimi, 2012, p. 115), defined presenteeism as "people turning up to work, who are distressed by their

jobs or some aspect of the organisational climate that they contribute little, if anything, to their work". Simply stated, presenteeism occurs when employees are physically present, but mentally absent. This suggests that presenteeism could be an outcome (event-based) of a negative work environment. Having this broader view on presenteeism Gilbreath & Karimi (2012) provided evidence that job stress is an antecedent of presenteeism and thus established a legitimate construct called 'job-stress-related presenteeism'.

Furthermore, it is estimated that the costs related to presenteeism are quite high and come in the form of a lack of added value to the product or services rendered, or even a decrement to employee performance (Hemp, 2004; Munro, 2007; MacGregor, Cunningham, & Caverley, 2008; Prochaska et al., 2011). Thus additional labour or materials are required to rectify the poor quality product or service which is rendered.

The reasons mentioned above provide strong justification for conducting additional research in the field of presenteeism. Thus research on understanding presenteeism and its antecedents will add to the body of knowledge and will provide deep insights to organisations on how to reduce presenteeism.

Leadership has been one of the most studied constructs within the field of organisational studies but remains difficult to understand (Zopiatis & Constanti, 2010). Leaders are the drivers of organisational success (Goleman, Boyatzis, & McKee, 2001) and development (Ladyshevsky, 2010) and hence leadership styles is of interest to researchers (Ogbonna & Harris, 2000). As mentioned earlier, leader behaviour impacts the performance of knowledge workers as they motivate, engage and satisfy the needs of their employees (Bolden et al., 2003). Hence this study on leadership, measuring job-stress-related presenteeism may add to the existing leadership theory and may help leaders to manage their subordinates more effectively to deliver the desired results.

1.4 Research Problem

The main purpose of this research study is to analyse the effect of leadership styles on employee job-stress-related presenteeism.

From the studies seen above on leadership (Cummings et al., 2010; Bolden, et al., 2003; Madlock, 2008) and job-stress-related presenteeism (Gilbreath & Karimi, 2012), this research will attempt to systematically measure the effect of leadership styles on job-stress-related presenteeism to establish if a new leadership-outcome link can be established. Current literature shows only one study on job-stress-related presenteeism conducted by Gilbreath & Karimi (2012) which shows strong associations between negative supervisor behaviour and job-stress-related presenteeism.

This research will also seek to confirm Gilbreath & Karimi's (2012) understanding of presenteeism which may potentially assist future research to discover other antecedents to presenteeism and establish which have the strongest effect.

Chapter 2 - Literature Review

2.1 Introduction

The research title describes two constructs which are leadership style and employee presenteeism. With growing competition and changing business environments, organisations are faced with a challenge of getting the best out of their employees to stay in the race. Knowledge workers play a key role in the success of organisations as they drive innovation, and are responsible for providing good service delivery (Pathirage, Amaratunga, & Haigh, 2007). With increasing job demands on knowledge workers, a need arises for leaders to build quality work environments. Literature on work environments indicate that various forms of leadership have a significant impact on work environments and result in staff satisfaction with work, staff health and well being and productivity and effectiveness (Cummings, et al., 2010). Employee well being is seen to have a high association with low levels of stress and leads to increased employee productivity (Schaufeli, Taris, & Van Rhenen, 2008). Donaldson (2003) (as cited in Gilbreath & Karimi, 2012, p. 117) noted, “anyone who has ever worked for anyone else will tell you that one’s manager has an enormous influence on the level of stress in the workplace”. Thus keeping stress levels low among knowledge workers is vital for leaders across all organisations and industries.

Existing literature on presenteeism indicates that as staff health and well being are negatively affected, productivity levels are seen to decrease even though employees are at work implying that they are at work but not actually working (Schultz & Edington, 2007). While work attendance has long been appreciated, the presence of an employee who is not in condition to perform at his fullest potential (presenteeism) can be more harmful than his absence. Although the concept of presenteeism is relatively new and current literature is confined to sickness oriented presenteeism, finding ways to reduce presenteeism is gaining importance.

This chapter highlights some salient points with regards to the concept of presenteeism and also draws attention to some fundamental issues with the current understanding of presenteeism. The first section provides various definitions on presenteeism and disagreements around it from existing literature. An insight into the source and factors influencing presenteeism is also given along with an emphasis on understanding why dealing with presenteeism is important. The second section deals with a review of current literature which briefly examines the progression of research on presenteeism and introduces the construct of job–stress- related presenteeism. The third section provides an overview of the evolution and importance of leadership and its impact on employee well being and productivity.

Using these sub sections, this research will attempt to understand, and add a new dimension to the construct of job-stress-related presenteeism. As it is a new area of study, this research aims to establish if a relationship exists between leadership style and job–stress-related presenteeism thus adding to the growing body of knowledge. This study further tests the association between job stress and job-stress-related presenteeism to validate the findings of a previous study by Gilbreath & Karimi, 2012, thus far the only attempt to understand this relationship.

2.2 Defining Presenteeism

Extant literature shows several different definitions for presenteeism, however presenteeism has been traditionally referred to as “attending work while being ill” (Johns, 2010, p. 521). However, Johns (2010) states scholars have conflicting views with regards to this definition. Baker-McClearn et al. (2010) concurred, suggesting that the term presenteeism has been in usage for many years, even though its definition is rather vague. Johns (2010) highlights that there seems to be confusion in this definition and that presenteeism as a concept has predominantly been measured as a result of sickness. This understanding may not fully conceptualise the complexity of presenteeism as there could be other factors that lead to it. Whitehouse (2005) provides office politics as an example that could cause one to experience presenteeism.

Gilbreath & Karimi (2012) indicate that presenteeism occurs when “employees are physically present, but mentally absent. In other words, employees are at work, but their cognitive energy is not devoted to their work” (p. 115). Cooper (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) defined presenteeism as “people turning up to work, who are so distressed by their jobs or some aspect of organizational climate that they contribute little, if anything, to their work”. This suggests that such employees are likely to be less productive, make more mistakes and provide a lower-quality service and be less innovative. William & Cooper (1999) related the concept of presenteeism to a real life example of a machine setter who, distracted by domestic worries, caused a serious loss of production as the parts produced did not meet the customer’s requirements. Thus at the centre of presenteeism is the concern of organisational loss of productivity as employees lack focus.

2.3 Source and cost of presenteeism

Research in the field of presenteeism has only gained importance since early 2000 (Hemp, 2004), as organisations seek to create a competitive advantage by controlling presenteeism amongst their employees. However, the phenomenon of presenteeism is not a new problem in the work place. Due to the competitive nature of business, employers and their workforces are faced with the daunting task of doing more with less in the race to improve productivity. Also mistakes made by mentally absent employees are more likely to result in very high costs. Thus in order to overcome presenteeism, understanding the source and causes is important.

Munro (2007) suggests that presenteeism is another aspect of absenteeism as this refers to an employee who is present at work but not actually providing a service due to a range of reasons such as illness or personal problems. Furthermore, Prater & Smith (2011) indicate that presenteeism is the antithesis of absenteeism. Recent studies done by Gilbreath & Karimi (2012) support this, as they report that presenteeism is better conceptualised as absenteeism or as a phenomenon with a nearly limitless number of possible causes. Absenteeism has been defined as not showing up for scheduled work (Johns, 2010) and existing literature on absenteeism has shown several causes. Some

of the main contributors of absenteeism identified are poor leadership, low job satisfaction, bad working conditions and consistent negative and unfair treatment by managers (Munro, 2007). The studies suggest that the concept of presenteeism can be derived from absenteeism and that the same factors that cause absenteeism could cause presenteeism among employees.

Unlike presenteeism, absenteeism has a long research history, mostly due to its constant cost to organisations as it has adverse affects on service delivery. Research states that the costs of absenteeism to organisations and society are believed to be substantial (MacGregor et al., 2008; Prochaska et al., 2011). Organisations throughout the world suffer huge losses every year due to absenteeism. MacGregor et al. (2008) state that in Canada alone, billions of dollars are lost each year due to absenteeism. Baker-McClearn et al. (2010) claim that absenteeism is the largest source of lost productivity in business in the U.K.

Recently several studies have been undertaken to evaluate the monetary impact of presenteeism caused due to sickness (Hemp, 2004; Johns, 2010). However it is difficult to estimate the costs as presenteeism is not always apparent, unlike absenteeism (Hemp, 2004). Costs are possible to track when an employee does not show up at work (absenteeism) but it is often not possible to tell when and to what extent an employee does not perform (presenteeism). To add to this, the concept of presenteeism is not well understood. MacGregor et al. (2008) mention that the estimated cost of sickness presenteeism may be even greater than the cost of sickness absenteeism. A recent white paper from the Health Enhancement Research Organisation (HERO) suggests that presenteeism accounts for three-quarters of the cost of lost employee productivity and absenteeism accounts for the other one-quarter. Thus managing presenteeism can be a source of competitive advantage. Although the studies measuring costs were based on sickness presenteeism, it does indicate that, in general costs due to presenteeism can be high.

2.4 Summary of current literature on presenteeism

As mentioned in the previous section, the concept of presenteeism has not been widely studied as it is a relatively new body of knowledge. While employers have paid particular attention to absenteeism, for several years, presenteeism has been contributing greatly to the deterioration of employee performance and work quality. An analysis of the current literature revealed that studies on presenteeism were conducted to identify the following:

1. The impact of different diseases on work presenteeism;
2. The personal and work related factors associated with sickness presenteeism;
3. The impact of sickness presenteeism on productivity and what tools are used to measure performance;
4. The costs involved with sickness presenteeism in comparison to sickness absenteeism;
5. The type of health programs that can be implemented to improve presenteeism at the workplace.

Many researchers argue that presenteeism is linked mainly to psychological health factors and hence literature on presenteeism predominantly focuses on sickness presenteeism (Caverley, Cunningham, & MacGregor, 2007; Schultz & Edington, 2007; Johns, 2010). However this view is contentious and largely debated in literature (Baker-McCleary et al., 2010; Johns, 2010). Several diseases such as allergies, rheumatoid arthritis, chronic back pain, and others have been linked to presenteeism (Munro, 2007). As stated earlier, the literature shows that the costs involved with sickness presenteeism are quite high and hence in depth studies are being performed by researchers to reduce this phenomenon at the work place.

One of the earliest studies on presenteeism done by Aronsson et al. (2000) investigated sickness presenteeism in relation to occupation, irreplaceability, ill health, sickness absenteeism, personal income, and slimmed down organisation. The results of the study revealed that the highest levels of presenteeism are largely to be found in the

care and welfare and educational sectors. People with upper back and neck pain and fatigue are among those with high presenteeism and high sickness presenteeism eventually resulted in high sickness absenteeism. Demerouti et al. (2009) show that the impact of job demands on sick employees causes more presenteeism and eventually leads to burnout. Thus Demerouti et al. (2009) indicate that “employees get trapped in a ‘loss spiral’ as symptoms of burnout lead to an accumulation of job demands and less energy to cope with these demands” (p. 51). This again results in presenteeism.

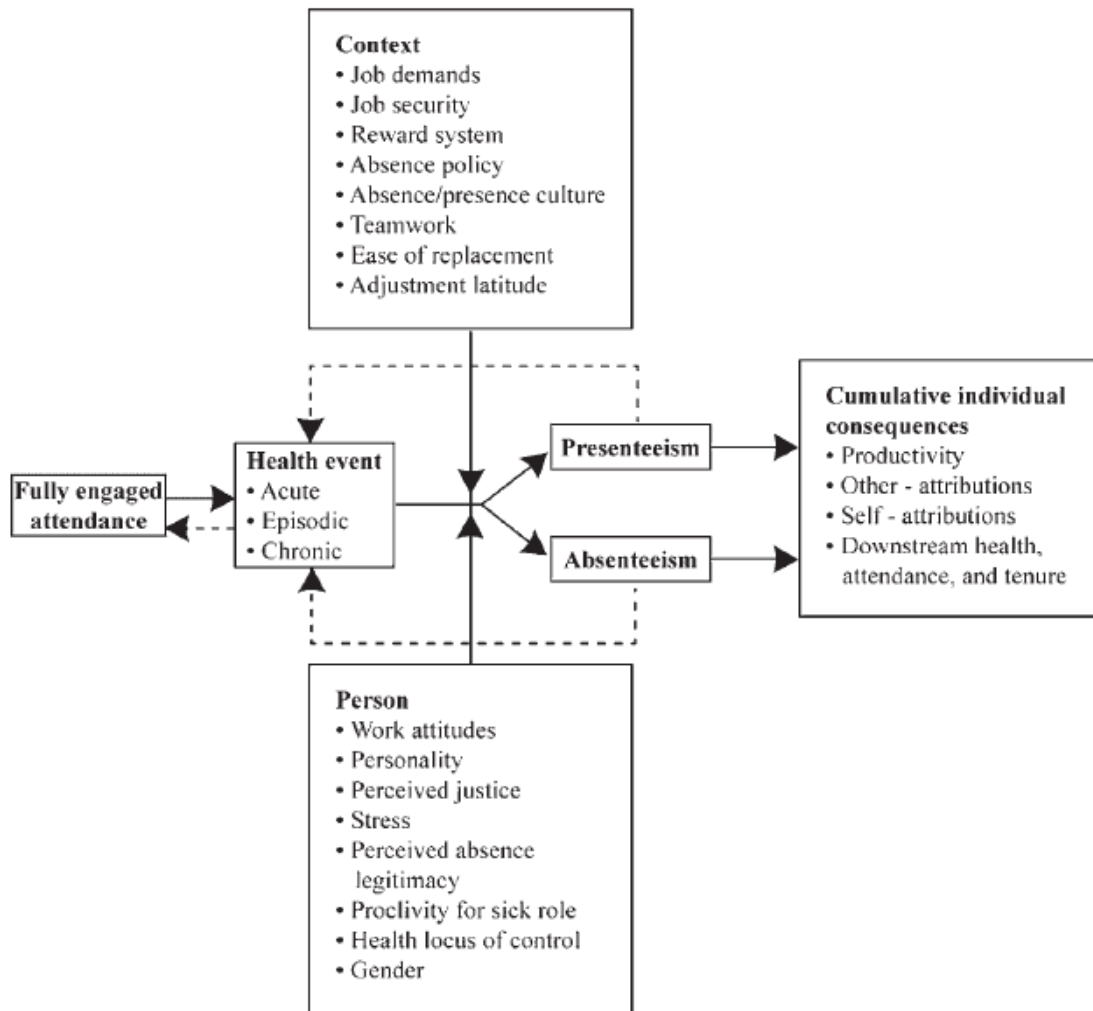
Sickness presenteeism could be both voluntary and involuntary, meaning employees are sick but are at work either because of work or personal pressures. Baker-McClearn et al. (2010) show that employees though sick are forced to work because of organisational policies on sick leave (involuntary). Furthermore, some employees attended work because they felt that their absence would burden other colleagues (voluntary) or have negative consequences on themselves. Waddell & Burton (2006) similarly argued that the right kind of work can be good for a person, but what the right kind of working environment entails is less frequently described. Factors in the work environment such as policies, culture and perceptions of the management of nonattendance impact on an employee’s absence and presence (including presenteeism) at work.

Some studies define presenteeism as a reduction in productivity because of health-related conditions (Schultz & Edington, 2007). Numerous studies have been done in this regard as organisations constantly seek to attain competitive edge through high levels of productivity and innovation (Pathirage, Amaratunga, & Haigh, 2007). Chatterji & Tilley (2002) found that policies implemented by organisations such as a reduction in sick pay to reduce absenteeism were more likely to increase presenteeism which in turn could lead to more illness and lower productivity. A U.S. survey reported that 56 percent of employers felt presenteeism because of some perceived problem in their organisation, and employee burnout and lost productivity were seen to be 7.5 times greater with presenteeism than absenteeism (Baker-McClearn et al., 2010).

Since the costs involved in sickness presenteeism are high and found to be higher than sickness absenteeism, several instruments that measure presenteeism were validated for reliability (Lofland, Pizzi, & Frick, 2004). Research indicates that Work Limitations Questionnaire (WLQ) has been one of the most extensively used instruments for measuring the degree to which health problems interfere with specific aspects of job performance (presenteeism). Puig-Ribera, McKenna, & Gilson (2008) evaluated the internal consistency, reliability and validity of the instrument across various languages and found it to be a valid and reliable scale for the assessment of presenteeism. The instrument informs organisations on how to combat presenteeism through health promotion programs. Cancelliere, Cassidy, Ammendolia, & Cote (2011) performed a systematic review of literature on Workplace Health Promotion (WHP) programs and found evidence for a positive effect of some WHP programs such as organisational leadership, health risk screening and supportive workplace culture on presenteeism.

Johns (2010) provided a thorough study on the subject and traced the development of interest in presenteeism. The study considered, various conceptualisations, and explained how presenteeism is typically measured. It provides a model that suggests some of the key variables that might lead to the understanding of the phenomenon. The model is depicted in Figure 1 below. It assumes that “fully productive regular attendance is interrupted by a health event and to some extent the nature of the health event dictates whether absenteeism or presenteeism ensues. Once accounting for the nature of the illness, work context factors and personal factors (attitudes, personality, and gender) further influence the choice between absenteeism and presenteeism” (Johns, 2010, p. 531).

Figure 1: A dynamic model of presenteeism and absenteeism (Johns, 2010, p. 532)



A summary of the literature thus far reflects a very narrow understanding of the subject as only sickness is considered the antecedent for presenteeism. However, if presenteeism is considered to be another aspect of absenteeism (Munro, 2007), or an antithesis of absenteeism (Prater & Smith, 2011), then Cooper’s (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) definition stated earlier, provides huge opportunity for study in this field. If presenteeism only resulted from sickness then it would be equivalent to conceptualising absenteeism as not being on the job because of illness or other medical conditions. But literature has provided sufficient evidence that absenteeism can be a result of a variety of different causes. Hence, as Gilbreath &

Karimi (2012) mentioned, nearly limitless number of possible causes could be linked to the phenomenon of presenteeism.

Only one study thus far conducted by Gilbreath & Karimi (2012) aimed to understand presenteeism based on Cooper's (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) conceptualisation of presenteeism. Their study provided evidence for a new construct 'job-stress-related presenteeism' which is a form of psychological strain whose antecedent is job stress. The research evaluated the impact of supervisor behaviour on job-stress-related presenteeism and found favourable associations between the two variables. This was the first attempt to understanding presenteeism in a different light.

2.5 The construct: Job-stress-related presenteeism

In building the body of knowledge on presenteeism, Gilbreath & Karimi (2012) developed a construct called job-stress-related presenteeism which indicates that job stress is another factor, other than illness, that causes workers to not be focussed on the job. Their work in developing the construct of job-stress-related presenteeism was informed by a broad understanding of the subject based on Cooper's (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) school of thought on presenteeism, mentioned earlier. Gilbreath & Karimi's (2012) study explored the relationship between job stress and presenteeism caused by a factor within the organisation, supervisor behaviour.

Parker & Decotiis (1983) (as cited in Chae, Seo, & Lee, 2011, p. 2) defined job-related stress as an "uncomfortable and undesirable feeling experienced by an individual who is required to deviate from normal or self-desired functioning in the work place as the result of opportunities, constraints, or demands relating to potentially important work-related outcomes." They state in their study that job stress is linked to a decrease in organisational effectiveness and individual performance and researchers concur with this view (Abualrub & Al-Zaru, 2008). Another study on job stress revealed that support from supervisors was negatively related to systolic blood pressure for employees in high-stress conditions (Karlin, Brondolo, & Schwartz, 2003).

Gilbreath & Karimi's (2012) attempt to understand the relationship between stress and presenteeism as dependent variables and supervisor behaviour as the independent variable revealed strong associations and the evidence led them to conclude that presenteeism could be caused by several factors (in this case job stress) and not solely because of a health problem. Gilbreath & Karimi (2012) assert that "job-stress-related presenteeism is most closely the opposite of Rothbard's (2001, p. 656) conceptualization of engagement, which focuses on attention - the cognitive availability and the amount of time one spends thinking about a role - and absorption - the intensity of one's focus on a role" (p. 116). However, it does not regard presenteeism as merely work disengagement or low engagement as most definitions of engagement (Schaufeli, Salanova, González-Roma, & Bakker, 2002) characterise it as pervasive and role-based, it rather considers presenteeism to be more transitory and situational (event-based).

In terms of the discussion thus far, the following is evident:

1. Job stress has shown negative associations with individual performance;
2. Job stress is a factor that causes presenteeism;
3. Past research on presenteeism has shown that it has a huge impact on performance and results in huge costs.

As only one documented study has been conducted thus far on job-stress-related presenteeism which indicates job stress to be an antecedent, there is huge potential to further expand this field of study.

2.6 Leadership and its importance

Leadership is one of the most researched areas within the field of organizational studies, and yet the least understood (Zopiatis & Constanti, 2010). It is a complicated construct that has been defined in a number of ways, such as the ability to guide followers toward shared goals and as a form of influence (Madlock, 2008). Kouzes, Posner & Peters (1990) quoted leadership (as cited in Rossato, 2008, p. 20) as "leadership is not a place, and it's not a secret code that can't be deciphered by ordinary

people. The truth is that leadership is an observable set of skills and abilities that are useful." Historically the evolution of leadership tended to focus on characteristics and personality traits but later the focus shifted towards the perceptions of followers and the contextual nature of leadership (Bolden et al., 2003).

Initial leadership models focussed only on the leader and defined trait theories of leadership (Robbins & Coulter, 2005). They were looked upon as someone who stands out from the rest as being somehow different and leading the people. As organisations have moved into the knowledge economy, newer leadership theories have started paying more attention on a leader's relationship with his/her followers as they contribute significantly to the success of an organisation. The organisational climate which prevails today requires good leadership throughout the organisation to be successful. Bateman & Snell (2002) indicate that people are always interested in knowing the components that contribute in making an ordinary person a great leader.

The most widely used work on leadership was the 'Full Range Theory of Leadership' (Bass, 1999; Avolio & Bass 2004) which suggests that there are three leadership behaviours such as transformational, transactional and laissez-faire. According to Bodla & Nawaz (2010), transformational leaders are those who are charismatic and motivate employees by inspiring them, considering them individually, and stimulating their intellectual needs. Transactional leaders are those who specify tasks and monitor performance to achieve tasks by providing a reward system and laissez-faire leaders are those who avoid any involvement with their subordinates. Numerous researchers have investigated the leadership model in different cultures and occupations to understand the relationship between these leadership behaviours and various phenomena such as burnout, stress, job satisfaction, performance and so on (Danish & Usman, 2010; Dale & Fox, 2008; Zopiatis & Constanti, 2010).

More recently leaders have been tasked to create an environment that allows their knowledge workers to be engaged and perform at high levels thus contributing to the success of the organisation (Wildermuth & Pauken, 2008; Attridge, 2009). Leaders, who

promote supportive relationships, motivate subordinates, facilitate more positive and less negative emotions among subordinates, and create more benign evaluations of stressful tasks among subordinates are most likely to be more effective than the more traditional leaders who tend toward task-directive techniques (Lyons & Schneider, 2009). A conceptualisation of leadership that is composed of task and relational behaviours is considered as the styles approach to leadership (Madlock, 2008) and has a direct relationship with employee satisfaction. This signifies that leadership styles are behaviours that leaders employ to influence the behaviours of subordinates and hence the right leadership behaviour is crucial to the success of organisations.

2.7 Impact of leadership style on employee job stress and well-being

The literature review assessing the impact of leadership style on employee stress and well being is based on 'Full Range Theory of Leadership' (Bass, 1999; Avolio & Bass 2004). Hetland, Sandal, & Johnsen (2007) studied the effects of leadership styles on burnout in a Norwegian Information Technology firm and concluded that each leadership style had varied impacts on the level of burnout in employees. The study described burnout as a syndrome consisting of emotional exhaustion, depersonalisation and professional accomplishment having detrimental effects for both the individual employee and the organisation as a result of continued job stress. The results concluded that high transformational leadership was linked to low levels of burnout whereas high transactional leadership was found to be linked to low levels of burnout but weaker associations than transformational leadership. High passive-avoidant (laissez-faire) leadership was linked to high levels of burnout.

The impact of leadership styles ('Full Range Theory of Leadership' (Bass, 1999; Avolio & Bass 2004)) on job stress and employee well being is evaluated below using current literature.

2.7.1 Transformational leadership

Transformational leadership theories are focused on a shared vision between leaders and followers in order to achieve organisational objectives (Zopiatis & Constanti, 2010;

Nielsen, Randall, Yarker, & Brenner, 2008). Research suggests that these leaders employ a visionary and creative style of leadership. They act as a coach and mentor, provide personal attention and psychological support to the development of individual employees, inspire employees to make individual decisions, and reach satisfaction in their work (Munir, Nielsen, & Carneiro, 2010). It is characterised by four elements (Lyons & Schneider, 2009):

1. Idealised influence - the leader acts as a role model;
2. Inspirational motivation - the leader provides meaning and challenge to subordinates work;
3. Intellectual stimulation - the leader encourages subordinates to be creative and approach problems in new ways;
4. Individualised consideration - the leader pays attention to the individual subordinate's need and provides coaching and mentoring.

A summary of the results from previous research on transformational leadership shows that it is positively correlated to job satisfaction (Nielsen, Yarker, Randall, & Munir, 2009; Wolfram & Mohr, 2009) and less stress (Bono & Meredith, 2007; Munir, Nielsen, & Carneiro, 2010). It is also positively correlated to less burnout (Hetland, Sandal, & Johnsen, 2007; Kanste, Kyngas, & Nikkila, 2007) and effective well-being (Nielsen et al., 2009; Nielsen, Randall et al., 2008; Nielsen, Yarker et al., 2008). A systematic review of three decades of research on leadership behaviour and effective well-being of their employees concurs with the results mentioned above (Skakon, Nielsen, Borg, & Guzman, 2010).

2.7.2 Transactional leadership

Transactional leadership theories are founded on the idea that leader-follower relations are based on a series of exchanges or implicit bargains between leaders and followers (Zopiatis & Constanti, 2010). Meaning, the leader rewards or disciplines the follower with regards to their performance.

This leadership style consists of three elements (Rowold & Schlotz, 2009):

1. Contingent reward – the leader obtains the subordinate’s agreement on what needs to be done in exchange of promised reward;
2. Active Management-by-exception – leaders monitor deviances from standards and take action to correct these;
3. Passive Management-by-exception – leaders intervenes only after the errors have been detected or after standards have been violated.

Research shows that there is a relationship between transactional leadership styles and higher levels of stress in comparison to transformational leadership (Lyons & Schneider, 2009). Further studies found that transactional leadership was related to lower levels of burnout (Kanste et al., 2007) and high job satisfaction and well being (Morrison, Chappel, & Ellis, 1997) but lower than transformational leadership. Skakon et al. (2010) study on ‘Full Range Theory of Leadership’ (Bass, 1999; Avolio & Bass 2004) shows similar results.

2.7.3 Laissez-faire Leadership

A laissez-faire leader is one who avoids decision making and supervisory responsibility and believes in freedom of choice for the employees, leaving them alone so they can do as they want (Goodnight, 2011). It implies a failure on the part of the manager to take responsibility for managing. The results concerning laissez-faire leadership, stress and job satisfaction have been mixed. In some studies, laissez-faire leadership was found to be associated with increased psychological distress and lack of social support in combination with job strain (Nyberg, Alfredsson, Theorell, Westerlund, Vahtera, & Kivimaki, 2009) and in some studies no associations were found. Skakon et al. (2010) also report that the relationships between the two were not so clear. Early research by Sosik & Godschalk (2000) also found no relationship between laissez-faire leadership and stress and burnout. This leads to the question whether laissez-faire leadership style is really a leadership style at all and researchers have stated that it can be thought of as no leadership at all and as a result a dominant character tends to fill the leadership void (Smith & Ainsworth, 2008).

2.8 Conclusion

Employees suffering from presenteeism are, in all likelihood, not giving their full attention to their job. Such employees tend to be less productive, make more mistakes, and be less innovative, which has repercussions for the organisation and its managers. Managers are judged by their results, and many of these results are achieved through the efforts of rank-and-file employees (Gilbreath & Karimi, 2012). Therefore, in order for organisations to deal effectively with presenteeism, the understanding of this construct must be broadened. Existing literature pertaining to presenteeism has been related to some form of sickness and has not been explored outside of this. As current literature has shown presenteeism to be derived from absenteeism, only recently has new research started exploring the different triggers of presenteeism such as job stress. Such studies may successfully add to the body of knowledge, and assist organisations in becoming more effective in managing knowledge workers.

The study on a broader concept of presenteeism revealed that supervisor behaviour caused job stress which resulted in presenteeism thus giving rise to a new construct in presenteeism called job-stress-related presenteeism (Gilbreath & Karimi, 2012). Research on absenteeism has found to be caused by several factors and both job stress and leadership style impact absenteeism significantly. Parts of the full range leadership theory have been used to evaluate both absenteeism and sickness presenteeism. The results indicate that both transformational and transactional leadership styles reduce absenteeism and sickness presenteeism to varying degrees (Lee, Coustasse, & Sikula Sr., 2011; Najafi, 2011).

This study will aid in understanding and addressing the problem this research seeks to answer, which is the effect of leadership styles on job-stress-related presenteeism. The study will focus on the Full Range Leadership model (Bass, 1999; Avolio & Bass 2004): transformational leadership, transactional leadership and laissez-faire leadership and understanding the relationship between leadership styles and job-stress-related presenteeism will provide organisations deep insights into how to deal with employees who face presenteeism on a day to day basis due to job stress.

Chapter 3 - Research Hypotheses

3.1 Research questions and hypotheses

This study broadly investigates the impact of leadership style on employee presenteeism caused by job stress. Existing literature has different views on the concept of presenteeism, and most research has been done on presenteeism caused as a result of sickness (MacGregor et al., 2008; Johns, 2010; Najafi, 2011). A new school of thought has risen, which broadens the conceptualisation of presenteeism by arguing that like absenteeism, presenteeism can also have an abundant number of possible causes. One study on the broadened perspective of presenteeism provided evidence for a new construct, called 'job-stress-related presenteeism' (Gilbreath & Karimi, 2012). Leadership has been well researched over the past few decades. However, studies are still being conducted on this construct as it plays a vital role in the success of organisations (Bolden et al., 2003; Zopiatis & Constanti, 2010). Various outcomes such as burnout, stress, satisfaction, well being, and so forth have been measured using leadership style and this study may establish a new outcome linked to leadership.

From the literature review presented in the previous chapter, there is an indication that leaders have a huge impact on the well being of employees and the work environment, based on the leadership style adopted. The leadership style exhibited can have both positive and negative effects on the degree of stress experienced by employees. The review also suggests that stress experienced by employees causes low levels of productivity and effectiveness. Further, the study conducted by Gilbreath & Karimi (2012) on presenteeism concluded that negative supervisor behaviour has stronger associations with job-stress-related presenteeism than positive supervisor behaviour. This may indicate that employees who are treated well by their leaders/supervisors experience less stress and presenteeism in comparison to employees who are treated poorly. A study by Madlock (2008), reports that supervisor behaviour and leadership styles are related. The study also reports that the leadership style adopted influences the behaviour of the supervisor.

To date, Gilbreath & Karimi's (2012) study is the only one conducted on job-stress-related presenteeism and the effects of supervisor behaviour on presenteeism. This research study attempts to build on the existing body of knowledge by understanding if a relationship exists between leadership style and job-stress-related presenteeism. While there are several leadership styles ranging from trait leadership theories to leader-follower theories (Bolden et al., 2003), this research focuses on three styles: transformational, transactional, and laissez-faire leadership styles (Full Range Leadership Theory). These leadership styles are currently the most popular and widely researched leadership styles (Lyons & Schneider, 2009; Zopiatis & Constanti, 2010; Yang, Huang, & Wu, 2011). The study may establish a new leadership style-outcome link that could be beneficial to researchers and organisations. Each of these leadership styles are characterised by certain factors as mentioned in the literature review. The factors for transformational leadership style are idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration and the factors for transactional leadership style are contingent reward and management by exception (active and passive). These factors will be evaluated in the context of their corresponding leadership style to ascertain if a relationship exists between leadership style and job-stress-related presenteeism.

Based on the literature review and the arguments provided thus far, deductive reasoning (that is, beginning from the general to the more specific) was employed to narrow down the theory presented to three research questions. These three questions are as follows:

Research Question 1: Is transformational leadership style negatively correlated with job-stress-related presenteeism?

Numerous studies on employee outcomes, such as burnout and stress, have shown that transformational leadership has strong negative associations with these outcomes (Hetland, Sandal, & Johnsen, 2007; Munir, Nielsen, & Carneiro, 2010). One main reason for such results is because transformational leadership deals with creating

"relationships of mutual stimulation and elevation that converts followers into leaders and may also convert leaders into moral agents" (Bolden et al., 2003, p. 14). Transformational leaders attempt to satisfy the needs of their followers, resulting in a mutual attachment between them, and to also merge roles between leaders and followers benefiting both. Further, they create valuable and positive change in their followers by encouraging individuals in an organization to help each other, to take care of others and to look out for the organisation as a whole (Lee, Coustasse, & Sikula Sr., 2011). Bass & Avolio (1994) suggest that transformational leadership is closer to the prototype of leadership that people have in mind when they describe their ideal leader and it is more likely to provide a role model with which subordinates want to identify.

Based on the literature found for transformational leadership, the research question seeks to evaluate if transformational leadership style has negative associations with job-stress-related presenteeism.

Research Question 2: Is transactional leadership style negatively correlated with job-stress-related presenteeism? And does transformational leadership style result in lower presenteeism than transactional leadership style?

Transactional leadership is a traditional model of leadership with its focus on the 'bottom line' from an organisational and business perspective (Covey, 1992). Similar to transformational leadership, it emphasises the importance of the relationship between the leader and the follower, but is focused on mutual benefits where the leader rewards the followers in return for commitment or loyalty, unlike transformational leadership which seeks to transform followers to become leaders (Bolden et al., 2003). Research on transactional leadership has shown negative associations with employee outcomes, such as burnout and stress. However, the associations are found to be weaker in comparison with transformational leadership (Skakon et al., 2010). The reasons for these results could be related to the following two characteristics of transactional leadership - contingent reward and management by exception.

Based on the views expressed in existing literature, the research question seeks to evaluate if transactional leadership style has negative associations with job-stress-related presenteeism and if so, to assess if the association is stronger for transformational leadership style in comparison to transactional leadership style.

Research Question 3: Is laissez-faire leadership style correlated with job stress? Is laissez-faire leadership style correlated with job-stress-related presenteeism?

Hinkin & Schriesheim (2008) state that there has been a lack of significant research on laissez-faire leadership style compared to transformational and transactional leadership styles. However, some research assessing the impact of laissez-faire leadership on well being has shown varied results. The main reason for this outcome could be because researchers say that laissez-faire leadership can be thought of as no leadership or the complete opposite of leadership. As a result a dominant character tends to fill the leadership void (Smith & Ainsworth, 2008). Skakon et al., (2010) also report that results based on a systematic study on laissez-faire leadership styles with regards to well being were not clear.

Thus this research question tries to establish the following two outcomes:

1. Are there any associations between laissez-faire leadership style and job stress?
2. Are there any associations between laissez-faire leadership style and job-stress-related presenteeism?

As job stress is seen to be an antecedent of job-stress-related presenteeism (Gilbreath & Karimi, 2012), assessing the association between laissez-faire leadership and job stress is important.

3.2 Conclusion

The aforementioned research questions will help to understand the impact of leadership styles on job-stress-related presenteeism. As mentioned in the preceding sections, prior research on these leadership styles has shown that varied stress levels exist among employees. Understanding the influence of these leadership styles on job-stress-related presenteeism will help managers to alter their current leadership styles in order to maximize their employees' potential and performance.

The following chapter highlights the methods that were used in order to answer the research questions raised in this chapter.

Chapter 4 - Research Methodology

4.1 Introduction

In order to gain an understanding, further knowledge, and answer the research questions proposed in Chapter 3, the study by Gilbreath & Karimi (2012) on presenteeism was used. Their study on job-stress-related presenteeism sourced data from Australian employees in two hospitals to measure how positive or negative supervisor behaviour impacted it. The Master plan for this research uses parts of Gilbreath & Karimi's (2012) research design, but analyses leadership styles instead of just positive and negative behaviour.

The aim of this study was to determine the effect of leadership style on employee presenteeism using job stress as a vital factor. The study focussed on knowledge workers who are employed at different levels in an organisation across several provinces in South Africa. Several discussions were undertaken on whom to contact for the study. The two main reasons for the approach are:

1. Presenteeism is likely to be seen across all industries and organisations;
2. All employees within an organisation are mostly likely to have a manager, and hence this study did not focus on a particular level of management but rather at all levels.

This broad classification provided a thorough study on the problem identified. Based on the classification, an online questionnaire was sent to MBA students from the Gordon Institute of Business Science, as they represent different organisations from a variety of different sectors and industries. It was also sent to colleagues and friends from different organisations to avoid biased outcomes, as research has shown that college students are faced with a lot of stress during their course (Murff, 2005) and stress is a key variable in this research. This approach provided a holistic view on the impact of leadership style on job-stress-related presenteeism.

4.2 Research Approach

Prater & Smith (2011), Johns (2010) indicate that presenteeism directly impacts productivity and performance of an individual. Analysing the different leadership styles in relation to presenteeism will better equip leaders and managers on how to manage their employees, bring out the best in them, and reduce employee presenteeism. Thus the fundamental debate on leadership styles versus presenteeism is investigated.

4.2.1 Research Method

The research method adopted for this study was descriptive in nature because the study aims to describe characteristics of employees to gain if they are suffering from job stress-related-presenteeism based on their managers perceived leadership style. Furthermore, a quantitative study was carried-out through the administering of online questionnaires as the research objectives were addressed through empirical assessments.

The study took the form of a self-administered online survey, which was distributed by emailing the questionnaire link to participants. The advantage of using this method is the speed of distribution, faster turnaround time, more flexibility and reduced handling of paper questionnaires (Zikmund, Babin, Carr, & Griffin, 2009). Furthermore, it allows respondents time to think about their responses and maintain anonymity. It also makes it possible to reach respondents that are geographically dispersed as interviewers are not required.

However, there are disadvantages in using this method such as ambiguity of questions, low response rates and clarification of questions should the respondent not understand (Bryman, 2012). Pilot questionnaires may help overcome this; however it may not avoid misinterpretation of questions and could result in inconsistency in responses.

There is a possibility that two sources of error may be encountered, these are random sampling and systematic (non-sampling) error (Saunders, Lewis, & Thornhill, 2012). Random sampling was minimised by careful re-construction of the questions used. Also,

there are no known validity issues that threaten the research findings; however as with all quantitative studies, procedures undertaken need to be made known to the readers (Williams, 2007).

4.2.2 Encouraging Participation

Petchenik & Watermolen (2011) mention that the average online survey participation rate is around 11%. For this research, the response rate per questionnaire distributed is difficult to calculate as snowball sampling technique was employed, which is discussed under the sampling section. However several approaches were used to encourage respondents from various organisations to participate in the questionnaire. These included the following:

1. The questionnaire indicating the purpose of the study was emailed by means of a link to the identified candidates and they were encouraged to participate;
2. The respondents were also requested to issue a formal electronic communication to their subordinates, and team members within their organisation, indicating the purpose of the study and encouraging others to participate;
3. The questionnaire contained a pre-amble indicating the purpose of the study. Brief explanations of the various sections in the questionnaire were provided which covered leadership style, job stress and job-stress-related presenteeism. Also a commitment to protect confidentiality of the person was highlighted;
4. Several electronic reminders were sent to candidates reminding them to complete the questionnaire.

4.3 Research Instrument

4.3.1 Questionnaire Design

The study required the collection of information from each participant on three variables such as

1. leadership style;
2. job related stress; and
3. presenteeism related to job-stress.

Hence a questionnaire was developed to measure these constructs.

4.3.1.1 Leadership Styles

A review of the literature investigating leadership styles, led to the decision of using the Multifactor leadership questionnaire (MLQ 5X) (Hetland, Sandal & Johnsen, 2007; Zopiatis & Constanti, 2010) to allow participants to describe their manager's leadership style. It has been used in several research programs, doctoral dissertations, and master's theses, along with several constructive outcomes for transformational leadership (Hetland et al., 2007; Zopiatis & Constanti, 2010). Bass & Avolio (1997) proposed the 'theory of leadership' which analyses the three most studied leadership styles that are transformational leadership, transactional leadership and laissez-faire leadership styles. Each of these are evaluated on their factors mentioned in the literature review and the MLQ measures each of these factors.

The structural validity of the MLQ was evaluated by Muenjohn & Armstrong (2008), and based on their study they suggest that researchers should have full confidence in using the MLQ to measure these leadership styles. Muenjohn & Armstrong (2008) state that values of 3.00 or less for the ratio of the chi-square to the degrees of freedom, and a RMSEA of 0.05 indicate an adequate fit. Muenjohn & Armstrong (2008) research reported an overall chi-square that was statistically significant ($\chi^2 = 540.18$; $df = 474$; $p < .01$), the ratio of the chi-square to the degrees of freedom (χ^2/df) was 1.14 and the root mean square error of approximation (RMSEA) was 0.03. The Cronbach alpha for the MLQ which measures internal-consistency validity was 0.86, greater than the acceptable limit, 0.70 (Hair, Black, Babin, Anderson, & Tatham, 2006). Thus it is suitable to use the MLQ for assessing the perceived leadership styles.

4.3.1.2 Job Stress

As this study builds on Gilbreath & Karimi's (2012) study on job-stress-related presenteeism, the instrument they used to measure job stress was employed in this research. Gilbreath & Karimi (2012) reported the Cronbach alpha for job stress which measures internal-consistency reliability was acceptable at $\alpha = .80$. The instrument

measured job stress using two items to assess the stress employees experience in their jobs.

The two items are:

1. I have felt a great deal of stress because of my job;
2. My job has been extremely stressful.

4.3.1.3 Job-stress-related presenteeism

Job-stress-related presenteeism was measured using the self-report scale created by Gilbreath & Frew (2008). Their study indicated a Cronbach's alpha for the measure of job-stress-related presenteeism was .91. It asked employees to respond to six items:

1. I am unable to concentrate on my job because of work-related stress;
2. I spend a significant proportion of my workday coping with work stress;
3. Work stress distracts my attention away from my job tasks;
4. Mental energy I'd otherwise devote to my work is squandered on work stressors;
5. I delay starting on new projects at work because of stress;
6. I spend time talking to co-workers about stressful work situations.

Hence all instruments used to measure the three variables are appropriate in the study.

As the research was a descriptive study, the variables were measured using Likert-type response formats. The questionnaire contained 3 sections.

Section A – Demographic and informational questions that help provide data on the participant such as age, gender etc. 4 question items were asked under this Section.

Section B – Questions relating to how each employee perceives their manager's leadership style were asked. 21 question items formed this section which evaluated all factors of transformational, transactional and laissez-faire leadership styles. Three questions were asked for each of the factors to measure the preferred leadership style. The questions were deliberately shuffled in the questionnaire so that it would engage

the respondent in answering the questions and help eliminate possible respondent bias (Lewis-Beck, Bryman, & Liao, 2004).

A five-point Likert scale was used in evaluation of leadership style section of the questionnaire and the scale anchors were:

0–Not at all; 1–Once in a while; 2–Sometimes; 3–Fairly often; 4–Frequently, if not always.

Section C – Job stress and job-stress-related presenteeism was evaluated in this section. 8 question items were asked to measure both these variables. A four-point Likert scale was used to evaluate job stress and a three-point Likert scale was used to evaluate job-stress-related presenteeism. The scale anchors for job stress were:

1–Strongly Disagree; 2–Disagree; 3–Strongly Agree; 4–Agree.

The scale anchors for job-stress-related presenteeism were:

1–All the time; 2–Sometimes; 3–Never.

A sample of the questionnaire is provided in Appendix A.

Each question under Section B and C had an optional comment line which allowed participants to provide insights corresponding to the question item. Further, three open ended questions were also asked to understand what employees would like and want to change in their managers leadership style in order to be more productive and not engage in presenteeism. The comments allowed for various themes to be captured that are beneficial to this study.

4.3.2 Pre-testing of the Questionnaire

On completion of the questionnaire, pre-testing was conducted to ensure validity and reliability of the questionnaire. Pre-testing of the questionnaire allows the researcher to understand if there are any problems in the design (Zikmund, 2003). If any issues are found such as misinterpretation of the question, language and so on, there is then an opportunity to correct it before the data collection phase. The pre-testing involved the

administration of the questionnaire to 15 individuals chosen randomly (pre-testing of the questionnaire does not require a statistical sample) based on convenience that represented the respondents that were to be eventually sampled. This was done to test whether the results obtained from the questionnaire would fit the research questions of this study (Zikmund et al., 2009).

The pre-testing uncovered some difficulty in interpreting certain questions and these were fixed subsequently before the actual data for the study was collected. It also revealed that the questions were sufficient to answer the hypotheses. Feedback from the respondents indicated that the questionnaire was succinct and the language used was simple. This allowed the questionnaire to be distributed widely for the research.

4.4 Population

The target population for this study comprised of well educated, white collared professionals in South Africa that have direct face to face interaction with their managers atleast once a week. This was to ensure that the population being studied would cover the three different leadership styles adopted for the study. As online questionnaires were used for the purpose of this study, it was possible for professionals from various parts of South Africa to participate in the study and not just a particular province in the country. Hence the results to a large extent would exhibit the phenomenon of job-stress-related presenteeism on a holistic level and would provide great insight to managers on which leadership style to adopt.

4.5 Sampling Methodology

A non probability sampling technique was used for this study. This sampling technique is used when it is not possible to obtain a complete list of the total population to be studied (Saunders & Lewis, 2012). Snowball sampling method also known as referral sampling was adopted as it allows large data to be gathered quickly.

At first, the sample to be chosen was on the basis of convenience where the GIBS MBA students would be classified as the sample. Most of them would fit the criteria for the

population defined based on personal judgement. However, college students undergo huge amounts of stress due to the curriculum and a potential for response bias exists as stress is an important factor in the study (Murff, 2005). To overcome this, the snowball method was adopted which allowed a large variety of respondents to participate.

The initial group of participants (both MBA students and known contributors from other organisations) were selected on the basis of convenience and were requested to extend the invite to others who met the eligibility criteria. Hence the referral process created a snowball effect where, as the sample continued to grow from referrals, the data gathered for the study also continued to grow. There is a possibility of bias in snowball sampling because a person suggested by someone also in the sample has a higher probability of being similar to the first person (Zikmund et al., 2009). However, patterns are more likely to emerge as a result that is of interest and value to the research (Saunders & Lewis, 2012).

4.6 Data Collection

In order to understand the effects of leadership styles on job-stress-related presenteeism, respondents were asked to complete an online questionnaire. It evaluated the three variables mentioned earlier, leadership styles, job stress and job-stress-related presenteeism.

The survey was sent to 160 employees from different organisations and industries within South Africa. The response rate is difficult to report as the snow ball sampling method was used. It is unlikely that all the 160 participants would have participated in the survey as the average online survey participation rate is around 11% (Petchenik & Watermolen, 2011). However the sampling technique allowed for more data to be collected from respondents that were referred by the initial participants resulting in 272 respondents completing the survey which contained some incomplete ones as well. Great care was taken to ensure the anonymity of the respondents, given the overarching goal of getting as many respondents as possible. Follow up emails were

also sent to the respondents to encourage participation and requesting them to extend the questionnaire to their colleagues and subordinates.

4.7 Data Analysis

Several steps were taken to analyse the data gathered for this study. The process followed is mentioned in the sections below.

4.7.1 Descriptive statistics

The descriptive statistics were performed to indicate variety in the sample data collected which allows for a thorough study to be conducted on the topic. It focused on several variables of analysis that included the following:

1. Percentage of males and females that took part in the survey;
2. The different age groups of the respondents;
3. The size of the organisation the respondents came from;
4. Respondent's interaction with their manager.

4.7.2 Data Coding

The options provided to the respondents in the questionnaires were in a worded format and for the purposes of data analysis, data coding had to be performed where the options were assigned a numerical value. However, the open-ended questions were not coded but analysed to identify specific themes. It is important to note that during the data coding process, the scale for job-stress-related presenteeism was reversed to keep the data consistent with job stress. The data coding process was conducted on Microsoft excel and later transferred on to IBM SPSS Statistics 21 where the various tests were performed to test the research hypotheses.

4.7.3 Principle Component Analysis (PCA)

Factor analysis is a commonly used technique when dealing with questionnaires if an ability or trait is to be measured (Field, 2005). The technique also allows for large data-sets to be reduced to a smaller number of factors (Zikmund et al., 2009) which help with

data analysis. Each variable measured had several questions in the questionnaire. For each of the leadership styles, the various factors were measured by applying the test to each of the related questions. Thus instead of analysing the responses on the basis of individual values for each of the variables, the values for each of the constructs were combined to achieve a single value which provides a better measure (Field, 2005).

The Kaiser-Meyer-Olkin (KMO) index and the Bartlett's test of sphericity ensure that factor analysis is appropriate in this study as a data reduction tool. KMO indices greater than 0.5 and the Bartlett's test of sphericity significant at $p < 0.05$ are suggested for an acceptable factor analysis (Field, 2005).

4.7.4 Cronbach's Alpha

Cronbach Alpha test was conducted to establish reliability and validity of the research instrument. It represents the consistency that an assessment instrument measures a given performance of behaviour. Therefore an instrument that is reliable will provide consistent results, when an individual is measured repeatedly under identical or similar conditions. The generally agreed and accepted lower limit for Cronbach's Alpha is 0.70 (Hair et al., 2006).

4.7.5 Data Aggregation and Categorisation

As mentioned earlier, each leadership style is evaluated on its factors. On successful completion of the data coding process, the numerical value for the questions under each factor was aggregated to create a score for that factor. Once the score for each factor was calculated, the final score for the perceived leadership style was the average of the factors. The same process was followed for all the variables wherein each variable had a final score based on the participant's response. Final scores for each of the variables needed to be calculated to evaluate if a relationship exists between leadership styles and job-stress-related presenteeism.

Once the final scores for each respondent for each of the variables were calculated, descriptive statistics were used to categorise the data. The mean for the final score of

the three variables was calculated by adding the values of the scores and then dividing them by the number of observations. The mean describes the central tendency of the data. Based on the mean, each respondent's score on the three variables was then categorised as 'high' and 'low'. The low and high categories for each variable were compared against each other using correlation tests and cross-tabulations to establish if any associations exist between them to answer the research questions.

The above data aggregation and categorisation process is explained using a small example below.

A respondent selected option '3' for all the questions in the questionnaire. Each factor in the leadership section of the questionnaire had three questions, job stress had two and job-stress-related presenteeism had six. The score for each factor was aggregated to give a score of 9 ($3+3+3 = 9$).

Factor 1 (idealised influence)	: score 9
Factor 2 (inspirational motivation)	: score 9
Factor 3 (intellectual stimulation)	: score 9
Factor 4 (individualised consideration)	: score 9
Factor 5 (contingent reward)	: score 9
Factor 6 (management by exception)	: score 9
Factor 7 (laissez-faire)	: score 9

Factors 1 to 4 are related to transformational leadership and hence the final score for transformational leadership is the average of Factors 1 to 4.

$$(\text{Factor 1} + \text{Factor 2} + \text{Factor 3} + \text{Factor 4}) / 4 = (9+9+9+9)/4 = 36/4 = 9$$

Thus the respondents score for transformational leadership is 9. Similarly the scores for transactional (factor 5 and 6) and laissez-faire (factor 7) leadership style were calculated.

$$\text{Transactional leadership} = (9+9)/2 = 9$$

$$\text{Laissez-faire leadership} = (9/1) = 9$$

The final score for job stress would be $(3+3)/2 = 3$ and from job-stress-related presenteeism it would be $(3+3+3+3+3+3)/6 = 3$.

The same process was followed for all respondents and the overall average was calculated for each of the variables. If the overall average calculated was 2.5 for all the variables then a score less than 2.5 would be categorised as 'low' and a score higher than 2.5 would be categorised as high. From the example, the respondent's score was categorised as high for all the variables to test for associations between them.

4.7.6 Pearson's r Correlation

Correlation analysis is used to analyse the degree to which the change in one variable is associated with changes in another (McDaniel & Gates, 2006). Thus it measures the relationship between two or more variables. In order to understand if the leadership styles are associated to job-stress-related presenteeism, a Pearson's r correlation was conducted. Boone & Boone (2012) suggested that associations for likert-scale data should be analysed using Pearson's r test as likert-scale data are analysed at the interval measurement scale. Since likert-scale items are created by calculating a composite score (sum or mean), as performed above, the composite scores for Likert scales should be analysed at the interval measurement scale. The value for correlations range from 0 to 1 and can be both positive and negative. If the value is closer to 0, it denotes a weak relationship and if it is closer to 1, it denotes a strong relationship.

A two-step process was followed to understand,

1. Does a strong association exist between job stress and job-stress-related presenteeism?;
2. If yes, then does each of the three leadership styles have any association with job-stress-related presenteeism? Significance level of $p=0.05$ was used in the research.

4.7.7 Cross tabulation and Chi-square

Chi-square test is used to find the relationship between two variables and cross-tabulation shows the frequencies of joint occurrences between the two variables. For cross tabulations, two categorical variables are used. The variables were categorised as shown above based on their final score as 'low' or 'high. The observed counts and percentages in a cross tabulation describe the relationship. A 2 x 2 cross tabulation was

performed between two variables and the same two-step process was followed (as shown above) to understand associations between the variables. Significance level of $p=0.05$ was used.

4.8 Research Limitations

Limitations to the method used in this study are:

4.8.1 Sample

The sample contained MBA students who are faced with a lot of stress during their curriculum. Due to the sampling technique employed, it is not sure how many MBA students participated in the survey. However, the research is primarily based on job stress and there is a high possibility that MBA students could influence the results.

4.8.2 Race

It is likely that race could be a significant factor in influencing the results due to the historical issues faced in South Africa. The questionnaire did not ask for the race of the respondent and thus may be a source of limitation in the interpretation of the results obtained.

4.8.3 Size of the organisation

It is possible that the size of the organisation could impact the results of the research as it may be difficult to engage in presenteeism in very small organisations. The size of the organisation was asked in the questionnaire; however the data for small organisations was included to provide a holistic view on the study.

4.8.4 Industry

The study was not industry specific and thus could impact the study as industries differ in their aims and objectives.

4.8.5 Researcher's Experience

When using non-probability sampling, researcher's experience is an important aspect to the analysis. The researcher may not have adequate experience in the field.

4.8.6 Language of the questionnaire

The online questionnaire was sent out in English and it is possible that participants may have interpreted certain questions incorrectly as English may not have been their first language.

4.9 Conclusion

This chapter focussed on the research methodology used to accomplish the objective of this study. The research method employed was entirely discussed, with the relevant reasoning for the chosen methodology. The design of the questionnaire was discussed first, as well as the justification for its usage based on the goodness of fit and Cronbach Alpha's from previous studies. Next, the population was defined and the sampling methodology and rationale for using it were explained. The data collection process using the questionnaire was also discussed. Finally, the chapter ended with a presentation of the statistical analysis that was employed to answer the research questions.

Limitations of the research methodology were noted and discussed. The researcher was aware of the limitations and the implications that it may have on the results obtained, and subsequently the interpretation of the results.

The analysis and interpretation of the data collected through the above methods is presented in the next chapter.

Chapter 5 – Research Results

5.1 Introduction

This chapter highlights the main findings of the data collected using the methods described in chapter 4. The purpose of this analysis was to explore the propositions raised in Chapter 3. The study aimed to address the following three research questions:

Research Question 1: *Is transformational leadership style correlated with job-stress-related presenteeism (JSRP)?*

Research Question 2: *Is transactional leadership style negatively correlated with job-stress-related presenteeism? And does transformational leadership style result in lower presenteeism than transactional leadership style?*

Research Question 3: *Is laissez-faire leadership style correlated with job stress? Is laissez-faire leadership style correlated with job-stress-related presenteeism?*

This chapter provides the results of the data and begins with the study of the sample of white collared individuals, some demographic characteristics particularly in relation with job-stress-related presenteeism. It also presents the results obtained from a variety of tests conducted as part of the research detailed in Chapter 4. The means, medians, and standard deviations for various factors related to leadership style and also JSRP were calculated. Principal Component Analysis was performed to verify if factor analysis was possible thus allowing the related values to be combined to provide a single index. Cronbach's Alpha test was performed to check for internal consistency and reliability of the data. Pearson's r correlation test between the three leadership styles and job-stress-related presenteeism was also conducted to check for correlations. Cross-tabulation and chi-square tests were performed to measure the strength of the associations. These results from the tests helped to understand whether associations exists between any of the leadership styles and job-stress-related presenteeism and thus test whether the propositions hold true or not.

5.2 Survey response rate and industry descriptives

As discussed in chapter 4, the snowball sampling method allowed data to be gathered from respondents that were referred by the initial participants, thus making it possible for a large sample of data to be collected. 272 respondents completed the online survey questionnaire which was sent to 160 participants from a variety of different industries. It is unlikely that the 160 participants to whom the survey was sent would have participated in the survey as the global participation rate is around 11% (Petchenik & Watermolen, 2011). 30 questionnaires among the 272 could not be utilised due to incomplete information. These were discarded from the study to measure the data objectively (Howell, 2007). The industries to which the 242 respondents belong are tabulated in the following table:

Table 1: Respondents from different industries

	Frequency	Percent	Valid Percent	Cumulative Percent
Consulting Services	6	2.5	2.5	2.5
Education	4	1.7	1.7	4.1
Energy	33	13.6	13.6	17.8
Engineering	4	1.7	1.7	19.4
Financial Services	47	19.4	19.4	38.8
FMCG	18	7.4	7.4	46.3
Healthcare	7	2.9	2.9	49.2
Information Technology	57	23.6	23.6	72.7
Insurance	38	15.7	15.7	88.4
Law	1	.4	.4	88.8
Other	19	7.9	7.9	96.7
Public Sector	8	3.3	3.3	100.0
Total	242	100.0	100.0	

5.3 Descriptive statistics of the sample group

The descriptive statistics of the sample group indicates that the questionnaire was answered by 108 females and 134 males, which accounts for approximately 45% and 55% respectively. The spread of data among gender was relatively balanced. The respondents fell under the following 4 age groups: 20-29, 30-39, 40-49, and 50-59. There were 44 (18.2%) respondents in the age range 20-29, 124 (51.2%) in the age

range 30-39, 62 (25.6%) in the age range 40-49, and 12 (5%) in the age range 50-59. There were 221 respondents who were from 50 or more employees in an organisation and 21 from less than 50 employees in an organisation.

The amount of interaction the respondents had in a week with their manager was also captured as a part of the questionnaire to ensure variety in the data to cover the three leadership styles. 138 (57%) respondents met with their manager more than once a week, 67 (27.7%) met only once a week, and 37 (15.3%) very rarely met with their manager. The data indicated diversity and variety; however, as mentioned in the research limitation, it cannot be representative of the country's population. The following figures provide a graphical representation of the percentage of the sample based on gender, age, size of organisation and interaction with the manager.

Figure 2: Percentage of respondents based on Gender

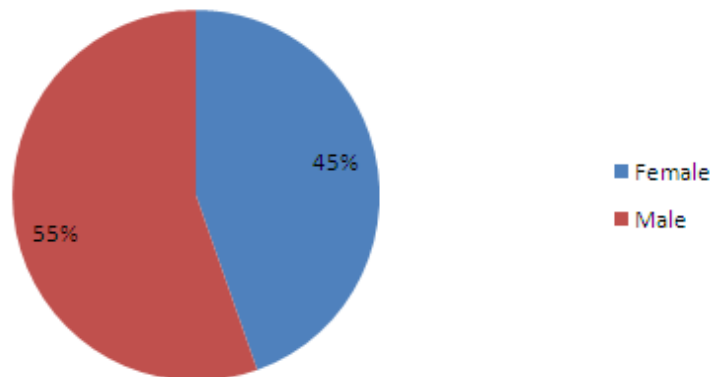


Figure 3: Percentage of respondents based on Age

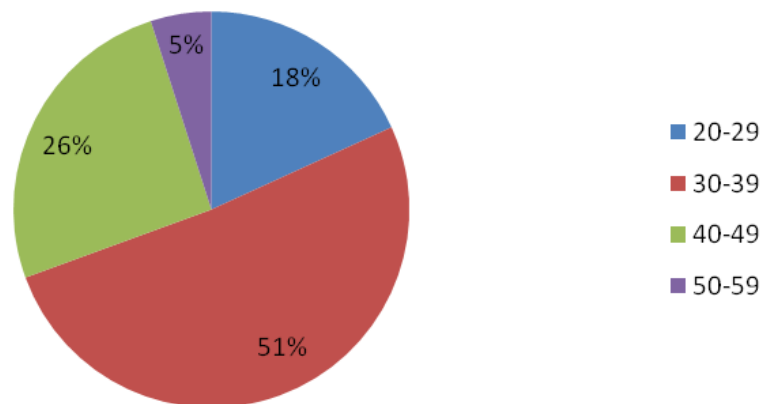


Figure 4: Percentage of respondents based on size of organisation

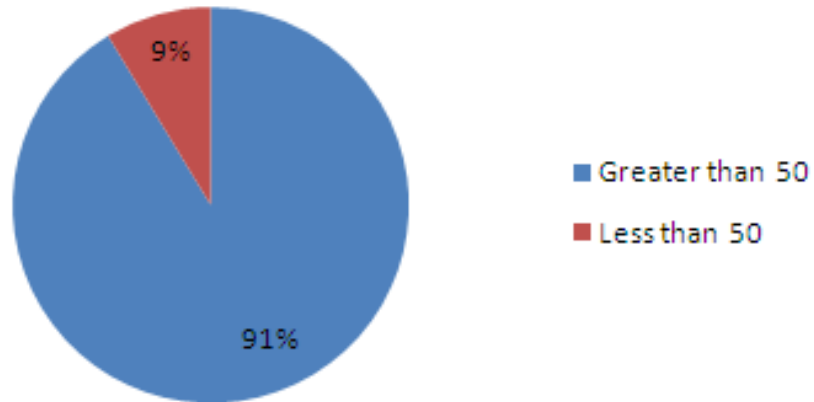
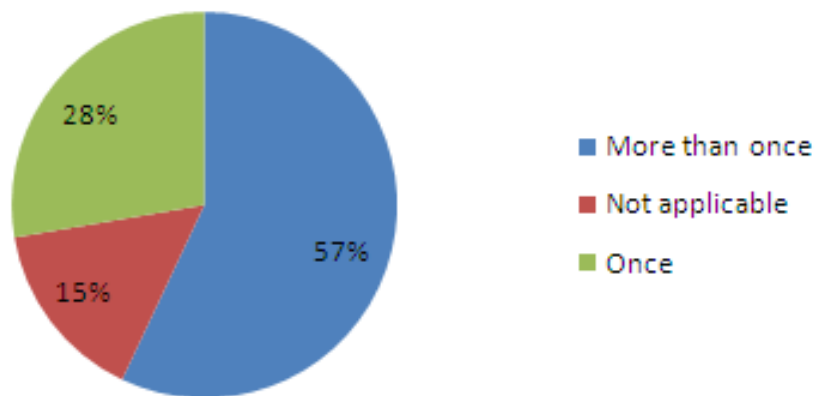


Figure 5: Percentage of respondents based on interaction with manager



5.4 Principal Component Analysis (PCA)

Several questions are linked to each variable being measured and hence a PCA was conducted to analyse if data reduction could be performed to build a higher construct. Each of the questions related to the variables were subjected to PCA to understand if factor analysis was appropriate.

5.4.1 Transformational Leadership Style

The Kaiser Meyer Olkin (KMO) measure of sampling adequacy for the questions relating to transformational leadership style (question 1 to question 12) in the analysis was .952, which is greater than 0.5 (acceptable limit) and the Bartlett's test for sphericity is statistically significant at $p < 0.001$. Hence factor analysis is appropriate.

Table 2: KMO and Bartlett's test results for higher order construct for transformational leadership style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.952
Bartlett's Test of Sphericity	Approx. Chi-Square	2210.567
	Df	66
	Sig.	0.000

5.4.2 Transactional Leadership Style

The KMO measure of sampling adequacy for the questions relating to transactional leadership style (question 1 to question 12) in the analysis was .785, which is greater than 0.5 (acceptable limit) and the Bartlett's test for sphericity is statistically significant at $p < 0.001$. Hence factor analysis is appropriate.

Table 3: KMO and Bartlett's test results for higher order construct for transactional leadership style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.785
Bartlett's Test of Sphericity	Approx. Chi-Square	495.939
	Df	15
	Sig.	.000

5.4.3 Laissez-Faire Leadership Style

The KMO measure of sampling adequacy for the questions relating to laissez-faire leadership style (question 1 to question 12) in the analysis was .568, which is greater than 0.5 (acceptable limit) and the Bartlett's test for sphericity is statistically significant at $p < 0.001$ meaning it is appropriate to perform factor analysis.

Table 4: KMO and Bartlett's test results for higher order construct for laissez-faire leadership style

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.568
Bartlett's Test of Sphericity	Approx. Chi-Square	61.441
	Df	3
	Sig.	.000

5.4.4 Job stress

The KMO measure of sampling adequacy for the questions relating to transformational leadership style (question 1 to question 12) in the analysis was .500, which just meets the acceptable limit and the Bartlett's test for sphericity is statistically significant at $p < 0.001$. Hence factor analysis is appropriate.

Table 5: KMO and Bartlett's test results for higher order construct for job stress

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.500
Bartlett's Test of Sphericity	Approx. Chi-Square	284.803
	Df	1
	Sig.	.000

5.4.5 Job-stress-related Presenteeism

The KMO measure of sampling adequacy for the questions relating to transformational leadership style (question 1 to question 12) in the analysis was .841, which is greater than 0.5 (acceptable limit) and the Bartlett's test for sphericity is statistically significant at $p < 0.001$ and therefore it is appropriate to perform factor analysis.

Table 6: KMO and Bartlett's test results for higher order construct for job-stress-related presenteeism

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.841
Bartlett's Test of Sphericity	Approx. Chi-Square	502.725
	Df	15
	Sig.	.000

The KMO and Bartlett's measures for each of the variables indicate that factor analysis is suitable.

5.5 Cronbach's Alpha test for internal consistency and reliability

The data from each of the sections of the questionnaire relating to leadership styles, job stress and job-stress-related presenteeism was checked for internal consistency and reliability. It was important to check for reliability as scores for these variables are

calculated from questions that are Likert scale based. The Cronbach Alpha scores for most measures were good. The scores are tabulated below.

Table 7: Cronbach Alpha Scores

	Cronbach's Alpha	Number of Items
Transformational leadership style	.936	Q1 – 12
Transactional leadership style	.696	Q13 – 18
Laissez-faire leadership style	.532	Q19 – 21
Job stress	.909	Q22 – 23
Job-stress-related presenteeism	.828	Q24 – 29

As shown in Table 7, the score for transformational leadership style was 0.94 and job stress and job-stress-related presenteeism was 0.91 and 0.83 respectively. This is good as the bench mark score for Cronbach Alpha is considered to be 0.70 (Hair et al., 2006). The score for transactional leadership style was 0.70 which is acceptable. However, the score for laissez-faire leadership style was quite low at 0.53 suggesting that the data for this leadership style may not be reliable.

5.6 Descriptive analysis of the results from perceived leadership section of the questionnaire

The leadership section of the questionnaire contained 21 questions that allowed each respondent to describe the leadership style of his/her manager. As discussed in chapter 4, each of these questions were Likert-scale based and ranged from 0 to 4 (not at all to frequently, if not always). Table 8 indicates the response descriptive for each of the questions asked under the leadership section. To facilitate ease of understanding and analysis of the data, the questions were arranged according to the characteristics corresponding to a particular leadership style.

The mode for 9 of the 21 questions was 3 and the mode for 3 out of the 21 questions was 2. The overall mean score of the leadership section was 2.08, which is high

considering that '0' (not at all) was an option that was available for each of the questions. This score indicates that managers do adopt and follow either one of the three leadership styles to ensure their subordinates are engaged and productive.

Table 8: Response descriptive for each question

Questions	Mean	Median	Mode	Std. Deviation
Q1. I feel good to be around my manager.	2.64	3	3	1.08884
Q2. I have complete faith in my manager.	2.46	3	3	1.3014
Q3. I am proud to be associated with my manager.	2.54	3	3	1.27225
Q4. My manager expresses with a few simple words what I could and should do.	2.31	2	3	1.2109
Q5. My manager provides appealing images about what I can do.	1.84	2	1	1.22341
Q6. My manager helps me find meaning in my work.	1.83	2	2	1.34409
Q7. My manager enables me to think about old problems in new ways.	2.08	2	3	1.30169
Q8. My manager provides new ways of looking at confusing issues/ problems.	1.98	2	1	1.24723
Q9. My manager gets me to rethink ideas that I had never questioned before.	1.87	2	2	1.20343
Q10. My manager helps me in my own personal development.	1.9	2	1	1.35796
Q11. My manager lets me know how he thinks I am doing.	1.95	2	1	1.24475
Q12. My manager gives personal attention to me when I feel rejected.	1.59	1	0	1.34916
Q13. My manager tells me what to do if I want to be rewarded for the work.	1.48	1	0	1.3363
Q14. My manager provides recognition/ rewards when I reach my goals.	1.67	2	1	1.30042
Q15. My manager calls attention to what I can get for what I accomplish.	1.53	1	0	1.3205
Q16. My manager is satisfied when I meet agreed upon standards.	2.95	3	4	1.05905
Q17. As long as things are working, my manager does not try to change anything.	2.63	3	3	1.18474
Q18. My manager tells the standards that I need to know to carry out my work.	1.9	2	3	1.25638
Q19. My manager is content to let me continue working in the same way as always.	2.58	3	3	1.11729
Q20. Whatever I want to do is O.K. with him.	2.34	3	3	1.19163
Q21. My manager does not ask more of me than what is absolutely essential.	1.69	2	2	1.24866

The frequency tables for each of the 21 questions are provided under Appendix B. There is a good spread of data based on the options selected by the respondents and provides great value in understanding the relationship between leadership styles and job-stress-related presenteeism.

5.7 Data analysis of three perceived leadership styles using the results from the questionnaire

Based on the discussion on leadership in Chapter 2, seven factors describe the three leadership styles being studied in this research which are analysed below.

5.7.1 Transformational Leadership style

Questions 1 to 12 represents the 4 factors related to transformational leadership style, which are idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration.

Questions 1 to 3 (Factor 1) measure the factor 'idealised influence', which indicates whether subordinates' trust their manager, maintain their faith and respect, show dedication to the manager, and also if he/she appeals to their hopes and dreams, and acts as their role model. Questions 4 to 6 (Factor 2) measure the factor 'inspirational motivation', which measures the degree to which the manager provides a vision, uses appropriate symbols and images to help subordinates focus on their work, and tries to make them feel their work is significant. Questions 7 to 9 (Factor 3) measures the factor 'intellectual stimulation', which shows the degree to which the manager encourages subordinates to be creative in looking at old problems in new ways, creates an environment that is tolerant of seemingly extreme positions, and nurtures people to question their own values and beliefs and those of the organisation. Questions 10 to 12 (Factor 4) measures the factor 'individualised consideration', which indicates the degree to which the manager shows interest in a subordinate's well-being, assigns projects individually, and pays attention to those who seem to be less involved in the group.

As described in Chapter 4, the score for each factor was calculated by adding the score of the related questions thus evaluating each factor out of a maximum score of 12. For comparative analysis, scores ranging from 0-6 were considered as low and scores ranging from 7-12 were considered as high. The following frequency tables present the four factors relating to transformational leadership style.

Table 9 – Factor 1 – Idealised Influence

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	5	2.1	2.1	2.1
1	8	3.3	3.3	5.4
2	11	4.5	4.5	9.9
3	10	4.1	4.1	14.0
4	16	6.6	6.6	20.7
5	11	4.5	4.5	25.2
6	17	7.0	7.0	32.2
7	23	9.5	9.5	41.7
8	31	12.8	12.8	54.5
9	31	12.8	12.8	67.4
10	20	8.3	8.3	75.6
11	27	11.2	11.2	86.8
12	32	13.2	13.2	100.0
Total	242	100.0	100.0	

Factor 1 - Table 9, reflecting data for factor 1, shows that 67.8% of the respondents gave a total score of more than 6. Only 32.2% of the respondents gave a score of less than 7 for questions 1 to 3, indicating that majority of respondents have faith and trust in their manager and perceive him/her to act as their role model.

Factor 2 - The data, relating to inspirational motivation, tabulated in Table 10, shows a slight leaning towards the top half (0-6). 58.7% of the respondents gave a score of less than 7 and 41.3 % of the respondents gave a total score of more than 6 for questions 4 to 6, indicating that respondents have different opinions on whether their managers provide a vision for their employees to find meaning in their work.

Table 10 – Factor 2 - Inspirational Motivation

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	4	1.7	1.7	1.7
1	17	7.0	7.0	8.7
2	16	6.6	6.6	15.3
3	24	9.9	9.9	25.2
4	22	9.1	9.1	34.3
5	27	11.2	11.2	45.5
6	32	13.2	13.2	58.7
7	23	9.5	9.5	68.2
8	17	7.0	7.0	75.2
9	26	10.7	10.7	86.0
10	10	4.1	4.1	90.1
11	8	3.3	3.3	93.4
12	16	6.6	6.6	100.0
Total	242	100.0	100.0	

Table 11 – Factor 3 - Intellectual Stimulation

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	13	5.4	5.4	5.4
1	16	6.6	6.6	12.0
2	13	5.4	5.4	17.4
3	25	10.3	10.3	27.7
4	19	7.9	7.9	35.5
5	25	10.3	10.3	45.9
6	21	8.7	8.7	54.5
7	18	7.4	7.4	62.0
8	31	12.8	12.8	74.8
9	27	11.2	11.2	86.0
10	14	5.8	5.8	91.7
11	5	2.1	2.1	93.8
12	15	6.2	6.2	100.0
Total	242	100.0	100.0	

Factor 3 - Table 11, relating to intellectual stimulation provides data that is scattered almost equally across the top half (0-6) and the bottom half (7-12). 54.5% of the respondents gave a score of less than 7, and 45.5% of the respondents gave a total

score of more than 6 for questions 7 to 9, indicating that respondents have varied views on whether their managers provide a vision for their employees to find meaning in their work.

Factor 4 - The factor 4 frequency table, Table 12, shows that 61.5% of the respondents have a total score of less than 7 (top half) and only 38.5% of the respondents have a score of more than 6 for questions 9 to 12, indicating that majority of the respondents perceive that their managers show little interest in their well being.

Table 12 – Factor 4 – Individualised Consideration

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	11	4.5	4.5	4.5
1	23	9.5	9.5	14.0
2	24	9.9	9.9	24.0
3	29	12.0	12.0	36.0
4	26	10.7	10.7	46.7
5	16	6.6	6.6	53.3
6	20	8.3	8.3	61.6
7	17	7.0	7.0	68.6
8	17	7.0	7.0	75.6
9	21	8.7	8.7	84.3
10	17	7.0	7.0	91.3
11	13	5.4	5.4	96.7
12	8	3.3	3.3	100.0
Total	242	100.0	100.0	

Table 13 shows the the mean and standard deviations for each of the four factors. The mean for factor 1 (idealised influence) is 7.64, reflecting that respondents rate their managers quite well in terms for idealised influence. The mean for factors 2, 3, and 4 (inspirational motivation, intellectual stimulation, and individualised consideration) is close to 6, meaning respondents perceive their managers to be average in these areas.

Table 13 – Mean and Standard deviations for the four factors

Transformational Leadership style	N	Minimum	Maximum	Mean	Std. Deviation
Factor1	242	0	12	7.64	3.309
Factor2	242	0	12	5.98	3.167
Factor3	242	0	12	5.93	3.332
Factor4	242	0	12	5.43	3.419
Valid N (list wise)	242				

5.7.2 Transactional Leadership style

Questions 13 to 18 represent the two factors related to transactional leadership style. These two factors are: contingent reward and management by exception (active and passive).

Questions 13 to 15 (Factor 5) measures the factor ‘contingent reward’, which shows the degree to which the manager tells subordinates what to do in order to be rewarded, emphasizes what to expect from them, and recognises their accomplishments. Questions 16 to 18 (Factor 6) measures the factor ‘management by exception’, which assesses whether the manager informs subordinates about the job requirements, is content with standard performance, and is a believer in “if it ain’t broke, don’t fix it.”

Factor 5 - The following frequency table, Table 14, for factor 5 (contingent reward) indicates that 68.2% of the respondents gave a total score of less than 7 (top half) and only 31.8% of the respondents gave a score of more than 6 for questions 13 to 15, indicating that only few respondents perceive that their managers emphasize on what to expect from them, and recognise their accomplishments.

Factor 6 - The following frequency table, Table 15, depicts a different picture from the preceding factor 5 (contingent reward) table. 71.6% of the respondents gave a score of more than 7 for questions 16 to 18, meaning that respondents perceive that their managers inform them about their job requirements and are content with standard performance. This could be a problem in today’s world as organisations as continuously looking to outperform their competitors, requiring their employees to execute their tasks efficiently and quickly at higher quality levels.

Table 14 – Factor 5 – Contingent Reward

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	29	12.0	12.0	12.0
1	24	9.9	9.9	21.9
2	22	9.1	9.1	31.0
3	31	12.8	12.8	43.8
4	24	9.9	9.9	53.7
5	23	9.5	9.5	63.2
6	12	5.0	5.0	68.2
7	17	7.0	7.0	75.2
8	22	9.1	9.1	84.3
9	12	5.0	5.0	89.3
10	10	4.1	4.1	93.4
11	7	2.9	2.9	96.3
12	9	3.7	3.7	100.0
Total	242	100.0	100.0	

Table 15 – Factor 6 - Management by Exception

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	2	.8	.8	.8
1	4	1.7	1.7	2.5
2	6	2.5	2.5	5.0
3	4	1.7	1.7	6.6
4	11	4.5	4.5	11.2
5	16	6.6	6.6	17.8
6	26	10.7	10.7	28.5
7	38	15.7	15.7	44.2
8	57	23.6	23.6	67.8
9	30	12.4	12.4	80.2
10	23	9.5	9.5	89.7
11	21	8.7	8.7	98.3
12	4	1.7	1.7	100.0
Total	242	100.0	100.0	

The following table provides the mean and standard deviations for factor 5 and factor 6.

Table 16 – Mean and Standard deviations for the two factors

Transactional Leadership style	N	Minimum	Maximum	Mean	Std. Deviation
Factor5	242	0	12	4.68	3.435
Factor6	242	0	12	7.48	2.419
Valid N (list wise)	242				

Table 16 provides the mean for factor 5 (contingent reward) and factor 6 (management by exception). The mean for factor 5 is quite low at 4.68 and the mean for factor 6 is relatively high at 7.48. This illustrates that managers seldom reward and recognize the efforts of their subordinates and are also quite content with just ‘good enough’ performance levels.

5.7.3 Laissez-faire Leadership style

Questions 19 to 21 represent the laissez-faire leadership style, which measures whether the manager requires little of others, is content to let things ride, and allows subordinates do their own thing.

Factor 7 - The following Laissez-faire frequency table, depicts data that is scattered fairly equally when comparing the top half (0-6) to the bottom half (7-12). 43% of the respondents gave a score of less than 7 and 57% of the respondents gave a total score of more than 6 for questions 19 to 21, indicating that respondents have different opinions on whether their managers are content with subordinates doing their own thing.

The mean for the factor 7 (laissez-faire) seen in Table 18 is above average at 6.61, meaning that respondents generally perceive their managers are content with subordinates doing their own thing.

Table 17 – Factor 7 – Laissez-Faire leadership style

Score	Frequency	Percent	Valid Percent	Cumulative Percent
0	2	.8	.8	.8
1	4	1.7	1.7	2.5
2	8	3.3	3.3	5.8
3	20	8.3	8.3	14.0
4	26	10.7	10.7	24.8
5	17	7.0	7.0	31.8
6	27	11.2	11.2	43.0
7	36	14.9	14.9	57.9
8	43	17.8	17.8	75.6
9	32	13.2	13.2	88.8
10	15	6.2	6.2	95.0
11	9	3.7	3.7	98.8
12	3	1.2	1.2	100.0
Total	242	100.0	100.0	

Table 18 – Mean and Standard deviations for Laissez-faire factor

Laissez-faire Leadership style	N	Minimum	Maximum	Mean	Std. Deviation
Factor7	242	0	12	6.61	2.560
Valid N (list wise)	242				

5.8 Analysing relationships between job stress and job-stress-related presenteeism

Job-stress-related presenteeism is a phenomenon that occurs when employees are physically present, but mentally absent, caused due to high levels of stress. As in the literature review, Gilbreath and Karimi (2012) established that job stress caused by positive or negative supervisor behaviour results in job-stress-related presenteeism. In this study, leadership style was considered as the main variable that causes job stress, which in turn causes job-stress-related presenteeism. This section analyses the responses of the survey participants for the job stress and job-stress-related presenteeism to establish if an association exists between the two variables.

For both job stress and job-stress-related presenteeism sections in the questionnaire, the final scores were calculated using the process defined in Chapter 4. The frequency tables for each of the questions related to job stress and job-stress-related presenteeism are provided under Appendix C and D respectively.

Pearson’s r correlation test was conducted to check for associations between these two variables. Cross tabulation and chi-square tests were also performed to establish if a significant relationship existed between the two variables.

Pearson’s Correlation

In the following table, Table 19, Pearson’s correlation shows that the correlation is statically significant at 1% significance level ($p < 0.05$). The Pearson’s r statistic for correlation between job stress and job-stress-related presenteeism is .529. Based on the correlation value, we can conclude that there is a significant relationship between the two variables. Hence, the change in one variable is correlated with changes in the other variable, in this case job stress and job-stress-related presenteeism. Also the relationship is positive (positive correlation), meaning as job stress value increases; JSRP value also increases. Following is the Pearson’s correlation table:

Table 19 – Pearson’s correlation between job stress and job-stress-related-presenteeism (JSRP)

		Job stress	JSRP
Job stress	Pearson Correlation	1	.529**
	Sig. (2-tailed)		.000
	N	242	242

Note: **. Correlation is significant at the 0.01 level (2-tailed).

Cross tabulation and Chi-square – Job stress and Job-stress-related presenteeism

Each respondents score was calculated for the two variables, the mean, median, mode and standard deviation results for job stress and job-stress-related presenteeism were calculated. The results are tabulated in Table 20.

Table 20 – Mean and Standard deviations for Job stress and JSRP

	N		Mean	Median	Mode	Std. Deviation
	Valid	Missing				
Job stress	242	0	2.8347	3.0000	3.00	.82338
JSRP	242	0	1.6345	1.6700	2.00	.41856

To establish if an association exists between these variables, two categories were formed, 'low' and 'high'. The mean for job stress, shown in Table 20, is 2.83 and hence a score less than 2.83 was considered to be low and a score above the mean was considered to be high. The same process was followed for job-stress-related presenteeism where scores below 1.63 were categorised as low and above 1.63 were considered as high.

A Cross tabulation was conducted once job stress and job-stress-related presenteeism were categorised as low and high to evaluate if low job stress is related with low job-stress-related presenteeism and vice versa.

Table 21 – Cross tab between high and low job stress and JSRP

			Job stress category		Total
			High	Low	
JSRP category	High	Count	108	31	139
	Expected Count	85.0	54.0	139.0	
Low	Count	40	63	103	
	Expected Count	63.0	40.0	103.0	
Total	Count	148	94	242	
	Expected Count	148.0	94.0	242.0	

The cross tabulation results indicate that 108 (77%) respondents with high job stress have high job-stress-related presenteeism and 63 (61%) respondents with low job stress have low job-stress-related presenteeism. In both instances (low and high categories) it definitely points toward an association between job stress and job-stress-related presenteeism.

The Chi-square test results shown in Table 22 indicate that there is a strong relationship between the two variables are statistically significant at significance level .01 ($p < 0.05$).

Table 22 – Chi-square test – Job stress and JSRP

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	37.614 ^a	1	.000		
Continuity Correction^b	35.996	1	.000		
Likelihood Ratio	38.187	1	.000		
Fisher's Exact Test				.000	.000
N of Valid Cases	242				

It is therefore possible to evaluate the relationship between the leadership styles being studied and job-stress-related presenteeism as both the tests prove a strong association exists between job stress and job-stress-related presenteeism.

5.9 Testing for associations for each of the research questions

The following sections deal with testing the variables for associations for each of the research questions identified as part of the literature review and mentioned in Chapter 3. The approach adopted to test for associations has two aspects, described in Chapter 4. These two aspects are:

1. Pearson's correlation to identify associations between each of the leadership styles and job-stress-related presenteeism;
2. Cross tabulation and Chi-square test to identify associations between each of the leadership styles and job-stress-related presenteeism.

5.9.1 Test for Research Question 1

Research Question 1: *Is transformational leadership style correlated with job-stress-related presenteeism (JSRP)?*

The literature section mentioned that transformational leadership style has four factors, which are idealised influence, inspirational motivation, intellectual stimulation, and individualised consideration. The procedure to calculate the final score relating to a

particular factor was explained in Chapter 4. The mean and standard deviations for each of these factors were also highlighted in the section. To calculate the final score provided by each respondent in response to the transformational leadership style questions, the average of the four factors was taken. The score would thus range from 0 to 12 as each factor had 3 questions and the scale for each question ranged from 0 to 4. The mean, median, mode, and standard deviation for the scores for transformational leadership style have been tabulated in Table 23.

Table 23 – Descriptive statistics – Transformational Leadership style

N		Mean	Median	Mode	Std. Deviation
Valid	Missing				
242	0	6.2479	6.0000	8.25	3.02856

The following section evaluates the association between transformational leadership style and job-stress-related presenteeism.

Cross tabulation – Transformational Leadership style and Job-stress-related presenteeism

The mean value for transformational leadership style was rounded to 6.25 (6.2479) seen in Table 23. To establish if an association exists between these variables, two categories were formed, ‘low’ and ‘high’ similar to the test conducted earlier to validate the relationship between job stress and job-stress-related presenteeism. Hence a value above 6.25 was categorised as managers exhibiting ‘high transformational leadership style’ and a score of less than 6.25 was categorised as managers exhibiting ‘low transformational leadership style’. Scores based on job-stress-related presenteeism have been categorised.

A Cross tabulation was conducted between the two variables that were categorised as low and high to evaluate if managers exhibiting high transformational leadership style cause less job-stress-related presenteeism than those exhibiting low transformational leadership style and vice versa.

The results from the cross tabulation below indicate that 60 (52.6%) respondents that perceived their managers to have high transformational leadership style exhibited low job-stress-related presenteeism and 85 (66.4%) respondents with low transformational leadership style exhibited high job-stress-related presenteeism. In both instances (low and high categories) it points toward an association between transformational leadership style and job-stress-related presenteeism and a strong positive association lies with low transformational leadership style leading to high job-stress-related presenteeism.

Table 24 – Cross tabulation – Transformational Leadership style and JSRP

			JSRP		Total
			High	Low	
Transformational	High	Count	54	60	114
		Expected Count	65.5	48.5	114.0
		% within Transformational	47.4%	52.6%	100.0%
	Low	Count	85	43	128
		Expected Count	73.5	54.5	128.0
		% within Transformational	66.4%	33.6%	100.0%
Total		Count	139	103	242
		Expected Count	139.0	103.0	242.0
		% within Transformational	57.4%	42.6%	100.0%

Table 25 – Chi-square test – Transformational Leadership style and JSRP

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	8.939 ^a	1	.003		
Continuity Correction ^b	8.178	1	.004		
Likelihood Ratio	8.980	1	.003		
Fisher's Exact Test				.004	.002
N of Valid Cases	242				

The Chi-square test results shown in Table 25 indicate that there is a strong relationship between the two variables and are statistically significant at significance level .01 ($p < 0.05$).

Using Pearson's Correlation

Associations for likert-scale data should be analysed using Pearson's r test as likert-scale data are analysed at the interval measurement scale.

Table 26 – Pearson's Correlation – Transformational Leadership style and JSRP

		Transformational	JSRP
Transformational	Pearson Correlation	1	-.271**
	Sig. (2-tailed)		.000
	N	242	242

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The Pearson's correlation from Table 26 shows that the correlation is statically significant at 1% significance level as the significance value is .000. The Pearson's r statistic for correlation between job stress and job-stress-related presenteeism is -.271. The value for correlation ranges from 0 to 1 and can be both positive and negative. Based on the correlation value, there is a relationship between the two variables but it is a weak relationship as it is close to 0. However it is still significant and thus important. Also the relationship is negative (negative correlation), meaning as transformational leadership style value increases, job-stress-related presenteeism value decreases.

Both these tests indicate that a relatively strong association exists between the two variables (transformational leadership style and job-stress-related presenteeism). There is evidence from the above results that transformational leadership style has negatively correlated with job-stress-related presenteeism.

5.9.2 Hypothesis test for Research Question 2

Research Question 2: *Is transactional leadership style negatively correlated with job-stress-related presenteeism? And does transformational leadership style result in lower job-stress-related presenteeism than transactional leadership style?*

As discussed in literature section, transactional leadership style has two factors, which are contingent reward and management by exception (active and passive). The mean and standard deviations for each of these factors were calculated earlier. To calculate the final score provided by each respondent in response to the transactional leadership style questions, the average of the two factors was taken. The process was same to the one explained under transformational leadership style. The mean, median, mode and standard deviation for transactional leadership style is shown in Table 27.

Table 27 – Descriptive statistics – Transactional Leadership style

N		Mean	Median	Mode	Std. Deviation
Valid	Missing				
242	0	6.0764	6.0000	5.50	2.60094

The following section evaluates the association between transactional leadership style and job-stress-related presenteeism.

Cross tabulation – Transactional Leadership style and Job-stress-related presenteeism

The mean value for transactional leadership style is rounded to 6.08 (6.0764) and shown in the preceding Table 27. Two categories were formed, 'low' and 'high' to establish if an association exists between these variables. Hence a value above 6.08 was categorised as managers exhibiting 'high transactional leadership style' and a score of less than 6.08 was categorised as managers exhibiting 'low transactional leadership style'. Scores based on job-stress-related presenteeism were already categorised.

A cross tabulation was conducted between the two variables that were categorised as low and high to evaluate if managers exhibiting high transactional leadership style cause less job-stress-related presenteeism than those exhibiting low transactional leadership style and vice versa.

Table 28 – Cross tabulation – Transactional Leadership style and JSRP

			JSRP		Total
			High	Low	
Transactional	High	Count	50	54	104
		Expected Count	59.7	44.3	104.0
		% within Transactional	48.1%	51.9%	100.0%
	Low	Count	89	49	138
		Expected Count	79.3	58.7	138.0
		% within Transactional	64.5%	35.5%	100.0%
Total		Count	139	103	242
		Expected Count	139.0	103.0	242.0
		% within Transactional	57.4%	42.6%	100.0%

The results from the cross tabulation indicate that 54 (51.9%) respondents perceived their managers to have high transactional leadership style exhibited low job-stress-related presenteeism, and 89 (64.5%) respondents with low transformational leadership style exhibited high job-stress-related presenteeism. In both instances (low and high categories) it points toward an association between transactional leadership style and job-stress-related presenteeism.

The Chi-square test results shown in Table 29 indicate that there is a strong relationship between the two variables and are statistically significant at significance level .05. (p<0.05)

Table 29 – Chi-square test – Transactional Leadership style and JSRP

	Value	Df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	6.537 ^a	1	.011		
Continuity Correction^b	5.883	1	.015		
Likelihood Ratio	6.541	1	.011		
Fisher's Exact Test				.013	.008
N of Valid Cases	242				

Using Pearson’s Correlation

Associations for likert-scale data should be analysed using Pearson’s r test as likert-scale data are analysed at the interval measurement scale. The following tabulates the Pearson’s correlation test results for the two variables.

Table 30 – Pearson’s Correlation – Transactional Leadership style and JSRP

		Transactional	JSRP
Transactional	Pearson Correlation	1	-.196**
	Sig. (2-tailed)		.002
	N	242	242

Note: **. Correlation is significant at the 0.01 level (2-tailed).

The Pearson’s correlation shows that the correlation is statically significant at 1% significance level as the significance value is to .002. The Pearson’s r statistic for correlation between job stress and job-stress-related presenteeism is -.196. Based on the correlation value, a relationship exists between the two variables but it is weak as it is close to 0.

However it is still significant and thus important. Hence the change in one variable is correlated with changes in the other variable, in this case transformational leadership style and job-stress-related presenteeism. Also the relationship is negative (negative correlation) as the value for correlations range from 0 to 1 and can be both positive and negative. This means as transactional leadership style value increases, job-stress-related presenteeism value decreases.

Both these tests demonstrate an association exists between the two variables (transactional leadership style and job-stress-related presenteeism) but weaker than transformation leadership style. Hence the transactional leadership style is negatively correlated with job-stress-related presenteeism, however transformational leadership style results in lower job-stress-related presenteeism than transactional leadership style.

5.9.3 Hypothesis test for Research Question 3

Research Question 3: *Is laissez-faire leadership style correlated with job stress? Is laissez-faire leadership style correlated with job-stress-related presenteeism?*

Laissez-faire leaders are ones who avoid decision making and supervisory responsibility and believe in freedom of choice for the employees, leaving them alone so they can do as they want. The association between laissez-faire leadership style and job stress is evaluated below. The mean, median, mode, and standard deviation for laissez-faire leadership style is shown in the following table.

Table 31 – Descriptive statistics – Laissez-faire Leadership style

N		Mean	Median	Mode	Std. Deviation
Valid	Missing				
242	0	6.6116	7.0000	8.00	2.56006

Cross tabulation – Laissez Leadership style and Job stress

The mean value for laissez leadership style is rounded to 6.61 (6.6116) as seen in Table 31. Two categories were formed, 'low' and 'high' to establish if an association exists between these variables. Hence a value above 6.61 was categorised as managers exhibiting 'high laissez-faire leadership style' and a score less than 6.61 was categorised as managers exhibiting 'low laissez-faire leadership style'. Scores based on job stress were also categorised.

A Cross tabulation was conducted between the two variables categorised as low and high to evaluate if managers exhibiting laissez-faire leadership style had an effect on job-stress-related presenteeism.

Table 32 – Cross tabulation – Laissez-faire leadership style and Job stress

			Job stress category		Total
			High	Low	
Laissez-faire	High	Count	83	55	138
		Expected Count	84.4	53.6	138.0
		% within Laissez-faire	60.1%	39.9%	100.0%
	Low	Count	65	39	104
		Expected Count	63.6	40.4	104.0
		% within Laissez-faire	62.5%	37.5%	100.0%
Total	Count	148	94	242	
	Expected Count	139.0	103.0	242.0	
	% within Laissez-faire	61.2%	38.8%	100.0%	

The cross tabulation results indicate that both high and low laissez-faire leadership style cause high job stress. This means that no relationship is seen between these two variables.

The Chi-square test result shown in Table 33 indicate that there is no relationship between the two variables as they are statistically insignificant even at $p < 0.05$.

Table 33 – Chi-square test – Laissez-faire Leadership style and Job stress

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.110 ^a	1	.710		
Continuity Correction^b	.040	1	.811		
Likelihood Ratio	.110	1	.710		
Fisher's Exact Test				.790	.406
N of Valid Cases	242				

Using Pearson's Correlation

Associations for likert-scale data should be analysed using Pearson's r test as likert-scale data are analysed at the interval measurement scale. The following table tabulates the Pearson's correlation test results.

Table 34 – Pearson's Correlation – Laissez-faire leadership style and Job stress

		Laissez-faire	Job stress
Laissez-faire	Pearson Correlation	1	-.106
	Sig. (2-tailed)		.099
	N	242	242

The Pearson's correlation, from Table 34, shows that there is no correlation between the two variables, meaning no relationship exists between the two variables.

There is no evidence from the data that laissez-faire leadership style has any correlation with job stress.

To test the association between laissez-faire leadership style and job-stress-related presenteeism is evaluated below. Three questions were asked to assess the laissez faire leadership style. To calculate the final score for each respondent in response to the laissez-faire leadership style questions, the average of the three questions were taken.

Cross tabulation – Laissez Leadership style and Job-stress-related presenteeism

The mean value for laissez leadership style is rounded to 6.61 (6.6116) as seen in Table 31. Two categories were formed, 'low' and 'high' to establish if an association exists between these variables. Hence a value above 6.61 was categorised as managers exhibiting 'high laissez-faire leadership style' and a score less than 6.61 was categorised as managers exhibiting 'low laissez-faire leadership style'. Scores based on job-stress-related presenteeism were already categorised.

A Cross tabulation was conducted between the two variables categorised as low and high to evaluate if managers exhibiting laissez-faire leadership style had an effect on job-stress-related presenteeism.

The cross tabulation results indicate that both high and low laissez-faire leadership style cause high job-stress-related presenteeism. This means that no relationship is seen between these two variables.

Table 35 – Cross tabulation – Laissez-faire leadership style and JSRP

			JSRP		Total
			High	Low	
Laissez-faire	High	Count	78	60	138
		Expected Count	79.3	58.7	138.0
		% within Laissez-faire	56.5%	43.5%	100.0%
	Low	Count	61	43	104
		Expected Count	59.7	44.3	104.0
		% within Laissez-faire	58.7%	41.3%	100.0%
Total		Count	139	103	242
		Expected Count	139.0	103.0	242.0
		% within Laissez-faire	57.4%	42.6%	100.0%

The Chi-square test result shown in Table 33 indicate that there is no relationship between the two variables as they are statistically insignificant even at $p < 0.05$.

Table 36 – Chi-square test – Laissez-faire Leadership style and JSRP

	Value	df	Asymp. Sig. (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	.110 ^a	1	.740		
Continuity Correction^b	.040	1	.841		
Likelihood Ratio	.110	1	.740		
Fisher's Exact Test				.793	.421
N of Valid Cases	242				

Using Pearson's Correlation

Associations for likert-scale data should be analysed using Pearson's r test as likert-scale data are analysed at the interval measurement scale. The following table tabulates the Pearson's correlation test results.

Table 37 – Pearson's Correlation – Laissez-faire leadership style and JSRP

		Laissez-faire	JSRP
Laissez-faire	Pearson Correlation	1	-.121
	Sig. (2-tailed)		.061
	N	242	242

The Pearson's correlation, from Table 34, shows that there is no correlation between the two variables, meaning no relationship exists between the two variables.

There is no evidence from the data that laissez-faire leadership style has any correlation with job-stress-related presenteeism.

5.10 Conclusion

In summary, Principal component analysis indicated factor analysis was appropriate and hence the data could be reduced to build a single index for each variable. The statistical tests for reliability (Cronbach Alpha) showed the data was reliable for most of the variables used for the study except the laissez-faire leadership style. Also significant relationship was seen between job stress and job-stress-related presenteeism, which allowed evaluating the impact of leadership styles on job-stress-related presenteeism.

The results indicating associations between the two variables are summarised under the hypotheses that were to be tested as a part of this study.

Research Question 1: Is transformational leadership style correlated with job-stress-related presenteeism (JSRP)?

1. Cross tab and Chi-square tests (strength of association) confirmed that strong association existed between transformational leadership style and job-stress-related presenteeism;

2. Significant negative correlation was also found to exist between transformational leadership style and job-stress-related presenteeism.

Research Question 2: Is transactional leadership style negatively correlated with job-stress-related presenteeism? And does transformational leadership style result in lower presenteeism than transactional leadership style?

1. Cross tab and Chi-square tests (strength of association) confirmed that an association existed between transactional leadership style and job-stress-related presenteeism;
2. Negative correlation was also found to exist between transactional leadership style and job-stress-related presenteeism but weaker than transformational leadership style.

Research Question 3: Is laissez-faire leadership style correlated with job stress? Is laissez-faire leadership style correlated with job-stress-related presenteeism?

1. No correlation was seen between laissez-faire leadership style and job-stress-related presenteeism.

Chapter 6 – Discussion of Research Results

6.1 Introduction

There is a growing concern for organisations towards presenteeism (Hemp, 2004; MacGregor et al., 2008; Prochaska et al., 2011), which has been largely discussed in existing literature. As much is expected from knowledge workers due to increasing job demands, managing stress has become an acutely important skill for leaders. If not managed, knowledge workers can withhold their intellectual capital and take it with them, if and when they choose to leave (Pearce, 2007). Further, past studies have revealed the impact job stress has on productivity and organisational effectiveness (Cummings, et al., 2010). Gilbreath & Karimi's (2012) study built on Cooper's (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) conceptualisation of presenteeism indicates that job stress caused by supervisor behaviour leads to presenteeism. The objective of this study was to understand the impact and influence that leadership style has on presenteeism adding to the growing body of knowledge (job-stress-related presenteeism). The results would aid businesses and organisations to deal with presenteeism more effectively.

The data from 242 respondents were analysed quantitatively and the results were presented in the previous chapter. This chapter aims to discuss the statistical findings in light of relevant theoretical literature reviewed in Chapter 2 and research questions raised in Chapter 3. The results support the findings based on existing literature, measuring the impact of leadership styles on employee outcomes. It also illuminates other findings, pertinent to the discussion of either presenteeism or the leadership style paradigms. The analysis and discussions are structured according to the different leadership styles such as transformational, transactional and laissez-faire leadership styles and its impact on job-stress-related presenteeism. The validity of the job-stress-related presenteeism scale developed by Gilbreath & Frew (2008) is also discussed, as this study marks only the second applied use of the scale to measure job-stress-related presenteeism.

6.2 Sample Demographics

In Gilbreath & Karimi's (2012) study on job-stress-related presenteeism, the sample population was taken from Australian employees in two hospitals. This study took a more holistic approach by not focussing on a particular industry as presenteeism is likely to be found in all sectors.

The demographic characteristics of the respondents included 55% males and 45% females which represents a fairly balanced sample based on gender. The age group that most respondents fell under were between ages 30 and 50 (76%), and came from 12 widely categorised industries. Majority of the respondents were from medium to large size organisations (greater than 50 employees) and only 21 were from small organisations (less than 50). The participants representing small organisations could have impacted the results of this study as it is ideal to have a sample of approximately 50 respondents to provide reliable results when determining associations (Van Voorhis & Morgan, 2007). Also presenteeism in small organisations may be less when compared to medium and large organisations, as managers are more likely to request feedback on regular basis on the tasks performed by subordinates (Matlay, 1999). Thus engaging in presenteeism is difficult. However this study aimed to provide a thorough analysis of presenteeism based on leadership styles across all types of organisations and industries. Interactions with the managers were also measured to ensure that the three leadership styles were covered. The data based on interaction was also well scattered from more than once a week to rarely meeting with their managers.

The demographics of the sample population indicate that the data gathered for the study was appropriate to answer the research questions, and the results of the study may provide substantial information to organisations to fight presenteeism.

6.3 Job Stress and Job-stress-related presenteeism

Several researchers (Phillips, Sen, & McNamee, 2007; Skakon et al., 2010; Schaufeli et al., 2008) have indicated that knowledge workers are subject to work related stress on a daily basis due to leadership behaviour, work load, work life balance, performance

pressures, job security and so forth. Based on the Gilbreath and Karimi (2012) study, job stress is considered to result in job-stress-related presenteeism. Hence, in order to analyse the impact of leadership style on job-stress-related presenteeism, the association between job stress and job-stress-related presenteeism needed to be validated. Cross-tabulations and correlation tests were conducted to verify if a strong association existed between the two variables.

The summarised results between job stress and job-stress-related presenteeism are tabulated below.

Table 38 – Statistical summary of results for job stress and job-stress-related presenteeism

	KMO	Bartlett Measure	Cronbach Alpha	Average Score	Pearson's Correlation	Chi-square
Job Stress (Q22-23)	.500	.000	0.909	2.83	.529**	37.614 (p<0.05)
Job-stress-related presenteeism (Q24-29)	.841	.000	0.828	1.63		

The results indicate that a significant relationship exists between job stress and job-stress-related presenteeism. As shown above, the KMO and Bartlett measures were satisfactory for both variables which meant that the questions asked measured the same constructs. The Cronbach alpha scores indicate that the data gathered for these two constructs were good and reliable. As these tests yielded favourable results, associations were tested. The Cross and Chi-square test resulted in significant association between the variables and a positive linear association was established. As the chi-square test was significant at $p < 0.05$, it is improbable that the association between the two variables is by chance. The cross table also indicates that high percentages of respondents who undergo job stress engage in presenteeism. This shows that as stress in knowledge workers reduce, presenteeism will also reduce.

The results indicate that job stress causes presenteeism. The findings confirm Cooper's (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) definition of presenteeism, which is "people turning up to work who are so distressed by their jobs or some aspect of organizational climate that they contribute very little, if anything, to their work" (p.2). The

results of the tests have successfully validated Gilbreath & Karimi's (2012) claim that presenteeism is a much broader concept with numerous possible causes. Further, Gilbreath & Karimi (2012) study was the first applied use of the self-report scale to measure job-stress-related presenteeism. As this study used the same instrument, the results also verify the utility and validity of the tool and may prove very useful for further research in understanding the effects of job stress on employees.

As mentioned earlier, knowledge workers are faced with great amounts of stress at their work place, and based on the results there may be a possibility that these knowledge workers engage in presenteeism. The results may benefit organisations and businesses considerably as it allows them to focus on other factors (not just sickness related) to reduce presenteeism. A strong relationship between job stress and presenteeism is visible and with research showing that high cost is related to presenteeism, these tests may be valuable to commence further research on the causes of presenteeism.

6.4 Transformational Leadership Style and Job-stress-related presenteeism

As a significant association between job stress and presenteeism caused due to job stress was established, this section discusses the results in light of answering research question 1 presented in Chapter 3.

Research Question 1: Is transformational leadership style negatively correlated with job-stress-related presenteeism?

Prior research on leadership style and job stress conducted by Munir et al., (2010) indicate that leaders who adopt transformational leadership style cause less job stress among subordinates. As job stress is seen to have a significant association with presenteeism, the results measuring the impact of transformational leadership style on presenteeism is discussed. The summarised results between these two variables are tabulated below.

Table 39 – Statistical summary of results for transformational leadership style and job-stress-related presenteeism

	KMO	Bartlett Measure	Cronbach Alpha	Average Score	Pearson's Correlation	Chi-square
Transformational leadership (Q1-12)	.952	.000	.936	6.25	-0.271**	8.939 (p<0.05)
Job-stress-related presenteeism (Q24-29)	.841	.000	0.828	1.63		

The KMO and Bartlett measures were very good for both variables indicating that the questions relate to the constructs being measured. The data gathered shows consistency and reliability based on the high Cronbach alpha scores. The Pearson's correlation result shows significant negative correlation between the variables and the strength of the association was good. Further the chi-square test shows that the association was significant at $p < 0.05$ meaning that the relationship is improbable to have been by chance. The cross tabulation provides details on the relationship between high and low transformational leadership style to high and low levels of job-stress-related presenteeism. The results indicate that 66.4% respondents who rated their managers as exhibiting low transformational leadership style, engage in high levels of presenteeism. This is a significant result and indicates that transformational leadership style is effective in reducing presenteeism.

The scores for four factors (idealised influence, inspirational motivation, intellectual stimulation and individualised consideration) were also calculated and is summarised below.

Table 40 – Statistical summary of results for the four factors related to transformational leadership style

Transformational Leadership	Mean	Std. Deviation
Idealised Influence (Q1-Q3)	7.64	3.309
Inspirational Motivation (Q4-6)	5.98	3.167
Intellectual Stimulation (Q7-9)	5.93	3.332
Individualised Consideration (Q10-12)	5.43	3.419

The average score for idealised influence was noticeably higher than the remaining three factors. Bass (1999) states that a leader is most likely to be strong on some factors and not on all, which corresponds to the results of this study. However the results encourage managers demonstrating transformational leadership style to develop themselves on the other factors as well. The higher the score for each factor, the better overall average score for the leader, which may result in reduced presenteeism. Associations between the individual factors and presenteeism were not tested as leadership style was the variable being evaluated, which is derived from the scores of the four factors. But the result provides motivation for further research to understand the impact each factor has on presenteeism.

As numerous studies (Bono et al., 2007; Munir, Nielsen, & Carneiro, 2010) have been conducted previously on transformational leadership style to measure employee outcome, this study is the first that measures transformational leadership style in conjunction with job-stress-related presenteeism. The results suggest that leaders who adopt transformational leadership style reduce employee presenteeism. Based on this finding, organisations may benefit by indicating the importance of having transformational leaders at their work place, as they have already been known to increase organisational effectiveness (Zopiatis & Constanti, 2010; Nielsen et al., 2008).

To answer the research question 1, the results indicate that transformational leadership style is negatively correlated to job-stress-related presenteeism. Hence when managers adopt transformational leadership style, they reduce job stress and ensure subordinates dedicate their cognitive energy at work by not engaging in presenteeism. Thus this study complements previous research on transformational leadership style.

6.5 Transactional Leadership Style and Job-stress-related presenteeism

This section discusses the results in view of answering research question 2 presented in Chapter 3.

Research Question 2: *Is transactional leadership style negatively correlated with job-stress-related presenteeism? And does transformational leadership style result in lower presenteeism than transactional leadership style?*

Studies done by Lyons & Schneider (2009) indicate that leaders who exhibit transactional leadership style cause job stress, and presenteeism is higher compared to those who exhibit transformational leadership style as their relationship is based on a series of exchanges or implicit bargains between the leader and the follower (Zopiatis & Constanti, 2010). The summarised results between these two variables are tabulated below.

Table 41 – Statistical summary of results for transactional leadership style and Job-stress-related presenteeism

	KMO	Bartlett Measure	Cronbach Alpha	Average Score	Pearson's Correlation	Chi-square
Transactional leadership (Q13-18)	.785	.000	.696	6.08	-0.196**	6.537 (p<0.05)
Job-stress-related presenteeism (Q24-29)	.841	.000	0.828	1.63		

The KMO and Bartlett measures were good, indicating that the questions relate to the constructs being measured. The Cronbach alpha score was acceptable for transactional leadership style as it was close to the benchmark score. The internal validity of the data for this leadership style is questionable and it might be necessary to revalidate the MLQ instrument to verify if it measures the characteristics of transactional leadership style appropriately. The Pearson's correlation result shows negative correlation between the variables and the strength of the association was relatively good with $r=-.196$. Further the chi-square test shows that the association was significant at $p<0.05$ meaning that the relationship is improbable to have been by chance. The cross tabulation provides details on the relationship between high and low transactional leadership style to high and low levels of job-stress-related presenteeism. The results indicate that 64.5% respondents who rated their managers as exhibiting low transactional leadership style engage in high levels of presenteeism.

The scores for the two factors (contingent reward and management by exception) related to transactional leadership style were also calculated and is summarised below.

Table 42 – Statistical summary of results for the two factors related to transactional leadership style

Transactional Leadership	Mean	Std. Deviation
Contingent Reward (Q13-Q15)	4.68	3.435
Management by Exception (Q16-18)	7.48	2.419

The average score for management by exception was considerably higher than contingent reward. This means that respondents feel they are not being rewarded for good work, which could be a reason for subordinates to engage in presenteeism. Rewards and recognition is important as it has been found to motivate subordinates to perform better (Danish, 2010). The higher the score for each factor the better overall average score for the leader which may result in reduced presenteeism. Associations between the individual factors and presenteeism were not tested, as leadership style was the variable being evaluated which is derived from the scores of the two factors.

This is the first study that measures transactional leadership style in conjunction with job-stress-related presenteeism. Skakon et al. (2010) systematic review on leadership and employee well being report that transactional leadership style has had positive associations with employee well being and negative associations with job stress. The results from this study complement previous studies and suggest that leaders who adopt transactional leadership style reduce employee presenteeism. However the association is weaker than transformational leadership, similar to previous studies on other employee outcomes (Skakon et al., 2010). Leaders that adopt transactional leadership style can reduce presenteeism but there is incentive to develop the characteristics of transformational leadership style as it has more influence on presenteeism. The combination of both leadership styles may allow organisations to reduce presenteeism significantly.

In answering the research question 2, the results indicate that transactional leadership style is negatively correlated to job-stress-related presenteeism. Further, by comparing the correlations of both transformational and transactional leadership styles, we find that transformational leadership style has stronger negative correlations with job-stress-related presenteeism. Thus it is true that transformational leadership style results in lower presenteeism than transactional leadership style.

6.6 Laissez-faire Leadership Style, Job Stress and Job-stress-related presenteeism

This section discusses the results in order to answer research question 3 presented in Chapter 3.

Research Question 3: *Is laissez-faire leadership style correlated with job stress? Is laissez-faire leadership style correlated with job-stress-related presenteeism?*

Skakon et al. (2010) in their systematic review of leadership styles of the last three decades reported that Skogstad, Einarsen, Torsheim, Assland, & Hetland (2007) indicate laissez-faire leadership style and job stress to be related. However Skogstad et al. also report, that Sosik & Godschalk (2000) found no relationship between them. Hence the relationship between laissez-faire leadership style and job stress was evaluated and is discussed below to compare the results with previous studies. Also as one of the objectives of this study is to measure the impact of laissez-faire leadership style on presenteeism, the results evaluating their associations are also discussed.

The summarised results between laissez-faire leadership style and job stress is tabulated below.

Table 43 – Statistical summary of results for laissez-faire leadership style and job stress

	KMO	Bartlett Measure	Cronbach Alpha	Average Score	Pearson's Correlation	Chi-square
Laissez-faire leadership (Q9-21)	.568	.000	.532	6.08	-0.106	.138
Job Stress (Q22-23)	.500	.000	0.909	2.83		

Both KMO and Bartlett measures were acceptable for both variables indicate that factor questions relate to the constructs being measured. But the Cronbach alpha score did not meet the bench mark score of .70, thus the internal validity of the data for this leadership style is questionable and it might be necessary to revalidate the MLQ instrument on the questions asked to measure laissez faire leadership style. It could be a reason why previous research has not shown conclusive results and the Pearson's correlation result shows no association between the variables. Further the chi-square test shows that the association was not significant at $p < 0.05$ meaning that no relationship exists between laissez-faire leadership style and job stress. The cross tabulation also indicated no link between low and high laissez-faire leadership style and low and high job stress. Hence the results of this study are similar with the results of Sosik & Godschalk (2000) study on laissez-faire leadership style and job stress.

Although job stress and job-stress-related presenteeism are highly associated with each other, tests needed to be done to measure the impact of laissez-faire leadership style on presenteeism to test for associations. The summarised results between these variables are tabulated below.

Table 44 – Statistical summary of results for laissez-faire leadership style and job-stress-related presenteeism

	KMO	Bartlett Measure	Cronbach Alpha	Average Score	Pearson's Correlation	Chi-square
Laissez-faire leadership (Q9-21)	.568	.000	.532	6.08	-0.121	.110
Job-stress-related presenteeism (Q24-29)	.841	.000	0.828	1.63		

The KMO and Bartlett measure was acceptable for laissez-faire leadership style as it is above the bench mark score of 0.50. The Pearson's correlation result shows no correlation between the variables which was expected based on the tests between laissez-faire leadership style and job stress. The chi-square test also shows that the association was not significant at $p < 0.05$ meaning that no relationship exists between laissez-faire leadership style and job-stress-related presenteeism. Some researchers

(Smith & Ainsworth, 2008) mention that laissez-faire leadership style is not actual leadership, which may be true based on the results of this study and previous studies.

In light of research question 3, the results indicate that laissez-faire leadership style has no correlations with job stress and job-stress-related presenteeism.

6.7 Conclusion

The results obtained in this study lend evidence that significant relationship exists between job stress and job-stress-related presenteeism. It agrees with the theory proposed by Gilbreath & Karimi (2012) that job stress leads to job-stress-related presenteeism.

Results indicate significant influence of transformational leadership style on job-stress-related presenteeism. There is evidence to suggest that managers who exhibit transformational leadership style are more likely to find less presenteeism among their subordinates. Further, the results provide evidence that transactional leadership style is negatively associated with job-stress-related presenteeism but weaker associations than transformational leadership styles. This is consistent with the previous theories (Munir et al., 2010; Lyons & Schneider, 2009) mentioned earlier that measure leadership style and job stress. The test results conducted for laissez-faire leadership style and job stress show evidence that there is no relationship between these variables, and similarly between laissez-faire leadership style and job-stress-related presenteeism.

As there has been only one reported study (Gilbreath & Karimi, 2012) to measure job-stress-related presenteeism, the results of this study would add to this body of knowledge. The results confirm that leadership style can be used as a predictor for job-stress-related presenteeism.

Chapter 7 – Conclusion

The main aim of this study was to understand if a link exists between leadership style and employee presenteeism. Studies conducted on presenteeism since early 2000 (Hemp, 2004) were focussed on presenteeism that resulted from a health problem (sickness presenteeism). Gilbreath & Kairimi's (2012) study on presenteeism marked the first attempt to operationalise Cooper's (1994) (as cited in Gilbreath & Karimi, 2012, p. 115) conceptualisation of presenteeism. Their study provided evidence that job-stress-related presenteeism is a legitimate construct and should be incorporated into models of occupational stress and lists of stress outcomes. The results of this research add to the body of knowledge and suggest that certain leadership styles may affect the degree to which employees experience job-stress-related presenteeism. It also adds a new dimension to the construct of stress-related presenteeism as the earlier study was based on supervisor behaviour.

Many studies have used leadership styles as the unit of analysis, in particular the 'Full Range Theory of Leadership' (Hetland et al., 2007; Failla & Stichler, 2008; Lyons & Schneider, 2009; Zopiatis & Constanti, 2010; Yang, Huang, & Wu, 2011). However no certainty around the impact of laissez-faire leadership style was found towards job stress. Hence the secondary aim of this study was to understand if laissez-faire had any associations with job stress and consequently job-stress-related presenteeism. Empirical results support the work of some researchers (Sosik & Godschalk, 2000) that no associations exist between laissez-faire leadership and job stress. Further, no association was found between laissez-faire leadership style and job-stress-related presenteeism.

Understanding the impact of leadership style on job-stress-related presenteeism is important given the competitive environment faced by organisations today. Many organisations are operating with lean labour forces, exacerbating the effects of employees who are unable to concentrate on their jobs. In most industries and organisations, a productive and focused workforce is a competitive advantage as they

innovate, operate, service or grow the firms preferred market (Pathirage, Amaratunga, & Haigh, 2007). Ensuring these knowledge workers do not experience presenteeism thus becomes critical to the success of an organisation. Further the costs involved with presenteeism are estimated to be quite high (Hemp, 2004; Johns, 2010). Kelloway, Sivanthan, Francis, and Barling (2005) state that, “leadership is a critical element of context that needs to be considered in understanding organizational stressors” Therefore, organisations may be interested in minimizing stress-related presenteeism by ensuring that managers adopt the right leadership style. (pp. 90–91).

Thus from the results obtained, the following is reported as the key findings of the study:

7.1 Implications of this research

This research has clearly led to practical implications but it also makes theoretical contributions. In attempting to understand if leadership styles affect employee presenteeism, significant knowledge was gained from this study that will help researchers in further study on this subject. It will also aid organisations to deal with presenteeism at the work place.

The two most important findings of this research were:

1. It establishes a new leadership-outcome link which is job-stress-related presenteeism. The various leadership styles (except laissez-faire) used for the study resulted in varying degree of presenteeism. The finding that transformational leadership had the strongest negative association with job-stress-related presenteeism contributes to the outcomes associated with transformational leader behaviour. This may be because transformational leaders attempt to maintain relationship with their subordinates and instil valuable and positive change. The study results suggest that organisations may need to focus their efforts on building appropriate leadership capabilities to have increased competitive advantage by reducing presenteeism.
2. The relation between job stress and presenteeism has been established, which asserts Gilbreath & Karimi’s (2012) view that presenteeism can have numerous

possible causes. Hence it allows for future research to be conducted considering presenteeism as an outcome with a variety of antecedents and to discover which antecedents are most prevalent and have the strongest effects. Further, as study is merely the second attempt to measure stress related presenteeism, the instrument used, created by Gilbreath & Frew (2008) proved that its utility and validity are favourable and may prove useful for future studies to understand the effects of job stress on employees.

7.2 Recommendations for Future Research

As previous research has mostly focussed on 'sickness presenteeism' (Johns, 2010; Demerouti et al., 2009; Hansen & Andersen, 2008), the new conceptualisation of presenteeism along with the findings and limitations of this study mentioned earlier allow for a great deal of research to be conducted in this field.

As the objective of this study was to evaluate the effect of leadership style on stress-related presenteeism using the 'Full Range Theory of Leadership' (Bass, 1999; Avolio & Bass 2004) (transformational, transactional, and laissez-faire), further study on the impact of other leadership styles, such as situational leadership or servant leadership styles on stress-related presenteeism will be beneficial.

A limitation to this study is the lack of industry-specific analysis on stress presenteeism. Valuable information could be drawn from the nature, size, and type of industry.

Further work concerning stress-related presenteeism could also focus on the relationship between gender and stress-related presenteeism. Meaning how does leadership style impact presenteeism among males and females?

Previous studies by Prater & Smith (2011) have indicated that presenteeism is the antithesis of absenteeism. Hence, future research to evaluate if factors that cause absenteeism contribute to presenteeism can create new constructs and add to the body of knowledge.

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Appendixes

Appendix A

Sample of the questionnaire (adopted from Bass (1999))

Preamble

I am conducting a research to understand the effect of leadership styles on employee presenteeism. To that end you are asked to complete a survey on a set number of questions. This will help us understand how employee's performance and productivity is affected by their immediate leader/managers' behaviour. It also helps us to understand the style that leaders should adopt in order to motivate and engage their employees better. The questionnaire should take no longer than 10 minutes of your time to complete. Your participation is voluntary and you can withdraw at any time without penalty. Of course, all data will be kept confidential. By completing the survey, you indicate that you voluntarily participate in this research. If you have any concerns, please contact me or my supervisor.

Our details are provided below:

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Section A

Please indicate the below using a tick symbol (✓).

Gender: _____ Male _____ Female

Age: _____ 20's _____ 30's _____ 40's _____ 50's _____ Other

Size of organisation: _____ Less than 50 _____ Greater than 50

How many times do you meet with your manager in a week?

_____ More than once _____ Once _____ Not Applicable

Section B

This section refers to your manager who you report to. Indicate your answer by selecting the most appropriate response to the statement.

KEY:

0	Not at all
1	Once in a while
2	Sometimes
3	Fairly often
4	Frequently, if not always

- | | | | | | |
|--|---|---|---|---|---|
| 1. I feel good to be around my manager. | 0 | 1 | 2 | 3 | 4 |
| 2. My manager expresses with a few simple words what I could and should do. | 0 | 1 | 2 | 3 | 4 |
| 3. My manager enables me to think about old problems in new ways. | 0 | 1 | 2 | 3 | 4 |
| 4. My manager helps me in my own personal development. | 0 | 1 | 2 | 3 | 4 |
| 5. My manager tells me what to do if I want to be rewarded for the work. | 0 | 1 | 2 | 3 | 4 |
| 6. My manager is satisfied when I meet agreed upon standards. | 0 | 1 | 2 | 3 | 4 |
| 7. My manager is content to let me continue working in the same way as always. | 0 | 1 | 2 | 3 | 4 |
| 8. I have complete faith in my manager. | 0 | 1 | 2 | 3 | 4 |
| 9. My manager provides appealing images about what I can do. | 0 | 1 | 2 | 3 | 4 |
| 10. My manager provides new ways of looking at puzzling things. | 0 | 1 | 2 | 3 | 4 |
| 11. My manager lets me know how he thinks I am doing. | 0 | 1 | 2 | 3 | 4 |
| 12. My manager provides recognition/rewards when I reach my goals. | 0 | 1 | 2 | 3 | 4 |
| 13. As long as things are working, my manager does not try to change anything. | 0 | 1 | 2 | 3 | 4 |
| 14. Whatever I want to do is O.K. with him. | 0 | 1 | 2 | 3 | 4 |
| 15. I am proud to be associated with my manager. | 0 | 1 | 2 | 3 | 4 |
| 16. My manager helps me find meaning in my work. | 0 | 1 | 2 | 3 | 4 |
| 17. My manager gets me to rethink ideas that I had never questioned before. | 0 | 1 | 2 | 3 | 4 |
| 18. My manager gives personal attention to me when I feel rejected. | 0 | 1 | 2 | 3 | 4 |
| 19. My manager calls attention to what I can get for what I accomplish. | 0 | 1 | 2 | 3 | 4 |
| 20. My manager tells the standards that I need to know to carry out my work. | 0 | 1 | 2 | 3 | 4 |
| 21. My manager does not ask more of me than what is absolutely essential. | 0 | 1 | 2 | 3 | 4 |

Section C

The following section assesses the stress you face while at work. Indicate your answer by selecting the most appropriate response to the statement. ***Stress in this context is associated to work related activities caused by the demands placed on you by your leader.***

KEY:

1	Strongly Disagree
2	Disagree
3	Agree
4	Strongly Agree

1. I have felt great deal of stress because of my job. 1 2 3 4
2. My job has been extremely stressful. 1 2 3 4

KEY:

1	All the time
2	Sometimes
3	Never

1. I am unable to concentrate on my job because of work related stress. 1 2 3
2. I spend significant proportion of my workday coping with work stress. 1 2 3
3. Work stress distracts my attention away from my job tasks. 1 2 3
4. Mental energy I'd otherwise devote to my work is wasted on work stressors. 1 2 3
5. I delay starting on new projects at work because of stress. 1 2 3
6. I spend time talking to co-workers about stressful work situations. 1 2 3

How important would you rate leadership style to performance? Explain.

What changes in your manager would assist in alleviating your stress and improve performance?

If you are currently in a managerial position, how do you factor your leadership style to positively impact your team's performance?

Industry you belong to: _____

Thank you so much for your patience in filling the questionnaire.

Appendix B – Frequency Tables – Leadership section of the questionnaire

Q1. I feel good to be around my manager.	Frequency	Percent	Valid Percent	Cumulative Percent
0	6	2.5	2.5	2.5
1	35	14.5	14.5	16.9
2	61	25.2	25.2	42.1
3	78	32.2	32.2	74.4
4	62	25.6	25.6	100.0
Total	242	100.0	100.0	

Q2. I have complete faith in my manager.	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	31	12.8	12.8	12.8
1	21	8.7	8.7	21.5
2	55	22.7	22.7	44.2
3	75	31.0	31.0	75.2
4	60	24.8	24.8	100.0
Total	242	100.0	100.0	

Q3. I am proud to be associated with my manager.	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 0	23	9.5	9.5	9.5
1	30	12.4	12.4	21.9
2	48	19.8	19.8	41.7
3	75	31.0	31.0	72.7
4	66	27.3	27.3	100.0
Total	242	100.0	100.0	

Q4. My manager expresses with a few simple words what I could and should do.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	20	8.3	8.3	8.3
	1	45	18.6	18.6	26.9
	2	64	26.4	26.4	53.3
	3	67	27.7	27.7	81.0
	4	46	19.0	19.0	100.0
	Total	242	100.0	100.0	

Q5. My manager provides appealing images about what I can do.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	37	15.3	15.3	15.3
	1	67	27.7	27.7	43.0
	2	61	25.2	25.2	68.2
	3	52	21.5	21.5	89.7
	4	25	10.3	10.3	100.0
	Total	242	100.0	100.0	

Q6. My manager helps me find meaning in my work.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	53	21.9	21.9	21.9
	1	48	19.8	19.8	41.7
	2	61	25.2	25.2	66.9
	3	46	19.0	19.0	86.0
	4	34	14.0	14.0	100.0
	Total	242	100.0	100.0	

Q7. My manager enables me to think about old problems in new ways.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	36	14.9	14.9	14.9
	1	49	20.2	20.2	35.1
	2	54	22.3	22.3	57.4
	3	65	26.9	26.9	84.3
	4	38	15.7	15.7	100.0
	Total	242	100.0	100.0	

Q8. My manager provides new ways of looking at confusing issues/problems.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	33	13.6	13.6	13.6
	1	60	24.8	24.8	38.4
	2	59	24.4	24.4	62.8
	3	59	24.4	24.4	87.2
	4	31	12.8	12.8	100.0
	Total	242	100.0	100.0	

Q9. My manager gets me to rethink ideas that I had never questioned before.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	36	14.9	14.9	14.9
	1	62	25.6	25.6	40.5
	2	63	26.0	26.0	66.5
	3	59	24.4	24.4	90.9
	4	22	9.1	9.1	100.0
	Total	242	100.0	100.0	

Q10. My manager helps me in my own personal development.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	45	18.6	18.6	18.6
	1	61	25.2	25.2	43.8
	2	50	20.7	20.7	64.5
	3	46	19.0	19.0	83.5
	4	40	16.5	16.5	100.0
	Total	242	100.0	100.0	

Q11. My manager lets me know how he thinks I am doing.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	31	12.8	12.8	12.8
	1	71	29.3	29.3	42.1
	2	48	19.8	19.8	62.0
	3	63	26.0	26.0	88.0
	4	29	12.0	12.0	100.0
	Total	242	100.0	100.0	

Q12. My manager gives personal attention to me when I feel rejected.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	66	27.3	27.3	27.3
	1	65	26.9	26.9	54.1
	2	41	16.9	16.9	71.1
	3	43	17.8	17.8	88.8
	4	27	11.2	11.2	100.0
	Total	242	100.0	100.0	

Q13. My manager tells me what to do if I want to be rewarded for the work.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	79	32.6	32.6	32.6
	1	51	21.1	21.1	53.7
	2	54	22.3	22.3	76.0
	3	34	14.0	14.0	90.1
	4	24	9.9	9.9	100.0
	Total	242	100.0	100.0	

Q14. My manager provides recognition/ rewards when I reach my goals.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	57	23.6	23.6	23.6
	1	60	24.8	24.8	48.3
	2	57	23.6	23.6	71.9
	3	42	17.4	17.4	89.3
	4	26	10.7	10.7	100.0
	Total	242	100.0	100.0	

Q15. My manager calls attention to what I can get for what I accomplish.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	72	29.8	29.8	29.8
	1	57	23.6	23.6	53.3
	2	45	18.6	18.6	71.9
	3	48	19.8	19.8	91.7
	4	20	8.3	8.3	100.0
	Total	242	100.0	100.0	

Q16. My manager is satisfied when I meet agreed upon standards.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	7	2.9	2.9	2.9
	1	20	8.3	8.3	11.2
	2	40	16.5	16.5	27.7
	3	87	36.0	36.0	63.6
	4	88	36.4	36.4	100.0
	Total	242	100.0	100.0	

Q17. As long as things are working, my manager does not try to change anything.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	16	6.6	6.6	6.6
	1	27	11.2	11.2	17.8
	2	53	21.9	21.9	39.7
	3	80	33.1	33.1	72.7
	4	66	27.3	27.3	100.0
	Total	242	100.0	100.0	

Q18. My manager tells the standards that I need to know to carry out my work.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	40	16.5	16.5	16.5
	1	58	24.0	24.0	40.5
	2	57	23.6	23.6	64.0
	3	61	25.2	25.2	89.3
	4	26	10.7	10.7	100.0
	Total	242	100.0	100.0	

Q19. My manager is content to let me continue working in the same way as always.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	19	7.9	7.9	7.9
	1	15	6.2	6.2	14.0
	2	63	26.0	26.0	40.1
	3	96	39.7	39.7	79.8
	4	49	20.2	20.2	100.0
	Total	242	100.0	100.0	

Q20. Whatever I want to do is O.K. with him.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	23	9.5	9.5	9.5
	1	35	14.5	14.5	24.0
	2	61	25.2	25.2	49.2
	3	83	34.3	34.3	83.5
	4	40	16.5	16.5	100.0
	Total	242	100.0	100.0	

Q21. My manager does not ask more of me than what is absolutely essential.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0	55	22.7	22.7	22.7
	1	55	22.7	22.7	45.5
	2	59	24.4	24.4	69.8
	3	56	23.1	23.1	93.0
	4	17	7.0	7.0	100.0
	Total	242	100.0	100.0	

Appendix C – Frequency Tables – Job stress section of the questionnaire

Q22. I have felt great deal of stress because of my job		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	6.2	6.2	6.2
	2	64	26.4	26.4	32.6
	3	102	42.1	42.1	74.8
	4	61	25.2	25.2	100.0
	Total	242	100.0	100.0	

Q23. My job has been extremely stressful.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	15	6.2	6.2	6.2
	2	71	29.3	29.3	35.5
	3	102	42.1	42.1	77.7
	4	54	22.3	22.3	100.0
	Total	242	100.0	100.0	

Appendix D – Frequency Tables – Job-stress-related presenteeism section of the questionnaire

Q24. I am unable to concentrate on my job because of work related stress.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	96	39.7	39.7	39.7
	2	140	57.9	57.9	97.5
	3	6	2.5	2.5	100.0
	Total	242	100.0	100.0	

Q25. I spend significant proportion of my workday coping with work stress.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	87	36.0	36.0	36.0
	2	137	56.6	56.6	92.6
	3	18	7.4	7.4	100.0
	Total	242	100.0	100.0	

Q26. Work stress distracts my attention away from my job tasks.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	104	43.0	43.0	43.0
	2	130	53.7	53.7	96.7
	3	8	3.3	3.3	100.0
	Total	242	100.0	100.0	

Q27. Mental energy I'd otherwise devote to my work is wasted on work stressors.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	91	37.6	37.6	37.6
	2	138	57.0	57.0	94.6
	3	13	5.4	5.4	100.0
	Total	242	100.0	100.0	

Q28. I delay starting on new projects at work because of stress.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	139	57.4	57.4	57.4
	2	95	39.3	39.3	96.7
	3	8	3.3	3.3	100.0
	Total	242	100.0	100.0	

Q29. I spend time talking to co-workers about stressful work situations.		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	87	36.0	36.0	36.0
	2	135	55.8	55.8	91.7
	3	20	8.3	8.3	100.0
	Total	242	100.0	100.0	