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## Presenteeism and Job Performance in the Aviation Industry: A Study on Ground Handling Business Employees

Havacılık Sektöründe Presenteeizm ve İş Performansı: Yer Hizmetleri İşletmesi Çalışanları Üzerine Bir Araştırma

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## **Abstract**

The aim of this study is to determine the impact of presenteeism on job performance. In the scope of the research, job performance has been examined in terms of both contextual and task performance. This study was conducted with the participation of personnel responsible for ground handling services in the aviation sector. Given the determined objective, it was decided that the quantitative method is suitable for the research, and data were obtained through scale forms. To assess employees' presenteeism tendencies, the "Stanford Presenteeism Scale (SPS-6)" was utilized, while the "Job Performance Scale" was employed to measure job performance. The findings suggest that presenteeism impacts job performance in both task and contextual dimensions. The results demonstrate that presenteeism significantly and positively affects both areas of job performance. This study highlights the beneficial effect of presenteeism on job performance. However, this significant positive relationship between presenteeism and performance does not entirely eliminate the fact that presenteeism is seen as a problem in businesses.

**Keywords:** Presenteeism, Aviation Sector, Ground Handling, Job Performance

## **Öz**

Bu çalışmanın amacı, presenteeizmin iş performansı üzerindeki etkisini belirlemektir. Araştırma kapsamında, iş performansı hem görev performansı hem de bağlamsal performans açısından incelenmiştir. Bu araştırma, havacılık sektöründe yer hizmetlerinden sorumlu personellerin katılımıyla gerçekleştirilmiştir. Belirlenen amaç dahilinde, araştırma açısından uygun yönetimin nicel olduğuna karar verilmiş ve ölçek formları aracılığıyla veriler elde edilmiştir. Çalışanların Presenteeizm yönelimlerini belirlemek için "Stanford Presenteeizm Ölçeği (SPS-6)" ve iş performansını ölçmek için "İş Performansı Ölçeği" kullanılmıştır. Elde edilen bulgular, presenteeizmin (işte varolamama) iş performansı üzerindeki etkisini görev performansı ve bağlamsal performans açısından göstermektedir. Araştırma sonucu, presenteeizmin iş performansı ile görev performansı ve bağlamsal performans boyutları üzerinde anlamlı yani pozitif bir etkisi olduğu belirlenmiştir. Bu çalışmanın bulguları, presenteeizmin iş performansı üzerindeki pozitif etkisine dikkat çekmektedir. Ancak, presenteeizm ile

performans arasındaki bu anlamlı ya da pozitif ilişki, yine de çalışan presenteeizminin işletmelerde bir problem olarak görüldüğü gerçeğini tamamiyle ortadan kaldırmamaktadır.

**Anahtar Kelimeler:** Presenteeizm, Havacılık Sektörü, Yer Hizmetleri, Çalışanlar, İş Performansı

<b>Declaration of Ethics</b>	The Ethics Committee Approval of this study was taken from the Ethics Committee of the University of Gumushane on May 30, 2024, with Decision No. 2024-5.
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## 1. Introduction

The primary and most fundamental element in achieving organizational goals is human resources. Accordingly, when the effectiveness and efficiency of human resources are kept at a high level, achieving organizational goals becomes easier. Therefore, its effectiveness and efficiency are of great importance in terms of the competitive level, performance power and sustainability of organizations. In other words, achieving organizational goals, the existence and continuity of organizations, performance efficiency and competitive power are fundamentally dependent on ensuring the effectiveness and efficiency of human resources (Darmawan et al., 2020).

According to businesses, achieving organizational goals depends on employees, who are the main human resources, and their efforts or willingness to achieve these goals. Therefore, businesses generally demand that employees work efficiently (Sutrisno et al., 2023). However, employees are also human in essence and physical, psychological, etc. health problems are an inevitable part of human life. On the other hand, it is clear that according to businesses or managers, employees are desired to perform at full performance even if they have health problems and their absenteeism is met with a negative attitude (Shdaifat et al., 2023). Of course, this approach is seen as an undesirable situation since it can reduce the productivity of businesses and lead to cost increases (Voordt - Jensen, 2023).

However, is it employees being absent from work or being present at work despite health issues that makes businesses successful? Does the mere physical presence of a sick employee mean that they are effective or performing well? On the contrary, does an employee who has never come to work and is absent produce a different result than an employee who is present at work while sick, their performance and the organizational outcome of this? Does presenteeism really always contain negativities? How does presenteeism affect job performance? various questions such as these will be answered within the scope of this study.

In business life, employees working excessively and constantly being at work, and even trying to work outside of working hours, are becoming increasingly common. Many employees prefer to be at work, ignoring their health conditions. This situation, or in other words, coming to work while sick, is defined as "presenteeism" in the literature (Ruhle et al., 2020). However, sick employees cannot be productive enough even if they are physically at work or at work, and the state of illness causes individuals to experience a decrease in their work performance. Therefore, presenteeism negatively affects not only individuals, but also organizations and society in a more comprehensive approach. Moreover, it is suggested that serious consequences of presenteeism will be encountered in the long term (Aboagye et al., 2019).

This research aims to examine the effect of presenteeism on employee performance in the aviation sector. First of all, it is important because it is one of the pioneering studies conducted in this context in the aviation sector. Another reason is that the supply of human resources is high due to the high density of work volume and that human resources play a key role in the success of service businesses. In other words, since the health status, efficiency, productivity and performance of sector employees directly determine the competitiveness and sustainability of businesses and even the sector more broadly, the current research is of great importance at this point. In particular, it focuses on ground handling employees in the aviation sector due to the high sectoral density and large work volume. In addition, it is aimed that the findings obtained as a result of the research will make significant contributions to the literature in terms of future research and sectoral regulations. At the same time, it is believed that the

individual and organizational effects of presenteeism will be revealed and this issue will be addressed in a broader perspective.

## **2. Conceptual Framework and Hypotheses**

This section includes the conceptual framework, model and hypotheses of the research.

### **2.1. Presenteeism**

The concept of presenteeism made its debut in the United States during the 1950s (Priebe - Hägerbäumer, 2023). Initially, unions employed the term to dissuade employees from absenteeism. However, over time, presenteeism has evolved to signify the incapacity of employees to achieve full productivity despite their physical presence in the workplace (Lohaus - Habermann, 2019). Knani (2013) further elucidates that in its contemporary sense, presenteeism characterizes an employee's inability to perform at optimal efficiency while being physically present at work.

Presenteeism refers to the situation where employees in a business do not go to work due to physical or mental illnesses they experience, but sometimes they go to work because they are worried about losing their current job or not being able to achieve their career goals (Van Waeyenberg, 2024). In the past, two different concepts such as "presenteeism" and "absenteeism" were used to mean the same thing, but today the differences between these two concepts have become more apparent (Nowrouzi-Kia et al., 2024).

Accordingly, while the situation where employees in a business do not go to work at all due to illness is defined as absenteeism, the situation where an employee goes to work despite being ill or sick and cannot be there mentally even though they are physically present is explained as presenteeism. Thus, it is seen that over time, the situation of not going to work when they are ill, i.e. absenteeism, due to various physical or psychological reasons, has been replaced by the situation of going to work even when they are ill, i.e. presenteeism (Ruhle - Breitsohl, 2023).

Presenteeism or presence at work is addressed, defined, and explained from different perspectives by various researchers or experts (Rainbow et al., 2020). Consequently, organizational definitions of this concept include two

different approaches. The first approach explains presenteeism as the loss of productivity and efficiency due to minor or major health problems experienced by the employee. This approach is heavily criticized for focusing on the outcomes rather than the causes (Niven - Ciborowska, 2015).

Another approach focuses on investigating the reasons for coming to work despite health problems, even though these problems provide a legitimate basis for employees' absence (Kinman, 2019). The most significant difference between the two approaches is that while the first one focuses on the productivity-efficiency loss caused by continuing to work when sick, the second one investigates the reasons for the behavior of coming to work when sick, regardless of whether there is a loss. The common point is that both approaches consider presenteeism as an undesirable and avoidable negative behavior in organizations (Lo-haus - Habermann, 2019).

## **2.2. Job Performance**

Job performance is defined in its simplest form as a measure of all behaviors exhibited by employees at the workplace and their ability to achieve goals (Locke, 1970). As Borman - Motowidlo (1997) stated, job performance is typically divided into two sub-dimensions: "task performance" and "contextual performance." Task performance pertains to the fundamental duties and responsibilities of the job, while contextual performance involves activities that contribute to the organizational environment and facilitate the main work processes. To enhance understanding of the subject, it is believed that examining both concepts separately is appropriate.

Task performance encompasses the primary activities necessary to fulfill the core requirements of a job. Task performance can be further divided into two sub-components: administrative- technical task performance and leadership task performance. Administrative- technical task performance includes activities such as decision-making related to work processes, ensuring the quality of outputs, and management. Leadership task performance encompasses leader-specific qualities such as motivating employees and directing subordinates (Mohammed et al., 2002).

Contextual performance comprises the socio-psychological and organizational environment characteristics or supportive elements necessary for job

completion (Motowidlo - Van Scotter, 1994). This type of performance includes activities such as developing cooperation among employees, contributing to organizational goals, and enhancing employee solidarity (Christian et al., 2011). Contextual performance generally relates to the extra-role behaviors exhibited by employees and is considered along with concepts such as interpersonal assistance, solidarity, and job dedication (Motowidlo, 2000).

Making such a distinction between the dimensions and components of job performance helps in evaluating job performance comprehensively and analyzing employees' contributions to organizational goals more deeply. Ultimately, while task performance meets the managerial, technical, and administrative requirements of a job, contextual performance is of great importance in creating a positive atmosphere at the workplace and ensuring its continuity.

### **2.3. The Relationship Between Presenteeism and Job Performance**

Presenteeism is a concept that is evaluated not only by behavioral scientists but also by economists as a loss of productivity. It refers to the phenomenon where employees continue to work despite having physical or psychological issues (Pauly et al., 2008). Presenteeism often negatively affects job performance and leads to significant performance losses at both the individual and organizational levels. Studies conducted by Pilette (2005), Terry - Xi (2010), Çetin (2016), Aboagye et al. (2019), and Haque et al. (2019) reveal that presenteeism leads to diminished job performance.

So, how accurate is it to claim that presenteeism only produces negative results in organizations? However, it's also noted that in certain exceptional instances, presenteeism is linked with obtaining positive feedback or achieving beneficial outcomes through maintaining work attendance (Kinman, 2019; Lohaus et al., 2021). This perspective actually indicates that presenteeism can enhance employee motivation and dedication, enabling them to experience greater job satisfaction, thus highlighting the existence of positive impacts (Yang et al., 2017; Wang et al., 2023).

At this juncture, the key is to acknowledge the necessity of delving deeper into both the negative and potential positive outcomes of presenteeism, considering its complexity and contradictory effects. While presenteeism can have a detrimental impact due to a decrease in employee productivity and work

quality (Aboagye et al., 2019) in some cases, it can also contribute to an increase in individual job satisfaction and motivation, thus yielding a positive effect (Wang et al., 2023). Therefore, there is a growing need for further research and a strategic approach regarding how presenteeism should be managed, both at the individual and organizational levels.

The relationship between presenteeism and job performance is becoming increasingly complex over time. Ultimately, the growing need for more research stems from the fact that there is a greater demand to understand in which direction and how presenteeism truly affects employee job performance. Here are some hypotheses that could be formulated based on this comprehensive approach:

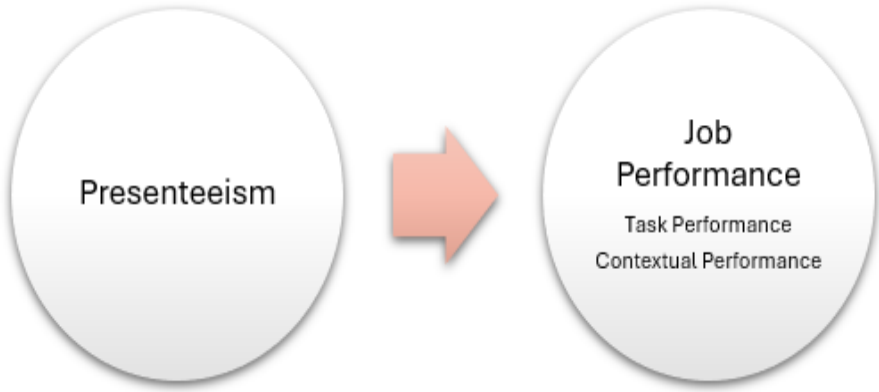
H1: Presenteeism has a positive and significant impact on job performance.

H2: Presenteeism has a positive and significant impact on the task performance dimension of job performance.

H3: Presenteeism has a positive and significant impact on the contextual performance dimension of job performance.

Aligned with this objective, the study seeks to address the query, "Does presenteeism yield beneficial effects on job performance?" Within this framework, presenteeism is identified as the independent variable, while job performance, encompassing both task performance and contextual performance, is delineated as the dependent (outcome) variable. The research model formulated based on this information is presented in Figure 1.





**Figure 1.** Conceptual Model of the Research

### 3. Methodology

#### 3.1. Population and Sample of the Study

The aim of this study is to elucidate how presenteeism behavior influences job performance (task execution and contextual contributions) within ground service employees in the aviation industry. Ethical permission was obtained for this research from the Gümüşhane University Rectorate, Scientific Research and Publication Ethics Committee with the meeting decision numbered 2024/5 dated 30/05/2024. The population of the study consists of 211 employees responsible for ground services at Trabzon Airport Havaş Ground Service Operations. The data for the study were collected between May 25 and June 30. Participants voluntarily participated in the study. Before taking part, participants were briefed on the study's objectives, the voluntary nature of their involvement, and guarantees regarding the confidentiality and anonymity of their data.

Due to anonymity, no personal identification information was requested from the participants. Experimental and clinical data were not collected from the participants. Therefore, additional ethical approval was not required. Moreover, participants were assured that they could opt out of the study at any point without the need for justification. In this regard, all participant-related

procedures followed the ethical standards established by national or institutional research committees, consistent with the guidelines outlined in the 1964 Helsinki Declaration. Adherence to and compliance with ethical principles were strictly observed to maintain the integrity of the study.

Universe (N) is the group from which the data needed to answer the questions in a study are obtained, and the results obtained with the data to be collected will be valid and interpreted. The situation of reaching all units of the universe in the study and collecting information is called census. Sample (n) is a limited part of it selected to obtain information about the characteristics of the studied universe (Mweshi - Sakyi, 2020). In the light of this information, since it was possible to reach the entire universe within the scope of the current study, a full census was conducted (N=211) and the questionnaire forms were given to all of these employees in sealed envelopes and received in the same sealed envelope during collection. However, 36 of them did not participate at all, the answers of 7 were not found reliable and 4 answered the questions incompletely. Therefore, although the rate of participants who answered the survey is 83%, the number of people who are valid and represent the universe is n=164, and the rate of these participants is 78%.

### **3.2. Data Collection Tools**

In the process of collecting data to be obtained through quantitative methods in a causal-comparative design, two primary data collection tools were used: the Stanford Presenteeism Scale and the Job Performance Scale. Detailed explanations of the scales are provided below.

**Stanford Presenteeism Scale:** To determine the presenteeism tendencies of the participants, the "Stanford Presenteeism Scale (SPS-6)" developed by Koopman et al. (2002) and adapted into Turkish by Baysal et al. (2014) with proven validity and reliability, was used. The scale consists of six items and a single dimension.

Koopman et al. (2002) documented the Cronbach's Alpha coefficient of the scale at 0.80, while Baysal and colleagues found it to be 0.89. Employing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), both confirmatory factor analysis and internal consistency analysis (using Cronbach's Alpha

Coefficient) were revisited to ensure the structural validity and reliability of the scale. These findings are summarized in Table 1.

**Table 1.** Findings Regarding the Factor and Reliability Analyses of the Presenteeism Scale

Factors	Number of Items	Factor Loading Range	Explained Variance (%)	Cronbach Alpha ( $\alpha$ )
<b>Presenteeism</b>	6	0.765- 0.889	73.441	0.897

Kaiser-Meyer-Olkin Sample Adequacy Value: 0.864

Bartlett's Test of Sphericity: Chi-Square = 742.267; df = 17; P = ,000

Upon reviewing the findings of the factor analysis conducted on the presenteeism scale, it is observed that the scale demonstrates a singular-factor structure, aligning with the single-factor structure previously reported by Baysal and colleagues (2014). The KMO value (0.864) indicates suitability for factor analysis, and the result of the Bartlett test ( $\chi^2 = 742.267$ ;  $P = 0.000$ ) is significant. Furthermore, it was observed that the factor loadings of the scale ranged from 0.765 to 0.889. The Cronbach's Alpha coefficient for the scale was calculated to be 0.897 (see Table 1).

**Job Performance Scale:** The validity and reliability of this scale have been established by Bağcı (2014). The scale consists of two dimensions (task performance-contextual performance) and sixteen items. Nine items within the scale, formulated by Goodman - Svyantek (1999) are intended to assess task performance, whereas the remaining seven items, devised by Jawahar - Carr (2007), are aimed at delineating contextual performance.

In the study conducted Bağcı (2014), the Kaiser-Meyer-Olkin (KMO) value of the scale was calculated as 0.884, and the chi-square value of the sphericity test was 1544 ( $P < 0.05$ ). It was reported that the factor loading values for task performance ranged from 0.570 to 0.804, and for contextual performance, they ranged from 0.581 to 0.829.

The Cronbach's Alpha coefficients were documented as 0.888 for task performance and 0.851 for contextual performance. Employing a 5-point Likert scale (1=Strongly Disagree, 5=Strongly Agree), both confirmatory factor analysis and internal consistency analysis (using Cronbach's Alpha Coefficient) were revisited in this study to ensure the structural validity and reliability of the scale. These findings are outlined in Table 2.

**Table 2.** Findings Regarding the Factor and Reliability Analyses of the Job Performance Scale

Factors	Number of Items	Factor Loading Range	Explained Variance (%)	Cronbach Alpha ( $\alpha$ )
<b>Job Performance</b>	16	0,459- 0, 892	63,501	0,913
<b>Contextual Performance</b>	7	0,459- 0, 892	28,369	0,915
<b>Task Performance</b>	9	0,487- 0, 902	35,132	0,911

Kaiser-Meyer-Olkin Sample Adequacy Value: 0,827  
Bartlett's Test of Sphericity: Chi-Square = 2453,218; df = 129; P = ,000

A detailed review of the factor analysis results for the job performance scale reveals that the scale has a two-factor structure. The KMO value (0.827) indicates suitability for factor analysis, and the result of the Bartlett test ( $\chi^2 = 2453.218$ ;  $P = 0.000$ ) is significant. It was determined that the factor loading values of the scale vary between 0.459 and 0.892.

Moreover, the factor loading range for the task performance dimension of the job performance scale was identified as 0.487 to 0.902, while for contextual performance, it ranged from 0.459 to 0.892. The Cronbach's Alpha coefficient for the scale was computed at 0.913. Additionally, the Cronbach's Alpha value for the task performance sub-dimension of the job performance scale was calculated to be 0.911, and for contextual performance, it was 0.915 (see Table 2).

### 3.3. Analysis of Research Data

The research data were evaluated using the Statistical Package for the Social Sciences version 22.0 (IBM SPSS Corp., Armonk, NY, USA) statistical package program. Factor analysis and internal consistency analysis for the validity and reliability tests of the scales used in the data collection process were performed. In the hypothesis testing of the research, both correlation and regression analyses were utilized.

#### 4. Findings

Table 3 presents findings related to the occupational and demographic characteristics of the participants in the study conducted to reveal the impact of presenteeism on employee job performance. Approximately 52% of the participants are male and 48% are female. It is observed that 50% of the participants have an associate degree, 35% have a bachelor's degree, 13% have a secondary education, and 2% have a postgraduate degree. The majority of the participants (53%) are in the middle age group. A significant majority (60%) of the participants have a job tenure of 5-15 years, and most of them (79%) are employees.

**Table 3.** Findings Related to the Demographic and Occupational Characteristics of the Participants

	Categories	Frequency	Percent
<b>Age</b>	18-30	46	28
	31-44	87	53
	45 and over	31	19
<b>Gender</b>	Female	78	48
	Male	86	52
<b>Education Level</b>	Secondary	22	13
	Associate	82	50
	Bachelor's	57	35
	Postgraduate	3	2
<b>Position</b>	Employee	129	79
	Manager	35	21
<b>Job Seniority</b>	1-5 years	38	23
	5-15 years	98	60
	15 years and over	28	17
<b>Total</b>		164	100

The outcomes from the correlation analysis, aimed at investigating the connection between employees' presenteeism tendencies and job performance alongside its sub-components, are detailed in Table 4.

**Table 4.** Findings of Correlation Analysis for Variables

Variables	Mean (M)	Standard Deviation (SD)	1	2	3	4
<b>Presenteeism</b>	2.8361	0.99884	1			
<b>Job Performance</b>	3.7396	0.64298	0.246**	1		
<b>Task Performance</b>	3.8299	0.75297	0.186*	0.860**	1	
<b>Contextual Performance</b>	3.6198	0.80671	0.232**	0.789**	0.371**	1

\*P < 0.05; \*\* P < 0.01. SD: Standard Deviation, M: Mean

A direct relationship was observed between presenteeism and job performance ( $r = 0.246$ ;  $P < 0.01$ ). Additionally, favorable correlations were detected between presenteeism and both task performance ( $r = 0.186$ ;  $P < 0.05$ ) and contextual performance ( $r = 0.232$ ;  $P < 0.01$ ) (see Table 4).

**Table 5:** Regression Analysis Findings for Presenteeism and Job Performance

Independent Variable: Presenteeism						
Dependent Variable	R <sup>2</sup>	F	$\beta$	t	P	Durbin-Watson
<b>Job Performance</b>	0.053	9.659	0.246	3.112	0.002*	1.479
		(0.002*)				

\*P < 0.01; \*\* P < 0.05

Within the study, researchers initially executed a straightforward linear regression analysis to examine how employees' presenteeism impacts overall job performance and its various sub-categories. Subsequently, further straightforward linear regression analyses were conducted to delve deeper into the

connection between presenteeism and both contextual and task performance (see Table 5).

The findings from the straightforward linear regression investigation, designed to measure the impact of presenteeism on job performance, indicate a beneficial effect of presenteeism on job performance. Presenteeism behavior accounts for approximately 5.3% of the variability in job performance ( $R^2 = 0.053$ ;  $P < 0.01$ ). According to the ANOVA results, the regression model demonstrates statistical significance at the  $P < 0.01$  level ( $F = 9.659$ ;  $\beta = 0.246$ ;  $P = 0.002$ ). Hence, the research hypothesis asserting that "Presenteeism has a positive and significant effect on job performance" is corroborated (see Table 5).

**Table 6.** Regression Analysis Findings for Presenteeism and Contextual Performance

<b>Independent Variable: Presenteeism</b>							
<b>Dependent Variable</b>	<b>Vari-</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>P</b>	<b>Durbin-Watson</b>
<b>Contextual Performance</b>		0.050	8.741	0.232	2.961	0.004*	1.589
			(0.004*)				

\* $P < 0.01$ ; \*\*  $P < 0.05$

The findings of the basic linear regression analysis conducted to evaluate the influence of presenteeism on contextual performance suggest that employees' presenteeism behavior contributes positively to contextual performance. Presenteeism behavior is responsible for roughly 5% of the diversity in contextual performance ( $R^2 = 0.050$ ;  $P < 0.01$ ). The ANOVA results demonstrate that the regression model is statistically significant at the  $P < 0.01$  level ( $F = 8.741$ ;  $\beta = 0.232$ ;  $P = 0.004$ ). Therefore, the research hypothesis stating "Presenteeism has a positive and significant effect on the contextual performance dimension of job performance" is supported (see Table 6).

**Table 7.** Regression Analysis Findings for Presenteeism and Task Performance

<b>Independent Variable: Presenteeism</b>						
<b>Dependent Variable</b>	<b>R<sup>2</sup></b>	<b>F</b>	<b>β</b>	<b>t</b>	<b>P</b>	<b>Durbin-Watson</b>
<b>Task Performance</b>	0,027	4,892 (0,026**)	0,186	2,219	,026**	1,749

\*P < 0.01; \*\* P < 0.05

Simple linear regression analysis was employed to assess the influence of job performance on the task performance dimension indicates that presenteeism similarly exerts a positive influence on task performance. Roughly 2.7% of the variability in task performance can be accounted for by presenteeism behavior ( $R^2 = 0.027$ ;  $P < 0.05$ ). According to the ANOVA results, the regression model is statistically significant at the  $P < 0.05$  level ( $F = 4.892$ ;  $\beta = 0.186$ ;  $P = 0.026$ ). Therefore, the hypothesis of the research, "Presenteeism has a positive and significant effect on task performance," is supported. The Durbin-Watson statistic values for each regression model fall between 1 and 2, indicating no autocorrelation (see Table 7).

## 5. Discussion and Recommendation

This research aims to draw attention to the phenomenon of presenteeism in the aviation sector and is based on the assumption that this phenomenon positively affects/will affect the job performance of employees responsible for ground handling in the aviation sector. Previous studies have focused more on the negative effects of presenteeism in different sectors, areas and employees (Pilette, 2005; Terry - Xi, 2010;Çetin, 2016;Aboagye et al., 2019; Haque et al., 2019). However, research findings that this situation has a positive effect in some sectors and studies are also noteworthy (Yang et al., 2017; Lohaus et al., 2021;Wang et al., 2023).

For example, in a study conducted by Şahin - Kanbur (2022) in the healthcare sector, it was found that, unlike others, there was a positive relationship between the presenteeism behavior of the healthcare workers participating in the study and job performance. Although this finding may seem surprising at



first, it is supported by previous and subsequent studies supporting the positive-positive relationship between presenteeism behavior and performance. In addition, the research findings in the literature that reveal the negative relationship between presenteeism and performance (Aboagye et al., 2019) are of great importance. Therefore, this situation does not mean ignoring the negative-negative effects created by presenteeism or drawing attention to the fact that it is a more desired behavior due to its positive effects, but rather reveals the importance and necessity of developing a complex structure and a multi-dimensional comprehensive perspective in explaining the relationship between the two variables.

The aim of this research is to reveal the effect of employees' presenteeism behavior on job performance in terms of task performance and contextual performance dimensions. The findings obtained did not reveal a result contrary to expectations, and it was determined that there was a positive relationship between presenteeism behavior and job performance of the employees responsible for ground services in the aviation sector participating in the research. Moreover, the findings are similar to the findings of studies conducted in different sample groups in other sectors (Şahin - Kanbur, 2022).

The findings obtained regarding the presenteeism behavior and job performance of aviation sector employees can affect the efficiency of services, the safety, security of others and the quality of service in both the sector and the organization. However, the findings obtained in this study indicate that presenteeism can have positive aspects in some cases, as do other similar researchers (Şahin - Kanbur, 2022) who draw attention to the positive effect created by presenteeism. These findings clearly show that being at work even when sick increases employees' professional commitment, high team spirit, sense of responsibility and loyalty to their colleagues or, in other words, to their managers and other colleagues.

Of course, it is accepted that the findings obtained may be specific to the sample group in which the research was conducted and may limit generalization. However, the increasing interest in the subject of presenteeism suggests that future research can help us understand this concept better and take various precautions to avoid its negative effects. Ultimately, according to the findings

of this research, the positive effect of presenteeism behavior on job performance should not eliminate the fact that this phenomenon is considered a serious problem in organizations. Presenteeism has just begun to gain ground among the popular subjects of social sciences, and as a phenomenon included in the scope of negative organizational behaviors within the framework of organizational behavior research, it continues to pose a significant threat to employees, employers, and society in a wide range of areas.

### Kaynakça

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