
**The Mediating Role of Organizational ¹Communication in the Effect of
Altruistic Leadership on Organizational Identification and Absenteeism**

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Received: Jan 1, 2024; Revised: April 14, 2024; Accepted: Dec 5, 2024

Abstract: the importance of human resources is increasing day by day due to their contribution to the development of basic skills that will provide strategic advantage for businesses operating under challenging competitive conditions. Moreover, for the sustainability of this situation, it is not enough to keep talented human resources in the organization; it is also necessary to provide an environment of trust and open communication in which they can work devotedly. Environments with high organizational communication are formed by the selfless efforts of leaders. Thus, the sacrifices and efforts of the employees increase, organizational and individual goals become identified and as a result, absenteeism decreases. In this study, the mediating role of organizational communication in the effect of altruistic leadership on absenteeism and organizational identification was examined. Accordingly, data were obtained using the survey method from 407 people working in organizations that sell construction materials in the Eastern Anatolia Region. The data obtained were analyzed with structural equation modeling and relationships between concepts were revealed. The results showed that while altruistic leadership positively affects communication climate and organizational identification, it negatively affects absenteeism. Communication climate and organizational identification also affect absenteeism directly and negatively. Lastly, when the indirect effects are examined, it was determined that the communication climate plays a mediating role in the effect of altruistic leadership on both organizational identification and absenteeism.

Keywords: *absenteeism, altruistic leadership, organization, organizational communication, organizational identification.*

Introduction

Attracting the necessary human resources to the organization and ensuring their continuity have become important for organizations trying to survive in today's challenging competitive conditions. As a matter of fact, the inability to retain trained employees, which leads them to leave their jobs and filling the vacant position bring high costs for organizations (Adıgüzel, Artar and Erdil, 2017). These costs are not limited to the economic costs faced during the recruitment and

¹ <https://doi.org/10.51659/josi.24.218>

training process of the person to be employed (Allen, Bryant and Vardaman, 2010). There are also the human costs arising from the mistakes that new personnel may make in the adaptation process and the deprivation of the knowledge, skills and abilities of the person who does not continue to work (Nyberg and Ployhart, 2013; Yang, 2008; Alkarabsheh et al., 2022). On the other hand, the intention to quit and absenteeism bring many negatives, such as burnout and stress, not only for the organization but also for the person with those intentions (Yang, Lv, Zhou, Liu, and Mi, 2017). Absenteeism, which is the last stage before the act of leaving the job, refers to the subjective judgment of any employee's attitude towards the possibility of leaving the organization and is defined as the tendency of the member of the organization to deliberately and willingly not continue to work within a plan (Tett and Meyer, 1993; Van Breukelen, Van der Vlist and Steensma, 2004). Scientists and researchers conduct extensive research on absenteeism and the resulting intention to quit and develop suggestions on how to avoid its negative consequences (Suifan, Diab, Alhyari and Sweis, 2020; Turkoglu and Dalgic, 2019). Studies show that absenteeism is related to many factors, such as gender, age, education level, experience, compensation, the current state of the job market, trust, leadership, management style, organizational communication, organizational commitment, organizational support and job satisfaction (Kaur and Pankaj, 2013; Brien, Thomas and Hussein, 2015; Li, Zhu and Park, 2018; Huang, et al., 2021; Holzwarth, Gunnesch-Luca, Soucek and Moser, 2021; Yasin, Namoco, Jauhar, Abdulrahim and Zia, 2021). Leadership has been determined to play an important role in the absenteeism of employees (Harris, Li and Kirkman, 2014). As a matter of fact, leaders who adopt modern approaches such as servant and ethical leadership can prevent employees' absenteeism or intention to leave the job by communicating effectively and displaying positive attitudes and behaviors within the organization (Hunter et al., 2013; Lin and Liu, 2017; Guzeller and Celiker, 2020). Additionally, the positive approach of the leader may lead to a decrease in the intention of absenteeism by inspiring employees to identify with the organization (DeConinck, 2015). On the other hand, when employees exhibit selfish, incompatible and unethical behaviors, there may be an increase in absenteeism (Brown and Mitchell, 2010). In this context, it is very important to provide an environment in organizations in which communication is high and employees identify with organizations. For all these reasons, this study aims to determine whether organizational communication plays a mediating role in the effect of altruistic leadership on absenteeism and organizational identification.

Literature Review

Altruistic Leadership

Leadership, which is the process of persuading others and being an example in its simplest form (Gardner, 1993), is one of the least understood subjects, although it is one of the most researched subjects in the field of social sciences (Antonakis and Day, 2018). The fact that the concept of leadership has a deep and entrenched history has led scientists to consider it from different perspectives and therefore to develop many different definitions (Bass and Bass, 2008). Yet the definitions made have emerged as a synthesis of the social structure, knowledge and needs of the current age (Kohler, 2016). In the 21st century, particularly at the latest point that technology has reached, it has aggravated the conditions of competition in almost every field and made it necessary to change the strategies adopted by organizations (Bettis and Hitt, 1995). Hence, the old leadership models and paradigms were not sufficient to meet the needs of organizations that are in a process of structural change and transformation (Bertocci, 2009). As a result, alternative leadership approaches, such as servant, transformational and self-sacrificial leadership, have emerged that keep the interests of others above their own and try to do their best to meet the needs of their team by adopting an altruistic approach (Barbuto Jr and Wheeler, 2006; Sosik, Jung and Dinger, 2009). From this point of view, the primary responsibility of an altruistic leader for the organization to reach its goal is to look after the welfare of their subordinates and to encourage them to strive on the way to the goal (Hogan et al., 1994). Leaders who adopt this human-centered leadership approach (Salas-Vallina and Alegre, 2018) resort to emotional or value-based

persuasion instead of using logical arguments to persuade their followers. While doing so, they make their subordinates feel that they are valuable and useful for the organization, that they have accomplished a valuable job, that each one is important for the team and that they are striving to raise the work to a better level (Yukl and Gardner, 2020). Thus, many positive results can be achieved by creating a supportive climate in the organization (Xie et al., 2021), strengthening cooperation among employees (Jennifer, 2018), making decision-making processes more transparent, increasing employee motivation, increasing performance (Mallén and Chiva, 2015) and reinforcing subordinates' sense of trust towards leaders (Avolio and Locke, 2002). Additionally, altruistic leaders play an active role in reducing conflicts brought from work to family and from family to work by devoting extra time to their subordinates, apart from official job requirements (Yukl and Gardner, 2020; Major and Morganson, 2011). While doing so, altruistic leaders who do not expect to be rewarded by others (Batson, 2011) can also be adopted as role models by inspiring their subordinates with values such as patriotism, freedom, justice, equality, fairness, loyalty, perfectionism and environmental awareness (Yukl, 2011). 2013). As a result, it is thought that self-sacrificing leaders (Turner, 2018: 47), who guide the strategies of modern organizations with their role in today's complex and uncertain conjuncture and reveal positive results in the attitudes and behaviors of their subordinates with their performance (Turner, 2018), will also play an active role in the absenteeism of personnel.

Organizational Communication

Communication is generally defined as all the conscious or unconscious activities carried out for the purpose of informing, persuading, motivating, or influencing using written, visual, or verbal methods (Nwogbaga et al., 2015). Communication, which is the basis of many actions and activities in individual and social dimensions, is also considered an extremely important element for organizations that aim to organize the knowledge, experience and abilities of more than one person for a specific purpose (Canary and McPhee, 2010). Accordingly, organizational communication is considered the process of transmitting and receiving internal and external messages from the members of the organization by using various communication tools and channels for the organization to achieve the goals and objectives determined (Argenti, 1996; Daft, 2008; Eskiörük, 2015). In other words, it is a technical, economic and social process that fulfills the function of data and information sharing for personnel working in different departments (Borca and Baesu, 2014). Communication experts state that employees need messages and interaction to understand the functioning of the organization, that is, to analyze the policy, values, procedures and role distributions of the organization. This message and interaction can be provided face-to-face or through written texts such as guides and organizational charts (Kirby and Krone, 2002; Atouba et al., 2019). Organizational communication, which is the reflection of communication that permeates human life in every period and in every aspect, is a necessity for individuals in different departments and positions within the organization to perform tasks effectively on the path to success (Harris and Sherblom, 2008; Chen and Cheng, 2012). Furthermore, it is noteworthy that organizational communication is effective in achieving the desired goals of the organization, increasing the motivation, organizational commitment, productivity and job satisfaction of the employees, exhibiting organizational citizenship behaviors, adapting to organizational change processes, identification with the organization and intention to leave (Ramos-Maçães and Román-Portas, 2022; Nadeak and Naibaho, 2020; Mehra and Nickerson, 2019; Yildirim, 2014; Holzwarth et al., 2021). In addition, there are many studies in the literature that associate organizational communication with leadership (Arklan, 2011; Çetinkaya and Akkoca, 2021). As a matter of fact, communication is accepted as the main and most important condition of leadership (Ruben and Gigliotti, 2017). Because the communication strategy adopted by the leader acts as a bridge that is interpreted and ultimately transformed into action by the employees of the organization (Conger, 1991). In particular, the high educational status and expectations of the employees impose more responsibility on the leaders to create a more open and flexible work environment in the organization. (Huang and Yao, 2017) From a

practical point of view, it is thought that the ability of leaders to meet the demands and expectations of employees under changing organizational conditions depends on displaying altruistic behaviors that can benefit their subordinates (Avolio and Locke, 2002; Abdillah et al., 2020).

Organizational Identification

Economic developments in the world necessitate change and transformation in organizations operating in all industrial fields (Thurston and Glendon, 2018). In this conjuncture, the importance of the integration of individuals into multiple identity processes is increasing for organizations (Ashforth et al., 2016) as individuals tend to identify with various social categories for reasons such as minimizing uncertainty and security concerns and increasing their self-esteem. As a result, individuals working in the organization categorize themselves as members of the organization through organizational identification, which is a special form of social identification (Ashforth, et al., 2008). Organizational identification, which is an outcome of the psychological bond between the organization and its employees (Moriano et al., 2014, is defined as the sense of belonging or unity that employees feel towards the organization (Ashforth and Mael, 1989). In this respect, leaders play an important role in terms of identifying employees, who are one of the most important actors for organizations, with the organization and ensuring adaptation processes in change processes (Maitlis and Lawrence, 2007; Marstand et al., 2021. However, employees identify not only with the leader but also with the social identity that requires them to display many different cognitive and behavioral approaches (Ashforth, et al., 2008) because multiple identification processes can be complementary to each other as well as in competition with each other (Chen et al., 2013). Therefore, the identification relationship between the employees and the leader is claimed to have a complex structure (Marstand, et al., 2021). If the employees can identify with the leader and make sense of the bond between the organization and the leader, then they can start to identify with the organization that the leader embodies and represents (Sluss and Ashforth, 2007). Thus, it can be ensured that the employees perform in line with the goals and objectives determined by the organization (Ellemers et al., 2004; Wang and Howell, 2012). However, the structure of the organization, its culture, processes and the qualities of the leader can prevent this from happening (Moriano et al., 2014). As a matter of fact, research on organizational identification shows that the strong bond between employees and the organization influences factors such as motivation, job participation, job satisfaction, job performance, organizational commitment, organizational justice, organizational deviation, self-efficacy and vocalization (Zhang and Chen, 2013; Lee and Park, 2015; Zhu et al., 2015; Miao et al., 2019; Zheng et al., 2020). Hence, employees who can identify with altruistic leaders who have a collective self-structure and keep the values of the organization above their own interests are expected to exhibit self-transcendent and altruistic behaviors towards others, just like their leaders (Wang and Howell, 2012).

Absenteeism

The ability of organizations to achieve the goals they have determined and to ensure the continuity of their activities is directly related to their employees. As a matter of fact, the more committed the employees are to the organization, the more successful it can be and grow (Ali Shah et al., 2020). However, negativities such as long working hours, excessive workload, high mental and physical exertion, burnout, anxiety, stress, bullying, conflict, communication breakdowns, job dissatisfaction and mismanagement policies in organizations can lead to absenteeism in employees (Jensen and McIntosh, 2007; Johns and Miraglia, 2015; Miraglia and Johns, 2016; Wahid et al., 2019). On the other hand, taking long breaks, making personal phone calls, spending time on social media platforms, playing games and engaging in non-work-related activities during work hours are also considered absenteeism (Ali Shah et al., 2020). These situations can weaken the organization's capabilities and cause various disruptions in its activities (Katić and Nešić, 2020). In this respect, absenteeism, which is considered an important problem, is shown to be among the important reasons for the decrease in work performance and serious financial losses in

organizations (Berry et al., 2012; Viswesvaran, 2002). In addition, the organization may not be able to terminate the employment of the personnel who are absent from work or may suffer losses due to the mistakes that the newly hired personnel for replacement will make during the adaptation process (Alkarabsheh et al., 2022; Eluwole et al., 2022). Therefore, it is an extremely important issue for the organization to identify the underlying causes of employee absenteeism and intervene as soon as possible (Wahid et al., 2019). When research on the subject is examined, it is seen that leaders play an important role in whether employees continue to work and constitute social power (Løkke, 2022; Ruhle et al., 2020). While the destructive behaviors exhibited by the leader may cause absenteeism in employees, it is possible to prevent absenteeism with a supportive climate created with trust, cooperation, effective decision-making, flexibility and effective communication (Albashiti et al., 2021; King figure al., 2020). With this atmosphere created, employees identify with the organization, feel like part of the team and can play an active role in the service delivery processes (Inceoglu et al., 2018).

Methodology and Research Methods

Even though the concepts have been analysed separately in the literature, no model has been found that deals with them together. Therefore, creating a model by evaluating the variables together will make an important contribution. In light of all these views, the following hypotheses and research model were developed.

H₁: Altruistic leadership has a positive effect on organizational identification.

H₂: Altruistic leadership has a negative effect on employees' intentions toward absenteeism.

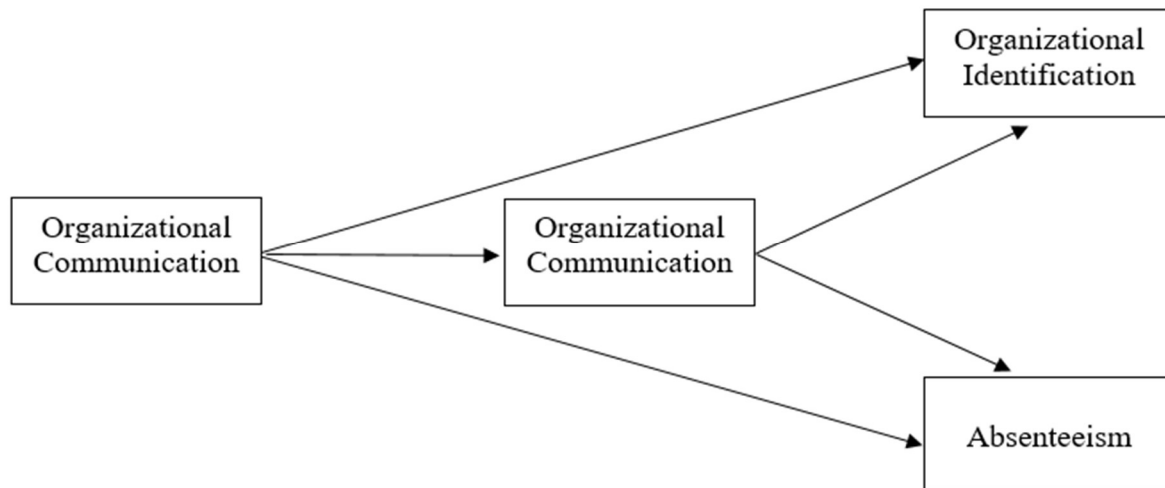
H₃: Altruistic leadership has a positive effect on organizational communication.

H₄: Organizational communication has a positive effect on organizational identification.

H₅: Organizational communication has a negative effect on employees' absenteeism intentions.

H₆: Organizational communication plays a mediating role in the effect of altruistic leadership on organizational identification and the absenteeism intentions of employees.

Figure 1: Research Model



Premise and Limitations of the Study

The scales used in the study have the necessary qualifications to explain the factors that are the subject of the analysis. Reliability and validity analyses were also performed in this study for scales that showed high reliability and validity in previous studies. The results of the analyses showed that the reliability of the measurement tools used is quite high. Therefore, it is assumed that our survey reflects the current situation regarding altruistic leadership, organizational communication, organizational identification and absenteeism.

Our study was conducted with the employees of private enterprises serving in the construction sector. Thus, the findings are limited to the data obtained from this group of participants. At the

same time, the cross-sectional nature of the study and the presence of changing conditions cause some limitations in the evaluation of the findings.

Since there is a human element in the basis of the research, which includes evaluations of employee behaviors, the general limitations of research in social sciences are also applicable for this study and the reliability of the findings is limited to the evaluations of the employees and the characteristics of the survey method used in data collection.

Determination of Research Population and Sampling

The population of our research consists of approximately 1100 employees working in retail dealers serving the Eastern Anatolia region and selling construction materials. The sample size to be selected from the research population was calculated to be 285, with a 5% margin of error within a 95% confidence interval (<http://www.surveysystem.com/sscalc.htm>). However, 450 surveys were distributed to employees by considering possible errors in responding and incomplete surveys and 415 questionnaires were collected. Eight questionnaires were excluded due to errors in relevant parts, which resulted in the analysis of 407 surveys.

Measurement Tool

Since a quantitative research and measurement approach was adopted in the study, the survey method was used for data collection. In the first part of the questionnaire, the "altruistic leadership scale," developed by Zheltoukhova (2016) and consisting of nine questions, was used. In the second part, the "organizational communication scale" with 10 questions, developed by Bakan and Büyükbeşe (2004) and used by Taşlıyan and Hırlak (2014), was used to determine communication within the organization. In the third part, the "organizational identification scale" consisting of 5 questions, developed by Van Dick et al. (2004) and implemented by Karabey, was used to determine organizational identification. In the last part of our survey, the "absenteeism scale" consisting of 3 items and used by Atay in 2006 was used.

Data Analysis and Findings

In this section of the research, the results of reliability and validity analyses of altruistic leadership, organizational communication, organizational identification and absenteeism scales are addressed. To test the reliability and validity of the questionnaires used in our study, exploratory and confirmatory factor analyses (CFA) were used, respectively.

Results

Reliability-Validity Analyses of the Scales of Altruistic Leadership, Organizational Communication, Organizational Identification and Absenteeism; Based on the results of the reliability analysis performed on altruistic leadership, organizational communication, organizational identification and absenteeism scales,

It was determined that the total score correlation for items 8 and 9 in the altruistic leadership scale, which was taken as the cutoff point, was lower than 30 and thus was not included in the study. Similarly, in the organizational communication scale, it was determined that the total score correlation for item 7 was lower than 30, which was considered the cutoff point and was not included in the study. It was determined that the total score correlation for the items in the organizational identification and absenteeism scales was not lower than .30, which was taken as the cut-off point. Therefore, it was not necessary to remove any item from the scale regarding these two scales. Additionally, Cronbach's alpha values for the scales are given in Table 1.

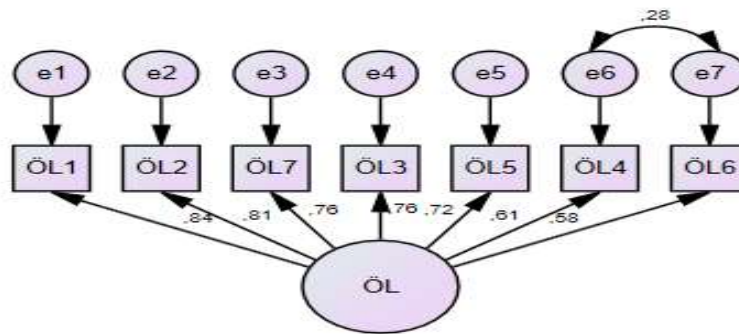
Table 1: Cronbach's Alpha Value of Scales

Variables	Cronbach's Alpha
Altruistic Leadership	.887
Organizational Communication	.935
Organizational Identification	.907
Absenteeism	.924

Exploratory and Confirmatory Factor Analyses on the Altruistic Leadership (ÖL) Scale; The

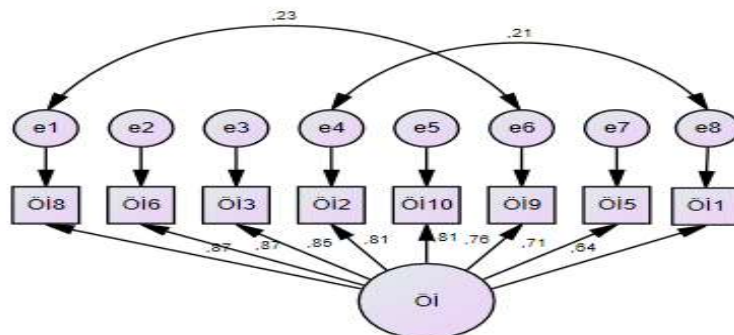
results of the exploratory factor analysis on the altruistic leadership scale revealed that none of the items in the 7-item scale had a factor load lower than 0.40. KMO (Kaise-Meyer-Olkin) measure of sampling adequacy (0.902), which indicates the condition of conducting a descriptive factor analysis on the data obtained in the study and the degree of sphericity (Barlett's Test of Sphericity; 1406,248; $p < .000$) are sufficient. The single factor obtained in the exploratory factor analysis explains 60.36% of the total variance. Following the exploratory factor analysis, a confirmatory factor analysis was completed using the AMOS package program. When the regression loads obtained from the model were analyzed according to the results of factor analysis, it was found that the regression loads of all items were higher than 0.50. If a modification is made between ÖL4 (AL4) and ÖL6 (AL6) as a result of the analysis, the chi-square value and the fit values will increase.

Figure 2: Modified Confirmatory Factor Analysis on the Altruistic Leadership Scale



Exploratory and Confirmatory Factor Analyses on the Organizational Communication (Öİ) Scale; The results of the exploratory factor analysis completed on the organizational communication scale in our study showed that none of the items in the 9-item scale had a factor load lower than 0.40. KMO (Kaise-Meyer-Olkin) measure of sampling adequacy (0.942), which indicates the condition of conducting a descriptive factor analysis on the data obtained in the study and the degree of sphericity (Barlett's Test of Sphericity; 2616,805; $p < .000$) are sufficient. The single factor obtained in the exploratory factor analysis explains 66.17% of the total variance. Following the exploratory factor analysis, a confirmatory factor analysis was completed using the AMOS package program. When the regression loads obtained from the model were analyzed based on the results of factor analysis, it was found that the regression loads of all items except for Öİ4 (OC4) were higher than 0.50. Thus, Öİ4 was not included in the analyses. According to the analysis results, if modifications are made between Öİ8 and Öİ6 and between Öİ2 and Öİ1, it is seen that the chi-square value will increase as well as the fit values.

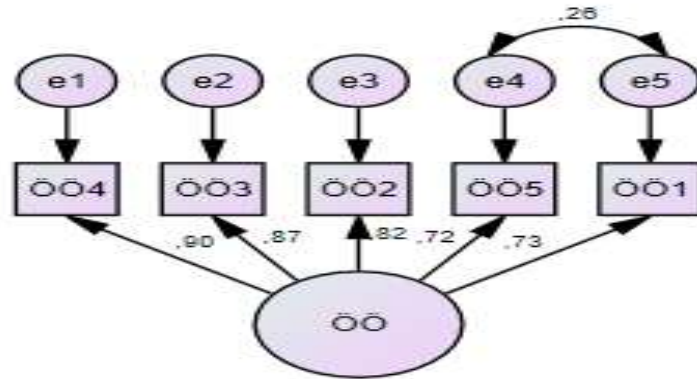
Figure 3: Modified Confirmatory Factor Analysis on the Organizational Communication Scale



Exploratory and Confirmatory Factor Analyses on the Organizational Identification (ÖÖ) Scale; The results of the exploratory factor analysis completed on the organizational identification scale in our study showed that none of the items in the 5-item scale had a factor load lower than 0.40. KMO (Kaise-Meyer-Olkin) measure of sampling adequacy (0.857), which indicates the condition of conducting a descriptive factor analysis on the data obtained in the study and the degree of

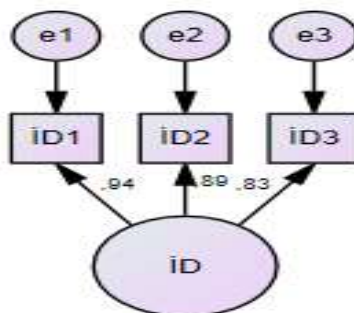
sphericity (Barlett's Test of Sphericity; 1324.206; $p < .000$) are sufficient. The single factor obtained in the exploratory factor analysis explains 73.37% of the total variance. Following the exploratory factor analysis, a confirmatory factor analysis was performed using the AMOS package program. When the regression loads obtained from the model were analyzed based on the results of factor analysis, it was found that the regression loads of all items were higher than 0.50. Based on the analysis results, it was seen that if a modification is made between ÖÖ5 (OI5) and ÖÖ1 (OI1), the chi-square and the fit values will increase.

Figure 4: Confirmatory Factor Analysis with Modifications on the Organizational Identification Scale



Exploratory and Confirmatory Factor Analyses on the Absenteeism (İD) Scale; Based on the exploratory factor analysis completed on the absenteeism scale in our study, none of the items in the 3-item scale had a factor load lower than 0.40. The KMO (Kaise-Meyer-Olkin) measure of sampling adequacy (0.751), which indicates the condition of performing a descriptive factor analysis on the data obtained in the study and the degree of sphericity indicating that significant factors can be obtained from the research data (Barlett's Test of Sphericity; 882,382; $p < .000$) are sufficient. The single factor obtained in the exploratory factor analysis explains 86.85% of the total variance. Following the exploratory factor analysis, a confirmatory factor analysis was performed using the AMOS package program. When the regression loads obtained from the model were analyzed according to the results of factor analysis, it was found that the regression loads of all items were higher than 0.50. Also, the fit index is compatible with the reference range (Kaya and Korucuk, 2022).

Figure 5: Modified Confirmatory Factor Analysis on the Organizational Identification Scale



Testing Hypotheses; First, a correlation analysis was completed to test the hypotheses forming the basis of our research and to determine the relationship between altruistic leadership, organizational communication, organizational identification and absenteeism. The results of the correlation analysis are shown in Table 3. According to the results shown in the table, there is a significant relationship between altruistic leadership and organizational communication ($r=347^{**}$), organizational identification ($r=442^{**}$) and absenteeism ($r= -.199^{**}$). It was found that there is a

significant relationship between organizational communication and organizational commitment ($r=360^{**}$) and absenteeism ($r= -.168^{**}$). The direction of the relationship between altruistic leadership and organizational communication and organizational identification is positive and the strength of the relationship is significant at the 99% level. The direction of the relationship between altruistic leadership and absenteeism is negative and the strength of the relationship is significant at the 99% level.

Table 2: Goodness of Fit Values of Scales

Variables	CMIN/DF	GFI	AGFI	CFI	TLI	IFI	RMSEA	RMR
Altruistic Leadership	2.375	0.979	0.955	0.987	0.979	0.987	0.058	0.022
Organizational Communication	1.191	0.980	0.960	0.993	0.989	0.993	0.048	0.033
Organizational Identification	3.634	0.985	0.945	0.992	0.980	0.992	0.080	0.024
Absenteeism	0.000	1.000	.998	1.000	.998	1.000	0.000	0.000

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Table 3: The Relationship between the Variables

Factors	1	2	3	4
1-Altruistic Leadership	1			
2-Organizational Communication	.347**	1		
3-Organizational Identification	.442**	.360**	1	
4-Absenteeism	-.199**	-.168**	-.134**	1

* $p<0.05$ ** $p<0.01$

Analysis of Structural Equation Model; A structural equation model test was completed to determine whether the variables in our study have statistically significant relationships. Accordingly, the structural model of the previously determined research was analyzed using the AMOS program. In order to test the validity of the model, the relationships between the variables were examined in line with the goodness of fit statistics and hypotheses. In the study, to test the effect of mediating variables, the mediator variable was first removed from the model to determine how much the independent variable predicted the dependent variables. According to the results of the model, altruistic leadership had a 21.3% effect on organizational identification. Moreover, the model results also revealed that altruistic leadership had a 20.2% effect on absenteeism. Accordingly, we can state that H_1 and H_2 are accepted. The prediction results of the tested model are shown in Figure 6.

Figure 6: Standardized Prediction Results Showing the Effects of Altruistic Leadership on Organizational Identification and Absenteeism

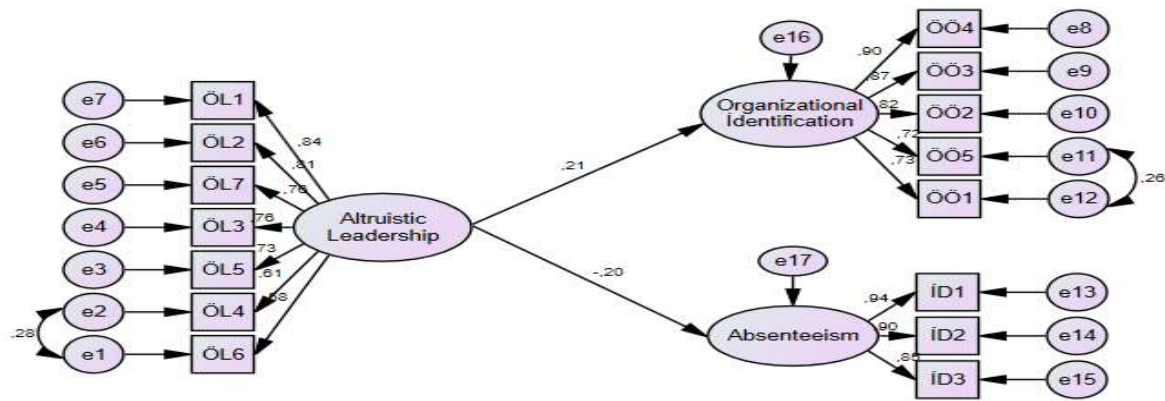


Table 4: Fit indices for the model

Variables	CMIN/DF	GFI	AGFI	CFI	TLI	IFI	RMSEA	RMR
Altruistic Leadership-OI-Absenteeism	1.340	0.963	0.948	0.992	0.990	0.992	0.029	0.039

Figure 7 shows how the independent variable of altruistic leadership affects the level of organizational communication, which is the mediating variable in our study. The results of the model showed that organizational altruistic leadership has an effect of 36.3% on organizational communication. Accordingly, we can say that H₃ is accepted. Figure 7 shows the prediction results of the model tested.

Figure 7: Standardized Prediction Results Showing the Effects of Altruistic Leadership on Organizational Communication

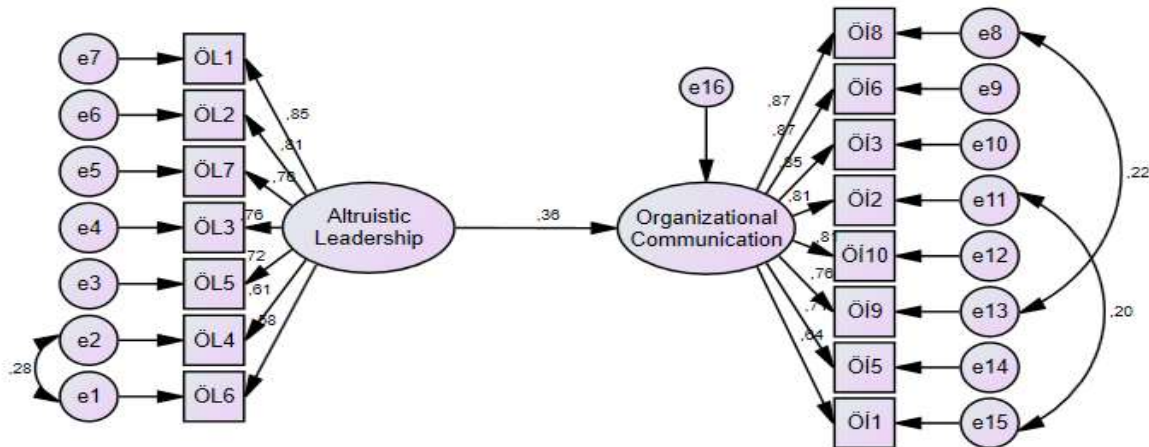


Table 5: Fit indices for the model

Variables	CMIN/DF	GFI	AGFI	CFI	TLI	IFI	RMSEA	RMR
Altruistic Leadership-OI	1.344	0.964	0.950	0.992	0.990	0.992	0.029	0.044

In our study, the extent to which organizational communication affects the level of organizational identification and absenteeism is shown in figure 8. Based on the results of the model, it was revealed that organizational communication has an effect of 16.8% on organizational identification. Moreover, according to the model, it was revealed that organizational communication had a 14.5% effect on absenteeism. Accordingly, H₄ and H₅ are accepted. The prediction results of the model are shown in figure 8.

Figure 8: Standardized Prediction Results Showing the Effects of Altruistic Leadership on Organizational Communication on Organizational Identification and Absenteeism

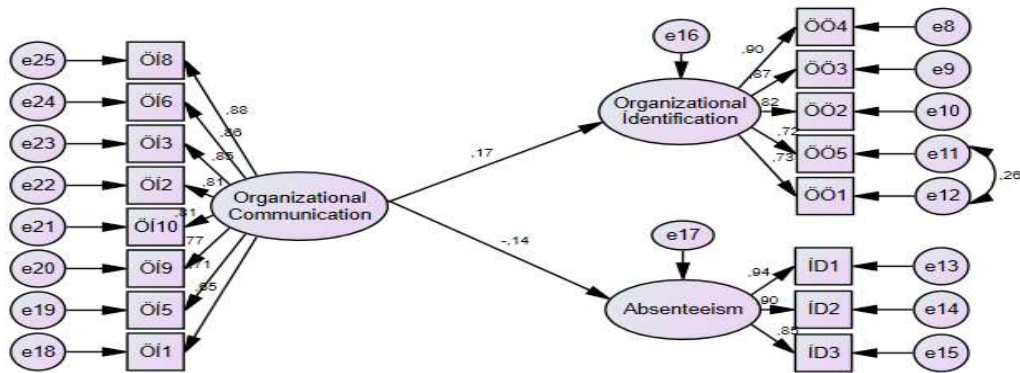


Table 6: Fit indices for the model

Variables	CMIN/DF	GFI	AGFI	CFI	TLI	IFI	RMSEA	RMR
Altruistic Leadership-OI	1.581	0.954	0.938	0.987	0.985	0.987	0.038	0.049

In the main model of the study, altruistic leadership was considered an exogenous variable and implicit variables such as organizational identification and absenteeism were considered endogenous variables. Organizational communication was added to the model as a mediating variable. In our study, the maximum likelihood prediction method was used, as it is considered a suitable method for cases where the data show a statistically normal distribution. According to the model results, the effect of altruistic leadership on organizational identification is 21.0% when organizational communication is not considered a mediating variable, while it decreases to 18% when organizational communication is included as a mediating variable. Similarly, the effect of altruistic leadership on absenteeism is 20.0% when organizational communication is not considered a mediating variable, while it decreases to 17% when organizational communication is included as a mediating variable. This indicates that organizational communication has a partial mediator role in the effect of altruistic leadership on organizational identification and absenteeism.

Figure 9: Standardized Prediction Results Shown on the Model

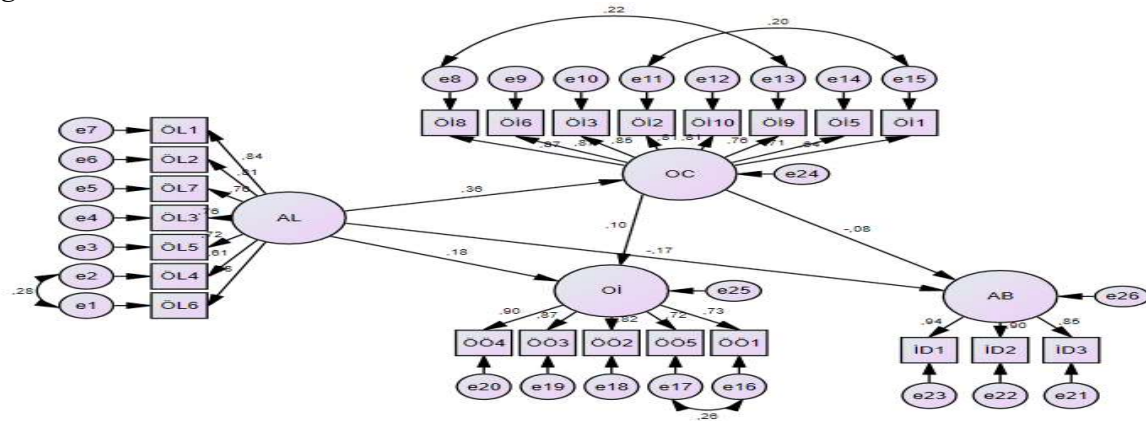


Table 7: Fit indices for the model

Variables	CMIN/DF	GFI	AGFI	CFI	TLI	IFI	RMSEA	RMR
Altruistic Leadership-OI	1.215	0.947	0.934	0.992	0.991	0.992	0.023	0.044

When the organizational communication variable was added as a mediator variable in the effect of altruistic leadership on organizational identification and absenteeism, the significance of this effect was examined using the Sobel test. The results of the Sobel test showed that the mediating variable is significant ($p < 0.05$) (Figure 10-11). Accordingly, we can say that H_6 is accepted.

Figure 10: Standardized Prediction Results Shown on the Model

Input:		Test statistic:	Std. Error:	p-value:
a	0.484	Sobel test: 4.22634157	0.02645409	0.00002375
b	0.231	Aroian test: 4.20074151	0.0266153	0.0000266
s _a	0.065	Goodman test: 4.25241543	0.02629188	0.00002115
s _b	0.045	Reset all	Calculate	

Figure 11: Standardized Prediction Results Shown on the Model

Input:		Test statistic:	Std. Error:	p-value:
a	0.484	Sobel test: 2.08547064	0.02924232	0.0370266
b	0.126	Aroian test: 2.06835236	0.02948434	0.0386069
s _a	0.065	Goodman test: 2.10302111	0.02899828	0.03546392
s _b	0.058	Reset all	Calculate	

Conclusions

This section presents the basic material of the research with the full justification of the received scientific results. The submitted material must be logically linked, clearly stated and have the appropriate structure (if necessary, each part may have a name). During the presentation of the material, the scientific style should be followed.

In this study, conducted to determine whether organizational communication plays a mediating role in the effect of altruistic leadership on absenteeism and organizational identification, the responses of 407 participants were analyzed. According to the results of the analyses, all hypotheses showing direct and indirect effects were accepted.

Altruistic leadership significantly and positively affected organizational communication and organizational identification (H_1 and H_3). In other words, as the level of altruistic leadership increases, organizational communication and organizational identification increase. The fact that altruistic leadership creates a supportive climate in the organization may be the reason for this result (Xie et al., 2021). This situation can lead to many positive results, including strengthening cooperation among employees, more transparent decision-making processes, increasing motivation, increasing performance and strengthening the trust of subordinates towards leaders (Avolio and Locke, 2002; Mallén and Chiva, 2015; Jennifer, 2018). In terms of providing adaptation processes, leaders play an important role in organizational identification (Maitlis and Lawrence, 2007; Marstand et al., 2021). By being a role model for employees, altruistic leaders can inspire their subordinates with values such as freedom, justice, equality, fairness, loyalty, perfectionism and environmental awareness and increase organizational identification (Yukl, 2013). On the other hand, according to another result of our study, organizational communication increases organizational identification directly and significantly (H_4). In the positive communication atmosphere created, co-workers identify with the organization, feel themselves as part of the team and play an active role in the service delivery processes (Inceoglu et al., 2018).

Both altruistic leadership and organizational communication have a strong effect on reducing absenteeism (H_2 and H_5). Studies show that leaders play an important role in whether employees continue to work and constitute a social force (Løkke, 2022; Ruhle et al., 2020). The motivation and positive atmosphere created by altruistic leaders reduce absenteeism. On the other hand, destructive behaviors exhibited by the leader may cause absenteeism and it is possible to prevent absenteeism with a supportive climate created with trust, cooperation, effective decision-making, flexibility and effective communication (Albashiti et al., 2021; King et al., 2020). Therefore, a positive and supportive communication climate should be created and the level of organizational

communication should be increased.

Considering the indirect effects obtained from the study, organizational communication played a mediating role in the effect of altruistic leadership on organizational identification and absenteeism intentions of employees (H₆). According to Ruben and Gigliotti (2017), communication is accepted as the main and most important condition of leadership. Previous research shows that organizational communication is effective in increasing organizational commitment, productivity and job satisfaction, exhibiting organizational citizenship behaviors, adapting to organizational change processes, identifying the employee with the organization (Ramos and Román, 2022; Nadeak and Naibaho, 2020; Mehra and Nickerson, 2019; Holzwarth et al., 2021). Therefore, the organizational structure should be supported by communication as well as self-sacrificing leadership. Thus, the absenteeism of the employees will decrease and accordingly, their productivity will increase in all goods or service production processes.

Limitations and Future Research

The current research has several limitations. Firstly, this study was conducted in the eastern part of Türkiye, which makes it difficult to generalize the findings to other contexts. Therefore, we recommend that the model developed within the scope of this research be tested in different contexts, both across the country and in industrial. Next, this research is a cross-sectional study conducted over a period. Longitudinal studies could be carried out as follow-up studies after applications to investigate the effectiveness of these interventions.

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