

THE IMPACT OF ORGANIZATIONAL CULTURE, JOB STRESS, TIME MANAGEMENT, AND WORK-LIFE BALANCE ON EMPLOYEE JOB PERFORMANCE

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ABSTRACT

This study will examine the impact of organizational culture, job stress, time management, and work-life balance on job performance. Organizations globally are trying to increase the productivity, and performance of their diverse units to be able to meet the ever-increasing challenges.

Organizational culture is concerned with values, and meanings that are shared in a company, while stress is related to decreased efficiency, lower productivity, and lower level of commitment; stress can sometimes improve the performance, and what makes a job stressful may be some characteristics of the job itself. Effective time management is crucial for achieving tasks efficiently, while maintaining a work-life balance enhances employee well-being and promotes sustained performance.

This study will help to understand the effects of these variables on job performance individually, and collectively, and findings will help academics and practitioners to develop strategies to optimize employees' performance.

Keywords: Organizational Culture, Job Stress, Time Management, Work-Life Balance, and Job Performance.

1. INTRODUCTION

This study will examine the impact of Organizational Culture, Job Stress, Time Management, and Work-Life Balance on Employee Job Performance. The main aim is to assess the influence of culture by examining various cultural types and their impact on job performance. It will also analyze job stress by exploring how positive and negative stress affects productivity. Time management evaluation will include examining the relationship between effective time management and job performance. Finally, we will investigate work-life balance by determining how balancing personal and work responsibilities influences job performance.

Research Design

This study will use a quantitative method to examine how organizational culture, job stress, time management, work-life balance, and job performance are connected. Using standardised scales, we will collect data through a structured survey given to a diverse group of employees. The researchers analyzed the data with SPSS by applying descriptive statistics, and regression analysis.

Research Purpose

The purpose of this study is to determine the impact of Organizational Culture, Job Stress, Time Management, and Work-Life Balance on Employee Job Performance.

Research Questions

The research question is, "What is the relative importance of organizational culture, job stress, work-life balance, and time management on job performance?"

Hypotheses:

Hypothesis 1: A more robust organizational culture improves job performance.

Hypothesis 2: As job stress increases, job performance decreases.

Hypothesis 3: Improved time management results in enhanced job performance.

Hypothesis 4: Better work-life balance contributes to higher job performance.

Definitions of Terms

Organizational Culture: According to (Belicher, 1999), organizational culture is the sum of rules directing the behaviors and assumptions in a company.

Organizational culture is something related to individuals, and a unique style of the whole company.

Job Stress: (French, Roger, and Cobb, 1974) considered Job Stress as a misfit of the employee in the environment, and it damages the well-being of individuals.

And according to (Elloy, 2001), stress for couples is due to issues inside the family, and overwork.

Time Management: It is not easy to handle time, and there are many methods to handle time, and successful leaders start with their time, and not their tasks. And time is independent of other characteristics of human being's lives (Drucker, 2005).

Work-life-Balance: It consists of maintaining a balance between the time allocated for work, and the time allocated for life which is essential in enhancing productivity, reducing costs, decreasing turnover and fatigue, and increasing productivity (Ratzon, et al., 2011).

Employee Job Performance: It refers to how someone completes their duties and achieves goals in terms of quality, quantity, and efficiency. High performing employees will drive innovation and competitive advantage, while low performing employees may damage the organization (Visier, n.d.).

2. LITERATURE REVIEW

2.1 Organizational Culture

2.1.1 Definition of Organizational Culture

(Dyer, 1983) mentioned that organizational culture may determine the success or failure of a business. Culture is essential in the analysis, and a key factor to be considered while dealing with change.

Many definitions of organizational culture are available in the literature.

According to (Bol et al., 2024), cultural consistency positively impacts employee satisfaction and

performance, especially in units facing coordination challenges.

(Fleury, 2009) mentioned that culture and competencies are important topics to be analyzed. The concept of culture goes back to the 60's.

(Lazear, 1995) mentioned that culture is defined as the set of shared knowledge, values, beliefs, and technologies that will lead to improving efficiency.

According to (Schein, 2001), organizational culture is composed of basic assumptions, while managing to deal with external problems of adaptation and change, and they were proven to be correct and instructed to other employees to learn more how things are done.

In the company, employees share values, and assumptions that govern how business is conducted, and impact the future of the company.

(Ouchi, 1981) considered that organizational culture affects productivity, satisfaction, and commitment

The first researchers to consider culture as the set of shared values are (Burns and Stalker, 1961) who considered culture as a dependable system of shared values.

(Den Steen, 2003) mentioned that culture evolves from the practices of its workforce, and it is mainly the set of shared values and assumptions.

All organizations aim to achieve a high level of uniqueness, compatibility, and sharing of the same beliefs and values which will result in positive economic outcomes.

National culture has an impact on organizational culture, as well as all the characteristics of the company, and different business activities. And the complete knowledge of the national culture will help in fostering organizational culture and business success.

(Gorodnichenko, and Roland, 2011) studied the dimensions of culture to find which one is more related to long-term growth of a company, and they found that the individualism-collectivism dimension is more important to achieve this goal.

(Kilman et al., 1985) also defined culture as something to do with individuals, and the characteristic and style of an organization.

2.1.2 Strong Culture

(Abu-Jarad, Yusof, and Nikbin, 2010) presented a positive relationship between strong culture and high business performance, and the increase of profitability, and better achievement of organizational goals. It also affects all the parties involved in the organization, and helps in ensuring higher success.

Profitability was found as a main index of strong organizational culture (Nash, 1993). It is a metric to indicate that the company is performing well, and that it can survive in a fierce global competition.

Strong culture will promote innovation, and help the company to beat the competition, improve

performance, and achieve success.

(Boufounou et al., 2024) highlighted the importance of cultural change in encouraging flexibility and innovation.

This influence is spread on everything that a company does, and introduces what really the company is, in addition to the relation between it and all diverse stakeholders.

2.1.3 Dimensions of Organizational Culture

According to (Hofstede, 1991), culture has four dimensions: Power Distance, Individualism versus Collectivism, Masculinity versus Femininity and Uncertainty Avoidance.

Power distance consists of an acceptance from employees at lower organizational levels that power and authority are not distributed equally in the company

Individualism is the dimension in which the individuals look for their personal interest, and their near family's interest, while collectivism defines individuals who consider the society as a huge group to which individuals believe and try to achieve its interest.

Age and education have a significant impact on cultural preferences, as the older employees prefer goal-oriented structures, while those with higher education are more inclined towards entrepreneurial innovation (Boufounou et al., 2024) .

Masculinity defines a status in which money, success, and jobs are the basic values, while femininity is the status where caring and emotions are dominant.

Uncertainty avoidance consists of deep feelings of employees that they are threatened when facing unclear situations.

2.2. Job Stress

2.2.1. Definition of Job Stress

(Cirjaliu, Draghici, and Jitarei, 2016) worked to analyze factors causing stress, and how to deal with such elements to reduce stress and obtain a business environment that motivates people to work better and perform at higher levels.

Employees are the main assets in any organization, and the key to make it more successful.

Many negative work conditions lead to stress, burnout and damages of individuals' welfare and status.

Employee satisfaction and productivity can be enhanced through the comprehensive development and implementation of leadership strategies emphasising inclusivity, psychological safety, a positive work environment, and proactive behaviours (Dickson and Isaiah, 2024).

(Preston, 2018) defined Job Stress as “a dynamic process in which subjective cognitive appraisals of job-related stressors produce negative health and/or behavioral strain outcomes”.

2.2.2. Causes of Job Stress

Stress is becoming a trendy issue in the workplace today, due to many factors including technology, and economic changes. And when it is minimized, the health of employees will be improved, and the business will become more productive. And stress occurs in organization of different types, sizes, and origins.

The researchers in this article aim to understand the causes of this stress, and how stress can be managed.

This study found that the causes of stress may be: personal issues, overload, and work conflicts. And this stress will lead to a negative effect on the whole business environment and different stakeholders.

Many methods may be used by managers to reduce stress, like health facilities, free time activities and entertainment, free access to therapists (Nekzada, and Tekeste, 2013).

(Cooper, 2006) mentioned that the increasing levels of job stress are caused by rapid changes in the working conditions and the increasing diversity in the workforce that result in increasing job insecurity.

(Cirjaliu, Draghici, and Jitarel, 2016) found that factors that may cause job stress may be the following: overload tough and ambiguous roles, redundancy, as well as threats to all types of career development opportunities.

2.2.3. Reducing Job Stress

(Cirjaliu, Draghici, and Jitarel, 2016) mentioned that the working environment must be supportive, open for conversations and sharing ideas, and establishing an environment of trust which will increase the performance.

All employees must understand well what is required from them, and also the risks that may be encountered in their working days.

It is the responsibility of business management to reduce stress, and improve the health and safety conditions in the company.

2.3. Time Management:

2.3.1. Definition of Time Management

(Chapman, and Rupured, 2008) mentioned that time can't be managed, but individuals manage the events in their lives that are related to time. Everyone has a similar amount of time per day, but the correct allocation of this time in the right events is related to the capacity of people to analyze, plan, evaluate, and control the activities to be more effective every day.

(Dodd and Sundheim, 2005) found that correct application of time management techniques will result in higher productivity, better energy, less stress, increasing productivity, establishment of a positive environment, and better satisfaction.

According to (MacKenzie, 1990), effective management of time starts with a complete distinction between the important tasks and urgent ones. (Covey, Merrill, and Merrill, 1994) have categorized events into four main groups: urgent, not urgent, important, and not important.

Time management is an activity that requires personal commitment, and organizing of tasks and habits to increase productivity and performance (Farooq, 2009).

(Cuny, 1993) recommended the following to achieve effective time management: know long-term and short-term goals, prioritize, Learn to Say “No”, Schedule, stay organized, schedule the tasks that need hard work in times of being more effective during the day, delegate, trade time for money by hiring others to perform tasks that don’t give value to your time, Find a place where you can work without being disturbed, turn off notifications, invest time for thinking hard and not only working hard, and maintain a balance between work and life so take breaks.

(Reunanen, 2015) mentioned that time is a complex factor, and it is divided into subjective and objective time. Objective is the chronological time and subjective is related to many factors like how individuals use time, feelings, prioritization, etc.

(Horng, Klasik, Loeb, 2009) studied the relations between the manner in which school principals spend their time, and the results of school/students.

They found that when these principals spend additional time on managing the school, directly positive results will be obtained. But the continuous daily instructions and pressures don’t usually have positive outcomes. And they advised principals to play leadership roles more than managerial roles. They will inspire and motivate the entire team, instead of only giving directions and decisions.

(Said, 2013) mentioned that time may be considered as the whole life of an individual, and she/he will be successful after planning, organizing the time well, and then implementing the plan effectively. The organization of time is related to the person, organization, and development of self. Organizing will be done according to the need, and the result will be better performance, success, and higher quality outcomes with less stress.

Time management skills will enable nurses to work in a smarter manner to deal better with daily tough tasks.

(Arnold, and Pulich, 2004) found that effective time management is essential in today’s global world, and managers must develop their skills in time management, and reduce their wasted time. And managers who are able to better control their jobs will be seen in a better way by their superiors. And effective time management will have positive effects beyond the job.

2.3.2. Improving of Time Management

(Arnold, and Pulich, 2004) mentioned that many managers complain that they never finish their tasks, due to many factors that happen during the day which will also keep them for additional hours in the work.

Those with better time management will accomplish more tasks, and at the same time they will enjoy a better personal life, and a balance between their work and personal life.

The researchers defined time management, factors that cause wasted time, and methods to improve time management.

Businesses try to continually improve their effectiveness and efficiency through downsizing, and redesigning the structure to reduce costs.

Improving time management will be done by adopting the following strategies: establishing daily goals, prioritizing these goals, prepare a day-to-day list, remove unnecessary tasks, and reports, organizing mental and physical skills, establishing effective and efficient work routines, avoid multitasking, conduct meetings in an appropriate way to reduce required time.

2.3.3. Time Management training programs

(Green and Skinner, 2005) found that time management training has a positive impact on employees' involvement in time management behaviors in contrast to (Macan, 1996).

(Orpen, 1994) found that the ratings of supervisors have been improved after time management trainings,

(Khan, et al., 2015) studied the effect of time management training programs, and found that the results of these programs were an improvement in time management skills, level of school, and its effectiveness.

Productivity will increase, as well as personal and professional satisfaction.

2.4. Work-life-Balance

2.4.1. Definition of Work-Life-Balance

Many studies have tackled the topic of working time, its organizing and impact on work-life-balance.

According to (Georges, Méda, and Trancart, 2010), a challenge for work-life balance occurs when pregnant employees will leave their job after the birth of a child due to incapacity to manage working time and paying attention to children, hard working conditions, long working hours, irregular working hours, and other difficulties.

Other main reasons for dissatisfaction at work will negatively impact the work-life-balance, and even if one of the couples is negatively influenced, thus the whole family will suffer. The situation will worsen when both male and females are facing this issue.

This research found that highest levels of satisfaction were found within families in which male and female work in the public sector.

(Holly, and Mohnen, 2012) investigated the influence of working hours on employees' satisfaction. The researchers found that these added hours have no impact on satisfaction.

Work-life-balance is the keyword to balance time allocated for working, and the time for family and friends. (Wooden et al., 2009) found the work time mismatch has a negative impact, and not the number of working hours.

The work-life-balance has an impact on many factors of life of Human Being, mainly in terms of quality of performed tasks, as well as the good relations with family and friends, and thus a balance will be extremely important.

Countries with lower welfare levels face lower levels of work-life-balance that negatively impact the productivity and performance of employees.

(Wanger, 2017) studied the relationship between satisfaction and working time to find the elements that may help increase satisfaction. The researcher found that friendly and flexible work arrangements will result in less stress, higher security, and higher satisfaction. While unpaid overtime, additional shifts, and tough tasks will decrease the satisfaction.

2.4.2. Improving of Work-Life-Balance

Employees who are satisfied from their working hours will be more satisfied in the jobs that they are occupying, and also diverse conditions will lead to customers' satisfaction, motivation, and commitment that may directly influence productivity (Wanger, 2017).

(Murphy and Liz, 2011) found that in the Mediterranean countries, there is a limited number of "work-life-balance" policies.

(Sigroha, 2014) mentioned that the current world is characterized by technological developments that changed the way business is done, and also extended working hours are becoming familiar nowadays.

The balance between life and work is not performed by many employees, and the traditional view considers women must prioritize their family affair instead of the job. All these factors make it challenging for women to maintain work-life-balance, and increase the number of divorces, and infertility due to stress.

This researcher found that work-life-balance influences employees' performance, and some companies ensure work-life-balance as a benefit for its employees to keep them motivated, and increase their productivity.

The feelings of employees in the workplace are main causes of work-life-balance, and companies must increase commitment, retention of their skilled employees, and positive relationships must be performed.

Work-life-balance is related to the ways in which life and work environments are scheduled, which vary heavily between different regions (Pradhan, 2016). These changes will fluctuate the time required for both time and family, and when the time allocated for work will increase, therefore the work-life-balance will decrease.

Women at the workplace nowadays face a dilemma which is the traditional requirements of women at home, and the requirements of the current global world in the workplace.

Women are paying attention to their education while focusing at the same time on their families.

2.5. Job Performance

2.5.1. Definition of Job Performance

The measurement of individual performance is becoming an index of organizational performance, and many methods may be used for this measurement, and mostly performance ratings are adopted. Outcomes, sales, and other objective measurements may be added to achieve more accuracy of measurements.

(Kock, 2017) found that the measurement of job performance is very important, mainly to people who collaborate to achieve in the workplace.

According to (Waldman & Avolio, 1986), there is a moderate-sized positive relationship between age and performance. (McEvoy, and Cascio, 1989) considered that there is no relationship between age and job performance, while (Sturman et al., 2005) found that a relationship between age and job performance exists, and it has inverted-U shape.

2.5.1. Improving Job Performance

The improvement of job performance is mainly achieved by continuous motivation and energizing efforts done in the organization according to (Arthur, 1992).

Training programs positively influence the know-how, qualifications, skills, experiences of the employees while leading to positive behaviors, and mainly to increasing job performance according to (Awang, Ismail, and Noor, 2010).

2.6. Organizational culture, job stress, time management, work-life balance and Job Performance

2.6.1. Organizational Culture affecting Job Performance

(Shahzad, 2014) investigated the impact of organizational culture on job performance, and found a significant impact of organizational culture on job performance while highlighting the important role of job performance in achieving organizational goals.

(Paschal, and Ismail, 2016) found that continuous rituals in companies will result in an important influence on job performance. Also colleagues in the company may motivate others to achieve better results.

Organizational shared values play key roles in the improvement of job performance, and improve the commitment towards higher achievement of organizational goals. And also employees will focus more on achieving their goals.

Strong organizational culture is the source of highest job performance, commitment, and integrity. Companies must promote teamwork, effective coordination, learning, and promotion of finest values.

(Awad, and Saad, 2013) found a strong relationship between organizational culture and business performance. Companies will improve their values and norms, and carve strategies to achieve higher levels of job performance.

Organizational culture was found as a main source of improving competitive advantage after positively influencing job performance.

2.6.2. Job Stress affecting Job Performance

(Fonkeng, 2018) found that employees with high levels of stress will perform poorly, and these individuals will be requested to perform better as the job performance influences the whole organizational performance.

This researcher added that the impact of job stress on job performance depends on the level of the first, as a limited level of stress is essential to boost performance.

There is a negative correlation between job stress and job performance (Ahmed, and Ramzan, 2013).

(Gharib, et al., 2016) investigated the impact of job stress factors on job performance and found that when the level of job stress is low, level of Job performance is somehow high.

2.6.3. Time Management affecting Job Performance

(Adeyinka, 2012) aimed to investigate how effective management can improve efficiency and productivity by studying managers and employees from Lasaco Insurance company.

The researcher found a positive relationship between effective time management and high performance.

Effective time management starts with allocating time to organize the remaining time.

(Abdullah, et al., 2012) investigated the relationship between time management and job performance, and found that effective time management will help employees to be more successful, achieve the needed tasks, and help the organization to achieve its goals.

(Barling, Cheung, & Kelloway, 1996) found that effective time management is an important element of the job performance, and it also helps in achieving better group performance once much time management activities are accomplished, like the planning activities.

Employees' completeness of their tasks is affected by their time management (Ahmad, et al., 2012), and the relationship between time management and job performance was proven to be significant.

Employees won't have enough time, even if they manage it well in many situations like the case of task overload. Increase in job performance will result in higher levels of organizational performance.

2.6.4. Work-Life-Balance affecting Job Performance

(Mendis, 2014) mentioned that the inability to maintain a work-life-balance will decrease the quality, reduce job satisfaction, and decrease efficiency, effectiveness, and commitment. This will result in being unsuccessful.

This research found a strong positive relationship between Work-Life-Balance and Job Performance.

(Weerakkody, and Mendis, 2014) found that poor work-life-balance will lead to poor employee's performance, and it threatens their success, and the researcher concluded a strong relationship between work-life-balance and job satisfaction and performance.

Proper work-life-balance has a positive impact on job performance, in all the organizations, and it requires efforts from both the companies and the employees (Khatri, and Behl, 2013). Poor work-life-balance is important for the well-being of employees, job performance, as well as organizational performance (Kamau, Muleke, Mukaya, and Wagoki, 2013).

3. RESEARCH METHODOLOGY

3.1. Introduction

In the initial chapters, the authors present various variables, with the research question being, "What is the relative importance of organizational culture, job stress, work-life balance, and time management on job performance?"

The research purpose was to determine the impact of the above mentioned variables on Employee's job performance.

This chapter will present the methodology of the study.

3.2. Research Method and Design

An objectivist ontology with a positivist epistemology was adopted for the philosophy, accompanied by a weak axiology. The deductive approach employs a quantitative method, with data collection based on a questionnaire. The time horizon adopted is cross-sectional.

3.3. Variables

This study's independent variables are Organizational Culture, Job Stress, Time Management, and Work-Life Balance. The dependent variable is Job Performance.

3.4. Questionnaire

Each variable is assessed using several statements on a survey questionnaire, each on a 5-point Likert scale, where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree."

The independent variable "Organizational Culture" is measured by 3 statements taken from previous researches: (People, 2012), and (Sashkin, and Rosenbach, 2013)

The independent variable "Job Stress" is measured by 6 statements taken from previous researches: (HealthyLife, 2012), and (INOUE, et al., 2014)

The independent variable "Time Management" is measured by 3 statements taken from previous researches: (Chapman, 2002), and (Mindtools, 2016)

The independent variable "Work life Balance" is measured by 2 statements taken from previous researches: (Jain, 2013), and (Latreille, and Latreille, 2011)

The dependent variable "Job Performance" is measured by 5 statements taken from previous

researches: (Roll, 2015); (Yilmaz, 2014)

3.5. Data Collection and Techniques

Data is collected as primary data from responses to distributed questionnaires and secondary data from previous research.

(Surbhi, 2016) found that the main difference between primary and secondary data is that the primary data is collected for the first time, while secondary data is obtained by other researchers. The primary data is original and new while the secondary data is the result of interpretation and analysis of other primary data.

Primary data is the raw data, while secondary data is the data that resulted from previous research according to (Imdadullah, 2014).

3.6. Definition of Terms

Organizational Culture: Culture consists of the manner in which organizations do things, and a description of the company (Watkins, 2013).

Job Stress: Job stress consists of adverse activities done by individuals after facing high pressures and demands while performing their daily tasks (Abramis, 1994).

Time Management: The method used to organize time, and all steps made are important, critical, and beneficial for success. For managers, it is a method to ensure success and survival of the organization (Hashemzadeh et al., 2011).

Work-life-Balance: Maintaining a balance between work and life to reduce stress, maintain a healthy work environment, and better conditions (Kohl, 2018).

Job Performance: (Borman and Motowidlo, 1993) considered that job performance is related to the achievement of tasks, and its impact on the society.

4. RESULTS

4.1. Results

The current study addresses the impact of organizational culture, job stress, time management, and work-life balance on job performance.

The average age of respondents is 33, with an education level surpassing 11 and experience ranging from 0.5 to 25 years.

The KMO measure of sampling adequacy was 0.789, exceeding the recommended 0.50. Additionally, the Bartlett test of sphericity was significant (Chi-Square = 2817.951, $P = 0.00$), confirming adequate inter-correlations among the valid items for factor analysis.

Principal axis factoring was used as an extraction method and oblique rotation was used as a rotation method.

4.1.1. Reliability Analysis**Table 4.1 Reliability Statistics**

Variable	Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
Job Performance	.848	.851	5
Time Management	.805	.805	3
Job Stress	.824	.823	6
Work-Life-Balance	.747	.747	2
Creating a Healthy Organizational Cultural	.804	.804	3

In regressing the dependent variable "Job Performance" on the following independent variables:

- Organizational Culture
- Job Stress
- Time Management
- Work-Life-Balance

It is found that the regression equation is highly significant ($F = 5.988$, $p = .000$) and the R^2 is 0.215. The variation in "Job Performance" is determined by the following explanatory variables:

- Job Stress
- Time Management

In sum, only two out of the four formulated hypotheses are supported by the findings of this study:

Hypothesis 2: As job stress increases, job performance decreases.

Hypothesis 3: Improved time management results in enhanced job performance.

4.1. Interpretation of the results

The regression analysis shows that "Job Performance" is determined by the following explanatory dimensions: "Time Management"; and "Job Stress".

Besides, "Organizational Culture" and "Work-Life-Balance" have no effect on "Job Performance".

5. CONCLUSION AND RECOMMENDATIONS**5.1. Summary**

This study examines the effects of organizational culture, job stress, time management, and work-life balance on employee performance. The researchers conducted a quantitative analysis

using SPSS, collecting data through a questionnaire.

The hypotheses investigated in the study are as follows:

- Hypothesis 1: A more robust organizational culture improves job performance.
- Hypothesis 2: As job stress increases, job performance decreases.
- Hypothesis 3: Improved time management leads to enhanced job performance.
- Hypothesis 4: A better work-life balance contributes to higher job performance.

The results indicated that only job stress and time management significantly impacted job performance. Therefore, Hypotheses 2 and 3 were accepted.

5.2. Conclusion

Two dimensions affect Job Performance: job stress, and time management.

The following dimensions have no effect on Job Performance: organizational culture, and work-life balance.

Findings of this study showed that “Work-Life-Balance” and / or “Creating Organizational Culture” do not affect “Job Performance” These findings contradict previous empirical research.

5.3. Recommendations

Far more investigation needs to be made into what have been called cultural support mechanisms. This would include more senior role models and more training and development activities to promote the value of achieving a better organization (Murphy and Doherty, 2011). This is supported by findings of Biron and his colleagues who suggest that stress research should not only include absenteeism as an outcome indicator, but also consider presenteeism” (Biron et al., 2006).

Future research should replicate this study and include other variables such as “Absenteeism”, “Presenteeism”, “Work-Life-Conflict”, and “Organizational Values”.

Demerouti and colleagues draw the attention to emphasize the right and importance for employees to stay at home when sick because that affects their performance (Demerouti et al., 2009). All of this indicates the importance of including other variables such as leadership style, absenteeism, etc...

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