



Untangling the double-edged role of emotional demands in resilience and presenteeism in B2B salespeople: The analysis of ingredients and recipes[☆]

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ABSTRACT

Presenteeism amid pressing emotional demands in business-to-business (B2B) sales is a prevalent yet underexplored phenomenon. Using PLS-SEM and fsQCA, we investigate whether emotional demands foster salesperson resilience while simultaneously exacerbating voluntary and involuntary presenteeism, both directly and indirectly, under the moderating role of collaborative culture, and identify distinct causal recipes for these two forms of presenteeism. PLS-SEM analysis reveals the nexus of relationships among the ingredients of presenteeism: emotional demands enhance salesperson resilience and directly drive both voluntary and involuntary presenteeism. Salesperson resilience mediates the relationship between emotional demands and voluntary presenteeism, suggesting that resilient salespeople are more likely to engage in voluntary presenteeism. However, it neither influences involuntary presenteeism nor mediates the link between emotional demands and involuntary presenteeism, indicating that resilience may serve as a buffer against involuntary presenteeism and enhance salespeople's agency. Collaborative culture negatively moderates the impact of salesperson resilience on voluntary presenteeism but does not moderate its impact on involuntary presenteeism. Furthermore, the fsQCA analysis reveals distinct causal recipes for both forms of presenteeism, including demographic and contextual factors. These findings deepen our understanding of resilience and presenteeism in B2B sales by incorporating Job Demands-Resources theory and contributions from asymmetric causal modeling.

1. Introduction

Sales roles are characterized by elevated physical and psychological demands, often exceeding those encountered in other occupational domains (Lussier et al., 2023). Sales and customer-facing employees report significantly higher incidences of mental (45%) and physical (41%) health issues compared to administrative personnel (33% and 30%, respectively) (American Psychological Association, 2021). In this context, *presenteeism*, i.e., attending work while unwell, emerges as a central mechanism linking occupational stress to adverse health and performance outcomes (Ruhle & Süß, 2020). Among sales professionals, presenteeism is driven by a confluence of individual and structural factors inherent to the profession (Aronsson et al., 2000). For salespeople, whose income is often tied to commissions, a day off can mean a direct loss of earnings, creating a strong incentive to work through

sickness (Bande et al., 2021; Yeniaras et al., 2024). Furthermore, the literature indicates that increased time pressure and high job demands are critical drivers of presenteeism (McGregor et al., 2016). In a sales role, the pressure to meet daily or weekly quotas can make taking a sick day feel impossible (Fleming et al., 2022; Lee & Gong, 2024), leading to a “compelled” (involuntary) form of presenteeism where individuals feel they have no choice but to show up (Miraglia & Johns, 2016). Since a salesperson's work often relies on personal client relationships, they may feel irreplaceable and obligated (voluntary) to be present to maintain business, ultimately leading to reduced productivity and potential burnout (Good et al., 2024). Addressing these issues is, thus, crucial for promoting sustainable productivity and supporting the health of sales professionals (Garma & Bove, 2011; Good et al., 2024).

Despite the documented prevalence of presenteeism (McGregor & Caputi, 2022) and relevance to the sales profession (Garma & Bove,

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2011), research specifically examining this phenomenon within sales contexts remains limited (see Table 1). Even fewer studies differentiate between voluntary presenteeism -employees choosing to work while ill, often driven by intrinsic motivations like job satisfaction- and involuntary presenteeism -which arises from external pressures, including job insecurity, fear of negative consequences, or organizational norms-within a unified framework (Van Waeyenberg, 2024). These distinctions are instrumental for identifying antecedents and moderators and designing targeted interventions, yet empirical exploration remains sparse. Moreover, the emotional demands inherent in sales—managing client relationships, coping with rejection, and meeting performance expectations—are critical but often overlooked contributors to presenteeism (Epler et al., 2023; Lee & Gong, 2024). These demands may foster resilience in some individuals, encouraging voluntary presenteeism as a form of commitment, while overwhelming others and triggering involuntary presenteeism (Durmuş et al., 2024; McGregor et al., 2016). However, the nuanced relationship between emotional demands, resilience, and presenteeism in sales remains underexplored. There are also calls from recent reviews (e.g., Bakker & Demerouti, 2024) to investigate the moderating effect of organizational resources such as collaborative culture. Additionally, existing research often fails to account for the configurational complexity of presenteeism. A fuzzy set qualitative comparative analysis (fsQCA) approach could offer deeper insights into how combinations of personal, organizational, and contextual factors interact to shape presenteeism behaviors (Ragin, 2009). Such a perspective is crucial for uncovering causal pathways and informing more effective organizational strategies.

Drawing on the Job Demands-Resources (JD-R) theory (Bakker & Demerouti, 2017, 2024), we explore how emotional demands in sales roles foster resilience among salespeople and how this resilience, in turn, amplifies both voluntary and involuntary presenteeism. Analyzing data collected from 344 B2B salespersons, we test the double-edged role of emotional demands in salesperson resilience and presenteeism under the moderating influence of collaborative culture. We therefore also explore how organizational collaborative culture moderates the impact of salesperson resilience on presenteeism (Kumar et al., 2016; Rattrie et al., 2020).¹ Furthermore, we move beyond the analysis of ingredients of presenteeism in B2B sales and explore different causal recipes that contribute to voluntary and involuntary presenteeism via fsQCA. Accordingly, we demonstrate that emotional demands can function as a challenge demand in fostering salesperson resilience but as a hindrance demand in relation to presenteeism. Our study highlights emotional demands as a double-edged sword: while they may help salespeople build resilience and adapt to stressful situations, they can also lead to presenteeism and fatigue if not subsided by collaborative culture (Durmuş et al., 2024; Kumar et al., 2016; Uslukaya & Demirtas, 2023).

Our study significantly contributes to sales and marketing literature on presenteeism by employing a multi-method approach that combines Partial Least Squares Structural Equation Modeling (PLS-SEM) analysis of survey data with fsQCA. First, we enhance understanding of the relationship between emotional demands, resilience, and presenteeism in sales roles by demonstrating that emotional demands function as both a challenge demand that promotes resilience and a hindrance demand that increases presenteeism. This dual effect extends the JD-R theory by

¹ In supportive, teamwork-focused environments, salespeople feel less need to engage in presenteeism, as collaborative culture provides a positive context where colleagues and managers offer support. Conversely, competitive, isolated settings heighten feelings of obligation, resulting in increased presenteeism (Good et al., 2024). We therefore clarify that collaborative culture should not be seen as an external pressure, but as an organizational attribute that can shape how personal resources operate. In line with this view, we examine how collaborative culture moderates the impact of salesperson resilience on presenteeism, potentially reducing the likelihood of resilience-driven voluntary presenteeism (Kumar et al., 2016; Rattrie et al., 2020).

showing that emotional demands can lead to both adaptive and maladaptive outcomes. Second, we differentiate between voluntary and involuntary presenteeism, providing evidence on their distinct antecedents and the need for tailored interventions. Our findings indicate that salesperson resilience mediates the link between emotional demands and voluntary presenteeism, suggesting that resilient salespeople engage in voluntary presenteeism, while it does not affect involuntary presenteeism. Third, we reveal that collaborative culture moderates these relationships by reducing the adverse impact of emotional demands in supportive work environments. Additionally, fsQCA uncovers multiple causal configurations for both types of presenteeism, highlighting non-linear interactions among emotional demands, resilience, and collaborative culture. Finally, our study offers practical recommendations for creating healthier work environments in B2B sales settings, balancing resilience-building with strategies to minimize presenteeism.

2. Theoretical background and hypothesis development

2.1. Salesperson behaviors and job demands and resources theory

In industrial sales, salesperson well-being is a critical yet underexplored driver of individual and organizational performance. Sales roles involve high stress, emotional labor, and relational demands as professionals balance customer expectations with organizational goals (Itani et al., 2025). These pressures can lead to burnout and turnover, but they can also foster engagement and discretionary effort (Childs et al., 2024; Winter et al., 2024). Scholars increasingly highlight emotions as central to how salespeople manage challenges and sustain performance (Good et al., 2024; Mallin et al., 2025). To address this complexity, research calls for integrative frameworks that capture both strengths and vulnerabilities in salesperson behavior (Cho & Nam, 2024; Mallin et al., 2025). Without such perspectives, explanations remain fragmented, limiting effective managerial maneuvers and long-term performance insights (Bakker & Demerouti, 2024; Guenzi & Nijssen, 2021). The JD-R theory offers a nuanced lens for examining these relationships simultaneously (Demerouti et al., 2001). It distinguishes job demands from job resources, which reduce strain and enhance growth. JD-R outlines two processes: health impairment, where excessive demands cause burnout, and motivation, where resources drive engagement (Bakker & Demerouti, 2024). Applying JD-R to industrial sales can illuminate the mechanisms that shape resilience, strain, and sustained effectiveness (Garma & Bove, 2011; Youssef-Morgan & Luthans, 2015).

The JD-R framework has been increasingly applied in sales research to explain how changing work conditions shape salesperson outcomes. For example, Guenzi and Nijssen (2021) show how digital transformation alters the balance of job demands and resources, with consequences for well-being and performance.² Building on these contributions, we emphasize salespeople's perceptions of demands as either a hindrance or a challenge, which shape their JD-R processes. Accordingly, the JD-R model distinguishes between hindrance demands, which obstruct personal growth, and challenge demands, which, despite being taxing, can foster development and goal attainment (Ceschi et al., 2017; Schilbach et al., 2021). Emotional demands are traditionally viewed as hindrance stressors that deplete energy and impair performance (Suh & Punnett, 2022; Geisler et al., 2019). However, emerging research suggests this view may be overly narrow. Adopting a dual-appraisal perspective, we propose that emotional demands can also

² Other examples include Kramer and Krafft (2023), who demonstrate that ICT orientation can act as a resource by reducing role ambiguity, with its effectiveness depending on individual and contextual factors. Cho and Nam (2024) extend the framework by linking sales control systems to role stressors and performance, conceptualizing control mechanisms as both demands and resources.

Table 1
Key studies on workplace presenteeism through the JD-R lens, research gaps, and our contribution.

Study	Theory	Mediator	Presenteeism focus		Independent variable	Methodological approach			Findings
			Uniform or one type	Dual		Emotional demands	Multi study	SDVR	
Aronsson et al., 2000	None	None	✓				✓		The care and education sectors exhibit high presenteeism, linked to irreplaceability, low income, and difficulty finding substitutes during illness.
Durmuş et al., 2024	None	Work stress; Psychological resilience	✓				✓		Workplace incivility increases nurse presenteeism and turnover; resilience helps mitigate negative effects, while work stress further strengthens them.
Miraglia & Johns, 2016	JD-R	Health impairment; Motivational paths	✓				✓		Meta-analysis shows job demands and resources drive presenteeism through health-impairment and motivational paths, explaining more variation than absenteeism.
McGregor et al., 2016	JD-R	Burnout; Work engagement					✓		High job demands and low resources indirectly relate to presenteeism via burnout, while resources improve engagement to influence behavior.
Karanika-Murray & Biron, 2020	Conservation of Resources (COR) Theory; Self-Determination (SDT) (Conceptual)	Adaptation process		✓			N/A	N/A	Presenteeism is an adaptive behavior; with supportive resources, it can be a functional, sustainable choice for balancing health and performance.
McGregor & Caputi, 2022	JD-R (Review)	Various		✓			N/A	N/A	This review highlights antecedents like job demands and distinguishes between negative productivity loss and potential positive benefits of presenteeism.
Uslukaya & Demirtas, 2023	JD-R	Emotional exhaustion	✓				✓		Emotional demands indirectly increase teacher presenteeism via emotional exhaustion, a relationship significantly moderated by trust in principals.
Funk, 2024	JD-R	Availability; Time pressure	✓				✓		Supervisory responsibility reduces absenteeism but increases presenteeism, mediated by the inherent needs for permanent availability and high time pressure.
Good et al., 2024	Objective Self-Awareness (OSA)	Social insecurity	✓				✓		Loneliness increases social insecurity among salespeople, leading to call reluctance and conspicuous overspending, and damaging overall sales performance.
Rawat et al., 2024	Employee Engagement	Crisis context		✓			✓	✓	High employee engagement leads to voluntary presenteeism, particularly as work-from-home during crises, suggesting presenteeism can be a marker of engagement.
Van Waeyenberg, 2024	Motivation-based (SDT context)	Well-being outcomes		✓			✓	✓	Validated a scale distinguishing voluntary and involuntary presenteeism; voluntary presenteeism correlates with higher engagement, whereas involuntary presenteeism leads to burnout.
<i>This study</i>	JD-R	Salesperson resilience		✓	✓		✓	✓	

function as challenge demands under certain conditions (Crawford et al., 2010). For example, high customer expectations may build resilience among salespeople (Lee & Gong, 2024), though they may also trigger presenteeism. Finally, previous research shows that contextual factors such as supervisory roles interact with resources to shape and buffer sickness behaviors (Funk, 2024), which emphasizes the importance of moderators in these processes (Bakker & Demerouti, 2024). Building on these insights, we argue that collaborative culture moderates these effects, enabling emotional demands to enhance resilience while mitigating the adverse consequences of both voluntary and involuntary presenteeism.

2.2. Emotional demands and salesperson resilience

Emotional demands refer to employees' exposure to emotionally demanding situations at work (Heuven et al., 2006). These demands stem from interactions with clients and colleagues or the emotional nature of tasks (Suh & Punnett, 2022) and may require coping capacities for effective performance. B2B salespeople face particularly high emotional demands due to constant client engagement (Lussier et al., 2023) and the need to display appropriate emotions regardless of personal feelings. According to the JD-R model, challenge demands stimulate mastery and self-enhancement, thereby motivating employees to engage in such challenges (Kuester & Rauch, 2016). Salespeople often

encounter emotionally taxing situations, such as remaining positive after customer rejection (Yeniarias et al., 2024). Their appraisal of these demands as challenges depends on coping strategies and managerial support (Moin et al., 2023). Here, resilience is essential for responding to these challenges, maintaining focus, and achieving goals despite adversities (Good et al., 2021). Defined as “the developable capacity to rebound or bounce back from adversity, conflict, and failure or even positive events” (Luthans, 2002, p. 706), *resilience* reflects adaptability and recovery in challenging environments (Al-Hawari et al., 2020). It develops through experiences, skills, and strategies that help navigate uncertainties, such as difficult customers or market fluctuations (Good et al., 2021). Therefore, resilience promotes proactive problem-solving and flexibility, enabling salespeople to withstand and overcome unexpected challenges (Bağcı et al., 2026).

The relationship between emotional demands and resilience in sales is complex. JD-R theory emphasizes distinguishing hindrance demands, which typically yield negative outcomes, from challenge demands, which can produce both positive and negative effects (van den Broeck et al., 2010). Research shows that challenge stressors often enhance resilience (Crane & Searle, 2016), and emotional demands frequently act as challenges rather than hindrances (Bakker & Sanz-Vergel, 2013). These demands play a dual role: they can foster personal resources while contributing to strain. While they often strengthen resilience in sales roles, they may also lead to stress and burnout in professions like healthcare (Suh & Punnett, 2022). Frontline salespeople regularly face emotionally charged situations, such as client rejection or maintaining positivity despite setbacks, which, over time, build emotional endurance and adaptability (Lee & Gong, 2024; Yeniarias et al., 2024). These demands require salespeople to adapt and develop coping strategies, enhancing their ability to manage stress and recover from adversity (Al-Hawari et al., 2020). Consistent with the JD-R model, research suggests that when emotional demands are framed as challenges rather than threats, they enhance salesperson resilience, fostering a sense of competence and confidence that is essential for thriving in high-pressure environments (Schilbach et al., 2021). Thus, we hypothesize:

H1. Emotional demands positively affect salesperson resilience.

2.3. Emotional demands and presenteeism

While high emotional demands can foster resilience, they may also lead to adverse outcomes such as presenteeism, which reduces productivity and harms health (Lohaus & Habermann, 2019). Unlike absenteeism, presenteeism is less visible and harder to manage (Hemp, 2004). It occurs in two forms: voluntary presenteeism, driven by intrinsic motivation, professional pride, and client commitment, aligns with self-determination theory, as autonomy and relatedness are reinforced by trust and flexibility (Rawat et al., 2024; Van Waeyenberg, 2024). Salespeople often feel irreplaceable due to strong client ties, leading them to be present despite illness (Winter et al., 2024). Conversely, involuntary presenteeism stems from external pressures, such as rigid policies, financial strain, and job insecurity, and reflects avoidance-driven behavior (Karanika-Murray & Biron, 2020). In sales, strict performance targets intensify these constraints, leading to compelled attendance with detrimental effects on health and well-being (Fleming et al., 2022).

Although research directly linking the JD-R model to salesperson presenteeism is limited (Lohaus & Habermann, 2019), evidence suggests that increased job demands elevate presenteeism. High demands, such as supervisory responsibilities, consistently correlate with presenteeism across roles (Funk, 2024). Supporting this, Miraglia and Johns' (2016) meta-analysis confirms positive associations between overall job and role demands and presenteeism. Within the JD-R framework, emotional demands also predict presenteeism through emotional exhaustion (Uslukaya & Demirtas, 2023). In sales, competitive, target-driven environments intensify these effects, as professionals feel compelled to

meet quotas and maintain client relationships even when unwell (Fleming et al., 2022). This pressure normalizes presenteeism, limiting recovery and jeopardizing well-being. Furthermore, personal capabilities can drive voluntary presenteeism, in which self-imposed standards and client commitment reflect proactive efforts to preserve professional identity (Van Waeyenberg, 2024). Thus, we hypothesize:

H2a. Emotional demands positively affect voluntary presenteeism.

In the case of involuntary presenteeism, a salesperson might perceive that not showing up could result in strained client relationships, lost opportunities, or disapproval from managers or colleagues. This sense of obligation, exacerbated by the fear of negative work-related consequences, may cause salespeople to remain present at work -at the office or in the field- even when their capacity to perform is diminished (McGregor et al., 2016). Thus, we hypothesize:

H2b. Emotional demands positively affect involuntary presenteeism.

2.4. Mediating role of salesperson resilience

Job resources, traditionally seen as buffers against demands, are now understood as interdependent with employee perceptions, shaping attitudes and behaviors (Van De Voorde et al., 2016). Within the JD-R motivational process, resources such as autonomy and social support enhance engagement and performance, while personal resources like job crafting reinforce this cycle (Bakker & Demerouti, 2024). Conversely, the health impairment process shows how excessive demands deplete resources, causing strain. When demands are appraised as challenges rather than hindrances, they can stimulate resource development (van den Broeck et al., 2010). Resilience plays a pivotal role in converting workplace experiences into adaptive behaviors. It mediates internal factors like positive affect and readiness for change (Dechawatanapaisal, 2025) and external pressures like stress (Berdida & Grande, 2023). Resilience can transform negative interactions into constructive outcomes, including organizational citizenship and service innovation (Bağcı et al., 2026; Lee & Gong, 2024).

To this end, salesperson resilience can mediate the impact of emotional demands on presenteeism, enabling employees to remain engaged under challenging conditions (Durmuş et al., 2024; McGregor et al., 2016). In voluntary presenteeism, resilience helps counteract resource depletion by reframing emotional demands as opportunities for growth. Salespeople who manage these demands effectively often experience stronger commitment and attendance, turning stressors into motivational drivers. Emotional demands, such as customer service pressures, can foster presenteeism through resilience by prompting coping strategies that sustain productivity despite adversity (Schaufeli & Taris, 2014). Resilient individuals employ positive coping mechanisms, maintain a proactive outlook, and demonstrate higher intrinsic and extrinsic motivation (Good et al., 2021; Youssef-Morgan & Luthans, 2015). This capability enhances stress management and supports continued engagement, even when ill. Consequently, resilience enables salespeople to maintain high levels of voluntary presenteeism in emotionally demanding environments (Good et al., 2021; Lee & Gong, 2024; Schilbach et al., 2021). Thus, we hypothesize:

H3a. Salesperson resilience mediates the relationship between emotional demands and voluntary presenteeism.

Moreover, salesperson resilience may also mediate the link between emotional demands and involuntary presenteeism. While resilience equips individuals to withstand pressure (Crane & Searle, 2016), it can paradoxically lead employees to feel obligated to work despite physical or emotional strain. This illustrates how positive qualities can have unintended consequences. Prior research identifies presenteeism as a “dark side” of job resources and positive states, including task significance (Johns, 2011) and engagement (Rawat et al., 2024). Similarly, resilience, typically viewed as beneficial, may reinforce prioritizing

work over health. Resilient salespeople often strive to protect professional identity and avoid resource loss, even at personal cost. Emotional demands, by fostering resilience, can inadvertently push individuals into working under adverse conditions, increasing involuntary presenteeism. Therefore, we hypothesize:

H3b. Salesperson resilience mediates the relationship between emotional demands and involuntary presenteeism.

2.5. Moderating role of collaborative culture

Beyond demands and resources that directly affect outcomes, the JD-R model identifies moderators that buffer stress (Demerouti et al., 2001). Job resources, such as autonomy and social support, not only drive engagement but also mitigate emotional demands (Bakker & Demerouti, 2017). Extensions of JD-R suggest that resources may act substitutively, in which one reduces reliance on another (Bakker & Demerouti, 2017). For instance, collaborative culture can lessen the need for resilience as a coping resource. Social support enables employees to manage challenges by providing assistance and redistributing tasks, and thus, reduces presenteeism risks. As Lee and Gong (2024) note, “when resources are perceived as sufficient due to the support and resources available in a caring climate, the need for resilience as a coping mechanism may be reduced.” Thus, strong team support may weaken resilience’s role in voluntary presenteeism, as employees need not “soldier on” alone. However, excessive support can create complacency, further limiting resilience’s contribution to proactive adjustment and performance. Job and personal resources may therefore substitute rather than combine, altering their independent effects.

This study extends the JD-R model by proposing that collaborative culture moderates the relationship between salesperson resilience and both voluntary and involuntary presenteeism. Collaborative culture, characterized by teamwork, open communication, and shared goals (Pérez López et al., 2004), is critical in sales, where remote work often creates isolation (Bharadwaj & Shipley, 2020). Such isolation may compel salespeople to attend work when unwell to protect relationships and performance (McGregor & Caputi, 2022). Collaborative culture can act as a critical moderating resource within the JD-R model, potentially weakening the influence of salesperson resilience on voluntary presenteeism (Rattrie et al., 2020). Such a culture reduces the pressure on salespeople to attend work when unwell by fostering inclusivity, psychological safety, and open communication (Gittell, 2016). This environment enables employees to prioritize recovery from illness or stress without fearing negative repercussions (Smith-Jentsch & Sierra, 2023). As such, collaborative culture lessens the role of individual resilience in driving presenteeism by distributing responsibilities and support across the team. Thus, we hypothesize:

H4a. Collaborative culture dampens the positive effect of salesperson resilience on voluntary presenteeism.

Next, we turn to the moderating role of collaborative culture on involuntary presenteeism. A strong collaborative culture mitigates external pressures that drive involuntary presenteeism by fostering psychological safety, providing backup support, and normalizing absence practices. Even resilient employees, who might otherwise feel compelled to work while ill, experience less pressure in such environments. Open communication ensures salespeople’s contributions are recognized during absences, reducing fears of harming performance or status (Good et al., 2024). Trust and cooperation promote knowledge sharing and innovation, lessening reliance on resilience to cope with demands (Yang et al., 2018). Research also shows that collectivist norms reduce stress related to emotional regulation (Mulki et al., 2015), reinforcing the idea that collaborative practices buffer strain. Thus, collaborative culture acts as a hedge against emotional demands, weakening resilience’s role in driving involuntary presenteeism. Thus, we hypothesize:

H4b. Collaborative culture dampens the positive effect of salesperson resilience on involuntary presenteeism.

Fig. 1 presents our conceptual model based on the hypotheses we posit.

2.6. Causal configurations for voluntary and involuntary presenteeism

The structural analysis of the hypothesized relationships offers insights into how emotional demands, salesperson resilience, and collaborative culture shape voluntary and involuntary presenteeism. JD-R theory argues that job demands and resources interact in complex ways, yielding adaptive or maladaptive outcomes depending on their configuration (Bakker & Demerouti, 2017, 2024). Emotional demands may function as challenge or hindrance demands, while collaborative culture is a central job resource that can buffer strain or strengthen positive effects. As a result, relationships among demands, resources, and outcomes are unlikely to be linear and may reflect causal complexity, in which different combinations of conditions yield similar outcomes (Pappas & Woodside, 2021). To reflect this logic, consistent with JD-R and complexity theory’s emphasis on multiple pathways to strain and motivation, we applied fsQCA. Rather than estimating net effects, fsQCA assesses how configurations of emotional demands, resilience, and collaborative culture jointly produce presenteeism. It is well-suited for identifying equifinality, where distinct causal recipes lead to the same outcome (Ragin, 2009; Schneider & Wagemann, 2012).

The first set of propositions is based on the view that voluntary and involuntary presenteeism arise from the interaction among emotional demands, collaborative culture, and salesperson resilience. Emotional demands can heighten stress while also strengthening responsibility toward clients (Demerouti et al., 2001; Crawford et al., 2010; Lee & Gong, 2024). Collaborative culture operates as a job resource that substitutes for salesperson resilience by providing social support and task sharing, thereby weakening the tendency for resilient salespeople to engage in voluntary presenteeism when unwell (Bakker & Demerouti, 2017; Demerouti et al., 2001; Lee & Gong, 2024). When collaborative support is strong, salespeople need not rely on personal resilience to maintain performance, reducing both the necessity and motivational value of presenteeism, whereas in low-collaboration contexts, resilience more strongly drives attendance despite ill health (Gittell, 2016; McGregor & Caputi, 2022; Pérez López et al., 2004). Thus, we propose:

P1a. Different configurations of ED AND CC AND SR have high scores in VP) (ED●CC●SR → VP).

Involuntary presenteeism can also emerge when emotional demands and collaborative culture interact under conditions of low salesperson resilience. High emotional demands intensify pressure to meet customer expectations even when individuals are unwell (Fleming et al., 2022; Uslukaya & Demirtas, 2023). Although collaborative cultures provide support, they can also generate implicit expectations not to burden colleagues, consistent with social contagion arguments (Johns, 2011; Karanika-Murray & Biron, 2020). When resilience is low, coping capacity is limited, and attendance is driven less by choice than by perceived obligation and concern about negative evaluation or job insecurity (McGregor et al., 2016; Miraglia & Johns, 2016). Therefore, we propose:

P1b. Different configurations of ED AND CC AND SR have high scores in IVP) (ED●CC●SR → IVP).

The second set of propositions considers how demographic configurations shape presenteeism behavior. Prior research suggests that employees with certain demographics (like young employees) may experience heightened concerns about replaceability or penalties for absence (Gosselin et al., 2013). In addition, older, male, and married salespeople may face stronger normative expectations to meet work obligations (Miraglia & Johns, 2016; Van Waeyenberg, 2024). Such

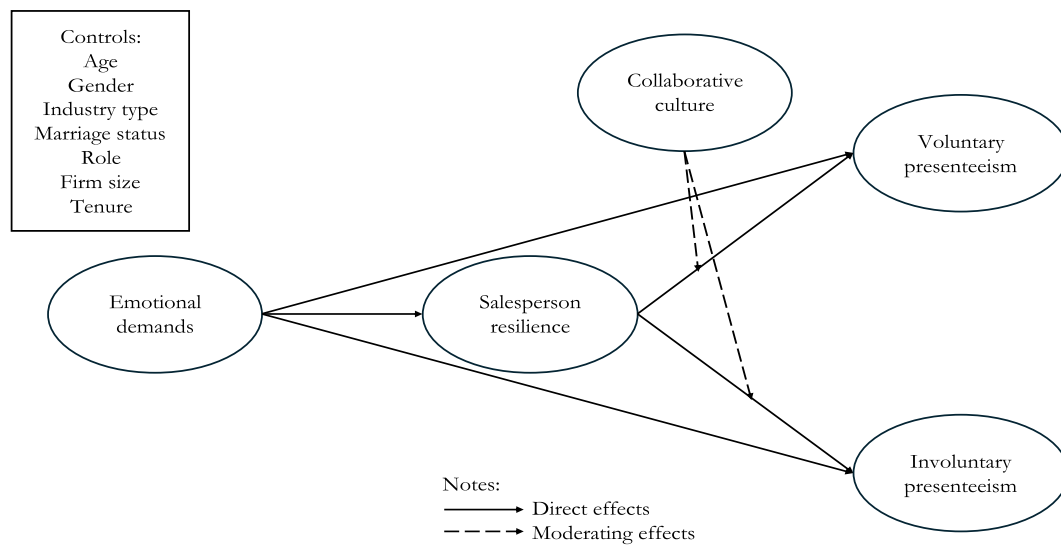


Fig. 1. Conceptual model.

configurations can intensify external pressures, leading to presenteeism driven by obligation rather than intrinsic motivation. Depending on context, these employees may display voluntary presenteeism linked to loyalty and identity or involuntary presenteeism associated with fear of negative evaluation or job loss (Karanika-Murray & Biron, 2020; Rawat et al., 2024). Thus, we propose:

P2a. Cases with specific demographic configuration (high firm size, tenure length, age, male and married) have high scores in VP.

P2b. Cases with specific demographic configuration (high firm size, tenure length, age, male and married) have high scores in IVP.

Finally, the third set of propositions integrates insights from the prior arguments by suggesting that voluntary and involuntary presenteeism arise from the joint influence of emotional demands, collaborative culture, salesperson resilience, and demographic configurations. This perspective reflects the interaction of individual and contextual factors in shaping attendance behavior (Bakker & Demerouti, 2024; Demerouti et al., 2001). Specific combinations of conditions can produce distinct outcomes. For example, high emotional demands, a strong collaborative culture, and high resilience, coupled with large firm size and long tenure, are expected to lead to voluntary presenteeism driven by resilience, loyalty, and established organizational norms. Thus, we propose:

P3a. Different configurations of ED AND CC AND SR combined with specific demographic configuration (high firm size, tenure length, age, male and married) have high scores in VP.

A further configuration highlights conditions under which involuntary presenteeism is likely to occur. When emotional demands and a strong collaborative culture are combined with low salesperson resilience, attendance can become pressure-driven rather than voluntary (Karanika-Murray & Biron, 2020; McGregor et al., 2016). This effect is amplified in large firms and among employees with long tenure, where concerns about job security and negative evaluation may be more salient (Johns, 2011; Miraglia & Johns, 2016). In such settings, personal vulnerability interacts with organizational norms and demographic factors, producing presenteeism that reflects obligation and constraint rather than choice. Therefore, we propose:

P3b. Different configurations of ED AND CC AND SR combined with specific demographic configuration (high firm size, tenure length, age, male and married) have high scores in IVP.

The propositions are demonstrated in Fig. 2.

3. Research method

3.1. Sample and data collection

The data for this study were collected from salespersons working across Türkiye.³ A purposive sampling method was employed, a non-probability approach widely accepted in quantitative research (Karmel & Jain, 1987; Klar & Leeper, 2019; Stockemer, 2019). Purposive sampling, or judgmental sampling, involves selecting participants based on predefined criteria to ensure relevance (Hair, Page, & Brunsveld, 2019). This method is particularly useful when targeting a specific group that cannot be effectively reached through probability-based sampling (Stockemer, 2019). For this study, clear inclusion criteria were established: individuals identifying as sales specialists, salespersons, sales representatives, or sales professionals on LinkedIn. This approach ensured that participants possessed the required job roles and experience, aligning with the study's objective of examining emotional demands, resilience, and presenteeism among sales professionals in Türkiye.

After defining selection criteria, LinkedIn was chosen for data collection. Social media platforms have become increasingly common in research for accessing hard-to-reach groups like salespeople (Kerr & Franco-Santos, 2023; Peesker et al., 2022). LinkedIn enables direct targeting of individuals rather than organizations, reducing social desirability bias (Kerr & Franco-Santos, 2023; King et al., 2014). Using LinkedIn's network, the authors sent connection requests to individuals identifying as sales specialists, salespersons, sales representatives, or sales professionals. Once accepted, participants were invited to complete an online survey on salesperson resilience. Besides, screening questions were included in the survey to verify respondents' roles and their industry contexts. The responses showed a diverse distribution across various B2B sectors and other characteristics. Online Appendix 1 shows participant demographics.

Data were collected from different respondents at different times, with early respondents in March 2024 and late respondents in July 2024, clarifying that the study employs a wave analysis rather than a longitudinal design. This design specifically addressed forced participation, a recognized source of common method variance (MacKenzie &

³ According to the Turkish Ministry of National Education's Employee/Occupation Statistics report, approximately 416,523 sales professionals are employed as sales specialists, salespersons, and sales representatives throughout the country (Turkish Ministry of National Education, 2024).

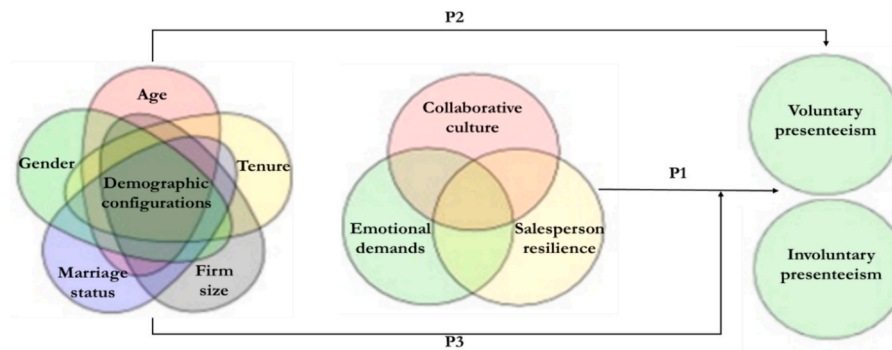


Fig. 2. Propositions for fsQCA.

Podsakoff, 2012). Including both early and late respondents, 344 salespeople completed the questionnaire. The presence of non-response bias was assessed by comparing the responses of individuals who participated in the study early with those who participated later (Armstrong & Overton, 1977). The comparison between these two groups was conducted using a Student's *t*-test. The independent-samples *t*-test in Online Appendix 2 indicates that there were no significant differences in the mean scores of the main variables used in this study between the early and late responses at the 5% significance level. Hence, it can be inferred that non-response bias does not pose a concern in this study.

3.2. Measures

The survey technique was used as a data collection tool in the study. A questionnaire was developed using scales from the literature to measure the study's variables. We used translation and back-translation procedures to translate all English-language items into Turkish, with assistance from a translation expert. The questionnaire form consists of scales and demographic questions. We adopted a 5-point Likert scale, ranging from 1 = strongly disagree to 5 = strongly agree for each scale in the study. Information about the scales included in the survey is presented below.

Emotional demands were measured using the six-item scale developed by Bakker et al. (2003), capturing salespeople's perceptions of emotional strain in their roles. Salesperson resilience was assessed with five items from Al-Hawari et al. (2020) who adapted the scale developed by Luthans et al. (2007), while collaborative culture was measured using the eight-item scale from Yang et al. (2018). Presenteeism was examined through Van Waeyenberg (2024) eight-item scale, distinguishing between voluntary and involuntary presenteeism. To control for potential confounding factors, we included Age, Gender, Industry Type, Marital Status, Role, Firm Size, and Tenure, ensuring that individual and organizational characteristics were accounted for in the analysis.

3.3. Analytical methods

We utilized a multiple-method approach, combining PLS-SEM and fsQCA to examine the proposed model. PLS-SEM was employed using SmartPLS 3.0 (Ringle et al., 2024) due to its suitability for estimating complex, prediction-oriented models with multiple latent variables and its robustness under larger sample sizes and non-normal data conditions (Hair & Alamer, 2022; Hair, Risher, et al., 2019). Beyond these general advantages, the choice of PLS-SEM was grounded in the composite nature of the constructs examined in this study. As emphasized by Guenther et al. (2023), business and marketing data often deviate from strict common-factor assumptions, and indicators' residual variances may carry substantive meaning rather than pure measurement error. Under such conditions, covariance-based SEM may yield biased estimates, whereas composite-based PLS-SEM provides more accurate and

appropriate results by fully accounting for indicator variance, even for reflectively specified constructs (Rhemtulla et al., 2020; Sarstedt et al., 2016, cited in Guenther et al., 2023). Recent simulation studies further show that composite model estimations outperform covariance-based SEM when data reflect composite structures and are less sensitive to data deviations, making PLS-SEM a sound choice to ensure validity in applied research contexts (Cho & Nam, 2024; Sarstedt et al., 2016, cited in Guenther et al., 2023). Given the prediction-oriented focus of this study, PLS-SEM was considered more appropriate than CB-SEM. Despite recent methodological cautions (Henseler et al., 2025; Rönkkö et al., 2023), this study adhered to current PLS-SEM best-practice guidelines, following the checklist recommendations of Guenther et al. (2023).

Although PLS-SEM offers several advantages, its symmetric mean-centered estimation provides only a partial view of effects (Pappas & Woodside, 2021). To complement this, asymmetric methods instead analyze case-level configurations to explain outcome variation across groups (Fiss, 2011; Rasoolimanesh et al., 2021). By doing this, fsQCA identifies distinct combinations of conditions (causal recipes) leading to an outcome, acknowledging equifinality. Thus, fsQCA, conducted using fsQCA 3.0 (Ragin, 2009), addressed the limitations of PLS-SEM by emphasizing causal heterogeneity through asymmetric analysis based on Boolean algebra (Prentice, 2020; Rasoolimanesh et al., 2021). This technique involves calibrating data and analyzing necessary and sufficient conditions to reveal multiple causal recipes to desired outcomes (Pappas & Woodside, 2021). FsQCA is particularly suited to exploring the equifinality of outcomes, meaning different combinations of conditions may lead to similar forms of presenteeism (Schneider & Wagemann, 2012). This approach allows exploration of causal complexity and helps researchers identify both the factors that drive presenteeism and how they interact under varying conditions, toward a more holistic understanding of the phenomenon. Thus, by integrating PLS-SEM and fsQCA, our analysis provides a comprehensive understanding of presenteeism in B2B sales, capturing both linear relationships as *ingredients* of (factors influencing) presenteeism and configurational complexities as causal *recipes* of presenteeism.

The integration of these methods aligns with configuration theory, enabling researchers to examine interdependencies among variables and uncover nuanced insights. While PLS-SEM highlights general tendencies in structural relationships, fsQCA identifies specific combinations of antecedents that contribute to outcomes, capturing the complexity of real-world phenomena (Rasoolimanesh et al., 2021). For instance, PLS-SEM reveals the effects of individual variables, whereas fsQCA uncovers different causal configurations, allowing us to look at the same data from different perspectives (Prentice, 2020). Accordingly, this combination has been increasingly utilized in marketing and service studies to leverage the complementary strengths of PLS-SEM for theory testing (i. e., revealing linear paths) and fsQCA for configurational analysis (i. e., identifying complex combinations) (e.g., Ambroise et al., 2018).

4. Results

4.1. Measurement model assessment

Consistent with PLS-SEM best practices, we adopted a two-step approach by first assessing the measurement model to establish reliability and validity and subsequently evaluating the structural model (Guenther et al., 2023).

4.1.1. Reliability and validity

The correlations between the study variables, as determined through correlation analysis, are presented in Table 2. The study's construct reliability was assessed using Cronbach's alpha and composite reliability (CR). As demonstrated in Online Appendix 3, Cronbach's Alpha reliability coefficients for the scales in the study exceed the threshold of 0.70 (Nunnally, 1978). Similarly, the CR values calculated range from 0.78 to 0.94, above the threshold of 0.70 (Hair et al., 2021a). In this regard, construct reliability was provided for all variables in the study. Factor loadings, average variance extracted (AVE) values, and CR are commonly used to assess convergent validity in SEM-based studies (Hair et al., 2021a). In this study, the factor loadings exceeded 0.50, the AVEs were above 0.50, and the CRs were over 0.70 (See Online Appendix 3 for the items and reliability and validity values). In this regard, the study achieved convergent validity.

The study's discriminant validity was assessed using the Heterotrait-Monotrait Ratio (HTMT), a criterion frequently used in variance-based structural equation modeling. The HTMT values calculated for each variable are below the threshold of 0.85, indicating that the constructs in the study are well differentiated, thereby confirming the achievement of discriminant validity (Henseler et al., 2015). Table 3 demonstrates that the calculated HTMT values are below the 0.85 threshold. To this end, we conclude that discriminant validity has been established based on the HTMT (Heterotrait-Monotrait Ratio) criterion.

4.1.2. Common method variance and endogeneity bias

Podsakoff et al. (2012) suggest that maintaining participant anonymity, eliminating item ambiguity, and using wave analysis can reduce CMV risk. In this regard, we conducted data collection across two waves (T1 and T2) to mitigate CMV. Besides, we added a trap/control question (If you are reading this statement, please select this option) in the questionnaire to improve the quality of the collected data. In this way, we sought to indirectly reduce the risk of CMV by improving data quality (i.e., ensuring that respondents were paying attention and replying thoughtfully). We also created psychological separation in the survey by separating independent variables and dependent variable (MacKenzie & Podsakoff, 2012). Moreover, we investigated the variance inflation factor (VIF) to assess multicollinearity. Our analysis showed VIF values ranging from 1.21 to 4.98, below the threshold of 5, indicating no multicollinearity (Hair et al., 2021b). Finally, following Kock (2015) procedure, all study variables were regressed on a randomly generated

Table 3
Measurement model analysis results.

Construct	CA	CR	AVE	HTMT Ratio				
				(I)	(II)	(III)	(IV)	(V)
(I) Collaborative Culture	0.93	0.94	0.69					
(II) Emotional Demands	0.81	0.86	0.51	0.23				
(III) Involuntary Presenteeism	0.91	0.94	0.79	0.33	0.50			
(IV) Salesperson Resilience	0.81	0.86	0.55	0.14	0.18	0.13		
(V) Voluntary Presenteeism	0.76	0.85	0.59	0.11	0.24	0.39	0.33	
Collinearity test results (VIF values)								
(I) Collaborative Culture								
(II) Emotional Demands								
(III) Involuntary Presenteeism				1.16	1.12		1.07	
(IV) Salesperson Resilience					1.00			
(V) Voluntary Presenteeism				1.16	1.12		1.07	

marker variable created using the RAND() function in Excel. The resulting VIF values ranged from 1.04 to 2.64, all well below the conservative threshold of 3.3, with the highest observed for tenure length (2.64), confirming that common method bias is not a serious concern in this study.

Recent research highlights endogeneity as a major concern because it undermines causal claims and produces unpredictable bias in estimates (Zaefarian et al., 2017). We acknowledge the potential for endogeneity concerns in presenteeism. Given the potential for personal differences to distort salesperson behavior research, unobservable personal differences of salespeople could impact presenteeism (Miraglia & Johns, 2016; Yang et al., 2018). If unobserved personal differences of salespeople are correlated with presenteeism, the resulting estimates may be biased. First, we employed an instrument-free approach to address potential endogeneity. Specifically, we applied a Gaussian copula-based procedure. Preliminary diagnostics indicated deviations from normality, as skewness and kurtosis values exceeded the ±1 thresholds, and the Kolmogorov-Smirnov tests with the Lilliefors correction yielded significant p-values for both IVP and VP. Accordingly, we estimated regressions using Gaussian copulas (Park & Gupta, 2012). Models with one, two, three, and four copulas all produced non-significant results, with p-values ranging from 0.19 to 0.64. However, for some copulas, the relationship between salesperson resilience and voluntary presenteeism turns into non-significant (See Online Appendix 4 for details). Therefore, we added demographics as control variables.

Table 2
Descriptives and correlation analysis results.

Construct	Mean	Std. Dev.	I	II	III	IV	V	VI	VII	VIII	IX	X	XI	XII	XIII
(I) ED	3.19	0.85													
(II) SR	4.29	0.55	0.14**												
(III) CC	3.36	1.03	-0.20**	-0.02											
(IV) VP	3.29	1.00	0.17**	0.26**	0.07										
(V) IVP	2.99	1.25	0.43**	0.10*	-0.30**	0.32**									
(VI) Inds	5.02	2.66	0.01	0.02	0.09	0.06	0.00								
(VII) Size	2.30	1.19	0.07	-0.04	-0.04	-0.03	-0.01	-0.01							
(VIII) Role	1.12	0.52	0.06	0.11*	-0.01	0.04	-0.07	0.03	-0.10						
(IX) Gender	1.48	0.50	-0.03	-0.01	-0.05	-0.03	0.13*	0.07	-0.06	-0.11*					
(X) Age	1.61	0.61	-0.03	0.08	0.05	0.07	-0.13*	-0.03	-0.00	0.14**	-0.16**				
(XI) Tenure	2.00	1.12	-0.04	0.16**	0.04	0.15**	-0.11*	-0.03	-0.05	0.23**	-0.18**	0.74**			
(XII) Education	3.90	0.64	0.08	0.05	0.00	-0.08	-0.02	-0.01	0.20**	0.03	-0.03	0.05	-0.10		
(XIII) Marriage	1.44	0.49	0.06	0.02	0.01	0.04	-0.03	-0.04	0.03	0.01	-0.19**	0.41**	0.37**	0.00	

4.2. Structural model assessment

To examine the proposed associations among emotional demands, collaborative culture, salesperson resilience, and voluntary and involuntary presenteeism, we compared two alternative structural models that differed in the directionality of the relationships. Model 1 reflected the theorized structure, whereas Model 2 specified reverse directional paths. Model comparison was conducted using the SmartPLS model comparison procedure, drawing on the Bayesian information criterion, Akaike weights, and predictive assessments based on PLSpredict and cross-validated predictive ability testing. Across all criteria, the theorized model showed superior performance for both voluntary and involuntary presenteeism, with clear differences in information criteria and lower prediction error as indicated by root mean squared error and mean absolute error (See Online Appendix 5). Then we analyzed R², Q², SRMR, and the significance of paths in the hypothesized model. The quality of the structural model in terms of R² is assessed based on the strength of each structural path, as indicated by the R² values for the dependent variables (Shmueli et al., 2016). Acceptable R² values can be as low as 0.1 based on the area (Hair, Risher, et al., 2019). As presented in Table 4, all R² values exceed 0.1, thereby confirming the model's predictive capability. Moreover, the cross-validated redundancy index (Q²) indicates the predictive relevance of the dependent variables, with a threshold of 0 (zero). A Q² value greater than 0 (zero) demonstrates the model's predictive relevance (Shmueli et al., 2019). The findings presented in Table 4 indicate that all Q² values are above 0 (zero), thereby confirming the model's predictive relevance. Furthermore, the model fit was evaluated using SRMR. A SRMR value below 0.08 indicates a good fit, while one between 0.08 and 0.10 indicates an acceptable fit (Hair et al., 2021a). As shown in Table 4, the SRMR was 0.07, indicating that the study's model has a good fit according to the SRMR criterion.

To evaluate our model's out-of-sample predictive power, we employed both PLSpredict and CVPAT analyses. Initially, we used PLSpredict, an out-of-sample technique, where the Q² values of the endogenous constructs exceeded zero, confirming adequate predictive power for our model (Shmueli et al., 2016). Following Shmueli et al. (2019), we examined the RMSE values to assess predictive relevance, noting that these values were generally higher than the naive LM benchmark, indicating medium predictive power (see Online Appendix 6).

Additionally, we conducted a cross-validated predictive ability test

(CVPAT) as outlined by Sharma et al. (2023). Our PLS-SEM predictions were compared with naive indicator-averages (IA) benchmarks, showing significantly higher values. Further comparison of average loss differences between PLS-SEM and linear models revealed no statistically significant differences. Thus, our model demonstrates moderate predictive validity (see Online Appendix 7).

After assessing the predictive validity and power, hypotheses were tested to determine the statistical significance of the structural paths (see Table 4). H1 evaluates whether emotional demands have a significant impact on salesperson resilience. The results revealed that emotional demands significantly positively affect salesperson resilience ($\beta = 0.17, t = 2.33, p = .01$), thereby supporting H1. H2a evaluates whether emotional demands have a significant impact on voluntary presenteeism. The results indicated that emotional demands significantly positively affect voluntary presenteeism ($\beta = 0.20, t = 3.03, p = .00$), thereby supporting H2a. H2b evaluates whether emotional demands have a significant impact on involuntary presenteeism. The results indicated that emotional demands significantly positively affect involuntary presenteeism ($\beta = 0.40, t = 8.37, p = .00$). Hence, H2b was supported. Additionally, the results from Table 4 revealed that salesperson resilience has a significant positive effect on voluntary presenteeism ($\beta = 0.22, t = 3.43, p = .00$), whereas it has an insignificant impact on involuntary presenteeism ($\beta = 0.08, t = 1.43, p = .15$).

4.3. Mediation analysis

Mediation analysis was performed to assess the mediating role of salesperson resilience in the relationships between emotional demands and voluntary and involuntary presenteeism. The findings in Table 5 indicate that salesperson resilience mediates the relationship between emotional demands and voluntary presenteeism ($\beta = 0.03, t = 2.18, p = .02$). Thus, H3a was supported. However, it was determined that salesperson resilience did not mediate the relationship between emotional demands and involuntary presenteeism ($\beta = 0.01, t = 1.07, p = .28$). Hence, H3b was not supported.

4.4. Moderation analysis

A moderation analysis was performed to assess the moderating effect of collaborative culture (CC) on the relationships between salesperson resilience and voluntary and involuntary presenteeism. As seen from

Table 4
Structural paths, R², Q², and SRMR.

Paths	β	Std. Dev.	T stat	P values	Confidence intervals	
					2.5%	97.5%
emotional demands -> voluntary presenteeism	0.20	0.06	3.03	0.00	0.04	0.31
emotional demands -> involuntary presenteeism	0.40	0.04	8.37	0.00	0.30	0.49
emotional demands -> salesperson resilience	0.17	0.07	2.33	0.01	-0.14	0.27
salesperson resilience -> voluntary presenteeism	0.21	0.06	3.42	0.00	0.05	0.31
age -> involuntary presenteeism	-0.09	0.07	1.23	0.21	-0.22	0.05
age -> voluntary presenteeism	-0.08	0.07	1.00	0.31	-0.21	0.06
gender -> involuntary presenteeism	0.22	0.09	2.36	0.01	0.03	0.40
gender -> voluntary presenteeism	0.00	0.11	0.03	0.97	-0.23	0.22
ind -> involuntary presenteeism	0.00	0.04	0.10	0.91	-0.08	0.09
ind -> voluntary presenteeism	0.04	0.05	0.83	0.40	-0.06	0.15
marriage -> involuntary presenteeism	0.00	0.10	0.07	0.94	-0.19	0.21
marriage -> voluntary presenteeism	-0.04	0.11	0.37	0.70	-0.26	0.18
role -> involuntary presenteeism	-0.09	0.05	1.57	0.11	-0.20	0.02
role -> voluntary presenteeism	-0.01	0.04	0.21	0.82	-0.10	0.07
size -> involuntary presenteeism	-0.04	0.04	0.98	0.32	-0.13	0.04
size -> voluntary presenteeism	-0.02	0.05	0.45	0.64	-0.12	0.07
tenure -> involuntary presenteeism	0.00	0.07	0.01	0.98	-0.14	0.14
tenure -> voluntary presenteeism	0.18	0.08	2.09	0.03	0.01	0.35
salesperson resilience -> involuntary presenteeism	0.08	0.05	1.43	0.15	-0.05	0.17
Dependent Variables	R²		Q²		SRMR	
voluntary presenteeism	0.15		0.01			
involuntary presenteeism	0.29		0.21		0.07	

Table 5
Mediation analysis results.

Paths	Total Effect	T	Sig	Direct Effect	Sig
emotional demands - > voluntary presenteeism	0.24	3.38	0.00	0.20	0.00
emotional demands - > involuntary presenteeism	0.41	9.06	0.00	0.40	0.00
Mediation Paths	Mediation Effect	T	Sig		
emotional demands - > salesperson resilience - > voluntary presenteeism	0.03	2.18	0.02		
emotional demands - > salesperson resilience - > involuntary presenteeism	0.01	1.07	0.28		

Table 6
Moderation analysis results.

Relationship	β	Std. Dev.	T statistics	P values	Confidence Intervals	
					2.5%	97.5%
salesperson resilience - > voluntary presenteeism	0.21	0.06	3.42	0.00	0.05	0.31
salesperson resilience - > involuntary presenteeism	0.08	0.05	1.43	0.15	-0.05	0.17
collaborative culture - > voluntary presenteeism	0.16	0.05	2.86	0.00	0.04	0.27
collaborative culture - > involuntary presenteeism	-0.20	0.04	4.36	0.00	-0.29	-0.10
collaborative culture x salesperson resilience - > voluntary presenteeism	-0.16	0.06	2.66	0.00	-0.28	-0.04
collaborative culture x salesperson resilience - > involuntary presenteeism	-0.04	0.04	0.85	0.39	-0.13	0.05

Table 6, CC also showed significant direct effects: it positively influenced voluntary presenteeism ($\beta = 0.16, p = .01$) and negatively influenced involuntary presenteeism (IVP) ($\beta = -0.20, p = .00$). Moreover, CC was found to have a significant moderating effect on the relationship between salesperson resilience (SR) and voluntary presenteeism (VP) ($\beta = -0.16, t = 2.66, p = .00$). Hence, H4a was supported. On the other hand, the results indicate that CC does not moderate the relationship between SR and IVP ($\beta = -0.04, t = 0.85, p = .39$). Thus, H4b was not supported. These results indicate that both SR and CC independently increase VP. However, when combined, CC reduces the positive effect of resilience on VP, suggesting that resilience-driven VP is dampened in highly collaborative environments.

Further, slope analysis is used to better understand the nature of the moderating effect. As illustrated in Fig. 3, the line is substantially steeper for low CC. This finding indicates that at a low level of CC, the impact of SR on VP is stronger than at a high level of CC. In other words, the effect of SR on VP is greater when the CC is low.

4.5. fsQCA analysis and results

Below, we detail how we analyze these propositions using fsQCA.

4.5.1. Calibration and necessary conditions analysis

FsQCA was conducted in three steps using the construct scores

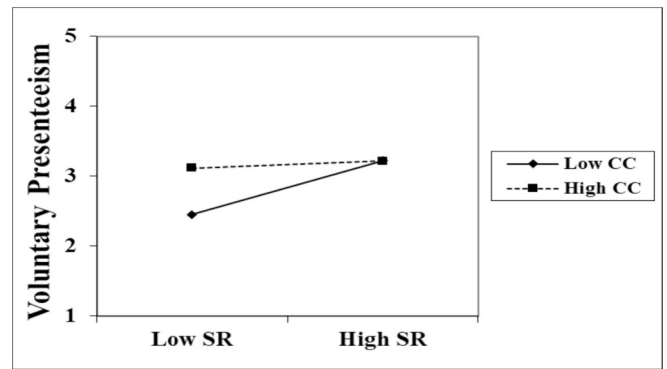


Fig. 3. Slope analysis result.

obtained from the PLS-SEM stage. One methodological advantage of integrating FsQCA with PLS-SEM lies in the use of PLS-generated composite scores, which address measurement error more effectively than raw or sum scores (Rasoolimanesh et al., 2021). Unlike simple summation, which assigns equal weights to all indicators regardless of their reliability, the PLS algorithm iteratively estimates weights that maximize the explained variance in endogenous constructs (Hair et al., 2021b; Sarstedt et al., 2016). This ensures that indicators contribute to construct scores in proportion to their theoretical and empirical relevance. Moreover, the PLS approach is designed with predictive accuracy in mind, as the optimization procedure minimizes prediction errors and enhances the utility of construct scores for forecasting applications (Guenther et al., 2023; Shmueli et al., 2019). These methodological strengths make PLS-SEM-derived scores particularly suitable for calibration in FsQCA, where accurate measurement of set membership is critical. The first step was calibration, in which standardized latent variable scores were transformed into set-membership values ranging from -3 (no membership) to +3 (full membership), with 0 as the crossover point (Rasoolimanesh et al., 2021). Next, the analysis of necessary conditions (NCA) was conducted to evaluate the proportion of fuzzy set scores in a condition that was less than or equal to the corresponding scores in the outcome. A condition was deemed necessary when its consistency score exceeded 0.90, as outlined in Online Appendix 8.

The results indicate that no individual condition alone meets this threshold for explaining high levels of VP or IVP. However, pairing specific variables achieves the consistency threshold, suggesting their combined importance in achieving VP and IVP.

4.5.2. Truth table and Quine-McCluskey algorithm results

In the third step, three propositions were tested using truth table analysis. The truth table included 2^k rows, where k represents the number of independent variables, and each row reflects a possible configuration of these variables (Mikalef & Pateli, 2017). Boolean algebra was applied to simplify the number of conditions listed in the truth table.

Consistent with Fiss (2011), only intermediate solutions were considered, as they offer advantages over parsimonious and complex solutions. Consistency, defined as “the degree to which cases correspond to the set-theoretic relationships expressed in a solution” (Fiss, 2011, p. 402), was set at 0.80, exceeding the widely accepted threshold of 0.75. Coverage, indicating the explanatory power of the sufficient configurations, was set to 0.10.

The analysis of P1a for IVP complements the linear findings from PLS-SEM by revealing multiple causal pathways to high VP. Four configurations emerged with high solution coverage (0.87) and acceptable consistency (0.75), indicating equifinality. Two notable pathways include $CC^* \sim ED$ (collaborative culture with low emotional demands) and $\sim CC^*ED$ (low collaboration with high emotional demands),

suggesting that either supportive environments or emotional pressure can independently drive VP. Additional configurations—CC*SR and ED*SR—underscore the enabling role of SR in both supportive and demanding contexts. These results align with PLS-SEM findings, where emotional demands (ED) ($\beta = 0.20, p < .001$) and SR ($\beta = 0.21, p < .001$) positively influence VP, and SR mediates the ED–VP link ($p = .02$). The negative CC \times SR interaction ($\beta = -0.16, p < .001$) suggests that in high CC, employees rely more on organizational resources than personal resilience.

For P2a, demographic configurations yielded four solutions with coverage of 0.71 and consistency of 0.81, indicating strong explanatory power. The most prominent configuration (raw coverage = 0.60) involves older employees in smaller firms with longer tenure, suggesting that experience and organizational familiarity foster commitment to VP. Conversely, younger, unmarried females with short tenure in small organizations also exhibit VP (raw coverage = 0.28), possibly reflecting pressure to prove oneself. Another pathway involves younger, married individuals with short tenure (raw coverage = 0.22), highlighting marital status as a factor in early-career presenteeism. Finally, older, married females with long tenure (raw coverage = 0.24) demonstrate VP, likely due to accumulated loyalty and stability. These findings suggest that both early-career and long-tenured employees engage in VP, albeit for different reasons.

Lastly, P3a examined interactions between demographics and organizational factors (CC, ED, SR). The solution explains 60% of high VP cases with strong consistency (0.83). Key patterns include young, unmarried males in small, low-collaboration firms with short tenure and low resilience (raw coverage = 0.18), and young, unmarried females in CC with low ED and SR, indicating that collaboration can buffer low resilience. For older, married females, VP occurs under both collaborative and non-collaborative conditions, with resilience and ED shaping the pathway. Overall, collaboration plays a dual role, buffering low resilience or amplifying ED, while resilience remains a critical differentiator, particularly in low-collaboration contexts (see Table 7 for detailed results).

The analysis of IVP identified multiple causal configurations across three propositions. P1b examined organizational and psychological factors. PLS-SEM indicated that ED exert a strong direct effect on IVP ($\beta = 0.40, p < .001$), while SR and its interaction with CC were nonsignificant. FsQCA, however, revealed alternative pathways. ED alone emerged as a sufficient condition (raw coverage = 0.82, consistency = 0.82), reinforcing the linear finding. Additionally, the combination of CC and SR (raw coverage = 0.62, consistency = 0.81) appeared as a meaningful configuration, suggesting that while SR and CC lack strong individual effects, their joint presence can foster IVP under specific contexts.

P2b explored demographic configurations, yielding a solution coverage of 0.74 and consistency of 0.77. The dominant pathway (\sim age * \sim size * \sim tenure) indicates that younger employees with short tenure in small firms are highly susceptible to IVP, likely due to limited experience and organizational support. Another configuration (\sim married * age * \sim size * tenure) shows that older, unmarried employees in small firms with long tenure also experience IVP, possibly reflecting prolonged exposure without social support. Gender also plays a role: older males in small firms with long tenure (male * age * \sim size * tenure) exhibit IVP, as do young, unmarried employees with short tenure (\sim married * \sim age * \sim tenure), underscoring the vulnerability of early-career individuals lacking personal and organizational resources.

P3b integrated demographic and organizational factors, identifying ten configurations explaining 60.05% of IVP cases (solution consistency = 0.83). ED, SR, and CC emerged as recurrent conditions. For example, young, unmarried males in low-collaboration settings show high IVP (raw coverage = 0.20; consistency = 0.91), while even resilient young males are affected when both collaboration and emotional support are absent (consistency = 0.93). Low resilience frequently appears across age and gender groups, including older, married females, despite tenure

Table 7
Causal configurations for involuntary presenteeism.

Proposition	Causal recipe	Raw coverage	Unique coverage	Consistency
P1	ED	0.82	0.25	0.82
	CC*SR	0.61	0.05	0.80
solution coverage: 0.87		solution consistency: 0.77		
P2	\sim age* \sim size* \sim tenure	0.59	0.14	0.85
	\sim married*age* \sim size*tenure	0.45	0.08	0.74
	male*age* \sim size*tenure	0.30	0.01	0.87
	\sim married* \sim age* \sim tenure	0.28	0.02	0.87
solution coverage: 0.74		solution consistency: 0.77		
P3	male* \sim married* \sim age*	0.20	0.03	0.91
	\sim CC* \sim size* \sim tenure	0.27	0.02	0.85
	\sim married* \sim age* CC * \sim ED* \sim size* \sim tenure	0.17	0.01	0.90
	male* \sim married* \sim age* \sim CC * \sim ED* \sim SR* \sim tenure	0.12	0.00	0.83
	\sim male* \sim married* \sim age*CC * \sim ED* \sim SR* \sim tenure	0.14	0.00	0.83
	\sim SR* \sim size*tenure	0.14	0.00	0.88
	\sim male*married*age* \sim CC * SR* \sim size*tenure	0.14	0.00	0.87
	\sim male*married*age*CC * ED* \sim SR*tenure	0.16	0.01	0.89
	\sim male*married*age* \sim CC * ED*SR*tenure	0.13	0.01	0.94
	\sim male* \sim married* \sim age* \sim CC*ED* \sim SR*size* \sim tenure	0.15	0.01	0.93
male* \sim married*age* \sim CC * \sim ED*SR* \sim size*tenure				
solution coverage: 0.60		solution consistency: 0.82		

and CC. ED remains influential, contributing to IVP across resilient and non-resilient employees, particularly when collaboration is weak. Notably, CC alone does not eliminate IVP, especially among young employees with low ED and short tenure.

Overall, these findings underscore the configurational nature of IVP: it is not driven by single factors but by specific combinations of demographic, organizational, and psychological conditions. ED consistently emerges as a critical driver, while resilience and collaboration interact in complex ways, sometimes buffering and other times amplifying IVP risk (see Table 8 for detailed results).

5. Discussion and conclusion

Emotional demands vis-à-vis presenteeism in B2B sales remain complex and underexplored. In this situation, emotional demands act as a double-edged sword, both a stressor and a driver of resilience. Sales professionals face intense pressure from high customer expectations, revenue targets, and volatile markets (Fleming et al., 2022; Lee & Gong, 2024), making presenteeism a critical issue. In relationship-driven industries (Bande et al., 2021; Yeniaras et al., 2024), presenteeism may seem necessary but often results in fatigue, reduced productivity, and disengagement. Accordingly, our findings speak to scholars and practitioners seeking to navigate the fine line between encouraging resilience and preventing harmful overwork, shedding light on how organizations can balance resilience-building with well-being in high-pressure B2B sales environments.

5.1. Theoretical implications

This study contributes to B2B marketing theory by reframing the role of emotional demands in sales. While traditionally viewed as stressors

Table 8
Causal configurations for voluntary presenteeism.

Proposition	Causal recipe	Raw coverage	Unique coverage	Consistency
P1	CC* ~ ED	0.63	0.05	0.80
	~CC*ED	0.64	0.03	0.82
	CC*SR	0.64	0.00	0.85
	ED*SR	0.66	0.00	0.85
	solution coverage: 0.86	solution consistency: 0.75		
P2	age* ~ size*tenure	0.59	0.22	0.87
	~male* ~ age* ~ size* ~ tenure	0.27	0.03	0.86
	married* ~ age* ~ size* ~ tenure	0.21	0.01	0.87
	~male*married*age*tenure	0.24	0.04	0.77
	solution coverage: 0.70	solution consistency: 0.81		
P3	male* ~ married* ~ age* ~ CC* ~ size* ~ tenure	0.18	0.02	0.83
	~married* ~ age*CC* ~ ED* ~ size* ~ tenure	0.28	0.02	0.87
	male* ~ married* ~ age* ~ CC* ~ ED* ~ SR* ~ tenure	0.16	0.01	0.85
	~male* ~ married* ~ age*CC* ~ ED* ~ SR* ~ tenure	0.13	0.00	0.86
	~male*married*age*CC* ~ SR* ~ size*tenure	0.15	0.00	0.89
	~male*married*age* ~ CC*SR* ~ size*tenure	0.15	0.00	0.92
	~male*married*age*CC*ED* ~ SR*tenure	0.15	0.01	0.94
	~male*married*age* ~ CC*ED*SR*tenure	0.16	0.01	0.91
	~male* ~ married* ~ age* ~ CC*ED* ~ SR*size* ~ tenure	0.12	0.01	0.91
	male* ~ married*age* ~ CC* ~ ED*SR* ~ size*tenure	0.14	0.01	0.91
	solution coverage: 0.59	solution consistency: 0.83		

that deplete energy and impair performance (Suh & Punnett, 2022), our findings suggest they can also foster resilience. Emotional demands may act as catalysts for adaptive behaviors, prompting salespeople to develop coping strategies and enhance their ability to recover from adversity (Al-Hawari et al., 2020). This perspective aligns with research indicating that when demands are perceived as challenges rather than threats, they can stimulate capability development (Bakker & Sanz-Vergel, 2013; Schilbach et al., 2021). By integrating these insights, we challenge the conventional view of emotional demands as purely detrimental and highlight their dual role: potential sources of strain or growth depending on individual and organizational factors (Ceschi et al., 2017; Good et al., 2021). Thus, emotional demands can strengthen resilience, enabling salespeople to thrive in high-pressure environments.

Second, our study extends JD-R theory in B2B marketing by examining voluntary and involuntary presenteeism among salespeople. Traditionally linked to health-related behaviors (Suh & Punnett, 2022), presenteeism is reconceptualized here as two distinct forms, each driven by distinct motivations. Our findings show that emotional demands positively influence both types, suggesting that salespeople under high emotional strain may either feel compelled to work despite reluctance (involuntary) or choose to remain present out of perceived obligation (voluntary). Prior research highlights similar dynamics: job demands such as time pressure, bullying, and work-family conflict often push employees to work while ill to avoid negative consequences (McGregor et al., 2016). Consistent with these studies, our results indicate that emotional demands exert a stronger effect on involuntary presenteeism, approximately twice that on voluntary, which underscores the role of external pressures over internal motivation. Evidence from Uslukaya and Demirtas (2023) supports this pattern, showing that Turkish teachers continue working despite poor health due to workload, economic hardship, and professional values. Salespeople may experience similar pressures, combining external constraints with internalized work ethics. By differentiating between voluntary (Rawat et al., 2024) and involuntary presenteeism (Karanika-Murray & Biron, 2020), this study adds theoretical depth, revealing that similar behaviors like remaining at work can stem from distinct psychological and contextual drivers. This nuanced understanding advances presenteeism research in B2B contexts and highlights the need for managerial strategies that address both external and internal factors shaping salespeople's decisions to work under strain.

Our findings highlight the divergent mediating role of salesperson resilience between emotional demands and two forms of presenteeism, advancing understanding of how emotional demands shape work

behaviors. While resilience has often been viewed as a general coping capability (Ceschi et al., 2017), we show its specific role in mediating between emotional demands and voluntary, but not involuntary, presenteeism. Support for H3a indicates that resilience enables salespeople to perceive emotional demands as challenges, enhancing grit and increasing the likelihood of voluntary presenteeism. Consistent with Schilbach et al. (2021), moderate levels of challenging demands may strengthen resilience, suggesting that both the type and intensity of job demands matter. In our study, salespeople largely viewed emotional demands as challenges, which enhanced resilience and encouraged discretionary behaviors. Relatedly, Lee and Gong (2024) show that resilience mediates between customer incivility and organizational citizenship behaviors, underscoring that resilient employees are more likely to engage in positive, extra-role contributions. Our findings suggest that salespeople who view emotional demands as challenges may consciously choose to work despite ill health, motivated by intrinsic commitment and a desire to support organizational functioning. Within the JD-R framework, resilience operates as a job resource that helps employees cope with demands and fuels motivation. We found resilience mediated emotional demands and voluntary presenteeism, but not involuntary presenteeism. This aligns with prior research showing job resources (e.g., autonomy, resilience, discretion) often mediate only specific outcomes (Castanheira & Chambel, 2010; Van De Voorde et al., 2016; Bağcı et al., 2026). Voluntary presenteeism reflects personal choice and internal motivation, making it more amenable to resilience effects, whereas involuntary presenteeism arises from external pressures beyond resilience's influence.

Moreover, we introduce collaborative culture as a moderating factor in the relationship between salesperson resilience and presenteeism. Our finding extends B2B research by demonstrating that collaborative culture, as a personal resource, can moderate the impact of salesperson resilience on employee behavior. In collaborative culture, where teamwork and mutual support are emphasized, salespeople may feel less need to engage in voluntary presenteeism as they can rely on their colleagues for assistance. This suggests that collaborative culture can reduce the pressure on resilient individuals to overextend themselves. In the case of voluntary presenteeism, it reduces overreliance on salespeople's resilience by dispersing tasks across the team, allowing them to better handle emotional demands. Conversely, our findings also indicate that collaborative culture does not moderate the link between salesperson resilience and involuntary presenteeism. This outcome provides a critical nuance to B2B research by highlighting the limitations of collaborative culture in mitigating the negative effects of emotional demands in B2B

sales. Even in collaborative environments, salespeople may still feel compelled to engage in involuntary presenteeism due to external pressures, such as client demands or sales targets, which a supportive culture may not alleviate. This suggests that while collaborative culture can help hedge against some negative outcomes of emotional demands, it may not be sufficient to address all forms of presenteeism, particularly when external pressures are at play.

Finally, integrating PLS-SEM and fsQCA provides complementary insights by combining linear and configurational perspectives on presenteeism. Across both, emotional demands (ED) are pivotal, and salesperson resilience (SR) supports voluntary presenteeism—often alongside collaborative culture (CC) in fsQCA pathways. Furthermore, fsQCA extends the PLS-SEM findings by uncovering patterns that linear models cannot capture. For instance, CC, which is positively associated with voluntary presenteeism in PLS-SEM, plays a dual role in fsQCA, sometimes buffering low resilience and other times amplifying the impact of emotional demands. The mediation observed in PLS-SEM, where ED influences voluntary presenteeism through SR, is echoed in fsQCA configurations that combine these conditions. Moreover, fsQCA adds nuance by integrating demographic and organizational factors, such as age, tenure, and firm size, demonstrating that presenteeism arises from complex condition sets rather than isolated variables. Overall, fsQCA enriches the interpretation of PLS-SEM results and offers a more holistic understanding of the drivers of presenteeism by illustrating equifinality, multiple pathways leading to the same outcome.

5.2. Managerial implications

Based on our findings, managers can implement several policies to improve employee well-being, enhance resilience, and reduce presenteeism. First, emotional demands were found to increase both voluntary and involuntary presenteeism, highlighting the importance of managing not only workload but also the emotional intensity of client interactions. When such demands are framed as constructive challenges rather than harmful burdens, organizations can respond through adaptive workload distribution, team-based support, and mental health initiatives.

Second, resilience mediates the relationship between emotional demands and voluntary presenteeism, but not involuntary presenteeism, indicating that resilience converts pressure into discretionary effort when challenges are perceived positively. Coaching, mentorship, and mindfulness programs can help salespeople build resilience to manage emotional demands and reduce stress. Managers should prioritize resilience training while recognizing its limits: resilience cannot offset involuntary presenteeism driven by structural pressures like job insecurity or rigid attendance policies. Collaborative culture plays a dual role. It reduces involuntary presenteeism through social support while dampening resilience-driven voluntary presenteeism, as employees rely on collective resources rather than individual grit. Team-building activities, reward systems that emphasize collaboration, and formal peer support networks can ease emotional burdens, which fosters inclusivity and knowledge sharing to reduce isolation and stress.

Finally, demographic findings suggest the need for differentiated strategies. Younger employees and those in small firms are especially vulnerable to involuntary presenteeism, often due to limited resources and perceived pressure to prove themselves. Structured mentoring programs can help young salespeople build resilience and reduce unhealthy presenteeism. Conversely, long-tenured employees may engage in voluntary presenteeism out of loyalty; for this group, managers should emphasize sustainable engagement by offering flexible arrangements and recognition of contributions.

5.3. Limitations and future research directions

Contributing to the organizational behavior and business literature, this study has limitations that suggest several avenues for future

research. First, scholars should examine the dual nature of emotional demands, identifying conditions under which they act as challenges versus hindrances. Future studies could explore other personal resources, such as emotional intelligence or coping strategies, and their interaction with job demands. Additionally, research should investigate how cognitive and physical demands influence voluntary and involuntary presenteeism, expanding the JD-R model's predictive scope. Finally, the distinction between voluntary and involuntary presenteeism warrants deeper analysis across diverse organizational contexts to clarify their unique antecedents and outcomes.

Additionally, future research should examine the long-term consequences of voluntary and involuntary presenteeism on well-being and performance. A longitudinal design incorporating temporal dynamics would reveal how presenteeism evolves over time and whether its effects persist or diminish. Complementary qualitative interviews could provide richer insights into underlying mechanisms and lived experiences beyond quantitative measures. Additionally, exploring cultural moderators offers promising directions. For instance, innovation or performance-oriented cultures may influence how job demands and personal resources interact with employee behaviors. Similarly, competitive culture could act as a counterbalance or “antidote” to collaboration, emphasizing individual performance and rivalry. Investigating how collaborative and competitive norms coexist and interact may clarify whether competitive culture mitigates or amplifies collaborative effects on resilience, stress, and well-being. Expanding B2B research to include these boundary conditions will deepen understanding of how job demands and resources shape workplace behaviors across diverse organizational environments.

Declaration of generative AI in scientific writing

During the preparation of this work, the authors used ChapGPT 4-o, Writesonic, and Quillbot in order to improve the readability of the paper. After using this tool/service, the authors reviewed and edited the content as needed and take full responsibility for the content of the published article.

CRediT authorship contribution statement

Rıfı Buğra Bağcı: Writing – original draft, Project administration, Methodology, Investigation, Formal analysis, Data curation, Conceptualization. **İsmail Gölgeci:** Writing – review & editing, Writing – original draft, Visualization, Project administration, Conceptualization. **Ömer Gizlier:** Writing – original draft, Visualization, Investigation, Formal analysis, Data curation. **Mahmut Demirkiran:** Writing – original draft, Investigation, Data curation.

Declaration of competing interest

The authors declare that he has no known competing financial interests or personal relationships that could have appeared to influence the work reported in this paper.

Appendix A. Supplementary data

Supplementary data to this article can be found online at <https://doi.org/10.1016/j.indmarman.2026.02.011>.

Data availability

Data will be made available on request.

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