

The Effects of Perceived Career Incentives on Presenteeism: A Field Study

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Abstract: This paper evaluates the impact of perceived career incentives, which is its dimensions (technical competence, administrative competence, independence, job security, geographical stability, service, entrepreneurship, pure challenge, and lifestyle) on presenteeism. The researchers of the study carried out work with the teachers of the educational sector in the Iraqi Governorate Salah al-Din, Tuz District. The theoretical side of the research was based on the descriptive approach whereby sources concerning the perceived career incentives and presenteeism were reviewed. As far as the practical component is concerned, it was based on the analytical method because it utilized quantitative data and correlated variables of the study in order to formulate conclusions contributing to the interpretation of the reality. To test the hypotheses, a questionnaire was developed that would gather information about the sample of the study. Based on the findings of the study, it was noted that the association between perceived career incentives and presenteeism is weak and has a low effect. The connection between the entrepreneurship dimension was found to be negative and significantly important on presenteeism, whereas geographical stability was found to have a weak and partially significant positive influence. Regarding the rest of the dimensions, none of them was found to be statistically significant indicating that they do not have statistically significant relationships with presenteeism.

Key words: career incentives, presenteeism, job security, geographic stability, entrepreneurship.



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Introduction:

With globalization and the tough working conditions, the distinction between organizations and service providers among their competitors relies heavily on their human resource. In this case, career incentives can be essential in defining attitudes and behavior of individuals.

Therefore, in recent years, organizations have made efforts to curb unproductive employee behaviors such as presenteeism and social laziness, which harm the organization and its stakeholders. In order for organizations to focus on the root causes of presenteeism, this topic has become an area of study for organizational researchers (Ulu et al., 2016: 168). Suitable working

conditions increase both job commitment and employee incentive. However, in contrast to these positive effects, unsuitable and unsafe working conditions generate outcomes such as laziness, inefficiency, and decreased job satisfaction among employees.

On the other hand, individuals are influenced by numerous factors or incentives when choosing their personal career during the planning stage. Choosing the best career depends on what an individual wants compared to what they need to achieve this desire. Here, an individual's career orientation begins with understanding and recognizing their personal incentives and abilities (YÖRÜK, 2013: 115).

From this perspective, presenteeism is the inability of individuals who are physically present at work during work hours to mentally focus on their work for various reasons, which leads to a loss of productivity. People who have positive career incentives, however, will exhibit that with positive work attitudes towards their organizations, which offer them a good working environment.

Research Problem:

- What is the type of impact of the perceived career incentive variables on the current presenteeism variable?
- What is the nature of the relationship between perceived career incentive variables and presenteeism?
- Which perceived career incentive variable plays the primary role in influencing presenteeism?

Significance of the Study:

- The current study could be useful to organizations and institutions by establishing systems to identify shortcomings and weaknesses in employees' perceived career incentives, thus overcoming presenteeism and low productivity.
- Enabling organizations and institutions to develop career incentives for their employees to achieve job satisfaction and organizational loyalty while achieving their goals, which can increase productivity and achieve overall effective performance.
- Through the researcher's review of sources, he did not find a topic addressing the effect of perceived career incentives on presenteeism. This could be of interest to researchers as a previous study, to the best of the researcher's knowledge.

Study Objectives:

- To present a conceptual framework for presenteeism, emphasizing its causes and consequences.
- To determine the extent to which career incentive dimensions influence presenteeism.
- To identify the factors that influence behaviors toward presenteeism.

THEORETICAL ASPECT

Section One: Perceived Career Incentives

First: The Concept of Perceived Career Incentives:

Edgar H. Schein, through 10 to 12 years of in-depth interviews and a longitudinal study with the help of 44 graduate students, attempted to find the reasons or incentive s behind individuals' career choices. Values and career incentives are linked to an individual's core values and perceived abilities, as well as their incentives and needs. These incentives work by balancing and managing an individual's work experience and facilitating career choices. Positive career outcomes are possible for those who can match their work with their career incentives. An

individual's previous work experience, interests, abilities, inclinations, and personality help create value for their perceived career incentives (Adigüzel, 2009: 279-280).

Schein observed that the factors that drive individuals to choose their personal careers occur in the early years of life. Therefore, an individual's desires, life expectations, emotional needs, social values, dreams, and social abilities are the primary motivators or determinants of a person's career choice (ÖZTÜRK, 2017:158). In other words, it is a behavior that guides, defines, and balances an individual's professional life and a form of behavior that helps them achieve self-realization (IŞIK, 2017:27). Individuals whose career choices align with their professional values will experience positive outcomes such as job satisfaction, job stability, productivity, and psychological well-being (ŞENTÜRK & BURAN, 2015:165). This indicates that the social environment to which individuals belong and the family in which they were born and raised play an important role in shaping individuals' professional awareness and determining their personal careers. We can also say that the concept of perceived career motivators refers to the totality of positive and negative attitudes that begin before individuals enter their working lives.

Second: Perceived Career Incentive Factors:

1. **Technical Competence:** A distinguishing characteristic of these individuals is that they prefer to work exclusively within their field of expertise and are not interested in managerial positions. They enjoy working in a way that matches their skills and the amount of challenges they face (Widodo et al., 2020:195). Their primary focus is on practicing their technical expertise.
2. **Administrative Competence:** These individuals are characterized by their ambition to reach high levels within the organizational structure. They seek to demonstrate their managerial skills through analytical skills, such as interpersonal skills, teamwork skills, and emotional abilities. Administratively competent individuals prefer generalist positions over specialized ones, and they are responsible for the success of the entire organization (Widodo et al., 2020:195). These individuals seek to assume significant responsibilities in order to achieve desired results through the participation of others.
3. **Independent:** This is the degree of freedom an employee feels in his or her ability to perform his or her work according to his or her own priorities, without any organizational oversight, or the extent to which the employee feels independent and free, and the ability to exercise discretion through planning and work procedures used to perform the work (Al-Kurdi, 2015: 93). According to Schein, individuals who focus on independent seek work situations in which they will be as free as possible from organizational constraints on continuing their job efficiency (Igbaria & Baroudi, 1992: 4).
4. **Job security:** It is a mental state in which an employee perceives stability in their future job within the organization. Employees gain job security through the organization's practices and policies, which make them more secure or insecure about their jobs (Marwa and Marwa, 2022, p. 74). Individuals with this element desire job security and seek jobs that offer long-term employment, financial stability, and retirement benefits (Widodo et al., 2020:195). It becomes evident here that they are after what the leaders require them to deliver in return to their long-term jobs no matter the nature of the job and the organizational gradations.
5. **Geographical Stability:** This aspect is associated with those who have integrated in a single geographical location. They will never want to leave their present places and move to other places because of promotions (Widodo et al., 2020:195). Instead of getting a promotion or an alternate work assignment, they find it more significant and preferable to stay in the same location rather than in a different geographical area (MEILIANI, 2014:24). To such people, they want to be coupled with secure and comfortable space in the long-term, irrespective of promotions or organizational rewards.

6. **Service:** Being devoted to serving others and being part of solving the problem. Such people are defined by feeling of responsibility towards the individual whom they are serving, whether they are the subordinates or the clients. They are mainly created to act in the interest of other people rather than their own. They are essentially servants, modeling service to others through their attitudes and values. Service is not simply an individual's dedication to their work or organization; it encompasses time, care, compassion, and perhaps generosity that expresses belonging to someone (ULU, 2011:18).
7. **Entrepreneurship:** These individuals are often motivated by opportunities to create something they are passionate about, starting new activities at work. They seek to find new, previously unknown business opportunities to generate wealth from them. They are initiators, organizers, risk-takers, planners, promoters, opportunity hunters, and opportunity creators. They focus on creativity and innovation to create something new and valuable by creating a new, unfamiliar product or new features for an existing product. It is the process of developing or introducing a new product that replaces an existing one with the aim of satisfying the same needs by various means (Abdul Rahim, 2014, p. 53). It is also the need to create something unique to the individual concerned by developing a new product or service, or establishing a new project.
8. **Pure Challenge:** The preference is placed on overcoming impossible obstacles, solving unsolvable problems, and outsmarting highly capable opponents (Igbaria & Baroudi, 1992: 4). Individuals with this trait strive to face difficult challenges and problems regardless of the type of obstacle they encounter. They prepare themselves and others to prove their superiority in a competitive business environment (Vargas & Teixeira, 2018: 6-7). It is clear that individuals with this trait always desire to solve problems, overcome obstacles, and win against strong competitors.
9. **Lifestyle:** Employees desire to develop a lifestyle that combines family and professional interests. These individuals view work as only part of their lives, or as not the majority of their lives, and strive to achieve a balance between work, family, and their lifestyle. Family values, their ideas about parents, and their personal plans are extremely important to these individuals. They seek organizations or institutions that value family values, and they are sensitive to work hours and vacation periods (YÖRÜK, 2013: 81). This is achieved by developing a lifestyle that combines family and professional interests, or that reconciles family needs with professional requirements.

Section Two: Presenteeism

First: The Concept of Presenteeism

According to various studies, there are different definitions of presenteeism. Cooper defined presenteeism as pretending to work in unsafe workplaces for fear of losing one's job, or going to work out of remorse over not being present in situations of excessive workload (GÜNEŞ et al., 2021:200). Presenteeism is also defined as the ability of employees to devote some of their mental energy to their work due to the work pressures they face despite being present at the workplace (DEMİRGİL & MÜCEVHER, 2017:240). It is also defined as the employee's presence at work but not fully completing their assigned tasks (ÖZYILMAZ, 2021:168).

Presenteeism is the opposite of absenteeism; in fact, it is equivalent to absenteeism, but characterized by continuity. Simply put, the former refers to the opposite of absenteeism, while the latter refers to low absenteeism (JOHNS, 2010: 520). Absenteeism is defined as an employee's failure to report to work due to illness, while presenteeism is defined as the employee's attendance at work despite difficulties and their physical, not mental, presence (Yeşiltaş & Ayaz, 2019: 744). An employee who feels compelled to report to work to resolve absenteeism due to pressure to be present despite their poor health or psychological condition develops presenteeism (ŞAHİN &

KANBUR, 2022: 8). Individuals with presenteeism may be unwillingly present at work, or they may have an involuntary desire to report to work even when they are ill, due to personal and organizational circumstances. Therefore, these individuals may be disloyal to their organizations simply because they are physically present and unwilling to work at all.

Employees don't only experience presenteeism problems due to physical ailments. The work environment and employee attitudes toward their job can also contribute to presenteeism at work. This has been shown by employees with low-stress jobs being less likely to exhibit presenteeism than employees with passive, active, and high-stress jobs (Bonsaksen et al., 2021: 1). Presenteeism is more prevalent in individuals with high work pressure and commitments due to work-related psychological disorders, especially in jobs dominated by stress (DEMİRBULAT & BOZOK, 2015: 7) and (YÜCEL, 2020: 228). This was demonstrated in a study (Yeşiltaş & Ayaz, 2019) conducted on white- and blue-collar workers experiencing severe work stress in an industrial zone in Turkey. According to the analysis results, presenteeism was positively and statistically significantly associated with the variables of job stress and organizational role uncertainty. This suggests that positive working conditions increase organizational commitment. However, contrary to these positive effects, unhealthy and unfavorable working conditions lead to outcomes such as inefficiency and, consequently, can lead to presenteeism.

On the other hand, some claim that presenteeism is more costly than absenteeism (Murray & Biron, 2020: 243). It can be expressed as a loss in productivity due to subpar performance resulting from the deterioration of the physical and mental health of employees (Ölmezoğlu & Korkmaz, 2021: 3371). Studies show that an employee's presence at work while unable to dedicate themselves mentally to the job is more costly than their absence (Yeşiltaş & Ayaz, 2019: 743) and (YÜCEL, 2020: 228). From an organizational perspective, workplace productivity declines when employees are sick and absent from work, but when they show up to work at reduced capacity, known as presenteeism as "a decline in job performance due to health problems," it has been shown to incur greater costs to the organization than absenteeism (Bonsaksen et al., 2021: 1).

In most research to date, the negative perspective has overshadowed the potential positive side of presenteeism (Murray & Biron, 2020: 245). While there are positive reasons to continue working when you can stay home sick, such as interesting work, stimulating activities, and good relationships with colleagues and clients (Demerouti et al., 2009: 51), presenteeism acts as a double-edged sword. Reduced productivity is better than zero productivity resulting from sickness absence. However, it carries health risks and longer absences in the future (Lackner & Sonnabend, 2021: 2). Coming to work when sick can have many positive and negative consequences. Illness can affect the quality and quantity of work. Sick people may work more slowly, have to repeat tasks, make more mistakes, and be more prone to accidents. Although the organization's productivity will be lower than it would be if workers were healthy, it may still be higher than if sick workers stayed home (Schnabel, 2022: 6). We can say that attending work while sick has both positive and negative consequences for employee performance and health, but it still has a positive effect on both the well-being of coworkers and productivity.

By examining the concepts presented, we can say that due to job insecurity, employees with health and psychological problems may be more prone to presenteeism than healthy individuals, and that individuals working in a challenging work environment may be more prone to presenteeism than those working in a favorable environment.

Second: Reasons for Presenteeism

Why do employees work even when their health condition gives them a reason to stay home? To answer this question, the phenomenon of "presenteeism" has many causes, including workload, wages, health issues, social welfare, and more.

Some studies have been conducted to understand presenteeism, asking employees and workers to explain their decision to come to work despite their illness. Workload, deadlines, professionalism, and guilt were the most prominent reasons given by respondents to explain presenteeism (Schnabel, 2022: 4). On a personal level, women, workers with children, low-wage workers, and those who are ill are more prone to presenteeism (DEMİRBULAT & BOZOK, 2015: 7). In contrast, it has been observed that more experienced individuals and those with higher salaries are less prone to presenteeism (Üzüm & Şenol, 2019: 984). Organizational culture, job insecurity, working conditions, long working hours, workload, and role conflict are also considered organizational causes of presenteeism (Oktay & Alper, 2022: 2). From the above, it can be concluded that, in addition to personal factors, presenteeism also has work-related factors that are sufficient to trigger presenteeism, such as the nature and requirements of the job.

Section Three: Previous Studies

There are numerous studies that have addressed this research topic directly or indirectly, but we focused on classifying these studies according to the variables of the current research into two groups: presenteeism and career incentives, including:

First: Studies on Perceived Career Incentives

To explore the effects of career incentive factors on job satisfaction, a study was conducted on academics at Indonesian universities. The results showed that three career incentive variables were significantly and positively related to job satisfaction, while another component showed a significant and negative relationship. Job satisfaction increased when academics' career orientation was focused on technical competence, managerial competence, and pure challenge. Job satisfaction decreased when academics adopted lifestyle as a primary factors (Meiliani, 2014: 122).

To examine the relationship between career incentive factors, emotional intelligence, and job satisfaction among service sector workers, a study was conducted on undergraduate students employed full-time in the service industry in South Africa. The results showed that career incentive factors (entrepreneurial creativity, service, and independent) were significant predictors of emotional intelligence. Entrepreneurial creativity contributed significantly and negatively to the variance in the emotion perception variable, while service contributed significantly and positively to the variance in the emotion perception variable, emotion management variable, and managing the emotions of others. Independent contributed significantly and negatively to the variance in managing others' emotions. The results also showed that job satisfaction contributed significantly and positively to the variance in pure challenge and service components of career incentives (M. Coetzee & D. Schreuder, 2011: 87).

In a Brazilian university study of administrative employees and faculty members, the researchers analyzed employee job satisfaction through its relationship to career incentive factors. They found a positive relationship between job security, pure challenge, and lifestyle with all dimensions of job satisfaction for both faculty and administrators, with the exception of satisfaction with management and job security. Service was also positively related to satisfaction with rewards, promotion, and coworkers for administrative employees, while managerial competence was positively related to satisfaction with promotion for faculty members, and negatively related to satisfaction with promotion for administrative employees. Faculty entrepreneurship was negatively related to satisfaction with pay, promotion, and overall satisfaction (Vargas & Teixeira, 2018: 14-15).

Second: Studies on Presenteeism

In a 2016 study conducted by ULU et al. on employees of an industrial organization, the effects of the five personality factors on presenteeism were examined. Correlation analysis results showed

that all five personality traits (extroversion, responsibility, openness to experience, agreeableness, and emotional balance) were positively correlated with presenteeism. In a 2019 study by Üzümlü & Şenol, no statistically significant correlation was found between presenteeism and Type A and Type B personality types.

In a 2017 study by DEMİRGİL & MÜCEVHER, a comparative analysis of the levels of presenteeism among administrative and teaching staff in relation to their duties in vocational high schools was conducted. The comparisons revealed a difference between the two groups, with the level of presenteeism problems among administrators being higher than among teaching staff. In another study conducted on individuals working in an industrial zone, a weak positive correlation was found between presenteeism due to physical health problems and job dissatisfaction. Similarly, a weak positive correlation was found between presenteeism due to mental health problems and job dissatisfaction (OKCU, 2017: 30).

In a 2020 study conducted on employees of five-star hotels to explore the relationship between presenteeism and job satisfaction, a strong, negative correlation was found between job satisfaction and presenteeism.

In a study conducted on doctors and nurses working in a hospital, a positive correlation was found between presenteeism and job performance. Furthermore, there was a positive relationship between presenteeism and sub-dimensions of job performance (ŞAHİN & KANBUR, 2022: 10).

In a study of nursing staff, a positive correlation was found between presenteeism and emotional exhaustion, indicating that exhaustion and presenteeism are interdependent over time. Thus, presenteeism leads to greater burnout in a short period of time, and burnout also leads to increased presenteeism over time (Demerouti et al., 2009: 59).

Meanwhile, in a study conducted by KALAYCI on graduate students enrolled at the Graduate Institute, a negative correlation was found between presenteeism and affective commitment, a subdimension of the organizational commitment scale (KALAYCI, 2022: 125).

According to the results of a study on the relationship between presenteeism and organizational alienation conducted on hotel employees, a positive and statistically significant correlation was observed between presenteeism and organizational alienation, as well as a positive relationship between presenteeism and the subdimensions of organizational alienation (powerlessness, meaninglessness, and self-alienation). In other words, an increase in employees' perceptions of presenteeism could lead to an increase in the level of organizational alienation (ÖZER & ATAY, 2021: 307).

Conclusions from previous studies on career incentive factors include numerous positive effects on emotion perception, emotion management, and managing the emotions of others, as well as significantly increased job satisfaction and strong positive relationships with career orientations. Presenteeism has varying correlations depending on dimensions, circumstances, or situations, such as a positive correlation between presenteeism and personality traits, job dissatisfaction, emotional exhaustion, and organizational alienation, and a negative correlation between presenteeism and job satisfaction.

THE APPLIED ASPECT

Section One: The Hypothetical Plan for the Field Study:

In light of the above, a hypothetical plan for the study was developed, demonstrating the effect of the perceived career incentive factors, which include (entrepreneurship, services, lifestyle, administrative competence, independence, pure challenge, technical competence, geographical stability, and job security), which is the independent variable, on presenteeism as the dependent variable. Figure (1) illustrates this plan.

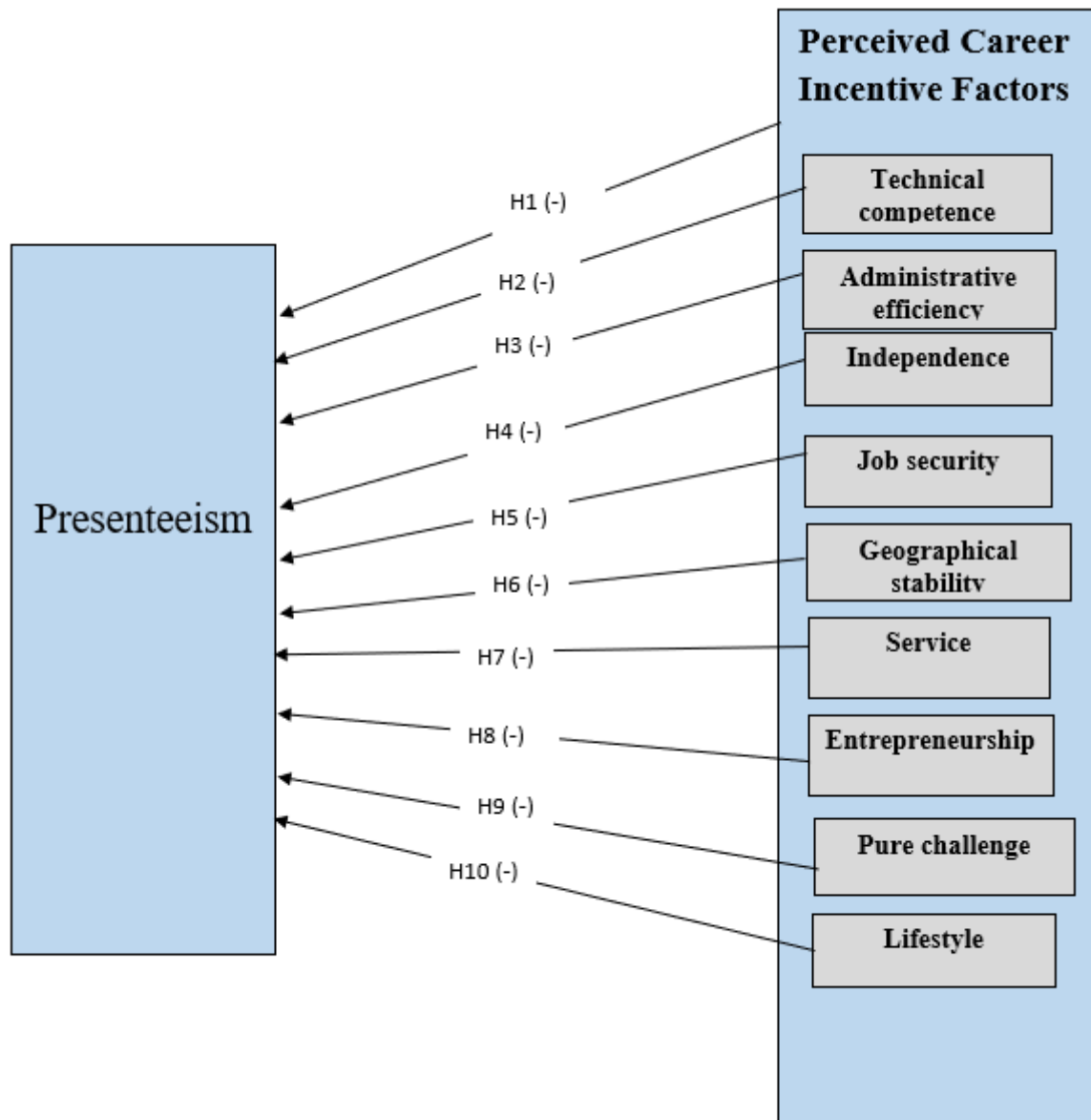


Figure (1) Hypothetical Scheme of the Study

In light of the study's hypothetical outline, the study hypotheses were defined as follows:

1. Perceived career incentive factors have a negative effect on presenteeism.
2. The technical competence variable for perceived career incentives has a negative effect on presenteeism.
3. The administrative competence variable for perceived career incentives has a negative effect on presenteeism.
4. The independence variable for perceived career incentives has a negative effect on presenteeism.
5. Perceived career incentives variable which is the job security variable has negative impact on presenteeism.
6. Presenteeism is negatively influenced by the geographic stability variable of perceived career incentive.
7. The perceived career incentives have a negative impact on presenteeism via the service variable.

8. Presenteeism is negatively impacted by the entrepreneurship variable of perceived career incentives.
9. The perceived career incentive which is the pure challenge variable affects presenteeism in a negative way.
10. Perceived career incentives lifestyle variable impacts on presenteeism negatively.

Section Two: Field Study Methodology

First: Study Community and Sample

The population of the study will be employees in the specified institutions in the research setting. Because it is not easy to identify all the population members accurately, the researcher used the simple random sampling technique to choose individuals who would represent the original population.

The entire sample size was (141) out of the employees to whom the questionnaire was distributed and returned in a form that could be analyzed statistically. This is a response rate of about 94 percent of the questionnaires actually dispatched.

This sample is said to be statistically appropriate to use to carry out the proper analyses, since the sample size is well above the minimum acceptable size of a sample in statistical coefficients as it is assumed that the Cochran (1977) equation indicates that a sample size of (100) and above is adequate to carry out behavioral and organizational studies.

Second: Study Tool (Questionnaire)

The research was based on the use of the questionnaire as the main method of data collection among the sample participants. It was formulated on established scientific measures adopted in past researches, and the adjustments to adapt to the present research setting have been done. The variable on the perceived career incentive was measured with the Igbaria and Baroudi (1992) scale that consists of 25 items that were given under nine major dimensions (technical competence, administrative competence, independence, job security, geographical stability, service, entrepreneurship, pure challenge and lifestyle). The current level of presenteeism was determined by the Koopman et al. (2002) role scale, which comprised of six questions that assess the degree to which an employee does not cease work even in cases when his or her health or mental issues have occurred and are affecting his or her productivity. Descriptive opinions were translated into a quantitative scale with the help of Likert scale and the following weights: 1 (strongly disagree), 2 (disagree), 3 (no opinion), 4 (agree), 5 (strongly agree).

Third: Validity and Statistical Reliability of the Tool

To guarantee the validity of the tool, the questionnaire was offered to a team of experts in the areas of statistics and organizational behavior in order to assess the comprehensiveness of the paragraphs, the appropriateness of the words and their appropriateness to the purpose of the research. Some phrases were slightly changed according to their remarks.

Cronbachs Alpha was used to test the internal consistency of the paragraphs and reliability was ensured. The results of the analysis indicated that all the values were greater than 0.70 which is the minimum acceptable value of good reliability of the tool.

Table (1): Reliability Coefficient (Cronbach's Alpha)

Variable/Dimension	Number of paragraphs	Cronbach's alpha coefficient value	Stability level
Technical competence	3	0.83	High
Administrative efficiency	3	0.81	High

Independence	3	0.79	Highly acceptable
Job security	2	0.76	Acceptable
Geographical stability	2	0.74	Acceptable
Service	3	0.85	High
Entrepreneurship	3	0.82	High
Pure challenge	3	0.88	too high
Lifestyle	3	0.80	High
perceived career incentives as a whole	25	0.94	too high
Presenteeism	6	0.87	too high

As can be seen in the table, the entire values of Cronbachs alpha coefficient were well above the acceptable limit of (0.70), which means that the tool is indeed widely stable and consistent in terms of internal stability and that it can be trusted in the future statistical test.

Fourth: Statistical methods used

The analysis of the questionnaire data was performed with the help of the program SPSS (Statistical Package for the Social Sciences) was applied, and a complex of statistical procedures corresponding to the specifics of the research and the hypotheses was employed, in the following way:

1. **Descriptive Statistics:** To calculate the arithmetic means, standard deviations, and relative importance of each paragraph and dimension of the study to determine the trends of the sample's answers.
2. **Reliability Test:** Using Cronbach's alpha coefficient to measure the homogeneity of the items as mentioned above.
3. **Pearson Correlation:** To measure the strength and direction of the relationship between the dimensions of perceived career incentive and presenteeism.
4. **Simple and Multiple Regression:** To test hypotheses regarding the effect of perceived career incentive factors in presenteeism and identify the dimensions that most influence the dependent variable.

Section Three: Presentation and Analysis of Field Study Results

First: Descriptive Analysis of Items and Dimensions

This section aims to describe the sample members' responses to the dimensions of the study variables (perceived career incentives and presenteeism), by calculating the arithmetic means, standard deviations, and relative importance of each dimension.

1. **Perceived Career Incentives:** Table (2-1) shows the arithmetic means, standard deviations, and relative importance of each dimension of perceived career incentives.

Table (2-1): Arithmetic mean, standard deviation, and relative importance of career incentive dimensions

Dimension	Number of paragraphs	arithmetic mean	standard deviation	relative importance (%)
Job security	2	3.947	0.694	78.9
Service	3	3.716	0.700	74.3
Pure challenge	3	3.702	0.678	74.0
Technical	3	3.529	0.701	70.6

competence				
Administrative efficiency	2	3.425	0.735	68.5
Lifestyle	3	3.295	0.640	65.9
Independence	3	3.137	0.668	62.7
Geographical stability	2	3,050	1.016	61.0
Entrepreneurship	3	3,420	0.705	68.4

Interpretation of the results in Table (2-1):

The table shows that the job security dimension ranked first, with an average score of 3.947 and a relative importance of 78.9%, indicating that sample members place great importance on job stability and the guarantees provided by the organization.

The service dimension came next with an average score of 3.716, which indicates the employees want to do some work that would add meaning to their work.

The aspect of pure challenge was rated third, which shows that people enjoy the possibility to face the challenges and reach success.

Geographic stability and independence were the least dimensions, with an average of 3.05 and 3.137, respectively, which showed that these variables are not significant motivators to employees in the environment under study.

Overall, the means are consistent with the range of 3.039, indicating the moderately positive tendency to perceived career incentives.

2. Presenteeism: Table (2-2) shows the arithmetic mean, standard deviation, and relative importance of the presenteeism variable.

Table (2-2): The arithmetic mean, standard deviation, and relative importance of the presenteeism variable

Variable	Number of paragraphs	arithmetic mean	standard deviation	relative importance (%)
Presenteeism	6	3.356	0.602	67.1

Interpretation of the results of Table (2-2):

The table indicates that average score of presenteeism was (3.356) and the relative significance was (67.1%) was obtained. The value shows that the presenteeism of the sample members is moderate.

This implies that there are employees who arrive to work even when they have health or mental issues that may impair their productivity to some extent though smaller.

The relatively homogeneous nature of the responses of the sample can also be seen in the standard deviation (0.602), which presupposes that there is a common opinion about the degree of presenteeism in the studied setting.

Second: Correlation Analysis

The focus of this section is to establish the kind of relationship that exists between perceived career incentive dimensions and the presenteeism variable amongst the sample members, by means of Pearson Correlation Coefficient that quantifies the strength and direction of the linear relationship between variables.

A recoded version of the presenteeism variable was adopted, with a higher value indicating a greater level of undesirable presenteeism (presenting while sick or exhausted).

Table (2-3): Correlation coefficients between perceived career incentive dimensions and presenteeism

Dimension	Correlation coefficient(r)	Sig. (p-value)	Trend	Statistical significance
Entrepreneurship	-0.209	0.013	negative	Statistically significant at the (0.05) level.)
Geographical stability	0.170	0.044	positive	Statistically significant at the (0.05) level.)
Service	-0.145	0.088	negative	Not significant
Job security	-0.134	0.115	negative	Not significant
Administrative efficiency	-0.119	0.162	negative	Not significant
Technical competence	0.117	0.169	positive	Not significant
Pure challenge	-0.102	0.229	negative	Not significant
Independence	-0.057	0.504	negative	Not significant
Lifestyle	0.002	0.981	positive	Not significant

Interpretation of the results of Table (2-3)

It is clear from the table that most of the correlation coefficients were weak (less than ± 0.30), indicating that the relationships between the perceived career incentive dimensions and the presenteeism variable are generally weak.

- Entrepreneurship was the most significant dimension, and it had a negative and statistically significant correlation ($r = -0.209$, $\text{Sig} = 0.013$), meaning that the more an employee was entrepreneur (or wanted to innovate, take initiative and create new opportunities), the lower level of undesirable presenteeism he or she had. In other words, entrepreneurial oriented people will work flexibly and responsibility and they will exhibit more productive presence even in challenging working situations.
- In contrast, geographic stability showed a positive and statistically significant relationship ($r = 0.170$, $\text{Sig} = 0.044$), suggesting that employees who seek to remain in a fixed geographic area may be more likely to practice presenteeism, perhaps as a result of organizational commitment or job stability pressures.
- The remaining dimensions (service, job security, managerial competence, technical competence, pure challenge, independent, lifestyle) did not show statistical significance, meaning their relationships with presenteeism are not significant.

Overall, the results indicate Although the relationship between perceived career incentives and presenteeism is weak and limited in effect, it takes a logical direction in light of the theory; as increasing positive incentives (such as entrepreneurship) contributes to reducing involuntary attendance, while some aspects related to stability may push employees to presenteeism despite their health or psychological suffering.

Third: Hypothesis Testing Using Regression Analysis (Simple and Multiple)

In this section, the study's hypotheses regarding the effect of perceived career incentive dimensions on presenteeism were tested using simple and multiple linear regression analysis.

The regression analysis aimed to determine the magnitude and direction of the impact of each career incentive dimension in predicting the level of presenteeism among employees.

Simple regression was used to test the effect of each dimension separately, followed by multiple regression to test the combined effect of all dimensions simultaneously.

The analysis was conducted on the recoded version of the presenteeism variable, such that higher values indicate a higher level of undesired presenteeism.

1. Simple Regression Analysis

Table (2-4) shows the results of a simple regression analysis between each dimension of perceived career incentives and the presenteeism variable.

Table (2-4): Results of a simple regression analysis of perceived career incentive dimensions and their effect on presenteeism.

The model	Beta (Standard)	t	Sig.	R ²
presenteeism (Worst) ~ Entrepreneurship	-0.209	-2.507	0.013	0.044
presenteeism (Worst) ~ Geographical stability	0.170	2,030	0.044	0.029
presenteeism (Worst) ~ Service	-0.145	-1.716	0.088	0.021
presenteeism (Worst) ~ Job Security	-0.134	-1.585	0.115	0.018
presenteeism (Worst) ~ Administrative Efficiency	-0.119	-1.405	0.162	0.014
presenteeism (Worst) ~ Technical Competence	0.117	1.384	0.169	0.014
presenteeism (Worst) ~ Pure Challenge	-0.102	-1.207	0.230	0.010
presenteeism (Worst) ~ Independence	-0.057	-0.670	0.504	0.003
presenteeism (Worst) ~ Lifestyle	0.002	0.024	0.981	0.000

Interpreting the results of Table (2-4), the most significant model is:

- Entrepreneurship (Beta = -0.209, Sig = 0.013, R² = 0.044). This means that entrepreneurship has a negative and significant effect on presenteeism. This means that increasing employees' awareness of initiative and innovation and strengthening their entrepreneurial spirit reduces the likelihood of presenteeism. This is consistent with the hypothesis that individuals with an entrepreneurial orientation are better able to manage their commitments flexibly and in a way that reduces negative work-related behaviors.
- Geographical stability (Beta = 0.170, Sig = 0.044) also appears to have a positive and significant effect on presenteeism. This means that employees who prefer to remain in fixed geographic locations tend to have increased involuntary attendance, which may be attributed to their desire to maintain job stability even under adverse circumstances.
- As for the remaining dimensions, the Sig values were greater than 0.05, indicating that there was no statistically significant effect of these dimensions on presenteeism within the simple model, although some relationships took the expected negative direction.

Thus, it can be said that the general hypothesis of a negative effect of career incentive dimensions on presenteeism is partially fulfilled through the entrepreneurship dimension alone.

2. Multiple Regression Analysis

The multiple regression analysis aims to examine the combined effect of all perceived career incentive dimensions on the presenteeism variable. Table (2-5) shows the results of this analysis.

Table (2-5): Results of the multiple regression analysis of perceived career incentive dimensions and their effect on presenteeism

Independent variable	Beta (standard)	t	Sig.
Geographical stability	0.175	1.787	0.076
Entrepreneurship	-0.186	-1.739	0.085
Job security	-0.117	-1.119	0.265
Lifestyle	0.111	0.984	0.327
Independence	-0.049	-0.546	0.586
Service	-0.074	-0.526	0.600
Technical competence	0.050	0.495	0.621
Administrative efficiency	-0.031	-0.314	0.754
Pure challenge	0.029	0.255	0.799

General Model Summary:

Coefficient of determination R^2	R^2 rate	valueF	Sig.(F)	Sample size (N)
0.105	0.043	1.686	0.099	140

Interpreting the Results of Table (2-5)

The multiple regression table shows that the coefficient of determination ($R^2 = 0.105$) indicates that the nine dimensions of perceived career incentives explain only about 10.5% of the variance in presenteeism, a relatively weak percentage.

The Sig.(F) value = 0.099 is greater than 0.05, which means that the overall model is statistically insignificant. In other words, the dimensions combined do not represent a strong predictor of presenteeism.

However, it is noted that the dimensions of geographic stability and entrepreneurship were closest to significance (Sig $\approx$ 0.07–0.08). These are the same dimensions that showed significant relationships in the simple regression, reinforcing their partial role in explaining presenteeism behavior.

General Conclusion from the Regression Analysis

1. The relationship between perceived career incentives and presenteeism is statistically weak.
2. The significant negative effect is limited to the entrepreneurship dimension, meaning that employees with entrepreneurial incentive are less likely to be presenteeists.
3. In contrast, geographic stability shows a weak and partially significant positive effect, which can be explained by the fact that employees who are geographically stable feel greater organizational commitment, which motivates them to attend even under adverse circumstances.

Thus, the general hypothesis of the study, which states that "perceived career incentive factors negatively affect presenteeism," is only partially fulfilled, through the entrepreneurship dimension and not the other dimensions.

Fourth: Discussion of the results and their connection to previous studies

This section aims to interpret the statistical results derived from descriptive analysis, correlation, and simple and multiple regression in light of the literature and previous relevant studies, and in accordance with the theoretical framework of the study.

1- Discussion of the results of the descriptive analysis

The results of the descriptive analysis showed that sample members had an average level of perceived career incentives, with averages ranging from 3.05 to 3.94, indicating a moderately positive perception of the sources of career incentive within the work environment.

The dimension of job security emerged as the top factor, reflecting employees' interest in professional stability and income security. This is consistent with the findings of previous studies, such as Hall (2002), which confirmed that job security is one of the most important incentives for maintaining organizational commitment and limiting negative behaviors.

In contrast, dimensions such as independent and geographic stability ranked last. This may be explained by the nature of the work environment in organizations that impose organizational constraints that limit individual decision-making freedom or mobility. Schein (1996) observed in his theory of factors of incentive in a career which opines that certain people are extrinsically oriented than intrinsically oriented, so they will not be very much interested in other things like independent or geographic diversity.

The presenteeism variable had a mean score of 3.356 and relative importance score of 67.1, which depicts that the presenteeism is moderate with involuntary presenteeism. This implies that not all employees report to work when they are feeling fatigued or sick. This can be seen as organizational pressures or work culture that promotes excess presenteeism as was revealed by Johns (2010) research on organizational presenteeism behavior.

2- Discussion of the Results of the Correlation Analysis

The outcomes of the correlation test based on the Pearson coefficient showed that in general, the perceived career incentive dimensions and the presenteeism had weak correlations.

The correlation between entrepreneurship and presenteeism was however, negative and statistically significant ($r = -0.209$) i.e. people with entrepreneurial tendencies, a disposition towards innovation and who are independent in performance had lower chances of being presenteeists.

This finding is in agreement with the observation that Arthur and Rousseau (1996) made on the concept of frontier career orientation, which associates entrepreneurial incentive with high productivity and low negative working habits like absence or forced presenteeism.

Regarding the dimension of geographic stability, the relationship had a positive and statistically significant value ($r = 0.170$), indicating that more committed employees to stay in their geographic locations are more likely to be presenteeists, potentially because of fear of losing a job or finding another job of equal quality.

This observation aligns with the results of Cooper and Lu (2016), who suggested that employees in geographically stable workplaces tend to adopt unhealthy presenteeism behavior.

3- Discussion of the Regression Analysis Results

Based on the findings of the simple regression analysis, it was established that the dimension of entrepreneurship was the only variable with a negative and significant impact on presenteeism ($= -0.209$, Sig = 0.013), which validates the validity of the partial hypothesis that increased levels of entrepreneurial incentives would have a diminished effect on presenteeism.

The dimension of geographic stability had a positive and significant impact ($= 0.170$, Sig = 0.044) which means that the aspiration towards spatial stability can be used to increase formal presenteeism practices.

The multiple regression results on the other hand proved that the overall model could not be asserted to be significant (Sig F = 0.099) and that the combination of the dimensions could only elucidate about 10.5% of the variance in presenteeism.

This limitation in projective ability is justified by the fact that presenteeism is a multifactorial process, the drivers of which are not only career factors, but also additional ones, including organizational culture, work pressures, absence of alternatives, and organizational attitude toward absence and presenteeism.

4- Comparison with Previous Studies

The results of this study are consistent with Biron & Saksvik (2009), who found that intrinsic career incentives reduce the likelihood of presenteeism, and with Aronsson & Gustafsson (2005), who indicated that strict and demanding work environments encourage employees to attend despite illness.

The results are also consistent with Schaufeli et al.'s (2009) findings that individuals with high intrinsic incentive (e.g., challenge, achievement, and self-leadership) are better able to achieve a balance between effective presenteeism and job well-being.

Thus, the current findings partially confirm theoretical approaches linking career incentives to positive organizational behavior. However, they also indicate that presenteeism is a complex phenomenon that cannot be explained by career motivations alone, requiring the integration of additional organizational and psychological variables to form a more comprehensive model.

Fifth: Recommendations

Based on the findings of the study through descriptive and statistical analyses (correlation and regression), a set of practical and scientific recommendations can be presented that would contribute to reducing the phenomenon of presenteeism and enhancing the effectiveness of perceived career incentives in the workplace, as follows:

1. Enhancing entrepreneurial incentives within the workplace by providing opportunities for employees to present innovative ideas and development initiatives, and adopting a rewards system specifically for employees with an entrepreneurial orientation, as this plays a role in reducing levels of presenteeism and enhancing a sense of self-responsibility towards work.
2. Redesigning human resources policies to balance job stability and organizational flexibility. The results showed that the dimension of geographic stability was positively associated with presenteeism, which calls for reviewing policies that encourage absolute spatial persistence and replacing them with more flexible policies that allow for mobility or the exchange of expertise between different departments or locations.
3. Develop career and mental health awareness programs by holding workshops and awareness campaigns on the risks of attending while sick or fatigued, and encouraging employees to request leave when needed without fear of punishment or loss of benefits, thus reducing unhealthy attendance behaviors.
4. Encourage the culture of productivity but not presenteeism within the organization by encouraging the construct of performance-based work but not time-based work. Provide middle and senior management with the encouragement to concentrate on assessing the employees, according to their real outcomes, rather than their presence in the workplace.
5. Make career rewards flexible to individual employee attributes by creating incentive programs that address the interests of each group (youth, experienced, field workers, and administrative staff), thereby increasing the level of job satisfaction and minimizing the reasons behind presenteeism caused by pressure or even compulsion.

6. When tackling the issue of presenteeism a balance should be achieved between both the current expenses of absenteeism and long term dangers of presenteeism.
7. Businesses that want to keep the presenteeism issue at bay must ensure that they provide the right working environment, minimize work overloads, overworking, and restrictive leave policies.
8. Introduce presenteeism indicators as part of organizational performance assessment, in such a way that, this phenomenon is checked after every interval through the form of questionnaires or observing behaviours, and corrective measures are taken against departments where the phenomenon is high.
9. It is necessary to encourage future studies to develop the study of presenteeism including and intersecting it with other organizational and psychological variables (such as burnout, organizational justice, leadership support, and psychological resilience) to create more detailed explanatory model and reflect the reality of the Iraqi and Arab organizations.

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