

# The effect of work overload on presenteeism of chefs: A moderated mediation model of colleague support and work engagement

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## Abstract

This research, which is addressed within the framework of social support, field theory, social exchange theory and JD-R model, was conducted on 4 and 5-star hotel chefs in Ankara to examine the relationships between colleague support, work overload, presenteeism and work engagement. The data were collected and analyzed from 387 chefs through a survey technique. As a result of the study, work overload was found to be negatively correlated with work engagement and colleague support, while it was positively correlated with presenteeism. Moreover, work engagement was found to be positively correlated with colleague support and negatively correlated with presenteeism. In the study, it was stated that the work overload has a decreasing role in work engagement, and it was also proved that work engagement is a variable that reduces presenteeism. It was also concluded that work engagement has a mediating role in the effect of work overload on presenteeism. Further, it was revealed that colleague support moderates the relationship between work overload and work engagement. Finally, colleague support was found to have a moderating role in the indirect effect of work overload (through work engagement) on presenteeism.

**Keywords:** Work overload, presenteeism, work engagement, colleague support, chefs.

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## 1. Introduction

When individuals choose their jobs, they try to find the most suitable job for their character and abilities. The chosen job affects individuals' lifestyle, place in society, self-confidence, and prestige. An individual's success in his/her job depends on how suitable he/she is for his/her job. However, this is not the only condition for individuals to be satisfied at work. Factors such as the work loaded on the individual while working, the environment, and coworkers affect the success at work and the way the work is perceived (Simmons, 2014; Şirin & Yücel, 2020). Supportive organizational elements, in which colleagues and managers also have a share, have an empowering effect on individuals' feelings of respect and being a focal point (Wiesenfeld *et al.*, 2001). Work-life, which occupies a large part of individuals' daily time, has a very important position for both the employee and the employer. This is because work life is an indispensable factor for the individual to sustain himself/herself and his/her social life. In this case, the feelings of individuals towards their work and the feelings they feel when they are in the work environment become just as important. If an individual has positive feelings towards his/her job, he/she has high job satisfaction, and if he/she has negative feelings, he/she has low job satisfaction (Robbins, 2001). The fact that businesses have employees who do their jobs with enthusiasm and passion ensures the development of the business and brings happy and peaceful individuals to society. There are many factors, both tangible and intangible, that will increase employees' respect, love, and passion for their work. These factors can be expressed as colleague support, perception of work overload, work engagement and presenteeism (Roberts & Davenport, 2002).

Considering the competitive environment in the hotel industry, senior management thinks that meeting the expectations of working life in the hotel depends on healthy and happy employees (Chia & Chu, 2017). However, long working hours, a stressful environment, shift work and a very busy tempo may prevent employees from taking leave even if they are sick. For this reason, the concept of presenteeism is becoming more important for the hotel industry. Although it is considered normal in the sector for personnel to come to work even when they are sick, the reasons and consequences must be revealed. Excessive workload in the sector is a concept that negatively affects the job responsibilities given to the employee. The main source of stress in accommodation establishments is excessive workload. Reasons such as long working hours, constantly increasing work tempo, and lack of definition of duties and responsibilities cause employees to perceive their duties as a workload over time (Çuhadar & Gencer, 2016). Especially in labor-intensive sectors such as tourism, where human relations are at the forefront, the support and value given to employees will contribute to businesses achieving their goals, so all parties will mutually benefit from this relationship (Kerse & Karabey, 2019). In addition, the staff turnover rate is high in the sector due to reasons such as seasonal staff employment and low salaries. In this regard, the reasons for leaving the job and decreasing the level of work engagement of employees working in the sector become important. Businesses; It needs employees who are highly motivated and passionate about their work. For this reason, it is important to reveal strategies that will ensure employee engagement (Demir Harputluoğlu & Dönmez Polat, 2017).

In this study, it was aimed to determine the mediating effect of work engagement and the moderating effect of colleague support on the effect of employees' perception of work overload on presenteeism. The work overload felt in the work environment is put forward as an important problem. Individuals who work under these conditions for a long time are worn out and lose their work engagement and thus presenteeism exists (Khattak *et al.*, 2011). Another factor affecting the work environment is colleague support. Colleagues' relationships with each other contribute to the realization of positive gains. Individuals with high levels of colleague support are passionate about their work and their perception of work overload decreases (Kokoroko & Sanda, 2019). As workload increases, work avoidance behaviors may increase (Wang *et al.*, 2018). An increase in the employee's workload may result in feelings of unhappiness and loss of motivation (Arjona-Fuentes *et al.*, 2019). Illness, concentration problems, low/high workload, distraction, and the desire to avoid work constitute presenteeism behaviors and

their justifications (D'Abate & Eddy, 2007). Examining the variables of work overload, presenteeism, colleague support and work engagement together in moderator and mediator models will contribute to the literature.

## **2. Literature Review**

### **2.1. Colleague Support**

In business life, colleague support is the process by which colleagues directly examine and utilize each other's knowledge and experience (Scott & Bruce, 1994). Colleague support involves colleagues supporting each other whenever and wherever needed and sharing professional knowledge, techniques, and skills. As an effective option for individuals to cope with some psychological problems such as burnout (Sutton, 1988), colleague support acts as a kind of buffer by creating collegial solidarity against negative factors in business life. It can be claimed that the support provided by colleagues to each other is effective in reducing the perception of inequality in business life and reducing stress to low levels (Rousseau *et al.*, 2009).

It can be stated that individuals with high levels of colleague support have a higher quality of social life and lead a better-quality life (Shirom *et al.*, 2011). Individuals who feel supported by their colleagues feel stronger and more competent in their field and thus experience less burnout (Adib Hagbaghery *et al.*, 2004). It is known that increased colleague support among employees increases job satisfaction and reduces turnover intentions (Barnard *et al.*, 2006). In addition, increased colleague support reduces some risky behaviors (Yazıcıoğlu Coşgun & Kağan, 2023).

### **2.2. Work Overload**

A work overload can be explained as a working individual being responsible for more work and tasks than his/her current capacity, contrary to his/her normal working time and abilities. The perception of work overload in individuals is divided into two as physical work overload and mental work overload. Physical work overload is defined as the amount of energy an individual consumes above his/her capacity. Mental work overload is related to activities such as communicating with people, calculations, and research (Bowling & Kirkendall, 2012). The perception of work overload is an important factor in the job performance of individuals working in hotel businesses. In the private sector, situations such as overtime working hours, work overload imposed above the given responsibility, and increased level of expectation from the employee cause work overload in individuals (Buckingham, 2004). Work overload is one of the leading situations that prevent high productivity, self-confidence, and success goals in individuals (Thompson *et al.*, 2005). Situations such as the problem of not being able to take leave during busy times specific to the sector in which the individual works, long working hours, and problems between colleagues as a source of stress may cause the individual to feel the task undertaken as a work overload. Additionally, imbalance, and imperfection in the distribution of work and assigning extra tasks to individuals beyond their job responsibilities may also cause a work overload (Greenhaus *et al.*, 1989).

### **2.3. Presenteeism**

Presenteeism is when people show low productivity due to poor physical and psychological health (Leineweber *et al.*, 2012). The concept of presenteeism is often compared with absenteeism. Presenteeism refers to situations in which an individual's presence in the work environment decreases his/her work performance, while absenteeism refers to the loss of productivity due to the absence of an individual from work (Dewa *et al.*, 2007). Presenteeism can be explained as employees' fear of losing their jobs and not being able to reach their career goals, so they report to work even if they cannot be at work for some reasons, and as a result, they cannot perform as they should due to low productivity (Evans, 2004). Johns (2012) defined the perception of presenteeism as individuals being at work and working at a low-performance level despite having mental and physical personal problems.

There are two main approaches to presenteeism. The first approach is that employees are forced to work outside of working hours or are forced to spend too much time at work. The second approach is the situation where employees are present at the workplace despite having health problems that prevent them from working (Çoban & Harman, 2012). Presenteeism may cause some negative effects in organizations. Since individuals with psychological and physical disorders spend more time and effort during work than healthy individuals, individual performance may decrease. This may lead to a decrease in the collective performance level in organizations (Demerouti *et al.*, 2009). Some organizational reasons such as job satisfaction, working time, and working conditions affect the work productivity of employees. The fact that the working conditions in the work environment are exhausting for the individual may cause presenteeism (Edington & Schultz, 2008).

#### 2.4. Work Engagement

Commitment to work is the state in which a person dedicates himself/herself to the organization and willingly devotes his/her time and energy to organizational success (Schaufeli *et al.*, 2008). Work engagement is realized in individuals in three stages. These are vigor, dedication, and concentration. Since the vigor stage makes the individual feel high-performance power while working, the individual feels vigorous while working and continues his/her work with determination even if he/she faces some problems. Dedication represents a strong desire to do the given work and individuals feel that their work requires perseverance, serves a purpose and they do their work enthusiastically. Concentration is the individual's complete focus on the work he/she is doing, giving himself/herself and doing his/her job. Thus, the individual immerses himself/herself in his/her work and does his/her job with pleasure (Schaufeli *et al.*, 2002). The concept of work engagement can be explained as an individual being determined, energetic, enthusiastic, and concentrating on his/her work (Kahn, 1990). Work engagement refers to an individual's complete physical and mental dedication to work, which goes beyond job commitment (Crawford *et al.*, 2010).

#### 2.5. Working Conditions of Culinary Chefs

Cooking is a profession known for its strict discipline, where high quality is constantly produced (Pratten, 2003). It is observed that the general psychological well-being of people who are particularly high in performance satisfaction and durable in this field is increased and preserved (Uygun & Murat, 2024). However, kitchen chefs working in tourism are exposed to many working conditions and conditions that are quite intensely stressful. The crowdedness of the kitchen department, hot weather, the lack of personal staff and the fact that the service lasts seven days a week can cause stress on the kitchen staff (Unur & Pekerşen, 2017). The fact that most of the things done in the kitchen are done with a very strict discipline under pressure can also cause pressure and workload on the cooks (Tongchaiprasit & Ariyabuddhiphongs, 2016). In this case, it is inevitable that the general life warmth and efficiency of hotel employees will be negatively affected by this intense tempo. Employee inefficiency can cause low motivation, decrease in service and production power, and negative effects on the occurrence of breakdowns. Woods *et al.* (1998) stated that hotel employees work very long hours and are involved in activities that are both tiring and cause burnout. These and similar situations disrupt work peace, market income and job satisfaction, and increase business sales (Bozkurt, 2010).

#### 2.6. Related Studies on Work Engagement, Presenteeism, Colleague Support and Work Overload in the Tourism Sector

Altınay *et al.*, (2019) stated in their research on personnel working in five-star hotel establishments in Northern Taiwan that organizational commitment can be increased by reducing excessive workload. As a result of their research conducted hotel employees in Eskişehir, Atik & Akoğlan Kozak (2016) revealed that the perception of physical workload was highest in housekeeping and food and beverage department employees. Çuhadar & Gencer (2016) conducted a research hotel employees working in Antalya, and found that the perception of excessive workload of hotel employees varies according to

the departments they work in. It has been determined that a perception of excessive workload occurs in departments where physical strength is predominantly used (such as the food and beverage department, housekeeping department). Karatepe (2013), in his research conducted on unit personnel in hotels who are in frequent contact with customers (front office, food and beverage, etc.), stated that excessive work demands or excessive workload are common and emphasized that this situation can lead to harmful consequences such as emotional exhaustion. Krause *et al.*, (2005) stated that the perception of heavy workload is high among housekeeping employees, and complaints of back and body pain are frequently expressed among employees. Physical workload also leads to work intensification and ergonomic problems.

Zaro & Özkoç (2021) found that employees working in the kitchen departments of hotels and restaurants with tourism management certificates in Nevşehir, there is a negative significant relationship between the perception of organizational support of kitchen employees and their level of work alienation. In other words, when kitchen workers perceive organizational support, their level of work alienation decreases. Chung *et al.*, (2021) conducted a research with employees who frequently communicate with customers in five-star hotels in Korea, and revealed positive effects on employees' intention to leave when colleague and manager support is provided. Park & Min (2020) stated that colleague support is important for accommodation businesses. Positive interpersonal interactions with colleagues are an important aspect of working conditions, and the industry's high reliance on teamwork highlights the impact of social support. Limpanitgul *et al.*, (2013) stated in their study of cabin attendants of a national airline that co-worker support affects employees' job satisfaction and organizational commitment. Tunçez *et al.* (2024) stated in their study that there is a significant relationship between the levels of social support perceived by students and their self-control-self-management levels and happiness levels.

Üzülmez (2024) conducted a research kitchen employees working in 4-star hotels in Adana, in order to determine the reasons for kitchen employees' absenteeism at work. As a result, the reasons for kitchen staff's inability to be present at work were revealed. It has been stated that factors such as job stress and heavy workload have a positive and significant effect on presenteeism. Cankül *et al.*, (2017) conducted a survey on 399 female employees in first-class food and beverage establishments and in the food and beverage departments of four and five-star hotels in Eskişehir. As a result of the study, significant differences were detected between the presenteeism levels of female employees in food and beverage businesses and demographic variables. The level of presenteeism was found to be higher among female employees who were married, older, had lower education, had children, had longer years of service, worked in the kitchen department, and had chronic illnesses. Arslaner & Boylu (2017) stated that employees of five-star hotels in Antalya who want to show their commitment to their work are more likely to continue working while sick. In a study conducted in hotel businesses, Cullen & McLaughlin (2006) found that although managers were aware of presenteeism as an individual and negative compulsion; when evaluated on an organizational basis, it was stated that they continued presenteeism by applying long working hours as a value.

In their study, Kaplanseren & Örüçü (2018) conducted a survey with the staff working in hotels of three stars and above in Bandırma district of Balıkesir province. As a result of the study, a positive relationship was determined between hotel staff's work engagement and organizational citizenship. Demir Harputluoğlu & Dönmez Polat, (2017) conducted a study with hotel employees in Istanbul and concluded that there is a negative relationship between work engagement and work-family-work conflict with intention to quit. In their study on a total of 303 employees in 12 hotels in China, Lyu *et al.*, (2016) found positive relationships between work engagement and organizational citizenship behavior and revealed that a significant part of organizational citizenship was explained by work engagement.

### 3. Development of Hypotheses

#### 3.1. *The effect of work overload on presenteeism and work engagement*

The consequences of work overloads can be explained by the job demands-resources model (JD-R). Job demands refer to the effects of aspects of the job that require physical and psychological effort on the employee. In this context, a poor work environment and high-performance pressure can be given as examples of work overload. Work resources refer to the resources provided to accomplish the work. These resources can be listed as organizational, interpersonal, and social relationships. Social support can also be attributed to colleague support in this context (Bakker *et al.*, 2004). As a result of Shan *et al.* (2023) study suggested that the excessive authoritarianism of leaders and the intense workload faced by nurses may be important triggers for nurses to become ill in the work situation. Carvalho *et al.* (2021) stated that there is a relationship between work overload and presenteeism, which results in a loss of productivity. Opatha & Uresha (2020) found that workload, peer pressure and manager pressure have a significant positive effect on presenteeism. In addition, the study revealed that there was no significant difference between male and female employees in terms of presenteeism. Therefore, the following hypothesis was developed.

*Hypothesis 1: Work overload positively affects presenteeism.*

Work overload in individuals is related to issues such as performance, energy, and motivation. The lighter the workload and the more the work resources are, the higher the performance and motivation of the individual. As a result, the individual feels passion for the work (Demerouti & Bakker, 2011). Maslach *et al.* (2001) argue that work engagement is a concept related to work overload. They stated that the individual's work engagement reduces the work overload psychologically and physically to a great extent.

Kanbur (2018) examined the relationship between work overload and work engagement in individuals. As a result of the study, it was emphasized that the stress that develops due to work mediates the effect of work overload levels of individuals on work engagement, and thus it was revealed that individuals' work engagement will decrease. Also it was determined that work overload levels of individuals have a negative and significant effect on work engagement. Inoue *et al.* (2014) stated that in the case of increased job demands, the level of work engagement also increases as very busy employees feel themselves as an important person in the organization. Çakıcı *et al.*, (2013) determine the effect of workload intensity on work engagement, it was stated that work engagement positively affected work overload intensity. The higher the level of work engagement in individuals, the lower the perception of work overload. Mauno *et al.* (2007) stated that quantitative workload positively affected only the commitment dimension of work engagement. Keser (2006) examined the relationship between work engagement and work overload perception and found that work engagement positively affects work overload perception. As individuals' work engagement increases, their perception of work overload decreases. Hakanen *et al.* (2005) found that there is a negative and significant relationship between workload and energetic and committed dimensions of work engagement. Researchers have stated that excessive workload leads to tension in employees and decreases their level of work engagement. Therefore, the following hypothesis was developed.

*Hypothesis 2: Work overload negatively affects work engagement*

#### 3.2. *The relationship between work engagement and presenteeism*

Seo *et al.* (2023) stated that there is a close relationship between the emotional labor of disabled sports coaches and job presence and work engagement. In other words, since it is an extremely emotionally demanding job for coaches of athletes with disabilities, coaches must control their emotions to be more connected with their work. It is especially important to make emotional efforts to reduce job losses due

to presenteeism. Admasachew & Dawson (2011) stated in their study that when employees are pressured to come to work when they are not feeling well, they are less passionate and committed to their work. Therefore, the following hypothesis was developed.

*Hypothesis 3: Work engagement negatively affects presenteeism.*

### *3.3. The mediating role of work engagement in the relationship between work overload and presenteeism*

While work engagement supports the personal development of the individual and helps to increase the quality of organizational performance (Bakker *et al.*, 2008), it was stated that individuals who are engaged in their work exhibit behaviors such as taking the initiative, showing mature behaviors, increased perception of learning, and high productivity (Sonnentag, 2003). The employee's responsibility and self-confidence that he/she can complete the work assigned to him/her can cause positive situations in work engagement. At the same time, a positive view of one's own self-worth can positively affect work engagement (Abraham, 2012). Individuals who are exposed to heavy physical workload suffer from negative disorders such as illness, fatigue, and decreased body resistance. Mental disorders such as tension and irritability occur in individuals exposed to mental work overload. As a result, while a physical work overload can cause physical disorders, a mental work overload can cause mental disorders (Bowling & Kirkendall, 2012). According to the results of a study, it was revealed that employees' level of work engagement has a significant negative relationship with the effect of work overload. It was indicated that the relationship between work engagement level and work overload mediates both job satisfaction and employee-employer situation (Eroğlu, 2020). As a result of the study conducted by Turgut (2011) to determine the relationship between work overload and work engagement perception in individuals, it was determined that as work overload occurs in individuals, work engagement would be negatively affected since it creates distress and fatigue. Therefore, the following hypothesis was developed to test the mediating role of work engagement in the effect of work overload on presenteeism.

*Hypothesis 4: Work engagement has a mediating role in the effect of work overload on presenteeism.*

### *3.4. The moderating role of colleague support in the relationship between work overload and work engagement*

Within the framework of social exchange, social support and field theory, the relationships between colleague support and perception of work overload, presenteeism and work engagement can be discussed. Social support is explained as the help that individuals receive from social environments such as friends, family and community members or the support that individuals receive when they face stress (Thoits, 1995; Cobb, 1976). Social support theory is seen as an important mediator in maintaining physical and mental well-being, as it can help individuals cope with stress, and increase self-confidence and overall quality of life. Social support can take different forms such as practical help, emotional support, advice, and encouragement (Fisher, 2010). Individuals meet new people and make new friendships in work environments where social interaction is very common. This situation mediates the development of positive social skills such as sharing, cooperation, and solidarity (Keser, 2005). Social support creates a multifaceted effect by including emotional support as well as providing information (Cutrona & Russell, 1987). Social support has a direct impact on a person's mood because social relationships provide the individual with a regular, positive, or stable way of life, rewards, and appropriate roles in society (Cohen & Wills, 1985). In cases of emotional tension, individuals seek support from family members or friends. This social support network that the individual wants to obtain is very important for both adaptation and health processes (Barrera *et al.*, 1981).

Social exchange, is defined as a person's desire to return the favor he/she has done to another person in the future (Oentoro *et al.*, 2016). In business environments where social interaction is intense,

individuals meet new people and make new friendships. This situation mediates the development of positive social skills such as sharing and cooperation (Keser, 2005).

Factors such as work overload and inadequate colleague support may cause the individual to create a tense working space in the work environment and not show sufficient efficiency. Colleague support alleviates the perception of a work overload and enables the individual to cope better with work stress (Shirom *et al.*, 2011). One of the factors that occur with the formation of colleague support is work engagement. Work engagement can be explained as individuals reflecting their energy on their work while fulfilling their duties (Leiter & Bakker, 2010). Sharing the necessary information about the job, mentoring, supporting the colleague in excessive workload, and being respectful, courteous, and tolerant towards the colleague in the work environment enables the colleague to be more committed to his/her work and to do his/her job with focus. Thus, colleague support increases the sense of work engagement positively (Bakker & Demerouti, 2008). Therefore, the following hypothesis was developed regarding the moderating role of colleague support in the effect of work overload on work engagement. Namely, as colleague support increases, the severity of the negative effect of work overload on work engagement will decrease.

*Hypothesis 5: Colleague support moderates the effect of work overload on work engagement.*

In individuals who are provided with colleague support, negative emotions decrease, people are more passionate about their work, they are connected to their work with stronger bonds and thus contribute positively to the increase in the performance of organizations. In this case, it can be claimed that the perceptions of work engagement and colleague support are effective in increasing the function and performance of organizations (Rhoades & Eisenberger, 2002). Individuals who suffer from presenteeism may not be able to work effectively and perform at the expected level (Johns, 2009). When employees are supported by their colleagues, they are more likely to feel connected and motivated in their work. This situation, in turn, strengthens their commitment and enables them to overcome periods of work overload more easily.

Quazi (2013) stated that organizational and managerial support can reduce employees' presenteeism behavior. If managerial support is low, employees may prefer to come to work thinking that their managers will not tolerate their sickness absence. When organisational support is provided, employees will feel the desire to go to work, will experience a sense of satisfaction at work, will be proud of their work and will continue to work with determination despite the difficulties they face (Gül & Güneş, 2024). Caverley *et al.* (2007) indicated that a decrease in managerial support increases presenteeism and that employees are at risk for presenteeism. Rhoades & Eisenberger (2002) found that employees with high organizational support perception enjoy their work more and are in a more positive mood while working. Therefore, the following hypothesis was developed regarding the situational mediating role of colleague support in the effect of work overload (through work engagement) on presenteeism.

*Hypothesis 6: Colleague support has a moderating role in the effect of work overload (through work engagement) on presenteeism.*

## **4. Methodology**

### **4.1. Sample and Population**

The data of this research were collected from volunteer chefs working in 4 and 5-star hotels in Ankara. The questionnaire was distributed to hotels using the convenience sampling method. Questionnaires were conducted from 10 December 2023 to 10 February 2024 among chefs. Questionnaires were conducted face-to-face and online. A total of 450 questionnaires were received and 387 were used for data analysis, excluding 63 questionnaires with omissions or insufficient responses. In cases where the

size of the population cannot be estimated, unlimited population size is taken as a reference. It is concluded that the sample size reached is sufficient within the 95% confidence interval (Ural & Kılıç, 2018).

#### 4.2. Measurements

The work overload (WO) scale was developed by Imoisili (1985). The scale consists of 5 statements. This scale has also been used in similar studies with success (Alam, 2016; Şirin, 2019). The work engagement (WE) scale was developed by Schaufeli *et al.* (2017, 2019). The ultra-short form of the scale was used. It consists of 3 statements. The UWES-3 is a reliable and valid scale for measuring work engagement (Schaufeli *et al.* 2017; Schaufeli *et al.*, 2019) The Stanford Presenteeism Scale (SPS-6) (PRE) was used to measure the dependent variable. Scale was developed Koopman *et al.* (2002) and consists of 6 statements. In presenteeism scale, statements 2, 5 and 6 were reverse coded. Finally, the colleague support (CS) scale was developed by Zhou and George (2001). It consists of 4 statements. The authors adapted colleague support scale from Podsakoff, Ahearne, and MacKenzie (1997). All scales were rated on a 5-point scale from 1 (strongly disagree) to 5 (strongly agree). In addition to these four scales, 9 demographic questions were asked. The original versions of all the scales can be found in the appendix. In the adaptation of the scales into Turkish, the work overload scale (Şirin, 2019), presenteeism scale (Anık Baysal, 2012; Coşkun, 2012; Demirgil & Mücevher, 2017; Atilla *et al.*, 2019), colleague support scale (Yücel & Şirin, 2020), and work engagement scale (Güler *et al.*, 2019) have been utilized.

#### 4.3. Data Analysis

Statistical analyses were conducted in SPSS, AMOS, and SPSS Process Macro versions. Before performing the analysis, the assumption of normal distribution and reliability statistics was tested. It was understood that the data were normally distributed and the reliability coefficients for all scales were sufficient. After that descriptive statistical analysis, explanatory- confirmatory factor analysis, Pearson correlation analysis were employed to test the key variables. Then, SPSS Process Macro Model 4 was used to explore the simple mediating effect. SPSS Process Macro Model 7 was used to moderated effect between X and M, and moderated mediating effect (Hayes, 2018). Firstly, the simple mediation effect of work overload on the relationship between work engagement and presenteeism was tested using Model 4 in Process Macro. In the next stage, Hayes Model 7 was used to examine the moderating effect of colleague support on the relationship between work overload and work engagement. Additionally, using model 7, the moderated mediation effect of colleague support on the work overload (through work engagement) on presenteeism was tested. The study tested the mediation effect and moderated mediation effect using 5000 bootstrap samples at 95 % CI (Preacher & Hayes, 2008; Hayes, 2018). The research model is shown in Figure 1.

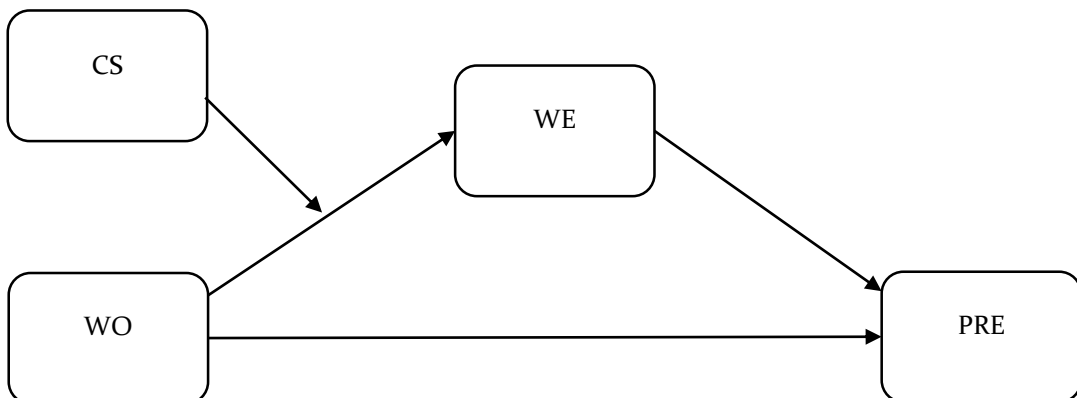


**Figure 1.** The research model

#### 4.4. Measurements Model: Explanatory and Confirmatory Factor Analysis

Factor analysis results are shown in Table 1. The first scale is colleague support which contains four items. The work overload scale contains five items. The work engagement scale contains three items and the presenteeism scale contains six items. Presenteeism scale consists of two dimensions, including work outcome (*completing work*) and focus on work process (*avoiding distraction*) (Koopman *et al.*, 2002). This scale has been evaluated as a single factor in this study. Due to their impact on validity, statements 2, 5, and 6 in the presenteeism scale were sequentially removed. The assessment of presenteeism was therefore conducted solely based on statements 1, 3, and 4 (avoiding distraction). A similar situation was observed in Şahin (2015), where only the factor of inability to focus on work process (avoiding distraction) was found to represent presenteeism. In addition, a different version of this scale have been shown to provide valid and reliable scores for Turkish employees (Teoman & Harmancı Seren, 2022). Also, Table 1 shows that the Cronbach's  $\alpha$  values of all constructs were between 0.880 and 0.926. This result shows that all scales are reliable (Byrne, 2010). When the KMO values of each scale are higher than 0.7, the data is suitable for factor analysis (Kalaycı, 2010). It is thought that the proportion of variance explained by each scale is sufficient. The factor analysis of measurements is detailed in Table 1.

**Table 1.** Factor analysis

| EFA Values                                                    |      |      |                 |             |                    | CFA Values           |       |          |    | CR    | AVE   | α     |
|---------------------------------------------------------------|------|------|-----------------|-------------|--------------------|----------------------|-------|----------|----|-------|-------|-------|
| CS                                                            | Mean | SD   | Factor Loadings | Eigen-value | Variance Extracted | Std. Factor Loadings | SE    | t-Values | p  | 0.889 | 0.666 | 0.888 |
| CS <sub>1</sub>                                               | 4.02 | 1.17 | 0.867           | 2.996       | 74.905             | 0.819                | -     | -        | ** |       |       |       |
| CS <sub>2</sub>                                               | 4.04 | 1.08 | 0.894           |             |                    | 0.875                | 0.050 | 19.624   | ** |       |       |       |
| CS <sub>3</sub>                                               | 3.93 | 1.10 | 0.849           |             |                    | 0.787                | 0.053 | 17.183   | ** |       |       |       |
| CS <sub>4</sub>                                               | 3.91 | 1.14 | 0.852           |             |                    | 0.781                | 0.054 | 17.019   | ** |       |       |       |
| KMO value: 0.831; Bartlett's test: 858.832; df: 6; p: 0.000   |      |      |                 |             |                    |                      |       |          |    |       |       |       |
| WO                                                            | Mean | SD   | Factor Loadings | Eigen-value | Variance Extracted | Std. Factor Loadings | SE    | t-Values | p  | CR    | AVE   | α     |
| WO <sub>1</sub>                                               | 3.04 | 1.37 | 0.880           | 3.737       | 74.749             | 0.862                | -     | -        | ** | 0.916 | 0.686 | 0.915 |
| WO <sub>2</sub>                                               | 3.11 | 1.34 | 0.899           |             |                    | 0.893                | 0.043 | 23.480   | ** |       |       |       |
| WO <sub>3</sub>                                               | 2.99 | 1.41 | 0.863           |             |                    | 0.815                | 0.049 | 20.052   | ** |       |       |       |
| WO <sub>4</sub>                                               | 3.10 | 1.39 | 0.878           |             |                    | 0.837                | 0.047 | 21.015   | ** |       |       |       |
| WO <sub>5</sub>                                               | 2.76 | 1.37 | 0.798           |             |                    | 0.725                | 0.050 | 16.724   | ** |       |       |       |
| KMO value: 0.881; Bartlett's test: 1340.440; df: 10; p: 0.000 |      |      |                 |             |                    |                      |       |          |    |       |       |       |
| WE                                                            | Mean | SD   | Factor Loadings | Eigen-value | Variance Extracted | Std. Factor Loadings | SE    | t-Values | p  | CR    | AVE   | α     |
| WE <sub>1</sub>                                               | 4.08 | 1.05 | 0.914           | 2.616       | 87.196             | 0.855                | -     | -        | ** | 0.929 | 0.814 | 0.926 |
| WE <sub>2</sub>                                               | 4.18 | 0.99 | 0.956           |             |                    | 0.953                | 0.040 | 26.146   | ** |       |       |       |
| WE <sub>3</sub>                                               | 4.21 | 1.00 | 0.930           |             |                    | 0.895                | 0.042 | 23.964   | ** |       |       |       |
| KMO value: 0.736; Bartlett's test: 943.976; df: 3; p: 0.000   |      |      |                 |             |                    |                      |       |          |    |       |       |       |
| PRE                                                           | Mean | SD   | Factor Loadings | Eigen-value | Variance Extracted | Std. Factor Loadings | SE    | t-Values | p  | CR    | AVE   | α     |
| PRE <sub>1</sub>                                              | 2.56 | 1.46 | 0.858           | 2.423       | 80.782             | 0.753                | -     | -        | ** | 0.885 | 0.721 | 0.880 |
| PRE <sub>2</sub> *                                            | 3.28 | 1.48 | -               |             |                    | -                    | -     | -        |    |       |       |       |
| PRE <sub>3</sub>                                              | 2.56 | 1.44 | 0.909           |             |                    | 0.873                | 0.066 | 17.451   | ** |       |       |       |
| PRE <sub>4</sub>                                              | 2.56 | 1.43 | 0.927           |             |                    | 0.913                | 0.067 | 15.871   | ** |       |       |       |
| PRE <sub>5</sub> *                                            | 3.22 | 1.52 | -               |             |                    | -                    | -     | -        |    |       |       |       |
| PRE <sub>6</sub> *                                            | 3.19 | 1.55 | -               |             |                    | -                    | -     | -        |    |       |       |       |
| KMO value: 0.858; Bartlett's test: 1682.945; df: 15; p: 0.000 |      |      |                 |             |                    |                      |       |          |    |       |       |       |

\*Reversed coded.

\*\*p<0.001

Goodness-of-fit statistics:  $\chi^2/df=2.342$ ; RMSEA=0.059; SRMR= 0.0356; CFI= 0.973; GFI=0.936; AGFI= 0.909; IFI: 0.973; TLI: 0.967

Then CFA was conducted using AMOS 24. All the factor loadings of the items were above 0.5, and the t-values were significant. The measurement model fits the data acceptable:  $\chi^2/df=2,264$ ; RMSEA=0.059; SRMR= 0.0356; CFI= 0.973; GFI=0.936; AGFI= 0.909; IFI: 0.973; TLI: 0.967 (Schermelleh-Engel *et al.*, 2003). Composite reliabilities (CR) were above 0.7. The average variances extracted (AVE) were 0.5. The results in Table 2 show that the constructs have good convergent validity. Further discriminant validity was supported (Fornell & Larcker, 1981; Hair *et al.*, 2014).

**Table 2.** Discriminant validity for all constructs.

|            | CR    | AVE   | MSV   | MaxR(H) | WO           | WE           | PRE          | CS           |
|------------|-------|-------|-------|---------|--------------|--------------|--------------|--------------|
| <b>WO</b>  | 0.916 | 0.686 | 0.254 | 0.925   | <b>0.828</b> |              |              |              |
| <b>WE</b>  | 0.929 | 0.814 | 0.315 | 0.943   | -0.363***    | <b>0.902</b> |              |              |
| <b>PRE</b> | 0.885 | 0.721 | 0.254 | 0.905   | 0.504***     | -0.449***    | <b>0.849</b> |              |
| <b>CS</b>  | 0.889 | 0.666 | 0.315 | 0.895   | -0.466***    | 0.561***     | -0.379***    | <b>0.816</b> |

The data showed normal distribution since the coefficients were within the range of kurtosis (-1.511 - 1.559) and skewness (-1.386 - 0.341) for each scale statement (Kline, 2016).

## 5. Result

### 5.1. Descriptive Statistics

The demographic variables are detailed in Table 3. In the sample of chefs' questionnaires, males accounted for 51.4%.

**Table 3.** Demographic variables

| <b>Gender</b>                | <b>n</b>   | <b>%</b>   |
|------------------------------|------------|------------|
| Female                       | 188        | 48.6       |
| Male                         | 199        | 51.4       |
| <b>Age</b>                   | <b>n</b>   | <b>%</b>   |
| 18-24                        | 162        | 41.9       |
| 25-34                        | 113        | 29.2       |
| 35-44                        | 78         | 20.1       |
| >45                          | 34         | 8.8        |
| <b>Position</b>              | <b>n</b>   | <b>%</b>   |
| Employee                     | 335        | 86.6       |
| Manager                      | 52         | 13.4       |
| <b>Education</b>             | <b>n</b>   | <b>%</b>   |
| Junior high school and below | 30         | 7.8        |
| High school                  | 133        | 34.4       |
| University                   | 168        | 43.4       |
| Postgraduate and above       | 56         | 14.4       |
| <b>Working hours per day</b> | <b>n</b>   | <b>%</b>   |
| ≤ 8 hours                    | 107        | 27.7       |
| 9-11 hours                   | 211        | 54.5       |
| >12 hours                    | 69         | 17.8       |
| <b>Total</b>                 | <b>387</b> | <b>100</b> |

| <b>Marital Status</b>                     | <b>n</b>   | <b>%</b>   |
|-------------------------------------------|------------|------------|
| Unmarried                                 | 220        | 56.8       |
| Married                                   | 167        | 43.2       |
| <b>Sector experience</b>                  | <b>n</b>   | <b>%</b>   |
| ≤ 1 year                                  | 54         | 14         |
| 1-5 year                                  | 134        | 34.6       |
| 6-10 year                                 | 77         | 19.9       |
| 11-15 year                                | 60         | 15.5       |
| >16 year                                  | 62         | 16         |
| <b>Number of employees in the kitchen</b> | <b>n</b>   | <b>%</b>   |
| ≤ 10                                      | 68         | 17.6       |
| 11-20                                     | 86         | 22.2       |
| 21-30                                     | 72         | 18.6       |
| 31-40                                     | 63         | 16.3       |
| >41                                       | 98         | 25.3       |
| <b>Hotel type</b>                         | <b>n</b>   | <b>%</b>   |
| 4-star hotel                              | 125        | 32.3       |
| 5-star hotel                              | 262        | 67.7       |
| <b>Total</b>                              | <b>387</b> | <b>100</b> |

When looking at age distribution, 41.9% of the participants were 18–24 years old, accounting for the majority, followed by 25–34 years old, accounting for 29.2%. Chefs' 56.8% were unmarried. 43.4% of the chefs had a university degree. A significant part of chefs, 54.5%, have a daily working time of 9–11 hours. 67.7% of chefs work in 5-star hotels.

### 5.2. Common method bias test

Common method bias using Harman's single-factor method was tested. The results revealed four factors with eigenvalues greater than one in unrotated exploratory factor analysis. The first factor only explained 43.66% of the variance, indicating that common method bias was not a significant issue in this study (Podsakoff *et al.*, 2003).

### 5.3. Correlation Analysis

Table 4 shows the means and correlation coefficients of the variables. When looking at the mean levels of the chefs' responses to the statements, it was found that they were WO ( $\bar{x} = 3$ ), WE ( $\bar{x} = 4.16$ ), PRE ( $\bar{x} = 2.56$ ) and CS ( $\bar{x} = 3.97$ ). Work overload (WO) was negatively correlated with work engagement (WE) ( $r = -0.363$ ,  $p < 0.001$ ) and colleague support (CS) ( $r = -0.466$ ,  $p < 0.001$ ). It was positively correlated with presenteeism (PRE) ( $r = 0.504$ ,  $p < 0.001$ ). There was a negative correlation between work engagement and presenteeism ( $r = -0.449$ ,  $p < 0.001$ ). Similarly, there was a negative correlation between colleague support and presenteeism ( $r = -0.379$ ,  $p < 0.001$ ). Finally, colleague support positively correlated with work engagement ( $r = 0.561$ ,  $p < 0.001$ ).

**Table 4.** Descriptive statistics and correlation analysis results of the variables.

|     | Mean | SD   | 1         | 2         | 3         |
|-----|------|------|-----------|-----------|-----------|
| WO  | 3    | 1.19 | 1         |           |           |
| WE  | 4.16 | 0.94 | -0.363*** | 1         |           |
| PRE | 2.56 | 1.30 | 0.504***  | -0.449*** | 1         |
| CS  | 3.97 | 0.97 | -0.466*** | 0.561***  | -0.379*** |

\*\*\*  $p < 0.001$ . SD: Standard Deviation

### 5.4. Testing for the simple mediation model

SPSS Process Macro Model 4 used to examine the mediating role of work engagement between work overload and presenteeism (Table 5)

**Table 5.** Testing for the mediation model ( $n = 387$ )

| Mediator: Work Engagement     |         |       |         |       |        |        |       |
|-------------------------------|---------|-------|---------|-------|--------|--------|-------|
| Predictors                    | $\beta$ | SE    | t       | p     | LLCI   | ULCI   | $R^2$ |
| Work Overload                 | -0.282  | 0.038 | 7.466   | 0.000 | -0.356 | -0.208 | 0.126 |
| Dependent: Presenteeism       |         |       |         |       |        |        |       |
|                               | $\beta$ | SE    | t       | p     | LLCI   | ULCI   | $R^2$ |
| Work Engagement               | -0.405  | 0.062 | -6.491  | 0.000 | -0.528 | -0.282 | 0.308 |
| Work Overload (Direct Effect) | 0.411   | 0.050 | 8.308   | 0.000 | 0.314  | 0.509  |       |
| Work Overload (Total Effect)  | 0.526   | 0.049 | 10.797  | 0.000 | 0.430  | 0.621  | 0.232 |
|                               |         |       |         |       |        |        |       |
|                               |         |       | $\beta$ | SH    |        |        |       |
| Indirect Effect               |         |       | 0.114   | 0.023 | 0.072  | 0.163  |       |

Work overload had positive effect on presenteeism ( $\beta = 0.411$ ,  $p < 0.000$ ). When the total score of work engagement was incorporated in the equation, the relationship between work overload and presenteeism remained significant ( $\beta = 0.526$ ,  $p < 0.000$ ). Additionally, work engagement had negative effect on presenteeism ( $\beta = -0.405$ ,  $p < 0.000$ ). Furthermore, the negative effect between work overload

and work engagement was also significant ( $\beta = -0.282$ ,  $p < 0.000$ ). The indirect effect size of work overload on presenteeism of chefs through work engagement was  $\beta = 0.114$  (95% CI = 0.072 – 0.163). Therefore, work engagement had mediating effect in the relationship between work overload and presenteeism. Therefore, H<sub>1</sub>, H<sub>2</sub>, H<sub>3</sub>, H<sub>4</sub> were supported.

### 5.5. Moderation and Mediation Model

As shown in Table 6, the effect of the interaction between WO and CS on WE was significant [ $\beta = 0.146$ , 95 % CI: (0.075, 0.216)]. Fig. 2 presents the moderating effect graphically and shows that the effect of WO on WE varied with the level of CS. At lower CS levels, the negative effect of work overload on work engagement increased in stronger ( $\beta = -0.313$ , 95% CI: (- 0.428, -0.197)). At average CS levels, the severity of the negative effect of work overload on work engagement decreases ( $\beta = -0.171$ , 95% CI: (- 0.247, - 0.096)). On the other hand, higher CS levels do not moderate the effect of work overload on work engagement ( $\beta = -0.030$ , 95% CI: (- 0.116, 0.056)). These findings provide evidence of the moderating effect of CS on the relationship between work overload and work engagement. Therefore H<sub>5</sub> was supported.

**Table 6. Moderation and mediation model**

| Work Engagement                                                                      |         |        |                  |       |                  |
|--------------------------------------------------------------------------------------|---------|--------|------------------|-------|------------------|
| Variables                                                                            | $\beta$ | SE     | t                | p     | Bootstrap 95 %CI |
| Work Overload (X)                                                                    | -0.171  | 0.038  | -4.467           | 0.000 | (-0.247,-0.096)  |
| Colleague Support (W)                                                                | 0.364   | 0.050  | 7.356            | 0.000 | (0.267,0.462)    |
| Interaction of (WOxCS)                                                               | 0.146   | 0.036  | 4.053            | 0.000 | (0.075,0.216)    |
| Conditional effects of WO (X) on WE (M), moderated by CS (W)                         |         |        |                  |       |                  |
| Low CS                                                                               | -0.313  | 0.059  | -5.320           | 0.000 | (-0.428,-0.197)  |
| Ave CS                                                                               | -0.171  | 0.038  | -4.467           | 0.000 | (-0.247,-0.096)  |
| High CS                                                                              | -0.030  | 0.044  | -0.688           | 0.492 | (-0.116,0.056)   |
| Conditional indirect effect of WO (X) on PRE (Y) through WE (M), moderated by CS (W) |         |        |                  |       |                  |
|                                                                                      | Effect  | BootSE | Bootstrap 95 %CI |       |                  |
| Low CS                                                                               | 0.127   | 0.033  | (0.065,0.193)    |       |                  |
| Ave CS                                                                               | 0.069   | 0.018  | (0.035,0.106)    |       |                  |
| High CS                                                                              | 0.012   | 0.017  | (-0.021,0.045)   |       |                  |
| Index of moderated mediation                                                         |         |        |                  |       |                  |
| Colleague Support (W)                                                                | -0.059  | 0.019  | (-0.098,-0.024)  |       |                  |

When Table 6 was examined, it was determined that the moderated mediation index was significant ( $\beta = -0.059$ , 95% CI [-0.098, -0.024]) and CS moderated in the indirect effect of WO on PRE at work through WE. Moreover, lower and average levels of CS moderated the effect of the WO on PRE through WE. At the higher level of CS, it has no moderated effect. Therefore, H<sub>6</sub> was supported.

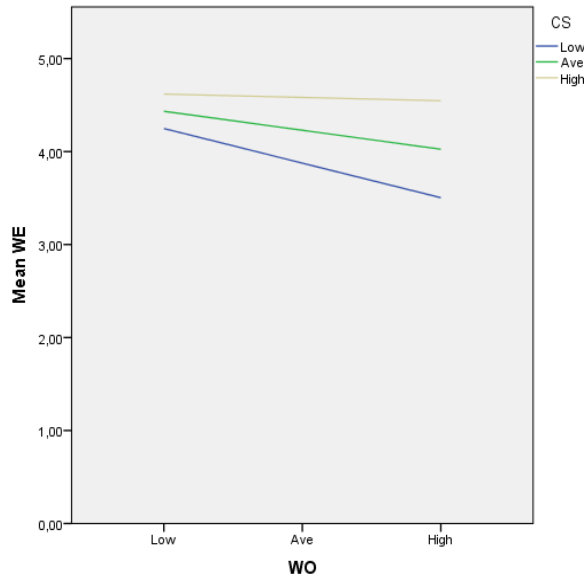


**Figure 2.** Interaction effect of colleague support (CS)

## 6. Discussion and Conclusions

This study, which is addressed within the framework of social support, field theory, social exchange theory and JD-R model, was conducted on 4 and 5-star hotel chefs in Ankara to examine the relationships between colleague support, work overload, presenteeism and work engagement. Data from 387 chefs were collected and analyzed through a questionnaire technique. As a result of the analysis, it is found that the correlation results between the variables support the hypotheses developed. WO was negatively associated with WE and CS, but positively associated with PRE. WE was positively associated with CS and negatively with PRE. In the next stage, the effect of WO on PRE through WE was tested with a simple mediation model. In this context, firstly, the positive effect of WO on PRE was confirmed. It was determined that WO has a decreasing role in WE. It was also proved that WE is a variable that reduces PRE. Finally, it was found that WE has a mediating role in the effect of WO on PRE. In the next stage, the moderated mediation model was tested for the moderating role of CS in the indirect effect of WO (through WE) on PRE. In this context, firstly, it was found that CS moderated the relationship between WO and WE. Namely, as the intensity of CS increased, the negative effect of WO on WE decreased. Finally, CS was found to have a moderating role in the indirect effect of WO (through WE) on PRE. That is, CS (when it is low and moderate) plays a moderating role in the indirect effect of WO (through WE) on PRE. This confirms that CS has a situational mediating role in this model.

The fact that a WO positively affects PRE and negatively affects WE can be explained by JD-R model. Bakker *et al.* (2004) state that the aspects of the job that require physical and psychological effort can negatively affect the employee and, in this context, work overload can have a negative effect. Resources are important for the employee. Social support can be characterized as one of the resources and in this context, it can also be attributed to colleague support (Bakker *et al.*, 2004). It is also known that job resources have significant positive effects on work engagement (Akkermans *et al.*, 2013; Nahrgang *et al.*, 2011). Bakker & Demerouti (2008) state that job and individual resources are important as the main determinants of work engagement and these resources are effective in high job demands. Alcan (2021) states that increased job demands lead to stress, burnout and depression in employees. It is found that the results obtained overlap with many research findings in the literature.

In their study of F&B department employees of hotels in Kuala Lumpur, Abd Hadi *et al.*, (2023) revealed that managers expected effective results from employees despite low wages and overtime working hours. Fatigue and emotional exhaustion are strongly related to employee workload. In result it was determined that the emotional burnout levels of individuals working under heavy workload increased. It has also been stated that excessive workload, unlike low wages, has a greater impact on emotional exhaustion on employees. Therefore, tasks should be distributed according to job descriptions and supported by teamwork and effective communication elements. Abdullah & Azam (2021) investigated the impact of interpersonal relationships, workload pressure and working environment in their study. A survey was conducted to 120 culinary program internship students from various countries. It was stated that heavy workload pressure and working environment caused job stress.

In the social support theory, the emphasis on the feeling of helping each other and goodwill in interpersonal relationships also directs the individual's perception of support from colleagues in the work environment. While social support theory provides a broader perspective to show how individuals receive support from the social environment, colleague support focuses on the role of individuals with common experiences in providing support and encouragement to each other (Harris *et al.*, 2007). The fact that individuals work in cooperation with their colleagues in the work environment prepares the ground for the formation of the perception of colleague support. At this point, social support theory argues that the support that individuals show to each other should not only remain in the work environment but also in their social lives (Tews *et al.*, 2013).

Colleague support increases positive emotions and thoughts and decreases negative situations. In this context, the relationship between colleague support and perception of work overload, decreasing presenteeism and increasing work engagement can also be explained by social exchange theory. Social exchange is defined as a person's desire to receive the return of the favor he/she has done to another person in the future (Oentoro *et al.*, 2016). According to Nord (1973), various needs must be met in order for life to continue. These needs enable people to exist as social individuals through their relationships and experiences with society. This existence process involves social exchange practices. These practices are considered important in terms of examining the field of organizational attitude behaviors because they shape the relationships between colleague support and the organization. In this way, it is used to explain colleague support between individuals in business life (Yiğit, 2018). In short, social exchange theory plays a mediating role in regulating social relations between colleagues. The main purpose of the theory is seen as strengthening the relationship between colleagues (Eisenberger *et al.*, 1986).

Colleague support depends on the team, employees, and work environment. Psychologically, employees' support for each other improves the work environment as well as the correct way of doing things. In addition, employees' solidarity with each other increases their work engagement. Colleague support and work engagement are important in reducing presenteeism. Kasap's (2020) research was suggested that employees' perception of organizational support is one of the methods that can be used to solve the problem of presenteeism. According to Kurt Lewin's field theory, individuals can exist in social life with the colleague support they receive because he argues that business life occupies a large area for people and greatly affects their behavioral psychology. In this case, individuals' behavioral psychology and their perceptions of colleague support are explained as two interrelated elements (Lewin, 1939).

Healthy employees are needed in hotels. Unhealthy employees inevitably have negative effects on service quality and customer satisfaction. Since hotels are constantly open, this problem can be repeated as employees who have previously experienced presenteeism do not have the chance to rest. This situation will cause a loss of time and a decrease in productivity. Hotel employees who do not have enough time to rest are afraid of losing their jobs, deterioration of their relationship with their

colleagues, work commitment, wage cuts, and work-family conflicts, but they continue to work even in case of illness. In addition, long working hours and shift work are the main problems of presenteeism (Arslaner & Boylu, 2015).

This study is expected to contribute to the existing literature as there are limited studies on the subject matter in the hospitality industry. While some studies overlap with the findings of the study, some studies do not overlap. As a result of a study conducted by Arslaner & Boylu (2017), it is stated that organizational support perceived by hotel employees does not have a significant effect on presenteeism. They suggest that the reason for continuing job can be explained by organizational commitment. Knani (2022) states that job-related factors (job demands) cause irritability, stress and depression in tourism and hospitality industry employees, while salary, decision freedom and social support reduce the negativities arising from job-related demands. In addition, in the same study, it was also found that work engagement reduces presenteeism. Robertson *et al.* (2012) underline that work-related psychological factors are determinants of presenteeism and affect the productivity levels of employees. It also suggests that a supportive leadership style can eliminate presenteeism. Susskind *et al.*, (2007) stated that the presence of supportive colleagues in a service environment contributes to a higher level of loyalty of restaurant employees to their guests. Baeriswyl *et al.* (2016) concluded that workload and colleague support are determinants of staying at work due to illness, but these two variables do not have a moderating role on presenteeism. Miraglia and Johns (2016) state that workload and staff shortages positively affect presenteeism, while colleague support negatively affects presenteeism. Arjona-Fuentes *et al.* (2019) indicate that long-term physical and psychological problems of hospitality employees increase their tendency to presenteeism. In addition, it is argued that for the hospitality sector, prolonged absenteeism may make employees willing to go to work despite being sick, as it will put a serious workload on other employees. Loi *et al.*, (2014) revealed that in hotel businesses support from colleagues reduces stress in working life and positively affects supportive voice behavior. Guchait *et al.*, (2014) stated that the support from colleagues perceived by restaurant employees in Turkey is positively related to perceived psychological safety.

Atik & Akoğlan Kozak (2016) stated that hotel employees need colleague support when they face work overload. Kokoroko & Sanda (2019) state that when employees are faced with work overload, they have to deal with negative situations such as burnout and stress, and in such cases they need colleague support. Ashkanasy & Nicholson (2003) state that the employee who lacks support from colleagues will not feel comfortable in the work environment and may experience mental and physical inability to exist at work in case of any negativity.

The working conditions of kitchen chefs usually include a busy, fast-paced work environment. Working hours are long. They have to spend most of their time standing. Working in hot, humid, noisy environments, among loud devices increases the stress level. The risk of accidents increases due to working with sharp tools and exposure to high temperatures. Since orders need to be prepared quickly, workload and pressure are constantly felt. This situation, i.e. excessive workload, can cause chefs to get tired, increase their stress levels and experience burnout. Therefore, organizing a balanced workload is important in terms of maintaining physical and mental health. Excessive workload can negatively affect the chef's attention, which can lead to faulty dishes, loss of time and customer dissatisfaction. When the chefs' workload is balanced, the kitchen team can work more harmoniously. One of the points that should be emphasized is that chefs may have difficulty thinking creatively while working with excessive workload. However, a balanced workload will allow chefs to develop new recipes and design innovative menus. The connection between workload and presenteeism in chefs refers to the relationship between work intensity and the level of participation of employees in work. Excessive workload can force chefs to come to work even in cases such as illness or fatigue. Chefs can often exhibit presenteeism behavior because they feel that the work must continue and that it is difficult to replace them. The pressure on

them can also push chefs to go to work even in cases of illness. Presenteeism can occur as a result of these pressures, because chefs may also face the fear of losing their jobs or having no one to do their job temporarily. As workload increases, chefs become more physically tired and ignoring health problems that may occur due to presenteeism can lead to greater health problems and reduce productivity. Especially in luxury restaurants and hotels, the expectation of constant high performance and perfection results in the belief that chefs should continue their work even if they are sick or have physical difficulties. Fear of service disruption can fuel presenteeism behavior. As a result, it can be stated that there is a direct connection between workload and presenteeism in chefs. Intense working conditions may force cooks to continue working at the workplace even though they are sick, which both puts the health of employees at risk and can negatively affect the efficiency of the organization.

The main contribution of this research to the literature is the idea of uncovering the effect of workload on presenteeism and the effect of work engagement and colleague support on this relationship. It shows how the results differ in the moderating and mediating roles of these two variables. It was found that work engagement plays a mediating role in the effect of work overload on presenteeism and that colleague support moderates this relationship. The findings are considered valuable to the literature.

#### *6.1. Theoretical and Practical Implications*

Hospitality sector employees have different working environments and conditions compared to other employees. Since this sector has a labor-intensive characteristic, the working conditions of its employees differ. In addition, teamwork, participation, and cooperation are very important in the working environment. Especially for those working in the food and beverage department, teamwork is more critical than in other departments. This study was conducted on the chefs working in the kitchens of 4- and 5-star hotels in Ankara, the capital city of Türkiye. The results of this study are important in terms of determining the status of sector employees in working life.

Generally, kitchens are areas with a high number of personnel working together. Cooking is a profession that requires an intense and complex work pace. Socially supporting each other will have a positive impact on work output. It will also make a difference in employees' perception of work. A supportive work culture plays a crucial role in reducing the negative effects of work overload and increasing work engagement. Even if individuals face excessive workloads in the work environment, they can manage this situation effectively. When employees perceive strong support from their colleagues, they are better equipped to cope with challenging workloads and maintain engagement levels. In times of increased stress, the presence of supportive colleagues plays a critical role in sustaining employee engagement. Furthermore, it is asserted that the role of managers is of significant consequence in the reduction of presenteeism. It is the responsibility of managers to identify the root cause of this problem and develop effective strategies to address it. One such method is the regulation of working hours (Arslaner & Boylu, 2015). It is most importance that employees are valued. In order to facilitate their personal and professional growth, it is recommended that training programmes are implemented which will enable them to improve themselves. It is also important to ensure that employees are satisfied in their work. Motivational rewards can be provided to enhance employee satisfaction, which may also lead to increased passion for work and productivity. It is also crucial to ensure that the remuneration received by employees for their work is commensurate with their efforts.

Work overload can increase stress and burnout levels among employees, leading to decreased work engagement and increased presenteeism. It is important to control this situation to prevent these negative outcomes. At this point, colleague support functions as a moderating factor. By providing a supportive network, it fosters a sense of commitment and resilience among employees and acts as a buffer against the negative effects of work overload.

### 6.2. Limitations and Further Research

As Arjona-Fuentes *et al.* (2019) state, the information obtained in presenteeism studies are left to the evaluation of the interviewee. It is important to conduct studies in which different measurements and techniques will be used. Hansen & Andersen (2008) underline that there may be many work-related and psychological factors that increase or decrease presenteeism. Some of these factors are time pressure, employment conditions, financial situation, family life, and health conditions. Also supervisor support may be a significant factor in these relationships. According to Yucel *et al.* (2023), supervisor's behaviors have an impact on their employees' attitudes. In particular, manager support can strengthen positive situations and reduce negative situations. Employees believe that their supervisors provide support and care for any problems they may encounter. In further studies, the relationship with other factors affecting presenteeism can be examined. This topic can be examined in different employee groups in the tourism and hospitality sectors. New studies are recommended especially in sample groups such as food and beverage service staff and front office staff.

## Appendix: Scales

### Colleague Support (Zhou & George, 2001).

1. Willingly share their expertise with each other.
2. Help each other out if someone falls behind in his/her work.
3. Encourage each other when someone is down.
4. Try to act like peacemakers when there are disagreements.

### Work Overload (Imoisili, 1985; Alam, 2016)

1. I often have to do more work than I can handle.
2. I am often required to do difficult tasks.
3. I often work beyond actual or official working hours.
4. I often attend to many problems or assignments at the same time.
5. I never seem to have enough time to do my actual work.

### The Stanford Presenteeism Scale (SPS-6) (Koopman et al. 2002)

1. Because of my (health problem)\*, the stresses of my job were much harder to handle.
2. Despite having my (health problem)\*, I was able to finish hard tasks in my work.
3. My (health problem)\*, distracted me from taking pleasure in my work.
4. I felt hopeless about finishing certain work tasks, due to my (health problem)\*.
5. At work, I was able to focus on achieving my goals despite my (health problem)\*.
6. Despite having my (health problem)\*, I felt energetic enough to complete all my work.

\* Note that the words "back pain," "cardiovascular problem," "illness," "stomach problem," or other similar descriptors can be substituted for the words "health problem" in any of these items.

### Work Engagement (UWES-3) (Schaufeli et al., 2017; Schaufeli et al., 2019)

1. At my work, I feel bursting with energy
2. I am enthusiastic about my job
3. I am immersed in my work

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