



Turizm Akademik Dergisi

Tourism Academic Journal

www.turizmakademik.com



A Dual-Dialectical Approach to Presenteeism and Absenteeism Among Kitchen Employees

Kudret GÜL^a, Melike GÜL^b

^a Balıkesir Üniversitesi, Balıkesir Meslek Yüksekokulu, Turizm ve Otel İşletmeciliği, BALIKESİR

^b Balıkesir Üniversitesi, Sındırgı Meslek Yüksekokulu, Turizm ve Otel İşletmeciliği, BALIKESİR

Abstract

Irregularity of working hours in the tourism industry and forcing employees to work more than legal regulations that raises the problem of presenteeism in accommodation establishments. Factors that promote presenteeism and absenteeism in the hospitality businesses differ across workplaces and occupational groups. On the other hand, going to work despite the health problems of kitchen employees threat customer's health and led to the emergence of new health problems. The aim of the study is determine the factors that force the kitchen workers to presenteeism and absenteeism. Questionnaire techniques were used in the data collection. Data were analyzed by frequency and variance tests. Research findings indicate that positive job satisfaction, work-related factors, organizational culture, work attendance and personal factors have positive and significant effect on presenteeism. Positive personal factors, work related factors and organizational culture have positive and significant effect on job satisfaction. Positive work related factors and organizational culture have also positive effect on work attendance. But the effect of personal factors on work attendance is not statistically significant.

Keywords: Hotel, Kitchen Employee, Presenteeism, Absenteeism.

Jel Classification: Z32, M12, M54

INTRODUCTION

The concepts both presenteeism and absenteeism themselves is dialectical as well as their mean to attend work or not. According to Halbesleben et al. (2014) the cost of presenteeism may be significantly greater than that of absenteeism and it may also include high productivity loss. Based on this phenomenon, the study discusses preventive measures to be taken by executive chefs and managers in the basis of presenteeism and absenteeism.

Krohne & Magnussen (2011) indicate that the decision to attend work despite illness is based on the severity of the health complaint among catering workers. They also state that despite of well-organized job activities, closer relationship among kitchen staff and positive organization culture may help work attendance, other factors such as job satisfaction, the norms of the team, and company policies may affect sickness absenteeism. Bhui et al. (2012) indicate that physical activity as an organizational intervention such as improving work content, fitness program, career development, improving communication and decision making, conflict management, vocational rehabilitation and outplacement reduce absenteeism. In order to reduce absenteeism in the kitchen, training employees about protecting their health and taking health screening services regularly from health organizations are other issues that need to be addressed.

In the study, firstly the concept of presenteeism and absenteeism explained. Secondly, dual relationship between presenteeism and absenteeism is addressed. For this purpose, we improved a dialectical approach to understand workplace conditions and human behavior as well as organizational outcomes. Finally, we adopted our dialectical approach to kitchen employees who work at hotels.

CONCEPTUAL FRAMEWORK

The Concept of Presenteeism and Absenteeism

The studies about absenteeism have focused on two approaches as sickness absenteeism and voluntary absenteeism in the literature. Halbesleben et al. (2014) indicate that sickness (involuntary) absenteeism refers to missed time from work due to health and disease conditions and it is the main cause of absence from work. Voluntary absenteeism occurs when an employee chooses to withdraw or escape from aversive work circumstances, or as a means of protest against unpleasant work conditions. On the other hand, Nolfé et al. (2010) revealed that disadvantaged socio-economic position, interpersonal conflict and

mistreatment increases stress at work depending on gender differences. Job security, working conditions, norms of team, experiences, denial, and career opportunities affect also absenteeism depending on importance (Demir, 2011; Krohne & Magnussen, 2011; Halbesleben et al., 2014). Demir's (2011) research finding shows that positive improvements in these factors increases the intention of staying at work and reduces absenteeism. Celik & Oz (2011) state also that organizational resources have a predictive relationship with turnover intentions and absenteeism in an organization.

Historically, the pressure for the reduction of absenteeism caused an increase in the presenteeism. Thus, presenteeism can be defined as attending work while ill (Deery et al., 2014), presenting to work despite being sick (Halbesleben et al. 2014) and disabled in the workplace (Mandracioğlu, 2013). Johns (2010) also assumes that any factor that constrains the opportunity to be absent could stimulate presenteeism.

According to Allison & Cartwright (2012) the factors that promote presenteeism can be listed as work-related demands (replaceability, job insecurity, management style, sufficient resources, conflicting demands, control over pace of work and time pressure), personal factors (financial difficulties, teamwork responsibility, boundarylessness) and organizational policies (absence policies, disciplinary proceedings to come into work, return to work policies, reducing sick pay, absenteeism cost, productivity loss). Demir (2011) emphasize that working life quality is also effected by organizational culture, organizational structure and management style. On the other hand, Mandracioğlu (2013) classifies the factors that forcing an employee a decision go to work or not despite having a health problem as personal factors (demographics, length of service, job satisfaction, stress, health perception, etc.) and work-related factors (time pressure, insufficient resources, job security, job descriptions, unreplaceability, organizational policies etc.).

Cetin (2016) clusters the reasons for presenteeism as managerial practices and organizational rules, ethical side, work load and positive work attitudes with four sub dimensions. As parallel with these sub dimensions, Halbesleben et al. (2014) indicate that factors such as poor health, work environment, perceived pressures from supervisors, disciplinary action, promotion opportunities, job insecurity and employees' belief may result in employees presenting to work when sick.

The Relationship between Presenteeism and Absenteeism

Presenteeism decreases output and negatively affects productivity (Johns, 2010; Halbesleben et al., 2014). Palo & Pati (2013) suggest that irreplaceability, scarce resources and time pressure, team work, job and financial insecurity, family dissatisfaction and personal factors are the important factors for predicting presenteeism. Layer et al. (2009) indicate that job strain causes psychological effects associated with high workload, increased work pressure, diminished job control, training, and use of new technologies in a work environment. According to Derry et al. (2014) presenteeism and absenteeism would appear to be complementary and sequential in that the occurrence of presenteeism can be seen to affect the likelihood of absenteeism at a later time. Decrease involuntary absenteeism reduces firms' labor costs, but it also contains a possibility for decreasing productivity through sickness presenteeism. According to Böckerman & Laukkanen (2009) presence of the efficiency rule increases sickness presenteeism, and gender and sector of the economy affect presenteeism.

Personal characteristics, the work context, and organizational policies relating to absence are the antecedents of presenteeism (Deery et al., 2014). Bierla et al. (2013) also address that high-responsibility workers are more likely to be presenteeist and absenteeism decreases depending on rise in hierarchical level. According to Ciftçi (2010) the problems that arising from involving work life despite health problems is greater than the problems arising temporarily remain out of work.

In many cases, an employee is unstable whether to work or not while suffering physical and mental illness. Baran et al. (2009) emphasize that physical and mental health symptoms affect absenteeism by increasing stress and the risk of job security at work. At that point, the most effective factor is the relationship between an employee and his/her supervisor. In this context, strategies for managing relational dialectics for the relationship between employee and supervisor can be listed as denial, disorientation, inversion, segmentation, balance, integration, recalibration, reaffirmation (Halbesleben et al., 2014). According to Allison & Cartwright (2012) there are two facets to presenteeism: one where it is acknowledged that the individual is not working at full production as the organization and employee work together to return to work after an absence; and the another facet which is likely to be for short-terms in which the individual comes to work despite being ill. As a result, absenteeism and presenteeism are the dual concepts that employees use as dialectical tensions.

Presenteeism among Kitchen Employees

One of the preventive measures to be effective in solving the problem of absenteeism and presenteeism among kitchen employees is to focus on productivity in the kitchen. Increasing productivity in the kitchen mainly depends on motivation policies are implemented for employees and harmony between kitchen items.

When considering a kitchen as a separate system, the elements that create the system and relationships between these elements are very important in terms of determining productivity policy. According to Tosun (1987) three types of relationship arises among main elements that comprise to an enterprise. These are; (1) technical compliance depend on relations among items themselves, (2) psycho-technical compliance depend on relationships between human with item elements, (3) psycho-social compliance depend on relationship between human elements and carry completely psycho-social, political and economic nature.

It is also possible to increase profitability and productivity by using a variety of motivation tools at hotel kitchens. Motivational approach to explain an employee's decision to attend work based on employee's behavior that related to needs and goals of an employee and situational norms and constraints (Halbesleben et al., 2014).

Individual skills and abilities play important role at kitchen. But also lasting sustainability and continued motivation start with foundational behaviors (Burgher & Snyder, 2014). Thus, motivating kitchen staff can be reduced expenses and increase output. On the other hand, both absenteeism and presenteeism include the possibility of productivity losses. In absenteeism direct costs are obvious, since the workers contribution during sickness absence is non-existent. Direct and indirect costs caused by presenteeism are much more difficult to estimate (Böckerman & Laukkanen, 2009).

Increasing productivity and motivation in a company depends on suitable environment. Erkut (1992) addresses that establishing suitable structural, physical and social environment is very important in a workplace. Structural environment covers organizational structures and managerial systems. The physical environment covers choice of business location, the regulations for the business and the physical management of working conditions. The social environment covers the relationship between individuals and groups that interact with each other. Thus, improvement of individual and group motivation may increase efficiency in the kitchen. Success of a kitchen manager depends rather than keeping

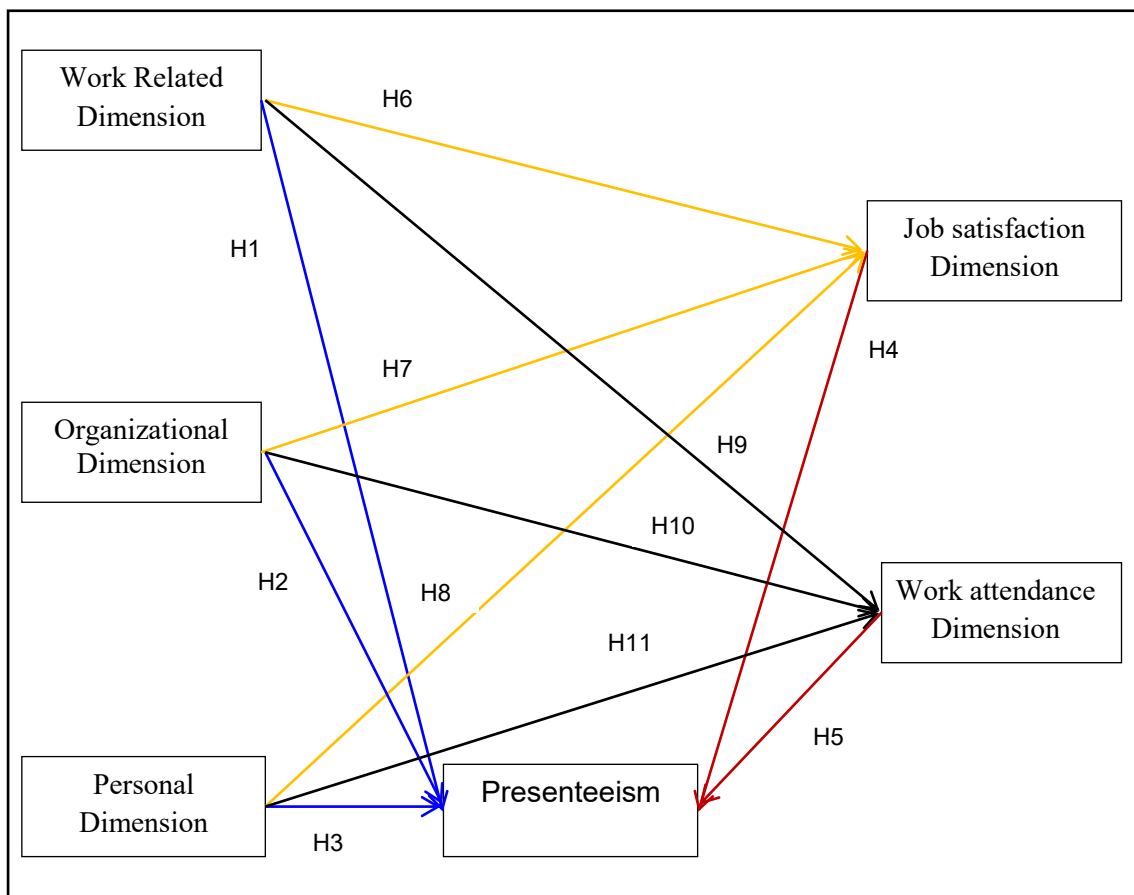


Figure 1. Hypothesized model for dialectical dimensions of presenteeism

employees in the workplace, to be able to run them for the purposes of business and using their knowledge, skills and abilities to be fully expended in this direction.

According to Burgher & Snyder (2014) volunteerism is also one of the most important factors for working life as well as work at kitchen. Six functions of volunteer motivation can be listed as values, understanding, sociability, career, protective and enhancement. The research findings of Layer et al. (2009) on human performance indicate that an increase in the cognitive demand of the worker (complexity, adaptability, workload and motivation) and any increase in the perceived quality of work life experienced by the worker (learning, job satisfaction, empowerment and supervision) results in a direct effect on the improvement in the human performance variable. On the other hand, attendance is indirectly influenced by an employee's demographic characteristics through motivation such as job satisfaction and other pressures to attend work such as constraints that may impede an employee's choice (Halbesleben et al., 2014). Other researchers also indicate that older, female, and longer tenure employees are more likely to attend work when ill (Deery et al. 2014).

Accordance with the above considerations and research model, research hypotheses is constructed as follows.

- H1: Positive work related factors are positively related to presenteeism.
- H2: Positive organizational culture is positively related to presenteeism.
- H3: Positive personal factors are positively related to presenteeism.
- H4: Higher job satisfaction is positively related to presenteeism.
- H5: Higher work attendance is positively related to presenteeism.
- H6: Positive work related factors are positively related to job satisfaction.
- H7: Positive organizational culture is positively related to job satisfaction.
- H8: Positive personal factors are positively related to job satisfaction.

H 9: Positive work related factors are positively related to work attendance.

H10: Positive organizational culture is positively related to work attendance.

H11: Positive personal factors are positively related to work attendance.

METHODOLOGY

The research population is the kitchen staff who works at 8 different hotels located in the five western cities in Turkey. Hotels are selected based on accessibility criteria. Data were collected by means of questionnaires. Survey was conducted to 216 kitchen staff who agreed to participate in questionnaires between August-November 2015.

et al., 2014; Deery et al., 2014). Data were collected by using a 5-point Likert scale where 1 = strongly disagree and 5 = strongly agree in the survey. The research data was analyzed with the help of a statistical software package IBM-SPSS for Windows. Cronbach's alpha coefficients were calculated to test the reliability of the scale. For construct validity, factor analysis was conducted. Frequency test was used in order to determine the demographic characteristics of the participants and their perception about presenteeism. Finally; univariate analysis was performed to test the relationship between dialectical dimensions of the presenteeism (DDP).

Cronbach's Alpha test was used for reliability of the DDP in the study. According to Kalaycı (2006) alpha coefficient value on a scale between $0,40 \leq \alpha < 0,60$

Table 1. Reliability Analyses for DDP Scale

	Dimensions					Scale
	WRD	OD	PD	JSD	WAD	DDP
Items	4	4	4	6	3	21
Cronbach's Alpha	.527	.633	.592	.708	.692	.783

Questionnaire form consists of two parts. In the first part, there are questions about participants' overall judgments related to presenteeism and absenteeism as well as their demographic characteristics. In the second part, a scale consisting of 21 propositions with five dimensions is located in order to determine dialectical relationship between presenteeism and absenteeism among kitchen employees. In the scale, these five dimensional models consist of work-related dimension, organizational dimension, personal dimension, work satisfaction dimension and work attendance dimension. Propositions on the scale were formed by examining other studies in the literature (Erkut,1992; Layer et al., 2009; Ciftci, 2010; Demir, 2011; Allison & Cartwright, 2012; Mandiracioglu, 2013; Halbesleben

means the low reliability, between $0,60 \leq \alpha < 0,80$ scale value means mid-level reliability and between $0,80 \leq \alpha < 1,00$ scale value means a high degree of reliability. The scale reliability coefficient was calculated as 0.78 in study. This value is quite high for internal consistency of the scale. Five dimensions have also internal consistency. Coefficient of work-related dimension (WRD) is 0.527, organizational dimension (OD) 0.633, personal dimension (PD) 0.592, job satisfaction dimension (JSD) 0.708 and work attendance dimension (WAD) 0.692. Accordingly, it can be said that the scale is reliable for data collection tool (table1).

Factor analysis was applied in order to examine the construct validity of the scale used in the study.

Table 2. KMO and Bartlett Test for DDP Scale

	Dimensions					Scale
	WRD	OD	PD	JSD	WAD	DDP
Items	4	4	4	6	3	21
KMO	.564	.690	.640	.749	.549	.694
Bartlett Test	$X^2=83.704, df:6, p<,000$	$X^2=99.136, df:6, p<,000$	$X^2=100.017, df:6, p<,000$	$X^2=216.534, df:15, p<,000$	$X^2=172.864, df:3, p<,000$	$X^2=1058.946, df:210, p<,000$
Total Variance Explained (%)	69.9	47.7	46.2	59.5	62.8	61.8

According to Kalayci (2006) greater Kaiser-Meyer-Olkin (KMO) value than 0.5 shows that convenience for factor analysis of data sets. In the first analysis, five items which have lower extraction value was determined. By removing these five items from the data set, the following KMO values have been determined (table 2). Analysis results show that data set has strong construct validity (KMO 0.69 and $X^2:1058.946$, $df:210$ and $p<.000$).

RESEARCH RESULTS AND DISCUSSION

In the survey, 85.5% of the hotel business is five-star hotel, while the 14.5% is four stars. Participants' demographic characteristics can be summarized as follows. 63.8% of participants are male and 36.2% female. 40.0% of them is 25 years old and under. 37.7% is between 26 and 35 years old. 17.3% is 36-45, 4.1 % is 46-55 and 0.9% is 56 and over. The rates

show that 95% of kitchen employees are 45 years old and under. 59% of participants are unmarried and 41% married. These rates are also show that majority of participants are young and unmarried. Educational level of the participants is as follow; primary school is 6.5%, secondary school is 8.3%, high school is 40.1%, undergraduate is 35.5%, graduate is 9.5% and 0.5% of them is master/PhD degree. The income level of participants is as follow; under £1001: 15.7%, £1001-2000: 41.7%, £2001-3000: 19.0%, £3001-4000: 20.4% and £4001-5000: 3.2%. 65.6% of the participants declared that they went to work despite illness in the preceding year. 34.4% of the participant declared that they did not suffer with illness. Missing samples is too high as 16.7%. These results can be interpreted as some of the participants did not prefer to response under pressure or a long recall period of time may cause memory loss.

Table 3. The Reasons of Absenteeism and Presenteeism in the Hotels' Kitchen

Reasons For Absenteeism	%	Reasons For Presenteeism	%	Problems Arising With Presenteeism	%
Illness	33.9	Job responsibility	25.8	Work accident	45.2
Lower wages	24.0	Financial difficulties	23.1	Inadequacy in job	21.3
Lack of motivation	19.0	Attendance pressure	22.2	Poor concentration	19.5
Low morale	14.9	Managerial pressure	21.7	Lack of motivation	17.2
Discrimination	10.4	Job insecurity	13.6	Job stress	9.5
Family problems	9.5	Time pressure	6.3	Job dissatisfaction	8.1
Bad habits	7.7				

Table 4. Participants' perception related to dialectical dimensions of presenteeism

<i>Independent Variables</i>	<i>df</i>	<i>F</i>	<i>p</i>	<i>d</i>	<i>Dependent Variables</i>
WRD	16	11.072	.000	1.000	DDP
OD	14	10.006	.000	1.000	DDP
PD	15	7.690	.000	1.000	DDP
JSD	19	14.822	.000	1.000	DDP
WAD	12	9.472	.000	1.000	DDP
WRD	16	2.678	.001	.994	JSD
OD	14	2.289	.006	.971	JSD
PD	15	3.218	.000	.998	JSD
WRD	16	2.705	.001	.995	WAD
OD	14	1.766	.046	.905	WAD
PD	15	1.530	.097	.865	WAD

a. Computed using $\alpha=.05$

Illness, lower wages, lack of motivation, low morale, discrimination, family problems and bad habits are the most important factors that increase absenteeism in the rank order. Meanwhile job responsibilities, financial difficulties, attendance pressure, managerial pressure, job insecurity and time pressure are the most important factors that increase presenteeism. The participants also perceive that presenteeism increase mostly work accident, insufficiency in job, poor concentration, the lack of motivation, stress and job dissatisfaction in the rank order (table3). These results are similar with previous study driven by Halbesleben et al. (2014) that attendance by unhealthy employees can result medical risks, accidents or errors due to impaired functions, irritability, fatigue, poor concentration, and decreased motivation.

Variance analysis was performed in order to determine the effect of dialectical dimensions of presenteeism in the study. Effect size, significance and *F* values is used in the interpretation of analysis results. Kılıç (2014) suggests that smaller Cohen's effect size value (*d*) than 0.2 as weak, 0.5 effect value as medium and greater value than 0.8 as strong. On the other hand, O'Keefe (2007) indicates that avoiding labels such as post hoc power, retrospective power and priori power would be useful and that reported power figures be accompanied by specification of the values used to compute power, and results may be described with effect sizes, confidence intervals and *p* values.

Research results indicate that all dimensions have significant effect on dialectical presenteeism. According to the effect size importance, the most effective dimension is the job satisfaction ($F=14.822$, $p=.000<.05$, $d=1.000$). Work-related dimension ($F=11.072$, $p=.000<.05$, $d=1.000$), organizational dimension ($F=10.006$, $p=.000<.05$, $d=1.000$), work attendance dimension ($F=9.472$, $p=.000<.05$, $d=1.000$) and personal dimension ($F=7.690$, $p=.000<.05$, $d=1.000$) follow it in rank order (table 4). PD ($F=3.218$, $p=.000<.05$, $d=.998$), WRD ($F=2.678$, $p=.001<.05$, $d=.994$) and OD ($F=2.289$, $p=.006<.05$) have also positive effect on job satisfaction in rank order. WRD ($F=2.705$, $p=.001<.05$, $d=.995$) and OD ($F=1.766$, $p=.046<.05$, $d=.905$) have positive effect on work attendance. But the effect of personal factors on work attendance is not statistically significant ($F=1.530$, $p=.097>.05$, $d=.865$).

Previous research addresses that work overload and attendance enforcement were positively related to presenteeism (Derry et al., 2014). The research results indicate that work related factors, work attendance, job satisfaction, organizational culture and personal factors have also contributed to a more comprehensive

understanding of dialectical dimensions of presenteeism. Cetin (2016) also supports the finding of the study that engagement related reasons are positively related to positive presenteeism outcomes as well as organizational commitment is affected negatively if employees come to work despite ill because of the managerial related reasons, but if they do it for normative reasons, organizational commitment is not significantly affected.

CONCLUSION

The study tries to explore the perceptions of employees who work at hotel's kitchens, towards an individual's decision to go to work, despite being unwell, a phenomenon known as presenteeism in the literature. Research results indicate that 65.6% of the participants suffer with presenteeism. Janssens et al. (2016) found this rate as 50.6% in their survey. Illness, lower wages, lack of motivation, low morale, discrimination, family problems and bad habits are the most important factors that increase absenteeism. On the other hand, job responsibilities, financial difficulties, attendance pressure, managerial pressure, job insecurity and time pressure are the most important factors that increase presenteeism. The findings also demonstrate that presenteeism increase mostly work accident, insufficiency in job, poor concentration, the lack of motivation, stress and job dissatisfaction in the rank order.

Research results also indicate that all dimensions have significant effect on presenteeism and absenteeism. According to the importance, the most effective dimension is the job satisfaction. Work-related dimension, organizational dimension, work attendance dimension and personal dimension follow it. Personal dimension, work related dimension and organizational dimension have also positive effect on work satisfaction in the rank order. Work related factors and organizational culture have also positive effect on work attendance. But the effect of personal factors on work attendance is not statistically significant.

The research findings broadly supported our hypotheses. All positive dimensions are positively related to employees' decisions to attend work while ill. These results support the previous research finding as driven by Janssens et al. (2016) that work related factors and psychosocial work characteristics play a crucial role on presenteeism and work attendance. As different from our expectations, the effect of personal factors on work attendance is not statistically significant. This result does not coincide with other researchers' findings that positive personal factors related to positive work attendance (Demerouti et al., 2009).

The research results provide some useful insights for hotel managers. As presenteeism has both positive and negative outcomes, managers should create positive work environment to benefit the positive outcomes. Research results are also highlight the importance of motivation policies are implemented for employees and harmony between kitchen items. In order to increase productivity, it is recommended to establish technical compliance, psycho-technical compliance and psychosocial compliance. In addition, these compliances may help to resolve presenteeism and absenteeism problems in the hotel kitchen. Research results show also that job satisfaction, work related factors and organizational culture are the main drivers for dealing the dual-dialectical relationship between presenteeism and absenteeism with the managerial point of view.

The research has a number of limitations. Data set may limit the generalizability of the findings. Limited hotel businesses and the choice of samples from employees who work at the same hotel may have reduced reliability of the research. Our effort for increasing number of hotel businesses and samples has failed because of problems in getting research permission from other hotels' managers. Despite these limitations, our study has a number of strengths including to use personal contact and interview method with participants for collecting data. In order to measure presenteeism, it was also asked to the participants whether they went to work despite illness in the preceding year or not.

Future research should extend our analysis to other hotel businesses at regional or national level. Furthermore, the study only tested the effect of dialectical dimensions on presenteeism among hotels' kitchen staff. Future research may also benefit from looking at the dimensional effects of presenteeism and absenteeism on service and front office staff at hotels. One more recommendation can be made for further research. In order to reveal the relationship between presenteeism and absenteeism, work satisfaction should be examined in more detail.

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