

Workplace Stress as a Predictor of Absenteeism of the Employees of Selected Manufacturing Firms in Lagos State, Nigeria

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Abstract

Absenteeism whether voluntary or involuntary is a manifestation of continued stress whose outcome is highly negatively engender poor results as well as low delivery of tasks among employees. One hundred and fifty (150) employees of five selected manufacturing firms in Lagos State served as respondents for the study through purposive and convenience sampling methods. Findings revealed that a significant and positive nexus was found between emotional exhaustion and voluntary absenteeism with “0.743>0.5”; also, a strong and positive correlation existed between psychological consequences and involuntary absenteeism with “0.913>0.5”. The study concluded that activities in the manufacturing environment is massive and has huge propensity to induce stress and high burnout rate thus culminating into high level of work alienation and absenteeism. Therefore, management should on a constant basis lookout for activities that poses stress on employees, such should be given rapt attention and curtailed to avoid work estrangement within and among employees.

Keywords: *Emotional exhaustion, Involuntary absenteeism, Physiological consequences, Voluntary absenteeism, Workplace stress*

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Introduction

Employee absenteeism whether voluntary or involuntary is a contemporary issue dominating the frontline in several debates; it is also a burning issue that calls for concerns from all stakeholders irrespective of their sector. Different contributory factors have been advanced as elemental and lurking components that breeds employee absenteeism but the most crucial and critical of these factors are stress whose end result and outcome leads to emotional exhaustion (Goh, Pfeffer, & Zenios, 2018). Work isn't just a means to income earning; it also allow for individual persons to fulfill their needs, ambitions, aspirations and life goals through remuneration received as proceeds of jobs performed; since individual working life constitute about 85% to their life expectancy, this connotes that the workplace greatly contributes to the living condition of mankind; therefore, this condition is to a large extent influenced by the type and amount of activities performed at work (Akinyele, 2017).

On the global scene, work-related stress have tremendously been on the rise and these is due to changes characterized by the advent of globalisation, information and communication technology, insecurity in employment and limited financial strength constraints (Siegrist & Li, 2019). As submitted by European Agency for Safety and Health at Work, (EU-OSHA, 2016), majority of employees' ailment emanated from work-related stress and this has overtime proved that stress has a negative consequence on employees health and psychological state which can result into high level of absenteeism through emotional exhaustion. Employees' health challenges caused by work-related stress accounts for about 75% of long term ailment and disorders and these are resultant effects of high level of physical workload (Hassard, Teoh, Visockaite, Dewe, & Cox, 2018). Going forward, Salami (2015) opined that unabated workplace stress will not only lead to high level of absenteeism, physiological consequences/disorders, and emotional

exhaustion; it also has spiral economic and social impacts in terms of productivity loss, high medical and health care costs.

Scholarly articles on absenteeism posited that the nexus between job-related stress and high level of absenteeism is a direct function of high job demand (Schabracq, 2015). In this regard, absenteeism can be said to comprise of two types which are voluntary and involuntary absenteeism. Absenteeism whether voluntary or involuntary has a damaging outcome as it paints the employee in a bad light and al so bring about low organisational effectiveness. Studies have put forward that most recorded cases of employee absenteeism are as a result of their conditions of their workplaces (Smulder 2019); from this position; it is evident that the concept of absenteeism is affective in nature because it is a reaction of several workplace factors which induced stress on the employees.

Physiological consequences captures how much environmental conditions in the workplace affect employee(s) body structure after exposure to toxic events such as unabated stress Macgregor, Barton & Caverly, (2018), but there is still a gap in knowledge on the relationship between workplace stress and physiological; hence, this study. Emotional exhaustion is a state of feeling worn-out emotionally due to continuous or accumulated stress from challenging activities or events; emotional exhaustion build up in employees as they continuously undergo excessive and uncontrollable amount of stress in their workplace(s). Based on the foregoing arguments; this study examined "Workplace Stress and Absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria".

Statement of the Problem

Employee emotional enhancement and well-being largely depends on prevention of workplace stress as well as minimising its negative consequences (Vainio, 2015). Even though studies by Britt and Jex (2017)

advocated that job-related stress enhances and boosts performance; conversely, studies by O'Keefe, Brown & Christian, 2016 and American Psychological Association, 2017) opined that workplace stress still remain a primary causal of severe health challenges coupled with high rate of absenteeism and emotional exhaustion, in addition, workplace stress reduces productivity rate among about 20% employees and causes dissatisfaction with the environment of work resulting in about 65% employee turnover intention to quit and 9% rate of employee absenteeism (O'Keefe, Brown & Christian, 2016).

According to White, (2015), workplace stress is inimical to organisational effectiveness as it gulps about \$155 billion in health care provision and expenses; this represents 6%-10% of cost on health-related issues in the world. The cardinal challenge of workplace stress is that it transcends beyond just physiological conditions; it also poses serious issues on the organisation in terms of lower employee performance, conflicts within and among team members, injuries that may degenerate into lack of concentration and frequent mental disturbances (Halbesleben, 2016; Leon & O'Keefe et al., 2016; Patel, 2019).

Engineering as a field and career is generally known as one area where high rate of turnover, low performance rate and absenteeism are mostly recorded due to highly demanding and stressful nature which are also products of job-related stress (O'Keefe et al., 2016; Cardoso, Padovani, & Tucci, 2017); to buttress this point, a study by Sharma, (2019) submitted that the stress inherent in the engineering profession, department and Units is quite high. Owing to this fact, another problem majorly encountered by engineer is long hours of work which has been recognised as a significant root cause of insufficient and imbalance employee work-life; this is because pressure arises from multiple responsibilities coupled with complex tasks which in many instances put employees safety in jeopardy (Akinde, 2020).

As a result, high level of absenteeism, high rate of turnover with abysmally low performance of employees among engineers remains on the increase (Akinde, 2020). Mechanism and techniques for stress reduction among engineers to combat and militate against high rate of absenteeism, turnover intention, physiological consequences and emotional exhaustion is current gap in knowledge in the area of work-related stress; this resulted from the failure to recognise the pertinence of having modalities in place to assist engineers overcome and manage the stress inherent in their jobs (Ashcroft & Sheridan, 2015).

Based on these concrete evidences, this study examined workplace Stress and Absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria with the objective of investigating the relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria and examining the relationship between physiological consequences on involuntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria.

Research Hypotheses

- H₀₁:** There is no significant relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria.
- H₀₂:** There is no significant relationship between physiological consequences and involuntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria.

Literature Review

This section encompasses the conceptual review on workplace stress (emotional exhaustion and physiological consequences) and absenteeism (voluntary and involuntary absenteeism). Correspondingly, the



theoretical framework to guide this study was evaluated, and lastly, the empirical review of extant literatures on the relationships between the variables were appraised.

Conceptual Review

Workplace Stress

Stress can be described as the lack of fit; it connotes harmful emotional and physical responses from job or role incongruity (Olanipekun, 2022). Stress is also a form of pressure which psychologically affects the ability of an employee to skillfully grip specific situation(s) in an organisation (Chen & Silverthorne, 2018). From the view of Salami (2017) stress is an unpleasant experience which breeds negative emotional consequences such as anger, anxiety, depression, frustration and tension resulting from the activities of the workplace.

Yan, & Xie, (2016) defined work stress as a series of responses which ranges from behavioural, psychological and physiological due to continuous effects of one or more stressors on individuals in an organisation. In the words of Rytter and Bloemer, (2019), stress is an undiscovered construct which automatically and astronomically activate the nervous system in a coordinated manner at the affective, behavioural and cognitive levels. According to Abualrub & Al-Zaru, (2018), the concept of stress has a significant nexus with high turnover rate and employee quitting intentions along with high level of absenteeism due to huge health challenges it poses on the individuals at work. In corollary to the above, Akinboye, Akinboye and Adeyemo, (2017) was of the view that stress is a strain or a form of interference which inhibits the smooth functioning of an organism; stress presents its symptoms in form of individual eating disorder, sleep disorder weakness, and pain of unexplainable origin.

Dimensions of Workplace Stress

Physiological Consequences

As posited by Teixeira, Diaz and Santos, (2018), the physiological consequences of stress implies the process of activating corticotropin releasing hormones (CRH) from the body system which automatically turn on the hypothalamic-pituitary-adrenal (HPA) to produce cortisol which further activates the sympathetic nervous system to produce and release norepinephrine and epinephrine; this then causes the body system to start fluctuating thereby causes hormonal imbalances. Other physiological consequences of stress as put forward by Teixeira et al, (2018) are reduction in the autonomic nervous system responsiveness as well as impaired neuro-cognitive function due to acute stressors. Physiological consequences of stress follow the following process, at first; an individual perceives threat from the workplace environment which then sends information to the amygdala, which then interprets the information received.

Emotional Exhaustion

The psychological well-being and mental state of employees are mostly affected when experiencing emotional exhaustion and these symptoms manifest through fatigue, feeling helpless at work, meaninglessness of work, being demotivated, unwilling to perform or complete task, losing concentration and procrastination; and should this continue unguarded, emotional exhaustion could lead to anger, aggression, despair, addiction to substance usage and other destructive behavior Martin, Neighbors, & Griffith, (2017). In this regard, the negative feeling about work and its environment is vital for individuals to act in any situation properly; thus, an emotionally stressed individual/employee will always contribute less to the improvement and effectiveness of the organisation due to the toxicity of such workplace (AlKahtani & Allam, 2019; Kara, 2020; Azzam & Harsono, 2021). Emotional exhaustion leads to fatigue and reduces the level of performance and commitment (Allam, 2020).

Absenteeism

Another outcome which closely relates to stress and its attendant effect on employee job satisfaction is employees' absenteeism (Dundar, Meryem, Elmas, 2015; Banerjee & Mehta, 2016). Absenteeism according to (Prater and Smith, 2019), implies an act of ignoring and non-compliance to work schedules as well as not functional at work. Moreover, Prater and Smith, (2019) that absenteeism is a resultant effect of a hazardous workplace backed-up with high level of work-related injuries, conflicts among colleagues at a frequent rate and low salary payment, advanced it. Albeit, taking a cursory look at the contributing factors towards absenteeism, it becomes apparent that they are the same as the causals of workplace stress. It should be noted that the more visible the indicators of stress such as depression and emotional exhaustion in a workplace, the risk of absenteeism becomes higher (Deery, Walsh & Zatzick, 2014; Daniel, 2015). Erenda, Videmšek, Karpljuk, Štihec, & Roblek, (2017) submitted that irrespective of the nature of work terrain and its inherent stress, absenteeism is fostered by two main factor which are voluntary and involuntary absenteeism.

Dimensions of Absenteeism

Voluntary Absenteeism

This implies the act of deliberately staying away from the workplace due to the hostility of the terrain of operation. According to Driver and Watson, (2019), voluntary absenteeism reflects the behavioural consciousness through which employees decided to be unavailable at work due to reasons within his or her control. The concept of voluntary absenteeism in this paper is termed as cognizant and motivational factors that affect employees(s) work attendance. From this position, it is no gainsay to affirm that workplace plays a dominant role in the frequency of employees' rate of absenteeism Azeem, (2020). Voluntary absenteeism implies an act of regularly evading work without any good or cogent reason; which is

mostly caused by an unmotivative workplace; which might have greatly affected employee(s) mental state.

Involuntary Absenteeism

This refers to a sort of blameless, non-attendance or innocent style of absenteeism which is above the control of the individual employees. Involuntary absenteeism is also called the innocent style of absenteeism due to its scope (Uwezo, 2017). At this point, individual employees are not culpable; thus, when an employee absents himself under this type of absenteeism, he cannot be held liable, responsible or blamed because the situation is way beyond the control of such employee(s). Based on this reality, under the law of labour relations, circumstances of this sort have no remedy and cannot be treated using punitive procedures (Allen, & Bourgeois, 2019). From the position of Goodman and Atkin (2017) involuntary type of absenteeism occurs in a situation when an employee's absent from work is as a result of illness or factors beyond employees' direct control.

Theoretical Underpinning

To understand how workplace stress is related to absenteeism among plant maintenance engineers, the physiological and interactional theories were reviewed. Under the physiological theory, Cooper, Palmer and Thomas's Model of stress was employed while under the interaction theory, person-environment fit model by Edwards, Caplan, & Harrison, (1998) was used.

Cooper and Palmer's Model of Stress

As put forward by Palmer, Cooper & Thomas, (2004) stress comes into play or occur when potential stressors are encountered in the workplace and this can either be through the job itself or the people who constitute or make up the surrounding of work. Examples in this regard include high job demands, poor or insipid relationship with peers, colleagues or supervisors or a kind of quantum, radical, corporate or revolutionary change. In the opinion of these

scholars, organisational culture and structure can also induce or pose stress and incur negative consequences from the employees' part; this can come via physiological consequences, emotional exhaustion, voluntary and involuntary absenteeism. When stress is perceived in the workplace, it doesn't only affect the employee(s), the atmosphere of the organisation is also caught up in anxiety. This model explains that all significant stressors which breed absenteeism and emotional exhaustion originate ultimately from the purview of organisational culture.

Person-Environment Fit Model

The most prominent of the interactional theory is the person-environment fit model. Just as its name connotes, it helps in the measurement of how employee(s) fit within the broader environmental framework that surrounds them; and the higher the level of misfit between the employee and his/her environment of work, the higher the rate of stress. As posited by this model, for pragmatic intervention to be effective in reducing pressure orchestrated by workplace stress, efforts must be geared towards increasing the level of fit between employees(s) and their work environment; this is because certain aspects of either the job or the employees requires a change in order to balance emotional stability and prevent exhaustion. The principle of this model holds that reducing workplace stress and promoting emotional and physiological stability requires that human resource managers recruit the right people by taking into cognizance their personalities versus corporate or culture of the organisation (Edwards, Caplan, & Harrison, 1998).

Empirical Review

Under this section, previous studies in the area of workplace stress and absenteeism are examined to facilitate a better understanding of the position of this present study.

Ahmed, Bashiru and Fadipe, (2021) whose study examined the correlation between

workplace stress and burnout rate among quarry workers in selected communities of Ijebu North, Ogun State; findings obtained through their showed that job stress significantly increase burnout rate leading to poor performance and increased rate of absenteeism.

Study by Kihara and Mugambi (2020) revealed that one significant factor which poses stress on employees and result in absenteeism is new norms and values resulting from economic consideration; findings unraveled that when an employee cherish leisure due the monotonous status of the job and still willing to enjoy work benefits in terms of salary; absenteeism will be the order of the day for such employee or group of employees; and long absenteeism may to a large extent affect the level of profit of such establishment.

Study by Khan (2019) based on his findings explained that stress is an all-time inhibitor of efficiency, therefore, for organisation to experience high employee retention rate with low level of absenteeism; elements such as friendly and positive attitude of the top management, moderate and unambiguous workload, that's is, capabilities of employees must match the job to create a job-fit; this will help reduce biological or psychological imbalances and strengthen the work system. Findings from their study also made known that cooperating with other colleagues will prevent any form of alienation from work and eradicate ostracism on the part of the employee; thereby promoting job satisfaction. It was concluded in their study that a good working climate and culture will reduce stress to a large extent and provide employees with leisure time to engage in recreational activities.

In a study by Wolter, Hassink and Pierre Koning, (2019) which examined pattern of absenteeism among group of employees with different status of eligibility towards lottery gaming. Finding from this study reflected that absenteeism rate recorded an increase after majority of employees were announced as winners but these set of employees were



pronounced ineligible for further participation; this submission implies that, the workplace climate should ensure that irrespective of employees achievement, the work environment must continuously involve them in the decision making process, else, this may put them under stress and drain them emotionally as witnessed in the course of their study; and should this continue unguarded, it will put absenteeism on the rise.

Another Study by Vijavan, (2018) examined the causals of workplace stress, a sample of 250 employees in the Agricultural sector was employed in the study; three hypotheses were formulated; findings from the study revealed that all null hypotheses were rejected; thus providing that all alternative hypotheses were accepted. His study put forward that factors such as high level of job demand, workload, role ambiguity, conflicting roles, low compensation; all of which are significant causes of employee absenteeism; gap identified in this study is that it failed to give credence to and measure the impact of workplace stress on employee emotional exhaustion.

Another study conducted by Othman and Suandian in (2017) to ascertain the effect of job stress through organisational climate on employees' commitment. Findings from their study unraveled that there exists a moderate level of effect of workplace stress on employee job commitment but organisational climate had negative effect in this context. This finding reflected that improvement in an organisation's climate will enhance employees' commitment and reduce anxiety.

Study by Muchinsky (2017) which was conducted among painting firms in Pakistan; findings reveled that employee absenteeism whether voluntary or otherwise is a function of psychometric properties of an over-stretched hormone; this may result in frequent attitudinal changes which whose overall effect is chronic absenteeism.

Another study by Alwi and Shahid, (2016) which examined the relationship between work-related stress and productivity rate

among employees in the service industry in Malaysia, a conceptual model was employed in the study which puts together role ambiguity, role conflict, resource inadequacy as indicators of stress and how performance is affected by these identified indicators. A sample size of 113 employees from various departments were selected from the service industry through a convenience sampling method; result obtained from this study revealed that work-related stress with the identified indicators significantly affect performance in all areas.

Study by Okoye, (2015) which sought to understand the relationship between hindrance stressors such as organisational support and how much it inhibits organisational citizenship behaviour; a sample size of 216 employees were engaged across 69 offices in Nigeria. Findings from the authors revealed that there was a positive relationship between organisational support as an indicator of hindrance stressors and organisational citizenship behaviour; which is very injurious for any organisation aiming at competitive advantage.

Nisam (2015) whose study examined how much stress impact on the mental health of employees in the Steel Company in Kyiv, a sample size of 321 employees were selected across 7 different steel companies using stratified and simple random sampling; finding from this study exposed that continuous stress among employees causes health problems, alienation and loneliness at work, ostracism and with this employees on a daily basis exhibit uncooperative attitude with colleagues which will on the long run lead to absenteeism.

Study by Kumar (2014) examined the relationship between financial incentives and attendance on the shop floor, the study involved 354 employees in different construction organisations in Poland, the convenience sampling technique was used and three hypotheses were formulated, findings revealed that all three hypotheses were rejected; his finding thus proved that an imbalance between compensation and job

can result into absenteeism; because the study recorded that rate of absenteeism among the respondents was quite high; this connotes that a strong and positive relationship exists between compensation and absenteeism.

Ruchi & Sinha (2013) in their study which examined job satisfaction and absenteeism in the service sector of Ukraine, 212 employees were selected as unit of analysis, and findings from the study illuminated that there is a huge effect of employee job satisfaction on absenteeism; meaning that when the conditions of the workplace becomes toxic, employees begin to feel uncomfortable thereby absenting themselves from work by making different excuses.

Methodology

This section explained the methodologies adopted in the study. It comprised contents such as research philosophy, research design, research approach, research methods, sampling unit, sources of data, Sample Size and Sampling Technique, techniques for analysing data etc.

Research Philosophy

According to Saunders, Lewis and Thornhill (2012), research philosophy denotes a researcher's belief on the method by which data should be gathered, analysed and used in a study. The philosophical views of research are thus classified as follows "interpretivism, positivism, pragmatism and realism. The positivism is well suited for this study because the study was quantitative in nature and involves the administration of questionnaires to get information towards realising the objectives of the study.

Research Design

According to Saunders, Lewis and Thornhill (2012), research design connotes the overall analytical approach as well as strategies to be deployed for the purpose of integrating the variables in a coherently and logically. Research design can be descriptive,

explanatory or exploratory. The research design for this proposed study will be descriptive, because primacy and focus will be on subjective views of the problem being researched upon. Descriptive research design is also valid for this study owing to the fact that large amount of literatures are available for the variables under review.

Research Approach

Saunders, Lewis and Thornhill, (2019), this can be categorised under two groups which are **inductive and deductive**. The deductive approach was used in this study.

Research Methods

Research methods can be classified as follows quantitative, qualitative and mixed methods. For this study, the quantitative method was deployed because questionnaires were distributed to obtain factual information.

Study population

The population for this study was a total of 254 employees selected from different firms manufacturing firms in Lagos State.

Sampling Frame and Sampling Technique

From the population of the study, a total of one hundred and fifty three respondents was obtained at 95% level of confidence and 5% rate of error. The Krejcie and Morgan (1970) sample size determination table was used in realizing the adequate sample size for the study. Sampling techniques are categorised mainly as probabilistic and non-probabilistic techniques. So, for this proposed study, non-probabilistic technique was employed in distributing the questionnaire deployed for eliciting responses in this study.

Data Sources

Sources of data available to any research falls within the primary and secondary data, thus, for this study, the source of data be both



primary and secondary. Primary data were obtained through surveys, then secondary data were obtained via literatures.

Data Analysis Technique

For this proposed study, SPSS was used to analyse the primary data. Tables were also deployed in providing explanations for the data; and the study's hypotheses were tested using bi-correlation analysis.

Result and Discussions

Result

Table 01. Responses from Socio-Demographic Variables

Variable s	Catego ries	Freque ncy	Percent age (%)
Sex	Male	87	58.0%
		63	42.0%
Total		150	100%
Age Bracket	Female		
	18-20 years	15	10.7%
	21-30 years	42	28.0%
	31-40 years	63	42.0%
	41-50 years	22	14.7%
	51-60 years	8	5.3%
Total		150	100%
Marital Status	Single	63	42.0%
	Married	79	52.7%
	Separated	3	2.0%
	Widowed	5	3.3%
Total		150	100%

Academic Qualification	Primary	3	2.0%
	Secondary	7	4.7%
	College	14	9.3%
	University	101	67.3%
	Post-Graduate	25	16.7%
Total		150	100%
Staff Cadre	Junior level	73	48.7%
	Middle level	48	32.0%
	Senior level	29	19.3%
		150	100%
Length of Service	Less than 2 years	21	14.0%
	3-5 years	75	50.0%
	6-10 years	31	20.7%
	11 years and above	23	15.3%
		150	100%

Source: Field Survey, (2024)

Analysis according to sex reflected that 87 (58.0%) of the respondents were male while 63 (42.0%) were female, the study further revealed that majority of the respondents were male with 87 (58.0%). Analysis according to age revealed that 15 (10.7%) of the respondents were between 18-20 years of age, 42 (28.0%) of the respondents were between the ages of 21- 30 years of age, 63 (42.0%) of the respondents were between the ages of 31-40 years, 22 (14.7%) of the respondents were between the ages of 41-50 years, 8 (5.3%) of the respondents were 51-60. Findings revealed that majority of the respondents were between the ages of 41-50 with 63 (42.0%). Information on Marital status reflects that 63 (42.0%) of the respondents were single, 79 (52.7%) of the

respondents were married, 3 (2.0%) of the respondents were divorcees and 32 (3.3%) of the respondents were widows. Findings revealed that most of the respondents were married with 79 (52.7%). Analysis on Academic Qualification reflected that 3 (2.0%) of the respondents were holders of First School Leaving Certificate, 7 (4.7%) were Senior Secondary School Certificate holders 14 (9.3%) of the respondents were College and NCE Certificate holders, 101 (67.3%) of the respondents were graduates of different Nigerian Universities, 25 (16.7%) of the respondents were post graduate certificate holders. Findings revealed that most of the respondents were graduates of higher citadel of learning with 101 (67.3%). Analysis on staff cadre showed that 73 (48.7%) of the respondents were junior level officers, 48 (32.0%) of the respondents were middle level officers and 29 (19.3%) were senior level officers). Findings revealed that majority of the respondents were junior level officers with 73 (48.7%). Analysis for length of service reflected that 21 (14.0%) of the respondents have spent less than 2 years in their respective organisations, 75 (50.0%) of the respondents have spent between 3-5 years in their respective organisations, 31 (20.7%) of the respondents have spent 6-10 years in their respective organisations and 23 (15.3%) of the respondents have spent more than 11 years in their respective organisations. Findings revealed that majority of the respondents have spent between 3-5 years in their respective organisations 75 (50.0%).

Hypotheses Testing with Bi-Correlation Analysis

The hypotheses formulated for the study were examined in the section in order to ascertain the degree of acceptability and rejection of results obtained.

Hypothesis One

H₀₁: There is no significant relationship between emotional exhaustion and voluntary absenteeism among employees of selected

manufacturing firms in Lagos, Nigeria.

Table 02. Bi-Correlation Analysis explaining the significant relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria.

		Emotional Exhaustion	Voluntary Absenteeism
Emotional Exhaustion	Pearson Correlation	1	.743**
	Sig. (2-tailed)		.000
	N	150	150
Voluntary Absenteeism	Pearson Correlation	.743**	1
	Sig. (2-tailed)	.000	
	N	150	150

From the above bi-correlations table, it can be inferred that based on the output of the Product Pearson Moment Correlations, a significant and positive nexus reflected between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria with “0.743>0.5” and for this purpose, the null hypothesis stating that there was no significant relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria was rejected ; thus, this demonstrated that emotional exhaustion and voluntary absenteeism have positive and significant connection.



Hypothesis Two

H₀2: There is no significant relationship between physiological consequences and involuntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria.

Table 03. Bi-Correlation Analysis explaining the significant relationship between physiological consequences and involuntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria.

	Physiological Consequences	Involuntary Absenteeism
Physiological Consequences		
Pearson Correlation	1	.913**
Sig. (2-tailed)		.000
N	150	150
Involuntary Absenteeism		
Pearson Correlation	.913**	1
Sig. (2-tailed)	.000	
N	150	150

From the above bi-correlations table, it can be inferred that based on the output of the Product Pearson Moment Correlations, a strong and positive nexus reflected between psychological consequences and involuntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria with “0.913>0.5” and for this purpose, the null hypothesis stating that there was no significant relationship between

psychological consequences and involuntary absenteeism among employees of selected manufacturing firms in Lagos, Nigeria was rejected ; thus, this demonstrated that psychological consequences and involuntary absenteeism have positive and significant nexus.

Discussion of Findings

The focus of this study was premised on the investigation of workplace stress as a predictor of absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria. Two objectives were stated for the study and they are investigating the relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria and examining the relationship between physiological consequences on involuntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria.

Findings on the first study objective hinged on investigating the relationship between emotional exhaustion and voluntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria. Finding revealed a positive and significant result between emotional exhaustion and voluntary absenteeism. This connotes that when employees are stressed beyond limits, it can translate into voluntary absenteeism; that is deliberately staying away from work without cogent reasons. This revelation aligns with the position of Kihara and Mugambi (2020) whose finding unraveled that stress on employees can result into absenteeism; this is because employees cherish leisure due the monotonous status of work in the manufacturing environment. Therefore, anything that can create emotional exhaustion and high burnout rate will invariably lead to absenteeism and as this becomes the order of the day, the level of profit of such establishment will continue to dwindle and fall if care is not taken. This finding is also in congruence with the study by Ahmed, Bashiru and Fadipe, (2021) whose study examined the correlation

between workplace stress and burnout rate among quarry workers in selected communities of Ijebu North, Ogun State; their findings demonstrated that job stress significantly increase burnout rate leading to poor performance and increased rate of absenteeism because, it drains employees emotionally and exhaust their strength for higher productivity.

Findings on the second objective which examined the relationship between physiological consequences on involuntary absenteeism among employees of selected manufacturing firms in Lagos State, Nigeria. Findings indicated that physiological consequences positively and significantly correlates with employees' action of involuntary absenteeism. This position negates the submission of Akpan and Anibaba (2019) whose study finding provided that there was no direct association and relationship for all employees' categories as espoused but the outcome of this current study reflected a positive significance and result. Findings from this study is in alignment with the finding of Adejumo (2021) whose study concluded that contingency on career goals is a catalysts of employees absenteeism occasioned by high rate of stress in not being able to attain their expected aims on the job.

The findings of this study further corroborates the ideas of Olalokun (2019) who in his opinion illustrated that whatever the conclusion on absenteeism, it has a severe effect on organisational outcomes and can be employed in gauging the atmospheric condition and temperature within the realm of the environment of work. To further expand the scope of argument as espoused by this study involuntary absenteeism can stem from challenges emanating from the culture of an organisation through incessant complaints among employees at different times. These provide clear explanations on the types of policies operating in such organisation (Zeb-Obipi, Obiekwe & Ateke, 2019). On the final note, the finding from this study further assist in buttressing the

conclusion of Oginni and Famolu, (2020) where it was exemplified that the physical and Psychological Conditions of Work have significant implications absenteeism, particularly involuntary absenteeism.

Conclusion

From the outcome and result of the study, it was The study concluded that activities in the manufacturing environment is massive with huge propensity for inducing stress and high level of burnout rate thus culminating into high degree of work alienation and absenteeism which is not healthy for organisational advancement particularly in an environment of work that is highly competitive.

Recommendations

The researchers gave the following recommendations in line with the study result.

1. Management of manufacturing firms should on a constant basis lookout for activities that poses stress on employees and such should be given rapt attention and curtailed to avoid work estrangement within and among employees;
2. The tendency of stress should be well understood by management and responsive strategies should be made available to foster sustainability at work; and
3. Retention strategies should be made available by the management that is in consistence with the peculiarities of the manufacturing work terrain as a means for ameliorating stress.

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Arema, M.O., Olanipekun, L.O. and Ajayi, A.M., KJM, 2024, 13 (02)

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