THE EFFECT OF LEADER MEMBER INTERACTION AND POWER DISTANCE ON JOB INSECURITY PERCEPTIONS OF BANK EMPLOYEES

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1. INTRODUCTION

Job insecurity is a major concern among workers today. Especially in the private sector, the fear of losing their jobs continues to exist as a constant threat in the minds of employees. The perception of job insecurity may arise from objective factors (downsizing in the workplace, changes in the organizational structure, etc.), but it also often emerges as a subjective phenomenon due to the personal characteristics of the employee. This perception causes employees to be afraid that they will lose their jobs from time to time, even if they continue to work (Etyemez and Aslan, 2016).

In recent years, the concept of job insecurity has come to the fore in the field of management and organization (Önder and Wasti, 2002). Since the 1980s, the issue of job insecurity began to be dealt with systematically in Europe and other countries. During this period, major changes in the economy such as firm closures, restructurings and an increase in temporary employment contracts had significant effects on job insecurity (De Witte, 2005). Job insecurity can cause an increase in the level of anxiety in employees and affect their psychological health (Yıldırım and Yavan, 2008). However, it is stated that employees can gain energy during this change process and protect their psychological health by reflecting this energy to their workplace and family. Although there are many factors affecting the perception of job insecurity, the importance of organizational factors such as leader-member interaction and power distance perception is emphasized.

The concept of leader member interaction was first discussed by Dansereu, Graen and Haga in 1975 as the "Vertical Bilateral Connection Model". It is a theory developed due to the heterogeneity of the communication and relationship between the leader and each of the employees in the organization (Graen and Schiemann, 1978).

According to this theory; The communication and relationship developed between the leader and the group members develop within the framework of basic dynamics such as trust, sincerity, sincerity, respect, love, closeness and openness. Due to the time limitation in the institution and the pressure created by this, the leaders have to develop relationships based on distance and distance with some group members, while they are in a relationship where they can display these dynamics mutually. This relationship, which leaders develop with group members within the institution, is evaluated in two contexts as in-group and out-group (Dienesch and Liden, 1986).

The concept of power distance characterizes the acceptance of the inequality between individuals or groups and their categorization in terms of factors such as authority, prestige, status, power and wealth (Matveev and Del Villar, 2014). The situation of inequality differs between societies and its sources are diverse. This inequality may result from factors such as innate physical characteristics and abilities, as well as acquired factors such as education and occupation. How individuals or groups perceive this inequality determines the power distance (Ertürk and Bedük, 2015). Power distance relates to how close or far an individual feels from the power and status they see as authority. This perception can also be associated with the policies implemented by the authority (Gül, 2019). Power distance is a measure that reflects the power imbalance in a society and the degree to which individuals accept this imbalance (Yorulmaz et al., 2018). The power distance in society represents the level of acceptance and expectations of individuals with less power. This concept offers an understanding of the behavior of the power holders and how power is distributed (Jahangirov, 2012).

Although the perception of power distance exists in social life, it is a concept that affects many organizational dynamics in business life. High power distance can be seen when employees accept the inequality between them and their managers. In such organizations, a centralized structure and a strict hierarchical order are found. Communication channels are limited and decisions are often made by senior management. The managed cut is obliged to enforce the authority and rules of managers without question. Employees who do not follow manager instructions or meet expectations can be penalized and denied rewards. The executive segment uses various control mechanisms to monitor the performance and compliance of the managed segment (Demir and Albayrak, 2019).

The salary system applied within the organization creates a significant gap between senior managers and lower

level employees. This gap is not only limited to the salary difference, but also becomes evident with the privileges offered to the managers; concessions such as private cars, separate offices and residences (Çelik, 2007). In organizations where high power distance is dominant, communication between managers and employees is almost non-existent (Becerikli and Kılıç, 2012). Employee ideas are often not taken into account, so the emergence and adoption of new ideas is low. As a result, the disparity between manager and employee is increasing. Openness in salary levels leads to high social distancing (Ulus, 2018). In situations where power distance is high within the organization, employees may be reluctant to participate in decisions. They tend to obey the decisions managers make. The area of movement of employees within the organization is quite limited, and communication usually takes place hierarchically downward. It is quite difficult for subordinates to express their opinion. In an organization with a high power distance, older and senior employees who work for a long time are often more respected. Also, decisions can be made quickly in such organizations. Things proceed faster, since it is unlikely to resist or object to the decision of the manager. Limited communication channels within the organization can create a basis for unethical behavior. (Khatri, 2009; Gül, 2019). The wide salary range of managers and employees in the organization is an evidence that the power distance in the organization is high (Hofstede et al., 2010). In high power distance organizations, managers often tend to make quick decisions, direct and control. Therefore, managers cannot go beyond making routine decisions. In cultures with high power distance, features such as authority, obedience, moderation, control, solidarity, cooperation and harmony are at the forefront. Such organizations are usually authoritative. In this case, it is common that the distribution of power is unequal and a strict hierarchical structure is accepted (Ertürk, 2014).

In organizations where the power distance is low, managers and employees are almost equally positioned. Inequality stems from different roles within the organization, and these roles are open to change. An employee may be elevated to the position of manager in the future. The hierarchy is flat and there is a limited number of supervisors. The concept of decentralized management is adopted within the organization. Young managers are valued more than older ones. Managers may have slightly higher salaries than employees, but the salary gap is not huge. Common areas, such as toilets, cafeterias, canteens, for example, are shared by all members of the organization. Access to the manager is fast, and communication is strong. Employees are willing to participate in decisions that will be made within the organization. Elements such as symbols expressing power are ignored (Hofstede and Minkov, 2010). In low power distance organizations, the process of resolving conflicts between the manager and the managed is easier. In organizations of this type, rules and status are insignificant. Managers and those governed do not differ from each other. In organizations with low power distances, there is little tendency to accept inequality, and decentralization and hierarchy are minimal. The facilities offered by the organization are presented equally for each member. Managers adopt a democratic leadership approach (İlhan and Yemişçi, 2020). An organization with low power distance can make internal communication quality and effective. When the relationship between the ruler and the ruled is strong, a bond is formed and the ruled can express themselves more freely (Bialas, 2009). In such organizations, inequality is almost non-existent. It is deemed to have equal rights between the manager and the administrator except for status. Individuals are aware that each other has equal rights. In the case of the use of force by managers, this situation is legally questionable. A discreet harmony and cooperation exist across segments. Management has a more flexible structure instead of decentralization, control is limited and has a low hierarchy structure. The salary scale is also not wide (Ersoy and Levent, 2020). The fact that the manager considers the views of the employees and encourages their participation while making the decisions of the organization shows that the organization has a low power distance. Achieving the goals set by the organization and the successful completion of the plans implemented to realize these goals is related to the low power distance of the organization (Erdemir, 2022).

It is known that the banking sector is a sector with intense competition and a tendency to reduce labor force frequently. The banking sector is one of the sectors most affected by economic crises in our country and frequently reduces employees. For this reason, bank employees may encounter the perception of job insecurity more intensely than in other sectors. In this context, it is of great importance to understand the factors that may affect the perception of job insecurity of bank employees. However, there is limited research on the effect of factors such as leader member interaction and power distance on this perception. At this point, a more detailed examination of the factors affecting the perception of job insecurity in the banking sector; The relationship between leader member interaction and power distance and this perception needs to be understood (Çağatay and Kızılkaya, 2021). In this study, the relationship between bank employees' perceptions of job insecurity and leader-member interaction and power distance perception was examined.

2. CONCEPTUAL FRAMEWORK
2.1 Job Insecurity
Job insecurity is defined as the anxiety of employees about the continuity of the job (Erlinghagen, 2008). In other definitions, work insecurity is expressed as "a person's anxiety about the future of his or her job" (De

Witte, 2005). Job insecurity is seen as a whole of the anxieties experienced by employees with the threat of losing their jobs. De Witte (2005) grouped the reasons for this situation under three headings: variables at the regional and institutional level (national and regional unemployment rates, institutional changes, etc.) and personality traits such as negative mood or internal control. The issue of job insecurity not only affects the individual, it can also significantly affect families. In particular, the state of uncertainty associated with job insecurity can deeply affect the person psychologically and create stress in the individual (Seçer, 2007).

The developments in today's world are one of the key elements that increase competition in business. Mergers, acquisitions and the ever-changing business environment increase the sense of uncertainty and future anxiety about job security among employees. Such factors highlight the perception of job insecurity and trigger job anxiety in employees (Hesselink and Van Vuuren, 2003).

The most important element of job insecurity is the state of uncertainty. The lack of a guarantee of work affects the decision-making processes of employees. This state of uncertainty can lead to behavioral disorders in individuals. The feeling of uncertainty can give people a sense of helplessness (Wichert, 2001). Employees may experience uncertainty in the face of uncertainty and do not know which direction to move. In this case, the person's sense of control decreases and he feels helpless and tired and experiences anxiety about the future (Çakır, 2007). Working conditions and the quality of work are of great importance for employees. Working conditions are among the factors affecting job security. The nature of the job increases the threat of job insecurity if workers' rights and working conditions are not improved (Holm and Hovland, 1999). Similarly, job insecurity arises when the follow-up of the job is reduced and process control is lost (Temiz, 2004). During periods when unemployment is highest, individuals' greatest concern is to remain unemployed. This anxiety can cause people to feel powerless and psychologically affected. People who are particularly responsible may be more affected by this anxiety. In a work environment that provides job security, employees tend to look to the future with hope. Individuals with job security tend to fulfill their responsibilities more carefully.

2.2 Leading Member Interaction

As a result of individuals living their lives together, the concept of leadership has emerged with the need to manage segments of the society (Ercan and Sığrı, 2015). A leader is defined as a person who has the ability to find solutions to various problems in a group or between people, who creates and manages the organizational culture, and who brings people together for a goal from time to time, and who has an influence on people due to their internal motivation and individual qualities (Mumford & et al., 2000). Over the years, the theory has begun to be described as leader member exchange (interaction) theory by examining the relationship between the leader and the individuals in the organization. The theory offers a different scope from other leadership styles theories by focusing on the communication and relationships between the leader and the employees, focusing on the fact that leaders do not develop communication and interaction with all employees in the organization within the scope of a similar and equal leadership style (Liden and Graen, 1980).

One of the most important facts of our time is to keep up with change. Since everything is changing rapidly, organizations must also be able to keep up with this change and stay afloat. To achieve this, one must set out with equipped leaders. The leading characteristics necessary for these changes to be realized may vary according to the structures, objectives and environments of organizations. But most importantly, a leader must be well-educated, visionary, prone to teamwork, curious and willing (Tunçer, 2011).

The relationships that are described as in-group are more sincere, sincere and close between the leader and the group member, and the leader reveals more sincere and sincere behaviors to these group members by using different and more privileged duties and informal personal communication styles. Similar to this style of relationship, group members exhibit their work by accepting the leader completely with their personal tastes, accepting the leader's instructions and expectations in a willing and sincere way. Therefore, it can be said that there is a response between the leader and the group member in terms of both communication and the way of revealing the behavior. In the relationship type of those who are described as out-of-group, while they try to display the responsibilities given by the leader in a hierarchical order, in accordance with the duties and job descriptions, they are not as willing and sincere as the employees in in-group relations. In this type of relationship, a close and sincere environment and relationship has not emerged between the leader and the group member, and they perform their duties and responsibilities without excessive effort and adopting too much (Fazeli, Farhangdoost and Fazeli, 2011).

Group members have the freedom to communicate with their superiors in a way that is not directly related to their duties and responsibilities, except for official persons, in a way that cannot be reached by people outside the group. They have the freedom to communicate with his superiors about matters not directly related to his work,

outside of official channels, in a way that is not accessible to members outside the group. This form of non-hierarchical communication paves the way for a leader to have an idea about the group member, to have an opinion about the factors affecting the job quality and productivity of the group member, and to develop a close and personal relationship with the members (Waldron, 1991).

The group leader establishes a more sincere and sincere closeness with the group members with whom he/she develops a perception that he/she can contribute to the efficiency of the organization, and provides the members with the right to make individual decisions by providing autonomy in managerial dimensions. The leader's relationship with other group members is framed within the scope of hierarchy and administrative processes, and the leader's attitude towards the members in this group is to protect the hierarchy (Saylı and Baytok, 2014).
According to Liden and Graen (1980), superiors give group members motivations such as ability, competence, qualification, level of self-confidence, and taking on more tasks than normal in the organization for certain tasks and responsibilities. Members take part in the fulfillment of these responsibilities; in return, they receive more closeness, support and attention than usual from their superiors.

According to another field expert, the most important distinguishing point in this theory is that the leader develops good and close relationships with group members vertically. Within the scope of these relations, it is very important to support group members within the organization. As a matter of fact, the members and the leader provide a productive work environment and produce works that are much better than the level that would normally be performed and achieved. However, the members undertake more than the duties and responsibilities in their job descriptions and waive their individual time when necessary because a good and qualified communication and closeness environment has been created between the member and the leader. Members taking on more duties and responsibilities than normal are welcomed by the leader and they show more understanding than normal by giving these members more opportunities and authority (Gençer Çelik and Öngel, 2022).

The interaction that develops between the leader and the group member allows the leadership to more clearly connect its social aspects to the institutional functioning. This interaction occurs in various ways. As it creates differences in the framework of personality, it also causes different results than normal depending on the content of the job (Dienesch and Liden, 1986). The sense of closeness and trust between the leader and the group member is important. It is possible for group members who have developed a close, sincere and unshakable relationship with their leader to come up with different works and ideas effectively. In this context, group leaders will act to protect the thoughts of the group members' capacities, ideas, qualifications and commitment to the job. Trust is very important between the leader and subordinates. Employees who have strong relationships with their leaders are likely to actively generate new ideas. Thus, leaders will tend to maintain confidence in their subordinates' abilities, dedication, and commitment to work. (Pak and Jo, 2018).

2.3 Power Distance

When we look at the general definitions of the concept of power, it is seen that it is the ability to demand from the other person, to lead the task or how to do the job, or to make the other person do what you want. The basis of power is the ability to control the behavior of others and to manage them. Power is the right to want something to happen (Schermerhorn Schermerhorn, Hunt, and Osborn, 2000). The ability to direct and influence the opposite person is called the concept of power (Daft, 2001). There are different definitions related to the concept of power. According to Robbins, Hatterjee and Canda (2006), power is; It is "the ability to reach and control resources and people" (cited in Plummer 2007). According to Foucault, power is everywhere, it comes from everywhere that regulates and determines relations and knowledge (cited in Shamai). The concept of power can be defined as the ability to create a change in nature, human beings or the person himself (Gong, 2006). Pfeffer (1992) mentions that dealing with organizational power is a problem while defining the concept of power. It is not possible to ignore power in every environment where there is sociability. For this reason, it has been determined that all people in institutions have a power relationship, even if it is not complicated (as cited in Koşar and Çalık, 2011).

It is possible to define the concept of power in three basic headings. There is personal power that is present in individuals during the first of the titles. Personal power is defined as the capacity and ability of the individual to achieve the desired results. The second title is the class or dominant social force. Such relationships are associated with being unequal or dominant. The third is the social force, which is equal and fair. At this point, people are in an equal position and there is empathy, respect and value on the basis of the relationship (Neath and Schriner, 1998).

3. METHOD

This study was carried out using the relational survey model, one of the quantitative research methods, in order to determine the relationship between job insecurity perceptions of bank employees in the TRNC, perceived leadership styles, power distance and locus of control. The universe of the study consists of bank personnel working in banks in TRNC. 500 bank employees identified by randomized sampling method were included in the study. Before the study data started to be collected, bank employees were informed in detail about the purpose, importance, limitations and confidentiality principles of the research. After the persons were informed, questionnaires were given to the participants who agreed to participate in the study on a voluntary basis. Before the questionnaires were answered, the individuals who agreed to participate in the study were informed in detail about the answers to the questionnaires. Study data were collected through Personal Information Form, Job Insecurity Perception scale, Leader-Member Interaction (LMX) Scale, Power Distance Perception Scale, and Locus of Control Scale. Study data were collected both face-to-face and online between January and May 2023. Before the data were collected, necessary permissions were obtained from the Scientific Research Ethics Committee of Cyprus University of Health and Social Sciences.

Personal Information Form: In the personal information form prepared by the researcher, there are a total of questions including gender, age, marital status, education level, position, time in the bank and total banking experience of the bank employees.

Job Insecurity Perception Scale: Ashford, Lee and Bobko (1989); De Witte (1999); The scale developed by Hellgren, Sverke, and Isaksson (1999) was adapted into Turkish by Şeker (2011) (Dede, 2017). The scale, which consists of a total of 9 questions, is in a 5-point Likert type. The scale has a total of 2 dimensions: quantitative job insecurity and qualitative job insecurity. The first sub-dimension consists of 4 questions and the second sub-dimension consists of 5 questions. Since the scale questions represent negative statements, low scores indicate that the person perceives his/her job with confidence.

Leader-Member Interaction (LMX) Scale: The scale, which aims to identify leadership and management styles, was developed by Liden and Maslyn (1998), and the scale was adapted into Turkish by Baş, Keskin and Mert (2010). The scale, which consists of a total of 12 questions, has a total of 4 sub-dimensions: loyalty, impact, contribution to change and professional respect. The scale is a 5-point Likert type scale.

Power Distance Perception Scale: The scale developed by Dorfman and Howell (1988) in order to determine the power distance perceptions of the employees was reviewed by Clugston et al., (2000), and Turkish validity and reliability study was conducted by Gül (2019). Consisting of one dimension, the scale is a 5-point Likert type and consists of a total of 6 questions.

Statistical analysis of the data collected from the participants was done in the Statistical Package for Social Sciences (SPSS) 26.0 software. The Cronbach Alpha test was conducted for the reliability of the answers given by the bankers to the Job Insecurity Scale, Leader-Member Interaction Scale and Power Distance Perception Scale. It was found 0.764 for Bankers' Job Insecurity Scale, 0.985 for Leader-Member Interaction Scale and 0.812 for Power Distance Perception Scale. The distribution of bankers according to their socio-demographic characteristics is given by frequency analysis, and descriptive statistics of Job Insecurity Scale, Leader-Member Interaction Scale and Power Distance Perception Scale scores are given. Information on the scales used in the study is given below.

4. FINDINGS AND COMMENTS
Table 1. *Distribution of Bankers by Socio-Demographical Characteristics*

	Number (n)	Percentage (%)
Gender		
Female	266	53,31
Male	233	46,69
Marital Status		
Single	209	41,88
Married	223	44,69
Divorced	67	13,43
Age		
30 years and under	143	23,05

31-35		164	32,87
36-40		131	26,25
41 and above		61	12,22
Educational Status			
High School		169	33,87
University		232	46,49
Postgraduate		98	19,64
Total Banking Experience			
Less than 1 year		97	19,44
1-5		186	37,27
6-10		138	27,66
11 years and older		65	13,03
Position			
Manager		41	8,22
Marketing		203	40,68
Operation		215	43,09
Other		40	8,02
Distribution of Bankers by Socio-Demographical Characteristics			
Less than 1 year		113	22,65
1-5		213	42,69
6-10		135	27,05
11 years and older		38	7,62

Table 1 shows the distribution of bankers included in the research according to their socio-demographic characteristics, 53.31% of the bankers are female and 46.69% are male, 41.88% are single, 44.69% are married and 13,43% were divorced, 23.05% were 30 years and younger, 32.87% were 31-35 years old, 26.25% were 36-40 years old, and 12.22% were 41 years and above, 33.87% of them were high school graduates, 46.49% were university graduates and 19.64% were postgraduates, 19.44% were less than 1 year, 37.27% were 1-5 years, 27.66% of them have 6-10 years and 13.03% of them have 11 years or more banking experience, 40.68% of them worked in marketing and 43.09% of them in operations positions, 22.65% It has been determined that the bank experience is less than 1 year in total, 42.69% have 1-5 years and 27.05% have 6-10 years of experience in the bank they are currently working in.

Table 2. Bankers' Job Insecurity Scale Scores

	n	$\bar{x}$	s	Min	Max
Quantitative	499	2,73	0,77	1,00	5,00
Qualitative	499	2,90	0,27	1,80	5,00
Job Insecurity Scale	499	2,81	0,49	1,80	4,63

In Table 2, descriptive statistics are given for the scores of the bankers in the study from the Job Insecurity Scale. According to Table 2, bankers got an average of 2.73±0.77 points from the quantitative sub-dimension of the Job Insecurity Scale, and an average of 2.90±0.27 points from the qualitative sub-dimension. It was determined that bankers got an average of 2.81±0.49 points from the Job Insecurity Scale.

Table 3. Comparison of Job Insecurity Scale Scores of Bankers by Gender

	Gender	n	$\bar{x}$	s	t	p
Quantitative	Female	266	2,78	0,77	1,469	0,143
	Male	233	2,67	0,77		
Qualitative	Female	266	2,91	0,29	1,347	0,178
	Male	233	2,88	0,25		

Job Scale	**Insecurity**	Female	266	2,84	0,50		1,585	0,114
		Male	233	2,77	0,49			

Table 3 shows the results of the independent sample t-test for comparing the Job Insecurity Scale scores of the bankers included in the study by gender. When Table 3 is examined, there is no statistically significant difference between the scores of the bankers from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale (p>0.05). It has been determined that the scores of female and male bankers from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale are similar.

Table 4. Comparison of Job Insecurity Scale Scores by Marital Status of Bankers

	Marital Status	**n**	$\bar{x}$	**s**	**Min**	**Max**	**F**	**p**
Quantitative	Single	209	2,65	0,74	1	4,75	1,865	0,156
	Married	223	2,78	0,76	1	5		
	Divorced	67	2,79	0,88	1,25	5		
Qualitative	Single	209	2,87	0,26	1,8	3,4	2,724	0,067
	Married	223	2,93	0,28	2	5		
	Divorced	67	2,87	0,28	2	3,4		
Job Scale **Insecurity**	Single	209	2,75	0,48	1,8	4,075	2,273	0,104
	Married	223	2,85	0,48	1,8	4,625		
	Divorced	67	2,82	0,56	1,8	4,2		

In Table 4, the findings obtained from the ANOVA used to compare the Job Insecurity Scale scores according to the marital status of the bankers in the research are given. It was determined that there was no statistically significant difference between the scores of the bankers from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale according to their marital status (p>0.05). The scores of single, married and divorced bankers from the overall Job Insecurity Scale and the quantitative and qualitative sub-dimensions of the scale were found to be similar.

Table 5. Comparison of Job Insecurity Scale Scores of Bankers by Age Group

	Age Group	**n**	$\bar{x}$	**s**	**Min**	**Max**	**F**	**p**	**Difference**
Quantitative	30 and under	143	2,88	0,74	1,25	5	4,915	0,002*	1-4
	31-35	164	2,76	0,74	1	5			2-4
	36-40	131	2,64	0,78	1,25	4,75			
	41 and above	61	2,47	0,83	1	4,5			
Qualitative	30 and under	143	2,94	0,24	2	4	5,244	0,001*	1-4
	31-35	164	2,92	0,22	2	3,6			2-4
	36-40	131	2,87	0,26	2	3,6			
	41 and above	61	2,79	0,43	1,8	5			
Job Scale **Insecurity**	30 and under	143	2,91	0,45	1,925	4,2	6,841	0,000*	1-4
	31-35	164	2,84	0,46	1,8	4,2			2-4
	36-40	131	2,75	0,50	1,8	4,075			
	41 and above	61	2,60	0,59	1,8	4,625			

*p<0,05

Table 5 shows the ANOVA results used to compare the Job Insecurity Scale scores according to the age of the bankers. When Table 5 is examined, it has been determined that there is no statistically significant difference between the scores of the bankers included in the study from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale (p>0.05). The scores of bankers aged 30 and below, 31-35 years old, 36-40 years old, and 41 and over from the Job Insecurity Scale and its quantitative and qualitative sub-dimensions in the scale are similar.

Table 6. Comparison of Job Insecurity Scale Scores According to Total Banking Experience of Bankers

	Experience	n	$\bar{x}$	s	Min	Max	F	p	Difference
	Less than 1 year	97	2,81	0,81	1	5	7,639	0,000*	1-4
Quantitative	1-5	183	2,84	0,73	1,25	4,75			2-4
	6-10	130	2,74	0,71	1,5	5			3-4
	11-15	89	2,39	0,82	1	4,5			
	Less than 1 year	97	2,91	0,24	2,2	4	10,071	0,000*	1-4
Qualitative	1-5	183	2,95	0,22	2	4			2-4
	6-10	130	2,89	0,23	2	3,4			3-4
	11-15	89	2,77	0,40	1,8	5			
	Less than 1 year	97	2,86	0,49	1,8	4,2	11,508	0,000*	1-4
Job Insecurity	1-5	183	2,90	0,45	1,85	4,075			2-4
Scale	6-10	130	2,82	0,44	2,05	4,2			3-4
	11-15	89	2,54	0,57	1,8	4,625			

p<0,05

Table 6 shows the ANOVA results used to compare the Job Insecurity Scale scores according to the total banking experience of the bankers participating in the research. Table 6. When examined, statistically significant differences were found between the scores of the bankers obtained from the overall Job Insecurity Scale and the quantitative and qualitative sub-dimensions of the scale according to their total banking experience (p<0.05). The scores of the bankers with 11-15 years of total banking experience in the Job Insecurity Scale and in the quantitative and qualitative sub-dimensions of the scale were found to be lower than those with a total banking experience of less than 1 year, 1-5 years and 6-10 years.

Table 7. Comparison of Job Insecurity Scale Scores of Bankers by Position

	Position	n	$\bar{x}$	s	Min	Max	F	p
	Manager	41	2,73	0,76	1,50	4,50	1,246	0,292
Quantitative	Marketing	203	2,66	0,72	1,25	5,00		
	Operation	215	2,80	0,79	1,00	5,00		
	Other	40	2,70	0,90	1,00	4,75		
	Manager	41	2,94	0,21	2,60	3,60	0,485	0,693
Qualitative	Marketing	203	2,90	0,27	2,00	5,00		
	Operation	215	2,89	0,29	1,80	4,00		
	Other	40	2,88	0,26	2,00	3,40		
	Manager	41	2,81	0,49	1,80	3,85	0,668	0,572
Job Insecurity	Marketing	203	2,78	0,46	1,93	4,63		
Scale	Operation	215	2,84	0,51	1,80	4,20		
	Other	40	2,76	0,59	1,80	4,08		

Table 7 shows the findings obtained from the ANOVA used to compare the Job Insecurity Scale scores of the bankers included in the study according to their positions. When Table 7 is examined, it has been determined that there is no statistically significant difference between the scores of the bankers included in the study from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale (p>0.05). The scores of bankers working in managerial, marketing, operations and other positions in the Job Insecurity Scale in general and in the quantitative and qualitative sub-dimensions of the scale were found to be similar.

Table 8. Comparison of Job Insecurity Scale Scores According to Total Experience of Bankers in the Currently Working Bank

	Duration	n	$\bar{x}$	s	Min	Max	F	p	Difference
Quantitative	Less than 1 year	113	2,81	0,78	1	5	24,975	0,000*	1-4

		n	$\bar{x}$	s	Min	Max			
	1-5	213	2,85	0,73	1,25	4,75			2-4
	6-10	135	2,73	0,73	1,5	5			3-4
	11-15	38	1,77	0,37	1	2,5			
	Less than 1 year	113	2,93	0,30	2,2	5	37,631	0,000*	1-4
Qualitative	1-5	213	2,94	0,22	2	4			2-4
	6-10	135	2,91	0,23	2	3,4			3-4
	11-15	38	2,49	0,29	1,8	2,8			
	Less than 1 year	113	2,87	0,49	1,8	4,625	40,627	0,000*	1-4
Job Insecurity	1-5	213	2,90	0,45	1,85	4,075			2-4
Scale	6-10	135	2,82	0,44	2,05	4,2			3-4
	11-15	38	2,05	0,14	1,8	2,275			

*p<0,05

Table 8 shows the ANOVA results used in the comparison of Job Insecurity Scale scores according to the total experience of the bankers included in the research at the current working bank. According to Table 8, there were statistically significant differences between the scores of the bankers in the research according to their total experience in the currently working bank, from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale (p<0.05). Bankers with a total experience of 11-15 years in the bank they are currently working with have lower scores on the Job Insecurity Scale and the quantitative and qualitative sub-dimensions of the scale compared to those with a total banking experience of less than 1 year, 1-5 years and 6-10 years.
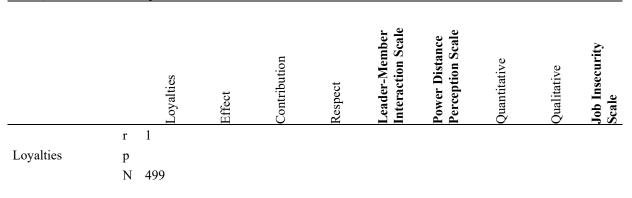
Table 9. Bankers' Leader-Member Interaction Scale and Power Distance Perception Scale Scores

	n	$\bar{x}$	s	Min	Max
Loyalties	499	2,83	0,96	1,00	5,00
Effect	499	2,82	0,95	1,00	5,00
Contribution	499	2,80	0,97	1,00	5,00
Respect	499	2,89	0,92	1,00	5,00
Leader-Member Interaction Scale	499	2,84	0,94	1,00	5,00
Power Distance Perception Scale	499	3,04	0,62	1,50	5,00

Table 9 includes descriptive statistics for the scores of the bankers in the research on Leader-Member Interaction Scale and Power Distance Perception Scale. In the Leader-Member Interaction Scale of the bankers in the study, he/she got 2,83±0,96 points from the loyalty sub-dimension, average 2,82±0,95 -score from the influence sub-dimension, an average of 2.80±0.92 points from the contributor and an average of 2.89±0.92 points from the respect sub-dimension. It was determined that the participants got an average of 2.84±0.94 points from the Leader-Member Interaction Scale in general.

It was determined that the bankers included in the study got an average of 3.04±0.62 points from the Power Distance Perception Scale.

Table 10. Correlations Between Bankers' Leader-Member Interaction Scale, Power Distance Perception Scale, and Job Insecurity Scale Scores

		Loyalties	Effect	Contribution	Respect	Leader-Member Interaction Scale	Power Distance Perception Scale	Quantitative	Qualitative	Job Insecurity Scale
Loyalties	r	1								
	p									
	N	499								

Effect	r	0,999	1							
	p	0,000*								
	N	499	499							
Contribution	r	0,976	0,975	1						
	p	0,000*	0,000*							
	N	499	499	499						
Respect	r	0,989	0,989	0,965	1					
	p	0,000*	0,000*	0,000*						
	N	499	499	499	499					
Leader-Member Interaction Scale	r	0,998	0,997	0,986	0,992	1				
	p	0,000*	0,000*	0,000*	0,000*					
	N	499	499	499	499	499				
Power Distance Perception Scale	r	-0,466	-0,464	-0,446	-0,483	-0,468	1			
	p	0,000*	0,000*	0,000*	0,000*	0,000*				
	N	499	499	499	499	499	499			
Quantitative	r	-0,596	-0,598	-0,587	-0,604	-0,600	0,609	1		
	p	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*			
	N	499	499	499	499	499	499	499		
Qualitative	r	-0,351	-0,353	-0,354	-0,359	-0,357	0,275	0,648	1	
	p	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*		
	N	499	499	499	499	499	499	499	499	
Job Insecurity Scale	r	-0,573	-0,575	-0,566	-0,581	-0,577	0,559	0,971	0,796	1
	p	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*	0,000*	
	N	499	499	499	499	499	499	499	499	499

*p<0,05

In Table 10, the Pearson test results regarding the correlations between the Leader-Member Interaction Scale, Power Distance Perception Scale and Job Insecurity Scale scores of the bankers participating in the research are given. According to Table 10, statistically significant and negative correlations were found between the scores of the participants from the Leader-Member Interaction Scale in general and the sub-dimensions of loyalty, influence, contribution and respect in the scale and Job Insecurity Scale scores (p<0.05). It was determined that as the scores obtained by the bankers from the Leader-Member Interaction Scale in general and the sub-dimensions of loyalty, influence, contribution and respect in the scale increased, the scores of the Job Assurance Scale decreased. A statistically significant and positive correlation was found between the scores of the bankers included in the study from the Power Distance Perception Scale and their Job Insecurity Scale scores (p<0.05). It was determined that as the scores of the bankers participating in the study on the Power Distance Perception Scale increased, their Job Security Scale scores also increased.

Table 11. Prediction of Job Insecurity Scale Scores of Bankers' Leader-Member Interaction Scale and Power Distance Perception Scale Scores

	Non-Std.		Std.	t	p	F	R²
	B	**S.H.**	**Beta**			**p**	**DüzR²**
(Fixed)	2,512	0,129		19,429	0,000*		
Leader-Member Interaction Scale	-0,211	0,020	-0,404	-10,637	0,000*	195,246	0,440
Power Distance Perception Scale	0,294	0,030	0,370	9,744	0,000*	0,000*	0,438

*p<0,05

Table 11 shows the results of the multivariate regression analysis for the predictive status of the Leader-Member Interaction Scale and Power Distance Perception Scale scores of the bankers included in the research on their Job Security Scale scores. According to Table 11, it was determined that the scores of the bankers in the study from the Leader-Member Interaction Scale predicted the Job Insecurity Scale scores in a statistically significant and

negative way (β=-0.404; p<0.05). As the scores of the bankers on the Member Interaction Scale increase, the scores on the Job Assurance Scale decrease. It was determined that the Power Distance Perception Scale scores of the bankers included in the study predicted the Job Insecurity Scale scores statistically significantly and positively. (β=0,370;p<0,05). If the Bankers' Power Distance Perception Scale scores increase, their Job Insecurity Scale scores also increase.

5. DISCUSSION

In this study, it was determined that the job insecurity perceptions of bank employees did not differ significantly according to gender. When the studies on the subject are examined, it is seen that there are studies that are similar to the findings of this study, but there are studies that have different results. Dursun and Bayram (2013), in their study examining the effect of job insecurity perception on anxiety, reported that, similar to the findings of this study, individuals' perceptions of job insecurity do not differ according to gender. In his study on bank employees, Öztürk (2022) revealed that the perception of job insecurity does not differ between male and female bank employees. In a similar study conducted on 387 individuals, it was revealed that the perception of job insecurity was similar in women and men, in line with these findings (Atalay, 2021). Tüzün (2020) examined the perceptions of job insecurity of bank employees and determined that there was no difference between men and women in the perception of job insecurity. The finding obtained in the studies conducted by Dumlupınar (2016) and Valibayova (2018) revealed that the perception of job insecurity does not differ according to gender, and that the perceptions of job insecurity of women and men are similar. The study by Erdem (2014) is similar to the findings of this study. Unlike these findings, there are also studies reporting that the perception of job insecurity differs according to gender. In a comprehensive study conducted by Çelebi (2017), it was concluded that men's perceptions of job insecurity are higher than women's. Similar to these findings, Dede (2017) reported that men's perceptions of job insecurity were higher than women's. Adır (2021) also determined that women's perceptions of job insecurity are lower than men's. Aslan (2011) states that male individuals have higher perceptions of job insecurity. Lawton, Taye, and Ivanov (2014) found in their study that women's perceptions of job insecurity are higher than men's. When this finding is evaluated within the scope of gender roles, it is thought that male employees see themselves as the first person responsible for the care of the family and the stress and psychological pressure created by this perception may be the cause. Contrary to these results, there are also studies that found that women's perceptions of job insecurity are higher compared to men (Naswall and De Witte, 2003; Sümer, Solak and Harma, 2013). It is thought that the reason for reaching different results regarding job insecurity and gender variable may be related to geographical variation.

Another variable considered in the study is marital status. Accordingly, bank employees' perceptions of job precariousness do not differ according to marital status. Different results are found in the literature on marital status and perception of work insecurity. In the study conducted by Tüzün (2020) on bank employees, in line with the findings of this study, it was found that the perceptions of job insecurity of bank employees did not differ according to marital status; reported that the scores of married and single bank employees were similar. Northouse (2019) similarly states that the perception of work insecurity is not affected by marital status. In a study examining the demographic variables affecting the perception of job insecurity, it was concluded that marital status did not make a significant difference on the perception of job insecurity (Probst, Jiang, and Graso, 2016). Akpolat (2019) obtained results consistent with the findings of this study in his study. In another study on the subject, it is stated that marital status does not have a predictive effect on job insecurity (Gezegen, 2010). Unlike these results, Sümer et al. (2013) stated that marital status is a determinant demographic variable in the perception of job insecurity; states that being married reduces job insecurity. In their study, Qian et al. (2019) found that the perception of job insecurity is not related to marital status; reported that the variable of having children rather than being single or married has an effect on the perception of job insecurity. It is thought that the reason for the different results regarding the variable of job insecurity and marital status is due to the differences in the sample groups.

In this study, it is seen that the job insecurity perceptions of bank employees do not differ according to the age variable. In the related literature, there are different results regarding the perception of job insecurity and the age variable. Dede (2017) reported that, similar to the results of this study, the perception of job insecurity did not differ according to age groups. When other related studies are examined, it is seen that they are compatible with the findings of this study (Azaklı, 2011; Sandıkçı, 2010; Planet, 2010). Unlike this finding, Tüzün (2020) found that the job insecurity perceptions of bank employees between the ages of 26-30 were higher than other age groups in his study, which examined the job insecurity perceptions of bank employees and many variables. However, in the study, it was concluded that this age group has higher perceptions of quantitative job insecurity, which represents the dimension of losing their jobs completely compared to other age groups. On the other hand, Kinnunen, Mauno and Siltaloppi (2014) stated that there is a negative and significant relationship between age and the perception of job insecurity; reported that the perception of job insecurity increases as age decreases. It

can be said that the reason for this situation is that the experience, professional knowledge and skills of young individuals in business life are lower than other individuals who have been in business life for many years. Karkoulian et al. (2013) state that the perception of job insecurity decreases as age increases. It is foreseen that this result may be related to knowledge, experience and experience acquired depending on age. Cheng and Chan (2008) also reported similar results regarding the variable of job insecurity and age. Bustillo and Pedraza (2010), on the other hand, found that, unlike these findings, the perception of job insecurity decreases as age decreases. In the study carried out, it was determined that young individuals aged 16-24 have lower job insecurity perceptions than individuals aged 45 and over. It is stated that this finding may be related to the fact that young individuals generally have less family-related responsibilities.

In the study, according to the total banking experience of the bankers, the differences between the scores they got from the Job Insecurity Scale in general and the quantitative and qualitative sub-dimensions of the scale were statistically significant; it has been found that the scores of the bankers with a total banking experience of 11-15 years in the Job Insecurity Scale and in the quantitative and qualitative sub-dimensions of the scale are lower than those with a total banking experience of less than 1 year, 1-5 years and 6-10 years. It is supported in the literature that professional seniority is an important variable in the perception of job insecurity. Studies on the subject differ. Adır (2021), in his study with 399 employees, found that similar to the result of this study, professional seniority did not make a significant difference in the perception of job insecurity. Unlike these findings, it has been reported that individuals with high professional seniority have lower job insecurity perceptions than individuals with low professional seniority (Johnson, Bobko, and Hartenian, 1992). Atalay (2021) similarly examined the demographic factors affecting the perception of job insecurity and found that professional seniority created a significant difference in the perception of job insecurity. According to this result, the perception of job insecurity of individuals who have been in business for more than 7 years is lower than those who have been in business for 4 years. Tilakdharee et al., (2010) found that employees with a professional seniority of 1-5 years have higher job security perceptions than individuals with higher professional seniority. It is stated that in the institutions where the hierarchical order is determinant, the perceived job insecurity perceptions of the employees with high professional seniority are lower than those with low professional seniority. The fact that the job descriptions and roles of individuals with low professional seniority or especially those who have just started to work are more ambiguous may cause them to feel insecure about the job (Öz, 2008). On the other hand, there are studies in the literature stating that the perception of job insecurity increases as professional seniority increases (Çolak, 2014; Valibayova, 2018; Akpolat, 2019). Similarly, it is stated that individuals with high professional seniority have some skills specific to the institutions they are involved in, and therefore it may be more difficult for them to take part in another institution compared to individuals in other age groups (Kline, 2016).

Another variable studied in the study is the position variable studied. Accordingly, the position in which the bank employees work does not make a significant difference in their perceptions of job insecurity. When the studies on the subject are examined, it is seen that the position variable studied is an important predictor of job insecurity. Greenhalgh and Rosenblatt (2010) reported that the job insecurity of individuals working in managerial positions is lower than individuals working in other positions. Tüzün (2020) states in his study on bank employees that the job insecurity of individuals working in marketing positions is higher than those working in other positions. In another study, it was found that the perception of job insecurity decreases as the position and status increase (Berglund, Furaker, and Vulkan, 2014). It is stated that the work experience and the positions of the employees are related to the perceived job insecurity, and the job insecurity of the individuals in the senior positions is lower (Byrne, 2010). Despite these results, there are studies reporting that the perception of job insecurity increases as the position increases. Arnold, A., and Staffelbach (2012). He states that individuals in senior positions are exposed to intense stress due to their duties and responsibilities in the organization, and this situation is considered as an obstacle to doing their jobs, and this perception increases job insecurity. Similarly, in a study in which managers and employees were examined comparatively, it was concluded that individuals in managerial positions had higher perceptions of job insecurity.

According to the total experience of the bankers in the current working bank, it is another result that the differences between the scores they get from the overall Job Insecurity Scale and the quantitative and qualitative sub-dimensions of the scale are statistically significant differences. According to this result, the scores of the bankers with a total experience of 11-15 years in the bank they are currently working for in the overall Job Insecurity Scale and the quantitative and qualitative sub-dimensions of the scale are lower than those with a total banking experience of less than 1 year, 1-5 years and 6-10 years. When the related studies are examined, it is seen that although there are similar studies with the findings of this study, different findings have also been reached. Srikanth and Jomon (2013) state that as the total working time in the institution increases, the organizational harmony and organizational commitment of the person increases, and the trust relationship

developed with both other employees and managers will reduce job insecurity. Similarly, the high total time worked in the organization is considered as a representation of the harmony developed with the organization and its managers; It is stated that this adaptation reduces job insecurity. In the study conducted by Dereli (2010), it was revealed that the perception of job insecurity decreases as the working year in the institution increases. In the studies carried out by Seçer (2007) and Şeker (2011), it is seen that findings in this direction have been reached. Ellonen and Natti (2015) reported that as the number of years worked in the current organization increases, job insecurity also increases. As the number of years of existence in the current organization increases, the level of work commitment of the employees will increase and a perception of job insecurity will be experienced in any problem encountered. The fact that individuals who work in the current organization for a shorter period of time are new within the organization causes their organizational commitment levels to be lower or not to develop at all, which can reduce their job insecurity. Tüzün (2020), on the other hand, reported that, unlike these findings, the total working time in the current institution does not have an effect on the perception of job insecurity.

In the study, the relationship between the perception of job insecurity and the perception of leader-member interaction and power distance was examined, and it was found that there were statistically significant and negative correlations between the scores of the participants in the Leader-Member Interaction Scale and the sub-dimensions of loyalty, influence, contribution and respect in the scale and Job Insecurity Scale scores. detected. Accordingly, as leader-member interaction increases, the perception of job insecurity of bank employees decreases. In the study, however, it was determined that there was a statistically significant and positive correlation between the perception of power distance and job insecurity. According to this finding, as the perception of power distance increases, the perception of job insecurity of bank employees also increases. The result obtained regarding the perception of job insecurity and leader member interaction is consistent with the literature. In the study by Tüzün (2020), in which the perceptions of job insecurity of bank employees were examined, the leader member interaction variable was discussed. In the study, it was revealed that leader member interaction has a significant effect on the perception of job insecurity. According to this result, as leader member interaction increases, the perception of job insecurity of bank employees decreases. In the study conducted by Castanon (2006), it was reported that transformational leadership characteristics have a predictive effect on the perception of job insecurity, and job insecurity increases as transformational leadership characteristics decrease. In the study of Jing and Niyomsilp (2021), in which the effects of leadership styles on the level of job insecurity and job commitment were examined, the perception of job insecurity is lower among the employees who perceive their managers' transformational leadership characteristics as high. This result can be interpreted as an indication that leader-member interaction is revealed at a higher level in the transformational leadership style compared to other leadership styles. Probst, Jiang, and Graso (2016) state that the communication and interaction between the leader and the group member is directly related to job insecurity, and leader-member interaction is an important factor that reduces job insecurity. In the study conducted by Rose, Merchannt, and Horstmann (2016), it was concluded that paternalistic leadership style is associated with job security. In another leadership study conducted by Ng et al., (2019), it was revealed that perceived leadership styles were effective on organizational dynamics. Accordingly, it has been determined that the transformational leadership style is effective on job insecurity, and as the perceived transformational leadership style scores increase, job insecurity decreases. Achua and Lussier (2010) state that in organizations where there is leader-member interaction, organizational cohesion and commitment increase, and this perception is effective on many organizational variables such as job insecurity, organizational commitment, job dedication, and burnout. Accordingly, while organizational commitment and job engagement will increase in organizations with leader-member interaction, job insecurity and burnout will decrease. Day and Miscenko (2015) report that the way an employee evaluates his manager's leadership style has the power to positively or negatively affect perceived job insecurity. Accordingly, the perceptions of job insecurity of those who have high interaction with group members are reduced, while those who have limited communication and interaction with their leaders have higher perceptions of job insecurity. Anand et al. (2018) report that positive leader-member interaction affects many dynamics within the organization. Accordingly, the quality of the relationship between managers and subordinates has a predictive effect on the perception of job insecurity. When the studies in the literature on the relationship between job insecurity and the perception of power distance are examined, it is seen that there are studies that have similar findings with this study, but there are also different results. Considering that employees are not sufficiently supported in organizations with high power distance perception, it is expected that their perception of job insecurity is high (Antonakis & Day, 2018). In the study conducted by Northouse (2016), in line with the results of this study, there was a positive and significant relationship between job insecurity and power distance; It was determined that as the power distance increased, the perception of job insecurity also increased. Unlike these results, it is reported in the literature that the high perception of power distance causes the formation of an organizational culture based on trust. It is stated that the perception of job insecurity is less and organizational commitment is higher in institutions where there is an environment of trust (Salas, Reyes, and

Woods, 2017; Yousef, 2016). It is stated that the perception of job insecurity is relatively lower in institutions with high power distance perception than in institutions with low power distance perception. Employees in institutions with high power distance perception have higher productivity, quality, performance and commitment; it is also stated that this situation reduces job insecurity (Fard, Rajabzadeh and Hasiri , 2010). It is said that in organizations where the perception of power distance is low, the commitment of the employees to their managers is low, the employee considers his manager only as a counseling authority and exhibits attitudes towards this. In organizations where power distance perception is high, employees are significantly dependent on their managers. It is also stated that they prefer either the leader to be orthocratic or paternal in the case of dependency (Swift and Virick, 2013). The more unequal distribution of power in institutions accepts, the more organizational trust of employees can be expected to increase. Employees who accept power distance, develop the idea that there is an inequality that this distribution and distance should be, and accept power distance more will have higher organizational trust levels, while job insecurity due to organizational trust will be lower (Indyra et al., 2021).

In the study, it was determined that the scores of the bankers from the Leader-Member Interaction Scale predicted the Job Insecurity Scale scores statistically significantly and negatively. Finally, it was determined that the Power Distance Perception Scale scores of the bankers included in the study predicted the Job Insecurity Scale scores statistically significantly and positively. It is an important predictor of the perception of job insecurity that leaders develop new styles as a result of taking on some roles rather than conventional styles in the relationship they develop with group members and interacting with each employee of the institution. Kassing, Piemonte, Gomon, and Mitchell (2012) reported in their study on bank employees that leader-member interaction representing these characteristics negatively predicted the perception of job insecurity. Pak and Jo (2018), on the other hand, emphasize the importance of the positive climate within the organization for increasing the efficiency of the organizations, and also mention the importance of the synergy created by the leader-member interaction in a positive organizational climate. It is also stated that the organizational trust of individuals increases in institutions where leader-member interaction is intense, and thus their perception of job insecurity decreases. Considering that employees can easily express their thoughts and participate in managerial processes in institutions where there is a leader member interaction, it is an expected result that the fear of losing their jobs will decrease (Okafo, Yakubova, and Westerman , 2020). In this context, in this study, it is possible to say that the result of the leader member interaction negatively predicting the perception of job insecurity is consistent with the literature. In this study, the result that if the power distance perception scale scores of the bankers increase, the Job Insecurity Scale scores also increase, which is not in line with the literature. In the literature, it is emphasized that power distance has negative effects on healthy communication (Konja et al., 2015; Mousa et al., 2020). According to these findings, as the perception of power distance increases, an unhealthy relationship develops between the manager and the group member and increases the anxiety experienced by individuals about losing their jobs. In another similar study, it was determined that the job insecurity of individuals working in organizations with low power distance perception is lower than those working in organizations with high power distance (Zeng and Chen, 2020).

6. CONCLUSION RECOMMENDATIONS
It is known that the banking sector is a sector with intense competition and a tendency to reduce labor force frequently. The banking sector is one of the sectors most affected by economic crises in our country and frequently reduces employees. For this reason, bank employees may encounter the perception of job insecurity more intensely than in other sectors. In this study, the relationship between bank employees' perceptions of job insecurity and leader-member interaction and power distance perception was examined. The results obtained in the study are given below;

In the study, it was determined that the job insecurity perceptions of bank employees did not differ according to gender, marital status, age, education level and position. However, it was determined that the total banking experience created a significant difference in the perception of job insecurity. According to this result, the scores of the bankers with a total banking experience of 11-15 years in the overall Job Insecurity Scale and in the quantitative and qualitative sub-dimensions of the scale are lower than those with a total banking experience of less than 1 year, 1-5 years and 6-10 years. The study also found that there was a significant difference between the total working time in the current bank and the perception of job insecurity; the scores of the bankers with 11-15 years of total experience in the current bank from the Job Insecurity Scale and from the quantitative and qualitative sub-dimensions of the scale are lower than those with a total banking experience of less than 1 year, 1-5 years and 6-10 years. In this study, it was determined that there were statistically significant and negative correlations between the scores of the participants in the Leader-Member Interaction Scale in general and in the loyalty, influence, contribution and respect sub-dimensions of the scale and the Job Insecurity Scale scores. In addition, a statistically significant and positive correlation was found between the scores of the bankers from the

Power Distance Perception Scale and the scores of the Job Insecurity Scale. In the study, it was determined that the scores of the bankers from the Leader-Member Interaction Scale predicted the Job Insecurity Scale scores statistically significantly and negatively. According to this result, as the scores obtained by the bankers from the -Member Interaction Scale increase, their Job Assurance Scale scores decrease. Finally, it was concluded in the study that the Power Distance Perception Scale scores of the bankers predicted the Job Insecurity Scale scores statistically significantly and positively. Accordingly, if the Bankers' Power Distance Perception Scale scores increase, their Job Insecurity Scale scores also increase.

Dealing with the perception of job insecurity is challenging for bank employees in our country as well as in the rest of the world. In this context, besides the vocational training of bank employees, it is important to organize the necessary organizations to provide psychological support. These trainings can be organized by the bank management or by authorized general institutions. Considering the predictive effect of leader member interaction on the perception of job insecurity, training programs involving only managers will increase the efficiency of institutions so that bank managers can interact and communicate more positively with group members. Considering that the perception of job insecurity will lead to a negative organizational climate, the emphasis on the job insecurity perceptions of the employees and the development of solution proposals by the managers will contribute positively to the organizational climate. Managers' approach to all their employees with more equal, consistent and understanding leadership styles will reduce both job insecurity and job insecurity perceptions of employees, and thus the success and productivity of the institution will increase. The more equitable distribution of the resources of the organization among the employees by the leaders, the inclusion of not only some of the employees but also all the employees in the managerial decision-making processes, and allowing all the employees to share their thoughts and feelings are important practices in increasing the performance of the institutions.

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