

THE RELATIONSHIPS BETWEEN PRESENTEEISM, PERCEIVED ORGANIZATIONAL SUPPORT, CLIMATE OF FEAR AND VIGOR*

Araştırma Makalesi / Research Article

Şahin, D. ve Aydın Ş. (2020). The Relationships Between Presenteeism, Perceived Organizational Support, Climate of Fear And Vigor. *Nevşehir Hacı Bektaş Veli Üniversitesi SBE Dergisi*, 11(1), 30-43.

DOI: <https://doi.org/10.30783/nevsosbilen.746463>

Geliş Tarihi: 25.03.2020.

Kabul Tarihi: 12.01.2021

E-ISSN: 2149-3871

Dr. Öğr. Üyesi Dilek ŞAHİN
Düzce Üniversitesi, İşletme Fakültesi, Sağlık Yönetimi
dileksahin@duzce.edu.tr
ORCID No: 0000-0003-0865-7763

Prof. Dr. Şule AYDIN
Nevşehir Hacı Bektaş Veli Üniversitesi, Turizm Fakültesi
suleaydin@nevsehir.edu.tr
ORCID No: 0000-0002-8760-643X

ABSTRACT

Evaluating the human resources most effectively is crucially significant for the achievement of the enterprises. The productivity and achievement of the nurses who play important roles especially in the quality of health services are of great importance. One of the factors affecting productivity is the disease inherent in human beings. Continuation of the work despite the illness that negatively affects the productivity of the employee is called presenteeism and is examined in terms of organizational variables. The purpose of this study is to reveal the relationships among the presenteeism, climate of fear, perceived organizational support, and vigor. Data was collected from 418 nurses by survey and analyzed through Structural Equation Model. According to the results of the analysis, it was determined that climate of fear had positive effect and perceived organizational support had negative effect on presenteeism. Nevertheless, it was also determined that presenteeism and perceived organizational support positively affected the affectedness to vigor, and climate of fear affected negatively. It is determined that the effects of organizational factors on presenteeism are important and a model is revealed based on these results.

Anahtar Kelimeler: Presenteeism, Perceived Organizational Support, Climate of Fear, Vigor.

PRESENTEEİSM (İŞTE VAR OLAMAMA) İLE ALGILANAN ÖRGÜTSEL DESTEK, KORKU İKLİMİ VE DİNÇLİK ARASINDAKİ İLİŞKİ

ÖZ

İnsan kaynaklarının verimli şekilde değerlendirilmesi işletmelerin başarısı için önemlidir. Özellikle sağlık hizmetlerinin kalitesinde önemli bir role sahip olan hemşirelerin verimliliği ve başarısı hizmet sunumunda önemli bir yer tutmaktadır. Verimliliği etkileyen faktörlerden birisi de insanın doğasında bulunan hastalık olgusudur, çalışanın verimliliğini olumsuz olarak etkileyecek hastalık durumuna rağmen işe devam etmesi ise presenteeism (işte var olamama) olarak adlandırılmakta ve örgütsel değişkenler açısından incelenmektedir. Bu çalışmanın genel amacı presenteeism (işte var olamama) ile korku iklimi, algılanan örgütsel destek ve dinçlik arasındaki ilişkileri ortaya koymaktır. Veriler 423 hemşireden anket aracılığıyla toplanmıştır. Verilerin analizinde Yapısal Eşitlik Modeli kullanılmıştır. Yapılan analiz sonuçlarına göre korku ikliminin pozitif yönde ve algılanan örgütsel desteğin negatif yönde işte var olamama üzerinde etkisi olduğu tespit edilmiştir. Bununla birlikte, işte var olmama ve algılanan örgütsel desteğin pozitif yönde, korku ikliminin

* This study was prepared from a part of the doctoral dissertation fulfillment by Dilek ŞAHİN under Prof Şule AYDIN counseling. The funding **source** of this study was supported by TÜBAP 2014-37 Project.

ise negatif yönde dinçlik üzerinde etkili olduğu belirlenmiştir. Araştırma kapsamında örgütsel faktörlerin işte var olamama üzerinde etkili olduğu belirlenmiş ve bu sonuçlara dayanarak bir model ortaya konulmuştur.

Keywords: Presenteeism (İşte Var Olmama), Algılanan Örgütsel Destek, Korku İklimi, Dinçlik.

1. INTRODUCTION

Sickness can reduce productivity at work (Koopman et al., 2002; Martinez and Ferreira, 2011; Middaugh, 2007; Edington and Schultz, 2008). However, there is another hidden danger that influences the productivity of an organization, at least as much as illness: presenteeism (Johns, 2010). Presenteeism is especially high among employees in service sectors such as education, social welfare and health care (Aronsson et al., 2000; Bergström et al., 2009). This is because employees in professions that provide services related to the basic needs of human beings feel a stronger need to be at work, thus they show a higher level of commitment to being at work when compared to other professions (Bergström et al., 2009). In nurses, psychosocial and physical characteristics at work (e.g. shift work, night shifts, inflexible work schedules, unpredictable hours, unsocial hours) lead to occupational stress (Martinez and Ferreira, 2011). Another problem for Turkey is not sufficient number of nurses. Also, data belongs to the year 2017 in Health Statistics Yearbook (2017) shows that number of nurses and midwives per 100.000 population is 272. It shows Turkey is situated below the European Union average. It negatively affects the health of nurses and increases the pressure on being at work.

There are many studies investigating the causes and consequences of presenteeism. Its emergence essentially depends on business and individual factors (Aronsson and Gustafsson, 2005; Baker&McClearn et al., 2010; Rantanen and Tuominen, 2011). The individual factors leading to presenteeism were investigated in terms such as gender (Aronsson and Gustafsson, 2005; Böckerman and Laukkanen, 2009; Johns, 2010; Martinez and Ferreira, 2011; Simpson, 1998), age and educational level (Agudelo-Suárez et al., 2010; Aronsson and Gustafsson, 2005). The business factors leading to presenteeism were investigated in terms of being employed regularly or contractually (Bierla et al., 2013; Martinez and Ferreira, 2011), the hierarchical level in the organization (Bierla et al., 2013; Prater and Smith, 2011; Simpson, 1998), heavy work load (Biron et al., 2006), unhealthy working conditions and ineffective leadership (Edington and Schultz, 2008), supervisory support (Lu et al., 2013) and organizational support (Arslaner and Boylu, 2017). Its negative effects on organizations are greater than estimated (Aronsson et al., 2000; Bergström et al., 2009; Biron et al., 2006; Böckerman and Laukkanen, 2009; Hansen and Andersen, 2008; Rantanen and Tuominen, 2011).

2. THEORETICAL BACKGROUND AND HYPOTHESES

Presenteeism is a new concept of health in the workplace. It has become a current issue since the 1990s following a shift in the business climate (Brown et al., 2011). There are numerous definitions for the term presenteeism in the literature (Johns, 2010). In this study, presenteeism was considered within the context of those employees who keep working, even though they are not fully productive due to illness or other medical conditions (Martinez and Ferreira, 2011).

Perceived organizational with effect on presenteeism, support represents the belief of the individual that their efforts made for the organization will be rewarded, their contributions would be considered and their health and welfare would be looked after. In other words, the perceived organizational support is the loyalty of organizations for the employees (Rhoades and Eisenberger, 2002). When considered within this context, it may be assumed that the level of organizational support theoretically influences presenteeism. Empirical studies also support this theoretical assumption. Lu et al. (2013) found that supervisory support buffered the negative impact of presenteeism. Baker&McClearn et al. (2010) stated that the employee's relationship with the level of support offered by the organization/management influences presenteeism. It was observed that as the support of managers decreases, the more employees prefer to come to work, since they think their absence due to sickness would not be tolerated by managers (Caverley et al., 2007; Quazi, 2013).

H₁: Perceived organizational support has direct negative effect on presenteeism.

Through perceived organizational support, the socio–emotional needs of employees, such as belonging, being respected and receiving approval from others, are satisfied (Armeli et al., 1998). Social change, which is maintained through socio–emotional benefits such as respect, approval and concern in the relationships between employees and employers, sustain the efforts and loyalty of employees so long as tangible incentives via salaries and supplementary payments continue. This process of change may contribute to the formation of a mutual norm which requires the obligation to pay back the supplier of such benefits (Armeli et al., 1998). This strengthens the performance of employees related to the organizational outputs and their devotion to the organization, and this leads to greater effort in achieving the organizational objectives (Armeli et al., 1998; Kaplan and Öğüt, 2012; Özdevecioğlu, 2004; Rhoades and Eisenberger, 2002). In contrast, perceived organizational support decreases and employees feel they have fewer responsibilities to their employers. Correspondingly, organizational loyalty decreases and their work–related performance standards also decrease (Eisenberger et al., 1997). Moreover, Ott et al. (2019) stated that POS as job resource fosters employees' work engagement. Shaheen et al. (2018) obtained indicated a significant positive influence of perceived organizational support on work engagement level.

H₂: Perceived organizational support has positive effect on vigor.

In another factors related to business are the attitudes of the administrators towards absenteeism (Dolu et al., 2013; Martinez and Ferreira, 2011; Böckerman and Laukkanen, 2009) and the fear of being out of work (Hansen and Andersen, 2008).

Some feelings become prominent in the organizational climate. One of the dominant feelings may be fear. Fear is a mechanism that enables human beings who encounter an unexpected and unforeseen occasion to focus their mind to source of fear (Furedi, 2001). According to Cure (2009), losing a job, resigning, changing, losing status, power and authority, making mistakes, and fear of being ignored are common causes of a climate of fear.

The climate of fear is the distortion it causes in communication between individuals. In particular, employees prefer to justify themselves when they feel they have a problem (Furedi, 2001). In addition, they cannot express their problems vocally, and are afraid of encountering negative results if they express their problems (Thongsukmag, 2003).

Individuals who work in establishments which are dominated by a climate of fear, encounter white–knuckle lives. This causes anxiety and several health problems that may trigger presenteeism. A study conducted by Griney and Singleton (2000, as cited in Johns, 2010) identified discomfort among employees in cases of enforcement following their absence. They also reported that members of the group displayed reluctance when other members of the group called in sick. Nyberg et al. (2008) found that levels of presenteeism due to sickness were higher when administrators in a workplace adopted authoritarian leadership styles. In a study conducted by the National Foundation for Infectious Diseases in 2004, it was determined that 20% of employees went to work even though they were in poor health, as they were afraid of negative responses from the administrators, while 18% of them kept going to work as they were afraid of losing their job (Martinez and Ferreira, 2011).

H₃: Climate of fear has direct positive effect on presenteeism.

The effects of fear on the climate of an organization have been investigated in several studies which found that fear negatively influences organizational learning and the quality of output of an organization (Ashkanasy and Nicholson, 2003). When fear is dominant, problems and difficulties are exaggerated and possible solutions are overlooked (Furedi, 2001). Cure (2009) and Thongsukmag (2003) emphasized that feelings of fear limit perception and thought. This state may negatively affect the creativity of the employee and their capacity to think more effectively and generate ideas. It also increases gossiping and emotional exhaustion and thus decreases performance.

Kataria et al. (2013) and Lee (2015) were investigated work engagement in terms of the psychological climate. A positive psychological climate increased work engagement, while the opposite led to a decrease. On the other hand, Clark and Loxton (2012) found low levels of work engagement among employees who reported fear at work, and had a low level of psychological acceptance.

H₄: Climate of fear has direct negative effect on vigor.

The result of presenteeism is generally associated with loss of productivity (Lui and Johnston, 2019) and engagement (Admasachew and Dawson, 2011; Garczynski et al., 2013).

Work engagement is defined as “the positive and satisfying mood which is concerned with work” (Schaufeli et al., 2002). According to this definition, work engagement is a motivational process and consists of sub-dimensions such as vigor, dedication and absorption. Vigor is characterized with high energy levels, gathering oneself mentally more quickly during work, a desire to make an effort related to work, and being persistent even if there are problems (Schaufeli et al., 2002; Schaufeli and Bakker, 2004). Dedication is characterized by meaning, enthusiasm, inspiration, pride and sense of contentment while absorption is being completely focussed and paying close attention to work (Schaufeli et al., 2002).

Attridge (2009) determined that employees who do not feel well, either mentally or physically, and encounter problems of presenteeism, were seen to have decreased work engagement which manifested in their performance. Schaufeli et al. (2006) found there was a positive relationship between work engagement and the observed status of health and happiness, while there was a negative relationship between work engagement and absence due to sickness. Johns (2009) determined a neutral effect between work engagement and absence. On the other hand, Admasachew and Dawson (2011) found that there was a negative relationship between presenteeism and work engagement in terms of health care workers. For vigor explains energy levels, which is one of the dimensions of work engagement an individual owns during work: their determination for making effort and mental endurance, It can be affected more than presenteeism. Michishita et al. (2007) associated presenteeism and vigor in wellness programs.

H₅: Presenteeism has negative effect on vigor.

H₆: Presenteeism mediates the relation between climate of fear and vigor.

H₇: Presenteeism mediates the relation between perceived organizational support and vigor.

1.1 Aim and Design

The research is based upon the assumption that perceived organizational support and a climate of fear influence presenteeism and consequently influences vigor. Based on our theoretical analysis, we formulate the following hypotheses (Figure 1).

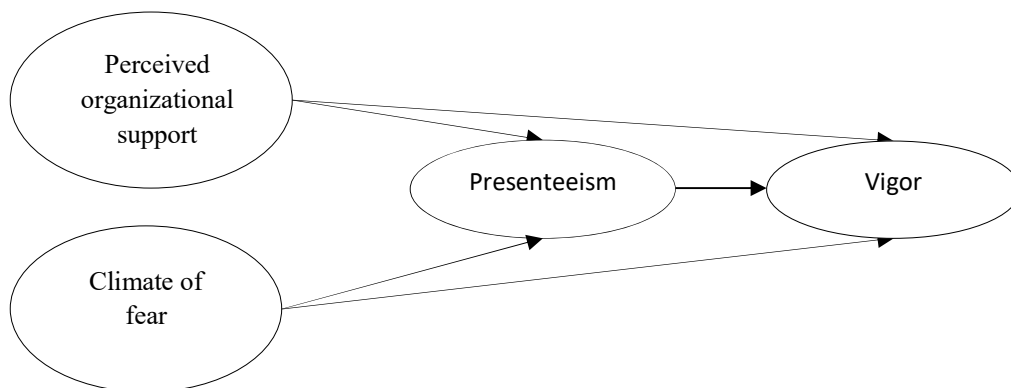


Figure 1. Theoretical Model

2. METHOD

2.1. Study Site and Participants

In this study, 909 nurses working at central public hospitals in Tekirdağ, Kırklareli and Edirne in the region of Thrace, Turkey, were chosen as the entire population sample. The study aimed to collect data from the entire population, thus a sample selection was not conducted. Data was collected from 418 nurses in the previously mentioned population who voluntarily participated in the

study. For the research, data was collected through face-to-face interviews. The participants ranged between 18 and 57 years of age, 393 (92.9%) of them were female. Of the nurses, 295 (69.70%) were married and 270 (66.20%) had children. A total of 44 (10.40%) of the participants had graduated from high schools, 133 (31.40%) had a diploma of an associate degree, 228 (53.90%) had a bachelor's degree and 18 (4.30%) had a graduate diploma.

2.2. Instruments

Within the scope of the study, the researchers adopted and implemented four different scales to collect data related to issues within the framework: presenteeism, perceived organizational support, a climate of fear, and work engagement. Moreover, data was also collected through an information form. To obtain language equivalence while adopting the scales, the scales were translated from English into Turkish by two specialists who were experts in both English and Turkish, and who were experienced in translation. Then, two additional experts, who were also experienced in translation, translated the Turkish texts into English. Those translation forms were compared to each other by four experts in the field and the pre-application was conducted. As a result of the pre-application, four unclear questions were revised after review by the experts, and the form used in the main application was established.

2.2.1. Presenteeism Scale

To determine problems that employees encounter at work, the Stanford Presenteeism Scale-SPS 6 developed by Koopman et al. (2002) was adapted into Turkish culture and implemented. The scale consists of 6 items on a 5 point Likert scale. It has two sub-dimensions: Being Unable to Avoid Distractibility and Failing in the Achievement of the Task. A higher score indicates a higher level of presenteeism. Exploratory Factor Analysis (EFA) and Confirmatory Factor Analysis (CFA) were carried out. In this study, it was determined that the structure in the unique form of SPS 6, because of AFA, was protected and consisted of two factors. The total contribution of those two factors gave a variance of 74.06%. As a result of CFA, the error variance of the two observed variants in the sub-dimension of Failing in the Achievement of the Task was high (.91, .84). Since the data showed deviation from the expected values, it was decided to employ the dimension of Being Unable to Avoid from Distractibility in the research model to evaluate the independent variables. The fit indices of the presented model were as follows: $\chi^2_{(423)} = 7.31$ $p < .05$; $\chi^2/Sd = 1.82$, RMSEA = .04, RMR = .02, CFI = 1.00 and GFI = .99. The Cronbach alpha internal consistency reliability coefficient for the original scale is .80. In this study, this has a value of .89. Average variance extracted (AVE) and composite reliability (CR) values for the scale were calculated. AVE value was suggested as .50 and above, CR value was suggested as .70 and above by Fornell and Larcker (1981). But Psaila and Vagner (2007) stated that AVE values above .40 are also acceptable (Psaila and Wagner, 2007) and Fornell and Larcker (1981) stated that if AVE was less than 0.50 but CR retained a value higher than 0.6, then convergent validity of the construct was still adequate (Fornell and Larcker, 1981). AVE value for Being Unable to Avoid Distractibility was calculated as .72 and CR value as .88. The factor loadings of the items are between .81 and .89.

2.2.2. Perceived Organizational Support Scale

To measure perceived organizational support, the Perceived Organizational Support Scale (POS) employed by Eisenberger et al. (1997) was adapted into Turkish culture and employed in the study. The scale consists of 8 items on a 5 point Likert scale and one factor was asserted. Obtaining high scores indicated a high perception of organizational support. The result of EFA manifested a structure of a single factor which explains the 72.23% of total variance. It was found that both factors have low levels of factor load values and those items were excluded after review by the experts. As a result of CFA, the single factor structure with 6 items was verified and the model fit indices were found as: $\chi^2_{(423)} = 5.06$ $p < .05$; $\chi^2/Sd = .83$, RMSEA = .00, RMR = .00, CFI = 1.00 and GFI = 1.00. The Cronbach alpha internal consistency coefficient of the original scale is .80. In this study it was found to be .81. AVE value for the six items in the scale was calculated as .65 and CR value as .85. The factor loadings of the items are between .66 and .91.

2.2.3. Climate of Fear Scale

In order to measure the climate of fear, the Scale for the Climate of Fear developed by Ashkanasy and Nicholson (2003) was adapted into Turkish culture and employed in the study. The scale consists of 13 items on a 5 point Likert scale and two factor asserted. Achievement of high scores indicates high levels of a climate of fear. As a result of EFA, it was determined that the factor load values of an item were low. Consequently, those items were excluded from the scale after review by the experts. A structure with two factors and twelve items was found to explain 55.93% of total variance. As a result of CFA, a structure with two factors called Feeling of Uneasiness and Fear of Expressing Thoughts was confirmed. Model Fit Indices were measured as $\chi^2_{(423)} = 189.03$ $p < .05$; $\chi^2/df = .83$, RMSEA = .08, RMR = .06, CFI = .96 and GFI = .93, respectively. The Cronbach alpha internal consistency coefficient of the original scale is .93. In this study, it was found to be .83. AVE value for Feeling of Uneasiness was calculated as .47 and CR value as .85. The factor loadings of the items are between .51 and .84. AVE value for Fear of Expressing Thoughts was calculated as .48 and CR value as .83. The factor loadings of the items are between .60 and .76.

2.2.4. Work Engagement Scale

In order to measure vigor, the Scale of Work Engagement (Utrecht Work Engagement Scale–UWES) developed by Schaufeli et al. (2002) was adapted and employed. The scale was implemented in accordance with a 5 point Likert scale. The scale has 17 items with three sub–dimensions such as Vigor, Dedication and Absorption. The results of EFA and CFA indicate that the original structure of the scale was preserved. The total contribution of the factors to the variances is 67.47%. Model Fit Indices were measured as $\chi^2/df = 3.9$, GFI = .89, CFI = .97, RMSEA = .08 and RMR = .06. The Cronbach alpha internal consistency coefficient of the original scale is .80 for Vigor, .91 for Dedication and .75 for Absorption. In this study, these figures were .92, .90 and .88, respectively. The total of the scale is .87. AVE value for Vigor was calculated as .60 and CR value as .85. The factor loadings of the items are between .63 and .93. AVE value for Dedication was calculated as .58 and CR value as .83. The factor loadings of the items are between .63 and .87. AVE value for Dedication was calculated as .56 and CR value as .85. The factor loadings of the items are between .60 and .89.

2.2.5. Information Form

Data about the socio–demographic variants of the employees and their job status was collected through a data collection. It was prepared by the researchers.

2.3. Research and Findings

This research is in the form of a survey. In order to examine the associations between variables, the present study used frequency and descriptive statistics, Sepearson’s correlation tests, and structural equation modeling (SEM). Multivariate normality of all variables were assessed with Mardia’s coefficient. The observed variables demonstrated a Mardia’s coefficient of kurtosis above P (P+2) throughout the sessions (c.r.=13,998 \geq 1,96, $p=0,00<0.05$). Thus, we used Robust Maximum Likelihood (Robust ML) as the estimation method for factor extraction. The robust maximum likelihood estimator was used for the model estimation because it allowed the data to deviate from multivariate normality to a certain degree. For data analysis of the SEM, a Linear Structural Relationship (LISREL 8.80) program was employed. Firstly, Table 1 shows the mean, standard deviation, and internal consistency among research variables.

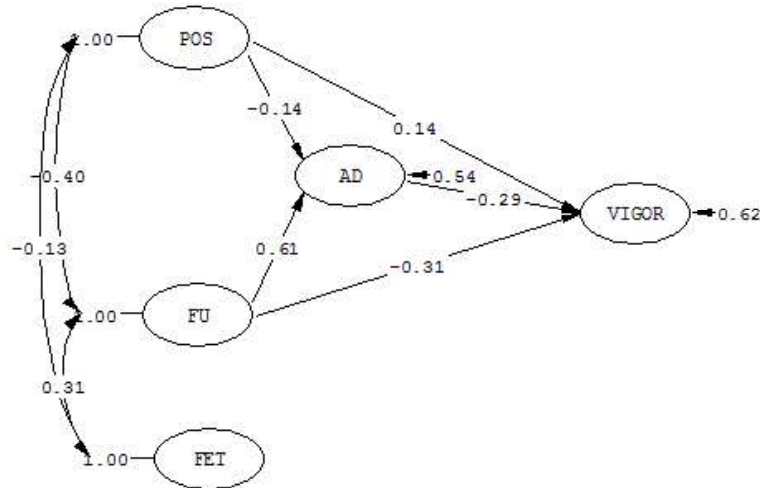
Table 1: Mean, Standard Deviation And Relationship Between of Research Variables.

| Variable Mean Variance | Mean | Std. Deviation | 1 | 2 | 3 | 4 | 5 |
|------------------------------------|-------|----------------|--------|--------|--------|--------|---|
| 1 Avoiding Distraction | 8.94 | 3.46 | – | | | | |
| 2 Perceived Organizational Support | 15.29 | 5.22 | –,35** | – | | | |
| 3 Feeling of Uneasiness | 19.85 | 5.58 | ,58** | –,32** | – | | |
| 4 Fear of Expressing Thoughts | 15.71 | 4.33 | ,18** | –,08 | ,28** | – | |
| 5 Vigor | 19.59 | 5.23 | –,51** | ,35** | –,52** | –,15** | – |

** $p < 0.001$

As seen in Table 1, a positive and significant relationship was determined between the scores of fear of expressing and avoiding distraction, avoiding distraction and feeling of uneasiness and fear of expressing, feeling of uneasiness and fear of expressing scores, and vigor and perceived organizational support ($r = .18, .58, .28, \text{ and } .35, p < .01$). But, a negative and significant relationship was determined between the scores of avoiding distraction and perceived organizational support, avoiding distraction and vigor, and perceived organizational support and feeling of uneasiness, feeling of uneasiness and vigor and fear of expressing thoughts and vigor ($r = -.35, -.51, -.32, -.52, \text{ and } -.15, p < .01$). No significant relationship was observed between the perceived organizational support and fear of expressing thoughts ($p > .05$).

Factors in the research model included the causal relationships between Avoiding Distraction (AD), Feeling of Uneasiness (FU), Fear of Expressing Thoughts (FET), Perceived Organizational Support (POS) and Vigor (VIGOR). In modifying the initial model, we eliminated two non-significant paths including the paths from Fear of Expressed Thoughts to Avoiding Distraction and Vigor ($t \leq 1.96$). Wald tests suggested that the removal of these non-significant paths did not increase the model chi-square. The revised model was retained as the final structural model. The overall fit of the final model was good. The fit indices of the model were found as: $\chi^2/df=2$, GFI=.90, CFI=.98, RMSEA=.05, and RMR=.05. The final structural model with standard path coefficients is presented in Figure 2. The final model explained 46% of the variance in AD and 38% of the variance in VIGOR.



Chi-Square=642.69, df=302, P-value=0.00000, RMSEA=0.052

Figure 2. Structural Model (Avoiding Distraction [AD], Feeling of Uneasiness [FU], Fear of Expressing Thoughts [FET], Perceived Organizational Support [POS] and Vigor [VIGOR])

Total, direct, and indirect effects of independent and mediator variables on outcome variable are shown in Table 2. POS and FU was directly and indirectly associated with VIGOR via AD.

Table 2: Standardized Estimates of Total, Direct and Indirect Effects on Vigor

| | Effect | S.E. |
|--|--------|------|
| POS → VIGOR (total effect) | .17* | .05 |
| POS → VIGOR (direct effect) | .14* | .05 |
| POS → AD → VIGOR (total indirect effect) | .04* | .02 |
| FU → VIGOR (total effect) | -.48* | .05 |
| FU → VIGOR (direct effect) | -.31* | .07 |
| FU → AD → VIGOR (total indirect effect) | -.17* | .04 |

Avoiding Distraction [AD], Feeling of Uneasiness [FU], Perceived Organizational Support [POS] and Vigor [VIGOR].

* $p < .05$

3. RESULTS AND CONCLUSIONS

In this section, firstly the construct validity of the adapted measurement tools and then the validity of the model are discussed. χ^2/df value vary between 0 and 5,00; $2.50 \leq$ is considered to indicate a good model fit (Kline, 2011), and values of ≤ 5.00 is considered to indicate a poor model fit (Hooper, Coughlan, and Mullen, 2008). The χ^2/df values of the presenteeism, perceived organizational support, and climate of fear scale were found as 1.82, .83 and .83. It is indicated that they are a good fit index. But, work engagement scale was 3.9. It is interpreted as poor model. For the GFI, and CFI, values vary between 0 and 1.00; values of 1.00 are considered to indicate a perfect model fit, values of $\geq .95$ are considered to indicate a perfect model fit, and $\geq .90$ are considered to indicate a good model fit (Hooper, Coughlan, and Mullen, 2008; Hu and Bentler, 1999). The CFI and GFI values of the all of the scales were found as 1.00, 1.00, .96, and .97. These values posited a good coherence. For RMSEA, and RMR, values vary between 0 and 1.00; 1.00 are considered to indicate a perfect model fit, and values of $\leq .05$ are considered to indicate a well-fitting model and; for RMSEA, a cut off of 0,06 is recommended, but SRMR .08 or less reasonable by Hu and Bentler (1999). However, RMSEA (Hooper, Coughlan, and Mullen, 2008) and SRMR (Kline, 2011) values of ≤ 10.00 are evaluated poor model fit. RMSEA and RMR values of four scales were found as .04 and .02, .00 and .00, .08 and .06 and .08 and .06. Findings showed that all of the scales fit the data well. Also, the fit indices of the structural model were found as: $\chi^2/df=2.00$, GFI=.90, CFI=.98, RMSEA=.05, NFI=.96 and RMR=.05. The CFI value can be interpreted good model index, to χ^2/df and CFI perfect. RMSEA and RMR indicates a perfect coherence.

The first hypothesis of the research is “Climate of fear has direct positive effect on presenteeism”. The analysis verified this hypothesis. The existence of punishment-oriented and unpredictable responses in the workplace leads employees to encounter difficulties in expressing their problems in every aspect. The employee avoids taking time off when sick despite having the right to do so, due to the fear of negative responses from managers and workmates. Griney and Singleton (2000) pointed out that uneasiness emerged when there are some enforcements after a definite absence. It was also reported that some team members displayed a reluctance that was related to other colleagues who call in sick (Johns, 2010). When there is absence from work due to sickness, factors such as being afraid of negative attitudes of managers or workmates, or being unable to guess responses, foster presenteeism. Nyberg et al. (2008) observed that levels of presenteeism dependent on sickness increased when administrators in the workplace adopted forms of autocratic leadership. In a study by the National Foundation for Infectious Diseases in 2004, 20% of employees went to work even though they were in poor health, as they were afraid of negative responses from their managers, while 18% of them were afraid of losing their jobs (Martinez and Ferreira, 2011). The findings of this study overlap with the findings of the four previously mentioned studies. A climate of fear demoralizes employees and increases stress. For this reason, the study reveals the negative effects on employees’ health and it causes individuals to perceive their health level as bad.

“Perceived organizational support has direct negative effect on presenteeism” is the second hypothesis of the research. The analyses verified the hypothesis. Support from the organization and administrators may decrease employees’ attitudes of presenteeism (Baker-McClearn et al., 2010). If support from administrators is low, employees may prefer to go to work since they assume that their managers will not tolerate absence due to sickness (Quazi, 2013), consequently their presenteeism also increases (Caverley et al., 2007). The findings of this research are in line with the results of previously mentioned research. Based on those results, we may conclude that employees who do not feel organizational support were at risk in terms of presenteeism. Wellness, the health of employees, and their loyalty to work would increase on condition that they are supported and feel less pressure to attend work when ill.

The third hypothesis of the research was determined as: “Presenteeism has direct negative effect on vigor” Analysis indicates that the vigor of employees who are influenced by presenteeism decreases. The results of studies related to the issue are contradictory. According to Attridge (2009), employees who feel mentally or physically unwell and suffer from presenteeism, experience a decrease in their work engagement, which also influences their performance. Higher levels of work engagement lead to lower levels of presenteeism. Schaufeli et al. (2006) found a positive relationship

between work engagement and the sensed status of health and happiness, while they found a negative relationship with absence due to sickness. Admasachew and Dawson (2011) determined a negative relationship between presenteeism and work engagement among health workers. Johns stated that presenteeism is located between work engagement and absence (Johns, 2009). According to the results of this study, it may be concluded that individuals who experience presenteeism are not engaged at work, therefore they do not work vigorously and may fail to meet expected levels of performance.

“Climate of fear has negative effect on vigor” is the fourth hypothesis of the research. Analyses verify the hypothesis. The research findings of Clark and Loxton (2012), Kataria et al. (2013) and Lee (2015) point out that work engagement is influenced by the psychological climate. A positive psychological climate increases work engagement, while a negative psychological environment decreases work engagement. The results of this study are in line with the common results of earlier studies: a climate of fear creates a negative organizational climate and this decreases vigor. When a climate of fear hinders the thoughts, skills and attitudes of employees, it is clear that they will not feel vigorous.

The fifth hypothesis of the research is “The perceived organizational support increases vigor”. The fifth hypothesis was also verified. Caesens and Stinglhamber (2014) and Biswas and Bhatnagar (2013) determined a positive relationship between organizational support and work engagement. The results of this research are parallel to those findings. Employees’ levels of vigor increase depending on the perceived organizational support.

The sixth hypothesis of the research is “Presenteeism mediates the relation between climate of fear and vigor” and seventh hypothesis of the research “Presenteeism mediates the relation between perceived organizational support and vigor” was verified. Presenteeism, on the other hand, was directly associated with vigor and mediated the relationships of perceived organizational support and climate of fear with vigor.

In this study, self – assessment method was used in the evaluations. This is the most important limitation of the research. Data collection measurements using the method are based on two basic assumptions. These are participants’ awareness of the measured area and willingness to provide information about themselves (Bing, LeBreton, Davison, Migetz, and James, 2007). In addition, the reliability of the responses may be negatively affected if the responses give rise to social acceptance, promotion expectation or vice versa (Heidemeier and Moser, 2009, as cited in Şahin, 2015). Hence, workers may have manipulated responses to the variables examined in the study. This potential negative situation can be minimized by including qualitative data in the study. Thus, more reliable and detailed results can be revealed.

REFERENCES

- Admasachew, L. and Dawson, J. (2011). The Association between Presenteeism and Engagement of National Health Service Staff. *Journal of Health Services Research and Policy*, 16 (suppl 1), 29-33. doi:10.1258/jhsrp.2010.010085
- Agudelo-Suárez, A. A., Benavides, F. G., Felt, E., Ronda-Pérez, E., Vives-Cases, C. and García, A. M. (2010). Sickness Presenteeism in Spanish-Born and Immigrant Workers in Spain. *BMC Public Health*, 10(1), 791. doi:10.1186/1471-2458-10-791
- Armeli, S., Eisenberger, R., Fasolo, P. and Lynch, P. (1998). Perceived Organizational Support and Police Performance: The Moderating Influence Of Socioemotional Needs. *Journal of Applied Psychology*, 83(2), 288.
- Armstrong, M. (2009). *Armstrong’s Handbook of Human Resource Management Practice*. London and Philadelphia: Kogan Page.
- Aronsson, G. and Gustafsson, K. (2005). Sickness Presenteeism: Prevalence, Attendance-Pressure Factors, and an Outline of a Model for Research. *Journal of Occupational and Environmental Medicine*, 47(9), 958-966. doi:10.1097/01.jom.0000177219.75677.17
- Aronsson, G., Gustafsson, K. and Dallner, M. (2000). Sick But Yet At Work: An Empirical Study of Sickness Presenteeism. *Journal of Epidemiology and Community Health*, 54(7), 502-509. doi:10.1136/jech.54.7.502

- Arslaner, E. and Boylu, Y. (2017). Perceived Organizational Support, Work-Family/Family-Work Conflict and Presenteeism In Hotel Industry. *Tourism Review*, 72(2), 171-183. doi: 10.1108/TR-09-2016-0031
- Ashkanasy, N. M. and Nicholson, G. J. (2003). Climate of Fear in Organisational Settings: Construct Definition, Measurement and a Test of Theory. *Australian Journal of Psychology*, 55(1), 24-29. doi:10.1080/00049530412331312834
- Attridge, M. (2009). Measuring and Managing Employee Work Engagement: A Review of the Research and Business Literature. *Journal of Workplace Behavioral Health*, 24(4), 383-398. doi:10.1080/15555240903188398
- Baker-McCleary, D., Greasley, K., Dale, J. and Griffith, F. (2010). Absence Management and Presenteeism: The Pressures on Employees to Attend Work and the Impact of Attendance on Performance. *Human Resource Management Journal*, 20(3), 311-328. doi:10.1111/j.1748-8583.2009.00118.x
- Bergström, G., Bodin, L., Hagberg, J., Lindh, T., Aronsson, G. and Josephson, M. (2009). Does Sickness Presenteeism Have an Impact on Future General Health?. *International Archives Of Occupational and Environmental Health*, 82(10), 1179-1190. doi:10.1007/s00420-009-0433-6
- Bierla, I., Huver, B. and Richard, S. (2013). New Evidence on Absenteeism and Presenteeism. *The International Journal of Human Resource Management*, 24(7), 1536-1550. doi:10.1080/09585192.2012.722120
- Biron, C., Brun, J. P., Ivers, H. and Cooper, C. (2006). At Work but Ill: Psychosocial Work Environment and Well-Being Determinants of Presenteeism Propensity. *Journal of Public Mental Health*, 5(4), 26-37. doi:10.1108/17465729200600029
- Biswas, S. and Bhatnagar, J. (2013). Mediator Analysis of Employee Engagement: Role of Perceived Organizational Support, PO Fit, Organizational Commitment and Job Satisfaction. *Vikalpa*, 38(1), 27-40. doi:10.1177/0256090920130103
- Böckerman, P. and Laukkanen, E. (2009). Presenteeism in Finland: Determinants by Gender and the Sector of Economy. *Ege Academic Review*, 9(3). doi:10.21121/eab.2009319701
- Brown, H.E., Gilson, N.D., Burton, N.W. and Brown, W.J. (2011), Does Physical Activity Impact on Presenteeism and Other Indicators of Work Place Well-Being?. *Sports Medicine*, 41(3), 249-262.
- Caesens, G. and Stinglhamber, F. (2014). The Relationship between Perceived Organizational Support and Work Engagement: The Role of Self-Efficacy and Its Outcomes. *European Review of Applied Psychology*, 64(5), 259-267. doi: 10.1016/j.erap.2014.08.002
- Caverley, N., Cunningham, J. B. and MacGregor, J. N. (2007). Sickness Presenteeism, Sickness Absenteeism, and Health Following Restructuring in a Public Service Organization. *Journal of Management Studies*, 44(2), 304-319. doi:10.1111/j.1467-6486.2007.00690.x
- Clark, D. M. T. and Loxton, N. J. (2012). Fear, Psychological Acceptance, Job Demands and Employee Work Engagement: An Integrative Moderated Meditation Model. *Personality and Individual Differences*, 52(8), 893-897. doi:10.1016/j.paid.2012.01.022
- Cure, L. K. (2009). *Fear Within The Workplace: A Phenomenological Investigation of The Experience of Female Leaders*. Unpublished Doctoral Dissertation, Capella University, Kansas.
- Dolu, N., Elalmış, D. D. and Keloğlan, S. (2013). Vardiyalı Çalışan Hemşirelerde Dikkat Düzeyinin Elektrodermal Aktivite ile Cinsiyet Hormonları Arasındaki İlişkisi Yönünden İncelenmesi (The Investigation of Attention Level in Nurses Working Night Shifts and The Relationship Between Sex Hormone and Electrodermal Activity). *Archives of Neuropsychiatry*, 50(3), 197-201. doi:10.4274/npa.y6094
- Edington, D. W., and Schultz, A. B. (2008). The Total Value of Health: A Review of Literature. *International Journal of Workplace Health Management*, 1(1), 8-19. doi:10.1108/17538350810865569
- Eisenberger, R., Cummings, J., Aemeli, S. and Lynch, P. (1997). Perceived Organizational Support, Discretionary Treatment, and Job Satisfaction. *Journal of Applied Psychology*, 82(5), 812-820. doi:10.1037/0021-9010.82.5.812
- Fornell, C. and Larcker, D. F. (1981). Evaluating Structural Equation Models With Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50. doi:10.1177/002224378101800104

- Furedi, F. (2001). *Korku Kültürü: Risk Almanın Riskleri* (Culture of Fear), 1st edition, (Trans.) B. Yıldırım, İstanbul: Ayrıntı Yayınları.
- Garczynski, A. M., Waldrop, J. S., Rupperecht, E. A. and Grawitch, M. J. (2013). Differentiation between Work and Nonwork Self-Aspects as a Predictor of Presenteeism and Engagement: Cross-Cultural Differences. *Journal of Occupational Health Psychology, 18*(4), 417. doi: 10.1037/a0033988
- Hansen, C. D. and Andersen, J. H. (2008). Going Ill to Work—What Personal Circumstances, Attitudes and Work-Related Factors are Associated with Sickness Presenteeism?. *Social Science and Medicine, 67*(6), 956-964. doi:10.1016/j.socscimed.2008.05.022
- Johns, G. (2009). Absenteeism or Presenteeism? Attendance Dynamics and Employee Well-Being in Susan Cartwright and Cary L. Cooper (Ed.). *The Oxford Handbook of Organizational Well Being*, Oxford: Oxford University Press.
- Johns, G. (2010). Presenteeism in the Workplace: A Review and Research Agenda. *Journal of Organizational Behavior, 31*(4), 519-542. doi:10.1002/job.630
- Kaplan, M. and Ögüt, A. (2012). Algılanan Örgütsel Destek ile Örgütsel Bağlılık Arasındaki İlişkinin Analizi: Otel İşletmelerinde Bir Uygulama (The Analysis of Relationship between Perceived Organizational Support and Organizational Commitment: A Case of Study in Hotel Businesses). *Suleyman Demirel University Journal of Faculty of Economics and Administrative Sciences, 17*(1), 387-401.
- Kataria, A., Garg, P. and Rastogi, R. (2013). Psychological Climate and Organizational Effectiveness: Role of Work Engagement. *IUP Journal of Organizational Behavior, 12*(3), 1- 33.
- Koopman, C., Pelletier, K. R., Murray, J. F., Sharda, C. E., Berger, M. L., Turpin, R. S., . . . Bendel, T. (2002). Stanford Presenteeism Scale: Health Status and Employee Productivity. *Journal of Occupational and Environmental Medicine, 44*(1), 14-20. doi: 10.1097/00043764-200201000-00004
- Lee, J. J. (2015). Drivers of Work Engagement: An Examination of Core Self-Evaluations and Psychological Climate among Hotel Employees. *International Journal of Hospitality Management, 44*, 84-98. doi:10.1016/j.ijhm.2014.10.008
- Lu, L., L. Cooper, C. and Yen Lin, H. (2013). A Cross-Cultural Examination of Presenteeism and Supervisory Support. *Career Development International, 18*(5), 440-456. doi: 10.1108/CDI-03-2013-0031
- Lui, J. N. M., and Johnston, J. M. (2019). Working While Sick: Validation of the Multidimensional Presenteeism Exposures and Productivity Survey for Nurses (MPEPS-N). *BMC Health Services Research, 19*(1), 542. doi: 10.1186/s12913-019-4373-x
- Martinez, L. F. and Ferreira, A. I. (2012). Sick at Work: Presenteeism Among Nurses in a Portuguese Public Hospital. *Stress and Health, 28*(4), 297-304. doi:10.1002/smi.1432
- Michishita, R., Jiang, Y., Ariyoshi, D., Yoshida, M., Moriyama, H., Obata, Y., ... and Yamato, H. (2017). The Introduction of an Active Rest Program by Workplace Units Improved the Workplace Vigor and Presenteeism among Workers. *Journal of Occupational and Environmental Medicine, 59*(12), 1140-1147.
- Middaugh, D. J. (2007). Presenteeism: Sick and Tired at Work. *Dermatology Nursing, 19*(2), 172.
- Nyberg, A., Westerlund, H., Magnusson Hanson, L. L. and Theorell, T. (2008). Managerial Leadership is Associated with Self-Reported Sickness Absence and Sickness Presenteeism among Swedish Men and Women. *Scandinavian Journal of Social Medicine, 36*(8), 803-811. doi:10.1177/1403494808093329
- Ott, A. R., Haun, V. C. and Binnewies, C. (2019). Negative Work Reflection, Personal Resources, and Work Engagement: The Moderating Role of Perceived Organizational Support. *European Journal of Work and Organizational Psychology, 28*(1), 110-123. doi: 10.1080/1359432X.2018.1550076
- Özdevecioğlu, M. (2004). Algılanan Örgütsel Desteğin İşten Ayrılma Niyeti Üzerindeki Etkileri (The Effects of Perceived Organizational Support on Tendency to Leave Work). *Amme İdaresi Dergisi, 37*(4), 97-115.
- Psaila, G. and Wagner, R. (2007). *E-Commerce and Web Technologies*. Linz: Springer.
- Prater, T. and Smith, K. (2011). Underlying Factors Contributing To Presenteeism and Absenteeism. *Journal of Business and Economics Research, 9*(6), 1-14. doi:10.19030/jber.v9i6.4374
- Quazi, H. (2013). *Presenteeism: The Invisible Cost to Organizations*. NewYork: Springer.

- Rantanen, I. and Tuominen, R. (2011). Relative Magnitude of Presenteeism and Absenteeism and Work-Related Factors Affecting Them among Health Care Professionals. *International Archives of Occupational and Environmental Health*, 84(2), 225-230. doi:10.1007/s00420-010-0604-5
- Rhoades, L. and Eisenberger, R. (2002). Perceived Organizational Support: A Review of the Literature. *Journal of Applied Psychology*, 87(4), 698-714.
- Schaufeli, W. B. and Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-Sample Study. *Journal of Organizational Behavior*, 25(3), 293-315. doi:10.1002/job.248
- Schaufeli, W. B., Salanova, M., González-Romá, V. and Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3(1), 71-92. doi:10.1002/job.248
- Schaufeli, W. B., Taris, T. W. and Bakker, A. B. (2006). Dr. Jekyll or Mr Hyde? On the Differences Between Work Engagement and Workaholism in Ronald J. Burke (Ed.), *Research Companion to Working Time and Work Addiction* (p. 193-220), Massachusetts: Edward Elgar Publishing Limited.
- Shaheen, M. and Krishnankutty, R. (2018). The Mediation of Psychological Capital in the Relationship of Perceived Organizational Support, Engagement and Extra-Role Performance. *International Journal of Knowledge Management*, 14(4), 30-45. doi: 10.4018/IJKM.2018100103
- Simpson, R. (1998). Presenteeism, Power and Organizational Change: Long Hours as a Career Barrier and the Impact on the Working Lives of Women Managers. *British Journal of Management*, 9(1), 37-50. doi:10.1111/1467-8551.9.s1.5
- Thongsukmag, J. (2003). *Fear in The Workplace: The Relationships among Sex, Self-Efficacy, and Coping Strategies*. Unpublished Doctoral Dissertation, Virginia Polytechnic Institute and State University, US.

GENİŞLETİLMİŞ ÖZET

Amaç

İşte var olamama çalışan verimliliğini düşüren önemli faktörlerden birisidir. İşte var olamama çalışanın hastalık veya diğer tıbbi durumlar nedeniyle tam olarak üretken olmamasına rağmen çalışmaya devam etmesi olarak tanımlanmaktadır. İşte var olamama daha çok hizmet sektöründe görülen bir olgu olarak değerlendirilmektedir. Nedenleri, kişisel ve örgütsel olmak üzere yapay olarak ayrılmış iki alt kategori altında açıklanmaktadır. Kişisel faktörlerden bazıları arasında yaş, cinsiyet, eğitim, kişilik etmenleri yer almaktadır. Yönetici desteği, örgütsel destek, aşırı iş yükü, liderlik tarzı, örgüt iklimi türü, çalışma şekli (geçici-kadroolu veya tam zamanlı-yarı zamanlı), işte olma baskısı gibi etmenler ise örgütsel faktörler arasında öne çıkan etmenlerdir. İşte var olamama durumu algılanan örgütsel destek ve örgüt iklimi ile de ilişkilidir.

Algılanan örgütsel destek bireyin örgüt için çabalarının ödüllendirileceği, katkılarının dikkate alınacağı ve sağlık ve refahının gözetileceği inancını temsil eden bir kavramdır. Örgütsel olarak desteklenmediğini düşünün bir çalışan hastalık izinleri kullanma konusunda veya bu durumu dile getirmede zorluk yaşayabilecek ve aynı durumdaki bir çalışan işe karşı dinçliğini de kaybedecektir. Örgüt iklimi de işte var olamamanın önemli nedenleri arasında yer almaktadır. Hatta, güncel çalışmalarda persenteeism iklimi olarak isimlendirilen bir kavram tartışılmaktadır. Sorunların açık konuşulmadığı, sesli olarak ifade edilmediği, işini kaybetme gibi korkuların bulunduğu ve olumsuz sonuçlarla karşılaşma düşüncesinin olduğu korku iklimi aynı zamanda işte var olamamanın nedenleri arasında yer almaktadır. Korku iklimi aynı zamanda kişilerin işlerine odaklanmaktan çok korkuya odaklanmalarını sağlayan ve işteki dinçliği olumsuz etkileyen bir faktördür. Dinçlik ise çalışma esnasında bir kişinin sahip olduğu enerji seviyesi ile açıklanmakta ve işte var olmama durumunda düşmektedir.

Bu çalışmanın genel amacı presenteeism (işte var olamama) ile korku iklimi, algılanan örgütsel destek ve dinçlik arasındaki ilişkileri ortaya koyan bir model sunmaktır.

Metot

Araştırma kapsamında, Trakya Bölgesi'nde bulunan Tekirdağ, Edirne ve Kırklareli il merkezindeki devlet hastanelerinde çalışan ve çalışmaya gönüllü katılım sağlayan hemşirelerin tamamından veri toplanması hedeflenmiştir. Bu kapsamda, 423 kişi bu çalışmaya gönüllü olarak katılmıştır. Çalışma kapsamında işte var olmamayı ölçmek için Koopman ve diğerlerinin (2002) Stanford Presenteeism Ölçeği 32 formundan geliştirdiği, alan yazında da sıkça kullanılan 6 ifadeden oluşan Stanford Presenteeism Ölçeği 6 (Stanford Presenteeism Scale-SPS 6) kısa formu kullanılmıştır. Algılanan örgütsel desteği ölçmek için Eisenberger ve diğerleri (1997) tarafından geliştirilen Algılanan Algılanan Örgütsel Destek Ölçeği (Perceived Organizational Support-POS), korku iklimini ölçmek için Ashkanasy ve Nicholson'ın (2003) geliştirdiği 13 ifadeden oluşan Korku İklimi Ölçeği ve dinçliği ölçmek için Schaufeli ve diğerlerinin (2002) geliştirdiği 17 ifadeden oluşan Çalışmaya Tutkunluk Ölçeği (Utrecht Work Engagement Scale-UWES) kullanılmıştır. Araştırma kapsamında kullanılan ölçeklerin Türkçe uyarlamaları, geçerlilik ve güvenilirlik çalışmaları araştırma kapsamında gerçekleştirildikten sonra, verilerin analizinde yapısal eşitlik modeli kullanılmıştır.

Bulgular

Bu araştırma sonuçlarına göre işte var olamama üzerinde; korku ikliminin pozitif anlamlı yönde ve algılanan örgütsel desteğin anlamlı ve negatif yönde etkisi olduğu tespit edilmiştir. . Bununla birlikte, işte var olmama ve algılanan örgütsel desteğin pozitif yönde, korku ikliminin ise negatif yönde dinçlik üzerinde etkili olduğu belirlenmiş ve araştırmanın teorik modeli istatistiksel olarak kabul edilmiştir ($\chi^2/df:2$, GFI: 0,90, CFI: 0,98, RMSEA: 0,05, NFI: 0,96, RMR:0,05). Aynı zamanda işte var olmamamın, korku iklimi ve algılanan örgütsel destek ile dinçlik arasında kısmı aracı rolü bulunduğu da belirlenmiştir. Sonuç olarak ortaya atılan modelde işte var olamamanın varyansının algılanan örgütsel destek ve korku iklimi tarafından %46 düzeyinde açıklanabildiği belirlenmiştir. Dinçliğin varyansı ise örgütsel destek, korku iklimi ve işte var olamama tarafından %38 düzeyinde açıklanabilmektedir.

Sonuç ve Tartışma

Hastaneler, sadece iş ile ilgili ekonomik değer üreten ve hizmet alanların ihtiyaçlarını karşılayan birimlerin ötesinde çalışanların ruhsal-sosyal-fiziksel sağlığını etkileyen ve böylelikle toplum sağlığının geneline de katkı sunan kuruluşlardır. Bir çalışanın sağlık düzeyi ise iş süreçleri ve işin verimliliğini etkileyen en önemli etmenler arasında yer almaktadır. Bireyler sağlığını kaybettiklerinde dinlenerek sağlıklarına kavuştuklarında işe dönmeleri, hasta olarak işe gelip üretimde ve iş süreçlerinde aksaklıklara yol açmasından daha fazla olumlu sonuçların ortaya çıkmasını sağlamaktadır. Bunun için çalışan sağlığı ve sağlığına bağlı genel iyilik hali yöneticiler tarafından önemsenmeli, geliştirilmeye çalışılmalı ve işte var olmama olgusunun ortaya çıkışını önlemeye yönelik gerekli tedbirlere başvurulmalıdır.

Bu çalışmada, korku ikliminin işte var olamama üzerinde olumlu etkisi olduğu belirlenmiştir. Korku iklimi yükseldikçe, işte var olamama durumu paralelinde yükselmektedir. Öte yandan, algılanan örgütsel desteğe bağlı olarak işte var olamama olgusu düşmektedir. İşte var olamama ve korku iklimi ise dinçliği olumsuz etkilemektedir. Algılanan örgütsel destek ise dinçlik düzeyi üzerinde olumlu etki oluşturmaktadır. İşte var olamama durumu, korku iklimi ve dinçlik ile algılanan örgütsel destek ve dinçlik arasında aracı etkiye sahiptir. Dolayısıyla, çalışanların iş yerlerine ilişkin algıladıkları örgütsel destek oranı ile olumlu çalışma iklimi ve genel sağlık düzeyilerindeki iyilik halinin yüksek olmasının çalışanların dinçliğinin artmasına katkı sunduğu yorumuna varılabilir. Çalışanların korku, baskı, disiplin gibi ceza yöntemleri ile verimliliklerini artırmayı denemek yerine; pozisyona uygun adayı seçme, kurumsal yatırımların en uygun adaya sağlanması, olumlu çalışma iklimi oluşturulması örgütsel destek mekanizmalarının harekete geçirilmesi, çalışanların kurumsal olarak desteklenmesi (sağlığı geliştirme programları, aile hayatını geliştirmeye yönelik destekler, kreş vb.) gibi uygulamaların çalışanların verimliliklerinin yükselmesi ve iş motivasyonlarının artışına daha fazla katkı sunacağı görülmektedir.