

Effect of Presenteeism on Job Performance Levels in Turkey: Role of Organisational Attraction*

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Abstract

This study investigates how presenteeism (PRES) influences job performance (JP), with a specific focus on how organisational attractiveness (OA) moderates this relationship. Conducted with 500 employees from a Turkish call centre in the communication sector, situated in Erzincan province, findings reveal that PRES adversely impacts JP. However, OA acts as a significant buffer, diminishing PRES's negative effects. Notably, when employees' OA perceptions are high, PRES has less of a negative impact on their JP. This research enhances understanding of the interplay between PRES, JP, and OA, providing practical insights for organisational management.

Keywords: Presenteeism, job performance, attractiveness, moderating role

JEL Codes: M10, M12

1. Introduction

According to Aronsson et al. (2000: 503), PRES is defined as a phenomenon in which employees stay at work and continue to work despite their health problems and illnesses, rather than taking the necessary rest. When employees continue to work when they are ill, their productivity and that of their colleagues is negatively affected. In addition, this behaviour can lead to aggravation of existing health problems, more accidents at work, fatigue, lack of concentration and reduced motivation. PRES behaviours reduce output and negatively affect the productivity of a work group (Halbesleben/Whitman/Crawford, 2014: 179). Reasons for employee PRES include inadequate health care, fear of punishment, negative attitudes toward work, perceived pressure and conflicts with managers and colleagues, work-life imbalance, job insecurity, thoughts of injustice, and financial difficulties (Patel et al. 2012: 216).

Employees who come to work when they are ill experience poor performance and loss of productivity at work because illness affects both the quantity of work (working slower than normal or having to repeat tasks) and the quality of performance (making more or more serious mistakes) of employees (Hemp 2004: 2). In general, ill employees feel compelled to continue working for potential work-related reasons, such as the oppressive attitude of organisations and managers, employees' lack of job security, fear of losing their jobs (especially in times of economic crisis and company downsizing) and not wanting to miss out on career opportunities.

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PRES behaviour characterised by employees not being fully focused or productive despite being physically present, has been extensively studied and is known to have a negative impact on JP. However, understanding the underlying mechanisms and factors that may moderate this relationship is an area that requires further exploration. This study aimed to investigate the potential moderating role of OA in the relationship between PRES and JP. While previous research has provided evidence for the harmful effect of PRES on JP (Collins et al. 2005; Çiçeklioğlu/Taşlıyan 2019; Yılmaz/Günay 2020; Fiorini et al. 2020: 1), the specific moderating role of OA in this relationship remains relatively unexplored. OA refers to the perceived desirability of an organisation as a place to work and encompasses various factors such as reputation, culture, benefits, and growth opportunities. The rationale for investigating the moderating role of OA is based on the belief that if employees perceive the organisation as attractive, it may mitigate the negative impact of PRES on JP. According to Aiman-Smith et al. (2001: 221), attractiveness refers to an individual's attitude or overall positive feelings toward perceiving the organisation as a desirable entity that facilitates the establishment of reciprocal relationships with the organisation. It is hypothesised that employees who exhibit PRES will experience an increase in their JP when the organisation is characterised as an attractive work environment by both current employees and potential candidates.

In this study, we focus on a call centre environment in Turkey, where PRES behaviours are expected to be prevalent due to the high turnover rate and performance-based incentives tied to call volume. By examining the relationship between PRES and JP in this specific context, we shed light on the potential moderating effect of OA. Understanding how OA may influence the impact of PRES on JP is crucial for both academic research and practical implications in industrial firms. By uncovering the underlying mechanisms and highlighting the importance of OA, this study aims to add to the body of research, expand our knowledge base, and provide insights for management practice. By emphasising the need to examine the moderating role of OA in the PRES–JP relationship, this revised introduction provides a stronger rationale for the study and sets the stage for future research.

2. Conceptual Framework

2.1. *Presenteeism*

PRES, a situation in which an employee continues to come to work despite being ill, did not receive much attention at the beginning of the noun because of the invisible costs it imposes on organisations (Johns 2010: 519). Cooper (1998: 313), who first defined PRES in 1996, explained the reasons for the emergence of PRES as the global economic recession of the 1990s, the downsizing of companies, and the resulting fear of being unemployed and having to work

without job security (Çoban/Harman 2012: 161). The Cambridge Dictionary defines PRES as 'the act of staying at work longer than usual, or going to work even when ill, in order to show one's employer that [one] is working hard'.

Presenteeism is a concept that has been defined and studied in various ways in the relevant literature. For the purposes of this study, we adopt a definition of PRES that is consistent with credible sources and our measurement approach. PRES, as defined by Cooper (1996), refers to employees who should be at home rather than at work, either because they are ill or because they are working excessive hours, resulting in reduced effectiveness. Aronsson and Gustafsson (2005) extended this concept by introducing the term "sickness PRES" to describe individuals who, despite needing sick leave and rest, choose to come to work and express dissatisfaction with their condition. Turpin et al. (2004) referred to this concept as "impaired PRES", explaining it as lower than expected productivity due to health problems or illness. Similarly, Schultz and Edington (2007) defined PRES as "reduced on-the-JP due to health problems".

In the context of this study, PRES can be understood as the phenomenon whereby employees who are so unwell that they need to rest at home choose to continue coming to work for various reasons. For example, employees may exhibit PRES behaviour due to work-related reasons such as pressure from supervisors or colleagues to work while ill (Rebmann et al. 2016: 407), lack of job security (Hansen/Andersen 2008: 958), fear of losing their job (especially during an economic crisis and company downsizing) (Firms et al. 2006: 115) and not wanting to miss out on career opportunities (Caverley/Cunningham/MacGregor 2007: 314), resulting in lower performance and productivity levels at work. In addition to work-related reasons such as the possibility of falling behind at work, employees may also exhibit PRES behaviours due to non-work situations such as avoiding family responsibilities and possible work–family/family–work conflicts (Arslaner/Boylu 2017: 171). While PRES may initially be perceived as beneficial to organisations it is increasingly recognised as a hidden factor that hinders productivity (Demerouti 2009). Employees with PRES work below their potential capacity because of physical and/or mental discomfort. In fact, some studies have shown that the cost of PRES to organisations can exceed the cost of absenteeism (Hemp 2004).

2.2. Job performance

The concept of performance expresses the degree of goal realisation (Özcan/Erkasap 2021). In contemporary organisational contexts, the importance of job performance goes beyond conventional financial metrics, making it equally important alongside financial performance (Yılmaz/Kumkale 2019). Job performance is a multidimensional construct that encompasses various aspects of employee behaviour and contributions to the organisation. In this study, we

adopt Campbell et al.'s (1990: 314) definition of JP, which states that JP refers to the observable actions of employees that are relevant to the goals of their organisation.

There is no consensus in the literature on the definition of JP. However, for the purposes of this study, we focus specifically on the observable behaviours and actions of employees that are expected to contribute to the goals and objectives of the organisation. These behaviours may include completing tasks, meeting performance targets, demonstrating competence, showing initiative, and working effectively with colleagues.

Job performance is influenced by many factors, including individual ability, motivation, commitment to the organisation, dedication, ambition, and skills (Büte 2011: 177). It plays a crucial role in the success and competitiveness of organisations in today's competitive world (Colquitt/Lepine/Wesson 2015: 46). By adopting a specific definition of JP and acknowledging its multidimensional nature, this updated section clarifies how JP is conceived in the context of this research.

2.3. Organisational attractiveness

Organisational attractiveness is a multifaceted concept that has been defined in different ways in the literature. Bakanauskienė et al. (2017) posited that organisational attractiveness is determined by the extent to which current and prospective employees perceive an organisation as the most desirable workplace for them. This definition highlights the importance of employees' perceptions of the organisation in question. This study adopts this conceptualisation of organisational attractiveness. Specifically, the study recognises the importance of examining the favourable feelings that employees have toward their organisation with a particular focus on those who are employed within a company. These feelings warrant careful consideration in the context of this study.

From an individual's perspective, OA encompasses a generally positive attitude toward the organisation and a willingness to develop a relationship with the organisation (Aiman-Smith et al. 2001: 221; Zhang et al. 2020: 24). It also includes the extent to which individuals research the organisation as a potential employer and the likelihood of recommending it to others (Newbury et al. 2006: 667). In summary, from the individual's perspective, OA relates to their positive perception, their motivation to work for the organisation and the extent to which they recommend it to others.

On the other hand, from the perspective of the organisation, OA refers to the organisation's ability to attract and recruit talented individuals (Newbury et al. 2006: 667). It includes the organisation's ability to successfully fill vacancies with high-quality employees and to retain existing employees (Rynes/Barber

1990: 288; Jiang/Iles 2011: 101). In this context, OA is a comprehensive concept that motivates and engage existing employees while also influencing potential candidates.

According to research on this topic, organisational and job characteristics can be effective in individuals' organisational choices. In this framework, an organisation's size (Lievens et al. 2001: 31), image and prestige (Turban 2001: 303), implementation of fair pay policies (Aiman-Smith et al. 2001: 233), innovation and originality (Anderson et al. 2010: 145) and career opportunities (Kaliprasad 2006: 22) are the characteristics that make an organisation attractive to individuals. In terms of job characteristics, if a job is well paid (Rynes/Miller 1983: 147), provides autonomy and independence to an employee, allows feedback, provides new technical learning skills, and includes tasks where an employee can use different skills (Gomes et al. 2011: 694), individuals will find their job, and therefore their organisation more attractive.

While it is reasonable to assume that employees within the same organisation would similarly perceive its attractiveness, there may be significant differences in their perceptions. These differences may be due to several factors: employees have unique preferences and needs in terms of their work environment, job design, and career aspirations. What one employee finds attractive may not necessarily match the preferences of another employee. For example, one employee may prioritise career advancement opportunities, whereas another may value work-life balance or a supportive team culture. These individual differences contribute to differences in perceptions of OA. Employees' perceptions of OA may be influenced by the extent to which their skills, abilities, and values match the job and organisational characteristics. Employees are more likely to find an organisation attractive if they believe they are a good fit. Conversely, a lack of fit can lead to lower perceptions of attractiveness. Employees' perceptions of OA can be influenced by their interactions with managers, colleagues, and the overall work environment. Positive experiences, such as supportive leadership, opportunities for growth, and positive social interactions, can increase perceptions of attractiveness. Conversely, negative experiences, such as a lack of recognition, poor working relationships, or limited development opportunities, can reduce perceptions of attractiveness.

While the SD scale shows low variance in perceptions of attractiveness, it is important to recognise that within the same organisation, employees may have different experiences, expectations and personal backgrounds that contribute to individual differences in their perceptions. Furthermore, research that employees' perceptions of OA are shaped not only by the objective characteristics of the organisation but also by their subjective interpretations and personal values. To further support this discussion, additional research using a similar approach is recommended. These studies can explore the variability of perceptions of OA

within the same organisation and shed light on the factors that contribute to these differences.

On the other hand, organisations today compete with other organisations at national and global levels. In such a competitive environment, it is also important for organisations to have a skilled workforce. Organisations will gain a competitive advantage over their competitors if they become a company preferred by the educated and skilled workforce in the market. Therefore, the opportunities and promises an organisation makes to its current and future employees, as well as the image and attractiveness of the skilled workforce, are very important. Moreover, studies have shown that an increase in existing employees' perception of OA increases their JP, job satisfaction, and loyalty to their organisations (Çelik/Ertemel 2019; Kaplan 2020). In this regard, despite the PRES, OA is assessed to have a significant impact on the development of positive attitudes of existing employees toward their jobs.

3. Research Hypotheses

3.1. *Relationship between presenteeism and job performance*

PRES refers to employees who come to work despite having illnesses or complaints that would normally warrant rest or absence from work (Aronsson et al. 2000). Numerous studies have examined the impact of PRES on employees' JP levels (Hummer et al. 2002; Turpin et al. 2004; Whitehouse 2005; Schultz/Edington 2007). When employees come to work feeling ill, it is inevitable that their performance will be negatively affected. Health concerns and reduced concentration can lead to reduced work speed and longer task completion times (Yılmaz/Günay 2020).

Collins et al. (2005) examined the prevalence and costs of chronic illness in the US workforce and found that employees who continue to work despite chronic illness have lower JP rates. The costs associated with the reduction in JP due to PRES were found to be higher than the combined costs of treatment and absenteeism. Çiçeklioğlu and Taşlıyan (2019) studied 829 teachers in Turkey and reported that employees who come to work while ill have poor performance rates. Similarly, Yılmaz and Günay (2020) found a negative effect of PRES on JP in their study of 260 employees in a textile company in Turkey. In addition, Fiorini et al. (2020: 1) conducted a study with 270 nurses in England and found that PRES is associated with lower performance levels. When employees attend work while ill, their ability to fully engage in their tasks is compromised, leading to lower levels of JP.

Based on the existing literature, PRES and JP have a significant and unfavourable relationship. However, the aim of this study was to investigate how OA might moderate this relationship. We expect that taking into account the

idea of OA, which refers to how desirable a company is as a place to work, may have an impact on how PRES affects JP. The theoretical basis for this moderating hypothesis is supported by organisational behaviour and motivation theories. For example, OA can be aligned with social exchange theory, which that employees' perceptions of a favourable work environment and supportive organisational culture can increase their motivation and commitment to perform well (Blau 1964). The D-R model can provide insights into the psychological mechanisms underlying the moderating relationship (Bakker/Demerouti 2017). According to this model, OA can be seen as a tool that mitigates the negative effects of job demands, such as PRES, on JP. This research aims to advance theoretical knowledge on the relationship between PRES and JP by examining the potential moderating effect of OA. This study extends previous research by examining the influence of OA as a key factor that may mitigate the negative effects of PRES on JP. Within this framework, hypothesis H1 was formulated as follows:

Hypothesis 1. There is a significant and negative relationship between PRES and JP.

3.2. Moderating role of organisational attractiveness

To date, there has been no research on how OA affects the relationship between PRES and JP. However, previous research has examined the influence of OA on other employee outcomes such as job satisfaction and commitment (Çelik/Ertemel 2019; Kaplan 2020). Based on these findings, we propose that OA may also have a moderating effect on the relationship between PRES and JP. The theoretical rationale for this proposed moderation is based on several mechanisms. First, employees who perceive their organisation as attractive may exhibit a greater sense of loyalty, commitment, and identification with the organisation. This increased attachment and positive perception may motivate employees to exert greater effort and strive for higher JP, even despite illness-related challenges. In addition, the positive experiences associated with OA, such as job satisfaction and favourable working conditions, may contribute to employees' psychological well-being and resilience. This enhanced well-being and resilience may mitigate the negative effects of PRES on JP by increasing employees' motivation, focus, and ability to cope with health-related impairments.

According to Bakanauskiene et al. (2017: 15), the attractiveness of an organisation is as important as an individual's satisfaction with their work in that organisation. Consequently, organisational attractiveness is expected to have a positive effect on the job performance of employees who engage in presenteeism. This is because employees who come to work despite being ill perceive the organisation as a positive and ideal working environment.

This study builds on these theoretical insights and proposes that employees with higher perceptions of OA will experience a reduced negative impact of PRES on their JP rates. It is hypothesised that the positive attributes and psychological benefits associated with perceiving an organisation as attractive will buffer the harmful effects of PRES, allowing employees to maintain higher levels of performance despite illness-related challenges. To further develop the theoretical underpinnings of this moderation hypothesis, it is crucial to review previous research on the relationship between PRES and JP and identify relevant theoretical frameworks. While no specific theory has been universally adopted in this context, studies have explored various factors such as motivation, commitment, and organisational identification to explain the relationship between PRES and JP. By considering and building upon these theories, the current research advances our understanding of the psychological mechanisms underlying the moderating effect of OA. In this situation, it can be assumed that the more employees perceive their OA, the less their JP will be negatively affected by PRES. In this context, H2 was created:

Hypothesis 2: The relationship between PRES and JP rates is moderated by organizational attractiveness.

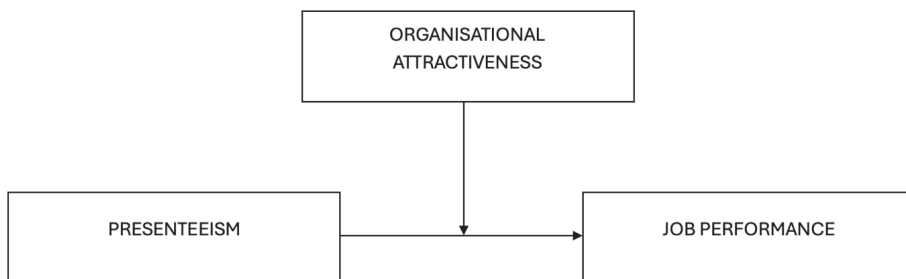


Figure 1: Model for Research

4. Methodology

4.1. Research universe, sample, and demographic profile of the population being researched

The research universe consists of 500 employees of a call centre operating in the communication sector in Erzincan province. Since the data were collected quickly, economically, and easily from the main mass of the research, a non-random sampling technique was preferred, the convenience sampling method (Haşiloğlu et al. 2015). As a result, a sample size of 217 with a confidence interval (CI) of 95% was selected. (Ural/Kılıç 2005: 43). In this case, 417 complete and error-free survey forms were distributed to the company's employees between January and February 2021, and the results were analysed. Due

to the COVID-19 pandemic, the surveys were conducted online rather than face-to-face. The choice of an online survey method allowed the majority of the sample to be reached without time or place restrictions. The response rate was 92.6%. The results showed that 38.2% of the participants were women and 61.8% were men; 66.1% were married and 33.9% were single; 45.6% were between the ages of 18 and 28; 38.2% were between the ages of 29 and 39; 10% were between the ages of 40 and 50; and 7.1% were over the age of 51. 17.1% of the participants had a high school diploma, 14.3% had a college degree, 37.4% had an associate's degree, and 31.2% had a bachelor's degree. In terms of job tenure, 41.3% of participants had been in their current job for 1-5 years, 30.3% for 6-10 years, and 26.4% had 11 years or more of experience.

4.2. Scales and Analysis of Data

4.2.1. Presenteeism scale:

Research participants' perceptions of PRES were measured using the Stanford PRES Scale (SPS-6) introduced by Koopman et al. (2002). This is a unidimensional scale with 6 items. Note that items 1, 3, and 4 were reverse coded.

4.2.2. Job performance scale:

A one-dimensional scale with 4 items was used to measure each participant's level of JP. The scale was originally developed by Sigler and Pearson (2000) but was adapted to the Turkish context by Çöl (2008). Although the original scale consisted of 8 items, the final version used in this study consisted of 4 items. It would be beneficial to explain the rationale for selecting a reduced number of items and to provide information about the specific items used.

1. "I feel that my work has a meaningful impact on the organisation".

This item captures employees' perceptions of the importance and value of their work. It assesses their understanding of how their contributions contribute to the overall success and objectives of the organisation.

2. "I believe I have the skills and abilities to do my job effectively."

This item focuses on employees' self-perceived competence and confidence in their job-related skills and abilities. It reflects their belief in their ability to perform their job effectively.

3. "I have a sense of influence or control over the results of my work".

This item measures the extent to which employees feel that they have influence or control over the outcomes of their work. It assesses their level of autonomy and decision-making authority in their job roles.

4. "I am focused on achieving a high level of performance in my job tasks".

This item measures employees' orientation and motivation toward achieving high levels of performance in their job tasks. It assesses their commitment to

exerting effort and striving for excellence. By including these four items, we captured the key dimensions of JP while keeping the scale concise and manageable for participants.

4.2.3. *Organizational attractiveness scale:*

The attractiveness of the organisation in which the research participants worked was measured using the scale developed by Turban and Keon (1993). The scale has three dimensions: "general attractiveness, intention to follow, and prestige". In this study, the general attractiveness dimension, which consists of 5 items, was used. The scale was administered to existing employees, but the employees were asked to imagine that they were applying for another job in the same company and to adjust their answers to take this into account.

Each scale used in the study had a 5-point Likert scale with response options ranging from '1=strongly disagree' to '5=strongly agree'.

In the analysis of the data, the SPSS 22 program was used to perform standard deviation, reliability, and correlation analyses of the variables. AMOS 22 was also used to perform confirmatory factor analysis and to analyse the conceptual data model. PROCESS Macroanalysis was used to test the hypotheses of the study developed by Hayes (2013).

4.2.4 *Variance inflation factor test*

Harman’s single factor test and VIF analysis can be used to assess common method bias. The PLS results include factor loadings and VIF values for each item in the scales. These analyses help determine whether a single factor dominates the responses or whether there is excessive multicollinearity between the variables.

Table 1. *Harman’s single factor test and VIF analysis*

Scale	Items	Factor loading	VIF
PRES	Item 1	0.72	1.28
	Item 2	0.78	1.23
	Item 3	0.74	1.32
	Item 4	0.71	1.18
	Item 5	0.78	1.14
	Item 6	0.76	1.21
JP	Item 1	0.75	1.34
	Item 2	0.81	1.27
	Item 3	0.78	1.23
	Item 4	0.77	1.38

Scale	Items	Factor loading	VIF
OA	Item 1	0.81	1.43
	Item 2	0.73	1.19
	Item 3	0.79	1.41
	Item 4	0.75	1.34
	Item 5	0.80	1.42

PRES: Presenteeism, JP: Job Performance, OA: Organisational Attractiveness

On the basis of the PLS results for each item in the scales and the VIF analysis, there is no evidence of significant common method bias in the data. The VIF values for all items are below the threshold of 3.3, indicating that multicollinearity is not a problem. In addition, the factor loadings for all items are satisfactory, indicating that they contribute well to the measurement of their respective constructs. Therefore, the results that general method bias is unlikely to significantly affect the results of this study.

5. Results

The results of the factor, correlation, and reliability analyses of the study variables are presented below. The validity analysis for the variables in this study has been conducted and approved in numerous other studies; therefore, it was not necessary to repeat it here.

Table 2 shows the means, standard deviations, and Cronbach's alpha coefficients of the research variables. Accordingly, the Cronbach's alpha coefficients of the variables are above the reference value of 0.70 units, and nouns show that the scales have high reliability (Kayış 2010: 405). The correlation values between the variables were also significant ($p < 0.01$). The results of the bivariate analysis of the research variables show that PRES has a significant relationship with OA ($r = 0.354$; $p < 0.01$) and no correlation with JP ($r = -0.417$; $p < 0.01$). JP and OA are also positively correlated ($r = 0.481$; $p < 0.01$).

Table 2. Means, standard deviation, Cronbach's alpha, and correlation coefficients for variables with N=417

	C. Alpha	Mean	Standard D.	PRES	JP	PSS	OA
PRES	0.762	4.62	0.926	-			
JP	0.749	3.98	0.581	-0.417**	-		
OA	0.786	4.36	0.594	0.354*	0.481**	0.531**	-

** = $p < 0.01$ * = $p < 0.05$ PRES: Presenteeism, JP: Job Performance, OA: Organisational Attractiveness

As shown in Table 3, the accuracy values of the research variables are consistent with the reference accuracy values (Hooper et al. 2008). Table 2 shows that the

variable accuracy models 1 and 2 are compatible with the values and the models are accepted.

Table 3. Variables' accuracy values

	$\chi^2/df \leq 5$	RMSEA $\leq .08$	CFI $\geq .90$	GFI $\geq .85$	NFI $\geq .90$	TLI $\geq .90$
PRES	2.841	0.044	0.950	0.998	0.999	0.950
JP	2.116	0.048	0.999	0.952	0.943	0.965
OA	1.883	0.067	0.971	0.906	0.958	0.987
Model 1	3.41	0.074	0.964	0.931	0.924	0.942
Model 2	3.57	0.076	0.915	0.906	0.972	0.943

PRES: Presenteeism, JP: Job Performance, OA: Organisational Attractiveness

5.1. A hypothesis test

To determine whether OA plays a moderating role in the relationship between PRES and JP, regression analysis using the bootstrap method was used in the study. The values in the 95% CI should not include zero (0) in both the mediating and moderating effect analyses conducted using the bootstrap method of analysis to support the hypotheses (Gürbüz 2019). According to the test carried out by Sobel (1982), the bootstrap method is considered more reliable in this situation (Gürbüz 2019; Hayes 2018). To analyse the variables in Table 3, the PROCESS Macro program by Hayes (2018) was chosen.

Table 4. Regression coefficients (N=417)

Model Summary	R	R ²	F	P	SD1	SD2
	0.406	0.185	24.72	0.001	2.00	250.00
Job Performance						
Variables	b	SE	T	P	LCI 95%	HCI 95%
Presenteeism (Direct Effect)	-0.198	0.032	-7.036	0.000	-0.165	-0.050
Presenteeism (Total Effect)	-0.061	0.025	-2.754	0.006	-0.217	-0.024

Note: Standardised beta (b) coefficients are given. LCI: lowest confidence interval; HCI: highest confidence interval. Bootstrap resampling =5000.

Table 4 shows the coefficients of the multiple regression model. With regard to hypothesis 1, we asked whether there is a significant and unfavourable relationship between PRES and JP rates. The results of the study showed that PRES has a significant and unfavourable effect on JP rates (b=-0.198; p = 0.000). Therefore, Hypothesis 1 was accepted.

Table 5. Moderation model regression coefficients (N=417)

Model Summary	R	R-sq	F	P	df1	df2
	0.460	0.212	22.37	0,000	3.0	249.0
Job Performance						
Model	B	SE	T	P	LLCI 95%	ULCI 95%
Organisational Attractiveness	0.752	0.223	4.402	0.000	1.088	0.415
Presenteeism	-1.447	0.223	-6.480	0.000	-1.887	-1.007
Interaction (OAxPRES)	0.302	0.050	6.021	0.000	0.203	0.401
Organisational Attractiveness (Direct Effect)	Effect	SE	T	P	LLCI 95%	ULCI 95%
-1 SS (-.92)	-0.267	0.035	-7.459	0,000	-0.338	-0.197
+1 SS (+.92)	-0.129	0.024	-5.188	0.000	-0.178	-0.080

Note: Standardised beta (b) coefficients are given. LCI: lowest confidence interval; HCI: highest confidence interval. Bootstrap resampling =5000.

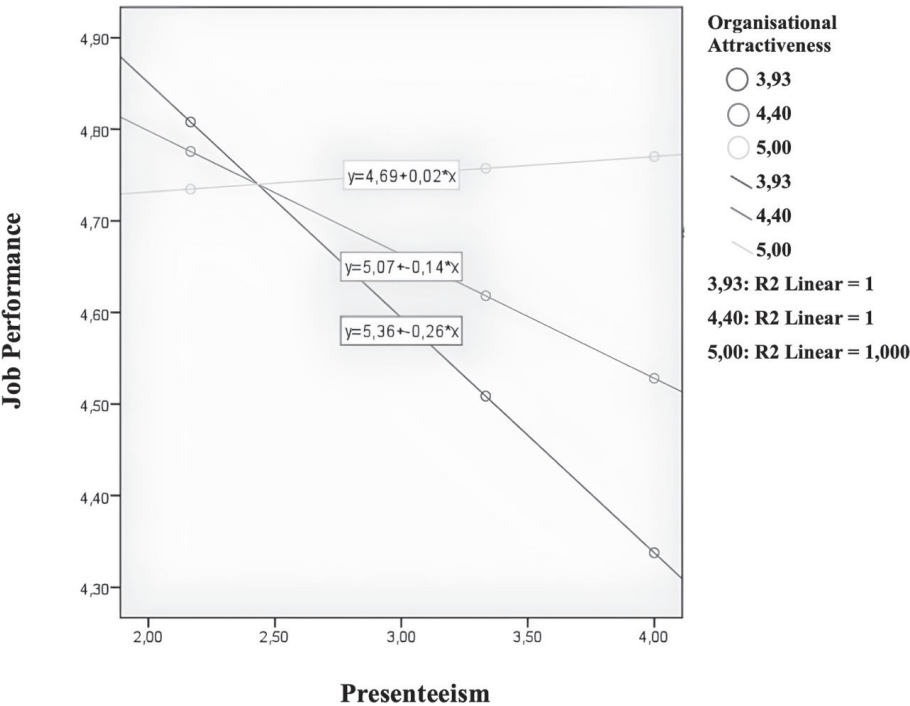


Figure 2. Moderating effect of OA on the relationship between PRES and JP

A moderating effect analysis was used to test hypothesis 2. To test whether there was a moderating effect, patients with high and low OA levels were considered. In this context, the interaction between PRES and OA was considered. Table 5 shows that there is a significant correlation between PRES and OA ($p=0.000$). Furthermore, the negative effect of PRES on JP is weak when OA is low ($b=-0.267$ $p=0.000$) and strong when it is high ($b=-0.129$ $p=0.000$). Therefore, it can be concluded that OA moderates the relationship between PRES and JP, and hypothesis 2 is supported.

According to Figure 2, when OA is low, the negative relationship between PRES and JP rates becomes stronger and vice versa. In other words, when OA is high, employees' PRES behaviour has less effect on their performance. On the contrary, when OA is low, employees' PRES behaviours affect their performance more.

6. Discussion

6.1. Theoretical and managerial implications

This study examined the moderating effect of OA on the association between PRES and JP. Data were collected from 417 Turkish call centre employees using a survey method. The following conclusions were drawn from the analyses:

First, it was found that PRES and JP have a significant negative relationship, which supports Hypothesis 1. In other words, it was found that employees who come to work when they are ill cannot work at full capacity, so they take longer to complete their tasks and their JP levels decrease. This result is consistent with previous research (Collins et al. 2005; Çiçeklioğlu/Taşlıyan 2019; Yılmaz/Günay 2020; Fiorini et al. 2020), which empirically revealed that PRES decreases an employee's JP rates.

Second, OA was found to have a moderating effect on the relationship between PRES and JP rates, supporting Hypothesis 2. Accordingly, when employees' perceptions of OA are high, PRES has a less negative effect on their JP. Conversely, if employees' OA perceptions are low, their JP will be increasingly negatively affected by PRES.

The research results showed that organisations have a significant responsibility for PRES behaviour. According to Baker-McClearn et al. (2010), organisations' sick leave policies and procedures are mandated by the PRES, particularly when sick pay is withdrawn, disciplinary action is taken or there is a threat of dismissal. Low morale, lack of commitment to work, anxiety, and stress are all consequences of these pressures. The reasons why individuals continue to work while ill are usually pressure from employers on employees (Rebmann et al. 2016: 407), lack of job security (Hansen/Andersen 2008: 958), fear of losing their job (Firms et al. 2006: 115), and not wanting to miss out on career

opportunities (Caverley et al. 2007: 314). Therefore, the first thing organisations should do to prevent PRES is to reduce the pressure on their employees. In addition, organisations and managers should extend sick leave policies, not make financial deductions from employees for such leave, provide flexible and home working opportunities, provide health counselling, and employ doctors within the organisation.

The results of this study provide information on the moderating function of OA in the interaction between PRES and JP. It was observed that when OA is low, the negative relationship between PRES and JP becomes stronger, whereas when OA is high, the effect of PRES on JP is mitigated. These findings have important implications for HR professionals and supervisors in managing PRES and promoting employee performance. First, it highlights the importance of creating an attractive organisational environment that fosters employee engagement and commitment. Organisations should focus on enhancing factors such as organisational size, image, prestige, fair pay policies, innovation, career opportunities and job characteristics such as autonomy and skill use. By creating an attractive work environment, organisations can reduce the negative effects of PRES on JP.

The findings suggest that supervisors and managers should consider the role of OA when addressing PRES behaviour in their teams. When OA is low, supervisors may need to closely monitor and support employees who exhibit PRES, as the negative effects on JP are more pronounced. This could include providing additional resources, support, and guidance to help employees cope with health-related challenges and maintain performance standards. When OA is high, managers may still need to be vigilant but may also rely on the positive experiences associated with an attractive organisation to mitigate the negative effects of PRES. Employees' motivation, focus and ability to cope with health impairments can be further enhanced by fostering a positive working environment, recognising employees' contributions, and providing opportunities for growth and development. This can sustain their JP.

On the other hand, supervisors should not assume that employees who are unable to come to work due to illness are slacking off. Instead, they should approach them with empathy and sympathy, reassure sick employees that there will be no loss of rights during their absence, and share their work obligations with others during their illness. They should take the necessary measures to ensure that employees do not have work-related concerns during their illness. Even if OA reduces the impact of PRES on JP, PRES is a negative condition that prevents employees from working at full capacity. Taking this into account, organisations should not force sick employees to come to work.

Yılmaz (2020) claims that positive organisational behaviour has a greater impact on organisations. Therefore, organisational attractiveness plays a moderating role in the relationship between presenteeism and employee performance

by positively influencing employees' attitudes toward the organisation. Consequently, organisations can use organisational attractiveness as a strategic tool to mitigate presenteeism and improve employee performance.

6.2. *Limitations and further research*

It is important to acknowledge the limitations of the current study. First, the research was conducted in only one province of Turkey, which may limit the applicability of the results. To fully understand this phenomenon, future studies should use a more diverse sample from different cities. Second, the study focused only on communication employees within one organisation which limits the scope of the findings. Further research should explore PRES in different sectors and organisations to gain a broader perspective and better understand its causes and consequences. Another potential limitation of this study is the presence of a common method variance error, as the data were exclusively obtained through survey methodology, focusing on employee perceptions and attitudes. As a quantitative study, the findings are limited by the inherent limitations of this approach. It is recommended that the relationships between the variables under investigation should also be explored using qualitative research techniques. In addition, another limitation of the research is that it focuses exclusively on organisational attractiveness from the perspective of current employees, neglecting potential employees. Therefore, it is recommended that the assessment of variables be extended to include potential employees in addition to the current workforce. In addition, the data for this study were collected at a single point in time, providing only a snapshot of the participants' experiences. Future research could benefit from longitudinal designs that allow participants to be followed up over time. This would allow for a more in-depth analysis of the dynamics of PRES and its long-term impact on employee well-being and performance. Although this study provides insightful information on the moderating role of OA, the small sample size and sector specificity may limit the generalisability of the findings. Future research addressing these issues can therefore improve the validity and generalisability of the findings, leading to a deeper understanding of PRES and its influence on employee outcomes.

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