

The Leadership Style of Managers and the Effect of Power Distance Perception on Job Insecurity in Bank Employees: A Research on the Mediating Effect of the Locus of Control*

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Abstract

In this study, it has been investigated whether the perception of job insecurity is affected by the leadership behaviors of the managers to which the employees are connected to the organization, and whether this effect is altered through the locus of control. It was also a matter of curiosity whether leadership styles would be affected by the employee's perception of power distance. The study includes public and private bank employees living in Antalya, Burdur and Isparta provinces. For this purpose, the data obtained by a survey method from 383 bankers were quantitatively analyzed. Analyses completed with IBM SPSS 23 and AMOS 17. Factor analysis, structural equation modeling were used as methods. As a result of the study, it has been observed that employees' perception of job insecurity is directly affected by their leadership style and perception of power distance, but the focus of control does not play an mediator role in these relationships.

Keywords

Job insecurity, Leadership styles, Locus of control, Bank employees, Power distance

* This article is derived from the doctoral thesis titled "Banka Çalışanlarının İş Güvencesizliği Algısında Yöneticilerin Liderlik Tarzı ve Güç Mesafesinin Etkisi: Kontrol Odağının Aracılık Rolü Üzerine Bir Araştırma", completed under the consultancy of Prof. Dr. Mustafa ÖZTÜRK and presented by Perihan Tüzün.

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To cite this article: Tuzun, P., & Ozturk, M. (2021). The Leadership Style of Managers and the Effect of Power Distance Perception on Job Insecurity in Bank Employees: A Research on the Mediating Effect of the Locus of Control. Journal of Social Policy Conferences, 80, 67-94. <https://doi.org/10.26650/jspc.2020.80.884060>

Introduction

The banking sector in Turkey, determined as the universe of research, emerges as a sector where technological infrastructure is used extensively. For example, enter the branches today, robots greet you, or you can send the money with only address, not with IBAN. Mechanization and robotization enable banking to become a job that one can do on his own through electronic applications. For this reason, many banks prefer to invest in information technology infrastructures rather than employing new personnel. Developed banking systems, applications such as internet banking and mobile banking are increasing the banking services out of branches every day, regardless of location and time. Therefore, banks may take measures such as closing branches or reducing the number of branch employees. These practices, which have great advantages for the employer such as cost and avoidance of responsibility, will allow employees to work on thorns. Employees ask themselves as “When will it be our turn?” or “When will I lose my job?” and these cause such concerns. These concerns can negatively affect the employees as much as those experienced after they are dismissed. This problem, called “job insecurity”, can arise from (1) changes in the working conditions of organizations, (2) as well as from the individual’s own characteristics or from the combination of changes in the organization and (3) the individual’s own characteristics.

The study was conducted with bank employees living in West Mediterranean region of Turkey. Private and public bank employees were included in the study. With the determination of private and public bank employees Antalya, Burdur and Isparta as the universe, it is aimed to research whether the bankers working in the West Mediterranean region are affected by the leadership style of the manager and their power distance, and whether the locus of control variable has an effect on the perception of job insecurity. The data were analyzed through SPSS 23 and AMOS 17 programs. First, the validity and reliability of the scales were calculated and it was decided that they were sufficient for analysis.

Then, nonparametric tests were applied as it was seen that the data were not suitable for normal distribution with the analysis. Values of meaningful and interrelated dimensions were shared with explanatory factor analysis. In the next step, confirmatory factor analysis models of the scales were created separately. Finally, the structural equation modeling (SEM) made it possible

to explain the relations between the dimensions and the results obtained in line with the findings of the study were presented.

The mediating role of the locus of control in the influence of the manager's leadership style and power distance in the perception of job insecurity of bank employees, which was determined as the main hypothesis, was examined. As a result of the study, it was seen that while the leadership style and power distance of managers have a direct effect on the perception of job insecurity of bank employees, when all variables are evaluated, locus of control has no mediating effect in any dimension.

In the conclusion and suggestions section, the issue that leadership style has a direct effect on bank employees and that power distance affects job insecurity, even if not as much as leadership, are discussed and comparisons have been made with the studies on these issues in the literature. Finally, precautions that can be taken and suggestions that can be made to reduce the perception of job insecurity experienced by bank employees, who are the focal point of the study, were made. In the literature, there is no study in which the perception of job insecurity, the leadership style of the manager, the power distance of the employee, and the locus of control are evaluated together. With this aspect, it is thought that the study will contribute to the literature.

Literature Review

Job Insecurity

The issue of job security has been evaluated within the new management and organizational structure that emerged within the framework of legal regulations and liberal economic policies until today (Çakır, 2007, p.117). Job insecurity was defined as "the weakness felt to maintain the desired continuity in a threatened job situation" by Greenhalgh and Rosenblatt (1984), among the first studies on the subject. According to another view, job security is defined as an individual's expectations about the continuity of the work situation (Davy et al., 1997, p.323). Job insecurity experience depends on a person's probability of losing their job and the perceived severity of this effect (Hartley et al., 1991, p.43). Job security has been considered as an important research topic for social economists because it has a structure that affects human dignity and social justice. Job security is directly related to human dignity, as it affects the ability

of employees to meet their basic physiological and safety needs. For example, psychologists have defined job security as an important source of personal stress that includes anxiety and fear (Bertaux and Queneau, 2002, p.1). According to Dereli (2012), job security has been defined as a mechanism that will prevent the guarantee that a person has about getting a job, and the employer's arbitrarily changing work conditions and arbitrarily termination of the employment contract after they are employed.

Based on the above definitions, it would not be wrong to call the deficiencies of those mentioned as job insecurity. In the literature, job insecurity is considered as a more common concept than job security (Ashford et al., 1989; Hellgren et al., 1999; Burchell et al., 2002; Çakır, 2007; De Witte et al., 2010; Seçer, 2011; Dereli, 2012; Dursun, 2013).

The issue of job insecurity first came to the agenda with the loss of a large group of workers in the USA after the "Great Depression" in the 1930s. Then, with the rapid changes in the industrial structure and the mergers and acquisitions that started in the mid-1960s, it was understood that it was a subject to be researched. In the first place, the job insecurity variable has been considered as a part of job satisfaction in many studies, especially the research conducted by Hackman and Oldman (1975) (Greenhalgh and Rosenblatt, 1984). Greenhalgh and Rosenblatt (1984) defined job insecurity as the weakness to maintain the desired continuity in a threatened job situation. De Witte (1999) mentions that job insecurity is globally related to people who are afraid of losing their jobs and becoming unemployed. More recently, Burgard and Seayla (2017) cite perceived job insecurity as a broad sense of job loss and threat perception or a general concern about the continued existence of work in the future.

An individual's concerns about the continuation of his job (quantitative insecurity) and concerns about the possibility of loss of important job characteristics (qualitative insecurity) can yield different results (Hellgren et al., 1999, s.179). The loss of important job characteristics is expected to have a strong psychological effect on people affected by such feelings, because there is a risk of losing economic and other valuable values of life (Ashford et al., 1989). As noted by Greenhalgh and Rosenblatt (1984, p.441): "the loss of valuable job attributes is an important but often overlooked aspect of job insecurity."

Quantitative job insecurity refers to concerns about the future existence of the current job. Qualitative job insecurity is related to the perceived threats of quality impairment in the employment relationship, such as deterioration in working conditions, lack of career opportunities, and reduced salary development (Hellgren et al., 1999, p.182).

Leadership Styles

Leadership is one of the most interesting and focused topics of social scientists, both because it is one of the management functions and its subject is entirely human. The concept of leadership, which means intertwined with management and administratorship, has been studied a lot by management scientists and it seems that it will continue to be studied for a long time. The most basic, ancient and comprehensive approach defining leader and leadership is based on human characteristics. It is known that ancient Greek thinkers such as Aristotle, Socrates and Plato have views on the characteristics that distinguish rulers from other people (Adair, 2002, p.6).

The conceptualization of leadership generally includes four central elements. Leadership;

- (a) is a process,
- (b) requires an influence,
- (c) occurs in a group setting or context,

(d) involves achieving goals that reflect a common vision (Hunt, 2004; Shortell and Kaluzny, 2006; Northouse, 2007; Shaw, 2007; Cummings et al., 2018).

In order to understand the changes that leadership has undergone, it will be useful to examine four basic leadership theories. (1) "Traits Theory", which defends that leadership stems from the personal characteristics of the leader, (2) "Behavioral Leadership Theories" that emphasize the importance of the leader's behavior while leading rather than the characteristics of the leader, (3) "Contingency Leadership Theories" that emphasize the conditions that exist while leadership is displayed. (4) "Transformational, Interactionist, Charismatic Leadership and Leader-Member Exchange Theories", which are considered to be more recent than others (4), will be examined (Fairholm and Fairholm, 2009, p.6; Koçel, 2014, pp.676-699; Eren, 2016, pp:501-502).

Due to the varying leadership and the need for leadership in organizations, it would be appropriate to refer to modern approaches that emerged chronologically later in leadership. For this reason, it is necessary to explain the concepts of Charismatic leadership, Interactionist and Transformational leadership and Leader-member exchange theory, which are called new approaches in leadership. In this study, it would be appropriate to talk about the essence of leader member exchange, as analyzes will be conducted through leader member exchange. Because of the stressful nature of the banking sector, which is always competing with time and the sales pressure is intense, it is thought that the leadership style of the first managers with whom the employees are in contact affects the perception of job insecurity that people feel.

Leader-member exchange theory explains the nature of the relationship between leaders and followers and how this relationship affects the leadership process. Graen (1976) divided employees into two groups as in-group and out-of-group. The relationship between the leader and each group is different, so the type of work of the members of each group is affected. Research often supports this theory and has been concerned with investigating the relationship of each follower to the leader (as opposed to the general or average leadership style) (Horner, 1997, p.272). Graen and Cashman (1975) suggested that exchange relationships are established on the basis of personal compatibility and sub-competence and reliability. Over time, it is predicted that a leader is likely to establish a high change or low change relationship with each subordinate (Yukl, 2010, p.122).

Power Distance and Locus of Control

In Hofstede's research to define national cultures, 4 different criteria named as "dimension" are mentioned (Karaçelebi, 2016, p.6). It has been mentioned that four different criteria emerge in almost all possible combinations. These four different criteria are largely independent of each other:

1. Individualism versus collectivism,
2. High or Low Power Distance;
3. Avoiding Uncertainty;
4. Masculinity or femininity (Hofstede, 1980 b, pp.45-47).

In organizations, inequality in management is inevitable and functional. This inequality often arises in hierarchical boss-subordinate relationships. The term power distance is derived from the work of Dutch social psychologist Mauk Mulder (1971; 1977). Mulder (1977), basing his theory of power distance on laboratory and field experiments with simple social structures, defines power as “the potential to determine or direct the behavior of another person or another event more than the other direction” and power distance as the “degree of inequality”. (Hofstede, 2001, p.83). At the same time, it would not be wrong to say that the individual, group or society is a ranking form in terms of dignity, power, authority, material wealth, wealth and status (Ertürk, 2014, p.43). According to Hofstede (2001, p.83), the power distance between a “P” boss and an “S” employee, as he took from Mulder, consists of the difference between the degree to which he can determine the behavior of the “P” and the degree to which he can determine the behavior of the “P”.

Power distance, which expresses to what extent the inequality based on power and hierarchy is acceptable in both societies and businesses, is classified into two categories as high and low power distance (Ertürk, 2014, p.44).

Hofstede (2001, p.87), in his study on intercultural values with IBM employees, found that the power distances in countries such as Malaysia, Guatemala, Panama, Philippines, Mexico and Venezuela are quite high compared to other countries. He listed the mentality of the employees of this country with high power distance in the face of events as follows;

- There must be a sequence of inequality in which everyone has a rightful place in this world; this rank should be maintained high and low.
- Few people are independent, the remaining majority must depend on them.
- Hierarchy means existential inequality.
- Superiors see their subordinates as different kinds of people.
- Subordinates see their superiors as different types of people.
- Superiors are not accessible.
- Power is a fundamental phenomenon for society to distinguish between good and bad.

- Power holders have privileges.
- Those in power should try to appear as powerful as possible.
- Being oppressed is being a criminal.
- The way to change a social system is to take power.
- Other people are potentially dangerous for someone's power, rarely can be trusted.
- There is always a hidden conflict between the strong and the weak.
- Cooperation among the weak is difficult to attain due to low-faith human norms (Hofstede, 1980 b, p.46).

Societies that try to reduce inequalities stemming from power are those with low power distance (Terzi, 2004, p.68). Again, within the scope of Hofstede's research, countries with low power distance have listed their thinking styles against different events as follows;

- Inequality in society should be minimized.
- All people living in the community should be dependent on each other.
- Hierarchy refers to role inequality established for convenience.
- Superiors acknowledge that their subordinates are people like them.
- Subordinates accept that their superiors are people like them.
- Tops are accessible.
- The use of force must be legitimate and judged to be good or bad.
- Everyone should have equal rights.
- Those in power should appear less powerful than they are.
- Systems should be blamed, not individuals, in cases where a crime would be considered.
- Renewal of a social system is done by redistributing power.
- People of varying strengths feel less threatened and more prepared to feel safe.

- There is a secret harmony between the strong and the weak.
- Cooperation among the weak can be based on solidarity (Hofstede, 1980 b, p.46).

One of the determinants of the perception of job insecurity is the “Locus of Control”. It is a concept that has an impact on decision-making processes in all areas of work life. According to Rotter (1966), the role of reinforcement, reward or satisfaction plays an important role in the acquisition and performance of students’ skills and knowledge, universally due to human nature. However, an event that is accepted as a reward or reinforcement by some people can be perceived and reacted differently by others. The effect of a boost on a person after a behavior depends on whether the person perceives a causal relationship between his own behavior and reward. When an act of reward occurs after one’s own action, it is often perceived that it is under the control of forces such as luck and fate, as it is thought that this reward is not necessarily connected with one’s own action. While the situations in which the event is perceived by the person in this way are defined as “belief in external control”, if the person has the perception that the event occurs depending on his own behavior or his own permanent characteristics, it is named as “belief in internal control”. Since those with an internal locus of control think that the rewards given come true after their actions, these rewards may appear in them as a more enthusiasm to work. However, people with an external locus of control may think that the pressure on them will increase rather than the enthusiasm to work.

In the framework of the theory of Rotter, the internal and external locus of control mean the degree of perception of success and failure depending on an individual’s personal initiatives (Andrisani and Nestel, 1976, p.156). For the first time, Rotter used the internal locus of control in his social learning theory in order to describe the people who believe that his own behavior is determined by the positive reinforcers and rewards he receives (Rotter, 1954 transmitting Özbezek, 2018, p.88). It is said that those who assign control of events to themselves have an internal locus of control (Spector, 1982, p.482). When a reinforcer is perceived as following one’s own action but not completely dependent on his action, that is, when it is perceived as being under the control of luck, fate, the powerful, or is considered unpredictable due to the great complexity of the forces surrounding the person, it is stated that the individual is focused on external control (Bakan, 1966, p.1).

The Leadership Style of Managers and the Effect of Power Distance (PD) on the Perception of Job Insecurity (JI) of Bank Employees: A Research On The Intermediary Role of the Locus Of Control (LC)

Method

In this part of the study, the method of the research, the sample, information on the measurement tools used in the study and the methods used in data analysis are given.

The Sample of the Research

The data related to the research were collected between 01/11/2019 and 30/04/2020. Written permission was obtained from the Süleyman Demirel University Social and Human Sciences Ethics Committee to conduct the study (Date: 21/10/2019, Number: 82/4). In addition, informed consent was obtained from the participants during the data collection process. The number of employees in the “Distribution According to Provinces and Territories of Bank Employees” report by Banks Association of Turkey (TBB), dated as the end of December, 2018, were taken into account. Since the most up-to-date issues were published by the Authority (TBB) as of the end of 2018, these figures were used. According to the report, at the end of December, 2018, in Antalya province, while a total of 5482 people work in the private and public banks, these numbers are 637 employees in the province of Isparta and Burdur province has got 395 employees (Banks Association of Turkey). The size of the universe is (5482 + 637 + 395) 6514 people. It can be said that the sample size of 370 will be sufficient, based on studies that indicate that the sample size that should be obtained in the research population should be $n = 370$ ($N = 10000$) at 95% confidence level. The stratified sampling method was used to collect the data. In stratified sampling, the research universe is divided into various layers in terms of variables that are expected to have an impact on the research problem. Units to be included in the sampling are selected randomly from these strata (Gürbüz and Şahin, 2018, p.136).

Data Collection Tools

The research is a study where data analysis has been performed using quantitative research method. The feature of quantitative research is that it allows quantitative inferences and interpretations to be made based on a

previously prepared data collection tool. For this reason, the questionnaire method, which is frequently used in quantitative research methods, was preferred. The most appropriate method to reach a sufficient sample size for the study is the survey method (Gürbüz and Şahin, 2018, p.175). Information on the scales is shown below.

Demographic information is included in the first part of the questionnaire. The second part of the questionnaire form, the job insecurity perception scale consisting of 9 statements, Ashford, Lee and Bobko (1989); De Witte (1999); It was created by Hellgren, Sverke and Isaksson (1999) in order to measure the perceived job insecurity and translated into Turkish by Şeker (2011) (Dede, 2017, p.135). In the third part, in order to determine the leadership style of managers, Liden and Maslyn (1998) and Baş et al. (2010), a 12-item leader-member exchange (LMX) scale, which has four sub-dimensions: loyalty, influence, contribution to change and professional respect, has been used. In the fourth part of the questionnaire form, it was developed by Dorfman and Howell (1988) in order to measure employees' perception of power distance, and Clugston et al. (2000), and the scale adapted to Turkish by Bolat (2011, pp.194-195) was used. The power distance scale is a one dimensional scale consisting of 6 statements. In the fifth and last chapter, it was developed by Spector (1988) to measure the person's locus of control perception and "Locus of Control" scale was used, which was translated and adapted into Turkish by Prof. Mustafa Paksoy. The items in all scales were measured with a five-point Likert-type assessment ranging from "1: strongly disagree" to "5: totally agree" and the calculated Cronbach Alpha value of the scale is 0,721 (Özbezek, 2018, p.101). Its reliability was found to be sufficient (Nunnally and Bernstein, 1994).

Hyphothesis

The hypotheses formed for the study are indicated in the Table 1 below.

Table 1
Hyphothesis

| Code | Hyphothesis |
|------|---|
| H1 | There is a significant relationship between leader-member exchange and perception of power distance (and its sub-dimensions) and job insecurity perception. |
| H2 | Leader-member exchange and perception of power distance (and its sub-dimensions) have a significant effect on the perception of job insecurity. |
| H3 | Locus of control has a mediating effect on the perception of job insecurity (and its sub-dimensions) of leader-member exchange and power distance. |

Data Analysis

In the study, an average value was calculated for each individual's dimensions by taking the average of the answers given to the sub-dimensions of Job Insecurity (JI), Manager's Leadership Style (LMX), Perception of Power Distance (PD) and Locus of Control (LC). Whether a data shows a normal or close distribution can be understood by various methods. One of these methods is the Kolmogorov-Smirnov test. The significance of this test result ($p < 0.05$) means that the data are not normally distributed (Gürbüz and Şahin, 2018, p.214). As a result of the Kolmogorov-Smirnov test, it was observed that the distributions were not normal. For this reason, non-parametric tests were used to determine the differences between the levels of demographic characteristics such as gender, age, and marital status, taking into account the averages of the scores given to the questions in these sub-dimensions.

Results

In this part of the research, firstly, the information about the variables and then the test results of the hypotheses are included.

Table 2 shows the fit values all of the scales. Firstly, in the first-level confirmatory factor analysis (CFA) performed for the job insecurity scale, the two-factor model suggested goodness of fit values (Gürbüz and Şahin, 2018, p.345) and very good fit values ($GFI = 0.923$, $GFI > 0.90$). Then, since the goodness of fit was not at the expected level in the first-level confirmatory factor analysis for Leader-Member Exchange scale ($GFI < 0.90$), question Y25 was excluded from the analysis. As a result of the fit analysis performed after the update ($GFI = 0.928$, $GFI > 0.90$), the goodness of fit was very good. The proposed four-factor model has good compatibility with the data. Thirdly, fit values for the power distance perception scale were calculated. Since the goodness of fit was not at the expected level in the first level confirmatory factor analysis ($GFI < 0.90$), question no. G37 was removed from the analysis and questions no. G38 and G39 were modified. As a result of the fit analysis made after the update ($GFI = 0.989$, $GFI > 0.90$), the goodness of fit was very good. The proposed model has good compatibility with the data. Finally, since the goodness of fit was not found at the expected level in the first-level confirmatory factor analysis for the locus of control scale ($GFI > 0.90$), questions K41 and K42 and K44 and K45 were modified to increase the fit. As a result

of the fit analysis performed after the update ($GFI = 0.886$, $GFI < 0.90$), the goodness of fit approached to an acceptable level. Not only calculated GFI's acceptable, but also all of the calculated CFI values are acceptable (Gürbüz and Şahin, 2018, p.345). Although it is considered that RMSEA values higher than 0.8 are not sufficient for fit, it is accepted as an average fit value up to 0.10 (Kline, 2005; MacCallum, 1996). $RMSEA = 0,10$ for LMX and $RMSEA = 0,10$ for JI values are average fit values.

Table 2
Fit values of scales

| Ölçek | Ki-Kare (CMIN) | DF | RMR | GFI | AGFI | CFI | RMSEA | Average SS |
|-----------------------------------|----------------|----|-------|-------|-------|-------|-------|------------|
| Leader- Member Exchange (LMX) | 135,777 | 29 | 0,059 | 0,928 | 0,863 | 0,953 | 0,10 | 2,64±0,711 |
| Perception of Power Distance (PD) | 9,037 | 4 | 0,030 | 0,989 | 0,960 | 0,990 | 0,06 | 3,46±0,751 |
| Perception of Job Insecurity (JI) | 139,037 | 26 | 0,104 | 0,923 | 0,866 | 0,936 | 0,10 | 2,38±0,781 |
| Locus of Control (LC) | 244,133 | 62 | 0,082 | 0,886 | 0,833 | 0,913 | 0,09 | 2,94±0,715 |

Structural Equation Model (SEM)

The structural equation model predicted at the beginning of the study is shown in the

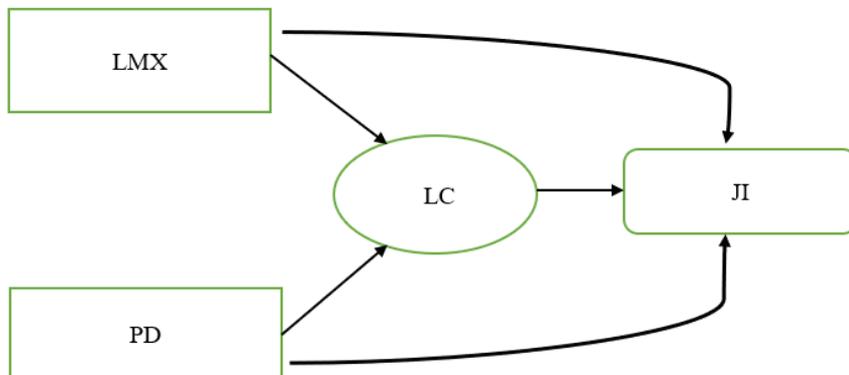


Figure 1. Proposed Structural Equation Model

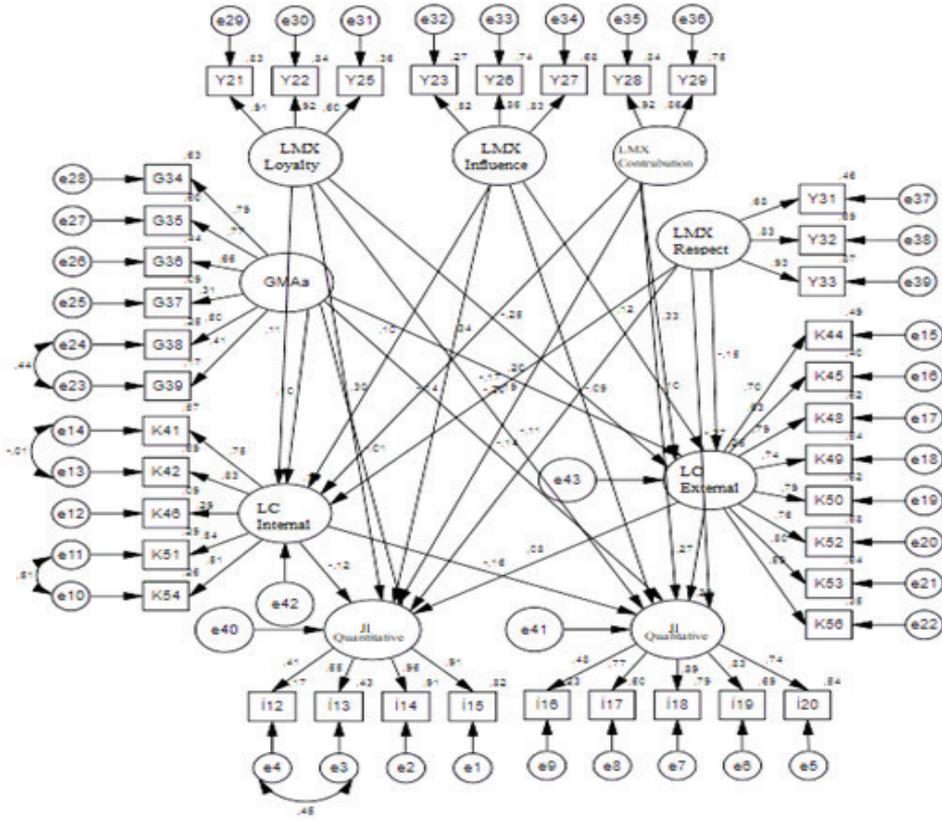


Figure 2. Structural Equation Model

According to the structural equation model shown in the figure, internal locus of control (LC internal) and external locus of control (LC external), Power distance perception (PDA), Leader-member exchange (LMX loyalty, LMX influence, LMX contribution, LMX respect) are calculated as above. It has been found that there is no intermediary effect between the perception of qualitative and quantitative job insecurity (JI quantitative, JI qualitative).

The fit values of the structural equation modeling are shown in the Table 3. Chi-square / df = 3,837. Since the chi-square / df is less than 5, it can be said that the fit of the model is at an acceptable level (Gürbüz and Şahin, 2018, p.345).

Table 3
Structural equation model fit values

| Model | Ki-kare (CMIN) | DF | RMR | CMIN/DF | GFI | AGFI | CFI | RMSEA |
|---------|----------------|-----|-------|---------|-------|------|-------|-------|
| Default | 2585,9 | 674 | 0,185 | 3,837 | 0,715 | 0,67 | 0,752 | 0,091 |

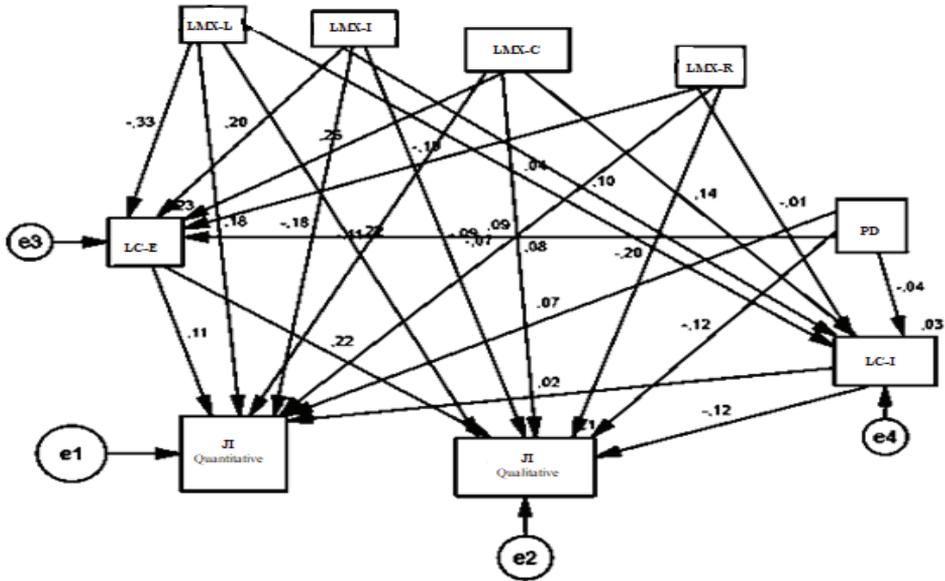


Figure 3. Structural Equation Model with General Averages

When the figure is examined, the direct relationship between LMX Loyalty sub-dimension and JI Qualitative is an inverse and close to weak relationship ($r = -0.22$, $0.00 < r < 0.25$). The relationship between LMX Impact and JI Qualitative is inverse and very weak ($r = -0.08$, $0.00 < r < 0.25$). The relationship between LMX Contribution and JI Qualitative is 0.04. The relationship is the same and a very weak relationship. LMX is an inverse and almost weak relationship between Respect and JI Qualita ($r = -0.20$, $0.00 < r < 0.25$). When the direct relations of all sub-dimensions of LMX with JI Quantitative are examined, there is a similar and weak relationship between LMX Loyalty and JI Quantitative ($r = 0.21$), while LMX Impact and JI Quantitative correlation is inversely and close to weakness ($r = 0.21$). $= -0.22$). There is a same directional and very weak ($r = -0.12$) relationship between LMX Contribution and JI Quantitative. There is an inverse and very weak relationship between LMX Respect sub-dimension and JI Quantitative ($r = -0.08$). The relationship between

PD dimension and JI qualitative ($r = -0.12$) is an inverse and very low level relationship. The relationship between PD size and JI quantitative ($r = 0.09$) is in the same direction but at a very weak level. The relationship between the LMX Loyalty dimension and the JI qualitative ($r = -0.1$) over the LC is a very low and inverse relationship. The relation of the LMX Impact sub-dimension over the LC interior with the JI qualitative ($r = -0.01$) is inversely and at a very low level. The JI qualitative ($r = 0.00$) relationship was not found between the sub-dimension of LMX Contribution and LC Internal. The relation of the LMX Respect sub-dimension with JI Qualitative over LC Internal ($r = -0.01$) is very low and reverse. When we look at the relationship of PD with JI Qualitative through LC Internal, it is understood that the relationship level is very low ($r = -0.01$) and in reverse direction. The relation of all sub-dimensions with JI quantitative ($r = 0.10$) on the inside of the LC is a very low level and the same direction. In addition, when the direct effects were eliminated, there was a small increase ($r = 0.11$) in the LMX Loyalty sub-dimension, the relationship level remained the same in the LMX Influence and Respect, and PD dimensions, and a small decrease in the LMX Contribution sub-dimension ($r = 0.09$) happened. When we look at the sub-dimensions of LMX Loyalty, LMX Influence, LMX Contribution, LMX Respect, and the relationship of PD with JI Qualitative through LC External, the relationship levels for each sub-dimension were again calculated as very low ($r = 0.12$). When we look at the sub-dimensions of LMX Loyalty, LMX Impact, LMX Contribution, LMX Respect, and the relationship of PD with JI Quantitative over LC External, the r value was calculated as 0.14 and a very low relationship in the same direction in all sub-dimensions.

In the structural equation model developed, when all dimensions of LMX and the effects of PD on JI (qualitative and quantitative) over LC (both internal and external) were removed, the effect of LC on JI did not change at all, consequently, the effect of LMX and PD on LC. It was determined that there is no mediator effect on JI size. Only external locus of control (CO external) has an effect of 0.12 on the perception of qualitative job insecurity (JI qualitative). However, when the JI (qualitative and quantitative) direct relation of each sub-dimension is removed from the model sequentially, it was observed that the effect of LC on JI qualitative did not change, only in the LMX loyalty sub-dimension, this effect increased from 0.12 to 0.17. In the light of this information, when the direct effect on the perception of qualitative job insecurity is eliminated

through the loyalty sub-dimension of the leader-member exchange, this effect becomes very mildly effective in individuals with external locus of control. Sample structural equation modeling related to all sub-dimensions of LMX and whether PD has a direct and external mediating effect on LC is shown in Figure 4.

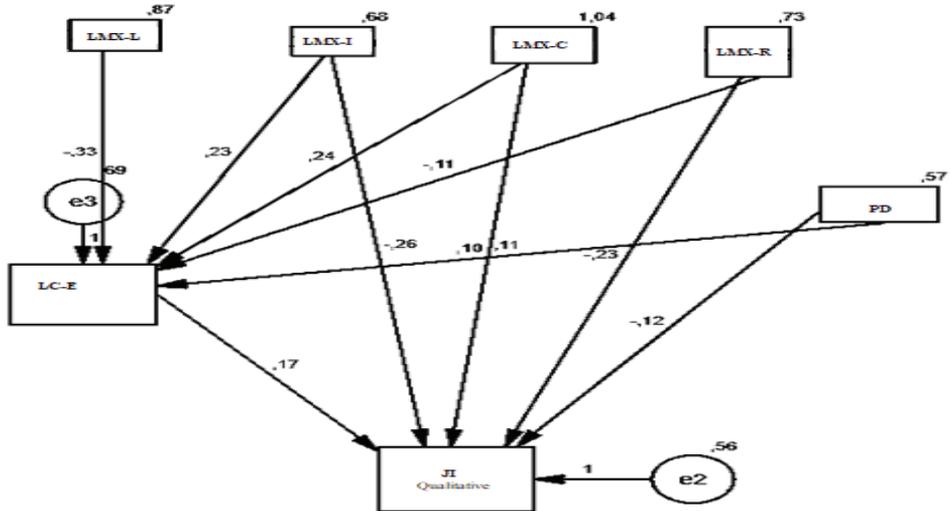


Figure 4. SEM Prediction on the Perception of Qualitative Job Insecurity by External Locus of Control

In addition, the changes that occur when the direct effects of all sub-dimensions are removed, respectively, are shown in Table 4.

Table 4

Effects changes on JI qualitative sub-dimension of all variables when the effect of LC internal and LC external mediators is removed from the model

| | to LC external effect | to JI Qual. direct effect | from LC ext. to JI Qual. effect | to LC int. effect | from LC int. to JI Qual. effect |
|------------------|-----------------------|---------------------------|---------------------------------|-------------------|---------------------------------|
| LMX Loyalty | -0,33 | -0,22 | 0,12 (0,17) | 0,03 | -0,01 (-0,02) |
| LMX Influence | 0,23 | -0,08 | 0,12 (0,12) | 0,1 | -0,01 (-0,01) |
| LMX Contrubution | 0,24 | 0,07 | 0,12 (0,14) | 0,11 | 0,00 (0,00) |
| LMX Respect | -0,11 | -0,2 | 0,12 (0,14) | -0,01 | -0,01 (-0,01) |
| PD | 0,11 | -0,12 | 0,12 (0,11) | -0,04 | -0,01 (-0,01) |

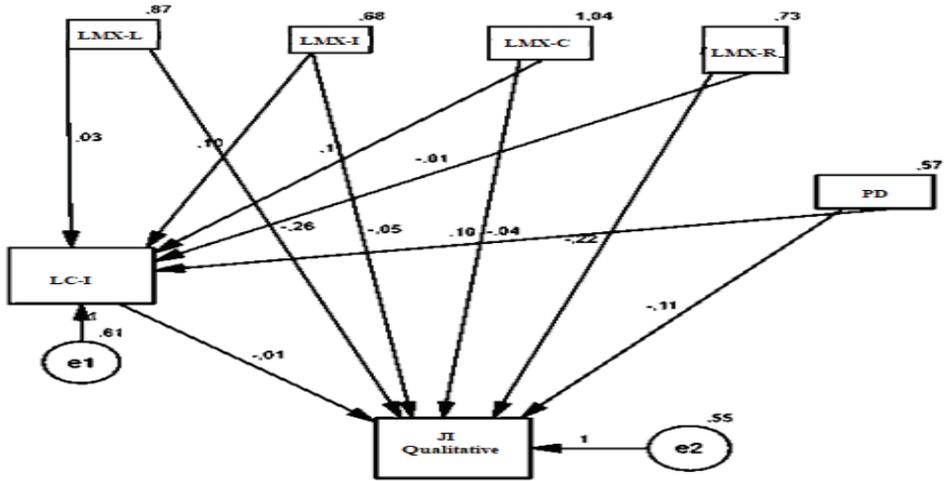


Figure 5. SEM Prediction on Internal Locus of Control's Perception of Qualitative Job Insecurity

In addition, the changes that occur when the direct effects of all sub-dimensions are removed, respectively, are shown in Table 5.

Table 5
Effects changes on JI quantitative sub-dimension of all variables when the LC internal and LCexternal mediator effects are removed from the model

| | to LC external effect | to JI Quan direct effect | from LC ext. to JI Quan. effect | to LC int. effect | from LC int. to JI Quan. effect |
|------------------|-----------------------|--------------------------|---------------------------------|-------------------|---------------------------------|
| LMX Loyalty | -0,33 | 0,21 | 0,14 (0,10) | 0,03 | 0,10 (0,11) |
| LMX Influence | 0,23 | -0,22 | 0,14 (0,12) | 0,1 | 0,10 (0,10) |
| LMX Contrubution | 0,24 | -0,12 | 0,14 (0,12) | 0,11 | 0,10 (0,09) |
| LMX Respect | -0,11 | -0,08 | 0,14 (0,14) | -0,1 | 0,10 (0,10) |
| PD | 0,11 | 0,09 | 0,14 (0,15) | -0,04 | 0,10 (0,10) |

The results of the suggested hypotheses are shown in Table 6.

Table 6
Hypothesis Results

| Code | Hypothesis | Results |
|------|---|--------------------|
| H1 | There is a significant relationship between leader-member exchange and perception of power distance (and its sub-dimensions) and job insecurity perception. | Partially accepted |
| H2 | Leader-member exchange and perception of power distance (and its sub-dimensions) have a significant effect on the perception of job insecurity. | Partially accepted |
| H3 | Locus of control has a mediating effect on the perception of job insecurity (and its sub-dimensions) of leader-member exchange and power distance. | Rejected |

Discussion and Conclusion

Despite the fact that the technology and informatics sector can be improved every minute and the development of automation processes make life easier for employees in all sectors, it also brings a serious threat of unemployment. Since banking is a sector that uses technology very well, constantly investing in its development and can afford it in monetary terms, it will not be wrong to say that unemployment causes an increasing threat for the banking sector employees from the perspective of human resources. Probst (2002), who mentioned the change in job characteristics related to organizational technology, mentions that the end of the need for the employee due to technological changes or the difficulty in adapting to the new order after the technological change may cause the person to feel job insecurity.

Employees of the bank, especially those working in departments that continue their business using the bank's system infrastructure, are more affected by rapid technological developments. To give as an example, the deposit and withdrawal transactions made intensively by the teller clerks are made up to certain limits, through ATMs (Automatic Teller Machines) located in front of the branches or in other locations. This situation provides an opportunity for the employee to be sacrificed more easily by the employer, considering the box office position. Not only the box office employees, but also those working in many different departments of the bank are affected by this threat both psychologically and physiologically. For example, employees in marketing departments are one of the units that feel the job insecurity at the highest level as stated in the findings of the study. It is clear that the employees in the marketing staff experience job insecurity not only due to technological developments, but also because of the target and sales pressure on them with even greater violence. Although

performance evaluations of public bank employees have been applied more seriously in the last 5-10 years, employees in the marketing staff of private banks are more affected by the perception of job insecurity. Even though factors such as state sanctions, articles in the labor law, long seniority of the employee, and union activities limit the employers to a certain extent, the employer can take shelter in various excuses when he wants to dismiss the employee.

In this study, only the locus of control was considered as the mediating effect, but when the direct effect of leadership style (within the framework of leader-member exchange theory) on the perception of job insecurity was examined, it was revealed that the manager's leadership style was effective in all sub-dimensions of job insecurity. As leader-member exchange increases, there is a decrease in both qualitative job insecurity and quantitative job insecurity. Similarly, in another leadership research, Castanon (2006) obtained results that support the moderate effects of transformational leadership on the perception of job insecurity. This means that the results obtained with transformational leadership, where leader-member exchange occurs at a higher level than other leadership types, is similar to this study. Probst, Jiang, and Graso (2016) found that the quality of the bilateral relationship between managers and subordinates is significantly associated with the negative health and safety consequences of job insecurity. Sarp et al. (2019) made on paternal leadership, not being at work and job security. As a result of the study of (2019), a positive relationship was found between the paternal leadership perception of research assistants and job security. Accordingly, it was mentioned that the paternal leader provides support to his employees in terms of job security and can provide a healthy working environment. The effect of the leadership style examined in this study on people's job insecurity perception is similar to the literature. The structural equation modeling estimation made in the study also supported that the variable with the highest value on the perception of job insecurity is the leadership style of the manager (leader-member exchange).

Based on the relationships on structural equation modeling (SEM), direct relationships between all dimensions are generally found to be weak. For this reason, in cases where leader- member exchange is high, it cannot be said that the relationship between the perception of job insecurity is affected by this height. Although high leader-member exchange means that there is a positive communication between the employee and the leader, this good communication

does not have a positive or negative effect on job insecurity. In the study conducted by Porter and Roberts (1976), three communications in job insecurity are mentioned and the most important one is between a top manager and an employee. He explained that the reason is that employees learn organizational information from first-level managers. However, such a relationship can be partially mentioned in this study.

As the perception of power distance increases, the relationship between the perception of quantitative job insecurity is almost not affected, but as the perception of power distance increases, the perception of qualitative job insecurity decreases to some extent. Since qualitative job insecurity is not a complete job loss, but a phenomenon that occurs when there is a negative change in the current conditions of the job, the decrease in the perception of qualitative job insecurity could not be considered as a predicted result as the perception of power distance increases. As the distance of power increases, it is more difficult to communicate with the manager to whom the employee is connected and the manager is seen as inaccessible. Therefore, at the beginning of the study, it was thought that as the power distance increased, the qualitative job insecurity that people perceived would not decrease, but would increase.

When it comes to the relationship between the influence sub-dimension of the leader member exchange and the perception of job insecurity, there is a slight decrease in the perception of qualitative job insecurity when the employee is affected by the leader. Employees who are affected by their managers think that as the level of influence increases, the qualifications of the job related to their current job (excluding dismissal) will not change negatively. It is an expected situation for the employee to feel safe and secure to the extent that the manager affects the employee. In terms of the quantitative job insecurity sub-dimension, the relationship was found to be similar to the qualitative job insecurity, but the level of the relationship was higher than the qualitative job insecurity perception. The more the manager can affect the subordinate, the lower the perception that the subordinate will be dismissed. This result is an expected result, just like the perception of qualitative job insecurity. The same relationship with qualitative job insecurity is also valid in the contribution sub-dimension of leader member exchange. However, when the quantitative job insecurity is analyzed in terms of the leader-member exchange contribution sub-dimension, the relationship is found to be in the same direction. This means

that as the employee's desire to contribute to the leader increases, the anxiety of losing his job also increases. In general, the two effects can be mutually triggering, and as the anxiety of losing their job increases, the desire to contribute to the leader may increase.

Considering the effects of the locus of control on the perception of job insecurity, as can be seen on the structural equality model, there is a negative relationship between the qualitative job insecurity perception felt by employees with a low level of internal control. Employees with a high internal locus of control feel a little bit less of job insecurity. Internal control-oriented employees, who tend to attribute the causes of the events to themselves, feel job insecurity at a lower level than employees with an external locus of control. On the subject, Misafir (1966) stated that people with an internal locus of control tend to be less affected by environmental events and have more power to cope with the risks faced in the work environment. Ashford et al. (1989), those with an internal locus of control generally see environmental events as less of an impact and believe they have the power to resist any threat their environment may pose. Therefore, he feels less job insecure. König et al. (2010) and Keim et al. (2014) found the same results. All of the studies mentioned are similar to the results found in this study.

The relationship between the leader-member exchange and the perception of power distance and qualitative job insecurity in terms of the mediating effect of the internal locus of control is the same in all aspects and has a very weak relationship. This means that when there is an increase in leader-member exchange in all sub-dimensions or power distance perception, the mediating effect of internal locus of control, albeit at a low level, is in question in the increase of the perception of qualitative job insecurity. In terms of leader-member exchange, the perception of power distance and the mediating effect of external locus of control, the relationship between the perception of qualitative job insecurity is the same in all aspects and very weak. This means that when there is an increase in the leader-member exchange in all sub-dimensions or power distance perception, there is a mediating effect of external locus of control, albeit at a low level, in the increase of the perception of job insecurity.

As a result, there are qualitative and quantitative factors that directly affect the perceptions of job insecurity among the variables. However, as predicted at the beginning of the study, when the sub-dimensions of locus of control, leader-member exchange, and power distance are examined together, it has

been determined that they do not have any mediating effect on their effects on job insecurity. This result is thought to be because the study was conducted together in public and private banks. In the study conducted by Porter and Roberts (1976), three communications in job insecurity are mentioned and the most important one is between a top manager and an employee. He explained that the reason is that employees learn organizational information from first-level managers. However, in this study, such a relationship can be mentioned partially. Probst, Jiang, and Graso (2016) found that the quality of the dyadic relationship between supervisor and subordinate had a significant impact on the extent to which job insecurity is associated with adverse health and safety outcomes. Also, Richter, Tavfelin, and Sverke (2018) mentioned that leadership is the mechanism that can reduce job insecurity in their studies that show how leadership styles can affect employees' perceptions of job insecurity. In the study of Naswall, Sverke, and Hellgren (2005) on emergency nurses, employees with a high external locus of control reported more mental health complaints compared to those with a low external locus of control in case of high job insecurity. However, no difference was found in cases where job insecurity was low. At the same time, Loi, Lam, and Chan (2012) found in their study that they discussed job insecurity, ethical leadership, and power distance together, that when procedural justice is higher, employees perceive less job insecurity and ethical leadership further strengthens this negative relationship. In addition, it has been stated that this effect is more pronounced among employees with low power distance orientation. It is thought that this study will contribute to the literature as it is a study in which job insecurity, leadership styles, power distance, and locus of control are discussed together.

To combat the perception of job insecurity, which is a serious problem for bank employees, training and meetings can be organized periodically to provide psychological support and rehabilitation, in addition to vocational and business development training. These pieces of training can be organized by the bank itself or by platforms such as the Banks Association of Turkey (TBB). To make the leadership styles of managers more positive, training that only covers managers can be organized. Motivation meetings can be organized so that employees can get together with their superiors more frequently in social settings to analyze each other's social lives outside of work. To reduce the perception of job insecurity among bank employees, it may be that the positions of the employees are not needed concerning the technological infrastructure. In such cases, it may be

possible to see dismissal as a last resort and to enable the employee to be evaluated in other positions, and to provide the support requested by the employee (such as various special courses, internship programs to be applied in other workplaces of the institution, professional development training) by the employer.

It would be appropriate to carry out further studies on employees who have to fight against the perception of job insecurity by using private bank employees only to increase the interpretability of the data and to confirm whether the locus of control has an intermediary effect.

Peer-review: Externally peer-reviewed.

Conflict of Interest: The authors have no conflict of interest to declare.

Grant Support: The authors declared that this study has received no financial support.

Authors Contributions: Conception/Design of study: P.T., M.O.; Data Acquisition: P.T.; Data Analysis/Interpretation: P.T.; Drafting Manuscript: P.T.; Critical Revision of Manuscript: M.O.; Final Approval and Accountability: P.T., M.O.

Hakem Değerlendirmesi: Dış bağımsız.

Çıkar Çatışması: Yazarlar çıkar çatışması bildirmemiştir.

Finansal Destek: Yazarlar bu çalışma için finansal destek almadığını beyan etmiştir.

Yazar Katkısı: Çalışma Konsepti/Tasarımı: P.T., M.O.; Veri Toplama: P.T.; Veri Analizi /Yorumlama: P.T.; Yazı Taslağı: P.T.; İçeriğin Eleştirel İncelemesi: M.O.; Son Onay ve Sorumluluk: P.T., M.O.

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