THE EFFECT OF ORGANIZATIONAL UNCERTAINTY ON THE INTENTION TO LEAVE THE JOB

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ABSTRACT
It is clear that actually leaving the job or having the intention to leave the job is costly for businesses. In this context, the degree of organizational uncertainty, which is one of the elements of the organizational climate, is one of the factors that enterprises should keep under their control. As the degree of uncertainty in organizations increases, employee satisfaction is expected to decrease, which may trigger the thoughts of employees to leave their jobs. Considering the importance and cost of retaining employees, it is important to know the factors that may affect this and to keep them under control. In this study, it is aimed to investigate the relationship between the organizational uncertainty variable and the intention to leave the job. As a result of the correlation analysis conducted to test the relationships between the variables in the model of the study, it was seen that there was a statistically significant relationship between the "Attitudes Towards Leaving Work" variable and the "Perceived Organizational Uncertainty" variable. Since the calculated correlation coefficient was calculated as ($r= 0.239$), it was determined that the relationship between the variables of "Attitudes Towards Leaving Work" and "Perceived Organizational Uncertainty" was weak. As a result, it has been observed that the negativities in the perceptions towards organizational uncertainties will increase the likelihood of employees to develop dismissal behaviors, and on the contrary, positive perceptions of organizational uncertainties will reduce the likelihood of employees to develop dismissal behaviors.
Keywords: Organization, Employees, Organizational Uncertainty, Leaving the Job, education

1.Introduction
Scientists conducting research in the field of management have been developing theories for many years about the reasons why employees voluntarily leave their jobs, also known as work stoppages or departures in the literature. High employee turnover rates can undermine the market reliability of enterprises by damaging business performance. High turnover rates also have negative effects on the productivity and financial performance of organizations. Research has shown that organizations that face high turnover rates may perform lower than their competitors (Hatch and Dyer, 2004). It is also seen that the total cost of employee turnover to businesses is quite high (Cascio and Boudreau, 2015). There are also abstract effects of leaving the job that affect organizational culture, employee morale, social capital and organizational memory (Morrell et al., 2008, Öznacar et al., 2020).

There are effects of employee turnover from psychological and labor economics perspectives. Psychological antecedents such as job satisfaction, job performance, pay, and organizational commitment provide insights into the attitudinal explanations of leaving work at the employee level. At the macro level, demographic, economic factors and geographical conditions have been proposed as precursors of employee turnover (Felps et al., 2009). Although the research conducted indicates that the involuntary labor turnover rate is consistently explained by attitudinal, organizational and managerial predictors, different models have been developed to shed more light on the explanation of turnover rates. Russell (2013) argued that structures created through scales fail to achieve more than 15% to 20% of labor turnover variance, so trying to develop new measures of employee turnover is useless. Although turnover is critical for businesses from a management perspective, the abundance of scale elements and models has been a problem in terms of contributing to managerial practices (Holtom et al., 2008). It would not be

very wise for human resources departments to constantly screen employees with the help of questionnaires in order to determine the likelihood of leaving their jobs.

Fields (2002) suggested that enterprises can gain a competitive advantage by using the data in their human resources information systems. Through statistical and econometric analysis of employee information to be obtained from the systems of enterprises, it can be learned how to better manage, improve or retain employees to perform better (Fields, 2002). Other researchers have also benefited from information from human resources systems in their work. Morrow et al. (1999) tried to determine the effects of absenteeism and performance on voluntary dismissal behavior by applying a logistic regression method to the data available in the company of those who continued to work and left. Schlechter et al. (2016) similarly tried to predict employee turnover by applying the regression analysis technique to data from the human resources department of an insurance enterprise and various demographic characteristics.

It is clear that actually leaving the job or having the intention to leave the job is costly for businesses. In this context, the degree of organizational uncertainty, which is one of the elements of the organizational climate, is one of the factors that enterprises should keep under their control. As the degree of uncertainty in organizations increases, employee satisfaction is expected to decrease, which may trigger employees' thoughts of leaving their jobs. Considering the importance and cost of retaining employees, it is important to know the factors that may affect this and to keep them under control. In this study, it is aimed to investigate the relationship between the organizational uncertainty variable and the intention to leave the job. It is considered that the verification of the assumed relationship through hypotheses is important for both the literature and the practitioners.
The main question of the research is expressed as follows:

Is there a relationship between employees' perception of uncertainties in their organizations and their attitudes toward leaving their jobs?

2.Method
2.1.. Method of Research
In this research, where "quantitative research" management is preferred, "screening" type research category was used. In screening researches, individuals' attitudes, beliefs and opinions on certain issues are determined with the help of scales (Gürbüz and Bayık, 2016)

When evaluated in terms of the objectives of this study, it is included in the "descriptive research" class. In descriptive research, the aim is to uncover and define the characteristics of facts, objects, people, groups or organizations. In this context, individuals' perceptions of how possible uncertainties are managed in the organizations they work with and their attitudes towards leaving their jobs will be defined and whether there is a significant relationship between these variables will be examined.

2.2. Model of Research and Hypotheses
The model of the research was created as seen in the figure below. In this context, the relationships between employees' perceptions of organizational uncertainty and their dismissal behaviors were examined.

Figure .1. Model of the Study

The research hypotheses based on the model of the research are as follows:
        H$_1$: There is a relationship between employees' perceptions of organizational uncertainty and their behavior of leaving the job.
        H$_2$: Employees' perceptions of organizational uncertainty show a statistically significant difference according to age groups.
        H$_3$: Employees' perceptions of organizational uncertainty show a statistically significant difference according to gender groups.

H$_4$: Employees' perceptions of organizational uncertainty show a statistically significant difference according to marital status groups.

H$_5$: Employees' perceptions of organizational uncertainty show a statistically significant difference compared to the years they spent in their business life.

H$_6$: Employees' perceptions of organizational uncertainty show a statistically significant difference according to the sector studied.

H$_7$: Employees' attitudes towards leaving work show a statistically significant difference according to age groups.

H$_8$: Employees' perceptions of organizational uncertainty show a statistically significant difference according to gender groups.

H$_9$: Employees' attitudes towards leaving work show a statistically significant difference according to marital status groups.

H$_{10}$: Employees' attitudes towards leaving their jobs show a statistically significant difference compared to the years they spent in their working lives.

H$_{11}$: Employees' attitudes towards leaving their jobs show a statistically significant difference according to the sector in which they are studied.

2.3. Research Group

The main mass of the study consisted of individuals over the age of 18 living in the TRNC. Since the number of participants of 243 people was reached in this study, the findings are not sufficient to represent the universe. Therefore, the findings are limited to the research group from which the data were collected. The analysis unit of the research is individuals. The sample group was formed by snowball method from non-random techniques. In this context, contacts were established with individuals known to be in working life and in the light of the information received from these individuals, it was tried to reach as many people as possible online.

2.4. Analysis of Data
2.4.1. Normality Assumption Analysis

In order to use parametric tests with more statistical power, it is important to determine whether the data distribution meets the normal distribution conditions (Bursal, 2017). At this stage of the research, it will be tested whether the data meet the assumption of normality. In this context, first of all, the skewness coefficient and then the normality tests will be examined and the decision will be made.

The findings obtained as a result of the analysis made through the skewness coefficient are shown in the table below.

Table 1. Skewness Analysis Findings

			Statistic	Std. Error
Job Departure Scale	Mean		2,7284	,08950
	95% Confidence Interval for Mean	Lower Bound	2,5521	
		Upper Bound	2,9047	
	5% Trimmed Mean		2,6982	
	Median		2,5000	
	Variance		1,947	
	Std. Deviation		1,39520	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		2,50	
	Skewness		,246	,156
	Wormosis		-1,261	,311

Organizational Uncertainty Scale	Mean		3,6114	,06257
	95% Confidence Interval for Mean	Lower Bound	3,4881	
		Upper Bound	3,7347	
	5% Trimmed Mean		3,6586	
	Median		3,6429	
	Variance		,951	
	Std. Deviation		,97541	
	Minimum		1,00	
	Maximum		5,00	
	Range		4,00	
	Interquartile Range		1,29	
	Skewness		-,537	,156
	Wormosis		-,244	,311

The calculated skewness value (0.246) for the Departure Scale is divided by its standard error (0.156) and its absolute value is taken as 1.57. Since this value is less than the reference value of 1.96, it will be seen that the assumption of normality is satisfied.

The skewness value calculated for the Organizational Uncertainty Scale (-0.537) is divided by its standard error (0.156) and the absolute value is taken as 3.44. Since this value is greater than the reference value of 1.96, it will be seen that the normality assumption cannot be achieved.

The normality test was used as the second criterion in the control of the normality assumption and the table of the calculations was brought down.

Table 2. Normality Test

	Kolmogorov-Smirnov[a]			Shapiro-Wilk		
	Statistic	Df	Sig.	Statistic	Df	Sig.
Leaving the Job	,115	243	,000	,903	243	,000
Organizational Uncertainty	,077	243	,001	,958	243	,000

a. Lilliefors Significance Correction

Since the sample size for the scales was n=**243** (n>50), Kolmogorov-Smirnov test results were taken into consideration. Since these values were p<0.05 for the dismissal scale (p=0.000) and for the organizational uncertainty scale (p0.001), it was seen that the normal distribution requirement of the data at the level of 0.05 significance could not be met**.**

It was accepted that the evaluation made by using two criteria was sufficient and it was concluded that the assumption of normality of the data could not be achieved. In this context, it was decided to use non-parametric tests in the analysis of the data.

2.5. Reliability Analysis
Cronbach's Alpha values are calculated and shown in the table below by measuring reliability in the context of the data collected for the scale of dismissal behaviors and the scale of perceived organizational uncertainty.

Table 3. Reliability Test

Scale Name	Cronbach's Alpha Value	Number of Items on the Scale
Scale of dismissal behaviors	**0,956**	15
Perceived organizational uncertainty scale	**0,916**	4

The scale of leaving work behaviors consists of 15 items. When the reliability analysis was performed by taking the data into consideration, it was seen that Cronbach's Alpha value was calculated as 0.956.

The perceived organizational uncertainty scale consists of 4 items. When reliability analysis was performed by taking the data into consideration, it was seen that Cronbach's Alpha value was calculated as 0.916.

Since these values are greater than the generally accepted value of 0.7 in social sciences, the scales have been accepted as reliable.

2.6. Factor Analysis
2.6.1. Organizational Uncertainty Scale
Factor analysis should be performed to confirm the factor structures of the scales used in the study. In this context, the factor structure of the perceived organizational uncertainty scale will be examined first.

The planned analysis will be carried out in two stages. These;
- ✓ Whether the substances to be examined and the sample size are suitable for factor analysis,
- ✓ Calculation of item factor loads and removal of v-materials with low factor loads from the measuring tool.

First, the analysis of the organizational uncertainty scale will be performed. KMO and Bartlett's test results are shown in the table below.

Table 4: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,954
Bartlett's Test of Sphericity	Approx. Chi-Square	2940,283
	Df	105
	Sig.	,000

When the table results are examined, the requirement of KMO>0.60 is provided since KMO = 0.954. In other words, it was accepted that the data obtained from the sample were suitable for factor analysis. The fact that the result of Bartlett's test of sphericity is at a significant level ($p<0.05$) indicates that there are significant relationships between the items in the correlation matrix and that factor analysis can be continued.

The table regarding the common factor variance rates explained by each item in the measurement tool is brought below.

Table 5. Common Variances Table (Organizational Uncertainty Scale)

	Beginning	Pull
1. The distribution of duties in my company is clear and unambiguous.	1,000	,541
2. It is clear how performance evaluation will be carried out in my company.	1,000	,625

3. My company is open to solutions in cases of uncertainty.	1,000	,666
4. Our managers can anticipate uncertainty situations.	1,000	,622
5. Our managers are future-oriented, not daily.	1,000	,671
6. Our managers help employees during times of uncertainty.	1,000	,741
7. Our managers have support from employees in looking for ways to deal with uncertainty.	1,000	,578
8. Our managers can generate new ideas in situations of uncertainty.	1,000	,754
9. Our managers choose the most appropriate methods to eliminate uncertainties.	1,000	,729
10. Our managers provide feedback to employees to address uncertainties.	1,000	,680
11. Our managers strive to achieve company goals.	1,000	,630
12. In case of uncertainty, our managers show leadership qualities.	1,000	,686
13. My company is ready to adapt to the unexpected.	1,000	,667
14. Employees know clearly and clearly the company's expectations for the future.	1,000	,615
15. My company has an organizational culture.	1,000	,249

Extraction Method: Principal Component Analysis.

Since there are as many factors as the number of items at the beginning of the factor analysis, the common factor variance described by each item in the initial state in the common variances table is 1. After the withdrawal process for factorization, the lowest of the values obtained belongs to the item "my company has an organizational culture" and this value is 0.249. Because the values in the Pull column are all greater than 0.1, the contribution of all items to the scale can be mentioned.

At this stage, the total variance table has been prepared in order to determine the number of factors of the scale.

Table 6. Explained Total Variance Table (Organizational Uncertainty Scale)

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9,455	63,031	63,031	9,455	63,031	63,031
2	,891	5,938	68,969			
3	,676	4,507	73,477			
4	,556	3,707	77,184			
5	,494	3,295	80,479			
6	,474	3,161	83,640			
7	,412	2,749	86,388			
8	,368	2,454	88,843			
9	,327	2,179	91,022			
10	,317	2,113	93,135			
11	,263	1,756	94,891			
12	,237	1,583	96,474			
13	,205	1,369	97,843			
14	,167	1,116	98,959			
15	,156	1,041	100,000			

Extraction Method: Principal Component Analysis.

In the total variance table described, the Kaiser criterion was used and it was seen that a single-factor structure was proposed. A single factor accounts for about 63% of the total variance.

Since the Kaiser criterion is often criticized for creating too many factors, a more conservative analysis, the slope accumulation graph, was used. The slope accumulation graph is brought down.
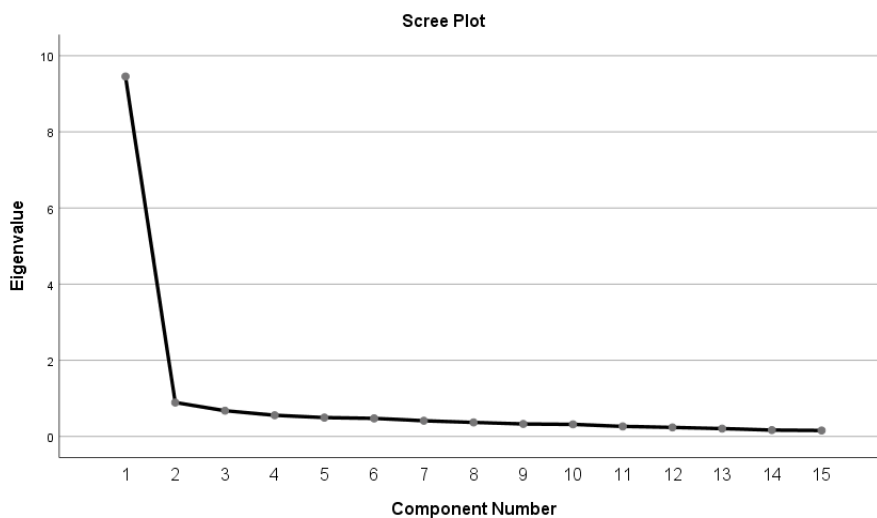
Figure 2. Scree Plot

When determining the number of factors according to the slope accumulation graph, the number of sharp decreases (elbows) before the line on the graph moves to a horizontal position is taken into account. The graph will clearly show that the number of elbows is odd.

As a result of the factor analysis carried out for the organizational uncertainty scale, it was evaluated that it would be appropriate to use the scale as a single factor.

4.6.2. Scale of Leaving Work Behaviors

Within the scope of the factor analysis of the dismissal behaviors scale, KMO and Bartlett's test results are shown in the table below.

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,826
Bartlett's Test of Sphericity	Approx. Chi-Square	776,628
	Df	6
	Sig.	,000

When the table results are examined, the requirement of KMO>0.60 is provided since KMO = 0.826. In other words, it was accepted that the data obtained from the sample were suitable for factor analysis. The fact that the result of Bartlett's test of sphericity is at a significant level ($p<0.05$) indicates that there are significant relationships between the items in the correlation matrix and that factor analysis can be continued.

The table regarding the common factor variance rates explained by each item in the measurement tool is brought below.

Table 8. Common Variances Table (Job Departure Behaviors Scale)

Scale Items	Beginning	Pull
1.If I had the opportunity, I would quit my job.	1,000	,828
2.Lately I've started thinking about quitting my job more often.	1,000	,866
3.I'm thinking about quitting my job.	1,000	,873
4.I am actively looking for new work.	1,000	,637

Extraction Method: Principal Component Analysis.

Since there are as many factors as the number of items at the beginning of the factor analysis, the common factor variance described by each item in the initial state in the common variances table is 1. After the withdrawal for factorization, the lowest of the values obtained belongs to the item "I am actively looking for a new job" and this value is 0.637. Because the values in the Pull column are all greater than 0.1, the contribution of all items to the scale can be mentioned.

At this stage, the total variance table has been prepared in order to determine the number of factors of the scale.

Table 9. Explained Variance Table (Scale of Leaving Work Behaviors)

Items	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,205	80,133	80,133	3,205	80,133	80,133
2	,466	11,654	91,787			
3	,191	4,780	96,567			
4	,137	3,433	100,000			

Extraction Method: Principal Component Analysis.

In the total variance table described, the Kaiser criterion was used and it was seen that a single-factor structure was proposed. A single factor explains about 80% of the total variance.

Since the Kaiser criterion is often criticized for creating too many factors, a more conservative analysis, the slope accumulation graph, was used. The slope accumulation graph is brought down.
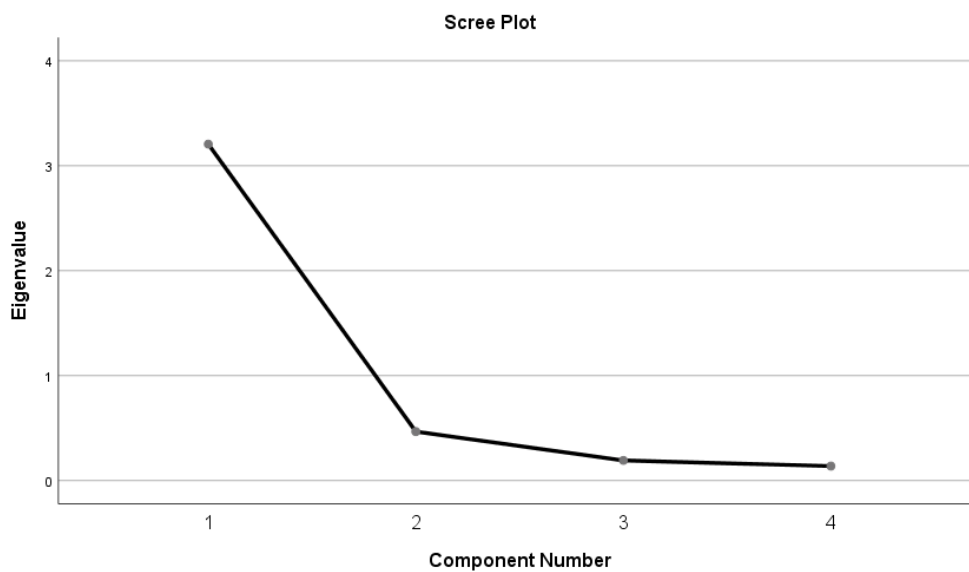
Figure 3. Scree Plot

When determining the number of factors according to the slope accumulation graph, the number of sharp decreases (elbows) before the line on the graph moves to a horizontal position is taken into account. The graph will clearly show that the number of elbows is odd.

As a result of the factor analysis carried out for the Leaving Work Behaviors scale, it was evaluated that it would be appropriate to use the scale as a single factor.

3. Findings
3.1. Freakans Distributions
The demographic data of the participants are shown in summary in Table 4.10.

Table 10. Participant Statistics

	Frequency	Current Percentage	Cumulative Percentage
Gender			
Woman	59	24,3	24,3
Male	184	75,7	100,0
Marital Status			
Single	187	77,0	77,0
Married	56	23,0	100,0
Insurance Year			
Less than 1 year	65	26,7	26,7
1-5 years	122	50,2	77,0
6-10 years	34	14,0	90,9
11 years and over	22	9,1	100,0
Sector			
Public	126	51,9	51,9
Special	117	48,1	100,0
Age Groups			
23 and under	70	28,8	28,8
24-31 years	136	56,0	84,8
32 and up	37	15,2	100,0

3.2. Correlation Analysis Findings

Although the significance values calculated for the correlation coefficients give information whether the correlation coefficient is statistically significant or not, finding a significant correlation does not guarantee a strong relationship between these variables. Since the significance of correlation coefficients is strongly dependent on the sample size, even a very weak correlation coefficient can be found statistically significant in a study with a high sample size (Bursal, 2017). Therefore, when interpreting the correlation coefficients, first the value of the correlation coefficient and then the level of statistical significance should be taken into consideration.

The findings obtained as a result of the correlation analysis performed to test the relationships between the variables in the model of the research are summarized in the table below.

Table 11. Correlation Analysis Table

			Leaving the Job	Organizational Uncertainty
Spearman's rho	Leaving the Job	Correlation Coefficient	1,000	-.239**
		Sig. (2-tailed)	.	,000
		N	243	243
	Organizational Uncertainty	Correlation Coefficient	-.239**	1,000
		Sig. (2-tailed)	,000	.
		N	243	243

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

As mentioned earlier, Spearman's Rho correlation analysis was used to examine the relationship between the variables since the data did not meet the normal distribution requirement. When the table is examined, it will be seen that the significance value (p=0.000) between the "Attitudes towards Leaving Job" variable and the "Perceived Organizational Uncertainty" variable is calculated as p<0.05. This value indicates a statistically significant relationship between the two variables. The Spearman correlation coefficient was calculated as (r= 0.239). This coefficient indicates a **weak** relationship between the variables "Attitudes towards Leaving Jobs" and "Perceived Organizational Uncertainty". In this context, the $_{H1}$ research hypothesis (There is a statistically significant relationship between attitudes towards leaving work and perceptions of organizational uncertainty) could not be rejected.

As a result, it was determined that the negativities in the perceptions of organizational uncertainties would increase the likelihood of employees to develop dismissal behaviors, and on the contrary, positive perceptions of organizational uncertainties would reduce the likelihood of employees to develop dismissal behaviors.

3.3. Comparison of Group Averages
The findings of the analyzes made to determine whether the perceptions of the employees towards organizational uncertainty and the attitudes they developed towards leaving the job differed between the groups were brought down.

3.3.1. Variation Tests by Gender Groups
The results of the Mann Whitney U test applied to determine whether the data obtained regarding the variables of leaving work and organizational uncertainty differ statistically significantly according to gender groups are shown in the table below.

Table 12. Gender Group Comparison Test

	Attitude of Leaving the Job	Perception of Organizational Uncertainty
mann-whinney u	4817,500	4563,500
Wilcoxon W	6587,500	6333,500
Z	-1,309	-1,841
Asymp. Sig. (2-tailed)	,191	,066

When the Mann Whitney U test table is examined, it will be seen that the perceptions of disengagement and organizational uncertainty variables do not show a statistically significant difference according to gender since the obtained significance values are calculated as 0.191 and 0.066 (p>0.05), respectively. In this context, the_{H22} and_{H32}

research hypotheses have been rejected. Therefore, employees' attitudes towards leaving their jobs and their perceptions of organizational uncertainty do not differ significantly from those of men and women.
Statistics for gender groups are shown in the table below.

Table 13. Gender Group Statistics

	Gender	N	Rank Average	Row Sum
Attitude of Leaving the Job	Woman	59	111,65	6587,50
	Male	184	125,32	23058,50
	Sum	243		
Perception of Organizational Uncertainty	Woman	59	107,35	6333,50
	Male	184	126,70	23312,50
	Sum	243		

When the statistical table of gender groups is examined, it will be seen that female employees think less about leaving their jobs than men, and men are at a more positive point than women in terms of perception of organizational uncertainty.

3.3.2. Differential Tests by Marital Status Groups
The results of the Mann Whitney U test applied to determine whether the data obtained regarding the variables of leaving work and organizational uncertainty differ statistically significantly according to the marital status groups are shown in the table below.

Table 14. Comparison Test of Marital Status Groups

	Attitude of Leaving the Job	Perception of Organizational Uncertainty
mann-whinney u	4596,500	5028,500
Wilcoxon W	6192,500	6624,500
Z	-1,396	-,450
Asymp. Sig. (2-tailed)	,163	,653

When the Mann Whitney U test table is examined, it will be seen that the perceptions of dismissal and organizational uncertainty variables do not show a statistically significant difference according to marital status since the obtained significance values are calculated as 0.163 and 0.653 (p>0.05), respectively. In this context, the$_{H23}$ and$_{H33}$ research hypotheses have been rejected. Therefore, employees' attitudes towards leaving the job and their perceptions of organizational uncertainty do not differ significantly between married and single.

Statistics for marital status groups are shown in the table below.

Table 15. Marital Status Statistics

	Gender	N	Rank Average	Row Sum
Attitude of Leaving the Job	Single	187	125,42	23453,50
	Married	56	110,58	6192,50
	Sum	243		
Perception of Organizational Uncertainty	Single	187	123,11	23021,50
	Married	56	118,29	6624,50
	Sum	243		

When the statistical table of marital status groups is examined, it will be seen that married people think less about leaving their jobs than singles, and in terms of perception of organizational uncertainty, married people are at a more negative point than singles.

3.3.3. Differences Tests by Age Groups
The results of the Kruskal Wallis H test applied to determine whether the data obtained regarding the variables of dismissal and organizational uncertainty differ statistically significantly according to the marital status groups are shown in the table below.

Table 16. Comparison Test of Age Groups

	Attitude of Leaving the Job	Perception of Organizational Uncertainty
Kruskal-Wallis H	5,154	,709
Df	2	2
Asymp. Sig.	,076	,702

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of dismissal and organizational uncertainty do not show a statistically significant difference according to age, since the significance values obtained for the variables of dismissal and organizational uncertainty are calculated as 0.076 and 0>0.05), respectively. In this context, the H_{21} and H_{31} research hypotheses have been rejected. Therefore, employees' attitudes towards leaving the job and their perceptions of organizational uncertainty do not differ significantly between age groups.

The table showing the average order of the age groups has been brought down.

Table 17. Age Groups Rank Averages

	Age Groups	N	Ordinal Averages
Leaving the Job	23 and under	70	113,42
	24-31 years	136	130,77
	32 and up	37	105,99
	Sum	243	
Organizational Uncertainty	23 and under	70	127,76
	24-31 years	136	120,27
	32 and up	37	117,46
	Sum	243	

When the table is examined, it will be seen that there is an inverse relationship between age and perceived organizational uncertainty. In this context, negative thoughts about organizational uncertainty increase as the age increases, and as the age decreases, the perception of organizational uncertainty moves in a positive direction. The

group of 32 years and older is the coldest group to quit their jobs, while the age group of 23 and under is the closest to leaving the job.

3.3.4. Difference Tests According to the Time Spent in Business Life
Here, the time spent in business life is calculated by taking into account the time spent with insurance. The results of the Kruskal Wallis H test, which is applied to determine whether the data obtained regarding the variables of leaving work and organizational uncertainty differ statistically significantly according to the time spent in the business life, are shown in the table below.

Table 18. Comparison Test According to the Time Spent in Business Life

	Attitude of Leaving the Job	Perception of Organizational Uncertainty
Kruskal-Wallis H	9,465	10,691
Df	3	3
Asymp. Sig.	,024	,014

When the Kruskal Wallis H test table is examined, it will be seen that the perceptions of leaving the job and organizational uncertainty show a statistically significant difference according to the time spent in business life since the significance values obtained for the variables of leaving work and organizational uncertainty are calculated as 0.024 and 0<014 (p.0.05), respectively. In this context, *the research* hypotheses H $_{24}$ and H_{34} have been accepted. Therefore, employees' attitudes towards leaving their jobs and their perceptions of organizational uncertainty differ significantly in the context of the time they spend in business life.

The table showing the average order of the age groups has been brought down.

Table 19. Rank Averages According to the Time Spent in Business Life

	Age Groups	N	Ordinal Averages
Leaving the Job	Less than 1 year	65	115,32
	1-5 years	122	134,85
	6-10 years	34	102,87
	11 years and over	22	100,05
	Sum	243	
Organizational Uncertainty	Less than 1 year	65	119,29
	1-5 years	122	122,79
	6-10 years	34	98,90
	11 years and over	22	161,34
	Sum	243	

When the table is examined, it will be seen that those whose insurance period is between 1-5 years are the closest group to the idea of leaving the job, while the group with an insurance period of 11 years or more is the group that is furthest away from the idea of leaving the job. When the group with less than 1 year of insurance is excluded, there is a linear relationship between the duration of insurance and the idea of leaving the job. In this context, it is seen that the idea of leaving the job decreases as the duration of insurance increases, and on the contrary, the idea of leaving the job gains weight as the duration of insurance increases.

It is seen that the group with an insurance period of 6-10 years is the group with the most negative perception of organizational uncertainty. The group with the most positive perception of organizational uncertainty is the group with an insurance period of 11 years or more. When the group with an insurance period of 6-10 years is excluded, it is seen that the perception of organizational uncertainty is in a linear relationship with the duration of insurance.

In this context, as the duration of insurance increases, the perception of organizational uncertainty turns into more positive, and the perception of uncertainty becomes more negative as the insurance year decreases.

3.3.5. Variation Tests According to the Sector Studied

The results of the Mann Whitney U test applied to determine whether the data obtained regarding the variables of leaving work and organizational uncertainty differ statistically significantly according to the sector studied, are shown in the table below.

Table 20. Comparison Test of the Sector Groups Studied

	Attitude of Leaving the Job	Perception of Organizational Uncertainty
mann-whinney u	6718,000	7123,000
Wilcoxon W	14719,000	14026,000
Z	-1,201	-,453
Asymp. Sig. (2-tailed)	,230	,650

When the Mann Whitney U test table is examined, it will be seen that the perceptions of dismissal and organizational uncertainty variables do not show a statistically significant difference according to the sector studied since the obtained significance values are calculated as 0.230 and 0>650 (p.0.05), respectively. In this context, the$_{H25}$ and H_{35} research hypotheses have been rejected. Therefore, employees' attitudes towards leaving the job and their perceptions of organizational uncertainty do not differ significantly between the sectors studied.

Statistics on the sectors studied are shown in the table below.

Table 21. Statistics of Sector Groups Studied

	Gender	N	Rank Average	Row Sum
Attitude of Leaving the Job	Public	126	116,82	14719,00
	Special	117	127,58	14927,00
	Sum	243		
Perception of Organizational Uncertainty	Public	126	123,97	15620,00
	Special	117	119,88	14026,00
	Sum	243		

When the statistical table of the sector groups studied is examined, it will be seen that employees in the private sector think more about leaving their jobs than public employees, whereas public employees are at a more positive point than private sector employees in terms of perception of organizational uncertainty.

3.4. Results of Hypothesis Testing

As a result of the analysis of the variables of service quality, customer satisfaction and customer loyalty after the data collected from the participants, the hypotheses of the research were tested and shown as a summary in the table below.

Table 22. Hypothesis Results

Code of the Hypothesis	Hypothesis Explanation	Admission/Rejection Status	The Power of Relationship
H_1	There is a relationship between employees' perceptions of organizational uncertainty and their behavior of leaving the job.	*Acceptance*	*Slim*
H_2	Employees' perceptions of organizational uncertainty show a statistically significant difference according to age groups.	*Alex*	
H_3	Employees' perceptions of organizational uncertainty show a statistically significant difference according to gender groups.	*Alex*	
H_4	Employees' perceptions of organizational uncertainty show a statistically significant difference according to marital status groups.	*Alex*	
H_5	Employees' perceptions of organizational uncertainty show a statistically significant difference according to the years they spent in their business lives.	*Acceptance*	
H_6	Employees' perceptions of organizational uncertainty show a statistically significant difference according to the sector studied.	*Alex*	
H_7	Employees' attitudes towards leaving their jobs show a statistically significant difference according to age groups.	*Alex*	
H_8	Employees' perceptions of organizational uncertainty show a statistically significant difference according to gender groups.	*Alex*	
H_9	Employees' attitudes towards leaving work show a statistically significant difference according to marital status groups.	*Alex*	
H_{10}	Employees' attitudes towards leaving their jobs show a statistically significant difference according to the years they spent in their business lives.	*Acceptance*	
H_{11}	Employees' attitudes towards leaving the job show a statistically significant difference according to the sector studied.	*Alex*	

4. Conclusions, Discussion and Suggestions

There is a consensus that the most valuable production factors of enterprises, especially service enterprises, are human. It is important that the human resources provided by the human resources managements by making great efforts in recruitment are kept in the enterprise. Enterprises ensure the development of personnel by making serious investments in human resources after the personnel supply. Adaptation to business culture is a time-consuming and costly issue. In this context, the departure of trained employees from work brings quite high costs for businesses. It is also known that employees who want to leave their jobs but cannot put the separation into action due to limited alternative job opportunities cause loss of productivity. High employee turnover rates can undermine the market reliability of enterprises by damaging business performance. High turnover rates also have negative

effects on the productivity and financial performance of organizations. In the researches, it was stated that organizations faced with high turnover rates may perform lower than their competitors. It is also seen that the total cost of employee turnover to enterprises is quite high. There are also abstract effects of leaving the job that affect organizational culture, employee morale, social capital and organizational memory.

In this context, the use of conventional human resources by enterprises may be insufficient in retaining employees. One of the factors that influences employees to leave their jobs or keep the idea of leaving their minds is thought to be organizational uncertainty.

In this research, it was examined whether there was a relationship between the perception of uncertainties in the organizations of the employees and their attitudes to leave the job. However, it was also questioned whether the variables of organizational uncertainty and dismissal differed significantly in the context of demographic variables.

The main mass of this study was composed of individuals over the age of 18 living in the TRNC. Since the number of participants of 243 people was reached in this study, the findings are not sufficient to represent the universe. Therefore, the findings are limited to the research group from which the data were collected. The sample group was formed by snowball method from non-random techniques. In this context, contacts were established with individuals known to be in working life and in the light of the information received from these individuals, it was tried to reach as many people as possible online. The data collected from the participants were accepted as sufficient by using two criteria and it was concluded that the assumption of normality of the data could not be achieved. In this context, non-parametric tests were used in the analysis of the data. The scales were accepted as reliable because the Cronbach's Alpha values calculated for both scales within the framework of reliability analysis were greater than the generally accepted value of 0.7 in social sciences. As a result of the analyzes of organizational uncertainty perceptions and dismissal behaviors in order to determine the number of factors in the context of the collected data, it was found appropriate to use both scales as a single factor.

As a result of the correlation analysis conducted to test the relationships between the variables in the model of the study, it was seen that there was a statistically significant relationship between the "Attitudes Towards Leaving Work" variable and the "Perceived Organizational Uncertainty" variable. Since the calculated correlation coefficient was calculated as ($r= 0.239$), it was determined that the relationship between the variables of "Attitudes Towards Leaving Work" and "Perceived Organizational Uncertainty" was **weak** . As a result, it has been observed that the negativities in the perceptions towards organizational uncertainties will increase the likelihood of employees to develop dismissal behaviors, and on the contrary, positive perceptions of organizational uncertainties will reduce the likelihood of employees to develop dismissal behaviors.

Within the scope of other findings obtained in the research;
Employees' attitudes towards leaving their jobs and their perceptions of organizational uncertainty do not differ significantly compared to women and men, however, female employees think less about leaving their jobs than men, and men are at a more positive point than women in terms of perception of organizational uncertainty,

The perceptions of the variables of leaving the job and organizational uncertainty do not show a statistically significant difference according to the marital status, however, the married people think less about leaving the job than the singles, and the perception of organizational uncertainty is at a more negative point than the singles,

Noting that the perceptions of leaving work and organizational uncertainty do not show a statistically significant difference according to age, however, negative thoughts about organizational uncertainty increase as the age increases, the perception of organizational uncertainty moves in a positive direction as the age decreases, the group of 32 years and older is the coldest to leave the job, and the age group of 23 and under is the closest to leaving the job,

Perceptions of leaving work and organizational uncertainty show a statistically significant difference according to the time spent in business life, those whose insurance period is between 1-5 years are the closest group to the idea of leaving the job, however, the group with an insurance period of 11 years or more is the group that is furthest from the idea of leaving the job, and when the group with less than 1 year of insurance is excluded, the insurance period and the idea of leaving the job are between the duration of insurance and the idea of leaving the job In this context, it was seen that there was a linear relationship, the idea of leaving the job decreased as the duration of insurance increased, and on the contrary, the idea of leaving the job gained weight as the duration of insurance increased. The group with an insurance period of 6-10 years is the group with the most negative perception of organizational uncertainty, the group with the most positive perception of organizational uncertainty is the group with an insurance period of 11 years or more, when the group with an insurance period between 6-10 years is

excluded, the perception of organizational uncertainty is in a linear relationship with the duration of insurance, and in this context, the perception of organizational uncertainty turns positive as the duration of insurance increases, that the fewer the years spent insured, the more negative the perception of uncertainty,

It was determined that the perceptions of the variables of leaving the job and organizational uncertainty did not show a statistically significant difference according to the sector studied, however, those working in the private sector thought about leaving their jobs more than public employees, whereas public employees were at a more positive point than private sector employees in terms of the perception of organizational uncertainty.

Despite numerous studies examining the relationship between employees leaving their jobs, the number of studies that measure the intention to leave the job with the perception of organizational specificity is quite limited. In one of these studies, Karakuş and Yardim (2014) found that perceived organizational change had an impact on uncertainty, job satisfaction, and intention to quit. In the model they used in their studies, it was found that change led to uncertainty and uncertainty led to the development of intention to leave the job. The significant relationship between the authors' organizational uncertainty and intention to leave the job was supported by the findings obtained in this study.

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