

**T.C.**  
**ISTANBUL AYDIN UNIVERSITY**  
**INSTITUTE OF GRADUATE STUDIES**



**AN EMPIRICAL RESEARCH ON THE RELATIONSHIP  
BETWEEN JOB SATISFACTION AND PRESENTEEISM OF  
EMPLOYEES IN KAZAKHSTAN**

**MASTER'S THESIS**

**Artur GAREYEV**

**Department of Business  
Business Administration**

**SEPTEMBER 2021**

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**SEPTEMBER 2021**

## **MASTER THESIS APPROVAL**

## **DECLARATION**

I hereby declare with respect that the study “*An Empirical Research on the Relationship Between Job Satisfaction and Presenteeism of Employees in Kazakhstan*” which I submitted as a Master thesis, is written without any assistance in violation of scientific ethics and traditions in all the processes from the Project phase to the conclusion of the thesis and that the works I have benefited are from those shown in the Bibliography. (23/09/2021)

Artur GAREYEV

## **FOREWORD**

I would like to express my deepest gratitude to my parents who always supported me in my beginnings for their sacrifices, knowledge and encouragement. Moreover, I would like to thank my advisor, Dr. Ufuk Başar, for his patience and professionalism. Many thanks to my wife Shakhida for her help and her enthusiastic support throughout whole process.

You have all helped me to reach my goals in many aspects of my life.

September 2021

Artur GAREYEV

**AN EMPIRICAL RESEARCH ON THE RELATIONSHIP BETWEEN JOB  
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**ABSTRACT**

Companies have always paid huge attention to management activities, because it is one of the most important aspects and plays crucial part in achieving a firm's goals. Job satisfaction and presenteeism are known as one of the main factors of management. Growth in job satisfaction may lead to high level of employees' commitment and feel responsible for the organization's performance. This thesis examines the relationships between job satisfaction and level of presenteeism of staff and show if presenteeism is really depending on job satisfaction. For this purpose, 17 companies were participated in current study. All of them are operating in Kazakhstan's market and related to sports industry. The population is 2200 employees, while the total sample size is 511. The data were collected through questionnaire technique. The questionnaire included job satisfaction and presenteeism scales and questions regarding demographics of participants, such as age, gender, job position, marital status and education level. To analyze collected data, SPSS and AMOS software were used.

Results showed that there were positive relationships between job satisfaction and presenteeism, and 7 of 9 hypotheses were accepted. This research can be a roadmap for small and medium enterprises to improve job satisfaction of employees and they will be rewarded by dedicated workers.

**Keywords:** Job Satisfaction, Presenteeism, Human Resource Management

# KAZAKİSTAN'DAKİ ÇALIŞANLARIN İŞ TATMİNİ VE HASTAYKEN İŞE GİTME DAVRANIŞI ARASINDAKİ İLİŞKİ ÜZERİNE GÖRGÜL BİR ARAŞTIRMA

## ÖZET

Şirketler her zaman yönetim faaliyetlerine büyük önem vermişlerdir, çünkü bu en önemli yönlerden biridir ve firmanın hedeflerine ulaşmasında çok önemli bir rol oynamaktadır. İş tatmini ve hastayken işe gitme davranışı, yönetimin temel faktörlerinden biri olarak bilinmektedir. İş tatminindeki artış, çalışanların yüksek düzeyde bağlılığına ve organizasyonun performansından sorumlu hissetmelerine yol açabilir. Bu tez, personelin iş tatmini düzeyi ile hastayken işe gitme davranışı eğilimi arasındaki ilişkileri incelemektedir ve hastayken işe gitmenin gerçekten iş tatminine bağlı olup olmadığını ortaya koymaktadır. Bu amaçla mevcut çalışmaya 17 firma katılmıştır. Bu firmaların hepsi Kazakistan pazarında, spor endüstrisinde faaliyet göstermektedir. Araştırmanın evreni 2200 çalışandan, örneklem ise 511 çalışandan oluşmaktadır. Araştırmanın verisi anket tekniği ile toplanmıştır. Anket formunda iş tatmini ve hastayken işe gitme davranışı ölçekleri ve katılımcıların yaşı, cinsiyeti, medeni durumu, iş pozisyonu ve eğitim düzeyi gibi demografik verilere ilişkin sorular yer almaktadır. Toplanan verileri analiz etmek için SPSS ve AMOS yazılımları kullanılmıştır.

Sonuçlar, iş tatmini ile hastayken işe gitme davranışı arasında pozitif ilişkiler olduğunu ve 9 hipotezden 7'sinin kabul edildiğini göstermektedir. Bu araştırma, küçük ve orta ölçekli işletmeler için çalışanların iş tatminlerini artırmaları için bir yol haritası olabilir ve böylece kendilerini işine adanmış çalışanlara sahip olabilirler.

**Anahtar Kelimeler:** İş Tatmini, Presenteeism, İnsan Kaynakları Yönetimi

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## **LIST OF ABBREVIATIONS**

<b>AMOS</b>	:Analysis of a moment structures
<b>ANOVA</b>	: Analysis of Variance
<b>CFA</b>	: Confirmatory Factor Analysis
<b>CFI</b>	:Comparative Fit Index
<b>d.f.</b>	: Degree of Freedom
<b>ERG</b>	: Existence, Relatedness, and Growth
<b>GFI</b>	: Goodness of Fit Index
<b>HRM</b>	: Human Resources Management
<b>JSS</b>	: Job Satisfaction Scale
<b>RMR</b>	: Root Mean Residual
<b>RMSEA</b>	: Root Mean Square Error of Approximation
<b>SPS-6</b>	: Stanford Presenteeism Scale 6
<b>SPSS</b>	: Statistical Package for Social Sciences

## **I. INTRODUCTION**

The concept of job satisfaction has been a hot topic of debates for a long time. It is a very broad term, that is interpreted in different ways by scientists. Some people state that job satisfaction not only involves relationships with employers, but also is a combination of emotional connections with organizations, relationships with colleagues, benefits provided by a firm and so on.

Satisfaction with job, however, might be affected by individual's life quality and experience. In other words, even the best conditions delivered by employer does not guarantee that all workers will be satisfied with their jobs. The reason is very simple, employees also have their life besides their job tasks, conditions, and achievements. Thus, difficulties and disappointments in daily life of people can be obstacles for them to enjoy their work.

Moreover, job satisfaction is a sum of several factors, and to satisfy employees, companies need to pay attention to aspects, such as wages and salaries, management actions, benefits, rewards, communication inside the firm, relationships with colleagues, operating procedures and nature of work.

Presenteeism is another theory that will be discussed in this research. It is not as old as job satisfaction; however, managers and employers began to understand its importance. Presenteeism has various interpretations, but the main idea is that employees decide to work even while being sick. Many scientists compare presenteeism to absenteeism and state that to calculate cost of absenteeism is much easier, because a person already appeared absent.

There are different point of view regarding presenteeism and its impacts. Some academics believe that presenteeism has negative impact on employees' productivity. Others think that employees who still go to work show their high level of commitment and loyalty to the organization.

The purpose of this research is to investigate the relationship between job satisfaction and presenteeism of employees that work in small or medium size companies in Kazakhstan. In other words, this study will help to understand how satisfaction with job affect presenteeism. This is a first study completed in Kazakhstan that covers such topics. Thus, this study may help employers to have bigger picture about workers' job satisfaction and presenteeism.

There are 17 firms and 511 employees that participated in current quantitative study. Each participant was given two questionnaire surveys, first one is Job Satisfaction Survey related to job satisfaction that has 36 questions, second one is SPS-6 that is related to presenteeism and has 6 questions.

Second section of this study focuses on theoretical background of job satisfaction and presenteeism. Section 3 observes the methodology of this study, such as universe and sample, data collection method and research process. The next section will provide numeric results of the analysis. The fifth section concludes the whole research.

## **II. THEORETICAL FRAMEWORK**

### **A. Job Satisfaction**

#### **1. Job Satisfaction as Part of Human Resource Management**

Human Resource Management (HRM) plays crucial role in performance of any organization, either private or public. The reason is that employees' attitudes, willing and capability of completing everyday tasks directly related with firm's performance (Goldstein & Fork, 2002). Elnaga and Imran (2013) (IHRM) articulate that companies' investment in human resource capital increased rapidly as they understand how HRM, and organization's performance are interrelated.

The reason is that with high turnovers of experienced and knowledgeable workers the company's costs can be extremely high with a negative effect on organization, but the right HR decisions might help to retain employees (Kochanski Sorensen, 2008). An uncountable number of studies have been made on overall job satisfaction and intent to leave; however, the strength of these relationships is unclear (Lambert & Hogan, 2009; Jaramillo et al., 2011; Lee et al., 2008).

Furthermore, for making relationships more specific the researchers brought various moderating variables, such as: job involvement, job environment, relationships with colleagues etc.) to assist in strengthening the relationships (Jeramillo et al., 2011). Thus, the researchers decided to use wages and salaries, organizational culture, and employee satisfaction as dependent variables to help link these variables and see the results. For that purpose, the relationship between employees' job satisfaction and presenteeism will be discussed in the coming sections.

#### **2. Definition of Job Satisfaction**

Jang et al. (2015) found that the most common factors that lead to low job satisfaction include low pay, less hours, higher education levels, youth, and ethnical status. Moreover, direct care employees that work for-profit or chain-home agencies

found to be less satisfied with their jobs (Jang et al., 2015). Job satisfaction strongly linked with a person's feelings on the job. In other words, the more person is happy with his job the bigger and stronger his motivation is. The person might be happy with life overall or feeling self-satisfied but his motivation at work is still low unless he is not satisfied at the workplace (Anju & George, 2015).

Job satisfaction is sum of emotions that workers experience towards their roles at the company (Vroom, 1964). Clark (1977) defines job satisfaction as a fundamental component for employees' commitment and encouragement to increase their performance. Hoppok and Spielger (1938) believe that job satisfaction is very comprehensive and includes psychological, physiological, and environmental surroundings that play huge role in employee satisfaction with their jobs.

In addition, the roles and tasks that are given to workers also may affect job satisfaction. For instance, Clark (1977) observes that if employee is not happy with the task assigned to him, he is not certain if a company values his skills. Further, it leads to employee uncertainty in his rights, decisions, and colleagues, because supervisors are not giving them enough respect and not involve in decision making processes that make employees feel separate from organization (Clark, 1977).

Furthermore, studies show that companies cannot afford dissatisfied employees, because they will not perform on high level with full commitment and meet expectations of supervisor. Thus, they will be either fired or decide to quit, which adds cost to the company for recruiting new personnel. All these factors show that companies must provide flexible working environment and suitable conditions, so employees feel valued, and their opinions matter to organization. High moral of employees will only benefit to firms as it will be reflected in their performance (Clark, 1977).

### **3. History of Job Satisfaction**

Job satisfaction is not a new term in business world, it is coming all the way from Greeks times, namely when Hedonism was studied. Hedonism focuses on studies that individual is seeking pleasure rather than pain (Steers, Mowday, & Shapiro, 2004). Vroom (1964) said that hedonistic studies never focused on events that caused pleasure or pain and how individuals react to those events. Furthermore,



Hedonism do not have empirical content as a field (Vroom, 1964). During nineteenth century, job satisfaction transformed from being philosophical phenomena to psychological.

There were many studies developed during 1930s. Mainly, they were focusing on perception of humans on job satisfaction (Skinner, 1953). It was considered as low morale, confusion, and high unresponsiveness when employers failed to deal with employees as a human being. Thus, Bendix (1956) articulates that this became the foundation of important future work in job satisfaction.

Only in late 1950s employers began developing assumptions and theories what causes job satisfaction, such as Maslow's theory of hierarchical needs, McClelland's theory of needs, Alderfer's ERG needs theory and Frederick Herzberg two-factor theory. The dimensions of job satisfaction that will be investigated are wage, promotion, management, contingent rewards, colleagues, benefits, nature of work, operating procedures, and communication.

#### **4. Theories of Job Satisfaction**

##### **a. Maslow's needs hierarchy theory**

One of the most acknowledged of theories is Maslow's Needs Hierarchy Theory. In addition, it plays the biggest role in the field of job satisfaction and motivation (Madsen & Wilson, 2006). Reid-Cunningham (2009) states that Maslow's theory has researchers who do not support this theory; however, it still finds its value among employers in providing consensus to human behavior. Maslow's theory declares that people find more motivation to fulfill basic needs rather than advanced (Maslow, 1943). At the very bottom of the Maslow's pyramid are needs of physiological nature, like food, shelter, clothing etc. On the second level, safety and security needs are located, such as: employment and health. Above safety and security needs, we have need for love and social belonging: friendship and family. At the fourth level, the need for social prestige and status, and finally at the highest point of pyramid the need of self-actualization can be found.

Maslow's theory states that when individuals satisfy one level of needs, they would move to another level and would desire to reach the top of the pyramid

(Maslow, 1943). According to Moser (2007), an individual who could not fulfill his or her needs will experience discontent. Moreover, only few people could ever reach the top of the Maslow's pyramid, because they must repeatedly satisfy needs of lower levels. Moser (2007) explains the main reason of why employers prefer.

Maslow's theory over others. The reason is that theory explains how to understand needs, desires, and motivation of employees. If a worker receives full and fair compensation for his or her work, he or she would likely not waste his or her time on thinking about financial unfairness and how he or she could increase compensation (Benson & Dundis, 2003). Researchers suppose that employers who could not satisfy the needs of employees will face poor performance as their employees experience low level of job satisfaction.

#### **b. McClelland needs theory**

McClelland theory was developed in the beginning of 1960s, and it explains three needs: power, achievement, and affiliation. McClelland declared that some people are willing to deal with different things better than it was done before, and this drive is the achievement need (McClelland, 1961). He also believed that high achievers separate themselves from low achievers as they desire to live better.

In addition, high achievers love to be evaluated and get feedback on their achievements so they can understand whether they did well or not and how they might improve. It allows them to set challenging goals. McClelland (1961) also said that high achievers hate to succeed by chance, because they desire to work in their tasks.

Another need according to McClelland theory is the need of power. The need for power states that some people like to be influential and control others (McClelland, 1961). These people love to be in the center of the action and in charge.

The last need in the McClelland theory is affiliation. According to McClelland (1961) people who are looking for affiliation motives like friendship prefer cooperative environment rather than competitive. In other words, these people are looking for relationships that involve mutual understanding.

Robbins (2005) articulates that McClelland theory of needs have well supported assumptions which can be made based on relationship between job performance and need for achievement. Moreover, (Robbins, 2005) stated that entrepreneurs have higher achievements as they run their own businesses and those who focus on self-contained units within large organization.

Even though not much research was made on affiliation and power needs there is still some findings (Robbins, 2005). Unlikely from achievement need, in power and affiliation needs people tend to focus on goals related to managerial success. According to Robbins (2005) people who have high need for power and low need for affiliation and achievement are usually the best managers.

### **c. Alderfer's ERG theory**

Alderfer's ERG theory of needs was developed in 1970s based on Maslow's theory. In other words, Alderfer built this theory upon Maslow's theory and spread Maslow's levels into three categories:

1. Existence needs he links with desires for physiological and material well-being, while Maslow's see existence needs include physiological and safety.
2. In Maslow's model relationships represent social needs, however, in Alderfer's theory relatedness needs are desires for fulfilling interpersonal relationships.
3. If in Maslow's theory growth needs include esteem and self-realization, in Alderfer's model growth needs include psychological growth and development.

Alderfer's approach explains well that unsatisfied needs effect motivation and behavior. Furthermore, lower level of needs become less important once satisfied. On the other hand, higher level of needs stays permanently in priority. In fact, if these needs could not be achieved, a person may move down the hierarchy. This phenomenon was called "frustration regression principle" by Alderfer. According to Alderfer (1972) managers should allow employees to focus on the importance of higher level of needs, but not lower.

#### **d. The two-factor theory by Frederick Herzberg**

Herzberg's two-component theory, additionally known as Motivator-Hygiene, became advanced because of a study undertaken by way of accounting specialists and engineers to assess what made people happier or miserable at work (Tarcan et al., 2017). Performance, gratitude, the undertaking itself, responsibility, and boom are five factors of work that contribute to pride, consistent with Herzberg. In line with Herzberg, institutional politics, control style, supervision, pay, place of work relationships, and operating conditions are all elements that can demoralize jobs. Frederick has sought to revise Maslow's Hierarchy of desires philosophy (Thiagaraj & Thangaswamy, 2017).

He noted that workers have certain levels of satisfaction and dissatisfaction at work. Job satisfaction is linked to intrinsic factors, while job frustration is linked to extrinsic factors. His hypothesis was based on the enquiry, "What do people expect from their jobs?" Individuals were asked to explain in-depth circumstances in which they feel especially good or poor.

Herzberg concluded that the opposite of happiness is not disappointment based on the feedback he received (Thiagaraj & Thangaswamy, 2017). Removing unsatisfactory aspects of a work does not always make it more enjoyable. He claims that the presence of such forces in the workplace is normal but that their presence does not contribute to happiness. However, their failure to react causes frustration. Similarly, there are certain reasons because, while their absence does not trigger discontent, their presence has a motivating effect (Thiagaraj & Thangaswamy, 2017).

Referring to Ekhsan et al. (2019), companies are step by step using Herzberg's precept to build possibilities for monetary development, enrichment, and appreciation within their workers. Employees ought to be rewarded after finishing certain degrees in their careers and venerated for unique successes – for instance, when they attain exquisite outcomes in their problem areas; on a less difficult degree, they must receive duty for identifying the way to carry out activities regarding their work. The 2-element hypothesis, alternatively, has been criticized by other researchers (Badubi, 2017).

It fails to differentiate between bodily and mental dimensions, as well as to mainly clarify what motivators are and the way they range from hygiene variables, in step with Ekhsan et al. (2019). It also fails to specify the degrees of happiness and

sadness as a metric as opposed to the usage of probabilities. Any other critique is that it assumes that everybody could respond within the same way in a comparable scenario.

**e. Locke's Value theory**

Because people of various corporations have different vision systems, their happiness levels could additionally range, consistent with this principle. According to Value – Percept theory, the disparity between what is expected and what is obtained will cause disappointment, based on how relevant the work is to employees (Badubi, 2017).

The possible flaw in this hypothesis is that there might be a connection between what people want and what they value. These definitions are logically separate, but they are difficult to discern in reality. According to Locke's pioneering study of work satisfaction, satisfaction is a general psychological phenomenon that explains the subjective state arising from an appraisal of one's activities concerning an object, action, or situation (Thiagaraj & Thangaswamy, 2017).

The emotional reaction to the experiences offered by, or associated with, individual goods or services bought, retail stores, or even molar trends of behavior such as shopping and buyer behavior, as well as the overall environment, is known as consumer satisfaction (Steers et al., 2004).

**f. Adam's equity theory**

According to Adams equality principle, individuals are inspired by inequity and constantly compare their actions to other employees in the workplace, as well as the benefits they get (Sahito & Vaisanen, 2017). Adam's equity speculation, which is based on the mutual evaluation idea, is one of the most commonly regarded social change theories. It claims that the degree of fairness or inequity in the place of job has a massive impact on worker efficiency and worker happiness (Sahito & Vaisanen, 2017). Where the ratio of someone's inputs, such as hard work, skill level, acceptance, enthusiasm, and so on, to their outputs like salary, treatment, and benefits is the same as the ratio of that employee's productivity to contribution, fairness exists. However, where the balances are not identical, unfairness exists, and employees may feel frustrated (Thiagaraj & Thangaswamy, 2017).

People equate their results, behaviors, commitments to work, and benefits with other employees, especially those who are at the same position in the company, according to the Adams Equity Theory (Sahito & Vaisanen, 2017). Since they make comparisons of their contributions and productivities with others, they are driven in proportion to the supposed honesty of the incentives gained for a given amount of effort. When employee attrition in the company is high, inspiring the lowest-paid employees has remained a considerable task (Sahito & Vaisanen, 2017).

Equity can be compared to a sense of justice in the workplace when it comes to the contributions and incentives offered to colleagues (Thiagaraj & Thangaswamy, 2017). An equitable situation in which all workers are compensated equally entails similar results for identical inputs, and if any employees believe that others are receiving<sup>1</sup>. higher compensation for equivalent jobs, they will undoubtedly reduce their efforts and productivity (Razak et al., 2018).

If a hardworking employee sees an incompetent and unproductive colleague being compensated with the same paycheck, he or she will become demotivated to continue working at the same pace. Without any of the establishment of fairness in the appraisal and reward process, inspiration is extremely difficult (Thiagaraj & Thangaswamy, 2017).

Procedure models describe "how" happiness happens in place of "what" motivates people. Personnel will degree their impact into work toward the overall performance they earn from it, in keeping with the equity principle, and the better the advantages, the happier they are (Razak et al., 2018).

Sahito and Vaisanen (2017), stated that worker pleasure is distinction between employee earnings and task performance. In step with this principle, individuals who consider they are getting extra out of their careers than their contribution, can be happy with their jobs (Thiagaraj & Thangaswamy, 2017). Clarified tasks bring about better employee satisfaction because a simple position sorts an exerting force that is happiness, commitment, and active participation within the work (Thiagaraj & Thangaswamy, 2017).

#### **g. The opponent-process theory**

The opponent-process theory, which can be mixed with the dispositional justification and version-level principle, is a similar purpose for work delight stability (Hemp, 2004). Fighters of opponent system theory contend that paintings

pride is influenced in a selected manner through both the person and the surroundings.

According to Okhakhu and Omoike (2017), the opponent-process concept could breakdown why humans tend to have a regular diploma of process pride unbiased in their work environment. Thiagaraj and Thangaswamy (2017) recommended the opponent procedure hypothesis to recognize how emotional responses to provocations are managed by a fundamental neural system regarding comments loops that feel and reply to affective and physiological adjustments. Human beings go through hedonic equilibrium in the absence of emotionally arousing triggers; this is, much of the time, human beings are in an impartial rather than a high-quality or terrible emotional country (Goetzel, 2004).

Consistent with the opponent process principle, while an emotionally arousing stimulus is added, a person departs from his or her ordinary or hedonic neutrality situation (Thiagaraj and Thangaswamy, 2017). The primary mechanism is the preliminary emotional response that is right now precipitated by emotionally arousing external stimuli.

The essence of the number one phase, which can be either emotionally nice or terrible, is dictated through the stimuli that triggered it. Excellent stimuli elicit a superb emotional primary section, while aversive stimuli result in a bad emotional number one technique. Whilst the extent of the number one process approaches a sure verge, a repressive function called the opponent manner kicks in country (Goetzel, 2004).

The opponent method, which is physiological specific, balances the entity by neutralizing the system. The hedonic response to emotionally arousing stimuli is expected to wane over the years, even though the emotionally arousing stimuli remains in the system (Thiagaraj & Thangaswamy, 2017).

Another characteristic of the opponent process principle that separates it from the edition-stage principle is that its miles hypothesized that if the opponent manner is used more, it's going to get smoother, spark off faster, and degrade at a slower pace (Thiagaraj & Thangaswamy, 2017).

As a result, the frequency at which the opponent mechanism is hired has a substantial effect on one's emotional reaction. That is, after repetitive activation of the opponent's technique, the affective response manifested is heavily motivated with the aid of the opponent's manner as opposed to the primary system. This pattern

has some distance-accomplishing consequences for corporations (Stumpf & Tymon, 2012).

Repeated exposure to organizational exchange interventions geared toward enhancing the work weather may also sincerely lead to process discontent because of a strengthening of the opponent mechanism. Others also recommended that long-time period publicity to organizational boom interventions can result in dangerous behaviors like organizational cynicism (Yang et al. 2015).

After the development of the opponent technique concept as a reason for work delight's temporal consistency, analysis in a variety of other substantial contexts has provided proof for the concept. Longitudinal analyses of the relationship between stressors and affect in non-work environments have also proven effects that aid considered one of opponent manner principle's predictions: the decay of emotional responses over the years (Goetzel, 2004).

People that had been concerned about stressors over some of the days displayed NA in the beginning, but it dissipated over the years. Multiple job balancing has poor results on job happiness and gives up-of-day satisfaction. This line of studies has additionally provided facts that help opponent technique concept's speculation that the absence of an emotionally arousing stimulus causes the hedonic contrary of the reaction that turned into immediately produced by the stimulus (Senden et al. 2013).

The conclusion that the opponent process principle has performed reputation across one of these huge spectra of subjects is splendid, and it confirms the perception that the concept may be extended to work delight (Noe & Mondy, 2005).

## **5. Job Satisfaction and Work-Life Balance**

One of the main aspects of HRM is to keep employees motivated and humbled. However, motivated employees are usually those who are not only job satisfied, but also life satisfied (Spector, 1997). In other words, employees who managed to create good work-life balance. Employees might be satisfied with their job completely, but still display poor performance, since all employees are going home after working days where they experience other aspects of life (Pan & Zhou, 2013).



Coetsee (2002) articulates that motivation splits into extrinsic and intrinsic motivation. Intrinsic motivation relates to people who are enjoying and receiving pleasure of doing and completing certain tasks.

Satisfaction, achievements, desire, and meaningfulness are the factors of intrinsic motivation (Coetsee, 2002). Unconditionally, intrinsic motivation is important, but some people are doing tasks just to achieve something, without any interest and enthusiasm, and this phenomenon called extrinsic motivation.

Intrinsic motivation is usually associated with person's engagement in activities, while extrinsic motivation is suitable for people who want to achieve unattractive and simple tasks (Osterloh & Frey 2000; Gagné & Deci 2005). Thus, some companies are looking for people with intrinsic and extrinsic motivation types due to variety of tasks.

Generally, people spend 40 or even more years of their life working and building career. Thus, it is crucial to understand how job satisfaction interacts with general life as they spend nearly half of the life working (Smith et al., 2012). Pan and Zhou (2013) illustrate in their research that employees who see purpose and their importance to work they are doing are experiencing higher level of job and life satisfaction (Stumpf & Tymon, 2012). Stumpf and Tymon (2012) observe that gender is the moderator variable for both life satisfaction and job satisfaction.

Women are more likely to be life and job satisfied than men. On the other side, other factors like personal perceptions and optimism also influence on satisfaction (Duffy et al., 2013). Moreover, optimists are more job and life satisfied because they rejoice small things and believe in best (Smith et al., 2012). Further, women are more likely to stay satisfied even when facing barriers at the workplace (Hoffnung, 2004).

There are also some other factors affecting on job and life satisfaction. Social status and race are influencing on job and life satisfaction as well. People that belong to higher social class are usually achieving their goals and have higher positions at companies (Hoffnung, 2004). Moreover, people of color find themselves more satisfied in terms of job and life aspects (Hoffnung, 2004).

Greller (2006) stated that young employees' worth is defined by achieved certificates and education, while aged employees need to have an experience. Despite the differences between them there are no differences in job motivation. On the first view, fresh employees should have more motivation as they need to prove their skills and value to the organization, but aged employees do not lose motivation because poor performance might affect their reputation, networks, and salary (Spurk et al., 2011). However, Spurk et al. (2011) believe that career satisfaction falls off over time.

## **6. Turnover and Job Satisfaction**

Turnover has very strong impact on organization's performance and no wonder why this term has been in the area of investigation for a long period of time. Just in 20<sup>th</sup> century there was more than 1,000 research completed about turnover (Lambert, 2001). Moreover, the idea of turnover spreads into multiple definitions (Steers & Mowday, 1981).

For example, Mobley (1982), defined the turnover as "the cessation of membership in an organization by an individual who received monetary compensation from the organization". Lambert (2001) stated that turnover is "severing of employment ties with an organization". Thus, all scientists explain the term of turnover differently, however they have common idea, which is separation of employee from the organization.

There are three major types of employee turnover: quits, layoffs and discharges (Lambert, 2001). "Quits" is a voluntary intention to quit the company made by employee. "Layoffs and discharges" are more famous as firing employees from the workplace due to inability to complete certain tasks or other reasons. Despite these differences all these ways of separations effect organization's performance.

## **7. Components of Job Satisfaction**

In this section, nine components of job satisfaction introduced by Spector (1985) will be examined.

Pay, also known as wage and salary is agreement between employer and employee on regular compensation for employee's performance and attitude towards company's goals. Usually, compensation is paid monthly, however there are different types of agreements, and some employers pay hourly, daily, weekly, or quarterly (Noe et al., 2010).

Promotion, as discussed by Robbins (2005) refers to the advancement of worker's role or rank in a company. It leads to bigger challenge, responsibility and increase level of authority of employee.

Another dimension of job satisfaction is fringe benefits. According to Noe et al. (2010) fringe benefits include special types of compensation besides wage or salary like health insurance, personal vehicle or driver, education for kids of employee, vacation pay, sick pay etc. (Noe & Mondy, 2005).

Contingent rewards described by Robbins (2005) as the reward or bonuses for achieving the goals set by firm. It is a form of motivation that helps to encourage employees to work more productive and efficient (Robbins, 2005).

The next element of job satisfaction is supervision (Spector, 1985). Noe et al. (2010) define supervision as supervisors, people who are also workers of the company, and they can affect on job satisfaction of non-managerial employees. Moreover, supervision includes guidance, support, direction, and control of working force to meet the standards of the company (Noe & Mondy, 2005).

Operating procedure is described by Noe and Mondy (2005) as the steps that must be followed by the organization in order to finish assigned tasks. It comprises regulations, state laws and personal standards depending on the industry of a business. For example, warranty that must be provided or principles of the company like five minutes response time (Noe & Mondy, 2005).

Co-workers are also included in dimensions of job satisfaction (Spector, 1985). Co-workers are those, except supervisors, who work together on similar job position and tasks. According to Noe et al. (2010), they have strong influence on job

satisfaction and employees are pleased more with job when supported by co-workers in reaching common goals.

The eighth component of job satisfaction is nature of work. Lewis (2014) describes nature of work as a variability of assigned work. In other words, it is type of things that employees do and contains job routine, job description and job characteristics.

Last, but not least aspect of job satisfaction is communication, and it was explained by Noe et al. (2010) as sharing company related information between people who work at the same organization and the applicants.

## **B. Presenteeism**

### **1. Concept of Presenteeism**

The idea and concept of presenteeism has attracted researchers in 1890's. For instance, presenteeism was defined for the first time in 1892 and explained as attendance at workplace with lower performance (Johns, 2009). Sometime later, the term presenteeism was determined as going to work despite having health problems (Goetzel et al. 2004). In recent studies, researchers suggest that presenteeism also include negative conditions caused by health issues and other events, like psychological problems that reduce productivity of employees (Yang et al. 2015).

Presenteeism became famous topic for research in management (Madsen & Wilson, 2006). The reason for its popularity is very simple: it concerns the activities of every organization as any firm can face with this phenomenon. Johns (2009) argues that there is no theoretical consensus about presenteeism exists, but many researchers define presenteeism that employees, despite of any health issues and other factors are physically present at the workplace. This meaning was already presented and accepted by Aronsson et al. (2000) in an oft-cited article.

However, it does not mean that he is mentally at work and fully focused. Baker (2012) in his work articulates that absenteeism may show loyalty from labor to the firm but mental absence is almost opposite of absenteeism. Presenteeism affects employees differently.

Aronsson et al. (2000) demonstrated in research that the highest level of presenteeism appears from middle-aged employees with children at home, because they feel responsibility for children and family and afraid to be fired. Moreover, these employees are in education and care sectors where attendance is fundamental for people that use their services (Aronsson et al., 2000).

Presenteeism, however is not only about individual factors but also related to work environment and organizational treatment (Caverley et al. 2007). The managers and co-workers are also affected with employee presenteeism.

In cases when there is high employee absence at workplace, managers non only responsible for such behavior, but also receive a bad performance appraisal and therefore bad reputation from executive directors (Caverley et al. 2007). In addition, team projects are slowing down, and it is not easy to find quick replacement. Plus, if a co-worker realizes that absent employee was not punished or fined enough, he may also think about skipping his job (Johns, 2009). On the other hand, if employee thinks about his co-workers and that his absence will cause a bad image of himself and his team, he might decide to go to work even feeling sick.

Johns (2009) found that measurement of presenteeism usually related to its results on productivity. It may look that companies benefit from employees' commitment, however it is not always this way because even if an employee goes to work while ill, he may not be fully concentrated on job.

## **2. Definitions of Presenteeism**

Presenteeism as a term was firstly introduced by American author Mark Twain in 1892 in one of his books "The American Claimant". Afterwards, this term was used in various periodicals such as Every Body's Business (1931), Independent (1999), Sunday Times (1994) and others. The Oxford Dictionary Online (n.d.) describes presenteeism as *the practice of working more hours than is required by one's term of employment, or of continuing to work without regard to one's health specially because of perceived job insecurity; the practice of attending a job but not working at full capacity, especially because of illness or stress.*

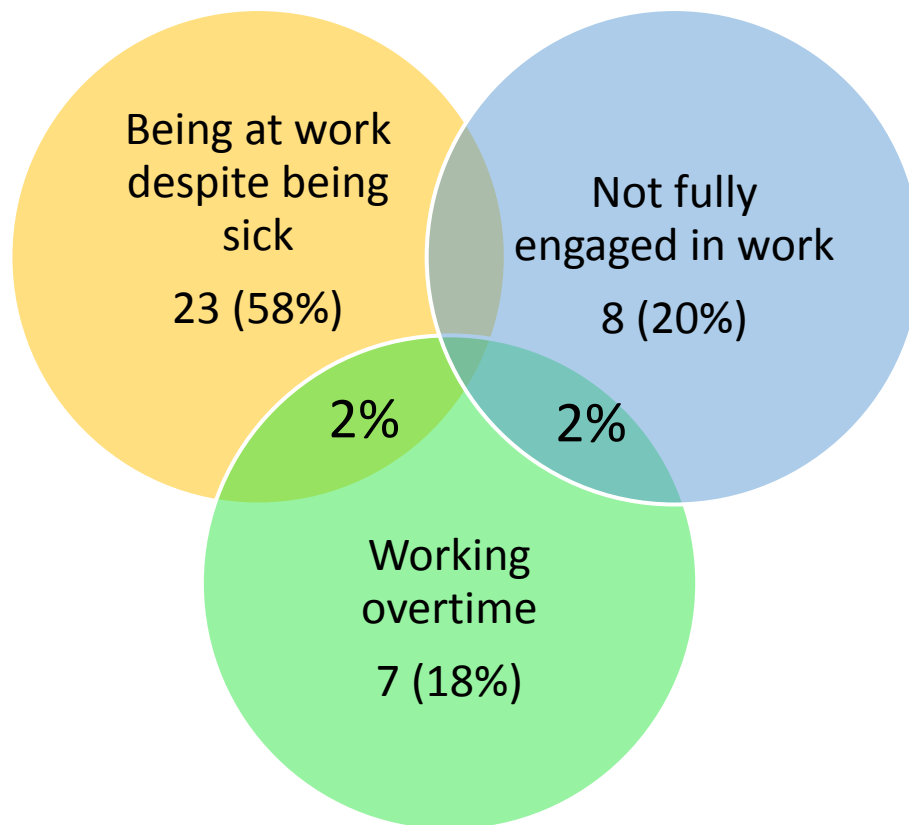
According to Ericet et al. (2010) the presenteeism is *the problem of workers being on the job, but, because of illness or other medical conditions, not fully functioning*. Quazi (2013) explains the phenomenon of presenteeism as *a practice of coming to work despite health complications, such as illness, injury, or anxiety; often it results in reduced productivity*. As explained by Random House Dictionary (2015) the presenteeism is *the practice of coming to work despite illness, injury, anxiety, and et cetera often resulting in reduced productivity and the practice of working long hours at a job without the real need to do so*.

Work and family research network (2003) define presenteeism as *a term used to describe circumstances in which employees come to work even though they are ill, posing potential problems of contagion and lower productivity*. As said by Hemp (2004), presenteeism is *people hanging in work when they get sick and trying to figure out ways to carry on despite their symptoms*. Kratz (2004) defines presenteeism as *loss of productivity from employees who go to work while suffering from medical problems*.

Fernando et al. (2011) analyzed 40 different articles and research and found that the term presenteeism is described in similar ways. For instance, 23 out of 40 articles define presenteeism as *being at work despite being sick*. As a percentage it will be 58 percent. In 7 out of 40 articles researchers describe presenteeism as *working employees more than the time assigned on a particular job* with 18 percent. 8 out of 40 research papers express presenteeism as *not fully engaged in work*. It is 20 percent as a percentage (Fernando et al., 2011).

Only two definitions were a bit different. The first one recommended by Random House Dictionary (2015) has defined presenteeism as *being at work despite being sick and work more hours than assigned* and one article (Australian Public Service Commission, 2012) expressed it as *being at work while sick, work more hours than assigned and not fully engaged in work*. Both these definitions are 2 percent.

All these information and definitions will be assigned to three different dimensions. Therefore, it is illustrated in the Figure 1 below.



**Figure 1 Percentage of presenteeism at workplace, Jacobs (2012).**

### **3. Importance of Presenteeism**

Obstacles to the effect of employee performance at the workplace due to presenteeism is very difficult to measure comparing with absenteeism. The reason is absent employee already appeared absent (Fernando et al., 2016). Absenteeism can be easily perceived because the cost and losses for the company easily measurable (Hemp, 2004).

Company and absent employee are conscious of its impacts and have some kind of control, but not in presenteeism case (Hemp, 2004). Many studies were conducted on the effect of presenteeism, and some scientists believe that presenteeism has higher cost for organization rather than absenteeism cost. Thus, saving presenteeism cost is more beneficial from economical aspect (Hemp, 2004).

According to Fernando et al. (2016) there are different factors that can result in consequences of presenteeism from employee perspective. These

factors are long term illness, physical and mental issues, stress, anxiety, headaches, depression, alcoholism, drug addiction and etc.

Since presenteeism creates a negative work environment employer should pay higher attention to this phenomenon, as repercussions of presenteeism from employer perspective contains less or even no productivity of the company (Hemp, 2004). Furthermore, sick worker may infect his co-workers and the cost of presenteeism will be much higher (Schafer, 2005). Some researchers argue that high level of presenteeism may drive company to bankruptcy.

Literature review shows that all presenteeism assessments are related to direct and indirect sick cost. Schafer (2005) suggested that the annual total cost of presenteeism is between 150bn to 250bn US dollars worldwide. Moreover, presenteeism cost is taking nearly 60 percent of total sick cost of the company (Schafer, 2005).

Holt (2010) observed the cost of presenteeism in New Zealand and it is between 700mn to 8.2bn US dollars. In Australia, these number are bigger, and the survey conducted in 2007 by Medibank showed 25.7bn US dollars in 2005-2006 years (Medibank, 2007). In UK, for instance, the assessed cost of presenteeism is counted to 15bn Sterling Pounds (Martin, 2014).

According to Hemp (2004) the total cost of reduced performance caused by presenteeism is nearly 35bn US dollars only in USA. However, the total reduced performance cost is more than 150bn US dollars per year. Presenteeism cost is even bigger than medical care of employees including premium insurances (Hemp, 2004). All these numbers and data clearly illustrates the impact of presenteeism on both employers and employees and its huge cost for the companies. Johns (2010) stated that there is no certain global definition presenteeism despite having many suggestions that mostly include health issues.

#### **4. Impacts of Presenteeism on Productivity**

From the first point of view presenteeism seems to be positive, however it can be both positive and negative to any organization. On the plus side, presententees may not contribute in the best way but at least do something while absent employees contribute nothing (Hemp, 2004).



One study conducted by Monneuse (2013) found that some employees would rather go to work and prefer spend time with his co-workers than stay at home and suffer from boredom that may lead to depression. On the other side, some absentees may decide to stay at home and take complete rest then return to work with full strength and thus avoiding any risk of infection at the workplace (Monneuse, 2013).

According to Hemp (2004) presentees are usually 30 per cent less productive comparing when they are well. Moreover, the impact of presenteeism on productivity depends on nature of the job and sickness and therefore calculation is not very clear. Even though the calculation of presenteeism is still risky, today's evaluations show continued attention (Garrow, 2016).

The biggest impact of presenteeism is the cost that company must consider. Usually, the cost of presenteeism include poor performance, wrong decisions, and lack to meet quality standards (Garrow, 2016). Shultz et al. (2009) concluded that many researchers tried to find actual dollar value of presenteeism but there was no appropriate way to calculate it.

Various studies that were developed on presenteeism have shown that it leads to loss of productivity. However, the biggest impact of presenteeism is included health factors (Hemp, 2004). There are different health factors that effect on productivity.

First, pain like headache, stomachache, neck pain and others result in nearly 3 days of presenteeism and 0.8 days due to absenteeism. Comparing these data with healthy employee it will give 0.3 and 0.06 days respectively (Allen et al., 2005). As said by Munir et al. (2009) depression is another health factor that might influence employees' performance.

Workers that suffer from depression show huge loss in productivity comparing those without it. Furthermore, workers that return to work following a period of depression find it difficult to adjust back to work. Depression is a combination of life concerns, poor support from managers, difficulty with adjustment with new tasks and bad relationship with colleagues (Munir et al., 2009).

Referring to the study that was developed by Medibank (2008) stress is another important health factor impacting on productivity. This study showed

that stress is blamable for almost 2 working days per year as a result of presenteeism and it is equal to 533 dollars per employee annually.

Study by KPMG Econtech (2011) found that the biggest reasons of presenteeism is because health conditions. For instance, the report demonstrated that depression is the biggest contributor of presenteeism with 21 per cent, following with allergies with 17 per cent, hypertension, and diabetes 13 and 12 per cent respectively. The Figure 2 below is exemplifying all health factors contributing to presenteeism.

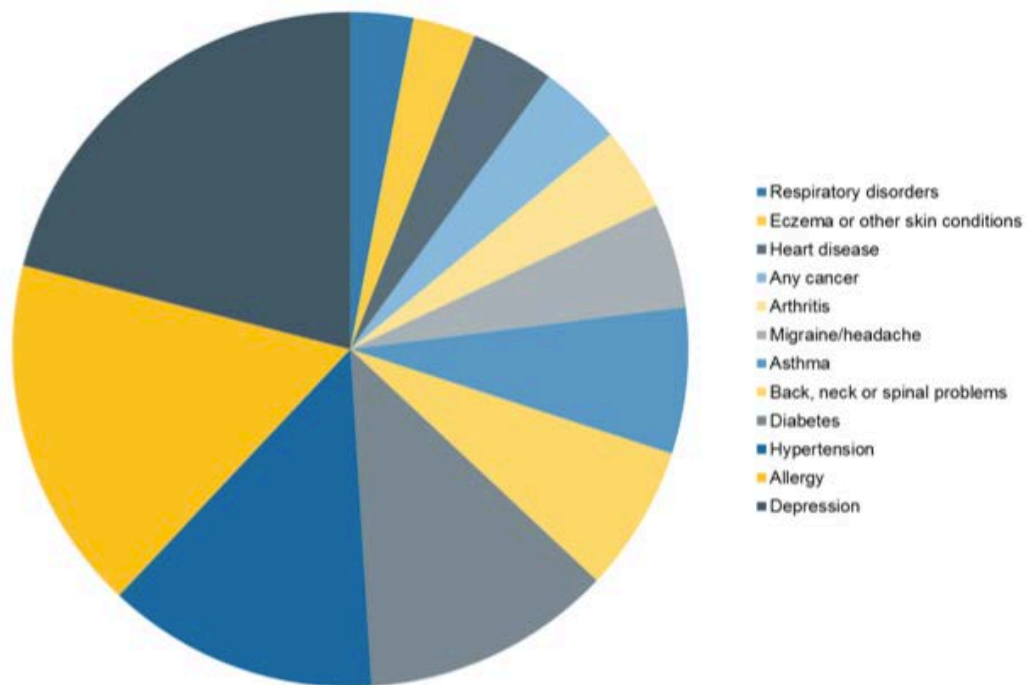


Figure 2 Sicknesses and presenteeism, KPMG Econtech, (2011).

## 5. Antecedents of Presenteeism

There are numerous studies quantitative and qualitative that attempted to clarify the drivers of presenteeism. Some suggest that it is directly related with certain factors, while others believe in correlations with many other variables (Hemp, 2004). According to Hansen and Andersen (2008) organizational factors are the biggest drivers of presenteeism. Some of work-related influencers explained below.

Hansen and Anderson (2008) articulate that needs of others has a great influence on presenteeism. They found that in some sectors like education or welfare where people need workers to teach or provide medical service the level of presenteeism is high.

Concerns for colleagues is another influencer of presenteeism. As reported by Caveley et al. (2007) employees may feel for their co-workers and thus show up at work to reduce the workload for them when there is no replacement.

Organizational culture is also one of the drivers of presenteeism (Caverley et al., 2007). There are many studies that observe the importance of supervisors as role-models. Supervisors are main influencers for employees. In other words, high presenteeism of supervisor results in high presenteeism of workers (Caverley et al., 2007). In fact, negative behavior of supervisors towards employees leads to job-stress and poorer productivity.

Study by Hansen and Andersen (2008) provided an interesting data. They found that organizational commitment may also force employees to go to work while sick. Basically, employees show a sign of a loyalty and high level of commitment.

Another driver of presenteeism is absence rules and policies in the organization. In accordance with Caverley et al. (2007) absence policies such as decrease in sick pay raise the level of presenteeism. However, it may effect on other employees as they are in risk to become sick. Qualitative study conducted by Baker-McClearn et al. (2010) illustrated that sick employee would rather go to work in case there is reduction in sick pay even if their efficiency will be low.

Fixed term contracts can be also considering as driver of presenteeism. Different studies concluded that there is high presenteeism level of employees who want to achieve stable and permanent role in the company, especially when there is a competition among workers on fixed term contracts (Caverley et al., 2007).

## **6. Consequences of Presenteeism**

The measure of Presenteeism is related to its impact on productivity (Johns, 2010). Therefore, even when it seems to be a form of commitment, it is not beneficial to the company. The costs presenteeism are corollary to the ineffectiveness or human errors of an ill employee.

Gosselin and Lauzier (2011) provided a review of the emphasis on costs and the extent of Presenteeism. They postulated it could be more considerable than that of absenteeism. Presenteeism connotes a deterioration of the employees' health status, creating a source of further absences.

Bergstorm et al. (2009), in a Swedish study, found that employees who at the start of the investigation reported that they frequently attend work while sick had a significantly higher risk of absence in the next 18 months and three years later. They also noted that the perceived health status deteriorated at the same time.

Yamashita and Arakida (2006) postulated that the effects of presenteeism include increased health-related costs, aggravation of health and quality of life, increased work accidents, adverse impacts on colleagues, and deterioration of product and services quality.

According to Klinnes (2009), for employees, work-life and life quality are critical. A research survey on 5,000 managers revealed that 40% of them; worked for 51 hours a week. 60% of the respondents reported that the long working hours affected their health, while 75% stated that the hours affected their spousal relationship (Klinnes, 2009).

Worldwide, Americans are known to work the most hours, unlike the French, who holds the record for the fewest working hours. While it is not known which workforce more effective, greater flexibility is linked to high job satisfaction and decreased staff turnover. Consequently, the employees can yield positive benefits for the organization and improve their life quality (Klinnes, 2009).

Approximately 20% to 60% of the common health conditions costs, as proposed by Goetzel (2004), resulting from losses associated with on-the-job productivity, presenteeism-related costs. The productivity costs were found to be higher in comparison to the direct costs of the ten costliest health conditions.

The total health costs associated with presenteeism depict a critical economic burden for employers (Goetzel, 2004). Despite the visible economic burdens presented by presenteeism, most employers do not contemplate that the expenses associated with losses of presenteeism are more than the actual costs of health care. If there is proper management of health concerns and effective workplace culture on healthy behaviors, employees will be healthier. There will be fewer cases of productivity losses (Goetzel, 2004).

When an employee comes to work sick, they work below expectations. They also risk transmitting the illness to the other employees. Consequently, the work deficit grows larger (Klinnes, 2009). The workload of their colleagues can increase as they seek to meet the shortcomings of their ill co-workers. In cases where the organization lacks flexibility, some employees will show up to work when sick or when their children are ill (Lovell, 2004). The incubation period for most diseases is seven days, so, within that period, an ill employee could transmit the disease to a lot of employees.

In a study by Lovell (2004), it was established that 40% of the employees reported contracting influenza from colleagues. In the hospitality industry, the transmission of viruses to customers and colleagues through contaminated food is high. In the case of the Norwalk virus at Las Vegas, for instance, it spread to hundreds of employees. The court ruling attributed the spread to inadequate paid sick days leading to a settlement of \$25 million to victims for damages (Lovell, 2004). Employees suffering from influenza miss about two workdays and work half a day at half productivity. As a result, 2.25 workdays are lost (Lovell, 2004). Also, 45% of the employees will see a doctor with an average provider and prescription fee of \$122 (Lovell, 2004).

As for the employees' sick children, Lovell (2004) found that they heal quicker when parents care for them. Moreover, those eligible for paid time off are five times likely to take care of their sick children. In most organizations, only 41% of mothers get paid sick time. Lovell (2004) adds that 49% of employees lose their pay when they stay home to look after their sick children. Family caregivers, in most cases, arrive at work and get distracted or disengaged because of care-related issues. Employees bring these stresses to work as they try not to alert the management because of fears of retribution (Lack, 2011).

In most organizations where presenteeism is common, the management tends to be biased. This factor could affect employee job recognition, bonuses, and promotions. The number of increased dual-earner households in the U.S also increases issues of going to work sick. To address presenteeism, workplace flexibility paid time off is essential (Lovell, 2004).

Presenteeism has also been associated with occupational accidents. Losses of employee health and productivity resulting from work-related accidents amount to about \$1.2 billion per year (Lack, 2011).

Sick employees are distracted at work, making them susceptible to injury, mistakes, and near misses. Presenteeism can lead to more health and safety issues due to the potential consequences for employees and their colleagues. Some of the other impacts of going to work sick include sleep deprivation, guilt, and emotional stress. Job stress has a strong correlation with health complaints compared to financial or family issues (Lack, 2011).

Dembe (2006) formulated a theoretical model of the effects of presenteeism. It postulated that the personal characteristics of employees and job factors interact with other variables of high work demands like fatigue leading to occupational injuries.

In terms of product and service quality, presenteeism depicts short-term and long-term macroeconomic losses. It reduces the productivity of labor which impacts the cost of labor per output unit. It also has impacts on the labor market. Presenteeism and its impact on productivity; can be measured through costs linked to decreased output, additional training time, failure to uphold a standard production, and injuries (Lack, 2011). Presenteeism pushes ill employees to work beyond their physical ability leading to burnout.

As a result, their productivity level reduces, affecting the quality of products and services. Being stressed and overworked while ill affects morale which could have a domino effect on other employees. Consequently, the workplace could turn into a toxic environment for all employees' relationship (Klinnes, 2009). Organizations that rely too much on certain employees tend to suffer the most from the impacts of presenteeism (Lack, 2011). Particularly in cases where the employees get sick, they cannot afford to miss work as others depend on them. Consequently, their quality of work is poor, and this affects the overall performance of the organization (Lack, 2011).

### **C. Relationship Between Job Satisfaction and Presenteeism**

Several reviews of the literature revealed that there are not many studies conducted on the relation between job satisfaction and presenteeism (McShane, 2018). However, Hansen and Anderson (2008) claimed that job satisfaction and presenteeism are one of the major concepts that shows the attitudes of workers at the workplace. Furthermore, they stated that there is a positive correlation between these

two variables. In other words, the more employee is satisfied with job and company itself the higher level of presenteeism he or she demonstrates (Hansen & Anderson, 2008). Besides that, satisfied employees tend to show great level of presenteeism, turnover intention is also a major concern of the organization (Hemp, 2004).

According to Chun and Song (2019) showing up at work while ill reduces organizational fairness and work engagement that eventually leads to decrease in job satisfaction. Moreover, level of presenteeism also depends on profession. For example, a medical worker that obliged to go to work because of sick people waiting for treatment might experience low job satisfaction (Chun & Song, 2019).

Study developed by Chun and Song (2019) in Korea discovered that presenteeism is negatively associated with job satisfaction. It means that presenteeism is correlated with reduced job satisfaction. In addition, the study also found that older employees more likely will attend work rather than young employees, despite on the level of job satisfaction. It can be explained that older employees are afraid to lose their position in the company and will have difficulties with finding new source of income, while younger ones have more opportunities in the beginning of their career (Chun & Song, 2019). Nevertheless, a factor analysis established by Vogt et al. (2009) and was focused on German employees demonstrated lower level of presenteeism among older workers and in firms with pleasant working atmosphere.

Rosvold and Bjertnes (2001) conducted a study that was testing relationship between presenteeism and job satisfaction among physicians. According to their study, physicians with lack of job satisfaction more likely will go to work than those satisfied with job. It may seem not logical, but it is suggested that highly competitive environment nurtures different kinds of presenteeism (Senden et al. 2013).

Another research developed by Murray et al. (2015) that used an online survey on sickness presenteeism and job satisfaction among 158 office workers demonstrated that sickness presenteeism is negatively correlated with job satisfaction. Relationship between these two variables were mediated by work addiction and work engagement clarifying 48.07% of the alternance in job satisfaction (Murray et al., 2015).

Job satisfaction and its components play an important role of employee's commitment to the organization where they work (Senden et al. 2013). In addition, if employee is satisfied with the job, the level of his commitment is likely to grow, as

well as presenteeism and helps to reduce the intention of quitting. (Mueller et al. 1994). However, some researchers argue that job satisfaction and presenteeism are different in relation to workers' attitudes about their employing organizations.

Job satisfaction focuses more on the personal's response to the job aspects such as, co-workers, communication and pay (Spector, 1977). Presenteeism, in fact, is much bigger in relation to the attitude of the employee towards the goals, values and overall, to his employing firm (Mowday et al. 1979). Thus, the employee might be completely satisfied with his job and its factors, but he might be still not very committed to the company (Porter et al. 2008).

For instance, working person may be completely satisfied with his wage, relationship with manager and colleagues, however, might be reluctant to go to work even being lightly sick and complete his tasks (Meyer & Allen, 1991). On the contrary, Chun and Song (2019) propose in their study that most of the employees that are satisfied with job satisfaction elements are likely to appear at the workplace and work on their daily tasks, even while being barely sick. Some employees may separate job and personal life. Therefore, their decision of not going to work while ill is not related to the perception and commitment to the job (Hemp, 2004).

Yang et al. (2019) claims that presenteeism is a branch of organizational commitment. In other words, the person that decides to appear at the workplace, despite poor well-being shows that he is loyal and committed to the organization he works for. In some dissertations, scientists claim that relationship with co-workers and management are crucial elements of job satisfaction that reflects on organizational commitment and presenteeism (Stinglhamber et al. 2003). Further, coworkers' support, coaching and directing effectively address presenteeism, as it enhances job satisfaction, performance, and efficiency of a worker (Johns, 2009).

Presenteeism has various definitions and the common one is 'going to work while sick'. However, Johns (2003), suggest that presenteeism refers to loss of productivity resulting from real health problems and not pretending to be ill in order to avoid work responsibilities. Moreover, he assumes that some workmen take their job seriously and most of them want to continue working even with poorer performance. Thus, even very satisfied with job employee should not sacrifice his or her health, because the productivity decreases (Johns, 2003).

So far, there have been a little number of researchers that focused on relationship between presenteeism and job satisfaction. One of such studies analyzed



representatives of the call center of 'Bank One' and results illustrated that only 10% of employees were satisfied with their job, even when they have to work while sick. In other words, main part of employees did not like working while having health problems (Ron et al. 2004).

Additionally, this study found that employees' productivity and job satisfaction increase if they are taking appropriate medications, provided by their employer company. Thus, organizations should always consider good quality medications and look at it as part of investment in workforce productivity (Ron et al. 2004).

## **1. Hypotheses**

In the light of these explanations, the following hypotheses were developed.

*H1: There is a positive relationship between satisfaction with pay and presenteeism.*

*H2: There is a positive relationship between satisfaction with promotion opportunities and presenteeism.*

*H3: There is a positive relationship between satisfaction with management and presenteeism.*

*H4: There is a positive relationship between satisfaction with fringe benefits and presenteeism.*

*H5: There is a positive relationship between satisfaction with contingent rewards and presenteeism.*

*H6: There is a positive relationship between satisfaction with operation procedures and presenteeism.*

*H7: There is a positive relationship between satisfaction with coworkers and presenteeism.*

*H8: There is a positive relationship between satisfaction with nature of job and presenteeism.*

*H9: There is a positive relationship between satisfaction with communication and presenteeism.*

## 2. Research Model

Figure 3 represents the Research Model of this study for this quantitative study. The purpose of the study was to find whether nine factors of job satisfaction effect the employee's presenteeism at work.

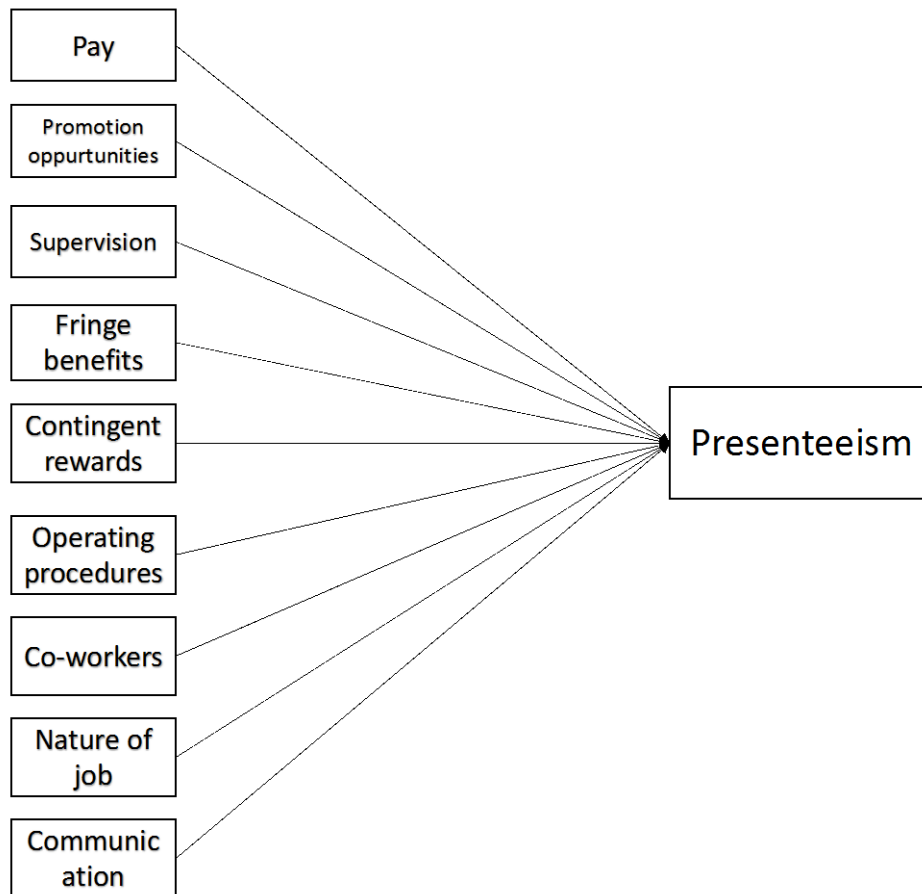


Figure 3 Research Model

### **III. RESEARCH AND METHODOLOGY**

#### **A. Research Design, Population and Sample**

This study was conducted according to a cross sectional design and it comprised of 2200 employees spanning 27 organizations operating in the sports industry within Almaty, Kazakhstan. The sample was comprised of 511 employees working for those organizations and represented the universe at 95% confidence level and  $\pm 5$  confidence interval. The data were collected through questionnaires and the sample was determined according to the convenience sampling technique. Ninety-eight (38.7%) of the participants were male and 313 (61.3%) were female. Two hundred and forty-four (47.7%) were married and 267 (52.3%) were single. Twenty-six (5.1%) of the participants had finished primary school, 85 (16.6%) had middle school degrees, 106 (20.7%) had graduated from high school, 131 (25.6%) had an associate degree, 115 (22.5%) had gained an undergraduate degree and 48 (9.4%) held a graduate degree. Regarding work, 148 (28.9%), were interns, 311 (60.7%) were employees and 52 (10.2%) were managers. Their ages varied between 17 and 29 years ( $M= 19.92$ ,  $SD= 2.12$ ).

#### **B. Data Collection Instruments**

The questionnaire (Appendices 9 and 10) was comprised of four sections. The first section gave instructions on how to fill out the questionnaire, the second section listed items of job satisfaction scale, the third section listed items of presenteeism scale, and the last section presented questions regarding demographics.

##### **1. Job Satisfaction Scale**

A scale developed by Spector (1994) and adapted to Russian by Tomsk State University (2016) was used. The JSS scale, consisting of 36 items and nine dimensions, was used to measure the extent to which participants were satisfied with their jobs. Dimensions were as follows: satisfaction with salary (measured by items

1, 10, 19 and 28), promotion (measured by items 2, 11, 20 and 33), supervision (measured by items 3, 12, 21 and 30), fringe benefits (measured by items 4, 13, 22 and 29), contingent rewards (measured by items 5, 14, 23 and 32), operating conditions (measured by items 6, 14, 24 and 31), relationship with coworkers (measured by items 7, 16, 25 and 34), nature of work (measured by items 8, 17, 27 and 35), and communication (measured by items 9, 18, 26 and 36).

In the job satisfaction survey, each item was measured using a 6-point Likert-type scale (1: completely disagree and 6: strongly agree), and the presenteeism scale was measured using a five-point Likert-type scale (1: completely disagree and 5: strongly agree). The reliability of the scale was tested by calculating the Cronbach alpha coefficient for each dimension as well as the overall scale. Cronbach  $\alpha$  for satisfaction with salaries was 0.88,  $\alpha$  for satisfaction with promotion opportunities was 0.93,  $\alpha$  for satisfaction with supervision was 0.86,  $\alpha$  for satisfaction with fringe benefits was 0.80,  $\alpha$  for satisfaction with contingent rewards was 0.87,  $\alpha$  for satisfaction with operating conditions was 0.85,  $\alpha$  for satisfaction with co-workers was 0.88,  $\alpha$  for satisfaction with nature of work was 0.82,  $\alpha$  for satisfaction with communication was 0.80, and  $\alpha$  for overall scale was 0.89. The validity of the scale was tested with a confirmatory factor analysis using AMOS software (Figure 4).

Fit indices of the model were as follows:  $X^2= 1051,478$ , d.f.= 553,  $X^2/d.f.= 1.901$ , GFI= 89.5, CFI= 95.4, RMR= 0.05 and RMSEA= 0.42. Fit indices indicated that the scale had enough validity.

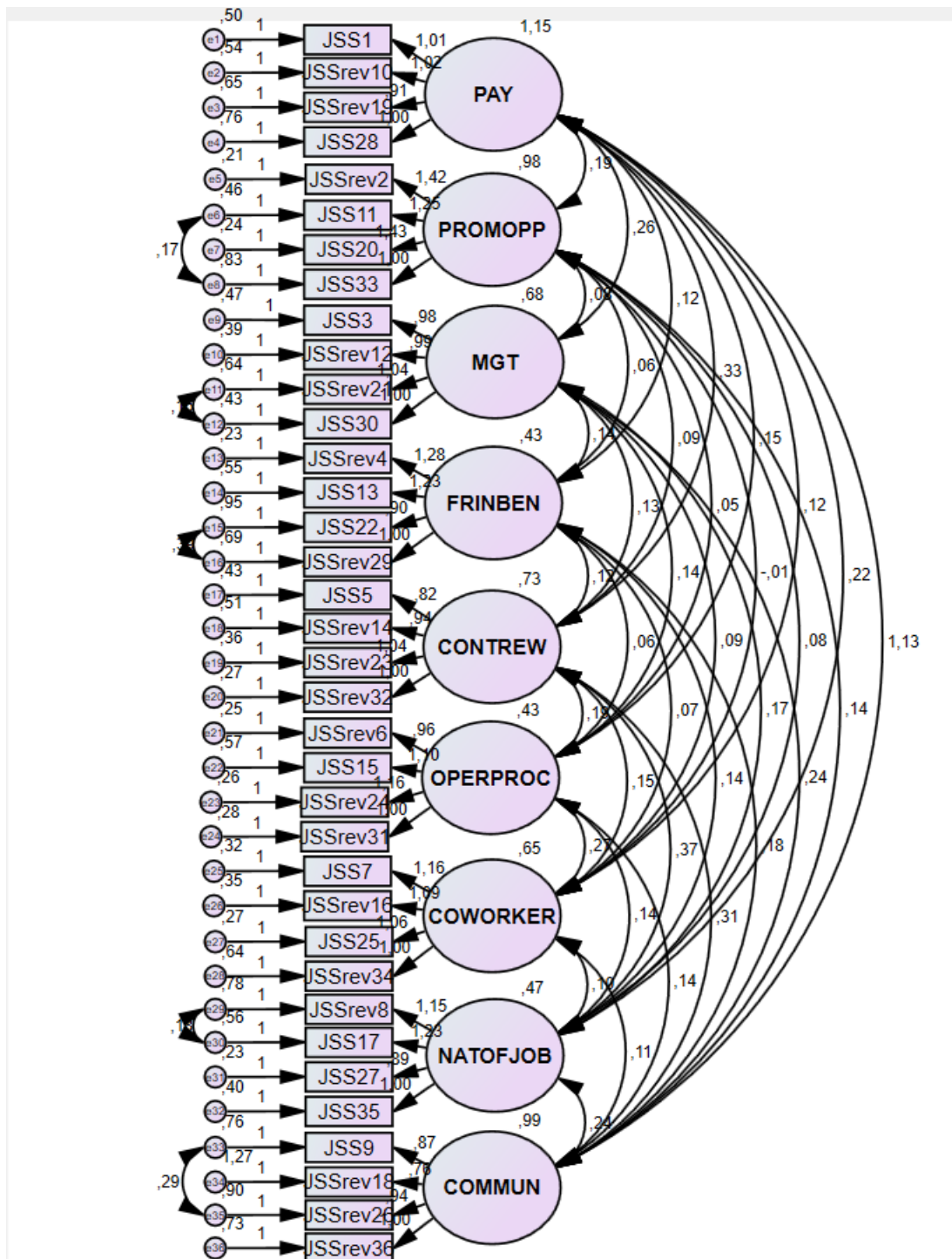


Figure 3 Confirmatory Factor Analysis of Job Satisfaction Scale

Explanation of abbreviations of Figure 4:

PAY – satisfaction with salary

PROMOPP – satisfaction with promotion opportunities

MGT – satisfaction with management

FRINBEN – satisfaction with fringe benefits

CONTREW – satisfaction with contingent rewards

OPERPROC – satisfaction with operation procedures  
 COWORKER – satisfaction with colleagues  
 NATOFJOB – satisfaction with nature of the job  
 COMMUN – satisfaction with communication.

## 2. Presenteeism Scale

The Presenteeism Scale was developed by Koopman, et.al (2002) and translated to Russian by Plekhanov State University (2008). The method focuses on measuring the impact that health and other issues affect overall productivity and achieving goals at work (Koopman et al., 2002). The SPS-6 results help managers to understand and measure how they can improve employee health status and productivity, and is usually used on a general working population which has obtained at least a college education. It consists of six items and one dimension, namely, presenteeism (McClain, 2013). Better results and performance reflect higher presenteeism at work, despite health issues (McClain, 2013).

The reliability of the SPS-6 scale was tested with SPSS software, using Cronbach’s Alpha. Since the presenteeism scale had only one factor, the overall reliability of the scale was  $\alpha=91$ . To test the validity of the scale, confirmatory factor analysis was employed and the output is presented in Figure 4.

Fit indices of SPS-6 were as follows:  $X^2= 1015.574$ , d.f.=559,  $X^2/d.f.= 1.816$ , RMR= 0.04, GFI= 85.9, CFI= 91 and RMSEA= 0.02. Fit indices indicate that the scale had an acceptable level of validity.

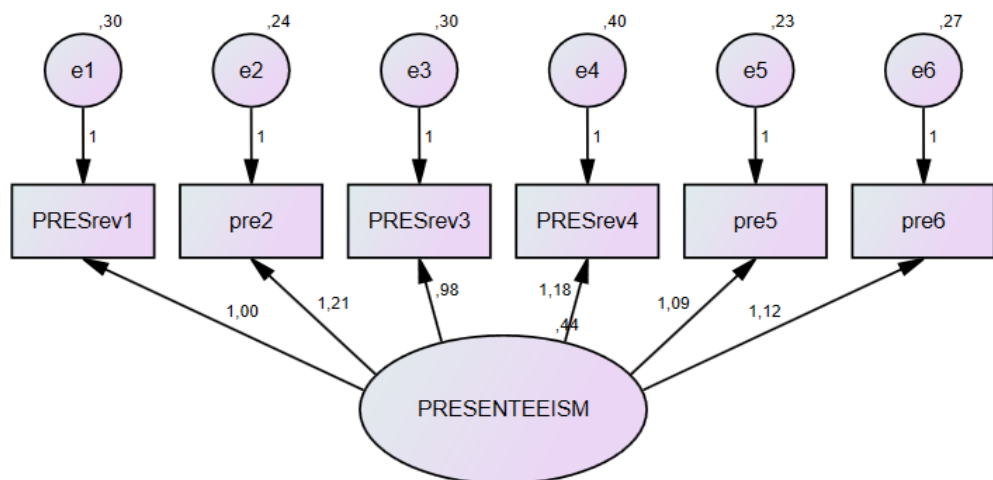


Figure 4 Confirmatory Factor Analysis of Presenteeism Scale

### **C. Research Process**

The main purpose of the study was to identify and explore the relationship between job satisfaction and presenteeism in employees in Kazakhstan SMEs. The themes discussed are themes faced by every organization. I attempted to show the importance of job satisfaction in firms in Kazakhstan and how elevated levels of job satisfaction are linked to higher levels of presenteeism.

The hypotheses were tested through correlation and regression coefficients analyses performed in SPSS software, and employee responses were measured through questionnaires. Twenty-seven firms were contacted by phone, email and in person, to gain permission to conduct the research. Not all firms gave their permission and some didn't even reply. In the end, 17 firms, all providing either sports services or sports products, agreed to engage, giving a sample size of 511. The best way to analyse job satisfaction and presenteeism is by distributing a survey (Arnold & Place, 2010), and so, after permission was granted from top managers and CEOs of the firms, surveys were distributed to all participating employees.

The independent variable of this study was the job satisfaction of employees of Kazakhstan's SMEs in the sport industry and the dependent variable was the level of presenteeism, defined as going to work despite health problems. A cross-sectional questionnaire survey design was used since quantitative and scientific techniques are the foundation of modern science (Swanson & Holton, 2005). The quantitative method begins with a proposed theory, say Swanson and Holton, and leads to specific hypotheses.

Before data was analysed, the validity and reliability of the scales were tested using IBM SPSS Statistics software to check whether collected data was suitable for this study. The Cronbach alpha coefficient was determined as for each dimension of the scales as for overall scale used in current study. After ensuring the data met the required criteria in reliability tests, a validity test was performed on the scales using AMOS software to calculate fit indices, including GFI, CFI, RMR, and RMSEA.

## **IV. RESULTS**

### **A. Descriptive Statistics**

Table 1 demonstrates the descriptive statistics, including the means and standard deviations of all variables used in this study, both dependent and independent. The presenteeism variable had mean of 4.4 and an SD of 0.76, meaning a high number of participants continued to work even while sick. This either suggests that workers were strongly committed to their work or that they wanted to avoid being fined by their managers.

The pay mean was 3.63 and the SD was 1.13, numbers that seem to reveal some amount of employee satisfaction with salaries and wages. The promotion opportunities mean was the lowest mean of all measurements, calculated to be 3.18, while the SD, was 1.31. These numbers were not a good sign for companies, suggesting as they do that most employees were unsatisfied with the promotion opportunities they could expect to achieve. The statistics showed workers felt they were treated acceptably by their managers, with a mean for quality of supervision of 4.06 and a standard deviation of 0.90.

Calculating job satisfaction provided a mean of 3.99 and an SD of 0.84, numbers that illustrate workers' poor experiences with benefits such as insurance, company cars, and retirement plans. Another measurement on the scale was contingent rewards, found to have a mean of 4.38 and an SD of 0.87. These figures show that most participants were satisfied with the contingent rewards they had received.

Analysis of participants' views of their companies operating systems found a mean of 4.34 and an SD of 0.75. As with the other factors, such results show that workers accepted the working conditions in their firms. The relationship with colleagues measurement had a mean of 4.23 and an SD of 0.92, suggesting that employees are somewhat satisfied with their co-workers' behaviour and relationships.



The nature of job measurement had a mean of 4.41 and an SD of 0.82. This was the highest measured mean and it showed that employees were most pleased with their jobs themselves, enjoying daily tasks and work routines.

The final dimension of the independent variable was communication of organization with employees, with a mean of 3.94 and SD of 1.03.

**Table 1 Descriptive Statistics**

Descriptive Statistics			
	N	Mean	Std. Deviation
Presenteeism	511	4,4295	,76107
Satisfaction with Pay	511	3,6380	1,13362
Satisfaction with Promotionopp	511	3,1805	1,31164
Satisfaction with Supervision	511	4,0641	,90880
Satisfaction with Fringegeben	511	3,9990	,84682
Satisfaction with Contrew	511	4,3880	,87169
Satisfaction with Opercond	511	4,3405	,75193
Satisfaction with Coworkers	511	4,2371	,92224
Satisfaction with Natofwork	511	4,4100	,82677
Satisfaction with Communication	511	3,9491	1,03332
Valid N (listwise)	511		

## **B. Correlation Coefficients**

Before conducting regression coefficients analyses, the correlations between variables were calculated. According to Levant (2019), measuring correlation outcomes is an important step to ensuring the validity of a study since it helps avoid multicollinearity. However, says Levant, correlation outcomes should not be interpreted as part of a study's findings. The correlations between independent variables ranged from weak moderate to strong moderate, and correlation coefficients indicated significant relationships between variables, most notably a significant and positive relationship between nature of job satisfaction and presenteeism ( $r=0,28$ ,  $p<0,01$ ). There was a moderate and positive relationship between contingent rewards and presenteeism ( $r=0,51$ ,  $p<0,01$ ), a strong positive relationship between nature of work and presenteeism ( $r=0,78$ ,  $p<0,01$ ), and a very weak positive relationship between co-workers and presenteeism ( $r=0,19$ ,  $p<0,01$ ).

Furthermore, there was a weak relationship between communication and presenteeism ( $r=0,19$ ,  $p<0,01$ ).

**Table 2 Correlation Coefficients**

	1	2	3	4	5	6	7	8	9	10
1. Pay	1	.186	.259	.100	.309	.191	.129	.252	.848	.286
2. Promotion opportunities	.186	1	.102	.069	.091	.073	-.025	.116	.135	.132
3. Supervision	.259	.102	1	1.97	.156	.224	.111	.232	.228	.309
4. Fringe benefits	.100	.069	.197	1	.191	.123	.093	.236	.180	.287
5. Contingent rewards	.309	.091	.156	.191	1	.309	.206	.531	.296	.516
6. Operation procedures	.191	.073	.224	.123	.309	1	.440	.252	.185	.295
7. Coworkers	.129	-.025	.111	.093	.206	.440	1	.143	.126	.189
8. Nature of job	.252	.116	.232	.236	.531	.252	.143	1	.270	.784
9. Communication	.848	.135	.228	.180	.296	.185	.126	.270	1	.324
10. Presenteeism	.286	.132	.309	.287	.516	.295	.189	.784	.324	1

### C. Regression Coefficients

Regression coefficients between the independent variable (job satisfaction) and the dependent variable (presenteeism) are presented in Table 3. The p-values measured in regression coefficients help determine whether relationships observed within a sample also exist in the larger population (Allen et al., 2003).

As Table 3 shows, the value of R-Square was 0.660 or 66%. R-Square value stretches the difference in dependent variable that is explained by independent variable(s). Thus, in this case, the independent variables of the model explained 66% of the variance in the dependent variable (presenteeism). The results show that eight out of nine hypotheses were found to be strongly significant. However, not all hypotheses were supported. According to the regression results, hypotheses two was supported ( $\beta=0,014$ ,  $p<0,05$ ), hypotheses three was supported ( $\beta=0,085$ ,  $p<0,01$ ), hypotheses four was supported ( $\beta=0,062$ ,  $p<0,01$ ), hypotheses five was supported ( $\beta=0,088$ ,  $p<0,01$ ), hypotheses six was supported ( $\beta=0,042$ ,  $p<0,05$ ), hypotheses seven was supported ( $\beta=0,027$ ,  $p<0,05$ ), and hypotheses nine was supported ( $\beta=0,087$ ,  $p<0,01$ ).

**Table 3 Regression Coefficients**

		Presenteeism		
		$\beta$	$F$	$R^2$
1	Satisfaction with Pay	-0.041*	107.874*	0.660
2	Satisfaction with Promotion opportunities	0.014*		
3	Satisfaction with Management	0.085**		
4	Satisfaction with Fringe benefits	0.062**		
5	Satisfaction with Contingent rewards	0.088**		
6	Satisfaction with Operation procedures	0.042*		
7	Satisfaction with Coworkers	0.027*		
8	Satisfaction with Nature of job	0.604		
9	Satisfaction with Communication	0.087**		
<i>*p&lt;0,05, **p&lt;0,01, ***p&lt;0,001</i>				

## V. CONCLUSION

The purpose of this study was to explore the relationship between job satisfaction and presenteeism in employees working in Kazakhstan. There are different views regarding presenteeism and job satisfaction, with some believing that high level of presenteeism shows strong commitment to an organization, and others saying that presenteeism is linked to reduced productivity and motivation in staff. Despite this, job satisfaction has 9 factors, and according to the results of correlation coefficients, the strongest factor that effects on presenteeism is satisfaction with nature of work. Nevertheless, participants reported choosing to work even when sick, citing the fear of losing wages or being punished. According to the results, job satisfaction plays a strong role in presenteeism, and almost all hypotheses were proven.

This study contributes to the literature in an important way since it is the first paper attempting to show the relationship between job satisfaction and presenteeism in Kazakhstan. Previous studies had different results, some showed positive relationship between these variables, while some researchers suggest that there is weak or no relationship between them.

The current study had population of 2200 employees and 511 sample employees that had different positions at the company, level of education, marital status, age, and gender. They answered two types of questionnaires. One was related to job satisfaction and included 9 facets with 36 questions. Second questionnaire was related to presenteeism and had just one factor with 6 questions. This research had 9 hypotheses, each hypothesis was related to one of the factors of job satisfaction and presenteeism. According to the results, job satisfaction plays strong role in presenteeism, and almost all hypotheses were proven. Correlation coefficients analyses showed that satisfaction with nature of work is the main factor that affects on presenteeism.

In order to make sure that collected data may be used for this research, reliability and validity tests were performed. Later, researcher launched various analysis methods, such as descriptive statistics, regression coefficients and

correlation coefficients. All these calculations carried out by IBM SPSS software. Moreover, confirmatory factor analysis (CFA) was performed by IBM AMOS software and its figure is presented. The importance of CFA is that it is a statistical technique that helps to check the factor structure of a set of observed variables.

## **A. Discussion**

This thesis sought to demonstrate the relationships between job satisfaction and presenteeism among Kazakhstan employees of small and medium enterprises. In general, the idea of current study is that the level of satisfaction has strong impact on presenteeism of the employees, and overall, the findings of this research supported this idea. It is no wonder that workers that are satisfied with job factors like wages, communication, co-workers and so on are more likely to go to workplace at the time of being sick, even though it is not always appears good to their well-being and performance.

The findings of this research establish numerous practical implications that can be used by employers, workers, and researchers. Additionally, the findings of this research prove that job satisfaction level strongly impact on presenteeism.

Firstly, when we look from perception of employees, it is clearly seen that the level of job satisfaction is interpreted differently. For some employees, factors like pay, contingent rewards and fringe benefits are the most important, while for others supervision, communication, relationship with colleagues play bigger role. It shows that different type of people is satisfied contrarily, and companies must know how to satisfy the needs of certain worker.

From organizational point of view, the study is important, because presenteeism, depending on situations might outcome in negative consequences, such as low productivity, loss of focus, reduction in motivation and so on. On the other side, high level of presenteeism also shows the strength of employees' commitment to the organization, because they have emotional connection and feel responsible for company's performance. Therefore, finding out the influence of job satisfaction on presenteeism may show employers that by increasing level of job satisfaction company will have highly committed workers.

In addition, this is the first study that focuses on relationships between job satisfaction and presenteeism in Kazakhstan. This paper might contribute to the Kazakhstan employers in several ways. Specifically, it helps to understand how to

treat workers and on which aspects companies should focus to increase level of commitment of staffs.

## **B. Limitations and Recommendations for Future Studies**

This study had some limitations. Firstly, neither the study nor its methodology were experimental, and therefore, causal associations had to be carefully interpreted despite the statistical software that was used to analyze data. The data for the research was collected through questionnaires and so may have been biased.

As stated by Spector (1994), self-reported data might be useful for examining perceptions, but it could also be limited in the framework of the responses since the researcher needs to put the responses into categories. Future researchers may use different techniques of data collection, such as focus groups discussions, interviews and observations. A study using one of these methods might achieve more accurate results. There is a possibility that some participants could place random responses, due to reasons such as tiredness, an unwillingness to participate, or indifference (Spector, 1994). Furthermore, more collaborative data collection methods could give better and clearer results and understanding (Schober and Fricker, 2004).

This study investigated neither microenterprises nor large enterprises in Kazakhstan, and therefore, future studies should include micro companies and large firms to get bigger picture. In addition, only companies from sports sector were integrated in current study. There are many fields on the market, like tourism sector, construction firms, information technology and so on, and they also can be a subject of a research. Another limitation is that this study was conducted only in Kazakhstan's market and employees. To extrapolate the findings to other countries, researchers that should focus on other countries.

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## APPENDIX

### Appendix-1: Overall Reliability of Job Satisfaction Scale

#### Case Processing Summary

		N	%
Cases	Valid	511	100,0
	Excluded <sup>a</sup>	0	,0
	Total	511	100,0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
,889	36

### Appendix-2: Overall Reliability of Presenteeism Scale

#### Case Processing Summary

		N	%
Cases	Valid	511	100,0
	Excluded <sup>a</sup>	0	,0
	Total	511	100,0

a. Listwise deletion based on all variables in the procedure.

#### Reliability Statistics

Cronbach's Alpha	N of Items
,915	6

### Appendix-3: Correlation Coefficients

		Presenteeism	Pay	Promotionopp	Supervision	Fringegeben	Contrew	Opercond	Coworkers	Natofwork	Communication
Presenteeism	Pearson Correlation	1	,286**	,132*	,309**	,287**	,516***	,295**	,189*	,784***	,324**
	Sig. (2-tailed)		,000	,003	,000	,000	,000	,000	,000	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Pay	Pearson Correlation	,286**	1	,186**	,259**	,100	,309**	,191**	,129*	,252**	,848***
	Sig. (2-tailed)	,000		,000	,000	,023	,000	,000	,004	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Promotionopp	Pearson Correlation	,132*	,186**	1	,102*	,069	,091*	,073	-,025	,116**	,135**
	Sig. (2-tailed)	,003	,000		,022	,120	,039	,098	,579	,008	,002
	N	511	511	511	511	511	511	511	511	511	511
Supervision	Pearson Correlation	,309**	,259**	,102*	1	,197**	,156**	,224**	,111*	,232**	,228**
	Sig. (2-tailed)	,000	,000	,022		,000	,000	,000	,012	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Fringegeben	Pearson Correlation	,287**	,100	,069	,197**	1	,191**	,123**	,093	,236**	,180**
	Sig. (2-tailed)	,000	,023	,120	,000		,000	,005	,036	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Contrew	Pearson Correlation	,516***	,309**	,091*	,156**	,191**	1	,309**	,206**	,531***	,296**
	Sig. (2-tailed)	,000	,000	,039	,000	,000		,000	,000	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Opercond	Pearson Correlation	,295**	,191**	,073	,224**	,123**	,309**	1	,440***	,252**	,185**

	Sig. (2-tailed)	,000	,000	,098	,000	,005	,000		,000	,000	,000
	N	511	511	511	511	511	511	511	511	511	511
Coworkers	Pearson Correlation	,189**	,129*	-,025	,111	,093	,206**	,440**	1	,143*	,126**
	Sig. (2-tailed)	,000	,004	,579	,012	,036	,000	,000		,001	,004
	N	511	511	511	511	511	511	511	511	511	511
Natofwork	Pearson Correlation	,784**	,252**	,116**	,232**	,236**	,531**	,252**	,143*	1	,270**
	Sig. (2-tailed)	,000	,000	,008	,000	,000	,000	,000	,001		,000
	N	511	511	511	511	511	511	511	511	511	511
Communication	Pearson Correlation	,324**	,848**	,135**	,228**	,180**	,296**	,185**	,126**	,270**	1
	Sig. (2-tailed)	,000	,000	,002	,000	,000	,000	,000	,004	,000	
	N	511	511	511	511	511	511	511	511	511	511

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## **Appendix-4: Regression Coefficients**

**Variables Entered/Removed<sup>a</sup>**

Model	Variables Entered	Variables Removed	Method
1	Communication, Coworkers, Promotionopp, Fringegeben, Supervision, Contrew, Opercond, Natofwork, Pay		. Enter

- a. Dependent Variable: presenteeism  
 b. All requested variables entered.

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,812 <sup>a</sup>	,660	,654	,44800

- a. Predictors: (Constant), Communication, Coworkers, Promotionopp, Fringegeben, Supervision, Contrew, Opercond, Natofwork, Pay

**ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	194,856	9	21,651	107,874	,000 <sup>b</sup>
	Residual	100,552	501	,201		
	Total	295,408	510			

- a. Dependent Variable: Presenteeism  
 b. Predictors: (Constant), Communication, Coworkers, Promotionopp, Fringegeben, Supervision, Contrew, Opercond, Natofwork, Pay

**Coefficients<sup>a</sup>**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	,253	,171		1,476	,141
	Satisfaction with Pay	-,041	,034	-,061	-1,196	,232
	Satisfaction with Promotionopp	,014	,016	,025	,930	,353
	Satisfaction with Supervision	,085	,024	,101	3,603	,000
	Satisfaction with Fringegeben	,062	,025	,069	2,485	,013
	Satisfaction with Contrew	,088	,028	,101	3,142	,002
	Satisfaction with Opercond	,042	,031	,041	1,343	,180

Satisfaction with Coworkers	,027	,024	,033	1,118	,264
Satisfaction with Natofwork	,604	,029	,656	20,607	,000
Satisfaction with Communication	,087	,037	,118	2,354	,019

a. Dependent Variable: Presenteeism

**Appendix-5: Model Fit of Job Satisfaction Scale**

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	113	1051,478	553	,000	1,901
Saturated model	666	,000	0		
Independence model	36	11448,092	630	,000	18,172

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,050	,895	,874	,744
Saturated model	,000	1,000		
Independence model	,344	,308	,269	,292

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	,908	,895	,954	,948	,954
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,878	,797	,837
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

NCP

Model	NCP	LO 90	HI 90
Default model	498,478	410,766	593,988
Saturated model	,000	,000	,000
Independence model	10818,092	10474,192	11168,392



FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	2,062	,977	,805	1,165
Saturated model	,000	,000	,000	,000
Independence model	22,447	21,212	20,538	21,899

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,042	,038	,046	1,000
Independence model	,183	,181	,186	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1277,478	1295,157	1756,188	1869,188
Saturated model	1332,000	1436,195	4153,422	4819,422
Independence model	11520,092	11525,724	11672,601	11708,601

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	2,505	2,333	2,692	2,540
Saturated model	2,612	2,612	2,612	2,816
Independence model	22,588	21,914	23,275	22,599

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	296	308
Independence model	31	32

**Appendix-6: Model Fit of Presenteeism Scale**

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	12	1015,574	559	,000	1.816
Saturated model	21	,000	0		
Independence model	6	2147,192	15	,000	143,146

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	,044	,859	,671	,368
Saturated model	,000	1,000		
Independence model	,452	,321	,049	,229

Baseline Comparisons

Model	NFI	RFI	IFI	TLI	CFI
	Delta1	rho1	Delta2	rho2	
Default model	,906	,844	,910	,849	,910
Saturated model	1,000		1,000		1,000
Independence model	,000	,000	,000	,000	,000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	,600	,544	,546
Saturated model	,000	,000	,000
Independence model	1,000	,000	,000

NCP

Model	NCP	LO 90	HI 90
Default model	192,574	150,047	242,530
Saturated model	,000	,000	,000
Independence model	2132,192	1983,639	2288,083

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	,395	,378	,294	,476
Saturated model	,000	,000	,000	,000
Independence model	4,210	4,181	3,889	4,486

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	,205	,181	,230	,000
Independence model	,528	,509	,547	,000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	225,574	225,908	276,410	288,410
Saturated model	42,000	42,584	130,964	151,964
Independence model	2159,192	2159,359	2184,610	2190,610

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	,442	,359	,540	,443
Saturated model	,082	,082	,082	,083
Independence model	4,234	3,942	4,539	4,234

HOELTER

Model	HOELTER	HOELTER
	.05	.01
Default model	43	55
Independence model	6	8

**Appendix-7: Descriptive Statistics of Job Satisfaction and Presenteeism Scales**

**Descriptive Statistics**

	N	Range	Minimum	Maximum	Sum	Mean		Std. Deviation	Variance
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Statistic
presenteeism	511	4,00	1,00	5,00	2263,50	4,4295	,03367	,76107	,579
Pay	511	4,25	1,00	5,25	1859,00	3,6380	,05015	1,13362	1,285
Promotionopp	511	4,25	1,00	5,25	1625,25	3,1805	,05802	1,31164	1,720
Supervision	511	4,50	1,00	5,50	2076,75	4,0641	,04020	,90880	,826
Fringegeben	511	4,75	1,00	5,75	2043,51	3,9990	,03746	,84682	,717
Contrew	511	4,50	1,00	5,50	2242,25	4,3880	,03856	,87169	,760
Opercond	511	4,00	1,50	5,50	2217,99	4,3405	,03326	,75193	,565
Coworkers	511	4,25	1,00	5,25	2165,16	4,2371	,04080	,92224	,851
Natofwork	511	5,00	1,00	6,00	2253,50	4,4100	,03657	,82677	,684
Communication	511	4,50	1,00	5,50	2018,00	3,9491	,04571	1,03332	1,068
Valid N (listwise)	511								

## Appendix-8: Descriptive Statistics about Participants

<b>Statistics</b>						
		Gender	Age	Marital Status	Education Level	Job Position
N	Valid	511	511	511	511	511
	Missing	0	0	0	0	0
Mean		1,61	19,92	1,5225	3,7202	1,8121
Median		2,00	19,00	2,0000	4,0000	2,0000
Mode		2	19	2,00	4,00	2,00
Sum		824	10181	778,00	1901,00	926,00

<b>Gender</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	198	38,7	38,7	38,7
	Female	313	61,3	61,3	100,0
Total		511	100,0	100,0	

<b>Age</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	17	11	2,2	2,2	2,2
	18	123	24,1	24,1	26,2
	19	127	24,9	24,9	51,1
	20	99	19,4	19,4	70,5
	21	72	14,1	14,1	84,5
	22	32	6,3	6,3	90,8
	23	20	3,9	3,9	94,7
	24	9	1,8	1,8	96,5
	25	3	,6	,6	97,1
	26	3	,6	,6	97,7
	27	3	,6	,6	98,2
	29	9	1,8	1,8	100,0
	Total		511	100,0	100,0

**Marital Status**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	244	47,7	47,7	47,7
	Single	267	52,3	52,3	100,0
	Total	511	100,0	100,0	

**Education Level**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school	26	5,1	5,1	5,1
	Middle school	85	16,6	16,6	21,7
	High school	106	20,7	20,7	42,5
	Associate degree	131	25,6	25,6	68,1
	Undergraduate	115	22,5	22,5	90,6
	Graduate	48	9,4	9,4	100,0
	Total	511	100,0	100,0	

**Job Position**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Intern	148	29,0	29,0	29,0
	Employee	311	60,9	60,9	89,8
	Manager	52	10,2	10,2	100,0
	Total	511	100,0	100,0	

**Appendix-9: Job Satisfaction Survey Questionnaire**

<p align="center"><b>JOB SATISFACTION SURVEY</b>  Paul E. Spector  Department of Psychology  University of South Florida  Copyright Paul E. Spector 1994, All rights reserved.</p>							
<p align="center">PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION  THAT COMES CLOSEST TO REFLECTING YOUR OPINION  ABOUT IT.</p>		Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
1	I feel I am being paid a fair amount for the work I do.	1	2	3	4	5	6
2	There is really too little chance for promotion on my job.	1	2	3	4	5	6
3	My supervisor is quite competent in doing his/her job.	1	2	3	4	5	6
4	I am not satisfied with the benefits I receive.	1	2	3	4	5	6
5	When I do a good job, I receive the recognition for it that I should receive.	1	2	3	4	5	6
6	Many of our rules and procedures make doing a good job difficult.	1	2	3	4	5	6
7	I like the people I work with.	1	2	3	4	5	6
8	I sometimes feel my job is meaningless.	1	2	3	4	5	6
9	Communications seem good within this organization.	1	2	3	4	5	6
10	Raises are too few and far between.	1	2	3	4	5	6
11	Those who do well on the job stand a fair chance of being promoted.	1	2	3	4	5	6
12	My supervisor is unfair to me.	1	2	3	4	5	6
13	The benefits we receive are as good as most other organizations offer.	1	2	3	4	5	6
14	I do not feel that the work I do is appreciated.	1	2	3	4	5	6
15	My efforts to do a good job are seldom blocked by red tape.	1	2	3	4	5	6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1	2	3	4	5	6
17	I like doing the things I do at work.	1	2	3	4	5	6
18	The goals of this organization are not clear to me.	1	2	3	4	5	6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6



**Appendix-10: Presenteeism Scale Questionnaire**

<p style="text-align: center;"><b>Koopman et al. Stanford Presenteeism Scale</b></p> <p style="text-align: center;">Copyright Koopman et al. (2002). All rights reserved.</p>						
No	<p style="text-align: center;"><b>PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.</b></p>	Strongly disagree	Somewhat disagree	Uncertain	Somewhat agree	Strongly agree
1	Because of my (health problem), the stresses of my job were much harder to handle.	1	2	3	4	5
2	Despite having my (health problem), I was able to finish hard tasks in my work.	1	2	3	4	5
3	My (health problem) distracted me from taking pleasure in my work.	1	2	3	4	5
4	I felt hopeless about finishing certain work tasks, due to my (health problem).	1	2	3	4	5
5	At work, I was able to focus on achieving my goals despite my (health problem).	1	2	3	4	5
6	Despite having my (health problem), I felt energetic enough to complete all my work.	1	2	3	4	5

## **Appendix-11: Ethical Committee Approval**

Evrak Tarih ve Sayısı: 04/09/2020-2928



T.C.  
İSTANBUL AYDIN ÜNİVERSİTESİ REKTÖRLÜĞÜ  
Lisansüstü Eğitim Enstitüsü Müdürlüğü

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Sayın Artur GAREYEV

Tez çalışmanızda kullanmak üzere yapmayı talep ettiğiniz anketiniz İstanbul Aydın Üniversitesi Etik Komisyonu'nun 31.08.2020 tarihli ve 2020/07 sayılı kararıyla uygun bulunmuştur.

Bilgilerinize rica ederim.

**e-imzalıdır**  
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Müdür Yardımcısı

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# **RESUME**

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