

Araştırma Makalesi

How Can Employee Job Insecurity Be Reduced? The Role of Responsible Leadership And Psychological Safety

Çalışanların İş Güvencesizliği Nasıl Azaltılabilir? Sorumlu Liderlik ve Psikolojik Güvenliğin Rolü

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Öz

Araştırma, sorumlu liderliğin etkisi altında çalışanların iş güvencesizliği üzerinde psikolojik güvenliğin aracılık rolünü belirlemeyi amaçlamaktadır. Veriler anket yoluyla elde edilmiştir. Araştırma örneklemini farklı sektörlerde (eğitim, sağlık ve finans) çalışan 388 beyaz yakalı çalışandan oluşmaktadır. Araştırma hipotezlerini test etmek için aracılık analizi kullanılmıştır. Araştırma bulgularına göre, sorumlu liderlik çalışanların psikolojik güvenliğini artırıp iş güvencesizliğini azaltırken, psikolojik güvenlik iş güvencesizliğini azaltmaktadır. Ayrıca, psikolojik güvenliğin sorumlu liderliğin iş güvencesizliği üzerindeki etkisi altında aracılık rolü olduğu bulunmuştur. Ayrıca, örgütlerde sorumlu liderlik yaklaşımının çalışanların psikolojik güvenlik düzeyini artırdığı ve dolayısıyla iş güvencesizliğini azalttığı görülmektedir. Araştırma bulguları ve bunların çıkarımları, örgütlerde çalışanların sürekliliğini ve etkinliğini etkili bir şekilde sağlayan faktörleri göstermesi bakımından önemlidir.

Anahtar Kelimeler: Sorumlu liderlik, Psikolojik güvenlik, İş güvencesizliği, Beyaz yakalılar.

JEL Kodları: M12, J28, D23

Abstract

The paper aims to determine the mediating role of psychological safety under the effect of responsible leadership on employees' job insecurity. The statistical data was obtained through a survey. The research sample consists of 388 white-collar employees in different sectors (education, health and finance). The mediator analysis test was used to test the research hypotheses. According to research findings, responsible leadership increases employees' psychological safety and reduces job insecurity while psychological safety reduces job insecurity. Additionally, it was found that psychological safety has a mediating role under the effect of responsible leadership on job insecurity. It is also seen that the responsible leadership approach in organizations increases employees' psychological safety level and consequently reduces their job insecurity. Research findings and their implications are important in showing the factors that effectively ensure the continuity and effectiveness of employees in organizations.

Keywords: Responsible leadership, Psychological safety, Job insecurity, White-collars.

JEL Codes: M12, J28, D23

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1. Introduction

In recent years, the number of research on responsible leadership has increased. It has been observed that responsible leadership has been investigated together with concepts such as ethical behaviors (Maak & Pless, 2006), leader-stakeholder (Shi & Ye, 2016), change and active participation, and self-awareness (Muff, Liechti & Dyllick, 2020). Psychological safety and job insecurity appear to be one of the most important outcomes of responsible leadership.

Responsible leadership approaches directly or indirectly affect employees' perceptions of job insecurity. There are studies indicating that job insecurity, which is claimed to be a risk based on the fear of unemployment (Wu, Wang, Parker & Griffin 2020), can be alleviated by the presence of responsible leadership (Xu, Loi & Chow 2022). The understanding of responsible leadership has been effective in considering the impact of attitudinal and organizational factors on the improvement of employees' organizational processes (Nembhard & Edmondson, 2006) and psychological empowerment. The findings of the studies demonstrate that employees' perceptions of responsible leadership are positively related to their psychological safety.

Present study addresses two major research questions. The first one aims to understand the psychological dimensions of employees and to identify psychological integration. The second one is about the applicability of the results obtained within the organizational structure of the enterprises. Because the perception of job insecurity of employees means that human capital is negatively affected (Hatch & Dyer, 2004). Competitive advantage is a concept that exists together with human capital. Based on the assumption that competition is a chain, human resources are seen as a part of that chain. The fact that the characteristics, resources and behavioral patterns of the firm are the sources of competitive advantage and sustainability (Barney, 1991) makes it a necessity to manage human capital effectively. Under these conditions, results such as job insecurity affecting the motivation of individuals, decreasing their commitment to work, hesitating to use their knowledge, and not taking risks causes employees to be negatively affected psychologically. This, in turn, leads to ineffective management of human resources and affects the sustainability of competitive advantage.

The literature on managerial leadership shows that responsible leadership reduces employees' perceptions of job insecurity. It also makes employees feel safe and increases their perceptions of psychological safety. In this context, there are not enough studies examining the effect of psychological safety on the effect of responsible leadership on job insecurity. This deficiency leads to inadequacy in understanding the psychological factors related to employees. Therefore, the purpose of this study is to examine the mediating role of psychological safety perception in the effect of responsible leadership on job insecurity.

In light of this discussion, in the first part of the study, responsible leadership, psychological safety and job insecurity are explained. In the second part, hypotheses are developed by including the relationships between the concepts. In the third section, the methodology of the research is explained. The fourth section presents the research findings and interpretations. The last part of the study includes conclusion, discussion and recommendations.

2. Conceptual and Theoretical Framework

2.1. Responsible Leadership

Responsible leadership is a social and ethical phenomenon that emerges as a result of the social interaction process (Maak & Pless, 2006; Waldman & Balven, 2014). The concept of responsible leadership, which has a variety of definitions in the field, was defined as a process based on interactive benefit, supported by democratic processes, considering the interests of all stakeholders equally, focusing on providing solutions and common views by taking on a mediating role in conflicts by Voegtlin (2011). In another definition, it is explained as a socially minded leader-stakeholder relationship that goes beyond the subordinate-superior relationship in current leadership approaches (Shi & Ye, 2016: 877-878). More recently, the same approach has been described as the accountability of leaders to various stakeholder groups in their organizations (Voegtlin, Frisch, Walther & Schwab, 2020:411). It is also expressed as a global application of ethical values (GRLI, 2005). Muff et al. (2020: 2255) classified responsible leadership competencies as follows: understanding the interdependencies of the system, ethically correct and values-based behavior and action, engagement with stakeholders, change and active participation, and self-awareness.

2.2. Psychological Safety

Psychological safety is a concept based on Schein and Bennis' (1965) work on organizational studies. It is explained as the individual's perception that his/her views and speaking out in the organization will not be

shamed, rejected or punished (Edmondson, 1999: 354). It focuses on how the group norm is perceived by members (Newman, Donohue & Eva 2017: 522). As the concept it has been defined by researchers in the literature with a focus on trust, a means of managing change, and the freedom of employees to express themselves (Edmondson & Lei, 2014: 31). Psychological safety helps individuals determine when and how to communicate and interact in organizations and groups. The threat that individuals feel causes them to withdraw themselves in their communication and behavior (Wanless, 2016: 5). Edmondson (1999: 350) explains psychological safety as "shared belief held by members of a team that the team is safe for interpersonal risk taking". In the formation of psychological safety, individuals feel safe.

2.3. Job Insecurity

Job insecurity is defined as "the perceived powerlessness to maintain desired continuity in a threatened job situation" (Greenhalgh & Rosenblatt, 1984: 438). In other words, job insecurity is explained by different researchers as "subjective perception of a threat to the job", "the changes to the job implied by the threat are unwanted and involuntary", "a feeling of concern or apprehension about losing one's job in its current form" (Sverke, Låstad, Hellgren, Richter & Näswall, 2019:3). This feeling causes attitudinal differences in the organizational structure, deterioration of a healthy working environment, and negativities regarding behavioral relationships in the organization (Sverke, Hellgren & Näswall, 2002: 243). It is also accepted as a source of stress because it causes uncertainty about the future of employees (Sverke et al. 2002: 244).

2.4. The Relationships Between Responsible Leadership, Psychological Safety and Job Insecurity

Leaders' behaviors have significant effects on employees' behaviors in organizations. To exemplify, inclusive, supportive or responsible leadership behaviors provide a positive working environment for employees by encouraging employee participation in decisions, open communication, and information sharing (Nembhard & Edmondson, 2006; Ryu, Kim, Lee & Kwon, 2021). Psychological safety is important in the emergence of effective and productive outputs, participation in decisions and pro-organizational behaviors of employees (Zhao et al. 2020). Moreover, research results show that positive leadership styles in organizations increase employees' psychological safety (Khairy et al. 2023) and improve employees' intention to continue working (Tatlı & Öngel, 2023). According the results of the studies, responsible leadership is expected to positively affect the psychological safety of employees. Therefore, the hypothesis is as follows;

H₁: Responsible leadership affects employees' psychological safety positively.

Research on responsible leadership revealed that responsible leadership increases employees' well-being, organizational commitment (Mousa, 2019), citizenship behaviors (Zhao & Zhou, 2019), and well-being (Haque, 2021). On the other hand, negativities in the work environment reduce the well-being of employees and may harm their psychological integrity. As a result, the negative behaviors of the management prevent employees from continuing to work and employees may experience stress about their future at work (Tatlı & Öngel, 2023; Wang et al. 2020). Job insecurity means that employees feel uncertainty, risk and anxiety about the continuation of the job (Wang et al., 2020). On the contrary, job security of employees enables them to continue their beneficial behaviors for the organization. Therefore, positive leadership approaches have an important place in reducing job insecurity (Hawass, 2015; Kim & Kim, 2020). It is expected that job insecurity will decrease in organizations with a responsible leadership approach. To address this discussion, the second research hypothesis is as follows;

H₂: Responsible leadership reduces job insecurity.

Employees' psychological safety can sustain their output in positive behaviors for the organization. However, organizational structures sometimes cause employees to have doubts about job security. Employees' lack of perception of job security may cause them to look for new jobs, decrease their performance, or other negative situations (Staufenbiel & König, 2010). On the other hand, psychological safety has an important role in reducing job insecurity (Kim & Kim, 2020). In the study conducted by Olaniyan and Hystad (2016), it was determined that the decrease in the uncertainty experienced by employees at work decreases their job insecurity. Organizations creating a climate of psychological safety can help reduce losses for employees (Naswall, Sverke & Hellgren 2005). Based on the results of previous studies, it is understood that employees' psychological safety will play a role in reducing job insecurity. Therefore, the third research hypothesis is as follows;

H₃: Psychological safety reduces job insecurity.

In the literature, there are results showing that responsible leadership increases the perception of psychological safety (Nembhard & Edmondson, 2006; Kim et al., 2021) and psychological safety reduces job insecurity (Olaniyan & Hystad, 2016). When this information is combined, psychological safety is expected to play an important role in reducing the perception of job insecurity through responsible leadership. Based on these inferences, the research hypothesis is as follows;

H₄: Psychological safety has a mediating role in the effect of responsible leadership on employees' perception of job insecurity.

3. Materials and Methods

3.1. Research Sample and Sampling Technique

The study was conducted with employees working in different sectors (education, health, finance). The sample of the research consists of the employees in enterprises operating in different provinces. Convenience sampling technique was used to select the research sample. Questionnaire forms were sent to the employees online. The data collection process was carried out in October 2023. Within the scope of the research, 388 employees were reached. The sampling standard recommended by Hair, Anderson, Tatham and Black (2014) and Bal (2001) was followed for the number of participants. Considering 384 participants for large populations and Hair et al. (2014)'s recommendation of at least 10 samples for each item (14 items) in the measurement tools, the data collection process was terminated when 388 participants were reached.

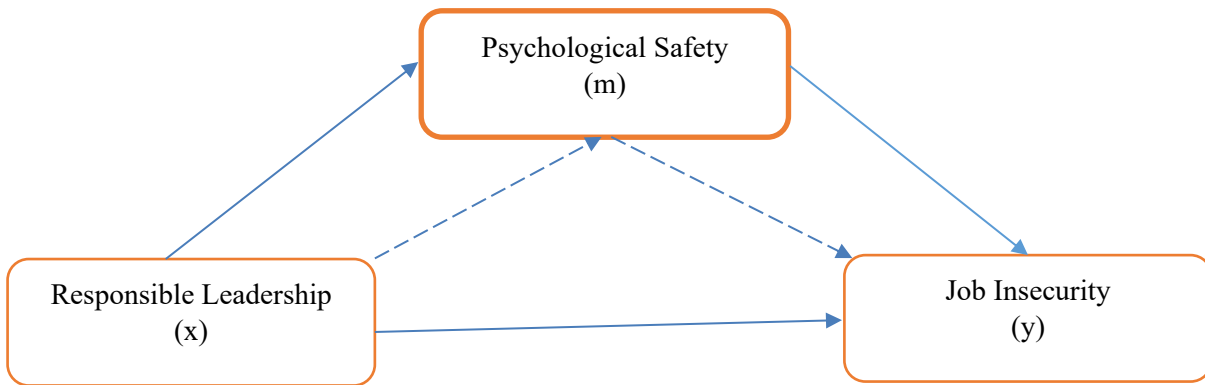
The demographic characteristics of the participants in the study are as follows; all of the employees are white-collar employees. 11.3% of them are between the ages of 18-24, 20.4% are between the ages of 25-29, 30.4% are between the ages of 30-34, 14.4% are between the ages of 35-39, and 23.5% are 40 years and over. 50.3% of the employees have a bachelor's degree, 22.4% have a master's degree, 8% have a doctorate, and 19.3% have other education levels. All employees work in the private sector. 30.4% of the participants have 5 years of experience or less, 29.6% have 6-10 years of experience, 13.7% have 11-15 years of experience, and 19.1% have 16 years of experience or more.

3.2. Data Collection Tools

Responsible leadership scale, psychological safety scale and job insecurity scale were used to collect data for the study. Responsible leadership scale: The measurement tool, originally developed by Voegtlin (2011) and adapted into Turkish by Özkan and Üzümlü (2021), consists of 5 items and one dimension. The validity of the responsible leadership scale was tested with CFA in the previous study and it was determined that the model showed a good fit ($\chi^2/df = 1.61$, RMSEA = .05, SRMR = .01, CFI = .99, NFI = .98, GFI = .98). These findings support the validity of the scales. Psychological safety scale: It was developed by Liang, Farh and Farh (2012) and translated into Turkish by Borulu and Karabey (2022), consists of 5 items and a single dimension. When the factor structure of the psychological safety scale was examined, the total variance explained was calculated as 68.31%. The scale's internal consistency was high, and Cronbach's Alpha coefficient was .88. The factor loadings of the items varied between .78 and .59, which showed that the scale was reliable. Job insecurity scale: It was developed by Vander Elst, De Witte H. and De Cuyper (2014) and used in many studies in the Turkish literature (e. g. Terzi Çoban, 2022). The job insecurity scale consists of four items and one dimension. The KMO value of the job insecurity perception scale was calculated as .80, the total variance explained as 63.64%, and the Cronbach's Alpha value as .81. These findings show that the scale is valid and reliable (Karanfil & Doğan, 2020). A 5-point Likert scale is used (1= Strongly disagree, 5= Strongly agree). Ethics committee approval was obtained for this study with the decision of Istanbul Beykent University Ethics Committee dated 21.09.2023 and numbered 119142.

3.3. Conceptual Model

The conceptual model is shown in Figure 1 below. The conceptual model of the study includes the variables of responsible leadership (x), psychological safety (m) and job insecurity (y).



4. Findings

4.1. Data Analysis

Factorial analysis, reliability analysis, descriptive statistics and correlation analyses were conducted with SPSS 25 package program. Mediation analyses were conducted using the SPSS Process v2.16.3 macro. In the analysis process, first of all factorial and reliability analyses were conducted using the criterion values determined by Hair et al. (2014) (Table 1). Factor and reliability analysis findings are presented in Table 1.

Table 1: Factor and reliability analysis of measurement instruments

KMO and Bartlett's Test, Cronbach's Alpha		Job Insecurity	Responsible Leadership	Psychological Safety	Hair et al. (2014) criterions
Kaiser-Meyer-Olkin measure of sampling adequacy		,799	,859	,853	,70
Bartlett's Test of Sphericity	Approximate Chi-square	1026,036	1576,864	1203,582	
	SD.	6	10	10	
	Sig.	,000	,000	,000	p<0,05
Total variance explained		%77,50	%77,97	%71,65	%60
Number of items		4	5	5	Min. 3 items
Cronbach's Alpha		,902	,929	,900	,70

The results of factorial and reliability analyses of psychological safety, responsible leadership and job insecurity are presented in Table 1. According to the findings obtained from the analysis, the KMO value of the job insecurity scale was determined as .799. Bartlett's test value of the scale is significant at $p < .05$ level. The total variance explained of the job insecurity scale is 77.50%. According to the reliability analysis results, Cronbach's Alpha coefficient is .902 and the number of items is 4.

The KMO value of the responsible leadership scale was found to be .859. Bartlett's test of the scale is significant at $p < .05$ level. The total explained variance of the responsible leadership scale is 77.97%. According to the reliability analysis results, Cronbach's Alpha coefficient is .929 and the number of items is 5.

The KMO value of the psychological safety scale was found to be .853. Bartlett's test of the scale is significant at $p < .05$ level. The total explained variance of the psychological safety scale is 71.65%. The reliability analysis results show that Cronbach's Alpha coefficient is .900 and the number of items is 5. Therefore, no item was excluded from the research. Finally, the factorial and reliability analysis results of the psychological safety scale present that the scale has a high level of fit.

The results of the correlation analysis conducted to determine the relationship between the variables and the descriptive statistics are presented in Table 2.

Table 2: Correlation analysis and descriptive statistics

	\bar{x}	σ	(1)	(2)	(3)
Job insecurity (1)	1,99	1,15	1		
Psychological safety (2)	3,56	1,08	-,474**	1	
Responsible leadership (3)	3,57	1,11	-,345**	,509**	1

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

There is a moderate ($r=-,474$) and negative relationship between job insecurity and psychological safety. However, there is a low level ($r= -,345$) and negative relationship between job insecurity and responsible leadership. The relation between psychological safety and responsible leadership shows a moderate ($r= ,509$) and positive relationship. When the descriptive statistics were evaluated, it was determined that the participants' perceptions of job insecurity were very low, while their perceptions of psychological safety and responsible leadership were at a medium level.

4.2. Mediation Analyses

The procedure suggested by Hayes (2018) was followed in the process of conducting the mediation analysis. Mediation analysis was conducted using model 4 in the SPSS Process 2.16.3 package program. Findings regarding the mediating role of psychological safety in the effect of responsible leadership on job insecurity are presented in Table 3.

Table 3: Mediation analysis results

Variables	R ²	P	B	P	LCCI	ULCI	Hypothesis
Responsible leadership (x)	,26	,000	,499	,000	,414	,583	H ₁ = Supported
Psychological safety (y)			1,777	,000	1,461	2,092	
Responsible leadership (x)	,12	,000	-,358	,000	-,455	-,260	H ₂ = Supported
Job insecurity (y)			3,272	,000	2,908	3,636	
Psychological safety (x)	,23	,000	-,501	,000	-,594	-,408	H ₃ = Supported
Job insecurity (y)			3,778	,000	3,431	4,125	
Job insecurity (y)	,24	,000	4,029	,000	3,640	4,418	
Psychological safety			-,425	,000	-,533	-,318	
Responsible leadership			-,145	,007	-,251	-,040	
Indirect impact				Impact	BootLLCI	BootULCI	Hypothesis
Responsible leadership → Psychological safety → Job insecurity				-,212	-,293	-,144	H ₄ = Supported

The findings showing the mediating role of psychological safety in the effect of responsible leadership on job insecurity are presented in Table 3. According to the findings, responsible leadership increases employees' psychological safety by 26% ($B= ,499$, $p< ,05$) while decreasing employees' job insecurity by 12% ($B= -,358$,

$p < .05$). On the other hand, psychological safety decreases employees' job insecurity by 23% ($B = -.502$, $p < .05$). Responsible leadership ($B = -.146$) and psychological safety ($B = -.425$, $p < .05$) reduce job insecurity by 24%. The mediating role of psychological safety in the effect of responsible leadership on job insecurity is significant at $-.212$ level ($CI = (-.293; -.144)$). According to the mediation model test, the mediation role of psychological safety is quite high. When the findings are evaluated in general, responsible leadership behaviors increase employees' psychological safety and subsequently reduce job insecurity. According to the research findings, hypotheses H_1 , H_2 , H_3 and H_4 were supported.

5. Result, Discussion and Conclusion

The findings of the study are consistent with the studies in the literature in terms of dyadic relationships. Previous studies have found that psychological safety is positively affected by responsible leadership (Ahmad, Gao, Su & Khan, 2023; Nembhard & Edmondson, 2006). The result that psychological safety reduces the perception of job insecurity in employees (Naswall et al., 2005) is consistent with the literature. Parallel to the studies showing that responsible leadership reduces job insecurity (Wang, 2020; Tepper, 2000), findings of the present study also yielded similar results. Therefore, it is possible to state that the findings of the study are consistent with the literature. However, in Hawass's (2015) study on responsible leadership and job insecurity based on the public sector, the type of leadership was examined, but it was stated that more subjective evaluations were made different from the studies in the literature due to the effect of geographical location of the country where the research was conducted (Egypt) and the east-west cultural differences.

Although the mediating role of psychological safety in the effect of responsible leadership on job insecurity is similar in the literature, it differs in some rare studies in the context of cultural differences and subjective interpretations. When the effect of psychological safety perception is considered, benefits such as employees' feeling of belonging, expressing opinions with the awareness that they will not be underestimated (Edmondson, 1999), having belonging and commitment to make decisions in favor of the company in decision-making and risk-taking situations are included in the results of the studies in the literature. Leadership approaches that contribute to employees' feeling of security and psychological well-being (Tatlı & Öngel, 2023) also help firms to maintain their competitive advantage (Barney, 1991). In ensuring sustainability, human resources, as well as all resources, need to be well managed and prioritized. It is the responsibility of organizations to ensure the psychological integrity of a company's employees and their well-being. Because the welfare of employees is beyond economic goals when sustainability is considered.

Achieving sustainable competitive advantage is one of the dimensions of effective utilization of human resources. Making long-term use of human resources, ensuring the continuity of employees in the firm and benefiting from their opinions provide positive outputs for firms. Responsible leadership and psychological safety are important to ensure the long-term presence of employees in organizations. In this research, which was conducted with this perspective, some important results have been reached. First, findings showed that responsible leadership behaviors reduce job insecurity in white-collar employees. Similarly, responsible leadership contributes significantly to the perception of psychological security of white-collar employees. It appeared that, when employees feel psychologically secure, their perceptions of job insecurity decrease. The main purpose of the study was to examine the mediating effect of psychological safety. Based on this purpose, the study found that while responsible leadership approach reduces job insecurity, psychological safety perception had a mediating role in this relationship. The findings also revealed that responsible leadership further reduced job insecurity by increasing the perception of psychological safety.

Some suggestions are offered in line with the findings of the research. Managers are recommended to set policies that will create a psychological safety environment for employees. Having mechanisms for employees to openly express their problems can increase their perceptions of safety and well-being. Thus, organizations can be aware of the negativities and develop procedures to address employees' problems. In addition, employees' job insecurity may lead them to look for new jobs or build relationships within the organization instead of focusing on their tasks. When employee orientation towards work decreases, the effectiveness of organizations may suffer. Therefore, it is necessary to ensure responsible leadership and strengthen employees' perceptions of psychological safety.

Studying has some limitations. The most important limitation of our research is the sample. Since the study was not conducted in a company with a certain management approach or on a sample group with similar sectoral characteristics, the research findings are limited. The findings to be obtained in research to be conducted in a sector may be different. In addition, cultural characteristics are not evaluated within the scope of the study. In fact, culturally different samples may need to be examined. According to Hawass (2015), social

and cultural characteristics lead to different research results. It is recommended that these points be evaluated within the framework of study limitations and taken into consideration in future studies.

Yazar Beyanı / Author Statement

Bu çalışma bilimsel araştırma ve yayın etiği kurallarına uygun olarak hazırlanmıştır. Bu çalışma için İstanbul Beykent Üniversitesi Etik Kurulunun 21.09.2023 tarihli ve 119142 nolu kararı ile etik kurul onayı alınmıştır. Yazar araştırmanın tamamında kendi katkısı olduğunu bildirmiştir. Araştırmacı herhangi bir çıkar çatışması bildirmemiştir. Bu çalışmada herhangi bir kurum ya da kuruluştan destek alınmamıştır.

This study has been prepared in accordance with the principles of scientific research and publication ethics. Ethical approval for this study was obtained from the Istanbul Beykent University Ethics Committee with the decision numbered 119142, dated 21.09.2023. The author confirms that they contributed fully to the entirety of the research. The researcher declares no conflicts of interest. No financial support was received from any institution or organization for this study.

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Arastırma Makalesi

How Can Employee Job Insecurity Be Reduced? The Role of Responsible Leadership And Psychological Safety

Çalışanların İş Güvencesizliği Nasıl Azaltılabilir? Sorumlu Liderlik ve Psikolojik Güvenliğin Rolü

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Genişletilmiş özet

Sorumlu liderlik, çalışanların güvende hissetmelerini sağlayan bir faktördür. Alanyazındaki çalışmalarda (Pearsall ve Ellis, 2011) sorumlu liderliğin güven düzeyini arttırdığı sonucuna ulaşılmıştır. Araştırmalarda psikolojik güvenliğin iş güvencesizliğine etkisi incelenmiştir. Bu araştırmalardan elde edilen sonuçlara göre, çalışanlar kendilerini güvende hissettiklerinde iş güvencesizliği yaşamamaktadırlar. Olumlu yönetim anlayışının hâkim olduğu örgütlerde, çalışanların güvende hissetmeleri beklenmektedir (Tatlı ve Öngel, 2023). Alanyazında sorumlu liderlik ve iş güvencesizliği ilişkisinde psikolojik güvenliğin aracılık rolünü inceleyen çalışma olmadığı tespit edilmiştir. Bu araştırmada, sorumlu liderlik yaklaşımının iş güvencesizliğine etkisinde psikolojik güvenliğin aracılık rolünün tespit edilmesi amaçlanmıştır. Spesifik olarak, araştırma sonuçları olumlu liderlik davranışlarının çalışanların refahını nasıl etkilediğini kanıtlamak açısından önemlidir.

Alanyazında sorumlu liderliğin psikolojik güvenlik algısını arttırdığı (Nembhard ve Edmondson, 2006; Kim vd., 2021), psikolojik güvenliğin iş güvencesizliğini azalttığı (Olaniyan ve Hystad, 2016; Costa ve Neves, 2017) sonuçları mevcuttur. Bu bilgiler birleştirildiğinde sorumlu liderliğin iş güvencesizliği algısını azaltmasında psikolojik güvenliğin önemli bir rol oynaması beklenir. Bu çıkarımlardan hareketle oluşturulan araştırma hipotezleri şu şekildedir;

H₁: Sorumlu liderlik çalışanların psikolojik güvenliklerini olumlu yönde etkilemektedir.

H₂: Sorumlu liderlik iş güvencesizliğini azaltmaktadır.

H₃: Psikolojik güvenlik iş güvencesizliğini azaltmaktadır.

H₄: Sorumlu liderliğin çalışanların iş güvencesizliği algısına etkisinde psikolojik güvenliğin aracılık rolü bulunmaktadır.

Araştırmanın farklı sektörlerde (eğitim, sağlık, finans) görev alan çalışanlarla gerçekleştirilmiştir. Araştırmanın örneklemini farklı illerde faaliyet gösteren işletmelerdeki çalışanlardır. Araştırma örnekleminin seçiminde kolayda örneklem tekniği kullanılmıştır. Çalışanlara anket formları çevrimiçi kanallar kullanılarak iletilmiştir. Veri toplama süreci 2023 ayının Ekim ayında gerçekleştirilmiştir. Araştırma kapsamında 388 çalışana ulaşılmıştır. Araştırmaya katılım sayısı konusunda Hair vd. (2014) ve Bal (2001) tarafından önerilmiş olan örneklem belirleme standardı takip edilmiştir. Geniş popülasyonlar için 384 katılımcı ve Hair vd. (2014)'in ölçüm araçlarındaki her bir madde için (14 madde) en az 10 örneklem önerisi göz önüne alınarak 388 katılımcıya ulaşıldığında veri toplama süreci sonlandırılmıştır. Araştırmada, katılımcıların demografik özellikleri şu şekildedir; çalışanların tamamı beyaz yakalı çalışanlardır. Çalışanların %11,3'ü 18-24 yaş arasında, %20,4'ü 25-29 yaş arasında, %30,4'ü 30-34 yaş arasında, %14,4'ü 35-39 yaş arasında, %23,5'i ise 40 yaş ve üzerindeki kişilerdir. Çalışanların %50,3'ü lisans, %22,4'ü yüksek lisans, %8'i doktora, %19,3'ü ise diğer eğitim düzeylerine sahiptir. Çalışanların tamamı özel sektörde görevlidir. Katılımcıların %30,4'ü 5 yıl ve daha az, %29,6'sı 6-10 yıl arasında, %13,7'si 11-15 yıl arasında, %19,1'i 16 yıl ve üzerinde tecrübeye sahiptir.

Araştırma kapsamında verilerin toplanması amacıyla sorumlu liderlik ölçeği, psikolojik güvenlik ölçeği ve iş güvencesizliği ölçeği kullanılmıştır. Sorumlu liderlik ölçeği: Voegtlin (2011) tarafından oluşturulan, Türkçe formu Özkan ve Üzüm (2021) tarafından geliştirilen ölçüm aracı, 5 madde ve tek boyuttan oluşmaktadır. Psikolojik güvenlik ölçeği: Liang vd.'nin (2012) tarafından geliştirilen, Borulu ve Karabey (2022) tarafından Türkçe formu geliştirilen ölçüm aracında 5 madde ve tek boyut yer almaktadır. İş güvencesizliği ölçeği: Vander Elst vd. (2014) tarafından geliştirilmiş ve Türkçe alanyazında birçok araştırmada kullanılmıştır (Demirbağ vd. 2021; Terzi Çoban, 2022). İş güvencesizliği ölçeği dört madde ve tek boyuttan oluşmaktadır. Ölçeklere yanıt toplamada 5'li likert ölçümü kullanılmaktadır (1= Kesinlikle katılmıyorum, 5= Kesinlikle katılıyorum).

Faktör analizi, güvenilirlik analizi, tanımlayıcı istatistikler ve korelasyon analizleri SPSS 25 paket programı ile yapılmıştır. Aracılık analizleri SPSS Process v2.16.3. makrosu kullanılarak yapılmıştır. Analiz sürecinde öncelikle faktör ve güvenilirlik analizleri, Hair vd. (2014) tarafından belirlenen sınır değerleri kullanılarak gerçekleştirilmiştir. Söz konusu sınır değerleri göre; KMO örneklem yeterliği ölçümünde ,70, Bartlett's küresellik testi için $p < ,05$ şeklindedir. Açıklanan toplam varyansın %60 üzerinde olması ölçüm araçlarının iyi açıklama gücünü göstermektedir. Diğer yandan, ölçüm araçlarının güvenilirliği için Cronbach's Alpha katsayısının ,6 / ,7'nin üzerinde olması gerekmektedir. Son olarak, sosyal bilimlerde normal dağılım sağlanmasının zorluğu nedeniyle normal dağılım varsayılması adına çarpıklık ve basıklık değerlerine bakılmaktadır (Hair vd. 2014). Normal dağılım için çarpıklık ve basıklık değerleri -1,5 ile 1,5 arasındadır. Değerler normal dağılımı varsaymak için yeterlidir.

Söz konusu kriterler göz önüne alınarak yapılan faktör analizi sonucunda iş güvencesizliği, sorumlu liderlik ve psikolojik güvenlik ölçeklerinin yüksek düzeyde güvenilirlik katsayılarına sahip oldukları tespit edilmiştir. Ayrıca faktör analizi sonuçları ölçeklerin araştırmada kullanılmasına olanak sağlamıştır. Korelasyon analizi bulgularına göre; İş güvencesizliği ile psikolojik güvenlik arasında orta düzeyde ve negatif yönde ilişki olduğu tespit edilmiştir. İş güvencesizliği ile sorumlu liderlik arasında düşük düzeyde ve negatif yönde ilişki olduğu tespit edilmiştir. Psikolojik güvenlik ile sorumlu liderlik arasında orta düzeyde ve pozitif yönde ilişki olduğu tespit edilmiştir. Tanımlayıcı istatistikler değerlendirildiğinde; katılımcıların iş güvencesizliği algılarının çok düşük, psikolojik güvenlik ve sorumlu liderlik algılarının orta düzeyde olarak tespit edilmiştir.

Aracılık analizinin gerçekleştirilmesi sürecinde Hayes (2018)'in prosedürü takip edilmiştir. Aracılık analizi SPSS Process 2.16.3 paket programındaki 4 numaralı modelin kullanılarak gerçekleştirilmiştir. Analiz bulgularına göre sorumlu liderlik çalışanların psikolojik güvenliklerini arttırmaktadır. Sorumlu liderlik çalışanların iş güvencesizliğini azaltmaktadır. Psikolojik güvenlik çalışanların iş güvencesizliğini azaltmaktadır. Sorumlu liderlik ve psikolojik güvenlik iş güvencesizliğini azaltmaktadır. Sorumlu liderliğin iş güvencesizliğine etkisinde psikolojik güvenliğin aracılık rolü anlamlıdır. Aracılık modeli testine göre psikolojik güvenliğin aracılık rolü oldukça yüksektedir. Bulgular genel olarak değerlendirildiğinde; sorumlu liderlik davranışları çalışanların psikolojik güvenliklerini arttırmakta ve sonrasında iş güvencesizliğini azaltmaktadır. Bulgulara göre tüm hipotezler desteklenmiştir. Bulgulara göre araştırmanın tüm hipotezleri destek bulmuştur. Araştırma sonuçlarına göre sorumlu liderlik davranışlarının beyaz yakalı çalışanlarda iş güvencesizliğini azalttığı tespit edilmiştir. Aynı şekilde sorumlu liderlik beyaz yakalı çalışanların psikolojik güvenlik algılarının oluşmasına önemli derece katkı sağlamaktadır.

Çalışmanın bulguları alanyazındaki çalışmalarla ikili ilişkiler açısından uyum göstermektedir. Önceki çalışmalarda psikolojik güvenliğin sorumlu liderlikten olumlu etkilendiği (Ahmad vd. 2023; Nembhard ve Edmondson, 2006) sonuçlarına ulaşılmıştır. Psikolojik güvenliğin çalışanlardaki iş güvencesizliği algısını azalttığı sonucu (Naswall vd., 2005; Schreurs vd., 2014; Costa ve Neves, 2017) alanyazınla uyumludur. Sorumlu liderliğin iş güvencesizliğini azalttığına dair çalışmalar (Loi vd., 2012; Wang, 2020; Tepper, 2000) yine alanyazında benzer şekilde sonuçlanmıştır. Buradan hareketle çalışmanın bulgularının alanyazınla uyumlu olduğu ifade edilmektedir. Ancak, Hawass (2015)'in sorumlu liderlik ve iş güvencesizliğinin kamu sektörüne dayalı olarak ele alındığı çalışmasında liderlik türü incelenmiş ancak araştırmanın yapıldığı ülkenin (Mısır) coğrafi konum etkisinde; doğu-batı kültür farklılığı nedeniyle alanyazındaki çalışmalardan farklı daha öznel değerlendirilmelerin yapıldığı ifade edilmiştir.

Sorumlu liderliğin iş güvencesizliğine etkisinde psikolojik güvenliğin aracılık rolü alanyazındaki araştırmalarda benzer olmakla beraber, nadir bazı araştırmalarda kültürel farklılık ve öznel yorumlar bağlamında farklılaşmaktadır. Psikolojik güvenlik algısının etkisi düşünüldüğünde, çalışanların kendini ait hissetme, küçümsenmeyeceğinin bilincinde olarak fikir beyan etme (Edmondson, 1999), karara katılım ve risk alma durumlarında firmanın lehine karar verecek aidiyet ve bağlılığa sahip olma gibi yararlar alanyazındaki çalışma sonuçlarında yer almaktadır. Çalışanların güvende hissetmeleri ve psikolojik iyi oluşlarına katkı sağlayan liderlik yaklaşımları (Tatlı ve Öngel, 2023), aynı zamanda firmaların rekabet ortamında kazandıkları

üstünlüğü korumalarına yardımcı olmaktadır. Sürdürülebilirliğin sağlanmasında tüm kaynakların olduğu gibi insan kaynağının da iyi yönetilmesi ve öncelikli hale getirilmesi gerekmektedir. Bir firmanın çalışanlarının psikolojik bütünlüğünün ve çalışanların refahlarının sağlanması, örgütlerin sorumluluğudur. Çünkü çalışanların refahı sürdürülebilirlik düşünüldüğünde ekonomik amaçların da ötesindedir.

Araştırma bulguları doğrultusunda bazı öneriler sunulmaktadır. Yöneticilerin, çalışanlar için psikolojik güvenlik ortamı oluşturacak politikaları belirlemeleri önerilir. Çalışanların sorunları açık şekilde belirtebilecek mekanizmalara sahip olması, onların güvenlik algılarını ve refahlarını arttırabilir. Böylece örgütler olumsuzluklardan haberdar olurlar ve çalışanların sorunlarını gidermek için prosedürler geliştirebilirler. Ayrıca çalışanların iş güvencesizlikleri, onları görevlerine odaklanmak yerine yeni iş arama ya da örgüt içi ilişkiler kurmaya yönlendirebilir. Çalışanın işe yönelimi azaldığında, örgütlerin etkinliği zarar görebilir. Bu nedenle sorumlu liderliğin sağlanması, çalışanların psikolojik güvenlik algılarının güçlendirilmesi gerekmektedir.

Çalışmanın bazı kısıtları bulunmaktadır. Araştırmamızın önemli kısıtı örneklemdir. Çalışma belli bir yönetim anlayışına sahip olan bir firmada ya da sektörel özellikleri benzer olan bir örneklem grubu üzerinde yapılmadığından, araştırma bulguları kısıtlıdır. Bir sektörde yapılacak araştırmalarda elde edilecek bulgular farklı olabilir. Ayrıca kültürel özellikler de çalışma kapsamında değerlendirilmemektedir. Öyle ki kültürel olarak farklı yapıdaki örneklemelerin incelenmesi gerekebilir. Hawass'ın (2015) çalışmasına göre toplumsal ve kültürel özellikler, araştırma sonuçlarının farklılaşmasına yol açmaktadır. Bu noktalar çalışma kısıtları çerçevesinde değerlendirilerek sonraki çalışmalarda göz önüne alınması önerilir.