

T.C.  
MARMARA ÜNİVERSİTESİ  
SOSYAL BİLİMLER ENSTİTÜSÜ  
İNGİLİZCE İŞLETME ANABİLİM DALI  
ORGANIZATIONAL BEHAVIOR BİLİM DALI

**THE ROLE OF WORK VALUES ON THE RELATIONSHIP OF  
PERCEIVED JOB INSECURITY AND JOB UNCERTAINTY WITH  
INTENTION TO WORK IN PUBLIC SECTOR**

(Master Thesis)

Cem Güney ÖZVEREN

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İNGİLİZCE İŞLETME  
ÖRGÜTSEL DAVRANIŞ

İstanbul-2016

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## ABSTRACT

### **THE ROLE OF WORK VALUES ON THE RELATIONSHIP OF PERCEIVED JOB INSECURITY AND JOB UNCERTAINTY WITH INTENTION TO WORK IN PUBLIC SECTOR**

*The aim of the study is to investigate the moderating effect of work values on the relationship between perceived job insecurity and job uncertainty with intention to work in public sector.*

*The research model is tested with 145 participants from different sectors through questionnaire method. The research model consists of four variables: Perceived job insecurity, perceived job uncertainty, intention to work in public sector, and work values.*

*In this study, it is investigated whether perceived job insecurity and job uncertainty are associated with the intention to work in public sector. The effect of work values on this relationship is also examined. As a result of the research, it is observed that perceived job insecurity and perceived job uncertainty have significant positive contributions on the intention to work in public sector. Besides, participants with work values about job security have been found to display higher intention to work in public sector when they experienced job insecurity.*

*Based on the results obtained, employees who do not perceive job security sufficiently and experience job uncertainty may be expected to display an intention to work in public sector. Research results point out some kinds of risks which private sector institutions may face in terms of losing employees if their perceptions about job security and job certainty are negative. Employee values about job security also seem to have a role in the choice for the public sector.*

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## ÖZ

### ***Algılanan İş Güvencesizliği ve İş Belirsizliği ile Kamu Sektöründe Çalışma Niyeti İlişkisi Üzerinde Çalışma Değerlerinin Rolü***

*Bu çalışmanın amacı, çalışma değerlerinin; algılanan iş güvencesizliği ve iş belirsizliği ile kamuda çalışma niyeti arasındaki ilişki üzerindeki rolünün araştırılmasıdır.*

*Araştırma modeli farklı sektörlerde çalışan 145 özel sektör çalışanı üzerinde anket yöntemi kullanılarak test edilmiştir. Araştırma modeli dört değişkenden oluşmaktadır: Algılanan iş güvencesizliği, algılanan iş belirsizliği, kamu sektöründe çalışma niyeti ve çalışma değerleri.*

*Bu çalışmada, algılanan iş güvencesizliği ve iş belirsizliğinin kamu sektöründe çalışma niyeti ile ilişkili olup olmadığı ve çalışma değerlerinin bu ilişki üzerinde nasıl bir rol oynadığı araştırılmıştır. Araştırmanın sonucunda, algılanan iş güvencesizliği ve algılanan iş belirsizliğinin kamu sektöründe çalışma niyetine pozitif yönlü anlamlı katkılarda bulunduğu tespit edilmiştir. Ayrıca, iş güvencesi ile ilgili değerlere sahip olan katılımcıların, iş güvencesizliği yaşadıklarında, kamu sektöründe çalışma niyetini daha fazla gösterdikleri bulunmuştur.*

*Elde edilen bulgular, yeterince iş güvencesi olmadığını düşünen ve iş belirsizliği yaşayan bireylerin kamu sektöründe çalışma niyetlerinin bulunduğunu ortaya koymuştur. Araştırma sonuçları, özel sektör kuruluşlarının, çalışanlarının iş güvencesi ve iş belirliliğine dair algılarının olumsuz olduğu durumlarda, onları kaybetmek gibi birtakım risklerle karşı karşıya kalabileceklerine işaret etmektedir. Kamu sektörünün tercih edilmesinde, çalışanın iş güvencesine önem vermesinin de rol oynadığı görülmektedir.*

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## ABBREVIATIONS

<i><b>PJI</b></i>	Perceived Job Insecurity
<i><b>PJU</b></i>	Perceived Job Uncertainty
<i><b>IWPS</b></i>	Intention to Work in Public Sector
<i><b>WV</b></i>	Work Values
<i><b>WVJS</b></i>	Work Values about Job Security (Factor 1)
<i><b>WVSI</b></i>	Work Values about Self-Improvement (Factor 2)
<i><b>WVC</b></i>	Work Values about Competition (Factor 3)
<i><b>SD</b></i>	Standard Deviation

# 1. INTRODUCTION

## 1.1. The Purpose of the Study

This study is based on the assumption that if a person does not perceive job security and certainty in private sector, he will intend to work in public sector. However, his/her work values can also be influential and change his/her intention to work in public sector.

The first purpose of this research is to examine the relationship between perceived job insecurity and intention to work in public sector. Accordingly, the first question of this study is:

*“Does perceived job insecurity affect the intention to work in public sector?”*

The second purpose of this research is to examine the relationship between perceived job uncertainty and intention to work in public sector. Accordingly, the second question of this study is:

*“Does perceived job uncertainty affect the intention to work in public sector?”*

The third purpose of the research is to examine the role of work values on the relationship between perceived job insecurity and intention to work in public sector. Accordingly, the third question of the research is:

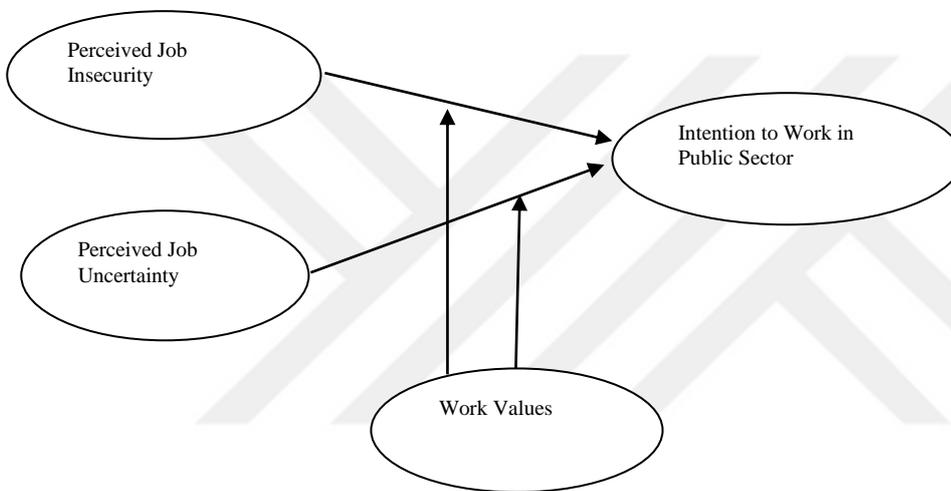
*“Do work values affect the relationship between perceived job insecurity and intention to work in public sector?”*

Lastly, the fourth purpose of the research is to examine the role of work values on the relationship between perceived job uncertainty and intention to work in public sector. Accordingly, the fourth question of the research is:

*Do work values affect the relationship between perceived job uncertainty and intention to work in public sector?”*

## 1.2. The Research Model and the Hypotheses

Figure 1 presents the research model that is designed in the direction of the research questions stated above. Accordingly, this study aims to examine the relationships between the dependent variable which is the intention to work in public sector and the independent variables, namely, perceived job insecurity and perceived job uncertainty. Also, the moderator, work values which is assumed to affect the relationship of perceived job insecurity and uncertainty with intention to work in public sector is investigated.



**Figure 1:** The Research Model

According to the research model, there are four main hypotheses: The first is about the relationship of perceived job insecurity and intention to work in public sector; the second refers to the relationship of perceived job uncertainty and intention to work in public sector. The third is about the moderating effect of work values on the relationship between perceived job insecurity and intention to work in public sector. Finally, the fourth is about the moderating influence of work values on the relationship between perceived job uncertainty and intention to work in public sector.

The first hypothesis of the study is stated as:

*H1): If perceived job insecurity increases, so the intention to work in the public sector will increase.*

The second hypothesis of the study is:

*H2): If perceived job uncertainty increases, so the intention to work in the public sector will increase.*

For the moderator variable, the following hypotheses have been formulated. Consequently, the third and fourth hypotheses are as follows:

*H3): Work values have a moderating role on the relationship of perceived job insecurity and the intention to work in the public sector.*

*H4): Work values have a moderating role on the relationship of perceived job uncertainty and the intention to work in the public sector.*

### **1.3. The Importance of the Study**

When today's market conditions are observed, it can be clearly seen that the developments such as regulations enforced by governments, the new approaches to law and legal practices have led to some changes in working conditions of both public and private sectors. So much so that, even the benefits and opportunities that public and private sector organizations offer to their employees are affected by such regulations and changing circumstances. The market order which used to be expressed as "big fish eats little fish" has turned into a mindset of "fast fish eats little fish" under today's working conditions. Change happens fast and companies expect their employees to be more competent and take on more responsibility to be able to keep up with these changes in order to survive. Jobs of employees who cannot meet such expectations are at risk.

On the other hand, job security and salaries of public personnel are always guaranteed regardless of the economic conditions of the country. Employees who work in private sector are aware of the fact that their job security is not guaranteed; therefore they may seek for employment in public sector as it is more secure. It is foreseen that these kinds of problems may lead to negative results for both the public and the private sector. The greatest risk for the private sector is that the employees who are valuable for the company and in whom the company invests most during their employment may choose to work in public sector as they do not feel secure with their job in private sector. Consequently, this causes to

the loss of qualified work force for private sector. Besides, the fact that the biggest drive of those who prefer public sector is job security creates great risk for this sector due the potential clumsiness and low motivation of employees employed in public. The relationship between perceived job security and variables such as work stress, work satisfaction, and the intent to quit work have been reviewed in the related literature; however, its effect on the intent to work in public sector has not been investigated. This study aims to shed light on this issue.

Another factor which is thought to affect the intent to work in public sector is perceived job uncertainty. A person whose position, role in the organization, authority, duties, and responsibilities are not clearly defined may tend to quit work. Public sector institutions offer a more stable organizational environment to their employees as compared to public sector institutions. It can be easily said that a person who works as an officer in a public institution does not experience any uncertainty as to the above-mentioned subjects. This study foresees that people who experience uncertainty in private sector may intend to work in public sector. One purpose of the present study is to contribute to the literature by investigating the relationship between perceived job uncertainty and the intent to work in public sector.

In our research, it will also be investigated if the values of the employee play a role of conditional variable on the relationship of perceived job insecurity and uncertainty and the tendency to start working in public sector. It is assumed that work related values adopted by the employee may strengthen or weaken the relationship between the variables in question.

## **2. THEORETICAL FRAMEWORK**

### **2.1. Job Security**

Job security can be defined in many different ways. The term is related to objective (full time employment, overtime payment, etc.) as well as subjective (perception about job security) criteria (Zeytinoğlu et al., 2012). Job security is determined by the individual's evaluation of the current employment conditions and his/her positive or negative perception about the current job's future. According to Zeytinoğlu et al. (2012), the terms of "job security" and "job insecurity" are used interchangeably in Turkey.

In the literature, the "job security concept", covers the protection of the right to work. Here, normative regulations which limit or prevent the termination process by the

organization in case the organization puts an end to the service relationship of employees who make their living by working without a valid reason are included. Besides, attempts by the organization to remove the endurable quality of the service contract between the employee and the organization are restricted and continuity of the service relationship is ensured. Termination of the labor relationship by the organization without a valid reason can create some negative results for the employee. Due to the fear of dismissal, even if the organization displays a number of unfair practices, employees may refrain from seeking their rights. This issue is more likely if employees have families whom they are obliged to look after (Kaya, 2002).

In the literature of management and organization, we see job security as an organizational variable on which a systematic investigation has been conducted for the last twenty-five years (Önder & Wasti, 2002, p.27). In the literature, the legal dimension of the job security concept seems to be a topic which is more frequently discussed. Indeed, regardless of the context where job security is handled, the legal dimension of it creates a general framework which affects other dimensions of the concept.

Nowadays, we see that job security has become more vital than salary for employees. Provision of labor has become easier as a result of the increasing competition and globalization. And this has unavoidably brought about competition among laborers. Such increasing competition has put the owners and directors of organizations into a position with plenty of alternatives in terms of labor supply. In order to keep pace with changing socioeconomic conditions, organizations have focused on downsizing and reorganization as well as flexible working regulations, privatization, use of external sources, and subcontractor applications. Besides, high competition has influenced the labor-related political structure of many countries including the Western ones. Consequently, the job security of employees and the psychological contract between the employer and the employee has been shaken. Moreover, economic crises caused employees to face the closure of workplaces, rise in unemployment, loss of status and pay, and increased performance pressure. Hence, ambiguities increased, and job security has become a matter of great importance for employees (Dıġın & Ünsar, 2010). These changes have influenced Turkey as well and job security has turned to a topic which has been discussed quite often in our country, too.

Employees' concern for the future will possibly influence their performance and effectiveness at work negatively. Poyraz and Kama (2008), on the other hand, have found that

perceived job security was positively related with commitment to the organization and negatively related with intention to leave work. However, it might be insufficient to evaluate job security only in terms of employee outcomes at work since job security is a critical determinant for preserving social peace. Besides all these, it should be noted that job security is primarily a human right. In the field of work psychology, for instance, it has been set forth that employees see legal regulations as an important factor which determines their job security (Seçer, 2007).

### **2.1.1. Objective and Subjective Dimensions of Job Security**

In previous studies conducted on job security, both objective and subjective dimensions have been found essential for thoroughly investigating the construct (Çakır, 2007). Klandermans and Van Vuuren (1999) have advised to examine job security's objective and subjective aspects separately. If there is downsizing in an organization, some employees may realize a risk about being fired. Such a situation refers to job security's objective aspect. Presumably, one reason for this is the macroeconomic instability, namely, increased competition between new and stronger firms. However, there may be differences among employees in terms of experiencing job security or insecurity. These differences due to the personal characteristics refer to the subjective dimension of job security which is based on perceptions (Cornelißen, 2007).

The concept of job security can be analyzed by separating it into two dimensions as objective and subjective in the national and international literature.

#### **2.1.1.1. The Objective Dimension of Job Security**

The objective part of the job security concept refers to whether there is a threat in relation to the permanence of an employee's job. Forms of employment including employment through temporary labor contracts, part-time employment, employment upon call, and other types of non-permanent work are threats for the job security of every employed person. This threat reveals a fact which is independent from the employee's individual perception. Pearce (1998) stated that the concept of job security (or job insecurity) had better be evaluated with its objective dimension.

Temporary employment as an indicator of objective evaluation of job security has been subject to several studies. Artz and Kaya (2014), for instance, have found a positive

relationship between job security and job satisfaction. Such a result emphasizes the role of permanent employment in terms of maintaining positive employee attitudes.

#### **2.1.1.2. The Subjective Dimension of Job Security**

The objective dimension of job security refers to an existing condition which is beyond the control of the person. However, when it comes to evaluating the matter, it is observed that every individual is likely to interpret whether there is job security or not in a different way. And this refers to the subjective dimension of job security, i.e. perceived job security. The evaluation of the employee related to seeing the job as secure or not, on the other hand, derives from variables such as feelings, personality traits, and values.

### **2.2. Perceived Job Insecurity**

Perception is the process by which an individual interprets and organizes feelings to produce a meaningful experience of the world (Lindsay & Norman, 2013). By another definition, perception is the cognitive process through which an individual gives meaning to the world. Each person interprets the environment in a different manner and different people see the same thing in different ways. Perception includes cognition, so it includes the interpretation of the stimuli (Matteson, 1996).

Perception is quite important for organizational behavior literature because it exerts direct effect on the performance of the individual and has influence on group behaviors. Therefore, the perceptions of individuals in the organization should be understood and managed well. A good perception management enables desired perceptions to occur.

In the literature, several studies that have examined the relationship between perception and behavior can be found. Our behaviors are mostly influenced by the meanings we attribute to realities. The Attribution Theory provides a framework that can explain this relationship between perception and behavior (Ivancevich, Matteson, & Konopaske, 2002). The first researcher to examine the process of attribution is Heider (1958).

There are some factors that influence our perceptions. These factors can be gathered under certain categories. Three main factors play role in the perception process. They may be categorized as the “perceiving person”, the “perceived object”, and the “situation where perception takes place” (context).

The personality traits of the perceiving person directly influence perception. The person's mood, ability to see and feel, his or her motives, needs, goals, and expectations can be listed under the classification of features of the individual. Besides, characteristics such as demographic factors, status, etc. are influential on perception, including employee perception related to job insecurity.

A number of characteristics of the perceived object might also influence the perceptions (Sıgır & Gürbüz, 2013). The color and kind of the object, its differences from other objects, and factors such as novelty, similarity, ground, and closeness can be listed among the object characteristics which might influence the perceiving person.

The physical properties of the environment where the perception process occurs (temperature, crowd, moisture, etc.), time, work, and social environment can be classified under the context dimension of this process (Robbins & Judge, 2003).

In the literature, it is seen that several studies have been implemented about the differentiations of objective and subjective (perceived) dimensions of job security. Zeytinoğlu et al. (2012), for instance, have found that although objective dimensions of job security were not related to the intention to stay in the organization, perceived job security was positively related to the intention to stay in the organization.

Seçer (2007) formulated the determinant effects of job insecurity in his PhD thesis. Having collected some factors within the scope of industrial relations such as trust in management, power of syndicates, standard procedures, Seçer (2008) also dealt with the value of job traits, possibility of losing job traits, and existing job commitment factors as other agents of job insecurity.

Researchers have listed the determinants of job insecurity perceptions in three groups in general (İsaoğlu, 2004, p.5)

1) Personal traits of the employee (for example, self-value, locus of control, mood, ability to see and feel, motives, needs, goals, and expectations).

2) Characteristics of employees and their positions (for example, age, sex, socio-economic status, kind of labor contract).

3) Certain environmental and organizational conditions (for example, organizational changes and communication).

It is obvious that, perceiving job insecurity is an important stressor for people. Based on this approach, Roskies, Louis-Guerin, and Fournier (1993) have suggested that the personality disposition of the individual is likely to exert influence on stress coping strategies. An individual with a negative personality orientation who feels that he/she has fewer coping resources available may develop defeatist strategies like cognitive avoidance, disengagement, and emotional discharge. Conversely, individuals who have positive personality orientations will be more confident and perform more adaptive coping strategies (Roskies et al, 1993; Scheier, Weintraub, & Carver, 1986).

A group of demographic characteristics which influence job security perception (Dıđın, 2008) may also be stressed. In their study, Kinnunen, Mauno, Natti, and Happonen (2000) showed that women who worked in banking sector felt less job security perception as compared to men. Age is also important in terms of job security perception. In the related literature, it is stated that older employees have lower job security perception as compared to the younger ones. Education is another important factor for job security perception. In a study by Jacobson and Hartley (1991), it was shown that individuals with lower education levels had lower job security perceptions as compared to those with higher education levels. In the related literature, marital status was observed to have no relationship with job security. Whether the employee has a child does not produce any effect on the job security perception, either (Dıđın, 2008).

Apart from personality traits and demographics, we can also talk about environmental and organizational factors which influence the job security perception of the individual (Dıđın, 2008). In particular, crises experienced in the business community, fluctuations in the markets, downsizing in the organization, and reorganizations can be shown as important factors which influence job security perception. Besides all these, dismissal from work can create a negative effect on employees who still work in the same organization. And this refers to the Survivor Syndrome concept which was asserted by Niederland in 1968. After the bombs dropped at the time of war in Japan, it was observed that survivors experienced too much stress, anxiety, and panic. The same feelings could be examined on employees following dismissals from work and downsizings in Japan organizations.

Psychological contract can also be mentioned among the reasons which substantially influence the job security perception of employees. The term of psychological contract was first used by Argyris in 1960. The term refers to unwritten expectations between the members of an organization (Schein & Bennis, 1965). The employee trusts his employer, and the employer trusts his employee. Mutually perceived liabilities are not formal but they are known to exist. In case of failing to preserve trust, both parties would feel disturbed, therefore the psychological contract would be considered breached. For instance, the employer's breach of the contract might damage employee's motivation and he might experience alienation from his job.

Greenhalgh and Rosenblatt (1984) are among the first researchers to deal with the job security concept (Probst, 2003). According to Greenhalgh and Rosenblatt (1984), there are two factors which are effective on job security perception. The first one is the severity of the perceived threat, and the other one is the weakness in terms of resisting to such threat (Seçer, 2007). In other words, the job security perceptions of employees will be quite low and they will not feel safe if they experience high threat about losing their job and if they are not strong enough to struggle with that threat. The degree of the perceived threat, however, can vary from one person to another. Some employees may perceive the threat to be more severe than others. At this point, Greenhalgh and Rosenblatt (1984) have emphasized that individual traits may be evaluated as an important factor for the perceptions, and have dealt with both the objective and subjective dimensions of job security.

Having taken Greenhalgh and Rosenblatt's (1984) definition of job insecurity as the basis, Ashford, Lee, and Bobko (1989) developed a 57-item scale which measures job insecurity composed of five factors and is known as Job Insecurity Index (JIS) (Dığın, 2008). While two of these factors consist of perceived threats about losing a number of components of the job (status, pay, etc.), other factors concern the negative changes which will influence the job of the employee, the insufficiency felt by the employee in controlling the situation, and the importance of the change decisions for the individual.

Jacobson (1991), on the other hand, has dealt with job security completely in terms of the subjective dimension. The first contribution of Jacobson's model to job security literature is the evaluation of the weakness dimension mentioned in Greenhalgh and Rosenblatt's (1984) model as perceived sensitivity. Jacobson is also the first scholar who has worked on the process of struggling with job insecurity (Dığın, 2008). The greater emphasis

on this process may be because he examined and evaluated the weakness, i.e. the dimension of feeling insufficient in Greenhalgh and Rosenblatt's (1984) work in more detail and in a different manner.

In the related literature, it is seen that the concept of job insecurity is examined in different ways. According to some researchers, job insecurity may be examined in terms of two dimensions, as quantitative and qualitative. The definition of quantitative job insecurity refers to "concern about the future existence of the current job" whereas the definition of qualitative job insecurity refers to "perceived threat about reduction in the fee increase, loss of career opportunities, and deterioration of work conditions" (Özçay, 2011, p.28).

Probst (1998) explains job security as the "employee's perception about the continuation of his job as usual" and separates the perceptions and attitudes with respect to job security from each other. In his study in 2002, Probst dealt with the history and consequences of job security. Probst (2002) places the person's past in the institution, some events experienced in the organization (such as dismissal from work), and changes in technology under the history variable. The writer claims that things experienced in the past influences job security perception and this perception is reflected on attitudes. The attitudes include job security satisfaction and satisfaction from job, colleagues, and pay.

According to Probst (2002), different relationships can be stipulated between job security perception and job security satisfaction and their history and consequences. The author suggested that any change arising in the organization is likely to influence the job security perception of employees. However, one particular change cannot be expected to directly influence the satisfaction of employees in relation to job security. On the contrary, a number of variables are expected to play the role of conditional variables so that the effects of job security perceptions can be observed on consequences such as physical and mental health, job stress, and the person's intention to stay in the same institution (Dıgın, 2008; Probst, 2002, p.453).

According to Probst's (2002) model, there are some antecedents of perception of job security as worker characteristics, job characteristics, and organizational change. Perception of job security influences job-related attitudes and as mentioned above, a number of variables may act as moderator variables. These variables include job importance, self-efficacy, negative affectivity, and procedural justice and they exert conditional effect on the

relationship between perceived job security and job-related attitudes. For instance, a worker's job satisfaction will be expected to be low if he/she does not perceive job security. However, the worker's job satisfaction may not be as low as expected since he gives a great deal of importance to his job. Besides, cultural values may exert influence on the relationship of perceived job security and job-related reactions. According to Probst's and Lawler's (2006) research, perception of job insecurity is expected to influence employees with collectivistic cultural values more negatively than their individualistic counterparts. Also, according to Greenhalgh and Rosenblatt (1984), individual differences and available social support may influence individuals' reactions to job insecurity. Conservative individuals, for instance, may be more likely to be averse to the loss of continuity than their less conservative peers. Again, individuals who receive a higher level of social support may be more likely to cope with stress related to job insecurity than those who receive a lower level of social support.

### **2.3. Perceived Job Uncertainty**

Uncertainty has a very important role in the literature of management and organization. The concept of uncertainty has been examined by authors from many disciplines like health, finance, economy, psychology, etc. Generally, a certain situation refers to one's knowing what will be done for each alternative while deciding about the process (Robbins, Decenzo, Coulter, & Woods, 2013, pp.83–84). Downey, Hellriegel, and Slocum (1975), on the other hand, mentioned that uncertainty refers to an inability to predict accurately what the outcomes of a decision might be. Tannenbaum (1950, p.24) states that “whenever the future is anticipated, uncertainty is present”. These definitions are shaped by some disciplines including psychology, sociology, economics, etc. (Garner, 1962; Luce & Raiffa, 1957; MacCrimmon, 1966).

In terms of organizational behavior, job uncertainty refers to a worker's uncertainty about his work situation, location, needed skills, promotion opportunities, his future in the organization, and so on.

A survey of the related literature reveals that many definitions of uncertainty have been examined as “environmental uncertainty”. Milliken (1987) has studied environmental uncertainty by three dimensions as: state uncertainty, effect uncertainty, and response uncertainty.

Workers or managers may experience environmental uncertainty when they perceive their organizational environment as unpredictable. For example, a firm may produce a new product believing that the sales will be high. However, a regulation in the law system of the country may forbid the sales of this new product. Such a development may impact the firm's financial situation. In situations like this, the firms can not predict the future. This dimension of uncertainty is called state uncertainty.

Effect uncertainty explains the concept as being not able to estimate what the nature of the impact of a future state of the environment or environmental change will be on the organization (Conrath, 1967; Duncan, 1972).

The third dimension of uncertainty, namely, response uncertainty refers to a lack of knowledge of response options with an inability to estimate the consequences of a response choice (Conrath, 1967; Duncan, 1972).

Aside from the environmental aspect, uncertainty has also been studied in relation to the psychological aspect. This aspect refers to "perceived uncertainty" (like perceived job insecurity) because any person perceives uncertainty at different levels or may not perceive any uncertainty at all.

In the related literature about perceived uncertainty, the term stress appears closely related to the construct. McGrath (1976) has defined perceived uncertainty as an important determinant of stress outcomes in a psychological and a behavioral manner. Schuler (1980) has defined the term stress as a perceived unstable state involving uncertainty about a thing which is critical. According to Beehr and Bhagat (1985), stress is a function of uncertainty. So, we can conclude that, if a worker's position includes many uncertain aspects, then it will be stressful for that worker.

Previous research suggests that job uncertainty is linked to higher levels of employee stress, reduced job satisfaction and job commitment, and an increased desire to leave the organization (Ashford, 1988; Ashford, Lee, & Bobko, 1989; Matteson & Ivancevich, 1990; Paulsen et al, 2005, p.5; Pollard, 2001).

Schuler and Jackson (1986) have conducted a research about stress management and the role of uncertainty (Tinaztepe, 2010, p.10). According to this research, perceived

uncertainty has been studied within the framework of four levels as organization, unit, group, and individual.

**Table 1**  
**Components of the Model of Uncertainty**

<b>Levels of Analysis</b>	<b>Origins of Uncertainty</b>	<b>Responses to Uncertainty</b>
<u>Organization</u>	Environment (e.g. Suppliers, clients, competitors, creditors, government agencies, unions)	Strategy (e.g. marketing, personnel, financial production, public relations) Inter-organizational structure (e.g. mergers, interlocking directorates, joint ventures) Intra-organization design
<u>Unit</u>	Technology (e.g. operations, workflow, input characteristics, Knowledge) Organizational politics	Strategy (e.g. bargaining, competition, coalition formation) Organizational design (e.g. allocation of authority, coordinating Mechanisms, rules)
<u>Group</u>	Interaction patterns (e.g. roles, norms, status, hierarchy, leader behavior)	Cohesiveness Rules enforcement Influence attempts
<u>Individual</u>	Tasks Rewards Roles Job qualities Individual qualities	Psychological states (e.g. satisfaction, perceived threat, anxiety, tension) Physiological symptoms (e.g. heart rate, blood pressure, gastrointestinal disorders)  Cognitive information processing (e.g. use of heuristics, biases)

## Dimensions of Uncertainty

Number of elements

Rate of change

Heterogeneity of elements

Clarity of elements

Relationship between elements

Predictability of change

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## Moderators of the Experience of and Reactions to Uncertainty

Relative power

Ambiguity tolerance

Time pressure

Field dependence

Importance of issue

Availability of feedback

Individual ability

Task interdependence

Locus of control

Group cohesiveness

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**Source:** R. S. Schuler and S. E. Jackson, "Managing Stress through PHRM Practices: An Uncertainty Interpretation", *Research in Personnel and Human Resource Management*, 4, 1986, p.186.

According to Schuler and Jackson (1986), uncertainty occurs in the external environment, and then effects the internal manners of the organization as observed at the unit, group, and individual levels. At each level, different uncertainty types occur, followed by several responses to reduce the uncertainty.

As seen in Table 1, some concepts are critical for clarifying the topic. Origins refer to the sources of uncertainty at each level. For example, at the individual level, tasks, rewards, roles, job and individual qualities may create uncertainty for a worker. Dimensions explain the amount and the nature of uncertainty. Responses determine the reactions to uncertainty if an uncertainty occurs. At each level, different responses can be obtained. Moderators are some variables which affect the relationship between perceived uncertainty and uncertainty sources. For instance, in the face of uncertainty, a worker who feels time pressure for

completing a process will experience more uncertainty than the one who does not feel time pressure. Similarly, moderators like task interdependence, issue's importance, feedback, and locus of control can affect the perception of an individual about uncertainty.

While examining the organizational level, sources and responses must be considered as macro level aspects. The term "environmental" refers to the external environment sources of the organization in relation to the term uncertainty (Milliken, 1987). According to Schuler and Jackson's (1986) research, external environment consists of competitors, suppliers, clients, creditors, government, etc. Organizations do not like uncertainty due to the lack of rational decisions and efficiency. When organizations perceive uncertainty, they implement some strategies to reduce it and try to adapt to the environment. For instance, a government may regulate the law system and this regulation may effect the firm's production. In such a situation, it is very difficult to decide rationally because of the lack of information about the regulation for the law system. Then, the firm is expected to respond to this uncertainty by implementing some strategies such as producing alternatives or stopping the process of production.

At the unit level, input characteristics, workflow, politics, and the like may be the sources of uncertainty. Technology is also important in terms of unit level uncertainty. According to Hickson, Pugh, and Pheysey (1969), technology includes raw material characteristics, required information, and operational techniques. Van de Ven, Delbecq, and Koenig (1976) argue that if an organization has a rather horizontal organizational structure, it may display a higher tendency for uncertainty to occur. Therefore, responses to uncertainty may involve attempts to convert the horizontal structure to a more vertical one. Organizations have to design human resources management practices to encourage particular needed behaviors and determine employee behaviors required to implement the existing technology (e.g., using job analysis) in order to manage technological uncertainty (Schuler & Jackson, 1986, p.198).

For the level of group uncertainty, some sources may be listed like roles, norms, status, hierarchy, managerial behavior, and so on. For this segment, interpersonal relationships are determinant. Uncertainty may create anxiety and stress in group members. In this situation, group members feel insecure about their position in the organization. Management's role is very important for this level of uncertainty. Equal opportunities, fair

performance appraisal methods, and similar approaches that show the care of the organization may reduce group members' anxiety about uncertainty. According to Schuler and Jackson's (1986, p.191) uncertainty model, responses to uncertainty in a group cover task redefinition and achieved control over task performance. So, leaders are important in terms of defining the effectiveness of group's responses to uncertainty since a leader can redefine group tasks and build group cohesiveness for coping with uncertainty. Groups that are highly cohesive may be able to tolerate uncertainty more than less cohesive groups and, therefore, may be less likely to experience anxiety and stress (Schuler and Jackson, 1986, p.191).

At the individual level, uncertainty can be examined through psychological aspects. Individual characteristics may determine the person's reactions to uncertainty. Individual differences like locus of control, tolerance for ambiguity, and personal abilities influence people's reactions to uncertainty. During an uncertain process, individuals may perceive, stress, anxiety, and physiological disorders related to them. Aside from personality aspects, cognitive processes are also important for perceived uncertainty. So, according to one worker perspective, uncertainty is natural for the job, but according to another perspective, uncertainty is a threat. The cognitive process may work differently from person to person and some experiences from previous years may impact the process. For minimizing the uncertainty at the individual level, some implementations may be sufficient. For instance, it is necessary to ensure that the job gives the worker necessary control and autonomy. Adding to that, selection process is also important because placement of correct people to correct jobs makes an ideal match between the individual's skills and his/her job demands. Another important point is about informing employees about what is expected from them clearly. So, absolute lines about their performance requirements and performance appraisal implementations, compensation procedures, and feedback (like rewards) may affect an individual positively (Schuler & Jackson, 1986). For the worker's individual development, some training programs such as stress management may be provided by organizations.

A study implemented by Ashford (1988) has revealed that if job uncertainty is high in an organization, job satisfaction of workers is low. Another important outcome is about the intention to quit job. When job uncertainty level is high in an organization, workers may display a higher potential to quit their job (Ashford et al., 1989; Paulsen et al., 2005; Pollard, 2001).

According to a study conducted by Paulsen et al. (2005) in a public hospital during reorganization, level of job uncertainty was at the highest and personal control and satisfaction were at the lowest position during the anticipation stage of change when work environment was disrupted. At this stage, job uncertainty showed both a direct and indirect effect on emotional exhaustion. After the downsizing stage, on the other hand, surviving employees displayed more positive attitudes which were interpreted as signs of feeling comfortable about the decrease of change related issues.

#### **2.4. Intention to Work in Public Sector**

The public sector as compared to the private sector is more secure (Clark & Postel-Vinay, 2009), therefore, the insecurity experienced by workers employed in the private sector lead them to find a job in the public sector. The nature of the public sector is different from the private sector because a broader set of norms and values are relevant for the public sector. Some characteristics like public welfare are more important for the public sector than the private sector. Public organizations must give importance to transparency, openness, equal treatment, and predictability (Christensen, Laegreid, Roness, & Rovik, 2007). These organizations bear responsibility for the society and the leaders of them must be accountable to the public if we talk about a democratic regime in a country. But for the private sector, being competitive and earning profit are the most important issues, so the responsibility of private organizations is not comparable to that of public organizations. A boss's or shareholder's perspective is significant for the private sector but public welfare is more essential for the public sector. However, if we want to examine the topic from another perspective, since both public organizations and private organizations are controlled by the government, it may be concluded that both of them are responsible to the community more or less.

The public sector employees' characteristics and attitudes have been subject to a number of research efforts. For instance, it has been found that public sector workers are more risk-averse (Bellante & Link, 1981; Pfeifer, 2011) and job satisfaction of public sector employees decrease when they experience job insecurity (Artz & Kaya, 2014). Besides, demographic factors have been found to be related to a person's choice of the public sector. According to Cohen, Zalamanovitch, and Davidesko (2005), immigrants display a higher intention to work in public sector because they want to obtain job security and avoid discrimination. Dolton, Makepeace, and Inchley (1990) have discussed that working in public

sector is more favorable for young women because of the stable income and safe work situation. An older person may prefer more to work in public sector as compared to a young individual due to a lower level of aspirations. Based on this perspective, we can interpret that job security is the most attractive aspect of public sector for particular demographic groups.

In terms of motives about the intention to work in the public sector, Perry and Wise (1990), have stated that the intention to work in public derives from rational motives, such as the interest for participating in the process of policy design, normative motives, such as the willingness to serve the public interest, and emotional motives, such as the commitment to the public sector resulting from an inner belief in its social importance (Cohen et al., 2005, p.449).

About the intention to work in the public sector, it will also be necessary to mention the person-job fit and the person-organization fit models. Edwards (1991) argued that person-job (P-J) fit should be examined by two dimensions: demands-abilities and needs-supplies. According to the person-job fit model, these two dimensions must be fit for the organization and the worker. Demands-abilities refer to an individual's properties as knowledge, skill, etc. in terms of satisfying the work requirements. Needs-supplies, on the other hand, refer to some expectations of the worker about his/her needs, preferences, etc. and whether the organization is capable for meeting these (Yen & Ok, 2011).

Chatman (1989, p.339) has introduced person-organization fit as "the congruence between the norms and values of organizations and the values of persons". Chatman (1989) also argued that the change of person-organization fit explains a significant amount of variance in employee job satisfaction (Yen & Ok, 2011). Employees who feel that their values are in accordance with those of the organization will be more satisfied with their jobs.

The person-job fit and the person-organization fit models may clarify the factors which explain job candidates' choice of the public or private organizations. Properties of jobs/organizations and required skills/needs, besides the values adopted by organizations and employees might produce fit or misfit based on the selection of the public sector or the private sector. Thus, it may be argued that prospective employees gather information about the public sector and evaluate the fit between their characteristics and those of the public sector. The outcomes of this evaluation affect their decisions whether to consider the public sector as an employment alternative favorably or not (Cohen et al., 2005, p.451). The sector choice of the person can be affected by the image of the organization. The sectoral image of the public

organizations may determine the employment decision. In addition to individual differences, the search of the related literature reveals that perceptions related to the public and private sector images also differ from one country to another. For example, the public sector is not favorable among American people, but it is quite favorable for Greeks. Law systems are the main causes of these different perceptions.

The literature does not present adequate examples about employee perceptions related to the advantages of working in the public sector or the private sector. Therefore, some assumptions may be proposed in order to clarify people's intentions to work in public sector. It may be suggested that a person's bachelor degree and specifications play a role during the selection process. For example, if a person trusts his/her skills such as language, program knowledge or background, he/she can be more competitive in the market. If his/her field is very practical or useful for implementing the job, the individual may not give too much weight to a job in the public sector, and may want to make more money by selecting the private sector. However, in a different case, if the job candidate's field is more theoretical and the practical aspect is inadequate in terms of market demands, the person may wish to hold a secure job without taking the risk of losing the job, and therefore may prefer the public sector.

## **2.5. Work Values**

Many disciplines like psychology, sociology, and philosophy have explored the concept of value for years. Values are beliefs or concepts that affect our decisions and evaluation of behaviors. Values are defined by several studies with different perspectives. A general definition given by Schwartz (1992) defines values as desirable states, objects, goals, or behaviors transcending specific situations and as applied normative standards to judge and to choose between alternative modes of behavior (Busacca, Beebe, & Toman, 2010, p.3). Values determine how one ought to or ought not to behave or act and they influence all facets of human behavior, attitudes, decisions, moral judgments, evaluations, and social actions (Rokeach, 1973, p.24).

Values refer to a judgmental opinion of a person as what is true or false, what is good or bad, what can be selected or not and the like. Values may be stable and enduring. There are few grey areas. It is absolute or "black-or-white" learning of values that more or less ensures their stability and endurance (Robbins, 2007, p.72).

All of us give importance to different values with different intensity. An individual's values can be ranked according to their importance. Such ranking of values determine our value system and they guide different parts of our lives (Roe & Ester, 1999). Most of our values are established at early ages and are mostly reinforced by significant people in our lives. However, it is also possible to change these values (Robbins & Judge, 2007).

Values have a major role for work motivation and defining personal goals. So, values are related to some demographic variables, performance, decision making about the career, and behavior in organizations (Busacca et al., 2010). A person's value system can affect his/her motivation and subsequent behaviors. Values affect some types of activities that the person will find appealing. Thus, the choice of the sector, department, position, and occupational status are influenced by different patterns of values. A research conducted with municipality employees, for instance, showed that honesty and righteousness, personal sense of responsibility, and self-respect were shared as primary values by the directors (Yılmaz, 2005). Individual differences occur in this respect. A study implemented by Kubat and Kuruüzüm (2010) demonstrated that personality traits and job values are related. People differ in terms of valuing certain things (Arnold & Feldman, 1986). More specifically, values exert a strong influence on work motivation. If a person places a high value on achievement, he will work hard for occupying a high level position in the organization, due to an aspiration guided by power, esteem, and achievement motivations.

A research conducted by Bozkurt and Doğan (2013) has revealed that work values are associated with attitudes regarding work ethics. Work value dimensions, namely, management, success, job security, relations with colleagues, aesthetics, prestige, independence, diversity of tasks, economic condition, and intellectual incentive were found to be positively related with work ethics. Besides, the study also put forward that there were gender differences in terms of work values adopted and the work value dimensions of management and aesthetics differentiated public and private sector employees.

Personal values have a long past of investigation both in psychological research and management research (Gahan & Abeysekera, 2009). Historically, values have been conceptualized as either general or shared life values (Busacca et al. 2010). Life values are parts of public life and work values must be considered within the context of life values because work values are specific parts of life values. According to another approach,

however, work values are not covered by life values. For some scholars, work values must be analyzed in a manner different from the way life values are analyzed.

The concept of life values has a central role in individual level studies, so it is very critical for the literature of organizational behavior. Among the various types of life values, work values are often viewed as a central determinant of a wide range of an individual's work-related attitudes and behaviors (Gahan & Abeysekera, 2009, p.126). In organizational behavior literature, "work value" is significant, because it determines the degree to which employees value commitment, job satisfaction, and loyalty (Chen, Hsieh, Mahmud, & Nichols, 2014, p.100). Besides, understanding work values serves to manage the current diversified workforce efficiently.

Work values are more specific than general life values as they refer to a specific life area. Many studies define the concept of work values differently. However, most definitions postulate it as an "attitude towards or orientation with regard to work" (Uçanok, 2008). Basically, work values refer to what is needed by an employee in terms of the job and the organization (Sverko, 1999).

In the related literature, there are several approaches about work values. One of them is Milton Rokeach's (1973) terminal and instrumental values (see Table 2). According to Rokeach's (1973) conceptualization, values are stabilized beliefs about socially or personally preferred modes of conduct or end-states of existence. In this model, terminal values refer to beliefs about preferable end-states and instrumental values refer to beliefs about preferable modes of conduct (Uçanok, 2008).

**Table 2**

**Terminal and Instrumental Values in Rokeach Value Survey**

<b>Terminal Values</b>	<b>Instrumental Values</b>
A comfortable life	Ambitious (hard-working, aspiring)
An exciting life	Broad-minded (open-minded)
A sense of accomplishment	Capable (competent, effective)
A world at peace	Cheerful (lighthearted, joyful)
A world of beauty	Clean (neat, tidy)

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Equality	Courageous (standing up for your beliefs)
Family security	Forgiving (willing to pardon others)
Freedom	Helpful (working for the welfare of others)
Happiness	Honest (sincere, truthful)
Inner harmony (freedom from inner conflict)	Imaginative (daring, creative)
Mature love (sexual and spiritual intimacy)	Independent (self-reliant, self-sufficient)
National security	Intellectual (intelligent, reflective)
Pleasure (an enjoyable, leisurely life)	Logical (consistent, rational)
Salvation (saved, eternal life)	Loving (affectionate, tender)
Self- esteem	Obedient (dutiful, respectful)
Social recognition	Polite (courteous, well-mannered)
True friendship	Responsible (dependable, reliable)

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*Source: M. Rokeach, The Nature of Human Values (New York: Free Press, 1973), p. 56.*

Additionally, Frederick and Weber (1987) have examined the ranking of terminal and instrumental values according to different positions as executives, union members, and activists. According to their research, executives give more importance to self-respect as a terminal value and being honest as an instrumental value. Union members' most important terminal value is maintaining their family security and being responsible lies at the top of their instrumental value ranking.

According to another conceptualization, Ginzberg, Ginsburg, Axelrad, and Herma (1951) have classified work values into three dimensions. The first dimension is composed of intrinsic work values such as success, benefits to the society, and satisfaction. The second dimension includes extrinsic work values like money, security, and reward. The third dimension covers both intrinsic and extrinsic work values. Rokeach (1973), on the other hand, has developed a work value instrument which contains basic values and sub-values. Basic values include internal consistency, being successful, security of the family, being free, and so on. Different from basic values, sub-values include being lovely, having good relationships, intellectual competence, and the like. Another researcher, Miller (1974) has classified work values into two segments. The first one involves internal work values such as being intellectual, capable, and creative whereas the second one is concerned with external work values like freedom, economic feedback, and relationships with colleagues. Moreover, Scholz and Faaß (2007) have given examples as interesting job and autonomy at work for intrinsic

factors and income, opportunities at work, and job security for extrinsic factors. Such factors are also mentioned by Kraut and Ronen (1975), Hofstede (1980), and Hatrup, Mueller, and Joens (2007). As seen in the literature, generally, it can be said that most of the studies have examined work values by intrinsic and extrinsic dimensions.

A different classification is presented by Work Aspect Preference Scale (WAPS) which consists of 13 dimensions of work preferences (Vondracek, 1990). Work values are measured with the dimensions of self-development, freedom, creativity, helping colleagues, salary, prestige, physical activities, money, detachment, management, surroundings, life style, and security (Pryor, 1981). Elizur (1996), on the other hand, has suggested three factors related to work values. The first factor includes material values like salary, job security, and work conditions. The second factor covers emotional values such as interpersonal relationships at work. Finally, the third one is composed of cognitive values as independence, feedback, and meaningful work. Peirson, Simnett, and Pratt (1989) have also studied work values and proposed four dimensions, namely, career education, search of certainty, helpfulness, and disagreement avoidance.

Tevrüz and Turgut (2004) have developed a scale for work values which presents a value classification for Turkish participants. In this study, work values refer to purposes for working. The scale includes 12 factors and consists of three categories as individualistic, worldly, and normative work values. Individualistic work values refer to having a meaningful life, being busy, and intellectual development. Worldly work values refer to have fun, earn a living, and acquire high status. On the other hand, normative work values refer to religious responsibility, contributing to society, and creating order.

There are also developmental differences in terms of work values. In USA, entrance in workforce is 1950s for Veterans, 1965-1985 for Boomers, 1985-2000 for Xers, and 2000s for Nexters. They have different values due to their ages and the era during which they entered the workforce. For example, hard-work, conservativeness, conformity, and loyalty to the organization were representative work values for Veterans. Achievement, success, dislike of authority, and loyalty to the career are the dominant work values for baby boomers who are a large cohort born after World War II. For Xers, team orientation, maintaining work-life balance, dislike of rules, and loyalty to the relationships are most important work values. For Nexters, final success, self-confidence, self-reliance, and loyalty to the self and others are the most powerful values as listed in Table 3 (Robbins, 1996).

**Table 3**

**Dominant Work Values of the Workforce**

<b>Cohort</b>	<b>Workforce</b>	<b>Dominant Work Values</b>
<u>Veterans</u>	1950s or early 1960s	Hard-working, conservative, conforming; Loyalty to the organization
<u>Boomers</u>	1965–1985	Success, achievement, ambition, dislike of Authority; loyalty to the career
<u>Xers</u>	1985–2000	Work/life balance, team-oriented, dislike of Rules; loyalty to the relationships
<u>Nexters</u>	2000 to present	Confident, financial success, self-reliant but team-oriented; loyalty to both self and Relationships

*Source: Robbins, S. P. (1996). Organizational Behavior: Concepts, Controversies, Applications (7<sup>th</sup> ed). London: Prentice Hall International.*

Besides, there are cultural differences among societies which also reflect themselves in adopted work values. Hofstede's (1984) five value dimensions of national cultures, namely, "power distance", "individualism and collectivism", "masculinity and femininity", "uncertainty avoidance", and "long-term versus short-term orientation" can explain the differences appropriately (Robbins & Judge, 2007). In the 2010 edition of Cultures and Organizations (Hofstede & Minkov, 2010), a sixth dimension has been added, based on an analysis of the World Values Survey data for 93 countries. This new dimension is called "indulgence versus restraint" (Hofstede, Hofstede, & Minkov, 1997).

If uncertainty avoidance as a cultural dimension is taken as an example, it may be assumed that a person who has grown up in a high rating uncertainty avoidance culture would not like to take risks in his/her occupational life. This person will prefer a risk free position in which all of his/her responsibilities are defined clearly. Similarly, it may be expected that a person who had been raised in a low power distance culture where authority figures were less dominant would suffer from authoritarian relations in an organization which has a high power

distance culture. Moreover, for employees with individualistic values, loyalty to the organization may not be seen as an important attribute. The situation for those with collectivistic orientations, on the other hand, may be just the opposite.

According to a research implemented by Schulenberg, Vondracek, and Nesselroade (1988), work values are dynamic and can be changed due to life experiences and external stimuli. Work values can also differ from one society to another and from time to time. Hauff and Kirchner (2014) have studied about changes in workplace situations and work values by taking employment regime theory as the basis. According to this study, different change patterns related to developments about some dimensions of work life influence values in a different manner: If employment becomes less secure, job security becomes more important (Hauff & Kirchner, 2014, p.27). With respect to other dimensions (income, career opportunities, interesting job, and independence at work), an adaptation can be observed, however, as the authors suggest, the existing employment regime theory helps little in explaining the dynamics between workplace situation and work values (Hauff & Kirchner, 2014, p.27). In Hauff's and Kirchner's (2014) study, findings indicate that job security is a work value which is more important than even income and career opportunities and thus follows a different logic. In other words, high income, good career opportunities, interesting job, or independent work have little value if the respective job is not secure.

Inglehart's (1971 and 1990) studies suggest that it is often assumed that work values shift from extrinsic (e.g., income, security) to intrinsic (e.g., interesting job, independent work) ones (Ester, Halman, & De Moor, 1994; Harding & Hikspoors, 1995; Yankelovich, Zetterberg, Strümpel, & Shanks, 1985). However, the analyses of Hauff and Kirchner (2014) show that in some countries, the importance of income and advancement opportunities seem to decline (Germany, Norway) whereas the importance of an interesting job and working independently partially increases (USA).

As a conclusion, it may be argued that it is essential for organizations to understand employees' work values so that they can display an efficient management style. In today's world, organizations must give attention to and show concern for employee values in order to compete in the work environment, actualize the potential of the labor force, and understand the expatriates.

## **2.6. The Relationship between the Variables**

In today's business world, job security has become a very important topic. Besides, there are important clues that job uncertainty may influence employees' choice of career. In this context, employee values are assumed to be important determinants of the relationship between security and certainty needs and their consequences. Although varying from one culture to another, it is obvious that people do not like insecurity and uncertainty. So, if such needs are not satisfied, people may be expected to search a safer harbor which may be the public sector.

It is assumed in this study that perceived job insecurity affects the intention to work in public sector positively. Today, job security has become a matter more important than pay expectation for many employees. Job security is regarded as one of the most important job traits (Clark, 2001). When we consider that organizations which give importance to the expectations of employees are likely to have significant gains in terms of efficiency and effectiveness, it may be supposed that positive results can be obtained by emphasizing job security. On the contrary, ignoring the subject may result in losses in terms of human capital.

Researchers like Ashford et al. (1989) and Poyraz and Kama (2008) have indicated that the most significant factor which reduces a worker's quitting intentions is job security. These intentions are usually due to the general economic situation of a country. During some periods, job openings may be reduced and some organizations may crash. Then, these factors may affect the rate of unemployment. According to OECD's employment perspective (1997), employees' perceptions of job security have reduced for many of the OECD countries and the 2010 report (OECD Employment Outlook 2010) has declared increases in unemployment durations. It is also stated that external factors which affect the perception of security may be examined by comparing the public and private sectors (Geishecker 2012; Luechinger, Meier, & Stutzer, 2008). According to research outcomes, in the United States and Germany, public sector workers are less exposed to economic shocks than ones from the private sector. It means that while general unemployment is high, public sector workers will suffer less than those employed in the private sector. Related research reveals that life satisfaction decreases if unemployment rates increase, so public sector workers' life satisfaction will be less sensitive to the general economic situation.

Schwartz (2012) argues that in a country, if unemployment rates rise, this situation influences employees' perceived job security and well-being in a negative way. Such negative consequences seem to lead employees to develop an intention to quit their job. If a person perceives job insecurity, he/she will have two options as either to quit the job for a secure alternative or to remain in the present job although feeling anxious. The decision of the employee may be affected by some factors such as demographic factors, values, and economic situation. Clark's (2001) BHPS (British Household Panel Study) research, on the other hand, has also revealed that job insecurity is the most important indicator of quitting behavior for a worker. Arnold and Feldman (1982) are among the researchers who stated that job insecurity influences quitting intentions and an employee's quitting intentions mostly relate to actual quitting behavior.

The literature survey suggests that risk-averse workers may prefer more secure jobs for themselves. According to Clark and Postel-Vinay (2009) study, the public sector has an important advantage about job security as compared to the private sector. Besides, public sector workers are more risk-averse (Bellante & Link, 1981; Pfeifer, 2011), so that may be the reason why they choose public institutions where they will feel themselves more secure (Belman, Heywood, & Voos, 2002). By examining this perspective, it may be assumed that if a private sector worker does not perceive job security in his or her job and job security is important for him or her, it may be the cause why he/she prefers the public sector.

According to Hauff's and Kirchner's (2014) study, findings have revealed that in comparison to income and career opportunities, job security appears as a more important work value. Thus, high income, good career opportunities, interesting job, or independent work may carry little weight for employees if their jobs are not secure. Therefore, private sector employees may be inclined to choose the public sector even when their job conditions appear attractive, however, far from being safe.

It is suggested in this research that perceived job uncertainty affects the intention to work in public sector positively. There is strong evidence that there will be a positive relationship between perceived uncertainty and the intent to work in public sector. In some societies, extreme uncertainty may cause an intolerance and tension which may motivate the community to seek ways to avoid this discomfort.

Hofstede's (1984) cultural dimensions approach may help explain the relationship between perceived job uncertainty and the intention to work in public sector. This approach

may clarify some dynamics grounded in the concept of intention to work in public sector. If a country's uncertainty avoidance score is high, then the country's citizens will not endure any uncertainty in their lives. In Hofstede's (1984) study about cultural comparison between countries, Turkey has been found to display a high score. Consequently, it has been demonstrated by studies on Turkish workers' preferences that Turkish people do not want and are not likely to tolerate uncertainty in their lives (Pellegrini & Scandura, 2006).

According to Hofstede's (1984) study where he compared cultural attributes, Turkey is among the countries which avoid too much uncertainty. Also, in a study which was carried out by Terzi (2004) on undergraduates in Turkey, it was demonstrated that teacher candidates who participated in the sample were found to get higher scores with regard to avoiding uncertainty. Ambiguities like position changes, uncertainty about responsibilities, unclear job definitions, etc. would cause concern for prospective employees. It is quite possible that these people would choose to assume a job which does not include uncertainty. In other words, the institutions which meet the expectations about uncertainty avoidance would be more likely to be found in the public sector.

The present study suggests that work values display a moderating role on the relationship of perceived job insecurity and job uncertainty with the intention to work in public sector. Values are important behavioral motivators for human beings. Work values are seen significant in terms of defining individual expectations from life. In several studies, expectations from work life are examined because these expectations affect the work performance and well-being of an employee in a particular work role within a work situation (Boyd 1994; Gahan & Abeysekera, 2009; Huff & Kelley 2003; Trompenaars, 1993).

Many researchers have categorized work values into two dimensions as intrinsic and extrinsic. Some employees are motivated by intrinsic factors such as a challenging and interesting job. Others, however, are motivated by extrinsic factors such as payment, status, and job security. Therefore, job insecurity and job uncertainty may be expected to influence employees with different values in a differential way.

Work values are likely to be shaped by national values so as to influence specific employee attitudes and intentions. The value dimensions of power distance, masculinity/femininity, individualism/collectivism and uncertainty avoidance that are suggested by Hofstede (1984) may be seen as influential in terms of generating certain work values.

Employees demonstrate several work values such as money, job security, economical security, personal development, independence, job diversity, and competition (Yücel & Karataş, 2009). These values may be expected to influence the relationship between perceived job insecurity and the intention to work in public sector, on the one hand, and perceived job uncertainty and the intention to work in public sector, on the other. Working people with strong tendencies towards security and certainty, for instance, may be more likely to select the public sector when they feel insecurity and uncertainty about their jobs. These employees appear to be inclined towards high uncertainty avoidance. However, other types of values such as self-improvement, independence, competition or making more money may be significant for other employees. Employees with such values would not be so much affected by the presence of an insecure/uncertain job and would be less likely to quit their jobs and seek employment in public since the job might have a potential to satisfy needs other than safety. Such employees would probably be oriented towards individualism, masculinity, and low power distance.

In the literature there are studies which provide support for examining work values as a moderator variable. According to Kekesi and Agyemang's (2014) study, a significant relationship between perceived job insecurity and psychological distress exists. On this relationship, work values were hypothesized to play a moderating role and the findings supported the research model. Research outcomes revealed that the more employees gave importance to the extrinsic needs of work (job security, income, physical working conditions, etc.), the more they perceived job insecurity and became psychologically distressed. Likewise, the more work values involved intrinsic ones such as self-growth, self-realization, etc., the less was the perception of job insecurity and the associated psychological distress.

### **3. METHOD**

This study has used the survey method for collecting data. Before the actual research, a pre-study has been conducted with 20 people whose opinions on working in public sector have been examined. Ten people of them are engineers and other ones are employed in the field of accounting, marketing and human resources. The survey questions were formed by taking into consideration the answers and feedback of the pre-study participants.

During the preliminary study, open-ended questions were asked to participants from different sectors in order to determine why they wanted to move to the public sector or why

they did not want to. The content analysis of the gathered responses revealed job security and job certainty as the basic factors about the intention to work in public sector. Thus, scales measuring the perception related to job security and job certainty were decided to use as part of the questionnaire. The intention to work in public sector scale was also shaped by the responses provided by the preliminary study participants.

### **3.1. Sample**

The research survey form constructed after the preliminary study has been distributed to 153 people who were accessed through the convenience sampling method. Due to missing responses, only 145 questionnaires were evaluated. The participants were master's candidates who were employed in private sector. The reason why the private sector employees are chosen is because of the expectation that people who are already working in private sector can provide us with a more realistic view about the intentions to work in the public sector.

The demographic characteristics of the sample are presented in Table 4 below:

**Table 4**  
**Demographic Characteristics**

Characteristics	Frequency	Percent	Valid Percent	Cumulative Percent
<b>Gender</b>				
Female	74	52	52	52
Male	71	48	48	100
Total	145	100	100	
<b>Marital Status</b>				
Married	98	67.6	67.6	67.6
Single	47	32.4	32.4	100
Total	145	100	100	
<b>Age</b>				
<25	20	13,8	13,8	13,8
25-30	81	55,8	55,8	69,6
30<	44	30,4	30,4	100
Total	145	100	100	
<b>Managerial Position</b>				
Yes	67	46	46	46
No	78	54	54	100
Total	145	100	100	
<b>Full-time Employee</b>				
Yes	145	100	100	100
No	0	0	0	100
Total	145	100	100	
<b>Education Level</b>				
Bachelor's	121	83,4	83,4	83,4
Post-Graduate	24	16,6	16,6	100
Total	145	100.0	100.0	
<b>Total Tenure (in years)</b>				
<1	9	6,2	6,2	6,2
1-2	31	21,4	21,4	27,6
3-9	61	42	42	69,6
9<	44	30,4	30,4	100
Total	145	100	100	
<b>Present Tenure (in years)</b>				
<1	9	6,2	6,2	6,2
1-2	71	48,9	49	55,2
3-5	43	29,6	29,6	84,8
5<	22	15,17	15,2	100
Total	145	100	100	

## **3.2. Research Instruments**

Participants of the study are asked to respond to 48 questionnaire items and eight demographic questions gathered under five sections. Except the demographic questions, all items are responded on a 6-point scale, ranging from one to six. For the scales of perceived job insecurity, intention to work in public sector, and work values, response alternatives ranged from (1) = ‘Strongly disagree’ to (6) = ‘Strongly agree’. However, for the scale of perceived job uncertainty, response alternatives ranged from (1) = ‘Strongly certain’ to (6) = ‘Strongly uncertain’ (See the appendix section for the survey).

### **3.2.1. Perceived Job Insecurity**

In order to measure perceived job insecurity, a five-question scale developed by Özçay (2011) was used. The items of the related scale were based on Ashford (1989), Hellgren et al. (1999), and De Witte (2000) (Özçay, 2011). The higher the score, the higher was the insecurity felt by the participant.

### **3.2.2. Perceived Job Uncertainty**

The perceived job uncertainty scale was created by Schweiger and DeNisi (1991) to measure the perception of uncertainty over different aspects of work life which are affected during major corporate restructurings. The form translated by Tinaztepe (2010) has been used for this study. The face validity of the translated form was checked by experts in this domain. Some of the expressions that are cited in the original scale were omitted as they were not appropriate for the present study and the data has been gathered by using 18 expressions. The higher the score, the higher was the uncertainty felt by the participant.

### **3.2.3. Intention to Work in Public Sector**

The literature scan did not yield any scale developed for the purpose of measuring the intention to work in public sector. Therefore, the intention to work in public sector scale was developed by the author by means of investigating the literature for instruments used to measure intent and asking open-ended questions about quitting the job to 20 participants. Some regulations are made and then the items were checked by two professors working in the related field. The finalized scale was composed of five items. The higher the score, the higher was the intention to work in public sector.

### **3.2.4. Work Values**

The work values scale comprised of 20 items. This scale was created on the basis of “Work Values Scale” that was developed by Yücel and Karataş (2009). The original form was composed of 24 dimensions and 132 items. The dimensions of money, job security, economical security, personal development, independence, job diversity, and competition that were in line with the purpose of our study were included and the expressions were adapted to suit the aim of the present research. The higher the score, the higher was the participant’s preference for the particular value.

### **3.3. Procedure**

The survey forms were delivered during class times of employees who were students of business administration master programs. Approximately, the surveys reached to 153 employees in two weeks’ time, and of the questionnaires distributed, only 145 of them were usable.

The survey consisted of a five-section questionnaire including demographic questions. Before the participants started to fill the survey, they were informed that all the data would be kept confidential and would be used for research purposes only.

### **3.4. Data Analysis**

The findings of this research were analyzed with Statistical Package for the Social Sciences (SPSS) version 21.0 for Windows. During the statistical analysis, significance level of 0.05 was taken into consideration. For presenting the characteristics of the sample, descriptive statistics were computed. For the factor structure of the scales, factor analysis was implemented with the principal components model and factor loadings were taken into consideration. Reliability analysis for the internal consistency of the scales was implemented through computing coefficient alphas.

Bivariate Correlations were presented for descriptive purposes and Multiple Regression Analysis was used to test the hypotheses.

## **4. FINDINGS**

In this section, the findings of the study are reported in three parts. The first part presents the internal consistency of the scales and the results of the factor analysis. The second part includes the correlation analysis which examines the relationship between the variables. The third part consists of the hypothesis tests, which are conducted by regression analyses.

### **4.1. Factor Analyses and Internal Consistencies**

Exploratory factor analysis is conducted by principal components analysis (PCA) and varimax rotation to reveal the factorial structure of the scales. Then, the reliability analysis is made by computing Cronbach's alpha to see whether it is greater than 0.7.

#### **4.1.1 Analysis for Perceived Job Insecurity**

Firstly, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test and Bartlett's Test of Sphericity are calculated to see whether the data for this variable is convenient for conducting factor analysis. It is seen that KMO value is 0.942 and Bartlett's Test of Sphericity is significant ( $p = 0.000 < 0.001$ ); which means the data is appropriate and adequate for implementing factor analysis. The application shows that the scale is convenient for factor analysis in terms of KMO value and Bartlett's Test of Sphericity. The scale of perceived job insecurity is not divided into factors and it has not been necessary to exclude any items from the analysis. The internal consistency has proved to be satisfactory (Cronbach  $\alpha=0,808$ ).

**Table 5**

**Factorial Structure of Perceived Job Insecurity**

	<b>Items</b>	<b>Loadings</b>
<b>Perceived Job Insecurity</b>	I-1 – I’m worried about the future of my job.	,596
	I-2 – I’m afraid of losing my job.	,636
	I-3 – I think I would be fired in the near future.	,614
	I-4 – I’m not sure I would be permanently in this work place.	,518
	I-5 – I don’t think I would be needed in my workplace in the future	,488
Variance explained: %57,026, Cronbach’s alpha ( $\alpha$ ): ,808		
KMO Measure of Sampling Adequacy.		0,836
Bartlett's Test of Sphericity	Approx. Chi-Square	153,000
	df	10
	Sig.	0,000

**4.1.2 Analysis for Perceived Job Uncertainty**

Firstly, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test and Bartlett’s Test of Sphericity is conducted to see whether the data for this variable is convenient for conducting factor analysis or not. It is seen that KMO value was 0.942, Cronbach’s alpha ( $\alpha$ ) value was 0,904, and Bartlett’s Test of Sphericity was significant ( $p = 0.000 < 0.001$ ); which indicates that the data is adequate and appropriate to conduct factor analysis. Nevertheless, when the factor analysis was conducted, it was seen that the factors were not meaningful. Consequently, in this study, the variable of perceived uncertainty was considered as a single factor as it is suggested in previous studies (Ivancevich et al. 1987). An acceptable Cronbach alpha value (0,904) was obtained.

**4.1.3. Analysis for Intention to Work in Public Sector (IWPS)**

Before starting the factor analysis, Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test (0,843) and Bartlett’s Test of Sphericity ( $p = .000 < .001$ ) were computed and they showed that the IWPS scale could go through factor analysis. When the factor analysis

was conducted, a single factor was found. The reliability coefficient (cronbach alpha=0,960) was acceptable.

**Table 6**

**Factorial Structure of Intention to Work in Public Sector**

Items		Loadings
<b>IWPS</b>	I-6 I'm planning to actively take exams for being a public servant.	0,810
	I-7 If I had the opportunity, I would have moved to public sector.	0,892
	I-8 I began to think of moving to public sector last for over a year.	0,928
	I-9 I would like to be a public servant at this moment if I could.	0,879
	I-10 I have followed the exams held by public institutions last for over a year.	0,813
Variance explained: %86,425; Cronbach's alpha ( $\alpha$ ): 0,960		
Bartlett's Test of Sphericity	Approx. Chi-Square df	,866 10
	Sig.	0,000

**4.1.4. Analysis for Work Values**

Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy test (0,942) and Bartlett's Test of Sphericity ( $p = 0.000 < 0.001$ ) indicated that the scale was appropriate to go through factor analysis. Of the 20 items of the scale, two of them, namely, 37 and 42 did not take place under any factor. The rest of the items were gathered under three factors. These three factors were named as "Work Values about Job Security", "Work Values about Self-Improvement", and "Work Values about Competition". They explained 77, 47 % of the variance in total. The factors of Work Values were also found to be internally consistent. The internal consistency coefficients are 0,963 (Work Values about Job Security), 0,931 (Work Values about Self-Improvement), and 0,774 (Work Values about Competition). The outputs of the factor and reliability analyses are demonstrated in Table 7, Table 8, and Table 9 respectively.

**Table 7**

**Item Distribution of Work Values about Job Security**

	<b>Items</b>	<b>Loadings</b>
<b>Work Values About Job Security</b>	I-31 Having job security in my work place is a priority for me.	0,886
	I-30 Feeling myself safe economically while working is a priority for me.	0,884
	I-33 Working in jobs that guarantee the future is a priority for me.	0,876
	I-29 Looking confidently to the future in terms of economy is a priority for me	0,874
	I-35 Having financial security is a priority for me.	0,858
	I-32 Earning a living for my job is a priority for me.	0,851
	I-36 Having a social security system is a priority for me.	0,80
	I-34 Having a steady job and income is a priority for me	0,791
	Variance explained: % 38,66 <b>Cronbach's alpha (<math>\alpha</math>): .963</b>	

**Table 8**

**Item Distribution of Work Values about Self-Improvement**

	<b>Items</b>	<b>Loadings</b>
<b>Work Values About Self-Improvement</b>	Q-45 Having the chance to apply new ideas is a priority for me.	0,820
	Q-43 Being excited about what I do is a priority for me.	0,765
	Q-39 Doing some thing in the area that I'm capable is a priority for me.	0,755
	Q-44 Doing a lot of different things in my job is a priority for me.	0,740
	Q-40 Finding the opportunity to develop myself in my job is a priority for me.	0,738
	Q-41 Feeling a sense of achievement in my job is a priority for me.	0,724
	Q-48 Getting my own decisions is a priority for me.	0,711
	Variance explained: % 27,16% <b>Cronbach's alpha (<math>\alpha</math>): .931</b>	

**Table 9**

**Item Distribution of Work Values about Competition**

	<b>Items</b>	<b>Loadings</b>
<b>Work Values About Competition</b>	I-47 Competing with others in the workplace is a priority for me.	0,874
	I-46 Using my skills and abilities for competing is a priority for me.	0,678
	I-38 Getting a reward or bonus for my work is a priority for me.	0,621
	Variance explained: % 11,66 <b>Cronbach's alpha (<math>\alpha</math>): .774</b>	

**4.2. Correlation Analysis**

To examine the relationships between variables, bivariate correlation analysis is conducted. In this analysis, Pearson Product Moment Correlation Method is used. The means, standard deviations, and correlations related to all variables are presented in Table 10. Most correlations are seen to be significant at the 0.01 and 0.05 levels.

As it is seen in Table 10; the dependent, independent, and moderating variables usually demonstrate moderate correlations between each other. However, the moderating variable is not strongly related to any other variables of the research. When the details are examined, it is seen that perceived job insecurity and perceived job uncertainty are found to be related to intention to work in public sector positively ( $r_{PI} = 0,411$ ,  $p < 0.01$ ;  $r_{JU} = 0,407$ ,  $p < 0.01$ ). Work values' factors are moderately related to each other but except for a weak negative correlation between work values about self-improvement and perceived job insecurity, they are not related to perceived job insecurity, perceived job uncertainty, and intention to work in public sector.

**Table 10**

**Means, Standard Deviations, and Correlations between the Variables**

Variables	Mean	SD	1	2	3	4	5
1. WVJS	5.10	1.09					
2. WVSI	4.9	1.24	.659**				
3. WVC	4.20	1.23	.486*	.652**			
4. PJI	2.88	1.14	-.0154	-.196*	-.182		
5. IWPS	2.72	1.67	.148	-.11	-.083	.411**	
6. PJU	3.28	1.42	.08	-.116	-.055	.480**	.407**

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

PJU: Perceived Job Uncertainty

PJI: Perceived Job Insecurity

IWPS: Intention to Work in Public Sector

WVJS: Work Values about Job Security

WVSI: Work Values about Self-Improvement

WVC: Work Values about Competition

### **4.3. Findings of Hypothesis Testing**

As it was mentioned above, the present research model is mainly based on four hypotheses which suggest the effect of perceived job insecurity and perceived job uncertainty on the intention to work in public sector, the moderating effect of work values on the relationship between perceived job insecurity and the intention to work in public sector, and lastly, the moderating effect of work values on the relationship between perceived job uncertainty and the intention to work in public sector.

### 4.3.1. Regression Analysis for Independent Variables

. As a result of the regression analysis that is carried out, it has been found out that there is a relationship with a significance of 5% between the independent variables and the dependent variable. Perceived job insecurity and perceived job uncertainty have significant positive contributions on the intention to work in public sector. Therefore, hypotheses 1 and 2 are confirmed.

**Table 11**

<b>Regression Analysis Results</b>					
<b>Variables</b>	<b>Beta</b>	<b>t</b>	<b>R<sup>2</sup></b>	<b>Adjusted R<sup>2</sup></b>	<b>Sig.</b>
1. Perceived Job Insecurity	<b>,281</b>	<b>3,341</b>	.226	.215	.0001**
2. Perceived Job Uncertainty	<b>,272</b>	<b>3,231</b>			

*Dependent Variable: IWPS*

*Independent Variables: PJI, PJU*

\*\* p< .01 level, is significant

### 4.3.2. Hierarchical Regression Analysis for the Moderating Variables

To test the moderator effect of a variable, hierarchical regression analysis is used. According to this method, regression is implemented to see the effect of the independent variable on the dependent variable in the first model. In the second one, the effect of both the independent variable and the moderator is tested on the dependent variable. Lastly, the interaction of the independent variable and the moderator is computed and its effect on the dependent variable is tested. If the interaction has a significant effect on the dependent variable, then the moderator effect is said to be supported (Baron & Kenny, 1986).

In the present study, the role of work values (WV) on the relationship of perceived job insecurity (PJI) and perceived job uncertainty (PJU) with intention to work in public sector (IWPS) was searched. Both of the independent variables are analyzed as single factors. However, the moderator includes three factors. The hierarchical regression analysis is

primarily implemented for PJI and then for PJU with the WV respectively as job security, self-improvement, and competition.

It is seen that the dimension of work values about job security, has a significant moderating effect on the relationship between perceived job insecurity and the intention to work in public sector (see Table 12). On the other hand, it is observed that work values does not have any conditional variable effect on the relationship between perceived job uncertainty and the intention to work in public sector (see Table 13). Thus, Hypothesis 3 is partially supported and Hypothesis 4 is rejected.

**Table 12**

**Hierarchical Regression Analysis for Perceived Job Insecurity**

<b>Variables</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b><u>First Step</u></b>			
<i>Dependent Variable: IWPS</i>			
<i>Independent Variable: PJI</i>	.411	5,397	.000**
<b>R<sup>2</sup> = ,169</b>			
<b><u>Second Step</u></b>			
<i>Dependent Variable: IWPS</i>			
<i>Independent Variable: PJI</i>			
<i>Moderating Variables: WVJS, WVSI, WVC</i>			
Perceived Job Insecurity (PJI)	.447	5.397	.000**
Work Values about Job Security (WVJS)	.319	3.170	.002**
Work Values about Self- Improvement (WVSI)	-.241	-2.070	.040*
Work Values about Competition (WVC)	-.013	-.132	.895
PJI*WVJS	.133	1.248	<b>.013*</b>
PJI*WVSI	.000	-.001	.893
PJI*WVC	.086	.768	.344
<b>R<sup>2</sup> = ,219    adj R<sup>2</sup> = ,049</b>			
<b>Sig. F Change = ,035*</b>			

\* p< .05 level, is significant

\*\* p< .01 level, is significant

**Table 13**

**Hierarchical Regression Analysis for Perceived Job Uncertainty**

---

<b>Variables</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b><u>First Step</u></b>			
<i>Dependent Variable: IWPS</i>	.210	2.333	.021*
<i>Independent Variable: PJU</i>			
<b>R<sup>2</sup> = ,165</b>			
<b><u>Second Step</u></b>			
<i>Dependent Variable: IWPS</i>			
<i>Independent Variable: PJU</i>			
<i>Moderating Variables: WVJS, WVSI, WVC</i>			
Perceived Job Uncertainty (PJU)	.209	2.340	.021*
Work Values about Job Security (WVJS)	.300	2.938	.004**
Work Values about Self- Improvement (WVSI)	-.230	-1.958	.052
Work Values about Competition (WVC)	-.058	-.584	.560
PJU*WVJS	.012	.080	<b>.936</b>
PJU*WVSI	-.113	-.635	<b>.526</b>
PJU*WVC	.031	.225	<b>.822</b>
<b>R<sup>2</sup> = ,165    adj R<sup>2</sup> = ,159</b>			
<b>Sig. F Change= ,577</b>			

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\* p< .05 level, is significant

\*\* p<.01 level, is significant

**Table 14**

**Hierarchical Regression Analysis for the Whole Model**

<b>Variables</b>	<b>Beta</b>	<b>t</b>	<b>Sig.</b>
<b><u>First Step</u></b>			
<i>Dependent Variable: IWPS</i>			
<i>Independent Variables: PJI, PJU</i>			
Perceived Job Insecurity (PJI)	.281	3.341	.001*
Perceived Job Uncertainty (PJU)	.272	3.231	.002*
<b>R<sup>2</sup> = .226, Adj R<sup>2</sup> = 0.215</b>			
<b><u>Second Step</u></b>			
<i>Dependent Variable: IWPS</i>			
<i>Independent Variables: PJI, PJU</i>			
<i>Moderating Variable: WVJS</i>			
Perceived Job Insecurity (PJI)	.334	3.832	.000*
Perceived Job Uncertainty (PJU)	.225	2.601	.010*
PJI*WVJS	.158	2.047	.043*
<b>R<sup>2</sup> = .248 adj R<sup>2</sup> = .232</b>			
<b>Sig. F Change = .043</b>			

\* p< .05 level, is significant

\*\* p<.01 level, is significant

**5. DISCUSSION and CONCLUSION**

In this research, the effect of Perceived Job Insecurity (PJI) and Perceived Job Uncertainty (PJU) on the Intention to Work in Public Sector was examined. Besides, the moderator effect of Work Values (WV) on the relationship between perceived job insecurity and intention to work in public sector and on the relationship between perceived job uncertainty and intention to work in public sector was examined. Accordingly, in this section,

the results of statistical analyses (respectively, factor, reliability, correlation, and regression) are summarized and discussed with regard to the literature.

In order to reduce the data and conduct the subsequent analyses, factor analysis was run for the variables. Reliability analysis was conducted to examine the internal consistency of the scales. The PJI scale appeared to be one-dimensional as a result of the factor analysis. The PJU scale, on the other hand, generated factors that were not meaningful; thus, it was decided to accept it as a single factor instrument. The scale items, however, expressed perceived uncertainty in work life definitely. The reliability analysis for the two scales put forth high internal consistency coefficients which proved that they measured the variables of perceived job insecurity and perceived job uncertainty appropriately.

IWPS which is the dependent variable of the study produced one factor after the analysis and the scale's internal consistency was high. The results revealed that it would be appropriate to use the scale in future studies that will be conducted in Turkey about intentions to work in public.

Work Values Scale that was used to measure the moderator variable, was formed on the basis of a scale developed by Yücel and Karataş (2009). Items from the money, job security, economical security, personal development, independence, job diversity, and competition subscales of the original scale which were suitable for the objectives of this research were used. As a result of the factor analysis, work values revealed three factors as Work Values about Job Security (WVJS), Work Values about Self-Improvement (WVSI), and Work Values about Competition (WVC). Thus, it became apparent that items of different subscales were incorporated under values related to security, improvement, and competition in the present study.

Correlation analysis revealed that perceived job insecurity and perceived job uncertainty are positively related to the intention to work in public sector. The strongest correlation between the study variables has been found between PJI and IWPS, which is a positive one ( $r= 0,411$ ). On the other hand, PJU and IWPS are also significantly related ( $r= 0,407$ ) in a positive direction. These are expected results with regard to the related literature.

To test the hypotheses of the research, regression and hierarchical regression analyses are conducted. For the first hypothesis, stating that PJI affects IWPS positively and for the second hypothesis, stating that PJU affects IWPS positively, a regression analysis is

implemented. As a result, it is found that PJI and PJU affect IWPS and thus the hypotheses are confirmed.

As indicated in a study conducted by Clark (2001) in which he used the British Household Panel Study, job security is largely the most important negative predictor of quitting behavior. Thus, the relationship in the present study is an expected one. After resignation, it will not be difficult to say that workers will be likely to work in a more secure job. Their needs for security can be satisfied in public sector. Also, the positive relationship between perceived job uncertainty and intention to work in public sector is expected, as 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. Besides, Hofstede's (1984) study can also explain this relationship. According to this study, Turkish people have less tolerance for uncertainty.

Jahoda's (1982) Latent Deprivation Theory forms a significant basis for studying the relationship between the dependent variables and independent variables. 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.

An important goal for the present research was to define whether work values affect a private sector employee's intention to work in public sector when he/she perceives insecurity and/or uncertainty in his/her job. Multiple regressions are implemented to test the third and the fourth hypotheses of the study. According to the research results, assumptions have been partially verified. Namely, work values have a moderating role on the relationship of perceived job insecurity with intention to work in public sector. However, the moderator effect has only been found for work values' first factor named as work values about job security (WVJS). This finding is significant because a person, who believes that job security is very important, will be more inclined to work at a place where he/she perceives job security. That is, if the person perceives insecurity in his/her job, he/she may be more likely to work in an organization where job security is assumed to be high. So, such an organization may be a public sector institution. Although it was expected, a significant moderator effect of work values on the relationship between PJU and IWPS was not observed. In other words, whether a person has adopted values about job security, self-improvement, and competition does not influence the relationship between having an uncertain job and the person's intention

to work in public sector. Consequently, the third hypothesis is partially confirmed and the fourth hypothesis has been rejected.

The literature review has revealed some studies wherein work values are investigated as a moderator variable. One such research implemented by Johnson-Murray (2012) reveals the moderating effect of work values on the relationship of employee-organization value congruence and attitudinal outcomes such as commitment, satisfaction, and turnover intention. Besides, a study conducted among employees in Hong Kong and Beijing has indicated that work values have a moderating effect on the relationship of job stressors and well-being at work (Siu, Spector, Cooper, & Lu, 2005). Thus, it is possible to conclude that these results bear resemblance to this study's findings which have put forth that work values may be effective on the relationship between perceived insecurity of the job and the intention to work in public.

Eventually, this research has proposed a new model for the related literature. Intention to work in public sector has not been studied before although the term refers to an important sociological phenomenon today in Turkey. So, the intention to work in public sector addresses a new term in the related literature. The variable of job security, on the other hand, has been studied for many years. In the related literature, job security has been examined in relation to different variables such as stress, job satisfaction, quitting the job, and so on. The relationship between job security and the intention to work in public sector, however, remained under researched. So, the positive relationship between job security and the intention to work in public sector revealed in this study contributed to the literature by indicating that ignoring employees' security concerns may be costly for the organizations that have invested in them.

Besides the above result, a new relationship has been found between perceived job uncertainty and the intention to work in public sector. Uncertainty also has been studied by many researchers. Generally, as mentioned before, the term uncertainty is considered as a character of environment. But in the present research, the term of uncertainty was used in relation to its psychological aspect involving the perception of people and it became apparent that perceived uncertainty may also increase the likelihood of employees' choice of the public sector.

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 with them since the consequences of negative perceptions may cause a waste in terms of the human capital. Furthermore, if any organizational change is planned, it should be developed and implemented together with employees considering the prospects of employees and the perspectives of organizations both (Hauff & Kirchner, 2014, p.42). Finally, values about job security seem to be influential in selecting the public sector when security perceptions are low. Therefore, in organizations where rapid change is likely, it would be helpful to be considerate about work values of the labor force.

## **6. LIMITATIONS and RECOMMENDATIONS**

One limitation of the research is that, the demographic aspects are not taken into account. A person's marital status can be a factor about his or her intention to work in public sector. Being married and having children may require extra responsibilities. Because of these, the employee may need more job security than another person who is not married or does not have any children. In future studies, it may be advised to study employees with various demographic characteristics.

The model of the study is tested with people from the private sector; however, a comparison between the work fields of the participants could not be done. As observed in the preliminary study, it is possible that a person's job conditions might affect his or her intention to work in the public sector, For instance, if a person makes more money, then he may not intend to work in public sector although he or she does not perceive job security. Preliminary study findings also revealed that people who were more qualified preferred to work in private sector due to the level of income, self development opportunities, and the potential to perform different tasks. It seems that the different status of employees presents different advantages or disadvantages for them. Therefore, it would be appropriate in future studies to form a sample from individuals with various educational backgrounds, professional fields, competencies, and personality traits such as being security or risk oriented.

The scale of perceived job insecurity may have posed difficulties for the participants in terms of responding. It may be hard to answer some items such as "*I think I will get fired soon*". Thus, it may lead some respondents to answer in an untruthful way. It may be suggested to develop another scale that may make it easier for the participants to give genuine responses.

As descriptive information indicates, the means of work values are quite close to each other (see Table 10). That is the common problem observed in studies on work values. While answering the questions about values, people generally seem to display similar tendencies. For example, some people state most values such as security, self-improvement, and competition as their priority. Thus, using a scale that makes comparisons among values possible may be more appropriate for determining participants' selections definitely. For instance, the participant may be required to prefer only one out of various choices such as money or security; flexibility or self-improvement, etc. In such a way, the differentiation between values may be realized. Consequently, using an extended scale of work values may be suitable for future research about this topic.

The procedure of the study may have limited the research in terms of reaching out to the participants. The survey is implemented by a face to face fashion in a classroom environment. So, it has been difficult to reach a greater number of people. For more generalizable results, it may be advised to reach potential participants through electronic data collection or snowball sampling techniques.

# APPENDICES

## APPENDIX 1: QUESTIONNAIRES

Değerli katılımcı,

Bu anket, Marmara Üniversitesi İngilizce İşletme Ana Bilim Dalı, Örgütsel Davranış Bilim Dalı Öğretim Üyesi Doç. Dr. Ayşe Alev Torun ile Yüksek Lisans öğrencisi Cem Güney Özveren tarafından yürütülen tez araştırmasında kullanılmak amacıyla hazırlanmıştır.

Anketten elde edilecek bilgiler yalnızca bilimsel araştırma amacıyla kullanılacak, hiçbir şahsa, makama bildirilmeyecek, çalışılan kurumdaki yöneticilerle paylaşılmayacaktır. Lütfen anket formunda isim, bölüm gibi kimliğinizi belirtecek herhangi bir ifade kullanmayınız. Anket sorularında özellikle katılımcının kimliğini ortaya çıkarabilecek sorulara yer verilmemiştir.

Anket formu **beş bölümden** oluşmaktadır.

Verilerin doğru toplanması ve yapılacak istatistiksel analizlerin anlamlı bulunması açısından ankette hiçbir sorunun boş bırakılmaması ve sorulara içtenlikle cevap verilmesi büyük önem taşımaktadır.

Anketimizi doldurarak bize zaman ayırdığınız ve çalışmamıza katkıda bulunduğunuz için teşekkür ederiz.

### Bölüm 1. Algılanan İş Güvencesizliği

Aşağıda, kişinin çalıştığı iş yerindeki kendi iş güvencesine ait düşünceleri ile ilgili bazı ifadelere yer verilmiştir. Lütfen her bir ifadeyi dikkatle okuyunuz ve sizi ne kadar iyi tanımladığına karar vererek yanıtlayınız. Bu ifadelere ne derece katıldığınızı, "Kesinlikle katılmıyorum" dan "Tamamen katılıyorum" a doğru uzanan cevaplardan size uygun düşen seçeneği işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Pek fazla Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum
1	İşimin geleceği konusunda kaygı duyuyorum.						
2	İşimi kaybetmekten korkuyorum.						
3	Yakın gelecekte işten atılacağımı düşünüyorum.						
4	Bu işyerinde işimde kalıcı olacağımdan emin değilim.						
5	Çalıştığım kurumun gelecekte bana ihtiyaç duymayacağını düşünüyorum.						

### Bölüm 2. Kamu Sektöründe Çalışma Niyeti

Aşağıda, kişinin kamu sektöründe çalışmak ile ilgili düşüncelerini temsil eden ifadelere yer verilmiştir. Lütfen her bir ifadeyi dikkatle okuyunuz ve sizi ne kadar iyi tanımladığına karar vererek yanıtlayınız. Bu ifadelere ne derece katıldığınızı, "Kesinlikle katılmıyorum" dan "Tamamen katılıyorum" a doğru uzanan cevaplardan size uygun düşen seçeneği işaretleyerek belirtiniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Pek fazla Katılmıyorum	Biraz Katılıyorum	Katılıyorum	Tamamen Katılıyorum
6	Aktif olarak devlet memuru olmak için yapılan sınavlara (KPSS ve benzeri) girmeyi planlıyorum.						
7	Eğer şu an imkanım olsaydı kamu sektörüne geçtim.						
8	Son bir senedir kamu sektörüne geçmeyi daha sık düşünmeye başladım.						
9	Şu an elimde olsa devlet memuru olmak isterim.						
10	Son bir senedir, kamu kurumlarının açtığı sınavları takip etmekteyim.						

### Bölüm 3. Algılanan İş Belirsizliği

Aşağıda, kişinin işiyle ilgili algıladığı bazı belirsizliklere yer verilmiştir. Lütfen her bir ifadeyi dikkatle okuyunuz ve sizi ne kadar iyi tanımladığına karar vererek yanıtlayınız. Bu ifadelere ne derece katıldığınızı, "Kesinlikle belirgin" den "Kesinlikle belirsiz" e doğru uzanan cevaplardan size uygun düşen seçeneği işaretleyerek belirtiniz.

		Kesinlikle Belirgin	Orduka Belirgin	Belirgin	Belirsiz	Orduka Belirsiz	Kesinlikle Belirsiz
11	Emeklilik planımın değişip değişmeyeceği						
12	Şirkette başka bir yere geçip geçmeyeceğim						
13	Aynı iş arkadaşlarımla çalışıp çalışmayacağım						
14	İşimde kontrolümü sağlayabilip sağlayamayacağım						
15	İşimi yapmak için gerekli bilgiye sahip olup olmayacağım						
16	Yeni bir coğrafi lokasyona geçip geçmeyeceğim						
17	İşimle ilgili değişikliklerde etkinliğimin olup olmayacağı						
18	Kapasitemin üstünde iş yükü üstlenip üstlenmeyeceğim						
19	Terfi edip edemeyeceğim						
20	Maaş kesintisine uğrayıp uğramayacağım						
21	Yeni iş vasıfları öğrenmek zorunda kalıp kalmayacağım						
22	Unvan indirimine maruz kalıp kalmayacağım						
23	Şirkette yakın olduğum kişilerle çalışıp çalışmayacağım						
24	Daha önce yapmadığım işleri yapmak zorunda olup olmayacağım						
25	Şirkette ilerlemeye yönelik fırsatların olup olmayacağı						
26	İş arkadaşlarımla ve şirkette yakın olduğum kişilerin işlerini kaybedip etmeyecekleri						
27	İş performansımın nasıl ölçüleceği						
28	Şirketin, çalışmak için iyi bir yer olup olmayacağı						

#### Bölüm 4. İş Değerleri

Aşağıda kişilerin iş hayatında sahip oldukları bazı değerlere yer verilmiştir. Lütfen her bir ifadeyi dikkatle okuyunuz ve sizi ne kadar iyi tanımladığına karar vererek yanıtlayınız. Bu ifadelere ne derece katıldığınızı, "Kesinlikle katılmıyorum" dan "Tamamen katılıyorum" a doğru uzanan cevaplardan size uygun düşen seçeneği işaretleyerek belirtiniz.

	<b>İFADELER</b>	<b>Kesinlikle Katılmıyorum</b>	<b>Katılmıyorum</b>	<b>Pek fazla Katılmıyorum</b>	<b>Biraz Katılıyorum</b>	<b>Katılıyorum</b>	<b>Tamamen Katılıyorum</b>
29	Ekonomik açıdan geleceğe güvenle bakabilmek benim için önceliklidir.						
30	Çalışırken ekonomik açıdan kendimi güvende hissetmek benim için önceliklidir.						
31	Çalıştığım yerde iş güvencemin olması benim için önceliklidir.						
32	İşimin karşılığında geçimimi temin edebilmek benim için önceliklidir.						
33	Geleceği güvence altında olan işlerde çalışmak benim için önceliklidir.						
34	Sürekli bir işe ve gelire sahip olmak benim için önceliklidir.						
35	Finansal açıdan güvenliğe sahip olmak benim için önceliklidir.						
36	Bir sosyal güvenlik sistemine sahip olmak benim için önceliklidir.						
37	Para kazanmak için bir işte çalışıyor olmak benim için önceliklidir.						
38	İşimde ödül ya da ikramiye almak benim için önceliklidir.						
39	Yetenekli olduğum alanda bir şeyler yapmak benim için önceliklidir.						
40	İşimde kendimi geliştirebilme olanağı bulmak benim için önceliklidir.						
41	İşimde başarı duygusuna sahip olmak benim için önceliklidir.						
42	İşimin gerekleri nedeniyle risk almak benim için önceliklidir.						
43	Yaptığım işten heyecan duymak benim için önceliklidir.						
44	İşimde çok sayıda farklı şeyler yapmak benim için önceliklidir.						
45	Yeni fikirleri uygulayabilme şansına sahip olmak benim için önceliklidir.						
46	Beceri ve yeteneklerimi rekabet etmek için kullanmak benim için önceliklidir.						
47	Çalışma ortamında insanlar ile yarış içinde olmak benim için önceliklidir.						
48	Kendi kararlarımı kendim alabilmek benim için önceliklidir.						

## Bölüm 5. Demografik Bilgiler

49	Cinsiyetiniz: <input type="checkbox"/> Kadın <input type="checkbox"/> Erkek
50	Yaşınız: ____
51	Medeni durumunuz: <input type="checkbox"/> Evli <input type="checkbox"/> Bekar
52	En son aldığınız diploma: <input type="checkbox"/> Lise <input type="checkbox"/> Üniversite <input type="checkbox"/> Yüksek lisans <input type="checkbox"/> Doktora
53	İşinizde yöneticilik pozisyonunuz var mı? <input type="checkbox"/> Evet <input type="checkbox"/> Hayır
54	Tam zamanlı çalışıyor musunuz? <input type="checkbox"/> Evet <input type="checkbox"/> Hayır
55	Şu anda çalıştığınız işyerinizde ne kadar süredir çalışıyorsunuz? ____
56	Yaşamınız boyunca toplam çalışma süreniz? ____



## APPENDIX 2: CONGRESS ACCEPTANCE



### 23. ULUSAL YÖNETİM VE ORGANİZASYON KONGRESİ 14-16 MAYIS 2015 BODRUM / MUĞLA



Sayın Cem Güney ÖZVEREN,

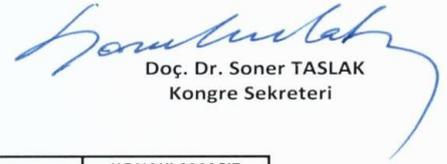
14-16 Mayıs 2015 tarihlerinde Muğla Sıtkı Koçman Üniversitesi İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü tarafından düzenlenecek olan 23. Ulusal Yönetim ve Organizasyon Kongresi'nde sunulmak üzere göndermiş olduğunuz "**Algılanan İş Güvencesizliği ve İş Belirsizliği ile Kamu Sektöründe Çalışma Niyeti İlişkisi Üzerinde Çalışma Değerlerinin Rolü**" adlı bildiri özetiniz bilim kurumumuzca kabul edilmiştir. Tebrik ederiz.

23. Ulusal Yönetim ve Organizasyon Kongresi, belirtilen tarihlerde "Amara Island Bodrum Elite" otelde gerçekleştirilecek olup katılım şartları aşağıdaki tabloda belirtilmiştir.

Kongre kayıt işlemlerini kongre web sayfamızdan takip edebilirsiniz.

Çalışmalarınızda başarılar dileriz. Kongre'de görüşmek dileğiyle.

Saygılarımızla.

  
Doç. Dr. Soner TASLAK  
Kongre Sekreteri

KONAKLAMA KODU / KATEGORİSİ	KONAKLAMALI KATILIM			KONAKLAMASIZ KATILIM
	Triple Odada Kişi Başı 3 gecelik paket	Double Odada Kişi Başı 3 gecelik paket	Single Odada 3 gecelik paket	
1 / Öğrenciler Araştırma Görevlileri	625 TL	775 TL	950 TL	Gala Yemeği ücreti; 200 TL
2 / Öğretim Görevlileri ve Yardımcı Doçentler	675 TL	825 TL	975 TL	Katılım ve Kayıt Ücreti 250 TL
3 / Doçent ve Profesörler	700 TL	850 TL	1 000 TL	
4 / Dışardan Katılımcılar	800 TL	950 TL	1 100 TL	

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