

The Mediating Role of Presenteeism in The Effect on of Job Insecurity in The Private Sector on Employee Performance

Özel Sektörde İş Güvencesizliğinin Çalışan Performansına Etkisinde Presenteizmin Aracılık Rolü

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ABSTRACT

There are various positive and negative variables affecting employee performance in both the private and public sectors. The aim of this study is to investigate the mediating role of presenteeism in the effect on of job insecurity on employee performance. The sample consists of employees in the retail sector operating in Isparta province. A quantitative research method was chosen, and data were collected using a survey technique. The collected survey data was subjected to analysis via the utilization of the SPSS v.26 and AMOS v.24 software packages. The research was categorized as correlational in nature. For the purposes of this investigation, a simple random sampling method was elected for sample selection. At the conclusion of the study, it has been identified that job insecurity affects both employee performance and presenteeism. Additionally, it was determined that job insecurity in conjunction with presenteeism influences employee performance. However, it was found that “completing work” does not serve a mediating role in the impact of job insecurity on employee performance. Instead, it was discovered that “avoiding distraction” plays a full mediating role. This implies that job insecurity may negatively affect employee performance, and this effect on operates through the mentioned mediating variable.

ÖZ

Özel ve kamu sektöründeki çalışanların performansını etkileyen birçok olumlu ve olumsuz değişkenler bulunmaktadır. Bu çalışmada, iş güvencesizliğinin çalışan performansına etkisinde presenteizmin aracılık rolünün araştırılması amaçlanmaktadır. Örneklem olarak Isparta ilinde faaliyet gösteren perakende sektörü çalışanları belirlenmiştir. Araştırma yöntemi olarak nicel araştırma yöntemi belirlenmiş olup veriler anket tekniği ile elde edilmiştir. Elde edilen anket verileri SPSS v.26 ve AMOS v.24 programları kullanılarak analiz edilmiştir. Araştırma türü ilişkisel araştırma olarak tanımlanmıştır. Bu çalışmada örnekleme yöntemi basit rastgele örnekleme seçilmiştir. Çalışmanın sonucunda; iş güvencesizliğinin hem çalışan performansını hem de presenteizmi etkilediği tespit edilmiştir. Ayrıca, iş güvencesizliği ile presenteizmin çalışan performansını etkilediği belirlenmiştir. Ancak, iş güvencesizliğinin çalışan performansına etkisinde “işin tamamlanmasının” bir aracılık rolü olmadığı görülmüştür. Bunun yerine, “dikkat dağınıklığından kaçınmanın” tam bir aracılık rolü olduğu bulunmuştur. Bu durum, iş güvencesizliğinin çalışanların performansını olumsuz yönde etkileyebileceği ve bu etkinin söz konusu aracı değişken üzerinden işlediği anlamına gelmektedir.

Keywords: Job Insecurity, Presenteeism, Employee Performance, Retail Sector, Avoiding Distraction

Anahtar Kelimeler: İş Güvencesizliği, Presenteizm, Çalışan Performansı, Perakende Sektörü, Dikkat Dağınıklığı

Introduction

The global economic crisis that began with the COVID-19 pandemic has had widespread effects across the world, significantly impacting workers both economically and psychologically. Employees have frequently witnessed their colleagues, both near and far, lose their jobs due to the negative repercussions of the current economic climate, leading to an inevitable concern about the potential loss of their own positions. In the literature, the term job insecurity is used to refer to this situation, which can lead to the phenomenon known as presenteeism. In cases of presenteeism, employees, despite being physically present at work, may feel

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ill or find it hard to concentrate on their tasks due to psychological distress. The performance of employees who both perceive job insecurity and experience presenteeism is expected to be negatively affected in the workplace.

Job insecurity was defined by Greenhalgh and Rosenblatt (1984) in a study as “the perceived powerlessness to maintain desired continuity in a threatened job situation”. De Witte (1999) emphasized that job insecurity is related to individuals’ fear of losing their jobs and becoming unemployed. However, numerous researchers have highlighted that job insecurity can arise from objective conditions, such as company downsizing, mergers, and global changes that cause employees to feel threatened (Hartley, Jacobson, Klandermans, & Vuuren, 1991), as well as from personal characteristics (Greenhalgh, 1983; Greenhalgh & Rosenblatt, 1984; Ashford, Lee, & Bobko, 1989; Hellgren, Sverke, & Isaksson, 1999; Erlinghagen, 2008; Burgard & Seelye, 2017). Job insecurity stemming from personal characteristics has generally been referred to as “perceived job insecurity” in the literature, and a scale for determining job insecurity perception was first developed by Ashford, Lee, and Bobko (1989). Subsequently, De Witte (1999) and Hellgren, Sverke, and Isaksson (1999) have addressed the same scale with different aspects. Studies have been conducted on job insecurity among both private sector employees (Özkan, Kan Ontürk, Himmetoğlu, Artan, & Güldibi, 2009; Yüksel, Deniz, Çimen, & Erkoç, 2017; Yüce-Selvi & Sümer, 2018) and public contract employees (Ferrie, 1997; Heponiemi, et al., 2010; Seçer, 2011). These studies have identified a negative impact on employees. Research has also been conducted on the relationship between job insecurity and demographic variables of employees (Derin & Şimşek Ilkım, 2017; Boz-Semerci, 2018; Atılğan, 2019; Polat, 2020). Studies have been conducted on the relationship between job insecurity and negative variables such as **procrastination** (Sadykova, 2016; Kaplan & Keriman, 2019), **anxiety about the future** (Tellioglu, 2021), **job-seeking behavior** (Köse & Baykal, 2018), **work-related stress** (Seçkin, 2020), **turnover intention** (Karacaoğlu, 2015; Köse, Özkoç, & Bekci, 2019), **anxiety** (Dursun & Bayram, 2013), **organizational cynicism** (Seçkin, 2018), and **burnout** (Çetin, 2015; Katlav & Çetin, 2021). Research on the relationship between job insecurity and positive variables such as **employability** (Çalışkan & Özkoç, 2020), **career optimism** (Akpulat, 2020), **satisfaction** (Karcioğlu & Balkaya, 2018), and **organizational trust** (Gürbüz & Dede, 2016) is also available. In studies where job insecurity is examined with both positive and negative variables, **income insecurity and working conditions** (Özkan, Koçyiğit, & Şen, 2013), **job satisfaction and individual-organization fit** (Şimşek Ilkım & Derin, 2018), **work-life balance and psychological safety** (Demirbağ, Cide Demir, & Yozgat, 2021), **leadership style and power distance** (Tüzün & Öztürk, 2020), **organizational citizenship and anxiety** (Mumlu Karanfil & Doğan, 2020), **self-efficacy and quality of work-life** (Erdem, 2020), and **role conflict and self-control** (Pelenk & Acaray, 2020) have been investigated.

Yamashita & Arakida (2006) define presenteeism as “self-measurable loss of organisational performance due to health problems while at the workplace”. Presenteeism, described by Bierla, Huver, & Richard (2013) as the “tendency to go to work even when ill”, is sometimes confused with the concept of “absenteeism”, which refers to absence from the workplace. According to MacGregor, Cunningham, & Caverley (2008), presenteeism and absenteeism outcomes have shown similarities in recent times. In their study, Gosselin, Lemyre, and Corneil (2013) emphasize that certain ailments (e.g., gastritis, allergies, etc.) lead to presenteeism, while others (e.g., emotional disorders, thyroid, blood pressure, etc.) result in absenteeism. Some research conceptually explains presenteeism (Yamashita & Arakida, 2006; Lack, 2011). In this study, the Stanford Presenteeism scale developed by Koopman et al. (2002) was used, which is generally preferred by researchers (Anık Baysal, Baysal, Aksu, & Aksu, 2014). A study on scale development by Matsushita et al. (2011) can be found in the literature. There are some presenteeism-themed research studies (Gates, Succop, Brehm, Gillespie, & Sommers, 2008; MacGregor, Cunningham, & Caverley, 2008). On the other hand, some studies have been conducted on the relationship between presenteeism and **working life** (Callen, Lindley, & Niederhauser, 2013; Soliman, et al., 2017; McGregor, Ashbury, Caputi, & Iverson, 2018). There are some studies investigating significant differences between presenteeism and **demographic variables** (Bierla, Huver, & Richard, 2013; Ulu, Özdevecioğlu, & Ardiç, 2016; Üzümlü & Şenol, 2019; Ariza-Montes, Arjona-Fuentes, Radic, & Han, 2021; Güneş, Bayer, & Bulut, 2021). Research has been conducted on the relationship between presenteeism and **emotional commitment** (Erbaş & Yeşiltaş, 2017), **sickness presenteeism** (Aronsson & Gustafsson, 2005), **job stress and role ambiguity** (Yeşiltaş & Ayaz, 2019), **job satisfaction** (Yücel, 2020), **anxiety and productivity at work** (Ölmezoğlu İri & Korkmaz, 2021), **occupational groups** (Aronsson, Gustafsson, & Dallner, 2000), **organizational alienation** (Özer & Atay, 2021), **industries** (Dew, Keefe, & Small, 2005), and **life satisfaction and well-being** (Güdü Demirbulat & Bozok, 2015).

The performance of organizations and the employees that constitute them has been a topic of discussion since the 1950s (Brayfield & Crockett, 1955). Increases in productivity, improved living standards, and higher wages are significant factors in achieving economic stability. Particularly due to reasons such as the rise in consumer goods, an individual’s increased organisational performance becomes generally important for society. Many managers are interested in increasing employee productivity within their organizations. Therefore, organizational researchers try to understand the causes and consequences of employee performance (Griffin, Welsh, & Moorhead, 1981). In this study, the scale developed by Kirkman and Rosen (1999) related to team empowerment was used to measure employee performance, and then the organisational performance model developed by Venkatraman and Ramanujam (1986) was utilized in studies related to total quality management (Fuentes-Fuentes, Albacete-Saez, & Llorens-Montes, 2004; Rahman & Bullock, 2005). Studies on organisational performance can be found in relation to the **COVID-19 pandemic** (Özcan & Erkasap, 2021; Yeşil & Mavi, 2021), **job stress** (Murali, Basit, & Hassan, 2017; Tortumlu

& Taş, 2019; Adıgüzel & Küçükkoğlu, 2020; Doğan & Çetin, 2021), **workplace incivility** (Küçük & Çakıcı, 2018), **workload excess** (Korkmaz, 2021), **workplace rudeness** (Çiçek & Çiçek, 2020), **mobbing** (Çalış Duman & Akdemir, 2016), **normative and rational commitment** (İraz & Akgün, 2011), **learned helplessness** (Güler & Taşlıyan, 2021), **cyberloafing** (Özüdoğru & Yıldırım, 2020), **social undermining** (Ülbeği, İplik, & Yalçın, 2019), and **social media usage** (Çetinkaya & Rashid, 2018). In addition to these topics, studies have been encountered on **turnover intention and organizational cynicism** (Özcan & Şen, 2022), **mobbing, cynicism, and organizational commitment** (Erdiren Çelebi & Yazgan, 2017), **organizational silence and employee silence** (Yalçınsoy, 2018), and **organizational silence and burnout** (Doğan & Kır, 2018; Karakuş & Öncel, 2021).

The objective of this study is to ascertain the mediating role of presenteeism in the relationship between variables of job insecurity and organizational performance. The investigation serves to fill an existing gap in the literature concerning how variables with negative implications, such as job insecurity and presenteeism, affect the performance of employees in the private sector, specifically within retail. Furthermore, an integral aspect of this research involves identifying the mediating role of presenteeism in the impact of these adverse effects on employee performance. This study is centered on employees in the retail sector of the private industry who do not have job security. To facilitate this, a simple random sampling method has been employed. The research is bound by limitations, including its focus on private sector employees, individuals lacking job security in the retail industry, and those employees situated in the province of Isparta. Firstly, a literature review was conducted to determine the relationships between the concepts to be used, and then the survey responses collected from private sector employees were analyzed. Recommendations were made based on the evaluation of the analysis results of the data obtained at the end of the study.

Conceptual Framework

In this section; **a)** job insecurity and presenteeism, **b)** job insecurity and organisational performance, and **c)** research conducted on presenteeism and employee performance are summarized, and alternative hypotheses are formed.

Upon examining the relevant literature, there are some studies that indicate a relationship/effect between **job insecurity and presenteeism** (Kinman, Clements, & Hart, 2019; Reuter et al., 2019; Kim, Yoon, Bahk, & Kim, 2020; Schmidt & Pfortner, 2020; Siu, Cooper, Roll, & Lo, 2020; Zhang et al., 2020; Gary, 2022; Öney, Eryılmaz, & Şimşek, 2022) and others that find no such relationship (Virtanen, Kivimäki, Elovainio, Vahtera, & Ferrie, 2003; Mokhtar, Abdullah, & Roshaid, 2020; Claes, 2011). Studies that did not find an effect on of job insecurity on presenteeism are those by Virtanen et al. (2003), Mokhtar et al. (2020), and Claes (2011). Moreover, Öney et al. (2022) found that the COVID-19 pandemic affected presenteeism but had no effect on job insecurity. Another study on the same theme was conducted by Gary (2022). Zhang et al. (2020) found that job insecurity is a significant predictor of presenteeism. Siu et al. (2020) emphasizes a strong relationship between job insecurity and presenteeism. Schmidt and Pfortner (2020) found that employees with job insecurity go to work even when they are sick (presenteeism). Kim et al. (2020) discovered that job insecurity affects presenteeism but does not affect absenteeism. Reuter et al. (2019) found that employees go to work when they are sick (presenteeism) regardless of job insecurity. Kinman et al. (2019) emphasize that job insecurity is one of the most important factors contributing to the emergence of presenteeism. The hypothesis formed within the scope of these studies is stated below.

$H_{A1.1}$: Job insecurity affects presenteeism.

Upon examining the relevant literature, there are studies that found a positive effect on between **job insecurity and employee performance** (Lucky, Minai, & Rahman, 2013; Aktar & Pangil, 2018; Wang et al., 2019; Kılıç & Tabuk, 2022), a negative effect on (Schreurs, Emmerik, Günter, & Germeys, 2012; Ng & Feldman, 2014; Arslan, 2018; Prasad, Vaidya, & Kumar, 2018; Sverke, Lastad, Hellgren, Richter, & Naswall, 2019; Polat & Gürbüz, 2020; Stankeviciute, Staniskiene, Ramanauskaite, 2021; Dahiya, 2022; Nikolova, Stynen, Coillie, & De Witte, 2022), no effect on (Acaray, 2019; Narayanamurthy & Tortorella, 2021; Stankeviciute, Sanchez-Hernandez, & Staniškiene, 2021; Gültekin & Polatçı, 2022), and a relationship (Latorre, Guest, Ramos, & Gracia, 2016; Bohle, Bal, Jansen, Leiva, & Alonso, 2017; Eddleston, Sieger, & Bernhard, 2019; Orçanlı, Bekmezci, & Fırat, 2019; Koçak, 2020; Pelenk, 2020).

Kılıç and Tabuk (2022) emphasize that there is a positive relationship between job insecurity and employee performance and that job insecurity positively affects employee performance. Wang et al. (2019) found that job insecurity positively affects organisational performance up to a certain level. Aktar and Pangil (2018) discovered that job security and performance feedback positively affect employee commitment. Lucky et al. (2013) emphasize that job insecurity positively affects employee performance.

Nikolova et al. (2022) emphasizes that if there is job insecurity encompassing the entire organization, employee performance is positively affected; however, if there is individual job insecurity, employee performance is negatively affected. Dahiya (2022) determined that organizational identification has a negative mediating effect on the impact of job insecurity on organisational performance. Stankeviciute et al. (2021) indicate that job insecurity negatively affects both organisational performance and organizational citizenship behavior. Polat Gürbüz (2020) highlight that permanent employees have lower job insecurity compared to seasonal employees and that job insecurity negatively affects organisational performance in both cases. Sverke et al. (2019)

state that there is a negative relationship and impact between job insecurity and organisational performance. Prasad et al. (2018) found that the effect of a lack of control on organisational performance is higher than job insecurity. Arslan (2018) discovered that job insecurity and insufficient compensation negatively affect organisational performance. Ng and Feldman (2014) emphasize that job insecurity negatively affects employees' careers. Schreurs et al. (2012) identified that job insecurity negatively affects organisational performance.

Gültekin and Polatçı (2022) concluded that job insecurity does not affect psychological well-being and organisational performance; however, when job insecurity is modeled as a mediating variable, it affects professional commitment, which in turn affects psychological well-being and organisational performance. Stankeviciute et al. (2021), Narayanamurthy & Tortorella (2021), and Acaray (2019) determined that job insecurity has no effect on organisational performance.

Pelenk (2020) identified that innovative behavior has a moderating role between job insecurity and organisational performance. Koçak (2020) determined that there is a mediating effect on of perceived organizational obstacles in the relationship between psychological safety and employee performance, and that job insecurity does not have a moderating role. Orçanlı et al. (2019) concluded that there is a significant relationship between job insecurity and organisational performance. Eddleston et al. (2019) found that managerial discretion is crucial to prevent negative effects on organisational performance during periods of perceived job insecurity. Bohle et al. (2017) emphasize that job insecurity and psychological contract breach have a mediating effect on the relationships between collective layoffs and employee performance and organizational citizenship behavior. Latorre et al. (2016) discovered that job insecurity and psychological contracts are related to employee performance. The hypothesis formed within the scope of these studies is indicated below.

$H_{A1.2}$: Job insecurity affects organisational performance.

A review of the related literature reveals that there is a positive effect on between **presenteeism and employee performance** (Sears, Shi, Coberley, & Pope, 2013; Şahin & Kanbur, 2022), a negative effect on (Meerding, IJzelenberg, Koopmanschap, Severens, & Burdorf, 2005; Yılmaz & Yumuk Günay, 2020), and no effect on (Bray et al., 2018; Oktay & Alper Ay, 2022). The hypothesis formed within the scope of these studies is indicated below.

H_{A2} : Presenteeism affects organisational performance.

Based on the identified three hypotheses, it was decided to test the following two hypotheses.

$H_{A1.3}$: Job insecurity and presenteeism affect organisational performance.

H_{A1} : Presenteeism has a mediating role in the relationship between job insecurity and organisational performance.

Method

Research methods are divided into three categories: quantitative, qualitative, and mixed-methods. The quantitative research method is an approach in which research strategies such as experiments and surveys are used primarily for developing and testing knowledge (*[a] the idea of causality and impact, [b] testing specific variables and hypotheses, [c] using measurement and observation, and [d] testing theories*) (Creswell, 2002: 21). Therefore, **the quantitative research method** was preferred for this study. The research type is identified as **correlational (relational) research**. Correlational (relational) research is a process of determining positive and negative relationships between two variables. The relationship between two variables is expressed in a statistical measure unit called correlation (r). Correlation has a direction and magnitude. Positive correlation occurs when an increase (or decrease) in one variable leads to an increase (or decrease) in the other variable. In negative correlation, as the value of one variable increases (or decreases), the value of the other variable decreases (or increases) (VanderStoep & Johnston, 2009: 76-77). Sampling methods are divided into probability-based sampling techniques and non-probability-based sampling techniques. Probability-based sampling techniques indicate a situation where the probability of each individual in the universe being included in the sample is different from zero. This technique is divided into four categories: simple random, systematic, stratified random, and cluster sampling. Simple random sampling is a sampling in which the probability of inclusion for each individual in the universe is equal. In this research, **simple random sampling** was chosen as the sampling method (Gray, Williamson, Karp, & Dalphin, 2007: 104-106). The survey technique, a data collection technique, was preferred for obtaining data. In the survey technique, research design is highly flexible and can be created in different forms, and the data collection process is completed using telephone, face-to-face, mail, web-based, and email forms (Muijs, 2004: 34). In the method section, the (i) research purpose, (ii) data collection instruments, and (iii) research model is explained under separate subheadings.

Research Purpose, Significance and Limitations

In this section, the purpose, significance, and limitations of the research, along with information on ethical committee approval, are explained.

Research Purpose: The aim of the research is to determine the mediating role of **presenteeism** in the relationship between **job insecurity and employee performance** based on the variables of job insecurity, presenteeism, and organizational performance among retail sector employees.

Research Significance: The importance of the research lies in filling the gap in the literature regarding the identification of the variables (**job insecurity and presenteeism**) that negatively affect the performance of private sector (retail) employees and the mediating role of presenteeism in their impact on employee performance.

Research Limitations: There are five limitations set for the research: **(a)** private sector employees, **(b)** employees without job security in the retail field, **(c)** employees working in Isparta province, **(d)** conducting surveys with the help of “Google Forms”, and **(e)** conducting surveys electronically between July 1 and September 30, 2022.

Ethical Committee Approval: For this study, ethical committee approval was obtained from sparta University of Applied Sciences, Scientific Research and Publication Ethics Committee, dated 20.01.2021, with the meeting number 41 and decision number 01.

Data Collection Tools

In this section, information is provided about the scales and questions used in the survey for the research. The scales in the survey include: (a) perceived job insecurity, (b) Stanford Presenteeism Scale-6, (c) employee performance, and (d) demographic characteristics.

Perceived Job Insecurity: To determine private sector employees’ job insecurity, the perceived job insecurity (PJI) scale developed by De Witte (2000) (De Cuyper, De Witte, Elst, & Handaja, 2010) ($\alpha=0.86$) was used, and the Turkish adaptation was done by Seer (2011) ($\alpha=0.89$). The scale consists of 4 statements and a single dimension. The statement “I am confident that I can protect my job” in the scale is reverse-coded, and an example statement from the scale is, “I feel insecure about the future of my job”.

Stanford Presenteeism Scale-6: To evaluate employees’ inability to focus on their work due to health problems, the Stanford Presenteeism Scale (SPS-6) [$\alpha=0.80$] developed by Koopman et al. (2002) was used, and the Turkish adaptation was done by Coşkun (2012) ($\alpha=0.78$). The scale consists of 6 statements and two dimensions. The dimensions consist of 3 statements each and are in the form of avoiding distraction (AD) and completing work (CW). The statements in the completing work dimension are reverse-coded. An example statement from this dimension is, “I was able to complete challenging tasks in my job despite my health problems”. An example statement from the avoiding distraction dimension is, “Dealing with work-related stress was much more difficult due to my health problems”.

Employee Performance (Organisational Performance): To evaluate the performance (OP) of private sector employees, the scale developed by Rahman & Bullock (2005) ($\alpha=0.67$) was used, and the Turkish adaptation was done by Erdoğan (2011) ($\alpha=0.83$). The scale consists of 7 statements and a single dimension. An example statement from the scale is, “As an employee, my satisfaction level is high”. A 5-point Likert type (1: *Strongly Disagree*, . . . , 5: *Strongly Agree*) was used to determine the importance values of all the statements in the scales.

Demographic Characteristics: In this part of the survey, there are 6 questions related to the participants’ age, gender, marital status, duration of employment in the current institution, and total work experience.

Research Model

In this section, research models are presented. For this study, a model examining 4 relationships/effects and 1 mediating role is proposed. These models are shown in Figure 1.

Findings

The findings section consists of three subsections: **(i)** determining demographic characteristics (frequency, mean, and standard deviation; SPSS v.26), **(ii)** confirmatory factor analysis (SPSS v.26 & AMOS v.24), and **(iii)** testing structural equation models (AMOS v.24).

Analysis of Demographic Characteristics

In this section, the distribution of employees’ demographic characteristics (age, gender, marital status, tenure in the current organization, and total work experience) is explicated. The percentage of participants aged 18-23 is 48.1%, while those aged 24-29 is 21.8%, aged 30-35 is 14%, aged 36-41 is 7%, and aged 42 and over is 9.1%. The majority of employees are between the ages of

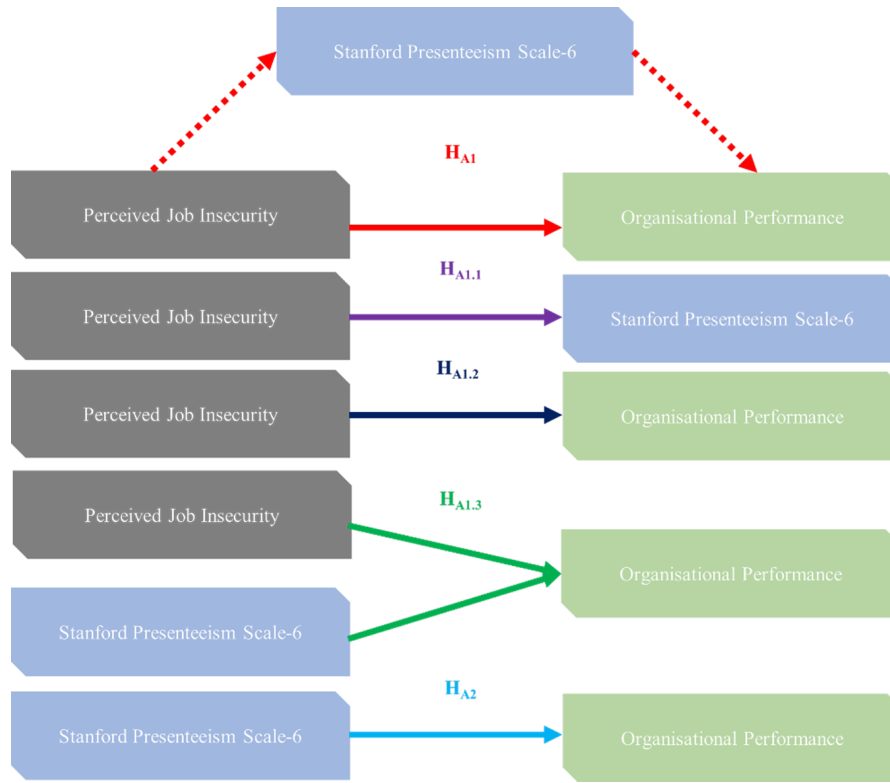


Figure 1. Proposed models for research.

18-29 (79.9%). 58.6% of the employees are male and 41.4% are female. 29.1% of the employees are married, while 70.9% are not married. When examining the duration of employment in the current institution (in years); 69.1% are between 1-3 years, 12.6% are between 4-6 years, 6% are between 7-9 years, 3.9% are between 10-12 years, and 8.4% have worked for 13 years or more. Approximately 3/4 of employees are new to their current institutions. When examining total work experience (in years); 48.4% are between 1-3 years, 17.2% are between 4-6 years, 9.5% are between 7-9 years, 8.1% are between 10-12 years, and 16.8% have worked for 13 years or more. It appears that approximately half of the employees are at the beginning of their working lives.

Confirmatory Factor Analysis

Confirmatory Factor Analysis (CFA) is a statistical technique used to analyze how well unobservable variables (factors) are measured in scales and whether these variables are distinct from one another (Collier, 2020: 62-63). By measuring the significance and fit of the model, it helps us better understand the factors and their relationship with the variables. The primary aim of CFA is to statistically test the significance of a pre-assumed model and see if the sample data supports this model (Schumacker & Lomax, 2004: 168). Model fit (see Table 1) indicates how well the model conforms to the observed data (Whittaker & Schumacker, 2022: 134).

Table 1. Model Fit Indices

Uyum İndeksleri	İyi Uyum Değerleri	Kabul Edilebilir Değerler
P		≤ 0.05
X²/sd	≤ 3	≤ 5
GFI	≤ 0.90	≤ 0.80
RMSEA	≤ 0.05	≤ 0.10
SRMR	≤ 0.05	≤ 0.10
NFI	≤ 0.95	≤ 0.90
CFI	≤ 0.90	≤ 0.80
AGFI	≤ 0.90	≤ 0.85

Resource: Hu & Bentler (1998; 1999); Shevlin & Miles (1998); Schermelleh-Engel vd. (2003); Gürbüz & Şahin (2018); Whittaker & Schumacker (2022).

Before performing CFA, the validity and reliability of the data must be established. First, convergent validity must be examined. Convergent validity is the evaluation of variables in measurement instruments (variables, dimensions, scales). It is expected that variables representing the same construct will vary similarly among different measurement methods or variables. It is particularly preferred in assessing the validity and reliability of psychometric measurement tools. It is also used to ensure construct validity and confirm the distinction between different factors. For this, (a) factor loadings, (b) average explained variance, construct reliability, reliability coefficient, and (c) correlation coefficient should be calculated (Hair Jr., Black, Babin, & Anderson, 2014: 618).

Required number of participants for the survey: The sample consists of employees working in the retail sector in Isparta province. Since the total number of employees could not be accessed, the number of items used in the survey was considered. In the PJI (4 items), SPS-6 (6 items), and OP (7 items) scales, there are a total of 17 variables. According to Kline (2016: 16), reaching ten times the number of variables in the survey is considered sufficient. Additionally, it is emphasized that a sample size of 200-300 is sufficient for structural equation modeling (Kline, 2016: 271). In this study, a total of 388 participants were reached, and after initial evaluations (control questions), 285 surveys were deemed suitable for analysis.

Factor loadings: Each variable in the scale will load more or less strongly onto a factor in the relevant scale. Factor loading values are between ± 1 . If these values are closer to ± 1 , the variables are more strongly related to that factor, and if they are closer to 0, the variables are less strongly related to that factor. When a variable is loaded onto a factor, it is considered to belong to that factor. A factor loading value greater than 0.30 is desirable (Muijs, 2022: 176). According to Comrey & Lee (1992: 243), factor loading values and their meanings are as follows: 0.32-0.44 is poor, 0.45-0.54 is fair, 0.55-0.62 is good, 0.63-0.70 is very good, and 0.71-1.00 is excellent.

Average Variance Extracted (AVE): The Average Variance Extracted (AVE) value, calculated with CFA, is the average of the variance extracted for the variables loading on a factor and serves as a summary indicator of convergence. The AVE value helps assess how well the variables converge and how well they fit the factor. An AVE value greater than 0.5 is desirable, as it indicates that sufficient convergence has been achieved. AVE values below 0.5 signal that the error variance in the variables is greater than the variance explained by the latent factor structure. The AVE value should be calculated for each factor/variable in the measurement model (Fornell & Larcker, 1981: 46; dos Santos & Cirillo, 2023: 1646).

Construct Reliability (CR): The Construct Reliability (CR) value is obtained with Structural Equation Models (SEM) and a CR value between 0.6-0.7 is considered acceptable for the scale/dimension. A value above 0.7 indicates good reliability. High CR values indicate that internal consistency has been achieved and the measurements represent the construct in a consistent manner (Hair Jr., Black, Babin, & Anderson, 2014: 619). Additionally, the CR value should be higher than the AVE value (Hair Jr., Black, Babin, & Anderson, 2014: 123).

Cronbach's Alpha Coefficient: This coefficient (α) is a measure of internal consistency. The reliability coefficient is measured on the same scale as the correlation coefficient and takes a value between 0-1. A value closer to 1 is preferred because high internal consistency is desired among the items in the scale (George & Mallery, 2020: 236). According to George & Mallery (2020: 236), values and meanings are as follows: values below 0.50 are unacceptable, 0.50-0.59 are weak, 0.60-0.69 are questionable, 0.70-0.79 are acceptable, 0.80-0.89 are good, and 0.90-1.00 are excellent.

Correlation Coefficient: This coefficient (r) represents the degree of relationship between variables. The correlation coefficient value varies between ± 1 . The correlation coefficient value represents a weak (0.00-0.29), moderate (0.30-0.69), or strong (0.70-1.00) relationship. A positive correlation value indicates that as one variable increases (decreases), the other variable will also increase (decrease). A negative correlation value, contrary to the positive correlation value, represents a completely inverse relationship (Cronk, 2020: 53).

The fit indices used in model fit for CFA include Chi-Square (X^2), Standard Deviation (sd), Goodness-of-Fit Index (GFI), Root Mean Square Error of Approximation (RMSEA), Standardized Root Mean Square Residual (SRMR), Normed Fit Index (NFI), Comparative Fit Index (CFI), and Adjusted Goodness-of-Fit Index (AGFI) (Hu & Bentler, 1998; 1999; Shevlin & Miles, 1998; Schermelleh-Engel, Moosbrugger, & Müller, 2003; Gürbüz & Şahin, 2018; Whittaker & Schumacker, 2022). Table 1 presents the ranges of model fit indices used to test CFA accuracy.

To test the convergent validity of the CFA results for the variables job insecurity, presenteeism, and organisational performance, factor loading, reliability coefficients, CR and AVE values are displayed in Table 2, and correlation coefficient values are shown in Table 3.

For the CFA of job insecurity, the model fit indices are as follows: $X^2_2 = 0.810$, $X^2/sd = 0.405$ ($p \leq 0.05$), **GFI** = 0.999 (good fit), **RMSEA** = 0.00 (good fit), **SRMR** = 0.0076 (good fit), **NFI** = 0.998 (good fit), **CFI** = 1.000 (good fit), and **AGFI** = 0.993 (good fit). The factor loadings are above 0.30 (0.482-0.871). The reliability coefficient is good ($\alpha = 0.822$). The CR (≥ 0.70) and AVE

Table 2. Convergent Validity Values

Variable	Item	Factor Load	α	CR	AVE
Perceived Job Insecurity	4	0.482-0.871	0.822	0.83	0.57
Stanford Presenteeism Scale-6	5	0.648-1.000	0.762	0.93	0.73
Avoiding Distraction	3	0.794-0.858	0.871	0.87	0.70
Completing Work	2	0.648-1.000	0.820	0.88	0.79
Organisational Performance	7	0.363-0.825	0.824	0.82	0.41

(≥ 0.50) values are within the desired range ($CR > AVE$). For the 6-item CFA of presenteeism, the model fit indices are as follows: $\chi^2_8 = 81.950$, $\chi^2/sd = 10.244$ ($p \leq 0.05$), **GFI** = 0.920 (good fit), **RMSEA** = 0.180 (not within fit index values), **SRMR** = 0.1497 (not within fit index values), **NFI** = 0.888 (not within fit index values), **CFI** = 0.897 (acceptable), and **AGFI** = 0.791 (not within fit index values). Factor loadings below 0.30 were observed (0.137-1.000). The variable below 0.30 was removed, and the CFA was repeated. For the 5-item CFA of presenteeism, the model fit indices are as follows: $\chi^2_4 = 10.433$, $\chi^2/sd = 2.608$ ($p \leq 0.05$), **GFI** = 0.986 (good fit), **RMSEA** = 0.075 (acceptable), **SRMR** = 0.0248 (good fit), **NFI** = 0.984 (good fit), **CFI** = 0.990 (good fit), and **AGFI** = 0.946 (good fit). The factor loadings are above 0.30 (0.648-1.000). The reliability coefficient is acceptable ($\alpha = 0.762$). The CR (≥ 0.70) and AVE (≥ 0.50) values are within the desired range ($CR > AVE$). For the CFA of organisational performance, the model fit indices are as follows: $\chi^2_{11} = 39.776$, $\chi^2/sd = 3.616$ ($p \leq 0.05$), **GFI** = 0.966 (good fit), **RMSEA** = 0.096 (acceptable), **SRMR** = 0.0469 (good fit), **NFI** = 0.952 (good fit), **CFI** = 0.965 (good fit), and **AGFI** = 0.913 (good fit). The factor loadings are above 0.30 (0.363-0.825). The reliability coefficient is good ($\alpha = 0.824$). The CR (≥ 0.70) value is within the desired range and the AVE (≤ 0.50) value is below the desired range ($CR > AVE$). The relationship values between the dimensions obtained from the CFA of job insecurity, presenteeism, and organisational performance are shown in Table 3.

Table 3. Relationship Values Between Variables

Variable	PJI	SPS	AD	CW	OP
PJI	1				
SPS	0.295**	1			
AD	0.304**	0.836**	1		
CW	0.117*	0.640**	0.230**	1	
OP	(-0.163)**	(-0.291)**	(-0.218)**	(-0.285)**	1
Mean	2.747	2.768	2.733	2.593	4.291
Standard Deviation	0.930	1.056	1.242	1.158	0.674

** $p \leq 0.01$ * $p \leq 0.05$

PJI: Perceived Job Insecurity; **SPS:** Stanford Presenteeism Scale-6; **AD:** Avoiding Distraction; **CW:** Completing Work; **OP:** Organisational Performance

There is a weak positive relationship between job insecurity and presenteeism ($r = 0.295$), a moderate positive relationship between job insecurity and avoiding distractions ($r = 0.304$), a weak positive relationship between job insecurity and completing work ($r = 0.117$), and a weak negative relationship between job insecurity and organisational performance ($r = [-0.163]$). There is a strong positive relationship between presenteeism and avoiding distractions ($r = 0.836$), a moderate positive relationship between presenteeism and completing work ($r = 0.640$), and a weak negative relationship between presenteeism and organisational performance ($r = [-0.291]$). There is a weak positive relationship between avoiding distractions and completing work ($r = 0.230$), and a weak negative relationship between avoiding distractions and organisational performance ($r = [-0.218]$). There is a weak negative relationship between completing work and organisational performance ($r = [-0.285]$).

Structural Equation Modeling

In Structural Equation Modeling (SEM), various statistical analyses can be easily applied for both univariate and multivariate factors. SEM has expanded over time to include more complex models and techniques (Grimm, Ram, & Estabrook, 2017: 493). In this section, the proposed hypotheses; (a) job insecurity and presenteeism, (b) job insecurity and organisational performance, (c) presenteeism and organisational performance, (d-e) the effect on and mediating role between job insecurity, presenteeism, and organisational performance were tested with SEM. In the tables, a solid line is used for positive effects on between variables, a

square-dotted line is used for negative effects on, and a line with rounded ends is used for no effect on. The first tested model, the effect on of job insecurity on presenteeism (avoiding distractions & completing work), is shown in Figure 2.

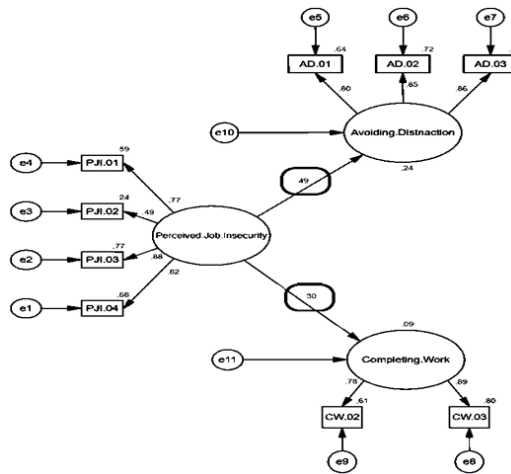


Figure 2. Proposed Model – I

The model fit indices for path analysis are as follows: $\chi^2_{25} = 55.300$, $\chi^2/sd = 2.212$ ($p \leq 0.05$), **GFI** = 0.960 (good fit), **RMSEA** = 0.065 (acceptable), **SRMR** = 0.0526 (acceptable), **NFI** = 0.955 (good fit), **CFI** = 0.975 (good fit), and **AGFI** = 0.928 (good fit). Upon examining the obtained values, it can be seen that the results are within the desired ranges. Table 4 shows the effect on of job insecurity on presenteeism.

Table 4. The Effect on of Job Insecurity on Presenteeism

Independent Variable	Impact	Dependent Variable	Standard Estimate	Critical Ratio	Standardized Regression Weights (β)
PJI	➔	AD	0.078	7.041	0.491***
PJI	➔	CW	0.080	4.270	0.298***

*** $p \leq 0.00$

PJI: Perceived Job Insecurity; **AD:** Avoiding Distraction; **CW:** Completing Work

Job insecurity positively affects avoiding distractions ($\beta:0.491$; $p \leq 0.00$) and completing work ($\beta:0.298$; $p \leq 0.00$). It has been concluded that private sector employees continue to work even when they feel sick due to their belief that they will be laid off if they do not attend work. The second tested model, the effect on of job insecurity on organisational performance, is shown in Figure 3.

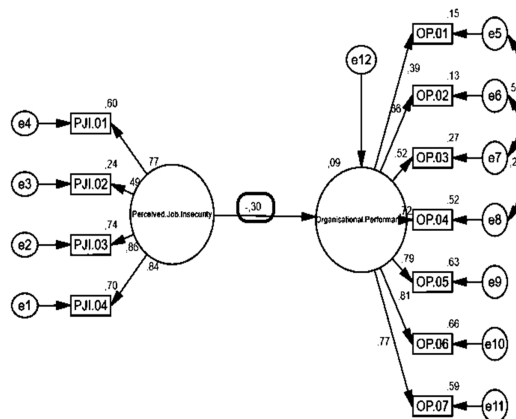


Figure 3. Proposed Model – II

The model fit indices for path analysis are as follows: $\chi^2_{41} = 146.748$, $\chi^2/sd = 3.579$ ($p \leq 0.05$), **GFI** = 0.907 (good fit), **RMSEA** = 0.095 (acceptable), **SRMR** = 0.0876 (acceptable), **NFI** = 0.895 (acceptable), **CFI** = 0.922 (good fit), and **AGFI** = 0.851 (acceptable). Upon examining the obtained values, it can be seen that the results are within the desired ranges. Table 5 shows the effect on of job insecurity on organisational performance.

Table 5. The Effect on of Job Insecurity on Organisational Performance

Independent Variable	Impact	Dependent Variable	Standard Estimate	Critical Ratio	Standardized Regression Weights (β)
PJI	----->	OP	0.036	(3.529)	(0.298)***

*** $p \leq 0.00$

PJI: Perceived Job Insecurity; **OP:** Organisational Performance

Job insecurity negatively affects organisational performance ($\beta:0.298$; $p \leq 0.00$). It is observed that the performance of private sector employees decreases when they have concerns about job continuity. Studies supporting this result can be found in the related literature (Schreurs, Emmerik, Günter, & Germeyns, 2012; Ng & Feldman, 2014; Arslan, 2018; Prasad, Vaidya, & Kumar, 2018; Sverke, Lastad, Hellgren, Richter, & Naswall, 2019; Polat & Gürbüz, 2020; Stankeviciute, Staniskiene, & Ramanauskaite, 2021; Dahiya, 2022; Nikolova, Stynen, Coillie, & De Witte, 2022). The third tested model, the effect on of presenteeism (avoiding distractions & completing work) on organisational performance, is shown in Figure 4.

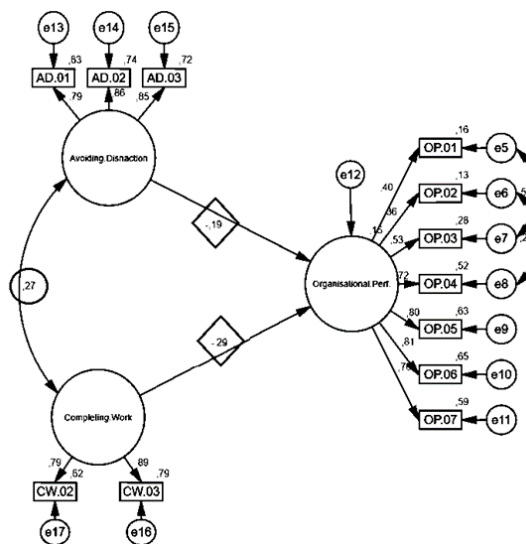


Figure 4. Proposed Model – III

The model fit indices for path analysis are as follows: $\chi^2_{49} = 177.859$, $\chi^2/sd = 3.630$ ($p \leq 0.05$), **GFI** = 0.906 (good fit), **RMSEA** = 0.096 (acceptable), **SRMR** = 0.0835 (acceptable), **NFI** = 0.890 (acceptable), **CFI** = 0.917 (good fit), and **AGFI** = 0.850 (acceptable). Upon examining the obtained values, it can be seen that the results are within the desired ranges.

Table 6 shows the effect on of presenteeism (avoiding distractions & completing work) on organisational performance.

Table 6. The Effect on of Presenteeism on Organisational Performance

Independent Variable	Impact	Dependent Variable	Standard Estimate	Critical Ratio	Standardized Regression Weights (β)
AD	----->	OP	0.031	(2.445)	(0.186)***
CW	----->	OP	0.038	(2.946)	(0.289)***

*** $p \leq 0.00$

AD: Avoiding Distraction; **CW:** Completing Work; **OP:** Organisational Performance

Avoiding distractions ($\beta:0.186$; $p\leq0.00$) and completing work ($\beta:0.289$; $p\leq0.00$) both negatively affect organisational performance. Private sector employees indicate that their organisational performance decreases when they feel sick. Supporting research for these findings can be found in the literature (Meerding, IJzelenberg, Koopmanschap, Severens, & Burdorf, 2005; Yılmaz & Yumuk Günay, 2020). The fourth tested model, examining the effect on of job insecurity and presenteeism (avoiding distractions & completing work) on organisational performance, is shown in Figure 5.

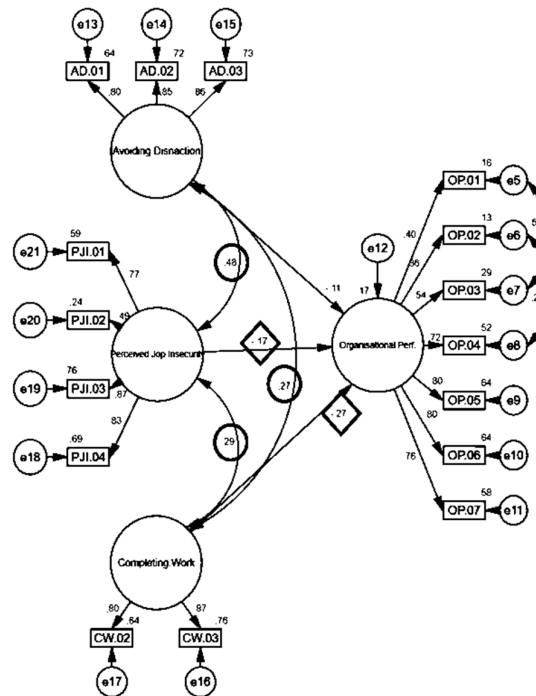


Figure 5. Proposed Model – IV

The model fit indices for path analysis are as follows: $\chi^2_{96} = 267.549, \chi^2/sd = 2.787$ ($p\leq0.05$), **GFI** = 0.894 (acceptable), **RMSEA** = 0.079 (acceptable), **SRMR** = 0.0857 (acceptable), **NFI** = 0.881 (not within the fit index values), **CFI** = 0.919 (good fit), and **AGFI** = 0.850 (acceptable). Upon examining the obtained values, it can be seen that the results, except for one (**NFI**), are within the desired ranges. Table 7 shows the effect on of job insecurity and presenteeism (avoiding distractions & completing work) on organisational performance.

Table 7. The Effect on of Job Insecurity and Presenteeism on Organisational Performance

Independent Variable	Impact	Dependent Variable	Standard Estimate	Critical Ratio	Standardized Regression Weights (β)
PJI	----->	OP	0.038	(2.024)	(0.168)*
AD	●-----●	OP	0.033	(1.410)	(0.112)
CW	----->	OP	0.037	(2.927)	(0.267)**

** $p \leq 0.01$ * $p \leq 0.05$

PJI: Perceived Job Insecurity; **AD:** Avoiding Distraction; **CW:** Completing Work; **OP:** Organisational Performance

When examining the simultaneous effect on of job insecurity and presenteeism (avoiding distractions & completing work) on organisational performance, it was found that job insecurity ($\beta:0.168$; $p\leq0.05$) and completing work ($\beta:0.267$; $p\leq0.01$) negatively affect organisational performance, but avoiding distractions did not affect organisational performance ($p\geq0.05$). Compared to the first three models, the level of impact on organisational performance from job insecurity and avoiding distractions has decreased. The impact of completing work on organisational performance has shown a minimal decline. When job insecurity and presenteeism are considered simultaneously, the negative impact on organisational performance decreases. This suggests that private sector employees prefer a job they can attend continuously rather than not going to work when feeling sick. The fifth tested model, determining the mediating role of presenteeism (avoiding distractions & completing work) in the relationship between job insecurity and organisational performance, is shown in Figure 6.

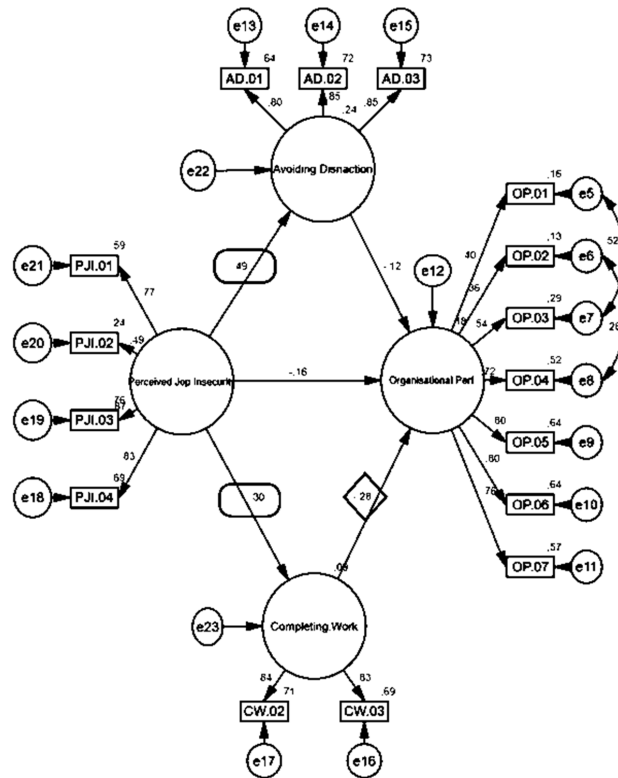


Figure 6. Proposed Model – V

The model fit indices for path analysis are as follows: $X^2_{97} = 271.509$, $X^2/sd = 2.799$ ($p \leq 0.05$), **GFI** = 0.892 (acceptable), **RMSEA** = 0.080 (acceptable), **SRMR** = 0.0878 (acceptable), **NFI** = 0.879 (not within the fit index values), **CFI** = 0.918 (good fit), and **AGFI** = 0.849 (acceptable). Upon examining the obtained values, it can be seen that the results, except for one (**NFI**), are within the desired ranges. Table 8 shows the result of the mediating role of presenteeism (avoiding distractions & completing work) in the relationship between job insecurity and organisational performance.

Table 8. The Mediating Role of Presenteeism in the Relationship between Job Insecurity and Organisational Performance

Independent Variable	Impact	Dependent Variable	Standard Estimate	Critical Ratio	Standardized Regression Weights (β)
PJI	●————●	OP	0.038	(1.929)	(0.161)
PJI	————→	AD	0.077	7.001	0.489***
PJI	————→	CW	0.080	3.959	0.299***
AD	●————●	OP	0.033	(1.560)	(0.125)
CW	- - - - ->	OP	0.037	(3.193)	(0.278)**

*** $p \leq 0.00$ ** $p \leq 0.01$

PJI: Perceived Job Insecurity; **AD:** Avoiding Distraction; **CW:** Completing Work; **OP:** Organisational Performance

The determination of the mediation role was based on the model proposed by Baron & Kenny (1986: 1176). In the first stage, the effect on of job insecurity (independent variable) on organisational performance (dependent variable) was examined, and no effect on was found (β : [-0.161]; S_e : 0.038; $p \geq 0.05$). In the proposed model in Figure 3 (see Table 5), job insecurity negatively affected organisational performance (β : [-0.298]; S_e : 0.036; $p \leq 0.00$). In the second stage, the effect on of job insecurity (independent variable) on presenteeism (mediator variable) was examined. Job insecurity positively affected avoiding distraction (β : 0.489; S_e : 0.077; $p \leq 0.00$) and completing work (β : 0.299; S_e : 0.080; $p \leq 0.00$). In the proposed model in Figure 2 (see Table 4), job insecurity positively affected avoiding distraction (β : 0.491; S_e : 0.078; $p \leq 0.00$) and completing work (β : 0.298; S_e : 0.080; $p \leq 0.00$). In the third stage, the effect on of presenteeism (mediator variable) on organisational performance (dependent variable) was examined. Avoiding distraction did not affect organisational performance (β : [-0.125]; S_e : 0.033; $p \geq 0.05$), while completing work negatively

affected employee performance (β : [-0.278]; S_e : 0.037; $p \leq 0.01$). In the proposed model in Figure 4 (see Table 6), avoiding distraction did not affect organisational performance (β : [-0.186]; S_e : 0.031; $p \geq 0.05$), while completing work negatively affected employee performance (β : [-0.289]; S_e : 0.038; $p \leq 0.01$).

For determining the mediation effect on in the proposed SEM, the indirect effects on of the independent variable on the dependent variable are the linear combination of the products of the structural parameters (Sobel, 1982: 292). After examining the dependent variable, independent variable, and mediator variable situations in the first three stages, the Sobel Test was applied to calculate the mediation effect on (Preacher & Leonardelli, 2023). The test results revealed that completing work (mediator variable; z : 3.310; S_e : 0.024; $p \leq 0.01$) is a “full mediating role” in the effect on of job insecurity (independent variable) on employee performance (dependent variable). These findings demonstrate that the effect on of job insecurity on employees’ performance occurs through completing work. This implies that job insecurity can negatively affect employees’ performance and that this effect on operates through the aforementioned mediator variable. Reducing job insecurity and focusing employees on completing work is found to be important in increasing employee performance. It was determined that there is no mediation effect on of avoiding distraction in the effect on of job insecurity (independent variable) on employee performance (dependent variable). The level of job insecurity affecting employee performance was found not to be associated with avoiding distraction. This suggests that the effect on of job insecurity on employee performance may be related to other variables. To increase employee performance and reduce the negative effects on of job insecurity, it is recommended to examine and research other variables and strategies.

Results & Discussion

It is unreasonable to expect employees, who spend a significant portion of their lives commuting to work, to maintain the same level of psychological and physical well-being every day. Therefore, attending work despite experiencing any mental or physical discomfort may be undesirable; however, employees may feel compelled to do so. When job insecurity is perceived, this obligation can intensify. A majority of private sector employees may not feel secure in their jobs due to the company’s situation, which is generally accepted. However, when job insecurity is felt for personal reasons rather than those affecting the job overall, it can lead to difficult challenges for employees. Both physical and mental issues combined with job insecurity perception may likely negatively impact organisational performance. If an employee’s performance declines for various reasons and persists, the perception of job insecurity deepens and can lead to job loss if not addressed. In this study, job insecurity and presenteeism, which are expected to influence employee performance, were examined and the results evaluated.

Job insecurity positively affects presenteeism (avoiding distraction and completing work). This implies that when job insecurity is perceived, people feel obligated to continue working despite feeling well, because they fear losing their jobs if they don’t. This result is supported by some studies in the literature (Kinman et al., 2019; Reuter et al., 2019; Kim et al., 2020; Schmidt & Pfortner, 2020; Siu et al., 2020; Zhang et al., 2020; Gary, 2022; Öney et al., 2022). However, there are also studies that obtained different results. For example, Virtanen et al. (2003), Mokhtar et al. (2020), and Claes (2011) found that job insecurity had no effect on presenteeism. In this context, the alternative hypothesis “*job insecurity affects presenteeism*” has been accepted.

Job insecurity negatively affects employee performance. In the case of private sector employees feeling anxious about losing their jobs, it can be said that their performance is negatively affected. A review of the literature reveals studies supporting the results obtained in this study (Schreurs et al., 2012; Ng & Feldman, 2014; Arslan, 2018; Prasad et al., 2018; Sverke et al., 2019; Polat & Gürbüz, 2020; Stankeviciute et al., 2021; Dahiya, 2022; Nikolova et al., 2022). However, there are also some studies indicating that job insecurity positively affects employee performance (Lucky et al., 2013; Aktar & Pangil, 2018; Wang et al., 2019; Kılıç & Tabuk, 2022). Based on these findings, the alternative hypothesis “*job insecurity affects organisational performance*” has been accepted.

When examining the impact of presenteeism on organisational performance, one can discuss a negative influence. As employees experience presenteeism, their organisational performance is naturally adversely affected in relation to “avoiding distractions” and “completing work”. The results obtained are consistent with research in the literature (Meerding et al., 2005; Yılmaz & Yumuk Günay, 2020). According to these findings, the alternative hypothesis “*presenteeism affects organisational performance*” is accepted.

When investigating the concurrent effect on of job insecurity and presenteeism on employee performance, it is determined that job insecurity negatively affects employee performance through “completing work”, but there is no impact regarding “avoiding distractions”. Employees under job insecurity experience increased stress and pressure, which negatively affect their ability to complete tasks. Based on these results, the alternative hypothesis “*job insecurity and presenteeism affect organisational performance*” is partially accepted.

When examining the mediating role of presenteeism (avoiding distractions & completing work) in the effect on of job insecurity on organisational performance, it is determined that “completing work” fully mediates the relationship, while “avoiding distractions” has no mediating role. Employee performance is detrimentally influenced due to their compulsion to finish tasks amidst the

experience of job insecurity. Accordingly, the alternative hypothesis that suggests “presenteeism serves as a mediating role in the relationship between job insecurity and organizational performance” receives partial support.

Certain recommendations have been proposed for private sector employees, employers, and those who will conduct research in the future. *For employees*; Job insecurity constitutes a significant stressor that adversely influences performance. This study reveals that such an impact partially stems from the perceived obligation to continue working, despite health-related adversities (presenteeism). Consequently, it is critical for employees to prioritize self-care and proactively seek resources such as support groups, counseling services, or legal counsel to help mitigate the stress and anxiety associated with job insecurity. Furthermore, employees may contemplate enhancing their skill sets or pursuing further education to boost job security and their employability. *For employers*; It is vital for employers to comprehend the detrimental effects of job insecurity on employee performance and the mediating role presenteeism plays in this scenario. Employers should endeavor to alleviate job insecurity by promoting transparent communication, providing adequate job contracts, offering training opportunities, and implementing additional resources to bolster job security. Measures to curtail the prevalence of presenteeism, such as advocating for flexible work schedules and cultivating a work culture that prioritizes health, could also prove beneficial. Given that job insecurity can precipitate presenteeism, which subsequently impacts performance negatively, actions to enhance job security could potentially augment employee performance and, thereby, organizational productivity. *For future researchers*; Upcoming research could investigate other potential mediators and moderators influencing the relationship between job insecurity and organizational performance. It would also be insightful to conduct studies across diverse cultures and sectors to determine whether the relationships identified in this study are generalizable. Longitudinal research could offer further insights into the causality and directionality of these relationships. Lastly, it would be noteworthy to develop and test interventions aimed at reducing job insecurity and its repercussions. Such endeavors can significantly contribute to both theoretical comprehension and practical applications.

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