

**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**THE EFFECTS OF PERCEIVED JOB INSECURITY
ON JOB STRESS AND PRESENTEEISM**

Master's Thesis

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**THE REPUBLIC OF TURKEY
BAHCESEHIR UNIVERSITY**

**GRADUATE SCHOOL OF SOCIAL SCIENCES
MASTER OF BUSINESS ADMINISTRATION PROGRAM**

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DECEMBER, 2019

SERAP ŞAHİN

ABSTRACT

THE EFFECTS OF PERCEIVED JOB INSECURITY ON JOB STRESS AND PRESENTEEISM

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Increased competition has forced companies to make changes in their organizations and practices to survive. Many of them have experienced downsizing, mergers, and acquisitions. The world of work and the functioning of labor markets were affected in various ways. All these caused important organizational and personal consequences. The perception of job insecurity is one of them. Today, even the employees who have required knowledge, skills, and abilities (KSAs) perceive job insecurity. The KSAs, which significantly guarantee the access of the employees to decent economic and social life in the past, might become useless now. The use of KSAs in a creative and innovative way has become more important, and that makes the work more challenging. Employees are forced to adapt to the new ways of performing their jobs and to continuous development to not to face job insecurity. Unemployment on a global scale puts more pressure on the individual, creating fear of job loss, and individuals perceive job insecurity. The concerns and worries of employees about their jobs are defined as job stress. In this regard, it is assumed in this research that there should be a positive and significant relationship between perceived job insecurity and job stress. In addition, when employees perceive job insecurity they feel pressure to attend despite illness. This problematic issue refers to the concept of presenteeism. Therefore it is also expected that there should be a positive and significant relationship between perceived job insecurity and presenteeism.

In this study, the explanatory role of perceived job insecurity on job stress and presenteeism was investigated. In order to test the research model, an online questionnaire was conducted over 250 white-collar employees from different sectors in İstanbul. The questionnaire was composed of the items of perceived job insecurity, job stress, and presenteeism concepts and a demographic information form. The research model was tested and it was proved that job insecurity has a significant positive effect on both job stress and presenteeism.

Keywords: Job Insecurity, Job Security, Presenteeism, Job Stress

ÖZET

ALGILANAN İŞ GÜVENCESİZLİĞİNİN İŞ STRESİ VE PRESENTEEİSM (İŞTE VAR OLAMAMA) ÜZERİNDEKİ ETKİLERİ

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Artan rekabet koşulları şirketleri hayatta kalabilmek için bir takım zorunluluklara mecbur bırakmıştır. Birçoğu küçülme, birleşme ve devralma yaşamıştır. İş dünyası ve işgücü piyasalarının işleyişi çeşitli şekillerde etkilenmiştir. Bütün bunlar önemli organizasyonel ve kişisel sonuçlara neden olmuştur. İş güvencesizliği algısı bunlardan biridir. Günümüzde gerekli bilgi, beceri ve yeteneklere (BBY) sahip olan çalışanlar bile iş güvencesizliğini algılamaktadır. Çalışanların geçmişte makul ekonomik ve sosyal hayata erişimini önemli ölçüde garanti eden BBY'ler şimdi işe yaramaz hale gelmiştir. BBY'lerin yaratıcı ve yenilikçi bir şekilde kullanılması daha önemli hale gelmiş olup, bu da çalışma dünyasını daha zor hale getirmektedir. Çalışanlar, iş güvencesizliği ile karşılaşmamak için işlerini yapmanın yeni yollarına adapte olmak ve sürekli gelişme noktasında zorlanmaktadır. Küresel ölçekte işsizlik, bireye daha fazla baskı yapmakta, iş kaybı korkusu oluşturmakta ve bireylerin iş güvencesizliğini algılamasına neden olmaktadır. Çalışanların işleriyle ilgili kaygı ve endişeleri iş stresi olarak tanımlanmaktadır. Bu bağlamda, bu araştırmada algılanan iş güvencesizliği ile iş stresi arasında pozitif ve anlamlı bir ilişki olması gerektiği varsayılmıştır. Ayrıca, çalışanlar iş güvencesizliği algıladıklarında, hastalıklara rağmen çalışmalarını için baskı hissetmektedirler Bu sorunlu konu, presenteeism kavramını ifade etmektedir. Bu nedenle, algılanan iş güvencesizliği ve presenteeism arasında pozitif ve anlamlı bir ilişki olması beklenmektedir.

Bu çalışmanın amacı; iş güvencesizliğinin iş stresi ve presenteeizm üzerindeki açıklayıcı etkisini araştırmaktır. Araştırma, İstanbul'da çalışan 250 beyaz yakalı çalışan üzerinde anket uygulaması yapılarak gerçekleştirilmiştir. Katılımcıların demografik bilgi formunu, algılanan iş güvencesizliği, iş stresi ve presenteeizm kavramlarını ölçen ifadeleri yanıtlamaları beklenmiştir. Araştırma modelinin istatistiksel olarak test edilmesi sonucunda iş güvencesizliğinin iş stresi ve presenteeizm üzerinde anlamlı ve pozitif yönlü etkisinin olduğu kanıtlanmıştır.

Anahtar Kelimeler: İş Güvencesizliği, İş Güvenliği, Presenteeizm, İş Stresi

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ABBREVIATIONS

UKNWSN	: The UK National Work-Stress Network
et al.	: and others
e.g.	: For example
etc.	: et cetera
KMO	: Kaiser-Meyer-Olkin
WWW	: World Wide Web
WLB	: Work-Life Balance
EAP	: Employee Assistance Programs

1. INTRODUCTION

Today's working life is in a significant change. The increasing shrinkage, restructuring and flexible working arrangements have made job insecurity one of the most important issues for both in the public and private sectors. There have been some consequences for these changes; because of global competition, firms decreased production costs; periods of economic recession led to organizational closure, unemployment and high level of insecurity; new technologies limited the employment alternatives of less-skilled employers; the industrial restructuring from manufacturing to service production and relaxation of employment legislation because of the changed government policies made employees questioned about the stability of their entire job. Based on these, it could be said that job insecurity emerged as a substantive construct (Sverke & Hellgren 2002, p.23).

First of all, after the introduction of conceptual explanations about job insecurity, the subject will be elaborated and information will be given about the existing models about job insecurity and the premise and consequences of job insecurity. On the other hand, both job stress and presenteeism will be searched in the conceptual framework and presented as consequences of job insecurity. The individual's evaluation of work is also shaped by a strong desire for stability (Sverke & Hellgren 2006, p.12), and losing the job would mean losing this structure and stability as well. Individuals who feel that these important features of life are threatened, and are uncertain as to how to protect them, will be frustrated and experience stress. Although health problems increase, people remain at work because of fear of dismissal. In this case, however, they are likely to experience significant reductions in performance. As a matter of fact, according to the results of the research conducted by John (2007) (MacGregor, Cunningham, Caverley 2008, p.12), it is revealed that job insecurity, especially in the downsizing and restructuring of the enterprises, is one of the reasons of presenteeism.

The main purpose of this study is to analyze employees' perceptions of job insecurity and its relationship to job stress and presenteeism.

2. CONCEPTUAL FRAMEWORK

2.1 JOB INSECURITY

Job security is one of the most important issues in today's working life. These days, important changes in economic and social life, unemployment rates, contraction and restructuring in organizations, flexibility applications in work life, rapid change factors are a significant source of concern for employees in terms of job security. Unemployment on the global scale causes more fear of loss of business by creating more pressure on the individual. Therefore, as one of the most important problems of today's working life, we see the job insecurity that contains the fear of job loss.

2.1.1 Global and Multi-Dimensional Views of Job Insecurity

Up to now, in the literature, job insecurity is defined with two perspectives as global and multidimensional. First of all, the global concept explains that job insecurity threatens business continuity. Secondly, the multidimensional view is related to a potential loss of stability in the work environment which is comprehended by the employees can be lost of the job itself or loss of some subjectively important job dimensions (Gümüş 2016, p.1).

In the global scope, job insecurity is a worry for job stability for the future (Jacobson, Klandermans, and Van Vuuren 1990, p.558). Individuals can perceive the same situation differently. Some employees may react in different ways for a job insecurity perspective, some employees may perceive secure whereas there is a threat to their job. This situation is related to the “subjective” experience for job insecurity. The job insecurity represents the “uncertainty” for the future, individuals can not certain if their same job will be in existence in the future or not. In addition two above components which are subjectivity and uncertainty, De Witte (2005,p.1) defines job insecurity as uncertainty about the continuity of the employment.

In multidimensional scope, Greenhalgh and Rosenblatt (1984,p.440) explain that when an involuntary loss happens job insecurity arises at that time. In addition to that, Hartley (1986, p.129-136) alleges that job insecurity represents “the discrepancy between the level of security a person experiences and the level he or she prefers.” Based on this

definition, it can be implied that job insecurity includes a fundamental and involuntary change (Sverke & Hellgren 2002,p.23-42).

2.1.2 The Uncertainties in Today's Working Life

Companies have forced alterations in organizations and organizational practices because of global changes at the same time in order for companies to be able to stay alive against increasing competition. Organizations have attempted to adjust for the frequent use of privatization, mergers, acquisitions, joint ventures, and downsizing as various means for organizations to compete globally with other organizations. In addition, many organizations are smaller in size non-standard types of employment are used more frequently to guarantee organizational flexibility and short reaction times to external changes. The use of project and agency work, as well as temporary employment, is a common practice among organizations today. Consequently, there has been a decline in the use of long-term employment and thus in life-long tenure as well, which were the standard previously. A parallel development is a shift in the kinds of demands and competencies that are required of the workforce in today's working life (Richter 2011,p.2).

At the same time, organizations have to master the fast pace of change in order to survive. Along with that, technology has advanced rapidly with the increasing use of portable computers, smartphones, and the internet, which enables employees to be more flexible regarding work location as well as working hours. However, there have been some negative effects on working life from these new technologies; the boundaries between work and life outside work have been blurred, increasing the risk of working “always and everywhere” (Allvin 2008, p:28), especially in situations where working hours are unclearly regulated.

2.1.3 Job Insecurity Construct

Intensive layoffs, changes in work and duties under the name of organizational change, status and wage losses are important sources of stress for employees. This situation has potential effects on employee health and employee contributions to their organizations, so job insecurity has become an important issue to be examined (Sağlam 2014,p.3).

Today, it becomes more and more difficult to have job security. Under competitive market conditions, it is not possible for organizations to achieve economic success only with employees who have the knowledge and skills. Technical skills that significantly guarantee economic success and long-term employment are no longer sufficient as in the past. It has become more important to apply technical skills in a creative and innovative way. In such an environment, it is seen that business characteristics are more challenging, encourage the individual to show continuous improvement, otherwise, it is quite likely to face job insecurity (Seçer 2009,p.337).

2.1.3.1 Job insecurity definition

Job insecurity has been defined in the literature in various and close ways by this time. The concept of job insecurity was used in the studies covering the business climate inventories in the 1960s and 1970s. when the first use of the case is in the form of job security. In the literature, job security has been accepted in different dimensions as motivator and stress creator. Since the mid-1980s, research has focused on job insecurity. In addition, the concept has experienced a meaning change. While it was seen as a motivating factor in the past, it is defined as a stress creator. This change comes across with the increase of insecurity in the labor market. Greenhalgh and Rosenblatt discuss the concept of job insecurity for the first time in detail and use the phenomenon of powerlessness in its definitions. Accordingly, job insecurity is described as "perceived weakness in maintaining continuity in the case of a threatened business." (Seçer 2007,p.168).

Job insecurity is a lack of guarantee that work remains stable. Some consider job insecurity as a function of objective conditions, such as contract work with a specific duration of service (Valibayova 2018,p.25)

In De Witte's (2003) view; the perception of job insecurity is related to the future of work. It is the perception of the potential threat to the continuity of the business actively. According to different ideas, job insecurity is perceived as a loss of business.

Yusoff, Mat, and Zainol (2014) define job insecurity as an employee's awareness of a possible threat to continuity in his or her occupation. Moshoeu and Geldenhuys (2019) explain that job insecurity is an employee's fear of losing his/her job, being unemployed or having some responsibilities removed or being allocated specific tasks and duties that are undesirable. De Witte (2005,p.1-6) identifies three forms of job insecurity, namely job insecurity as a state of public awareness; job insecurity at the organizational level; and acute job insecurity. Jandaghi, Mokhles and Bahrami state that job insecurity at a company level refers to unstable and insecure employment in the organization (Taduvana 2016,p.6).

In spite of all these different definitions, many writers distinguish more or less similar sides of the basic characteristics of job insecurity. The point to be considered here is that the loss of the work happens in an involuntary way. Job insecurity is a strong building phase in which the changes in the functioning and structure of the prevailing economy in the new world are caused by changes. This restructuring in the world leads to precarious situations not only in the business world but also in every stage of life (Çelebi 2017,p.7).

2.1.3.2 Perception of job insecurity

Perception has a very important role in the organizational behavior literature because it has a direct effect on the performance of the individual and has an effect on the group behaviors. Therefore, the perceptions of the individuals in the organization should be well understood and managed. Through a well-organized perception management strategy, the desired perceptions can be created. In the literature, the relationship between perception and behavior has been discussed. Our behaviors are often influenced by the meanings we attribute to realities.

The issue of job insecurity, which has a more perceptive and subjective assessment, is seen as a risk that threatens the career development of employees within the context of the World Health Organization's Work-Based Psycho-Social Risks. Therefore, it is seen how important the psychological dimension of the subject is. In general, the perception of job insecurity refers to the perception of a threat to the current employment of the employee (Sağlam 2014,p.6).

Perceived job insecurity is defined in the literature in different ways. According to a definition, perceived job insecurity is the continuity of employees' threat perceptions. In another definition, job insecurity is defined as a person's anxiety about the future of his/her job insecurity as a threat to the loss of his job and concerns about this threat. According to Jacobson (1991), this is a concern related to the future of the work for the individual concerned. According to Heaney, Israel and House (1994), it is the perception of the potential threat to the continuity of the work. Sterve, Hellgen, and Naswall (2002) define the perception of job insecurity as being subjectively perceived as a subjective perception of job loss (Çiğdem 2010, p.7). Some other definitions of job insecurity are given in the table below (Sağlam 2014,p.7):

Table 2.1: Some definitions of perceived job insecurity

Definition	Source
Subjectively perceived loss of job possibility	Sverke & Hellgren 2002,p.23
The difference between the level of expected job security and the level of possessed job security	Jacobson & Hartley 1991,p.7
Perceived weakness in maintaining the desired continuity in a threatened job	Greenhalgh & Rosenblatt 1984,p.438
In general, the concern about the existence of the ongoing work in the future	De Witte 1999,p.156
The difference between the level of job security that the person chooses and the level of job security he/she has	Sidney 1995,p.57
Perception of a possible threat to the continuity of the employee's current work	Heaney 1994, p.1431
A general concern that his or her job will exist in the future	Rosenblatt & Ruvio 1999, p.587
Expectations of the individual about the continuity of a job situation	Davy 1997,p.323
The subjective expectation that an important and unintended event will be experienced	Sverke 2006,p.5

2.1.4 Types of Job Insecurity

In literature studies, job insecurity approaches are classified in different ways. In general, these approaches are examined in three different groups; cognitive and sensory job insecurity, subjective and objective job insecurity, qualitative and quantitative job insecurity (Valibayova 2018,p.27).

2.1.4.1 Subjective and objective job insecurity

While many authors define the perception of job insecurity as an objective experience, there are also authors who focus on the subjective direction of job insecurity. When job insecurity perception is evaluated with an objective dimension, it is considered as an uncertainty in the context of employees. For example, high unemployment or working in shrinking organizations is defined as insecurity. De Witte argues that temporary employment represents an example of an objective job insecurity approach. According to Naswall and de Witte, unemployment expectation resulting from the threat of job loss is the main building block of the objective approach.

Çakır states that some employees experience insecurity when there is no concrete reason, while others feel that their jobs are safe although they are likely to be dismissed in the near future. Therefore, the subjective job insecurity approach is related to the feeling of precariousness about the future of the employees. It is expressed as the uncertainty experienced by the employees in the future whether they can continue their business in the future (Çelebi 2017, p.36).

According to Borman and Hegde (2012, p.316), subjective job insecurity is considered as a sense of weakness that is felt to be aware of the risk of losing the present job and to sustain the necessary continuity in such a job. Smith (2013, p.44) adds that subjective job insecurity takes into account the threat of potential work loss experienced by the employee and the perceptions of it. Barling and Cooper (2008, p.185) acknowledge that subjective job insecurity is clearly based on individual perceptions of occupational safety that may be affected by economic, social, organizational and individual characteristics (Taduvan 2016, p.20).

2.1.4.2 Cognitive and sensory job insecurity

Borg and Elizur (1992, p.13) classified job insecurity as cognitive and emotional job insecurity and developed a scale within this framework. Accordingly, cognitive job insecurity implies a cognitive dimension of the likelihood of losing one's job. It is desired to indicate whether the participant considers situations such as insecurity (Seçer 2007,p.313). While cognitive job insecurity is concerned with the possibility of the employee losing his or her job, emotional job insecurity surrounds precariousness about his or her feelings and beliefs. Emotional job insecurity reflects the fear of job loss while cognitive job insecurity refers to the possibility of job loss. Psychologically, both emotional job insecurity and cognitive job insecurity are important. Nevertheless, it is seen that the discrimination of emotional and cognitive job insecurity for employees is logical and important (Valibayova 2018, p.27).

2.1.4.3 Qualitative and quantitative job insecurity

Some researchers, such as De Witte, Hellgren, and Sverke (2002, p.23), argue that qualitative and quantitative job insecurity should be considered separately. At this point, the concept of quantitative job insecurity is expressed in a similar way to the concept of global job insecurity. The job involves concerns about losing itself. The qualitative job insecurity expressed by De Witte involves the perception of possible loss of quality in business relations such as lack of career relations, deterioration of working conditions, loss of status, fewer opportunities for winning and promotion, and concerns about appropriate person-organization in the future (Gümüş 2016,p.7)

Quantitative job insecurity is explained by the concern about losing one's job, which is also expressed with a global perspective. Qualitative job insecurity as a perceived threat of poor quality in a business relationship and qualitative job insecurity is security for the continuity of valuable business characteristics such as salary, working conditions and job content. The lack of qualitative job insecurity as well as the lack of opportunities for business and promotion, as well as the reduction of quality in the way of wage reduction as well as other valuable professional elements. Qualitative job insecurity reflects a

multidimensional perspective on losing important business characteristics (Taduvan 2016,p.22).

2.1.5 Models Explaining Job Insecurity

Greenhalgh and Rosenblatt's (1984) Job Insecurity Model, Jacobson's Model (1991), Sverke and Hellgren's (2002) Job Insecurity Model are the most important ones that explain the job insecurity. Information about these models is given below.

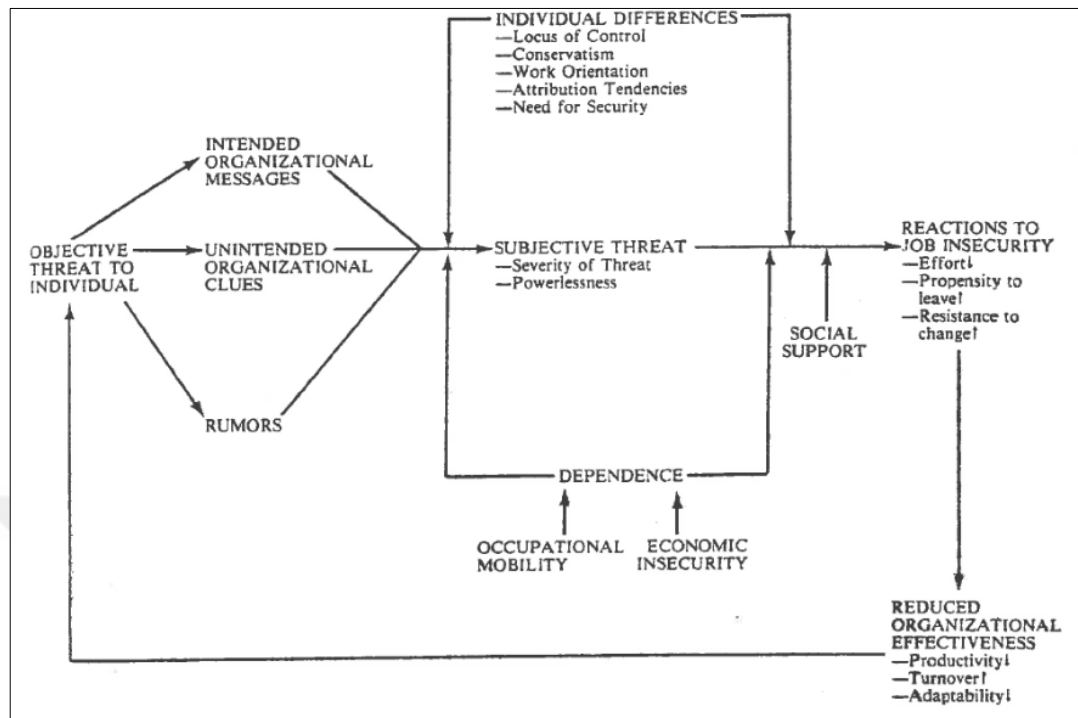
2.1.5.1 Greenhalgh and Rosenblatt's job insecurity model

The Greenhalgh and Rosenblatt model have contributed significantly to understanding the causes and consequences of perceived job insecurity. For the first time, the model has dealt with job insecurity in a multi-dimensional way. Accordingly, job insecurity is defined as a perceived weakness in maintaining the desired continuity in a job that is threatened. According to the approach, job insecurity has two main dimensions and these are related to each other as multipliers.

Perceived job insecurity = severity of perceived threat x weakness to resist the perceived threat.

If this relationship is insignificant in both dimensions, it means that perceived job insecurity will be insignificant. In simple terms, this relationship means that separate scores should be calculated for each dimension. This reproducing relationship between dimensions indicates that if workers perceive the threat severe and weak, they will feel more precarious in their work. It is assumed that workers who do not care about the threat to their work or feel the ability to resist the threat will not feel job insecurity. This indicates different levels of personal insecurity in perceived job insecurity (Seçer 2007,p.180).

Figure 2.1: Greenhalgh and Rosenblatt's job insecurity model



Source: Greenhalgh & Rosenblatt 1984,p.441

According to their model, job insecurity is a multidimensional construct. It consists of four components as explained below:

The severity of threat: It means the level of the perceived threat to the stability of one's employment. This threat can be related to different features of a job such as flexible working hours and opportunities for promotion, or the entire job.

The perceived importance of each feature to an individual: It means to what extent individuals give importance to these features. These features are career progress, income, status, autonomy, resources, and community.

The perceived threat of the occurrence of various events that would negatively affect employees' entire job: Being fired or laid-off for a short time would be examples.

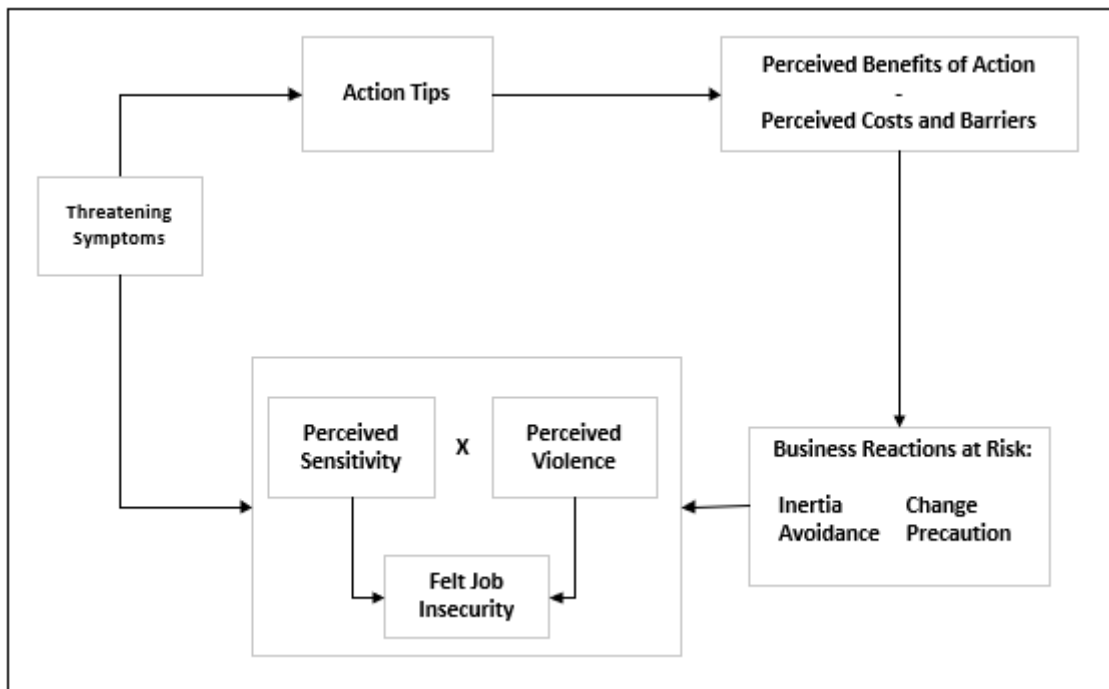
Powerlessness: It means an individual's skill to cope with the threats mentioned in the three components. The sense of powerlessness is an important dimension of job insecurity since it exacerbates the severity of the threat. Therefore, people who have the power to

cope with threats (low in powerlessness) won't experience a high level of job insecurity when they perceive a threat to their entire jobs or job features.

2.1.5.2 Jacobson's model

Jacobson defines job insecurity as "the mismatch between the sense of security that people feel and the level they want". The model assumes that the perceived job insecurity level is determined by both the perceived sensitivity of the employees and the perceived loss of job results. Differences in the degree of job insecurity felt by certain individuals in the same organization can reflect the sum of specific sensitivity factors of each individual on the one hand and on the other hand the violence perceived by each individual. Thus, in the same line with the model of Jacobson's and Greenhalgh and Rosenblart Model (1984), he suggests that employees who think that they are sensitive will perform a cognitive calculation that includes the subjective importance of each life characteristic that may be compromised as a result of job loss and the possibility of being subjectively endangered (Sağlam 2014,p.16).

Figure 2.2: Jacobson's job model at risk



Source: Barış Seçer 2007, p.185

The business model at risk starts with threatening symptoms. Work insecurity is determined by the perceived likelihood of dismissal and the perceived severity of the consequences of dismissal. Perceived sensitivity is influenced by factors such as one's view of himself as indispensable for the organization and the assessment that business policies are justified.

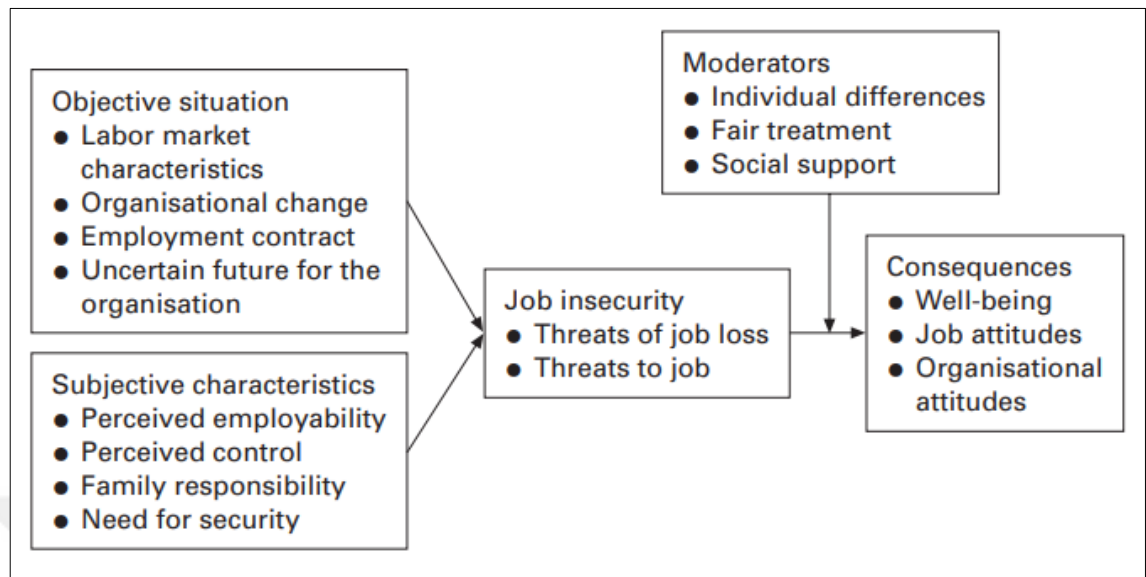
In the Jacobson model, the clues allow individuals to become aware of the options of action that allow them to reduce their sensitivities. These clues ensure that actions against job insecurity are evaluated in terms of feasibility and effectiveness. Indeed, after considering the benefits and costs of each action option, the mode of action will be chosen. Response to job insecurity or actions may be the continuation of the normal work routine, further study, another job search, or acceptance of the reality of the threat.

The first contribution of the Jacobson model to the literature on job insecurity is to assess the weakness dimension in the Greenhalgh and Rosenblatt model with perceived sensitivity. Accordingly, the weakness to resist the threat makes the job loss more likely. Therefore, he argues that the dimension of weakness can be included in the probability of loss. As a matter of fact, if workers perceive that they have too much power, the likelihood of job loss will be reduced. Thus, powerlessness conceptually does not differ from the perceived likelihood of job loss. The second contribution is that workers make statements about coping strategies. Thanks to these strategies, responses to job insecurity were classified and individual differences were addressed (Seçer 2007,p.185).

2.1.5.3 Sverke and Hellgren's job insecurity model

Sverke and Hellgren (2002 p.37) aim to contribute to the concept of job insecurity by addressing theoretical and methodological problems in the literature review studies and emphasizing the areas that need further research. They summarized their results from the literature review in the integrated model of job insecurity. Accordingly, the model deals with the subject of job insecurity as a function of the interaction between objective conditions and subjective characteristics, and a multidimensional phenomenon, which may have detrimental consequences for workers' well-being and attitudes, and is considered as a phenomenon that can be affected by a number of possible mediator variables.

Figure 2.3: Integrated model of job insecurity



Source: Sverke & Hellgren 2002, p.37

Sverke and Hellgren (2002, p.37), as in the Greenhalgh and Rosenblatt model, did not differentiate the perceived violence of the threat and perceived weakness to counter the threat. We can say that they are evaluating these factors in terms of objective conditions and subjective characteristics. The perceived weakness in the resistance against the threat covers the areas where the person has a power gap. In the model of integrated job insecurity, the individual's ability features, family responsibility, level of control perceived in his work and assurance need constitute weakness perception. For example, the worker who feels that he does not have the features to find another job in the labor market will feel weak to resist the threat of job loss. The violence of the threat is manifested in objective conditions. For example, organizational change constitutes uncertainty for workers. In addition, labor market characteristics may increase the severity of the threat. The high unemployment in the labor market and the high unemployment in the sector are increasing the number of threats and hence the severity.

When all of these models are examined, it is seen that the dependencies of the individuals on their works come to the fore. The level of dependency to work is a meaning underlying concepts such as occupational mobility, economic insecurity, perceived employability, perceived sensitivity. In Greenhalgh and Rosenblatt's model (1984), occupational

mobility, namely the possibility of finding another job, was taken as a variable. In other words, occupational mobility is seen as a variable that may affect the perceived job insecurity level. Economic insecurity is taken as another variable that affects the dependency of the individual on the financial situation. Accordingly, the level of the economic capital of the individual, the loss of financial losses that will suffer when he loses his job affects job insecurity. In addition, unemployment insurance and health insurance are considered as economic guarantees.

Sverke and Hellgren see perceived employability as one of the determinants of job insecurity. The concept of perceived employability refers to the belief that the individual can find another job, similar to the concept of professional mobility. Thus, the level of dependency on the job is emphasized and perceived employability is seen as a subjective feature affecting job insecurity. In this case, it will contribute to the literature to investigate the other individual factors that affect the dependence on the job (Seçer 2007,p.188).

2.1.6 Determinants of Job Insecurity

The researchers generally identify the determinants of job insecurity in three groups.

- i. Environmental and organizational conditions (e.g. crises and restructuring)
- ii. Individual and positional characteristics of the employee (eg, age, gender, socio-economic status, type of employment)
- iii. Employee personal characteristics

In line with this classification, factors affecting job insecurity are detailed below.

2.1.6.1 Environmental and organizational conditions

The environmental conditions explain the conditions that may lead the individual to think that the continuity of the work is at stake. These conditions are particularly associated with the labor market. For example, crises in the sector studied, high unemployment rates in the labor market indicate major environmental conditions. These conditions also affect

the severity of a potential threat. Crises threaten job security and make it difficult to find another job in case of possible dismissal.

Organizational conditions are considered as the business environment that employees are exposed to as well as large organizational changes such as the restructuring of enterprises, downsizing, mergers, and new technologies.

Businesses apply to gain advantages in global competition; restructuring, downsizing, outsourcing, mergers and acquisitions, and flexibility practices are shown as the main reasons for job insecurity. Restructuring, defined as major changes in the organization to better adapt to the environment, encompasses a wide range of areas including company contraction, mergers and acquisitions and leaves a deep impact on employees (Sağlam 2014,p.20).

2.1.6.2 Demographic features

The level of perception of job insecurity depends on the opportunities at work and the perceptions of individuals in terms of vulnerability. Although different groups face the same threat of job insecurity, the degree of this perception is experienced at different levels (Çiğdem 2010,p.26).

2.1.6.2.1 Gender

Çelebi (2017, p.21) mentions that gender is one of the other demographic characteristics that affect the perception of job insecurity. In some studies, it has been concluded that men reported a higher level of job insecurity perception than women. In general, the role of the men who are supposed to be assumed by the men and the person who supports his family can be a factor that nourishes the anxiety of men losing his job. From this point of view, it is possible to say that men will be much more concerned about the loss of income as well as a potential loss of a job which will result in damage to reputation. However, job insecurity is a phenomenon that creates the same degree of stress for women as for men. Single living, family members the loss of a potential job for women who are the only persons working in the field can be a threatening perception.

Rosenblatt, Talmud and Ruvio (1999), the sample of teachers in their research, investigated the effect of gender on job insecurity and organizational commitment, resistance to change, perceived performance and perceived organizational support, and turnover tendency. The researchers concluded that the type of job insecurity and perceived job insecurity vary by gender. They have reached. According to the results of this study, men 's perceived job insecurity is much higher than that of women. While males are more concerned about the change or loss of the financial characteristics of the business, the women are concerned about the change in the content and characteristics of the work or the loss of work.

2.1.6.2.2 *Age*

According to Sverke and Naswall (2006), age is an important demographic variable that Persons between the ages of 30 and 50, who are more likely to have the responsibility to provide a livelihood for their family and raise their children in a better condition. It is stated that the tendency to perceive the situation that has very bad and negative results is much more than the ones responsible for their own care, younger individuals or older individuals who make retirement plans (Çelebi 2017,p.22).

Katharina and De Witte (2003, p.207) conducted research to uncover the job insecurity of groups working in Belgium, the Netherlands, Italy, and Sweden. They reported that older workers perceive higher levels of job insecurity in Belgium and Italy. Sağlam (2014, p.23) emphasized that another important variable in job security perception for employees is the level of education. Because the level of education affects the opportunities that the person may face in the job market. The level of education, knowledge and skills, and those who cannot meet the demands in the labor market are more sensitive to the perception of job insecurity. According to the data obtained from the research, there is a negative relationship between education level and job insecurity perception.

It is suggested that those with low levels of education will have to perceive job insecurity because of limited employment oppotunities. As a result of De Witte's (2003) research, it is stated that there is a relationship between the level of education and job insecurity in

the sample of Belgium and Italy. Similarly, as a result of their research in the Netherlands, Vuuren found that highly educated workers feel confident about their work (Seçer 2007,p.216).

2.1.6.2.3 *Seniority*

Sağlam (2014, p.24) explains seniority determinant that employees who have more years of service in the organizations where seniority is important, feel less job insecurity perception than those who have less time. However, in times of financial crisis, seniority is not a guarantee of job security. Seniority is not the only determining factor during layoffs. According to the researchers, it is assumed that this variable has a psychological effect. According to the results of a study conducted with lecturers, senior employees feel more job security than less senior employees. As a result of other research, the roles of new employees are more uncertain and they are more willing to stay in the institution. Therefore, they perceive more job insecurity.

However, this is also suggested that there is a relationship between perceived job insecurity and seniority. Although the studies did not reveal a clear result on this issue, it is thought that the employees who have longer seniority are more protected by the company. Because employees who have more seniority as an important resource in the human capital of the enterprise are protected by a number of laws. On the other hand, with fewer seniority employees who change their workplaces frequently feel less insecure. Experiences of such employees in the foreign labor market lead to deep experiences and frequent work change perceptions. Thus, the uncertainty they experience is seen as a normal situation rather than a threat (Çelebi 2017, p.27).

2.1.6.2.4 *Marital Status*

Sağlam (2014, p.24) states that married workers reduce the impact of job insecurity perception because they provide social support to people. As a result of the loss of business because his wife or her husband can supply income for the family home. To be able to say this, however, the wife must have an income. Family-holders benefit from the generic support provided by their spouse or family who acts as a buffer against the perception of job insecurity when they perceive a hazard in their employment situation.

For this reason, the marital status of the person affects how long he/she feels job insecurity. On the other hand, employees who have family responsibility and have children have a greater risk of loss of job and thus experience more job insecurity. It is suggested that employees with children will have more job insecurity than workers without children.

Sverke and others suggest that family-based social support which is one of the elements help combat a stressful situation strengthens resistance to some negative consequences of job insecurity perception. Therefore, although the social support provided by the existence of the job may reduce the pressure caused by the necessity of having a certain income on the individual, the lack of sufficient research in the relationship between the family situation and job insecurity in the literature makes such a generalization impossible (Çelebi 2017,p.26).

2.1.6.3 Personality characteristics

Personality is a unique image of factors that affect the way people feel, think, behave. The personality, which is under the influence of internal and external stimuli, includes all the biological, psychological, hereditary and acquired abilities, motives, emotions, desires, habits, and behaviors of the individual. Briefly, in the formation of personality, it is possible to see the innate characteristics of the human and the effect of the environment in which it takes place.

In this context, job insecurity is related to how employees interpret and evaluate their job situation. These interpretations are influenced by many factors. The individual views of the employees on their future and general status contribute to the perceived level of job insecurity.

Job insecurity is a subjective experience. Two workers working under the same objective conditions differ in the level of job insecurity they experience because they can perceive and interpret the same situation differently (Sağlam 2014, p.25).

Personality characteristics contribute significantly to explain the level of job insecurity. As a matter of fact, in some studies, personality traits have been identified as important predictors of job insecurity. Some personality traits play a role in the perception of the

likelihood of job loss threat, and some play a role in the perception of violence. For example, workers with negative sentimentality may be more likely to perceive job insecurity. Especially, the level of job insecurity is high for workers with an external locus of control. The ability to endure uncertainty refers to strategies to cope with job insecurity. At this point, it is seen that the personality traits that can ensure that job insecurity is seen as an opportunity rather than a threat are not discussed in the studies (Seçer 2007, p.224).

2.1.7 Results of Job Insecurity

Job insecurity is considered a concept with significant negative effects on individuals, organizations, and families. The results of job insecurity are divided into short and long term responses. According to this, while some results appear in the short term, some results appear after a period of job insecurity.

2.1.7.1 Short-Term outcomes

Short-term results are the results of job insecurity behaviors following job insecurity. The consequences of job insecurity negatively affect employee productivity and commitment to work in the short term. The concept of organizational commitment, which is one of the short-term consequences of job insecurity, needs to serve the aims and values of the organization and fulfill the interests of the organization.

The person who does not have any job security will not work in this workplace and the person's organizational commitment cannot continue in this organization. The individual may not see himself as part of the organization. King (2000), in his research on white-collar, has obtained some results. These are the results of decreasing loyalty to the organization, increasing the level of job insecurity, increasing the tendency of the job seeker, decreasing the voluntary and extra effort towards the benefit of the organization (Valibayova 2018,p.34).

2.1.7.2 Long-Term outcomes

Job insecurity has long-term negative effects on the health of employees. The long-term perception of job insecurity affects the performance of employees in organizational responses and their tendency to leave. This shows that workers' health and mental well-being and job insecurity constitute an inverse context. Job insecurity has become an important stress factor in modern business life. The decrease in the mental and physical health status of the employees is proportional to the increase in job insecurity levels.

Job insecurity affects employees to feel threatened to lose their health and jobs and to perceive themselves at risk. Risky and threatened work will cause depression, a bad mood, and some physical disorders. Moral disorder, suspicion, helplessness and stress occur as a response to possible layoffs. According to the results of the study, mental health disorders were more affected by job insecurity than physical health disorders. Employees' perception of job insecurity causes them to lose their planning and control mechanisms in their lives (Çakır 2007, p.131).

2.1.7.3 Additional outcomes of job insecurity

Other than the long and short term results mentioned above the job insecurity can also affect other areas such as family space. In their study, Westman, Etzion, and Danon (2001) found that a husband's uncertainty about the future of his work could pass on to his wife and eventually affect his health in a negative way. Another study showed that children's grades were adversely affected by their parents' job security (Barling and Mendelson 1999). Some studies have shown that job insecurity is associated with increased health care costs and reduced household consumption (Richter 2011, p.27).

2.2 JOB STRESS

The stress factor that occurs directly or indirectly related to the work can be defined as job stress (Dizer 2019, p.5). Consumption culture directs people to work harder and spend more. People who feel obliged to work and earn money by the system constantly begin to see themselves as a sacrificial and see their workplace as an arena.

Authority and pressure in the workplace make people feel exhausted and experience intense stress. Lack of healthy communication between employer and employee, unpleasant events with colleagues and loyalty to work causes such as shaking the feeling of stress increases (Karakaya 2018, p.44).

The concerns and worries of employees about their jobs are defined as job stress. Managers who encounter events and situations such as the fact that employees do not come to work frequently with various excuses, make more mistakes than usual, come to work late and leave the job early, have difficulty in making decisions, and have problems with colleagues and customers should understand that there is an existing job stress situation. (Barutçugil 2004, p.410).

2.2.1 Symptoms of Job stress

We can address job stress as a systematic approach. There are a number of indicators that indicate the danger. It is true that some jobs have a high-stress factor or have the potential to bring the worker into trauma.¹

The technique of adapting to stress behavior stimulates the body in the short and long term and causes bodily harm. The stress reaction facilitates the development of certain diseases over a long period of time. Often, these diseases are headache, tension, cardiovascular disease, and mental illness. In this context, some people may develop other movement problems, such as anxiety or inertia, hostility or discouragement, stress and exhaustion, depending on the mental qualities that depend on one's level of behavior and mental specificity. On the other hand, some of the difficulties of alleviating the mind and gathering the mind on a theme are the difficulty in establishing relations between various

¹UKNWSN, <http://www.workstress.net/what-can-you-do/identify-symptoms-stress/> [accessed 11 August 2019].

issues, excessive forgetfulness, and mental problems of obsessive minds (Batista 2018,p.9).

Forms of stress are often difficult and contradictory. Not all stresses occur in the same way. Each stress stage is seen differently from each other. Some signs disappear, but other signs replace them. (Batista 2018, p.9). Restlessness, irritability, feeling tired all the time, decreasing the time spent with others, malnutrition, sleep disturbance, headaches and turning to harmful substances; personal symptoms.

There are some specific symptoms of stress. These symptoms include; tension, constant anxiety, excessive alcohol and smoking, insomnia, difficulties in cooperation, feelings of inadequacy, emotional imbalance, digestive problems, high blood pressure (Pehlivan 1995, p.45).

Güçlü (2001,p.95) says that even if stress is experienced for a short time, it can cause short-term consequences such as tension, increased heart rate, or excessive alcohol and smoking. Stress also causes an increased risk of over-eating and smoking, which carries a high risk of chronic heart disease. In addition, Batista (2018,p.10) executes symptoms of job stress based on Braham's study (1998, p.52-54) as mentioned below.

Symptoms of Physical Stress relate to physiological symptoms such as body pain, high blood pressure or cardiovascular problems, excessive fatigue and loss of effort, constipation, gum problems, respiratory problems, loss of appetite and sleep problems.

Symptoms of Emotional Stress concerned with symptoms such as anxiety, persistent crying problems, rapid and constant changes in mental state, feeling under pressure, lack of confidence, rapid frustration and little compassion, frequent irritation, aggression, susceptibility or excitement.

Symptoms of Mental Stress includes symptoms such as difficulty in decision-making, mental confusion, memory weakness, too much dreaming, obsession with an idea or thought, poor mood, low productivity, poor work quality, increased defects, and decreased hearing.

Symptoms of Social Stress of stress vary from person to person and have different effects. These effects affect social pressure among people, distrust of each other, blame others

and fulfillment of responsibilities. Because of social pressures, people prefer to be silent because their feelings and thoughts are in a good direction but they cannot express themselves freely. To control stress, it is necessary to know the type of stress. The individual affected by stress should address the stress in the best possible way by referring to the four characteristics of the stress.

2.2.2 Causes of Job stress

The stress factors affecting today's workers are shown in Figure 2.4 Stress factors can be classified as extra organizational stressors, organizational stressors, group stressors and individual stressors (Luthans 2015, p.249).

Figure 2.4: Job stress sources



Source: Luthans 2015, p.250

2.2.2.1 Extra organizational stressors

Although most job stress analyzes ignore the importance of external factors and events, it is becoming increasingly clear that these have a major impact. Organizations are greatly influenced by the external environment, it is clear that job stress is not limited to what

happens within the organization during working hours. In fact, a research study found that stress factors outside the workplace were associated with positive and negative feelings at work. Extra-organizational stress includes social technological change, globalization, family, relocation, economic and financial conditions, race and gender, housing or community conditions (Luthans 2015, p.250).

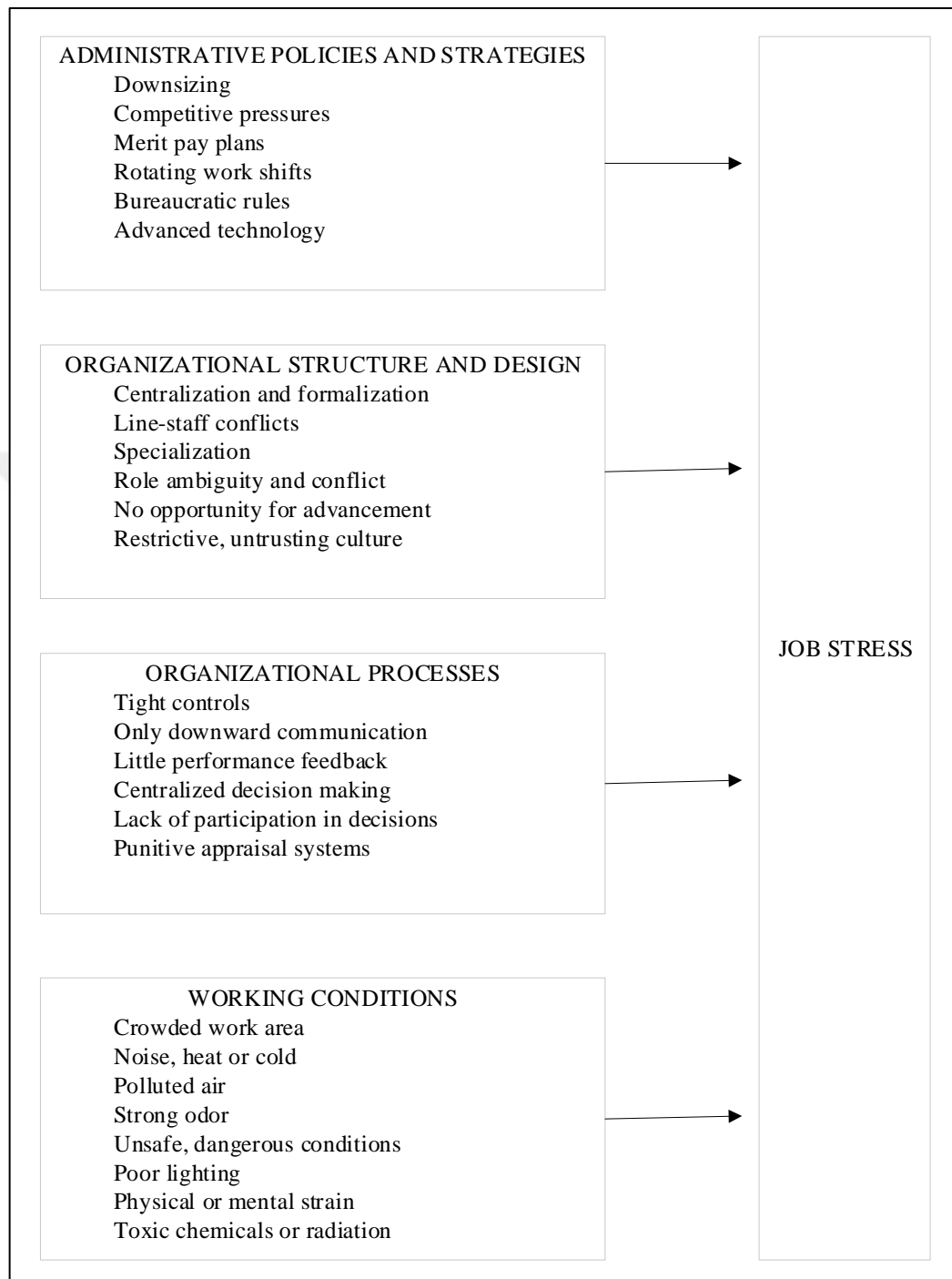
A family situation can play an important stress-generating role for employees - a short crisis such as a family member's illness, long-term tense relationships with parents, spouses or children. In addition, more and more employees have more responsibility for their work, making it difficult to balance work and family. While employees work longer hours and bring more jobs at night, more importance is given to work-family relations, coordination of work and holiday programs, and researches about elderly and child care options come to the forefront (Luthans 2015, p.251).

2.2.2.2 Organizational stressors

Jahoda (1982) argues that if a worker loses something at work which is a property that he/she gives importance at work, some outcomes such as stress may occur. If employees feel job insecurity, they also think that there is a possibility to lose his/her job and stress is observed as one of the results of job insecurity.

As well as stress sources outside the organization, there are different sources of stress within the organization itself. Thus, it is possible to divide stress sources into four main categories (Luthans 2015, p.253).

Figure 2.5: Job stress sources within the organization



Source: Luthans 2015, p.253

2.2.2.2.1 Administrative policies and strategies

Luthans (2015) explains that organizational policies and strategies are related to the formation of job stress, the organization's evaluation system, wage policy, uncertain

transactions decision-making mechanism, business design techniques, growth or contraction policies, factors such as whether the business is a proactive structure are all of them have an impact on the job stress (Yavuz 2018, p.31).

Yavuz (2018, p.32) mentions about job evaluation and performance evaluation systems established in the organization should be done in a fair manner and in accordance with the procedures and in accordance with the structure of the job and the individual. For example, an unfair performance evaluation system will lead to uncertainty in individuals, resulting in stress. The criteria in which the job evaluations are made and the criteria for determining the importance and difficulty levels of the works should be shared with the employees in a transparent manner. Individuals will be able to identify appropriate steps in the organization without feeling uncertainty. Similarly, wage policies implemented by the organization should be fair and balanced, and in a structure suitable for performance. Wage policies and strategies should be formed in accordance with the expectations, performance, and jobs of the employees; problems such as wage inequalities and job insecurity should be eliminated.

The company's behavior in accordance with market and environmental conditions, having a clear interaction with the market, having policies to predict the problems that may occur, the ability to respond to changing conditions with strategies appropriate to the potential uncertainty factor and indirect factors on individuals will eliminate stress factors.

2.2.2.2.2 *Organizational structure and design*

Organizations are open systems that interact with the external environment and should adopt an organizational structure model. This model will adapt to changing environmental conditions in order to minimize the effects of organizational stress sources on an individual and organizational basis. In this context, central and decentralized organizational structures play an important role. In organizations where a centralized structure and a more bureaucratic structure prevails, strict norms and policies cause individuals to experience high levels of stress and cannot take initiative (Raitano and Kleiner 2004, p.33). Yavuz (2018, p.31) executes that As the organizational structure is centralized, employees may experience higher levels of stress due to less autonomy in performing their duties, strict norms, and control mechanism in senior management. The

extent to which the roles in organizations are standardized and the extent to which work content is guided according to rules and regulations play an important role within the organizational structure.

The perception of a rigid organizational climate within the organization will create a source of stress for employees and will result in a decrease in job performance and productivity (Luthans 2015, p.253).

2.2.2.2.3 *Organizational processes*

Yavuz (2018, p.33) emphasizes that inadequate and incomplete information flow between employees or subordinates in enterprises, existence of an unjust control mechanism, existence of unclear goals or conflicting objectives between units or between works, faulty performance evaluation system, a weak, closed or hierarchical communication policy factors can lead to the presence of insecurity on individuals, physical and psychological stress.

Creating a clear, accurate and complete information and communication environment for employees within the organizational processes, increasing the participation of subordinates in the decisions, applying an egalitarian policy in all processes and stages of evaluation, transferring the objectives, targets, mission and vision of the enterprise to all employees are important in reducing the impact of stressors.

2.2.2.2.4 *Working Conditions*

A workplace is an area open to different stress factors in many ways. Factors such as physical space, temperature, noise, lighting and light, space design, presence of an ergonomic work area, physical probabilities that may cause work accidents may cause stress by affecting employees and affect individuals' physical or psychological health. The existence of unsuitable and uncomfortable, unsafe conditions to carry out the job may decrease the productivity of the employees and affect the production quality (Yavuz 2018, p.32).

2.2.2.3 Group stressors

Valibayova (2018, p.44) explains that each organization is naturally influenced by relationships within the group. The most important feature of the group is to be a strong source of stress for individuals. Relationships between individuals belonging to a working group are an important factor in employee health. Stress originating from the group, which is a potential source of stress, can be expressed as cannot be adapted to the spirit of the group, lack of environmental support, what is accumulated in the inner world of the person, and conflict between the person and the group.

2.2.2.4 Individual Stressors

Individual tendencies such as Type A personality patterns, personal control, learned helplessness, and psychological endurance may affect the level of stress experienced by everyone. In addition, the frustration facing conflicts, the level of individual conflict resulting from goals and roles, certainly has implications for individual stress factors (Luthans 2015, p.254).

2.2.3 Consequences of Job stress

The sources of stress can be categorized under three categories: individual, organizational and environmental, the effect of search category individual variables and the relationship between all these categories are schematized in detail below.

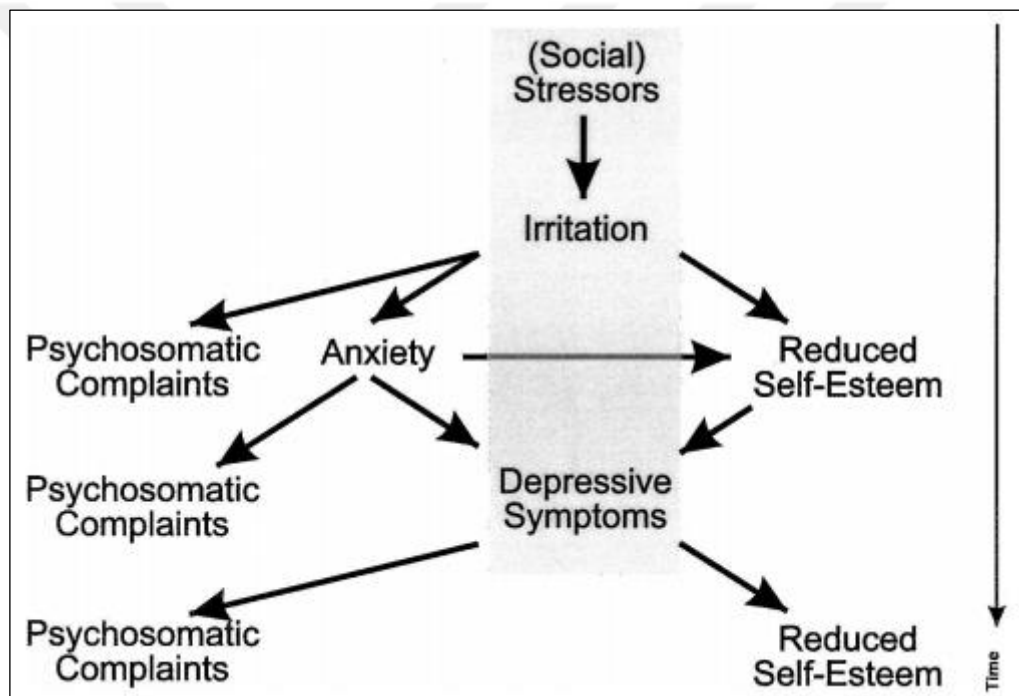
2.2.3.1 Individual results

Today, it is very difficult to meet a person who is not affected by stress. However, it is possible to say that each person has a level of stress that they can bear (Batista 2018, p.22). In this sense, physical characteristics, nutrition habits, social support opportunities of some people; stress coping skills and experiences with stress. The individual consequences of stress may decrease in physiological, psychological and behavioral quality (Albrect 1988, p.45; Batista 2018, p.22).

Cardiovascular diseases, nervous tension, palpitations, high fever, dizziness, respiratory failure, difficulty chewing, concussion, headache, indigestion, abdominal pain, high blood pressure, impotence in sexuality, diabetes, digestive system disorders can be physiological results of job stress.

Anxiety, depression, fatigue, insomnia, and burnout have shown themselves as psychological results. Psychological illnesses include; asthma, undetermined blood pressure, stomach and duodenal ulcers, ulcerative colitis, obesity and so on. (Alper 2001, p.243).

Figure 2.6: The development of psychological complaints



Source: Christian Dormann and Dieter Zapf 2002, p.34

Batista (2018, p.23) mentions about anxiety can be seen at any time and in any condition and is often felt in the form of anxiety, anxiety, and anxiety, accompanied by physiological symptoms. While this is a moderate level, it can become a disorder that requires treatment when it is at an excessive level, although it is adaptive for the person (Alper 2001, p.169).

The most common behavioral outcome of stress is the tendency to drink alcohol. A substance that is known to cause a problem and cannot be released although it is intended to be released; alcohol is a type of dependence on all drinks containing (Alper, 2001, p. 313). To get rid of everyday problems, most people give themselves to alcohol, cigarettes, drugs or gluttony.

2.2.3.2 Organizational results

It is stated that managers and employees face intense and continuous stress in the organization, organizational inefficiency, production and productivity problems, employee dissatisfaction and loss of morale may cause conflict between managers and employees (Batista 2018, p.23). The following is an emphasis on the organizational consequences of stress.

Inefficiency; due to the relationship between productivity and effectiveness, stress can have economic negative consequences. Extreme high stress affects the physical and mental structures. As a result; an increase in diseases, increased occupational accidents, loss of performance, increased health expenses, loss of qualified personnel creates a serious financial burden (Batista 2018, p.23).

Going to work late and absenteeism; the number of studies examining the phenomenon of late work as a result of organizational stress is very low. Going to work is considered a behavioral effect which is one of the individual stress effects, but is considered to be a situation that directly affects the organization. In this sense, going late arises from the tendency of one's feet to go backwards when going to work. The fact that the person is late to work can be caused by many situations such as the desire to avoid stress or the distance between the house and the workplace (Sökmen 2005, p.6). Absenteeism is known as a condition that prevents the continuity of the profession when it is seen frequently (Batista 2018, p.24). In this context, frequent absences, leave and annual leave are the factors that lead to changes in the regular implementation of the work program. According to the results of the research, it is found that young workers are more dependent on their jobs compared to older workers. Married workers are more likely to lose jobs than single employees. On the other hand, employees with higher education

receive a high salary by working less and workers with lower education earn less salary by working more, which leads to hatred by some employees in the company and hence stress. (Sabuncuoglu 1998, p.50).

Presenteeism; on the other hand, it is clear that the lack of job security of employees will make them feel anxious and worry about their future. Thus, absenteeism can not be possible under these circumstances because of fear of losing his/her job. Although employees do not feel well, this prevents them from being away from their jobs for a short time period. Therefore, they are faced with the problem of presenteeism.

Workforce revolution; labor force transfer is generally expressed as the movement of the employees inside and outside the employees in a certain period (Batista 2018, p.24). It is not possible for organizations to benefit from occupational groups efficiently, find good employees and stay in the enterprise while the labor force is high. For this reason, it is recommended that organizations keep labor force cycles at a normal level (Tütüncü and Demir 2003, p.146). In order to reduce the turnover of labor, organizations need to determine the reasons for leaving employees, create productivity in the workplace and create better working conditions for employees (Tütüncü and Demir 2003,p.147). Reducing labor time is important both professionally and organizationally. In addition, the country's economic growth, social factors and economic profit are seen as a problem that needs to be worked on and solved (Tütüncü and Demir 2003, p.148).

Alienation to work; as a concept alienation can be defined as actions and experiences that lead to the division of man in terms of integrity and consciousness. Pearlin (1962) interprets alienation as a sense of weakness in which the worker cannot control what he or she feels about the work (Pearlin 1962, pp.315-316). From an organizational point of view, managers often adhere to the norms and working conditions of their business, and when these norms and laws change, the behavior of some people violates them, and many problems arise in organizations. In such organizations, problems in the functioning of the days shall not extend beyond the simple lines set by the written rules; the formation of friendship and brotherhood ties, interest groups and conflicts of interest in the workplace may show a different dynamic than the ones on paper, so the employee may become alienated to the organization. On the other hand, organizational alienation, low productivity, demoralization and regional values, high levels of labor turnover and

escape, and many forms of diseases and disorders, such as increased crime rates, inclination to sabotage, slowing down health and social security costs, slowing down work and strikes it can bring along an oppressed form of economy (Kanungo 1992, p.414).

2.2.4 Job Stress Management

As the level of violence from low to medium level of stress is functional, it also provides high performance, so people in managerial positions may not be concerned about the stress of their employees. But those who work can perceive even low levels of stress as something undesirable. For this reason, it does not seem surprising that there are different opinions about the acceptable level of stress in the workplace for employers and managers. It is possible that the management level perceives the situation as a positive stimulus that makes the adrenaline sustained, and that it is seen as excessive pressure. This situation needs to be taken into account when making individual and organizational approaches to stress management (Serçemeli 2018, p.79)

2.2.4.1 Individual stress management

The changes that we witness in our daily lives, unexpected events, complaints, criticisms, conflicts, and disagreements are among the causes of stress in our lives. Therefore, being aware of stress factors and being more careful against them, they can be reacted less, and resistance to stress can be gained. Personal stress management is accepted as a technique, environment and behavior that teaches individuals how to control stresses, encourages individuals to be more cautious and shows strategies to cope with more stress. It is important to know and observe the 'One and a half minute stress management' technique developed by Klarreich on individual stress management techniques. (Batista 2018, p.27).

You can best deal with stress with the following techniques:

- i. Frequently try something new and stop repeating old habits
- ii. Be more realistic and avoid unreasonable ideas
- iii. Avoid mentioning irrational ideals that can cause stress

- iv. Frequent mental relaxation and therapy
- v. Stop doing what you do when you get stressed

Another technique for dealing with individual stress behaviors is the "complete resting method". This relaxation method can be used primarily for stress treatment. Batista (2018, p.28) says that this technique is to consciously relax your contracted legs and then exercise your entire body with orple. Another individual stress control technique is "behavior modification". Behavior modification may be particularly effective for type A individuals who are more affected by stress.

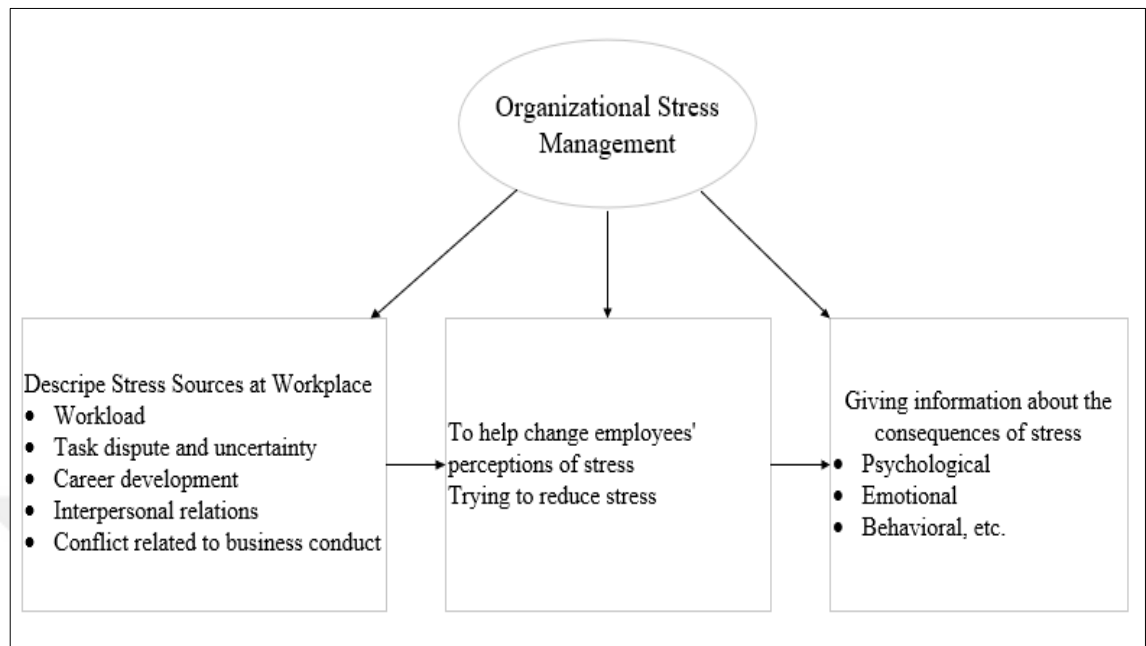
In the structure of such individuals, it is observed that superior mobility, excessive ambition, competition over time and communication disorder in human relations tend to occur. With behavior modification, misfortunes can be turned into more positive responses in stressful situations and with this method, an individual with type A characteristics can be turned into a person who is able to respond to a relaxed and healthy response. In this context, it has been observed that there is a significant decrease in blood pressure levels of type A subjects after behavior change applications (Batista.2018, p.28).

2.2.4.2 Organizational stress management

Organizational stress management is considered good for people if it is limited to positive stress behavior; however, negative stress behaviors are also encountered. Organizational stress management mainly focuses on issues related to the prevention and reduction of problems that may arise from behaviors related to individual and organizational stress (Connor 1991, p.61-63).

Organizational stress management in Figure 2.7 aims to identify stress sources before dealing with stress, understand stress responses, and then reduce or eliminate the negative consequences of stress.

Figure 2.7: Organizational stress sources



Source: Constantino Pedro Batista, 2018, p:29

Connor (1991) state managing organizational stress requires an understanding of which strategies are called for by which stressors. Table 2.2 provides a summary of the causes of stress and strategies for dealing with them, organized by the seven stressor categories. As with the rest of management, managing organizational stress is not an exact science and in some instances, our connecting of strategies to particular stressors is somewhat arbitrary; the relationships simply are not always clean and mutually excluding. Still, we believe Table 2.2 to be reasonably representative of the diagnoses and options available.

Stress management is an ongoing process requiring continual attention. To be successful, periodic evaluation of the program, its results and the resources consumed should be conducted to determine what modifications, if any, are necessary. Evaluation should include whether the program is reaching those who need assistance and whether the results are long-lasting and beneficial.

If a stress management program is not meeting its goals, the workplace should be reexamined in much the same way as when implementing the program, that is, identify which stressors are causing the greatest distress and evaluate the alternatives for stress prevention and coping. Once the best program design has been determined, it

should be implemented and evaluated on an ongoing basis. This multi-step cycle is critical to effective stress management.

Successful stress management programs are composed of a combination of individual coping strategies and organizational prevention strategies. When used together, they can effectively reduce the crippling effects of stress in the workplace. The success of a stress management program depends on managerial understanding, education, and commitment of organizational resources.

Table 2.2: Strategies and stressors

Strategy	Used to Reduce These Stressors	Remarks
<i>STRATEGIES FOR REDUCING CHANGES STRESSORS</i>		
Open, informative communication and discussion.	All change stressors	This results in better understanding and less resistance to change
Greater participation in decision-making by those affected by the change.	The real change has been made. Changes are applied arbitrarily.	Proposing ideas for change of employees; it gives you less resistance and more sense of ownership.
Preparation of employees for the change by training programs, role-playing and job rotation.	Anticipation of change	The training period may be time-consuming and an additional expense but will help change occur with minimal disruption.
Implementation of change slowly.	Actual change made.	The slow implementation allows time for understanding and involvement.
<i>STRATEGIES FOR REDUCING JOB STRESSORS</i>		
Role clarification: role identification and definition, verbal role expectations and written role profile.	Role ambiguity. Role conflict. Work over/underload.	Written role profile can be useful in performance appraisals and hiring; helps improve understanding of expectations.
Performance standards. Uncertainty.	Role ambiguity. Work over/underload.	Reduces uncertainty by communicating standard
Goal setting. Role Ambiguity. Time pressures and deadlines.	Uncertainty.	Clear and measurable goals direct and motivate employee's behavior
Feedback and performance evaluation.	Uncertainty. Role ambiguity.	Requires managerial training and good communication skills.

<i>STRATEGIES FOR REDUCING ENVIRONMENTAL STRESSORS</i>		
Monitoring and evaluation of the physical environment.	Physical discomfort.	Employee feedback can identify environmental factors.
<i>STRATEGIES FOR REDUCING CAREER STRESSORS</i>		
Opportunities provided for frequent job assignment changes such as by job rotation.	Obsolescence and fear of obsolescence.	Job rotation and temporary workgroups can lead to new skills and an understanding of the organization as a whole.
Opportunities provided to develop and utilize new skills and abilities such as professional meetings and training programs.	Obsolescence and fear of obsolescence. Under/over promotion. Unmet expectations and goals.	New skills and abilities increase opportunities to successfully move into a new job.
Promotion policies providing flexibility for upward, lateral and downward moves.	Midcareer crisis.	Communication policies are important.

2.2.5 THE RELATIONSHIP BETWEEN PERCEIVED JOB INSECURITY AND JOB STRESS

Conservation of Resources (COR) theory of Hobfoll (1998) basically explains that people value resources and they strive to obtain, retain, protect, and encourage resources that they value. COR theory mention four basic kinds of resources: objects, conditions, personal characteristics, and energies. Object resources refer to valued physical entities such as transportation, a house, or a diamond ring. Condition resources are about social circumstances that court people to other resources, such as love, money, status, or shelter. They include such conditions as marriage, tenure, and employment. Personal resources include skills or personality attributes that enable an individual to better handle stressful situations, achieve desired goals, or obtain other resources. They include personal attributes such as a sense of mastery, self-esteem, and optimism and skills such as job skills or social skills. Finally, energy resources, are resources that can be used to obtain other resources, but that may become valued in and of themselves. They include money, credit, and knowledge.

COR theory proposes that stress occurs when people are threatened with resource loss, or actually lose resources, in other cases when people fail to gain resources following

resource investment. In addition to that, people use resources in order to limit such losses or to gain resources. For example, people use self-esteem in order to support their self-confidence after doing poorly on an examination. Since resources are often hard to obtain and maintain, for COR theory resource loss is considered to be more remarkable and of greater impact than resource gain.

The job is an important resource for employees. When people come across this situation, experiencing stress is inevitable. The literature proposes that intensive layoffs, changes in work and duties under the name of organizational change, status and wage losses are important sources of stress for employees. This situation has potential effects on employee health and employee contributions to their organizations, so job insecurity has become an important issue to be examined (Sağlam 2014,p.3). Therefore, job insecurity which includes the fear of job loss is one of the most important problems of today's working life. Environments created by working conditions bring a number of phenomena and job stress is one of them. Studies that detect a negative relationship between job insecurity and commitment to work show that the satisfaction and effectiveness of individuals with job insecurity anxiety decreases. The loss of the possibility of planning and control over the life of the employee facing job insecurity increases the tension (Çiftçi 2010, p.159-160).

Job insecurity has long-term negative effects on the health of employees. The long-term perception of job insecurity affects the performance of employees in organizational responses and their tendency to leave. This shows that workers' health and mental well-being and job insecurity constitute an inverse context. Business insecurity has become an important stress factor in modern business life. The decline and decrease in the mental and physical health status of the employees are proportional to the increase in job insecurity levels.

Job insecurity affects employees to feel threatened to lose their health and jobs and to feel they are at risk. Risky and threatened work of people will cause depression, a bad mood, and some physical disorders. Moral disorder, suspicion, helplessness and stress occur as a response to possible layoffs. According to the results of the study, mental health disorders were more affected by job insecurity than physical health disorders. Employees'

perception of job insecurity causes them to lose their planning and control mechanisms in their lives (Çakır 2007,p.131).

Thus, the hypothesis of the research are;

H₁ : Perceived job insecurity contributes positively to Job stress

H₂ : Affective job insecurity dimension of perceived job insecurity contributes positively to Job stress

H₃: Cognitive job insecurity dimension of perceived job insecurity contributes positively to Job stress

2.3 PRESENTEEISM

Halbeslegen (2014,p.179) explains that the efficiency and performance of employees are critical factors in determining the performance of organizations in a competitive environment. Organizations must ensure that their employees perform daily activities efficiently. There are many organizational and individual factors that affect employee productivity and performance. Lack of existence is also one of the factors affecting the productivity and performance of the employees in the organization. Therefore, the focus of the discussions on labor productivity in recent years has shifted from absenteeism to absenteeism.

The concept of non-existence at work is one of the concepts that are considered in terms of workplace health and which has not been sufficiently emphasized in the literature. Considering the formation of the concept, Cooper's (1998) findings are remarkable. According to Cooper (1998), many managers created a workaholic culture in the 90s. In the minds of these managers, working hours were equivalent to productivity. Longer The longer the better "is thought to be productive the longer you work. However, both the increase in unemployment and the feeling of job insecurity as a result of the decision of the firms to shrink along with the economic problems in the world played an effective role in the formation of non-existence. (Cooper 1998,p.314).

2.3.1 The Concept and Definition of Presenteeism

“When you got up in the morning, you noticed that you didn't feel well as usual. You probably have flu or suffer from seasonal allergies like hay fever. You may have a headache or pre-condition pain. In this case, you can stay at home or allow yourself not to go to work. That would be really great. But you have a lot of work to do today, so it's not a good idea to stay at home or take a day off. It is also time to evaluate the annual performance of the employees. So you can't let things build up behind you and on your desk.

Perhaps your company is downsizing. If you don't go to work, you're afraid that you might be one of the employees your company wants to lay off. Whatever the reason, you are able to cope with the difficulties and go to work even though you don't feel well.

Although you have gone to work, you cannot give yourself to work. You feel lethal and lethargic. You are afraid to do anything and cannot focus on your business. Your work efficiency is decreasing, and your superiors and even your colleagues are aware that your output is decreasing.”

The above scenarios are known as “presenteeism” which describes practically being at work despite not feeling well. The above scenarios are known as “presenteeism” which describes practically being at work despite not feeling well (Moç 2018, p.84).

The time period from 1955 to 1997 presenteeism; generally expressed as a concept associated with absenteeism, on the other side Cooper (1998) expresses going on working under uncomfortable circumstances. Since 2004, the number of studies conducted in 2016 has been the year in which most of the studies have been conducted (Moç 2018, p.89). The first study in Turkey by Koçoğlu (2007) done in this area with "presenteeism issue and control methods in the framework of human resource management in enterprises" study. While the studies are mostly in the field of health management, it has been observed that more and more studies have been started in recent years in the field of management and organization, human resources, and especially on work productivity (Moç 2018, p.89). Table 2.3 (Moç 2018, p.90) shows various definitions of presenteeism in various studies.

Table 2.3: Various definitions of presenteeism in studies

Simpson, 1998	Keep working hours high even sick/uncomfortable situations with working in overtime,
Cooper (1998,pp. 313-317)	During the restructuring, company mergers, downsizing and so on. Employees are more likely to work in the workplace because of fear of losing their jobs or to be more present in the workplace.
Burton vd. (1999)	The fact that employees are at the beginning of their jobs despite being sick and the resulting loss of productivity and poor performance.
Aronsson and Gustafsson, (2005)	The employee continues to work despite being sick/uncomfortable.
Meerding (2005, pp. 517-523)	The condition that employees are at work despite being sick.
Koçoğlu (2007)	Employees are at work when they should not go to work due to physical or mental illness.
Schultz and Edington (2007)	Although employees are at work, mentally less presence than other working days.
Hansen ve Andersen (2008, pp.956-964)	Going to work despite being sick.
Bergström (2009, pp.629-638)	It is a condition of going to work despite being sick.
Çiftçi (2010)	It is defined as the problem of a decrease in productivity and performance due to the fact that employees are not at work mentally due to health problems, even though they exist physically at work.
Johns,G (2010)	Going to work despite being sick.
Gilbreath ve Karimi (2012)	Although employees exist physically at work, they cannot fully dedicate their mental energy to work due to job stress.
Anık, İ.B., (2014)	Although employees exist physically at work, they are not psychologically at work.

2.3.2 Causes of Presenteeism

The reasons for the emergence of Presenteeism can be categorized under 4 headings. These; the reasons arising from the necessity of the work, working environment, personal and environmental factors.

Table 2.4 (Çoban and Harman 2012,p.168) presents the findings of the studies that include explanations about the causes of presenteeism. When the findings related to the causes are examined, the leading factors that cause presenteeism are; shrinkage of enterprises, mergers and so on. and to feel the pressure of the other employees in the company due to the layoff in these processes. In other words, the employee is worried about losing his job and has to go to work even if he is sick.

Table 2.4: Findings on the causes of presenteeism

Study	Explanations on the Causes of Presenteeism
Cooper (1998)	<p>Cooper defined the presenteeism as the long-term work of the employees or at least the long-term stay in the workplace. The researcher listed the factors that caused employees to stay in the workplace for a long time as follows:</p> <ul style="list-style-type: none"> - Individual success gaining great importance, - Downsizing, process renewal, the generalization of privatization, strategic partnerships and so on. dismissal of employees for many reasons and many people are at risk of losing their jobs after this process, - Increased stress in the workplace, - Increased competition.
Firms (2006)	<p>Employees tend to go to work due to the pressure on them due to the shrinkage of the enterprises. In this case, the problem of absenteeism in the enterprise seems to have decreased. But at this point presenteeism, another human resource problem emerges. This shows that the fear of losing work is a cause of presenteeism.</p>
Caverley (2007)	<p>Job-related factors that increase presenteeism: Increased over time, increased risk of losing work, not to miss career opportunities, trust in colleagues, support of top managers and job satisfaction. Disorders causing presenteeism were examined in two groups as physical and mental.</p>
Munir (2008)	<p>In order to eliminate the absenteeism problem in the enterprises, very sharp and strict attendance policies have been implemented. These sharp and rigid policies have led employees to go to the workplace even though they are ill or not feeling well. This has led to the presenteeism and has led to large productivity losses in enterprises. In addition, work-related factors that cause employees to stay in the workplace even though they are ill or not feeling well; change of place of duty, time pressure, organizational norms and cultural barriers in the workplace. The factors affecting the emergence of presenteeism are the risk of learning the disease by others, the fear of losing the job and the desire not to be deprived of additional payments.</p>
Hansen (2008)	<p>Hansen and Andersen listed these reasons as business reasons, personal reasons and personal and organizational attitudes. According to researchers' organizational reasons; It is stated that the time pressure on the employee, keeping the employee under constant supervision, the status of the relations with the colleagues, whether there is a guarantee of work, high overtime rate, job satisfaction level, whether there are career opportunities. According to the researchers' personal reasons; economic status of the employee, family life, psychological structure. Finally, personal and organizational attitudes consist of other attitudes and behaviors of the employee and employer. These attitudes include the fact that employees always want to make themselves strong, that the disease is ignored and that they do not go to a doctor.</p>

2.3.2.1 Nature of work

Over working, workload, role conflict, role uncertainty and initiative are the factors that make up the presenteeism which causes of nature of work. Demircioğlu (2005) states that over working is a situation when daily or weekly working time exceeding certain legal periods. The workload is another of the pressure on employees. Especially, the fact that an individual is under heavy workload is one of the main causes of burnout syndrome. Therefore, it is an important variable for the employee. According to Huberman², the effects of presenteeism are mostly seen in burnout syndrome.

The role is the action and actions that others expect and want from an employee . Role conflict is the contradictory expectations of the employees as a requirement of their roles. The different roles expected from the employee will push the employee to instability. Role uncertainty; The employee does not know what authority he or she has; lack of clear objectives and standards related to business; does not know what their responsibilities are; This information includes the fact that the information given about the task is not open. In this case, the role stress caused by the employee's encountering opposite demands and expectations about his / her job affects the performance of the employee to a great extent. Some studies have revealed a negative relationship between role stress and job performance, role conflict and role ambiguity and job performance . Employee role conflict and role confrontation with uncertainty causes both poor performance and presenteeism (Seçkin 2018,p.8-9).

Initiative: Seçkin (2018,p:9) explains taking initiative means taking responsibility and taking part in the decision-making process at your own request with taking it's risk. Employees have uncertainty during not being able to take initiative and not knowing their duties and responsibilities, so this causes mental and physical health problems.

²Huberman,E.(2012),(<http://www.benefitscanada.com/benefits/healthwellness/addressing-the-presenteeism-issue-33190/>), [accessed 29 September 2019].

2.3.2.2 Business environment

There are reasons for presenteeism originating from the workplace such as occupational relationship and working environment, organizational culture, management and leadership style, job satisfaction, physical and psychological harassment (mobbing), intra-organizational conflict, discrimination, occupational accidents and occupational diseases. (Seçkin 2018, p.9).

- i. Occupation Types: Presenteeism and occupation types are related to each other. Because in some types of occupations, people have to work in very difficult conditions and at a busy pace, while in some occupations more routine tasks are performed. It can also be seen that the work is prioritized in the sectors where the work needs to be completed in a certain period of time compared to the health of the employees. Employees who have the opportunity to set up their own working procedures are likely to experience presenteeism when they are sick, as they can decide how long they will work and whether or not they will work (Johansson 2004, p.1862).
- ii. Work Environment: Muchinsky (2000, p.801-805) explains that each profession has its own working conditions and workloads. Looking at today's working conditions, employees spend most of their time at work. It is also possible to define the working environment as the atmosphere of emotion in which individuals are present. Observing this atmosphere well is effective in assessing individuals' successes, efficiencies, performances and many other factors.
- iii. Management Style: Many employees perceive absenteeism as an indicator of weakness, and managers are also prone to this view. Management style affects working situation based on presenteeism concept (Ramsey 2006,p.14-17).
- iv. Mobbing: Exposure to mobbing significantly affects the health and satisfaction of employees. In fact, the rate of presenteeism is three times higher in people exposed to mobbing (Seçkin 2018,p.12).
- v. Conflict: Seçkin (2018,p.13) underlines Presence of conflict will adversely affect communication between individuals, will nurture hostility and excessive behavior, and consequently threaten employees' psychological state . As a result

of all these situations resulting from internal conflict, employees may be faced with presenteeism.

- vi. Occupational Accidents and Occupational Diseases: In occupational groups that adversely affect employee health, the necessity of continuing the work despite the illness of the employee makes it inevitable for them to face presenteeism.

2.3.2.3 Personal factors

Personal factors such as personality, gender, workaholism, stress, burnout syndrome, age, length of service and fear of being unemployed are present in the emergence of presenteeism. Their effects on presenteeism are explained as follows;

Personality: Personality, as in all areas of the life of people, takes an important place in professional life. Personality in professional life is a concept about whether to continue work. Employees who are dependent on their job, positive and have high internal control tend to continue to work (Johns 2010,p.535). Siegrist (1996, p.27-41) argued that strong over-commitment would increase the likelihood of presenteeism. People who do not have individual limitations, ie who cannot say no to the wishes and expectations of others, tend to continue to work while they are sick (Aronsson and Gustafsson 2005,p.961).

Gender: Women tend to have slightly higher disease presenteeism than men. The relationship between gender and presenteeism can be explained by discrimination, especially from gender (Seçkin 2018,p.14).

Workaholism and presenteeism are very close concepts. Because both are seen as the result that the employee feels obliged to be at work. According to Çiftçi (2010,p.165), workaholics work above all. While the workmanship of the employees affects their health negatively, they prefer not to stay away from their jobs even if their health deteriorates. This makes presenteeism inevitable in the long run.

Stress is one of the factors caused presenteeism experienced by the employees. Besides the many negative effects of stress on organizations, perhaps the most important impact is stress on health and poor performance. Stress is simply defined as the reaction to certain events. In fact, when it comes to research and conceptual literature on this subject, it seems difficult to define stress. Stress, which is generally perceived as a negative situation, is defined as a reaction of the individual to the threatening environmental characteristics according to researchers and scientists. Clearly, stress indicates a weak harmony between the individual and his / her environment. This may be due to the extreme demands of the environment from the individual, or the desire of the individual to exceed his or her capacity (Çiftçi 2010,pp.159-160).

According to Çiftçi (2010,p.159) burnout and presenteeism mutually strengthens their impressions. Besides the negative effects of burnout on individuals, it is seen that the negative effects of burnout are reflected in organizations. These effects; low individual performance, high labor turnover, low level of organizational success, low job satisfaction, increased health costs, as well as reduced creativity and problem-solving ability.

Age is an important factor that affects an individual's behaviors. Different behaviors that occur at different ages are also manifested in working life. Changes in the human body, especially with advances in age, can have an impact on the work of employees. In other words, behavioral differences are also likely to occur between young workers and older workers. This may be related to presenteeism. While middle-aged workers stated that they became ill more, older workers preferred to say that they became inadequate instead of absenteeism when they got sick. Therefore, the presenteeism rate is higher in older women and men (Bellaby 1999,p.105).

Çiftçi (2010,p.161) emphasizes that in practice it is seen that some of the employees cannot exercise their rights because of the possibility of losing their jobs or that they may affect their internal earnings such as promotion and training. Especially in times of economic crisis where unemployment is intense, such behavior may intensify due to the fear of unemployment.

Fear of being unemployed is an element of fear-based oppression, as the name implies. It is inevitable that employees will be adversely affected by this fear and this situation will emerge as presenteeism.

2.3.2.4 Environmental factors

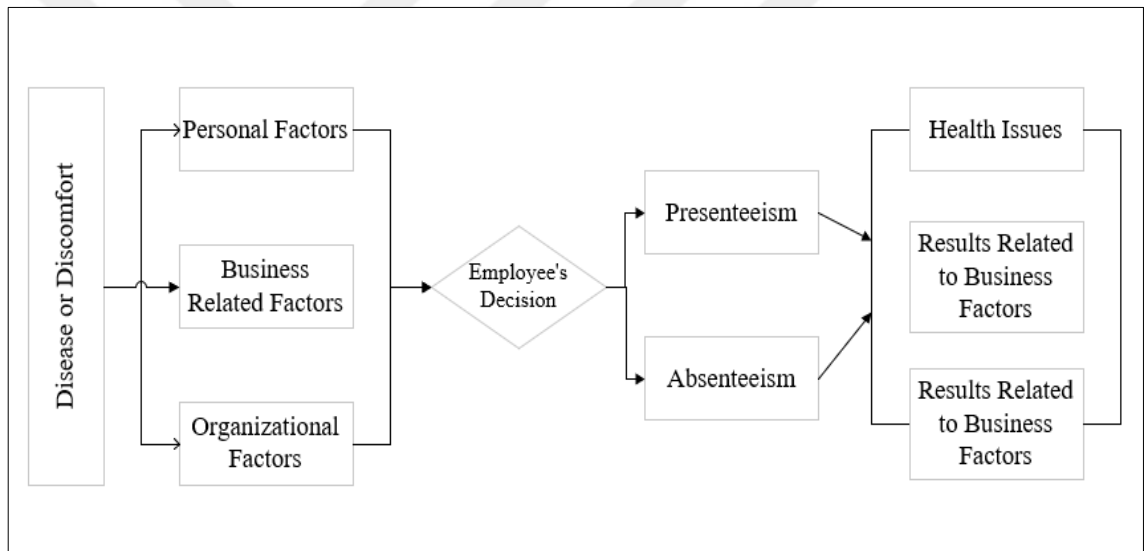
Environmental factors that affect presenteeism are economic, political and political uncertainties, environmental and traffic problems, which are among the causes of stress and other stress related discomforts of employees. Factors such as economic uncertainties, crises, unemployment and dismissal, cost of living, high inflation and low welfare levels cause stress to the employees and thus overtime or additional work to increase the income level. Similarly, the negative effects of political instability on the country's economy also affect workers negatively. Negative factors such as traffic density around the work environment and access to the work place are among the other important sources of environmental stress for the employees. This situation can be experienced especially in big cities. Presenteeism also emerges as a negative result of these environmental factors that create stress and pressure on employees (Seçkin 2018,p.29).

2.3.3 Consequences of Presenteeism

Before the concept of presenteeism was proposed, it was thought that the most important reason of for productivity loss caused by employees was absenteeism and productivity losses were calculated on the basis of whether the employees continued to work or not, and now that presenteeism is considered as an important productivity loss factor. It is seen that the damage done to the institutions of the employees experiencing non-existence at work is more than the damage caused by the personnel not going to work. It is easier to foresee and eliminate the loss of an employee who is not going to work or not. It is quite difficult to calculate the loss of productivity caused by a staff member who does not work while he or she is at work and appears to be doing his or her job (Meerding and others 2004,p.517-523).

Koopman (2002,p.14-15) suggests that it is not possible to limit the consequences of not being able to employ yourself to productivity alone. As a result of the decrease in performance and motivation, absenteeism and an increase in employee turnover can be observed. According to Rantanen and Tuominen (2010,p.14-20) it also leads to a decrease in job satisfaction, an increase in absenteeism and an opportunity for employees to consider changing jobs and leaving work as an option. It is seen that this table has important results for employees, organizations and even society. In light of the above explanations, the conceptual model of the causes and consequences of presenteeism is presented in Figure 2.8.

Figure 2.8: Presenteeism process causes and consequences



Source: Turhan Moç, 2018, p:98

2.3.4 Solutions Against the Formation of Presenteeism

As situations such as production disruption, low productivity, and poor management of the management process that may arise from presenteeism are important at the organizational level so presenteeism should not be evaluated solely for the employees. In order to prevent such problems, taking precautions by business owners, organization managers and employees together will produce more beneficial results for employees and organizations (Seçkin 2018,p.21).

2.3.4.1 Reshaping organizational culture

First of all, it is necessary for the managers to critically evaluate whether there is a presenteeism problem in their enterprises, to investigate the cause if any, and to raise awareness among the employees. Believe in the necessity of health expenditures, placing the awareness that healthy employees constitute a serious part of the investment, and therefore giving importance to the health of the employees should form an important part of the organizational culture. At this stage, applied to employees; The question of the presence and causes of the presenteeism problem at work, including surveys, business self-criticism can benefit managers (Çiftçi 2010,p.166).

Çiftçi (2010,p.166) suggest that an employee attitude survey and an employee job satisfaction survey, they learn employee satisfaction levels, their satisfaction with their superiors, their loyalty to the firm, their thoughts about the future of the company, competition and competitors, and their thoughts about the organizational problems and causes and to implement the necessary decisions and practices related to the solution and to implement policies that will make the employee more happy and satisfied is an extremely important way to shape the organizational climate.

2.3.4.2 Rearrange jobs and apply new ways of work

Çiftçi (2010,p.167) emphasizes considering the results of self-criticism in the enterprise, the issues that adversely affect the health and productivity of the employees should be carefully evaluated. If there are long working hours or excessive workload, new regulations should be made. Flexible working hours that can be passed by employees or virtual working opportunities for those who are in suitable positions are perhaps the most important of these arrangements. Thus, alternatives may be attractive for employees, especially those who have difficulty in establishing work-life balance and those who like to work independently. It is more important for women who have small children or someone else in need of home care because some people in this situation are physically at work but they are at home in mind. Employees who organize their time and space themselves will be able to organize the most productive time for themselves.

On the other hand, the solution of health problems may be easier. The new forms of work encompass all forms that are usually performed independently of time and space. Flexible working hours, work from home, part-time work, telework, work sharing, teamwork, and virtual work practices are examples of new ways of working.

2.3.4.3 Concentrating on organizational health and implementing methods to cope with stress

In order to be successful, organizations must support the positive sense of well-being of individuals, groups, and society. The goals and expectations of the organization should match the goals and expectations of the employees. Otherwise, an organizational conflict may occur, which may result in conflict, mismatch and contradiction.

Organizations should increase the welfare of people, groups, and societies. Healthy organizations are exploring how their employees can be physically and mentally supported for their personal development and well-being. They strive to reduce the causes of stress in the work environment and create a healthy work environment. Thus, the real potential of organizations and employees can be revealed. Organizational health is possible when the organization is away from the possible factors that may be threatened at the same time supporting positive and productive factors. Instead of avoiding passive problems, dealing with problems should be one of the main objectives (Garda,2014,p.251-268).

Various procedures can be used to cope with stress. The effective grievance procedure is an integral part of organizational health. The worker-employer relationship inevitably creates conflict. However, this conflict can be resolved in procedures that are equally beneficial to both the employee and the manager. The most common management tool available to employers is the formal complaint procedure. This type of complaint is regular and acceptable. This allows employees to express their dissatisfaction with the organization. Complaints that have not been resolved by official procedures are taken to other analysis levels. Thus, it reduces the effect of the confidential agreement, such as dismissal, transfer, and discrimination without any reason in the organization. Complaints procedures can help strengthen both union and employers by increasing employee representatives and supervisor development (Garda,2014,p.288).

2.3.4.4 Precautions for work-life balance and employee support program

According to Duxbury and Higgins (2001,p.6), there are many roles a person has to fulfill during his life. At the same time, the necessity of performing more than one role and demanding the energy and time to be spent at the same time constitutes the conflict of work-life.

Research on work-life balance shows that individuals experiencing work-family conflict have lower performance in the workplace than other employees. At the same time, stress caused by the necessity of performing more than one role increases the absenteeism percentage in individuals. This situation does not only adversely affect working life; it causes individuals to be unhappy in their family life. The importance of achieving work-life balance necessitates some measures that ensure balance not only of employees but also of employers, trade unions and the state.

Duxbury and Higgins (2001,p.9) emphasize that more flexibility should be provided by employers as to when and where employees will work in the workplace. The creation of a WLB-enabling environment in the workplace alone is not enough. It is important to implement policies to support employees in a flexible work environment. This is only possible by informing them more about the policies to be implemented. Accordingly, more resources should be created to ensure “people management” practices in the workplace. One of the measures the other is wage and deduction applications. Especially for female employees, in case of absence due to personal reasons such as child and adult care, it is important to keep the wage cuts to a certain level in order to minimize financial loss. In addition, employees should be allowed to switch from full-time to part-time during certain periods. Thus, as employees have the opportunity to work part-time during conflict periods, there will be no absenteeism and loss of productivity. Another application that can be recommended to employers is to provide stress management training for employees in the workplace.

It is not enough for employers to take measures to ensure the WLB. Trade unions, which advocate for workers' rights, also have certain responsibilities to fulfill. Trade unions should be the advocate of those working on this issue, leading to campaigns that raise public awareness of the WLB. Trade unions should, therefore, incorporate regulations

on the conditions that provide the WLB to the collective bargaining process. They should increase the knowledge of the employees by organizing a training on WLB.

The governmental support of employers 'and trade unions' policies that provide the WLB also facilitates the applicability of these policies. From this point of view, governments should make legal arrangements especially regarding flexible work and identify penal sanctions for the failures in implementation, which will ensure the implementation of WLB policies properly (Doğrul and Tekeli 2010,p.14-15).

For many years, the United States and the Employee Assistance Program available in Europe, also in Turkey in recent years is being implemented by some businesses. The Employee Support Program service is provided by an outside consulting firm. EAP is a business and workplace oriented program consisting of individual and corporate services. The aim is to help identify and solve individual problems that may affect the work performance of employees and to increase employee satisfaction and productivity in the workplace. It is known that confidentiality is the basic principle of EAP, which gives employees confidence. Individual counseling, group therapy, training seminars, professional coaching services, face-to-face counseling or telephone counseling. In addition, information is provided on the internet via the website. Examples of services provided to employees include depression, panic attacks, stress management, anger control, anxiety disorders, marital problems, addiction therapies (smoking, alcohol, drug addiction, etc.), sleep disorders, phobias, eating problems, psychological problems related to sexual problems. support is provided. Employees can easily access the lawyers, psychologists, doctors and financial experts they need through the EAP call center, which is available 24/7. In our country, there are a small number of consultancy firms that provide support program services (Çiftçi 2010,p.170).

2.3.5 THE RELATIONSHIP BETWEEN PERCEIVED JOB INSECURITY AND PRESENTEEISM

Çoban and Harman (2012,p.168) present that the leading factors that cause presenteeism are; the shrinkage of enterprises, mergers and to feel the pressure of the other employees in the company due to the layoff in these processes. In other words, the employees are

worried about losing their jobs and have to go to work even when they are sick. When job insecurity felt by employees, they tend to go work in any situation. The idea that job insecurity might decrease absence and motivate people to go to work when ill is compelling (Johns 2010, p.534).

Çiftçi (2010, p.161) emphasizes that in practice it is seen that some of the employees cannot exercise their rights because of the possibility of losing their jobs or that they may affect their internal gains such as promotion and training. Especially in times of economic crisis where unemployment is intense, such behavior may intensify due to the fear of unemployment. Fear of being unemployed is an element of fear-based oppression, as the name implies. It is inevitable that employees will be adversely affected by this fear and this situation will emerge as presenteeism.

Moreover, Hansen and Andersen suggest (2008, p.963) that job insecurity leads to an increase in sickness presenteeism. The level of unemployment and social security system is mentioned to have effects on the magnitude of the relationship between job insecurity and sickness presenteeism. It is stated that when unemployment is low, job insecurity is likely to be less worrying for the employees. Therefore, there is an association between job insecurity and sickness presenteeism.

Thus, the hypothesis of the research are;

H₄ : Perceived job insecurity contributes positively to presenteeism

H₅ : Affective job insecurity dimension of perceived job insecurity contributes positively to presenteeism

H₆: Cognitive job insecurity dimension of perceived job insecurity contributes positively to presenteeism

3. RESEARCH METHOD

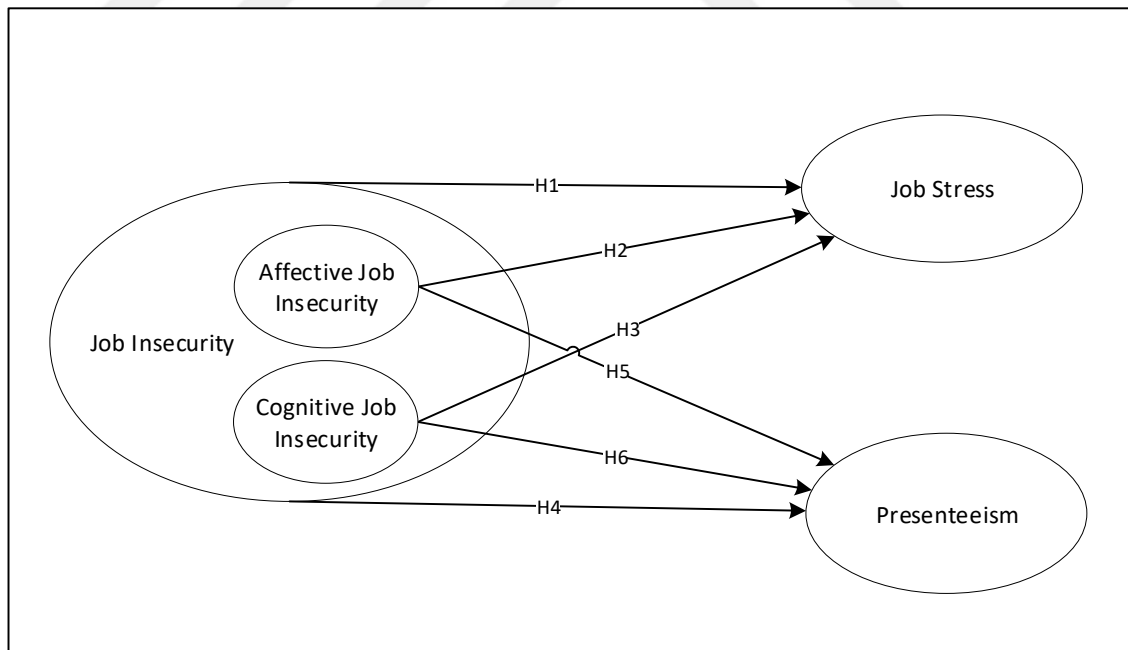
3.1 THE PURPOSE OF THE STUDY

The main purpose of this study is based on the assumption that when an employee perceives job insecurity, he/she will experience job stress and conduct presenteeism behavior. In order to analyze that assumption, hypotheses are formed and tested statistically. In addition, descriptive statistical data analyses are conducted to understand and evaluate the relationships in detail.

3.2 RESEARCH MODEL AND HYPOTHESES

In this research perceived job insecurity is independent variable, and job stress and presenteeism are dependent variables. The modeled relationships between independent and dependent variables are presented at Figure 3.1.

Figure 3.1: Conceptual research model of the thesis



According to the research model, there are six main hypotheses:

H₁ : Perceived job insecurity contributes positively to Job stress

H₂ : Affective job insecurity dimension of perceived job insecurity contributes positively to Job stress

H₃ : Cognitive job insecurity dimension of perceived job insecurity contributes positively to Job stress

H₄ : Perceived job insecurity contributes positively to presenteeism

H₅ : Affective job insecurity dimension of perceived job insecurity contributes positively to presenteeism

H₆ : Cognitive job insecurity dimension of perceived job insecurity contributes positively to presenteeism

3.3 PROCEDURE

In this research, a survey was used as a data collection method. For the purpose of data collection, the survey was filled through an online platform which is named as "Online Anketler". All the data is collected between 6th and 27th of April in 2019. After data was collected, the results were analyzed and interpreted by utilizing SPSS data analysis program.

3.4 SAMPLE

The sample of the research is composed of 250 whitecollar employees from various sectors, and they were reached by convenience sampling. The demographic characteristics of the participants are provided in Table 3.1 below

Table 3.1: Demographic Characteristics

Characteristics	Frequency	Percent	Valid Percent	Cumulative Percent
Age Interval of Participants				
19-30	136	54,4	54,4	54,4
31+	114	45,6	45,6	100
Total	250	100	100	
Gender of Participants				
Male	92	36,8	36,8	36,8
Female	158	63,2	63,2	100
Total	250	100	100	
Educational Status of Participants				
Bachelor's Degree	159	63,6	63,6	63,6
Master	80	32	32	95,6
Doctorate	11	4,4	4,4	100
Total	250	100	100	
Working Sector of Participants				
Public	62	24,8	24,8	24,8
Private	188	75,2	75,2	100
Total	250	100	100	
Total Years of Work Experience				
Less than 5 year	105	42	42	42
More than 5 year	145	58	58	100
Total	250	100	100	
Total Working Years in Participants' Current Workplace				
Less than 5 year	178	71,2	71,2	71,2
More than 5 year	72	28,8	28,8	100
Total	250	100	100	
Management Responsibility in Participants' Workplace				
Yes	70	28	28	28
No	180	72	72	100
Total	250	100	100	
Number of Employees in Participants' Workplace				
Less than 50	35	14	14	14
50-100	19	7,6	7,6	21,6
101-200	19	7,6	7,6	29,2
More than 200	177	70,8	70,8	100
Total	250	100	100	

According to the results; 54,4% of the participants is at the age group of 19-30, 63,6% of participants has a bachelor's degree, 75,2% works for private sector, 58% has more than 5 years of total experience, 71,2% percent has less than 5 years of experience at their

current workplace, 28% of participants hold the managerial position at their work organizations, and lastly 70,8% of participants works for the organizations that have more than 200 employees.

3.5 RESEARCH INSTRUMENTS

The survey was composed of 4 parts: demographic form, perceived job insecurity scale, presenteeism scale, and job stress scale. For all questionnaires 6-points Likert scale was used in order to avoid response set problem. In other words, there were discrete middle points in the 7-point scale and it was decided to prevent participants from choosing the middle point. Therefore, Likert scale with even points was preferred. Job insecurity, presenteeism, and job stress questionnaires had the Likert scale ranged from 1 (“I certainly disagree”) to 6 (“I certainly agree”).

3.5.1 Job Insecurity Measure

Job Insecurity scale was measured with 8- item scale that was developed by De Witte’s (2003). Turkish version of the scale was translated from the original scale by Çiğdem Üçler (2018). The same 8 items are used to measure job insecurity in this research as well. Üçler (2018, p.72) reported 0.93 Cronbach alpha value. Job insecurity scale has two dimensions as cognitive job insecurity and affective job insecurity. “I think that I will be able to continue working here” is one example for the cognitive job insecurity dimension, and “I worry about the continuation of my career” is an example item for affective job insecurity dimension.

3.5.2 Job Stress Measure

Job Stress Scale was measured with 7-item scale that was developed by Huselid ve Day (1991). Turkish version of the scale was translated from the original by Gökmen (2017, p.39) and Efeoğlu (2006) Gökmen (2017, p.82) reported 0.821 Cronbach alpha values for this one dimension scale. The same 7 items were used to measure job stress in this research as well.

3.5.3 Presenteeism Measure

Presenteeism was measured with 6-item scale that was developed by Koopman and colleagues from Stanford University in 2002. Moç (2018) translated the scale into Turkish. The same 6 items were used to measure presenteeism in this research as well. Moç (2018) reported 0.89 Cronbach alpha value for this one dimension scale.



4. FINDINGS

Results of this study were evaluated by using the Statistical Package for Social Sciences (SPSS) version 23.0 for Windows. Descriptive statistics were used to present the main characteristics of the sample. First of all, factor analysis was conducted for each variable (perceived job insecurity, job stress and presenteeism). For the factor structure of the scales, factor analysis was performed with principal components model and factor loadings were taken into consideration. For the internal consistency of the scales, reliability analyses were performed and coefficient alphas were computed. Correlation analyses and simple linear regression analyses were conducted to test the hypotheses. Additionally, t-test and one-way analysis of variance (ANOVA) were applied to understand whether the independent (i.e., perceived job insecurity) and independent (i.e., job stress and presenteeism) variables differ according to the control variables.

4.1 FACTOR ANALYSIS AND INTERNAL CONSISTENCIES

In this study, exploratory factor analysis with principal component analysis and varimax rotation was conducted for revealing the factor structure of the research variables. At the beginning of the factor analysis, first of all, it is decided whether the data set is suitable and adequate for factor analysis. Kaiser-Meyer-Olkin (KMO) and Bartlett's test is applied to determine whether the data set is suitable and adequacy or not. The Kaiser-Meyer-Olkin (KMO) test value indicates whether the sample is adequate whereas Bartlett's test p value indicates whether the sample is suitable. As the KMO test value is greater than 0,50, the data set is accepted as adequate for the factor analysis. Since the p value of the Bartlett test is less than the 0,05 significance level, there is a sufficient correlation between the variables for factor analysis (Durmuş et al. 2018 p.79-80).

4.1.1 Job Insecurity

As Kaiser-Meyer-Olkin (KMO) of the independent variable "job insecurity", test value is 0,856, the data set is adequate for the factor analysis and the p value of the Bartlett test less than 0,05 demonstrates that there is a sufficient correlation between the variables for factor analysis.

Total Variance Explained of Factor Analysis shows that there are 2 factors that consists of 8 items within independent variable "job insecurity". According to total variance results, job insecurity forms of 2 sub-dimension and these dimensions explains 70,672 percent of total variance.

As the factors in which statements involved are determined, the reliability analysis is carried out in order to ensure reliability of the statements that belongs to Factor 1 which is named "affective job insecurity" (I-F1) and Factor 2 which is named "cognitive job insecurity" (I-F2) of independent variables.

As a result of Reliability Statistics of "affective job insecurity" of independent variables (I-F1), demonstrated that there is not any inconsistency within data set. As a result of Reliability Statistics of "cognitive job insecurity" of independent variables (I-F2), demonstrated that there is not any inconsistency within data set.

According to the result of the factor analysis for independent variable job insecurity affective job insecurity (I-F1) including 5 items as below explains with 35,786 percent with the 0,843 percent reliability. cognitive job insecurity (I-F2) including 3 items explains with 34,886 percent with the 0,771 reliability (Table 4.1).

Table 4.1:Job insecurity factor analysis result table

Factor Name	Question Expression	Factor Loads	Factor Explanatory %	Reliability
FACTOR 1 Affective Job Insecurity (I-F1)	I fear that I might lose my job.I1	0,871	35,786	0,843
	I fear that I might get fired. I2	0,850		
	I worry about the continuation of my career.I3	0,703		
	There is not only a small chance that I will become unemployed.I4	0,640		
	I feel uncertain about the future of my job.I5	0,587		
FACTOR 2 Cognitive Job Insecurity (I-F2)	I am not certain/sure of my job environment.I6	0,877	34,886	0,771
	I think that I will not be able to continue working here.I7	0,838		
	I am not sure that I will be able to keep my job.I8	0,820		
Total Variance Explained				70,672
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				0,856
Bartlett's Test of Sphericity				Chi-Sq 1031,942
				Df. 28
				Sig. .000

4.1.2 Presenteeism

As Kaiser-Meyer-Olkin (KMO) of the dependent variable "presenteeism", test value is 0,891, the data set is adequate for the factor analysis and the p value of the Bartlett test less than 0,05 demonstrates that there is a sufficient correlation between the variables for factor analysis.

Total Variance Explained of Factor Analysis shows that there is just one factor that consists of 6 items within dependent variable "presenteeism". According to total variance results, presenteeism forms of just one dimension.

The reliability analysis is carried out in order to ensure reliability of the statements that belongs to presenteeism measure of dependent variables.

If any items break consistency, it will appear "Cronbach's Alpha if Item Deleted". If any value in this column is greater than Cronbach's Alpha value in the Reliability Statistic table, the item in the relevant row decreases the consistency in the factor. When this item is removed from the data set, the reliability value will increase.

As a result of Reliability Statistics of presenteeism measure of dependent variables, there is one inconsistency within data set for P1 (It is very difficult to deal with stressful situations related to my job) factor. After removing the question P1 and remaining ones are P2,P3,P4,P5,P6 measures the Presenteeism state with 80,441 percent and these 5 questions consist of one factor (Table 4.2).

Table 4.2:Presenteeism factor analysis result table

Factor Name	Question Expression	Factor Loads	Factor Explanatory	Reliability
PRESENTEEISM (P)	Because of my physical and mental problems, I could not finish the difficult tasks in my job.P2	0,930	80,441	0,939
	My physical and mental problems prevent me from enjoying my work.P3	0,921		
	I am desperate to finish some daily work due to my physical and mental problems.P4	0,908		
	My physical and mental problems prevent me from concentrating on my goals at work.P5	0,895		
	Because of my physical and mental problems, I don't feel that I have enough energy to finish all my work.P6	0,826		
	Kaiser-Meyer-Olkin Measure of Sampling Adequacy			
Bartlett's Test of Sphericity			Chi-Sq	1137,495
				Df. 10
				Sig. ,000

4.1.3 Job Stress

As Kaiser-Meyer-Olkin (KMO) of the dependent variable "stress", test value is 0,897, the data set is adequate for the factor analysis and the p value of the Bartlett test less than

0,05 demonstrates that there is a sufficient correlation between the variables for factor analysis.

Total Variance Explained of Factor Analysis shows that there is just one factor that consists of 7 items within dependent variable “stress”. According to total variance results, stress measurement forms of just one dimension.

The reliability analysis is carried out in order to ensure reliability of the statements that belongs to stress scale of dependent variables. As a result of Reliability Statistics of stress measure of dependent variables, there is consistency within data set (Table 4.3).

Table 4.3: Job stress factor analysis result table

Factor Name	Question Expression	Factor Loads	Factor Explanatory	Reliability
JOB STRESS (S)	My work is tend to affect health directly.S1	0,837	57,584	0,875
	I work under a great deal of tension.S2	0,802		
	I feel nervous because of my job.S3	0,799		
	My health is probably better if I work in a different job.S4	0,792		
	Problems with my work cause me to have trouble sleeping.S5	0,721		
	I feel nervous before the meetings held in our institution.S6	0,717		
	Even though I do other things when I'm home, I often think about my work.S7	0,623		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy				0,897
Bartlett's Test of Sphericity			Chi-Sq	777,825
				Df. 21
				Sig. ,000

After the factor analysing process, factor value calculation is done via SPSS program.. For each factor of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism mean values are taken as a base for factor value and added to SPSS program as a new variable. Sub-dimension (factor) values are used with mean method and used for the following analysis.

4.2 CORRELATION ANALYSIS

To examine the relationships between variables, Pearson correlation analysis was conducted. In this analysis, correlations related to all variables are presented in Table 4.4 and Table 4.5; correlations are seen to be significant at the 0.01. Also “Appendix 2: Scatter Graph Results” were supporting visually the correlation between variables.

Table 4.4: Pearson correlation analysis before factor analysis

		Job Insecurity	Presenteeism	Job Stress
Job Insecurity	r	1		
	p			
Presenteeism	r	,359**	1	
	p	,000		
Job Stress	r	,438**	,416**	1
	p	,000	,000	

Table 4.5: Pearson correlation analysis after factor analysis

		Affective Job Insecurity	Cognitive Job Insecurity	Presenteeism	Job Stress
Affective Job Insecurity	r	1			
	p				
Cognitive Job Insecurity	r	,696**	1		
	p	,000			
Presenteeism	r	,348**	,307**	1	
	p	,000	,000		
Job Stress	r	,422**	,377**	,416**	1
	p	,000	,000	,000	

As it can be seen in both Table 4.4 and Table 4.5; the dependent, independent variables usually demonstrate moderate correlations between each other.

According to the result of Pearson Correlation Analysis (Table 4.4 and Table 4.5);

- i. There is a significant and positive relationship between Perceived Job Insecurity and Presenteeism with the correlation coefficient value is 0,359 at the 0,01 level.
- ii. There is a significant and positive relationship between Perceived Job Insecurity and Job Stress with the correlation coefficient value is 0,438 at the 0,01 level.
- iii. There is a significant and positive relationship between Affective Job Insecurity and Presenteeism with the correlation coefficient value is 0,348 at the 0,01 level.
- iv. There is a significant and positive relationship between Affective Job Insecurity and Job Stress with the correlation coefficient value is 0,422 at the 0,01 level.
- v. There is a significant and positive relationship between Cognitive Job Insecurity and Presenteeism with the correlation coefficient value is 0,307 at the 0,01 level.
- vi. There is a significant and positive relationship between Cognitive Job Insecurity and Job Stress with the correlation coefficient value is 0,377 at the 0,01 level.

4.3 HYPOTHESIS TESTING

4.3.1 REGRESSION ANALYSIS

To understand the cause and effect relationship between the independent and dependent variables, simple linear regression analyses were conducted.

4.3.1.1 Regression Analysis for H₁

According to the result of simple linear regression analysis; Perceived job insecurity contributes positively to Job stress ($p=,000<,005$; $\beta=,438$) on Job Stress and the explained variance is 19,2%. So, this finding is important in terms of supporting the first hypothesis of the research. Thus, Hypothesis 1 was confirmed (Table 4.6).

Table 4.6: Perceived job insecurity and job stress relationship

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
Job Stress	Perceived Job Insecurity	0,438	7,665	0,192	0,188	0,000

4.3.1.2 Regression Analysis for H₂

Simple linear regression was conducted to analyze Hypothesis 2 (Table 4.6). Affective Job Insecurity has a significant ($p=,000<,005$) and positive contribution ($\beta=,422$) on Job Stress and the explained variance is 17,8% (Table 4.7) . Thus, Hypothesis 2 was confirmed.

Table 4.7:Affective job insecurity and job stress relationships

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
	Affective Job					
Job Stress	Insecurity	0,422	7,335	0,178	0,175	0,000

4.3.1.3 Regression Analysis for H₃

Simple linear regression was conducted to analyze Hypothesis 3 (Table 4.8). Cognitive Job Insecurity has a significant ($p=,000<,005$) and positive contribution ($\beta=,377$) on Job Stress and the explained variance is 14,2%. Thus, Hypothesis 3 was confirmed.

Table 4.8:Cognitive job insecurity and job stress relationships

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
	Cognitive Job					
Job Stress	Insecurity	0,377	6,408	0,142	0,139	0,000

4.3.1.4 Regression Analysis for H₄

Simple linear regression was conducted to analyze Hypothesis 4. Perceived Job Insecurity has a significant ($p=,000<,005$) and positive contribution ($\beta=,359$) on Presenteeism and the explained variance is 12,9% /Table 4.9). Thus, Hypothesis 4 was confirmed.

Table 4.9:Perceived job insecurity and presenteeism relationships

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
	Perceived Job					
Presenteeism	In security	0,359	6,058	0,129	0,125	0,000

4.3.1.5 Regression Analysis for H₅

Simple linear regression was conducted to analyze Hypothesis 5 Affective Job Insecurity has a significant ($p=,000<,005$) and positive contribution ($\beta=,348$) on Presenteeism and the explained variance is 12,1% (Table 4.10). Thus, Hypothesis 5 was confirmed.

Table 4.10:Affective job insecurity and presenteeism relationshipsip

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
Presenteeism	Affective Job In security	0,348	5,842	0,121	0,117	0,000

4.3.1.6 Regression Analysis for H₆

Simple linear regression was conducted to analyze Hypothesis 6. Cognitive Job Insecurity has a significant ($p=,000<,005$) and positive contribution ($\beta=,307$) on Presenteeism and the explained variance is 9,4%. So, this finding is important in terms of supporting the sixth hypothesis of the research (Table 4.11). Thus, Hypothesis 6 was confirmed.

Table 4.11:Cognitive job insecurity and presenteeism relationshipsip

Dependent	Independent	Beta	t	R ²	Adjusted R ²	Sig.
Presenteeism	Perceived Job Insecurity	0,307	5,078	0,094	0,091	0,000

4.4 RESULTS OF DIFFERENCE TESTS

In this part, it is aimed to investigate whether there exist significant differences about perceived job insecurity, job stress and presenteeism in terms of demographic variables. For this purpose, variance analysis, t-test and one-way analysis of variance (ANOVA) were applied to assess the differences. The mean scores of groups for perceived job insecurity, job stress and presenteeism were measured and compared.

4.4.1 Gender

The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between male and female participants ($t=-1,619$; $p=0,802$ for perceived job insecurity; $t=-$

1,495, $p=0,533$ for affective job insecurity; $t=-1,502$, $p=0,946$ for cognitive job insecurity; $t=-0,243$, $p=0,451$ for presenteeism and $t=-1,367$, $p=0,426$ for job stress) (Table 4.12).

Table 4.12: Results of difference tests in terms of gender

	Gender	N	Mean	Std. Deviation	p	t
Perceived Job Insecurity	Male	92	2,7908	1,12525	0,802	-1,619
	Female	158	3,0214	1,06293		
Affective Job Insecurity	Male	92	2,85	1,22882	0,533	-1,495
	Female	158	3,0797	1,13765		
Cognitive Job Insecurity	Male	92	2,692	1,18727	0,946	-1,502
	Female	158	2,9241	1,17228		
Presenteeism	Male	92	2,563	1,13445	0,451	-0,243
	Female	158	2,6	1,17316		
Job Stress	Male	92	3,1475	1,0087	0,426	-1,367
	Female	158	3,3354	1,07037		

4.4.2 Working Sector

The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between public and private working sector participants ($t=-3,785$; $p=0,815$ for perceived job insecurity; $t=-3,133$, $p=0,557$ for affective job insecurity; $t=-4,092$, $p=0,511$ for cognitive job insecurity; $t=0,410$, $p=0,434$ for presenteeism and $t=-1,169$, $p=0,166$ for job stress) (Table 4.13).

Table 4.13: Results of difference tests in terms of working sector

	Working Sector	N	Mean	Std. Deviation	p	t
Perceived Job Insecurity	Public	62	2,4940	1,04274	,815	-3,785
	Private	188	3,0824	1,06781		
Affective Job Insecurity	Public	62	2,5968	1,11296	,557	-3,133
	Private	188	3,1266	1,16781		
Cognitive Job Insecurity	Public	62	2,3226	1,11778	,511	-4,092
	Private	188	3,0089	1,15389		

Presenteeism	Public	62	2,6387	1,11257	,434	,410
	Private	188	2,5691	1,17355		
Job Stress	Public	62	3,0968	1,13043	,166	-1,469
	Private	188	3,3222	1,01907		

4.4.3 Managerial Responsibility

The analysis showed that the levels of perceived job insecurity, affective job insecurity were significantly different between having management responsibility and having no management responsibility participants ($t=-0,007$; $p=0,044$ for perceived job insecurity; $t=0,212$, $p=0,025$ for affective job insecurity). Managers displayed lower levels of perceived job insecurity ($\mu(\text{yes})= 2,9357$, $s.\text{dev.}=1,24196$; $\mu(\text{no})= 2,9368$, $s.\text{dev.}= 1,02827$) and higher levels of affective job insecurity ($\mu(\text{yes})= 3,0229$, $s.\text{dev.}= 1,35499$; $\mu(\text{no})= 2,9844$, $s.\text{dev.}= 1,10083$). while cognitive job insecurity, job stress and presenteeism were not significantly different; $t=-4,092$, $p=0,511$ for cognitive job insecurity; $t=0,410$, $p=0,434$ for presenteeism and $t=-1,169$, $p=0,166$ for job stress) (Table 4.14).

Table 4.14: Results of difference tests in terms of managerial responsibility

	Management Responsibility	N	Mean	Std. Deviation	p	t
Perceived Job Insecurity	Yes	70	2,9357	1,24196	,044	-,007
	No	180	2,9368	1,02827		
Affective Job Insecurity	Yes	70	3,0229	1,35499	,025	,212
	No	180	2,9844	1,10083		
Cognitive Job Insecurity	Yes	70	2,7905	1,27173	,348	-,402
	No	180	2,8574	1,14663		
Presenteeism	Yes	70	2,3743	1,13542	,132	-1,816
	No	180	2,6689	1,15779		
Job Stress	Yes	70	3,2592	1,10504	,416	-,067
	No	180	3,2690	1,03096		

4.4.4 Age

The analysis showed that the levels of cognitive job insecurity is significantly different between age groups of 19-30 and 31 and above participants ($t=-0,253$; $p=0,036$ for

cognitive job insecurity). 19-30 age groups are less feeling cognitive job insecurity than 31+ age group. ($\mu(19-30)= 2,8211$, s.dev.= 1,07719; $\mu(31+)= 2,8596$, s.dev.= 1,29813) while perceived job insecurity, affective job insecurity, presenteeism, job stress were not significantly different; $t=0,598$, $p=0,082$ for perceived job insecurity; $t=1,044$, $p=0,585$ for affective job insecurity; $t=2,535$, $p=0,261$ for presenteeism; $t=1,202$, $p=0,876$ for job stress) (Table 4.15).

Table 4.15: Results of difference tests in terms of age

	Age	N	Mean	Std. Deviation	p	t
Perceived Job Insecurity	19-30	136	2,9743	1,00946	0,082	0,598
	31+	114	2,8914	1,18136		
Affective Job Insecurity	19-30	136	3,0662	1,14337	0,585	1,044
	31+	114	2,9105	1,21089		
Cognitive Job Insecurity	19-30	136	2,8211	1,07719	0,036	- 0,253
	31+	114	2,8596	1,29813		
Presenteeism	19-30	136	2,7544	1,16007	0,261	2,535
	31+	114	2,386	1,12564		
Job Stress	19-30	136	3,3393	1,05322	0,876	1,202
	31+	114	3,1792	1,04406		

4.4.5 Education

The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between different education level participants ($f=0,405$; $p=0,667$ for perceived job insecurity; $f=0,298$, $p=0,743$ for affective job insecurity; $f=0,673$, $p=0,511$ for cognitive job insecurity; $f=1,013$, $p=0,364$ for presenteeism and $f=0,365$, $p=0,695$ for job stress) (Table 4.16).

Table 4.16: Results of difference tests in terms of Education

	Education	N	Mean	Std. Deviation	F	p
Perceived Job Insecurity	Bachelor's Degree	159	2,9308	1,05286	,405	,667
	Master	80	2,9844	1,14173		
	Doctorate	11	2,6705	1,28850		
Affective Job Insecurity	Bachelor's Degree	159	3,0075	1,15175	,298	,743
	Master	80	3,0075	1,22358		
	Doctorate	11	2,7273	1,22400		
Cognitive Job Insecurity	Bachelor's Degree	159	2,8029	1,14382	,673	,511
	Master	80	2,9458	1,21575		
	Doctorate	11	2,5758	1,47641		
Presenteeism	Bachelor's Degree	159	2,5849	1,10729	1,013	,364
	Master	80	2,5250	1,25542		
	Doctorate	11	3,0545	1,11028		
Job Stress	Bachelor's Degree	159	3,2668	1,06397	,365	,695
	Master	80	3,2304	,99586		
	Doctorate	11	3,5195	1,28456		

4.4.6 Total Years of Work Experience

The analysis showed that the levels of cognitive job insecurity is significantly different between total years of work experience sub groups (Less than 5 year/More than 5 year) participants ($t=0,068$; $p=0,014$ for cognitive job insecurity). Participants who have experience Less than 5 year and More than 5 year participants have significant difference about cognitive job insecurity level. Mean values participants who have less experiences are greater than more experienced participants so cognitive job insecurity is more felt by less experienced participants than experienced participants. ($\mu(\text{Less than 5 year})= 2,8444$, $s.dev.= 1,04090$; $\mu(\text{More than 5 year})= 2,8345$, $s.dev.= 1,27604$ while perceived job insecurity, affective job insecurity, presenteeism, job stress were not significantly different; $t=0,754$, $p=0,094$ for perceived job insecurity; $t=1,081$, $p=0,988$ for affective job insecurity; $t=1,648$, $p=0,257$ for presenteeism; $t=1,455$, $p=0,986$ for job stress) (Table 4.17).

Table 4.17: Results of difference tests in terms of total years of work experience

	Total Years of Work Experience	N	Mean	Std. Deviation	p	t
Perceived Job Insecurity	Less than 5 year	105	2,9976	,99774	0,094	0,754
	More than 5 year	145	2,8922	1,15316		
Affective Job Insecurity	Less than 5 year	105	3,0895	1,16684	0,988	1,081
	More than 5 year	145	2,9269	1,17988		
Cognitive Job Insecurity	Less than 5 year	105	2,8444	1,04090	0,014	0,068
	More than 5 year	145	2,8345	1,27604		
Presenteeism	Less than 5 year	105	2,7276	1,18715	0,257	1,648
	More than 5 year	145	2,4841	1,12760		
Job Stress	Less than 5 year	105	3,3796	1,06460	0,986	1,455
	More than 5 year	145	3,1842	1,03522		

5. CONCLUSION

With vast changes of today's working life, more research has shown that job insecurity has become a more important issue to take into account. Given the changes taking place in working life, it has indeed affected the employees. Their perception of work situations and organisational environments has affected the employees' attitude, behaviour and in the long run wellbeing (Richter,2011,p:2). This research is conducted to understand the effect of job insecurity on job related outcomes of job stress and presenteeism.

To understand the effect of job insecurity on job stress and presenteeism, a survey was conducted and 250 participants answered whole questions completely. The percent of female participants is 63,2 while the percent of male participants is 36,8. The highest group of participants is the age group 19-30 with 54,4 percent. The second group of respondents is the age group 31-40 with 32,4 percent. These two group members consist 86.8 percent of whole participants. Educational status is evaluated between Bachelor's Degree, Master and Doctorate graduated participants, the highest group with 63,6 percent is Bachelor's Degree graduated participants. The highest group of participants with 75,2 percent is private sector. Generally 71,2 percent of participants has less than 10 years experience.

The research study was completed and the descriptive statistics were investigated to test the hypothesis. The results of the hypothesis is presented in Table 5.1. As a result, all of the hypothesis were supported positively which Beta values are summarized graphically in Figure 5.1 . Difference test results were reported in Table 5.2.

Table 5.1: Summary of the Hypothesis of the Study

Hypothesis of the Study	Findings
H1 : <i>Perceived job insecurity contributes positively to Job stress</i>	Supported
H2 : <i>Affective job insecurity dimension of perceived job insecurity contributes positively to job stress</i>	Supported
H3 : <i>Cognitive job insecurity dimension of perceived job insecurity contributes positively to job stress</i>	Supported
H4 : <i>Perceived job insecurity contributes positively to presenteeism</i>	Supported
H5 : <i>Affective job insecurity dimension of perceived job insecurity contributes positively to presenteeism</i>	Supported
H6 : <i>Cognitive job insecurity dimension of perceived job insecurity contributes positively to presenteeism</i>	Supported

Figure 5.1: Results of the hypothesis tests

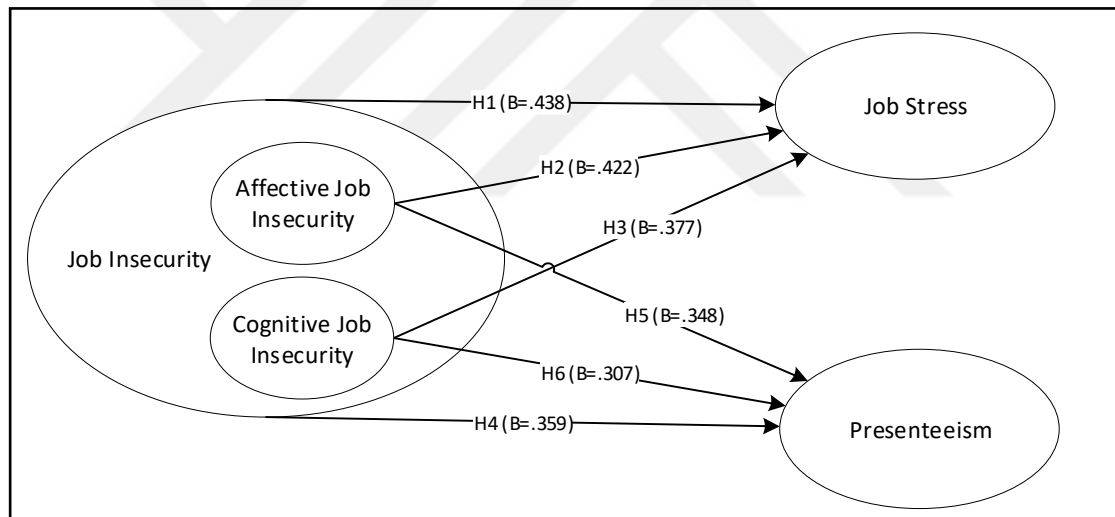


Table 5.2: Summary of the Difference Test Results

Demographic Characteristic	Difference Test Results
Gender	The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between male and female participants
Working Sector	The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between public and private working sector participants
Managerial Responsibility	The analysis showed that the levels of perceived job insecurity, affective job insecurity were significantly different between having management responsibility and having no management responsibility participants. Managers displayed lower levels of perceived job insecurity and higher levels of affective job insecurity. while cognitive job insecurity, job stress and presenteeism were not significantly different
Age	The analysis showed that the levels of cognitive job insecurity is significantly different between age groups (19-30/31+) participants. 19-30 groups are less feeling cognitive job insecurity than 31+ age group while perceived job insecurity, affective job insecurity, presenteeism, job stress were not significantly different
Education	The analysis showed that the levels of perceived job insecurity, affective job insecurity, cognitive job insecurity, job stress and presenteeism were not significantly different between different education level participants
Total Years of Work Experience	The analysis showed that the levels of cognitive job insecurity is significantly different between total years of work experience sub groups (Less than 5 year/More than 5 year) participants. Participants who have experience Less than 5 year have significant difference about cognitive job insecurity level. Mean values participants who have less experiences are greater than more experienced participants so cognitive job insecurity is more felt by less experienced participants than experienced participants while perceived job insecurity, affective job insecurity, presenteeism, job stress were not significantly different.

6. DISCUSSION

As a result, this research shows that perceived job insecurity has effects on job stress and presenteeism. McGrath (1976) has defined perceived uncertainty as an important determinant of psychological and behavioral stress outcomes and the probability that people would like to avoid from such sources of stress. Jahoda (1982) argues that if a worker loses something at work which is a property that he/she gives importance at work, some outcomes such as stress may occur. At this point, it can be assumed that this outcome may lead to quitting the job and intending to work in a more secure and certain job (Özveren 2016, p.46).

Employees have a right to take permission when they are ill, this is legally possible to take . However, applications show that employees are in worry about losing their job or not to get the upper position for their carrier path so they can not use their legal right, not to come work when they are ill. Especially, it is seen when the economic crisis in a high level.

While the relationship between job insecurity and performance is positive in the short term, on the other hand it may be negative in the long term. In the short term, in cases where other job opportunities are insufficient and financial dependency is high, employees increase their efforts and performances in order to stay at work. However, it is inevitable that this increase will lead to physical and psychological health problems in employees so it causes increasing work stress in the long term (Çakır 2007, p.133)

Although health problems increase, people remain at work because of fear of dismissal. In this case, however, they are likely to experience significant reductions in their performance. As a matter of fact, according to the results of the research conducted by John G. in 2007, it is revealed that when enterprises encounter downsizing and restructuring, employees have feeling insecurity for their jobs, therefore this situation causes presenteeism phenomenon on employees. It has been found that the same health problems are encountered by employees when job insecurity and unemployment are experienced. Some of the health problems caused by job insecurity are problems that cause psychological well-being such as stress, anxiety, depression, lack of self-

confidence, and dissatisfaction with oneself and the environment. Some of these problems are related to psychological complaints and physical health problems (Çakır 2007, p.131). It is clear that the lack of job security of employees will make them feel anxious and worry about their future. Although employees' health is not convenient, this prevents them from being away from their jobs for a short time period. Therefore, they are faced with the problem of presenteeism.

According to difference test results gender, working sector and education demographic characteristics have no significantly difference. Managers have higher levels of affective job insecurity, therefore they have more fear of losing his/her managerial status. 31+ age group members has lower presenteeism behavior. Presenteeism is more felt by less experienced participants than experienced ones.

The above findings suggest that if firms, for instance, are not able to fulfill the job security expectations of their employees and they can not reduce uncertainty, they should discuss these problems which cause ineffectiveness. Finally, job insecurity seems to be influential in job stress and presenteeism phenomenons so if employees have an effect of job insecurity, in the same time they will be stressed and they will continue to work because of the fear and worry about their job sustainability. To concentrate working can not be possible under this circumstances (presenteeism). Thus, it is possible to conclude that these results support to this study's findings which job insecurity is effective on presenteeism and job stress.

7. MANAGERIAL IMPLICATIONS

This research supported that perceived job insecurity has a significant effect on job stress and presenteeism. When employees perceive insecurity about their jobs, the results of stress and presenteeism phenomena is not an inevitable. To concentrate working can not be possible under this circumstances, inefficiency turns back to companies as loss of workforce and other important issues.

Some studies show that there is a converse relationship between job insecurity and job commitment, therefore employees who perceive insecurity for their job, at the end have less degrees of satisfaction and their effectiveness is in decrease, as well. Because of the uncertainty about the future, the personal and economic problems when employees lost their job and the anxiety of losing the job reduces the capacity of the person to cope with the workload and prevents him from taking action for better conditions (Çakır 2007, p.130).

Determining the potential risk groups which linked the negative effects of job insecurity can be researched. The background and situation of employees can also be tested in order to identify groups that might suffer more from job insecurity. After determining the special groups for job insecurity feelings, to analyse the reasons why these employees are in this situation can be first item to handle. Confirming the main reasons can give opportunity to gain the employees' motivation back.

8. LIMITATIONS OF THE STUDY

As in all academic research, there are some limitations in this study which may prevent the generalization of its results. The sample size of the study was limited because the survey was conducted in a limited time. The survey was distributed to researcher's own social and business environment and could not be distributed to more people from the other environments.



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APPENDIX



APPENDIX 1: Survey in Turkish

Sayın Katılımcı,

Bu anket, Bahçeşehir Üniversitesi Sosyal Bilimler Enstitüsü'nde gerçekleştirilmekte olan yüksek lisans tezi araştırmasına veri tabanı sağlamak üzere hazırlanmış olup, katılımcıların görüşlerini almayı amaçlamaktadır.

- ❖ Lütfen anketin üzerine hiçbir şekilde kimliğinizi belirtecek bir yazı yazmayınız.
- ❖ Anket sonuçları araştırmacıda saklı kalacaktır.
- ❖ Lütfen hiçbir ifadeyi atlamadan ve boş bırakmadan değerlendirmenizi yapınız.

Bilimsel araştırma sürecine ve çalışmamıza yaptığınız katkıdan dolayı çok teşekkür ederiz.

Bölüm 1. Tanıtıcı Bilgiler

1. Yaşınız:

2. Cinsiyet: () Kadın () Erkek

3. Eğitim Durumunuz: () Üniversite () Yüksek Lisans ()
Doktora

4. Çalıştığınız Sektör: () Özel Sektör () Kamu

5. Toplam İş Deneyimi
Yılınız:

6. Mevcut İş yerinizdeki Toplam
Çalışma Yılınız:

Bölüm 2. Anket Soruları							
Lütfen aşağıdaki ifadeleri okuyup, işinizin devamlılığını düşünerek ifadelere katılım derecenizi 1'den 6'ya kadar derecelendirilmiş ölçekte işaretleyerek belirtiniz.		Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
		1	2	3	4	5	6
İş Güvencesizliği Ölçeği (Job Insecurity Scale)							
1	Mevcut işimin devamının mümkün olacağından emin değilim.	1	2	3	4	5	6
2	Çalışma ortamımın devamlılığından (sürekliliğinden) emin değilim.	1	2	3	4	5	6
3	Bu işyerinde çalışmayı sürdürmemin mümkün olamayabileceğini düşünüyorum.	1	2	3	4	5	6
4	İşsiz kalma ihtimalim pek de az sayılmaz.	1	2	3	4	5	6
5	İşimden çıkartılacağımdan korkuyorum.	1	2	3	4	5	6
6	Kariyerimin devamlılığından endişe duyuyorum.	1	2	3	4	5	6
7	İşimi kaybetmekten korkuyorum.	1	2	3	4	5	6
8	İşimin geleceği ile ilgili belirsizlik hissediyorum.	1	2	3	4	5	6

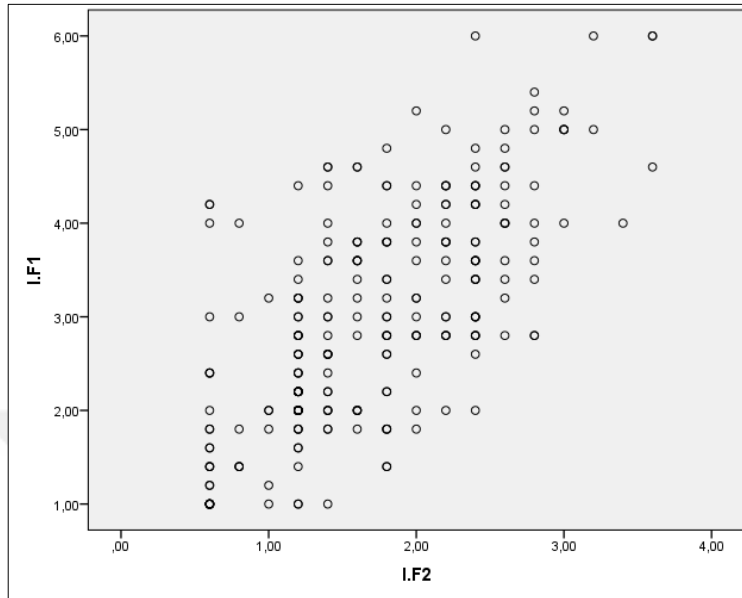
Lütfen aşağıdaki ifadeleri okuyup, ifadeler ile ilgili nasıl hissettiğinizi düşünerek ifadelere katılım derecenizi 1'den 6'ya kadar derecelendirilmiş ölçekte işaretleyerek belirtiniz.		Kesinlikle Katılmıyorum	Katılmıyorum	Pek Katılmıyorum	Biraz Katılmıyorum	Katılıyorum	Kesinlikle Katılıyorum
		1	2	3	4	5	6
Presenteizm Ölçeği (Presenteeism Scale)							
*Presenteizm, şikâyetler ve hastalıklara rağmen işi hemen terk etme ya da devamsızlık yapmak yerine, işe devam etme durumudur.							
1	İşimle ilgili stresli durumlarla başa çıkmak çok zordur.	1	2	3	4	5	6
2	Fiziksel ve ruhsal sorunlarımdan dolayı işimdeki zor görevleri bitiremedim/bitiremiyorum.	1	2	3	4	5	6
3	Fiziksel ve ruhsal sorunlarım işimden zevk almamı engelliyor.	1	2	3	4	5	6
4	Fiziksel ve ruhsal sorunlarımdan dolayı bazı günlük işlerimi bitirme konusunda umutsuzluk yaşıyorum.	1	2	3	4	5	6
5	Fiziksel ve ruhsal problemlerim işyerimdeki hedeflerim üzerine yoğunlaşmama engel oluyor.	1	2	3	4	5	6

6	Fiziksel ve ruhsal problemlerimden dolayı bütün işlerimi tamamıyla bitirebilecek yeterli enerjim olduğunu hissetmiyorum.	1	2	3	4	5	6
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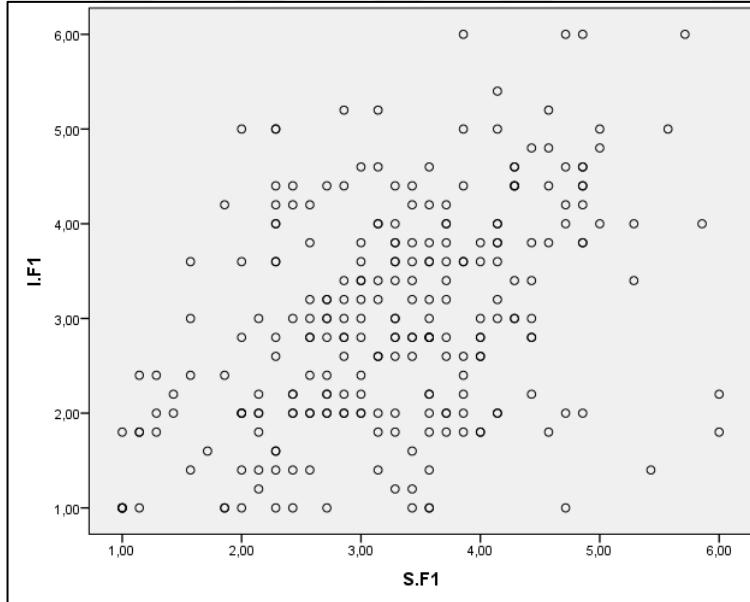
Lütfen aşağıdaki ifadeleri okuyup, ifadeler ile ilgili nasıl hissettiğinizi düşünerek ifadelere katılım derecenizi 1'den 6'ya kadar derecelendirilmiş ölçekte işaretleyerek belirtiniz.		Kesinlikle Katılmıyorum	Katılmıyorum	Pekk atılmıyorum	Biraz Katılıyorum	Katılıyorum	Kesinlikle Katılıyorum
		1	2	3	4	5	6
İş Stresi Ölçeği							
1	İşim sağlımı doğrudan etkilemeye yatkındır.	1	2	3	4	5	6
2	Oldukça büyük bir gerilim altında çalışıyorum.	1	2	3	4	5	6
3	İşimden dolayı kendimi asabi hissediyorum.	1	2	3	4	5	6
4	Farklı bir işte çalışıyor olsam sağlığım muhtemelen daha iyi olur.	1	2	3	4	5	6
5	İşimle ilgili sorunlar uyku sorunu yaşamama neden oluyor.	1	2	3	4	5	6
6	Kurumumuzda düzenlenen toplantılar öncesi kendimi gergin hissediyorum.	1	2	3	4	5	6
7	Evde olduğum zamanlar başka işler yapıyor olsam da sıklıkla işimle ilgili konuları düşünüyorum.	1	2	3	4	5	6

APPENDIX 2: Scatter Graph Results

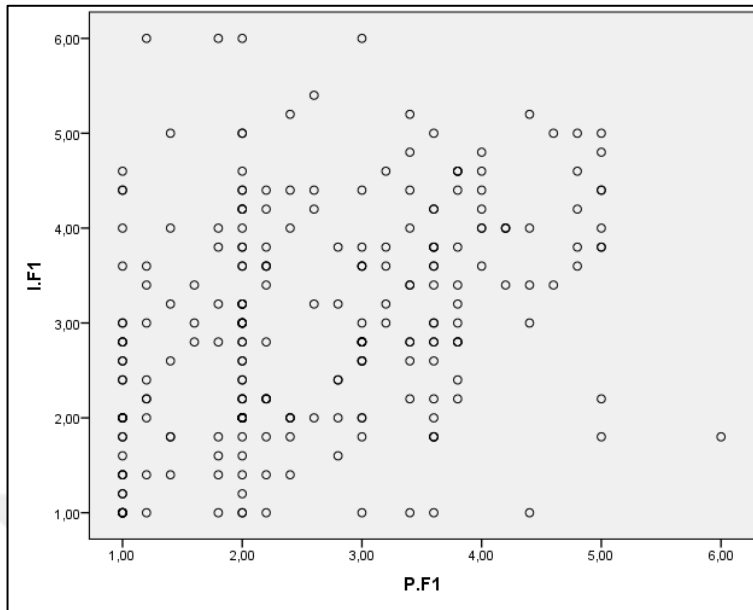
Scatter graph of affective job insecurity and cognitive job insecurity



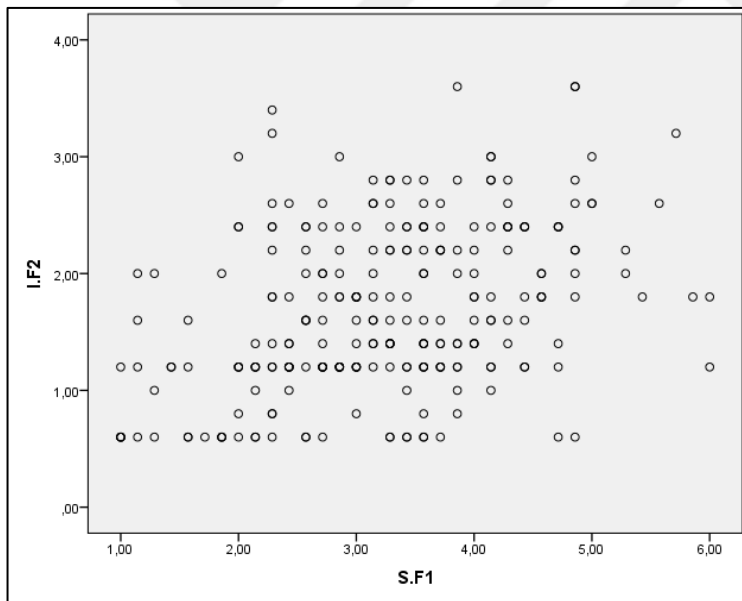
Scatter graph of affective job insecurity and job stress



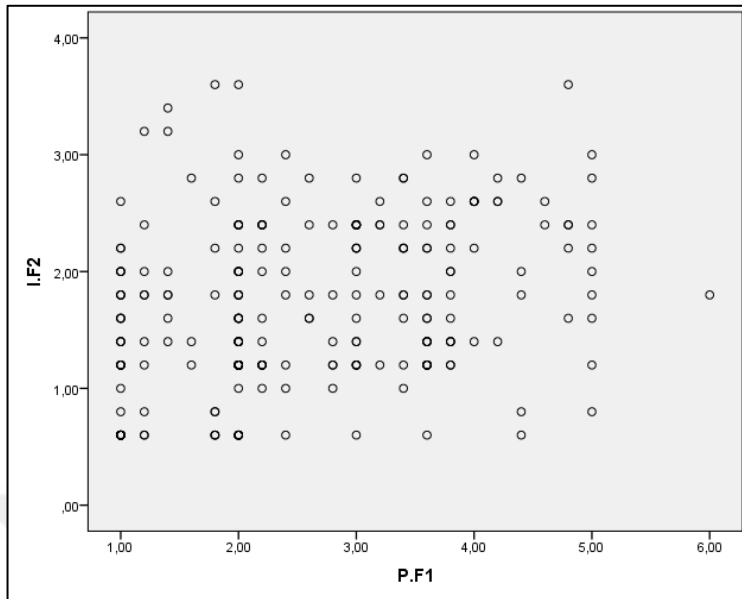
Scatter graph of affective job insecurity and presenteeism



Scatter graph of cognitive job insecurity and job stress



Scatter graph of cognitive job insecurity and presenteeism



Scatter graph of job stress and presenteeism

