

Examining of The Effects of Employees on Work Stress, Role Conflict and Job Insecurity on Organizational Culture

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Abstract

Perceived work stress, It is stated that employees are psychologically disturbed and intensely threatening their health at their busy working tempo. Employees with a high degree of stress in the face of excessive workloads may experience burnout and intention to quit. Employees experiencing job insecurity cannot show their real performance and cannot get the efficiency they want from employees because they do not see themselves permanently in their organizations. However, they cannot achieve the desired efficiency due to the fact that employees who have a role conflict must fulfill more than one workload. Employees who are satisfied with their organizations are able to adopt organizational culture and develop their organizational skills such as planning and problem solving. Within the scope of the aim of the research, a survey was conducted with 350 employees. Some of the analyzes were performed using SPSS 25 Program and some of them were performed with AMOS program. Factor analysis and reliability analysis were applied to the questions using Likert scale. The results of factor analysis were checked by confirmatory factor analysis in AMOS. Correlation analysis was used to examine the relationships between variables, and regression analysis was used to test hypotheses.

Keywords: Perceived Work Stress, Job Insecurity, Role Conflict, Organizational Culture, Employees, Job Performance

JEL Codes: M120, M540, M510

Introduction

The concept of organizational culture has been the subject of many researches since the 1980s. Especially in the 1960s and 1970s, the concept of organizational culture was widely used by management researchers in the literature. Until the concept of organizational culture became a separate research area, the terms climate and culture were used interchangeably (Hofstede, 2001). This concept diffusion has a significant impact on the performance and employee-related aspects of organizational culture, such as In Search of Excellence, Corporate Cultures of Deal and Kennedy (1982) and Theory Z of Ouchi (1981), prepared by Peters et al. (1982). the number of books to show that it can (Lunenburg and Ornstein, 2011). When the researches in the field of organizational culture are examined carefully, the importance given to the organizational culture by many researchers can be understood (Alvesson, 2012; Cameron and Quinn, 2011; Cooper and Quinn, 1993; Fey and Denison, 2003; Martin, 2001; Schein, 2010). Despite the fact that organizations always have a culture, the management of these cultures has always been a challenging and uncertain task for business managers (Singer et al., 1997). No matter what people do business, they push their abilities and limits for the majority of their lives. Mobility and speed since the twentieth century have brought about the results of people working in competition and change. Whether people serve in the public sector or in the private sector, or work without being connected to any organization, it is inevitable to encounter stress (Ertekin, 1993). Stress is generally handled in the context of the individual and his / her environment and is defined as the situation that occurs when the physical and mental boundaries are forced, stressed and pressured. In other words, stress; environmental, individual and organizational factors are effective at a certain level, is considered as the situation that directs one's behavior. However, it is not always correct to describe stress as bad. Because the stress that does not overdo it brings success (Ertekin, 1993). Due to the economic crises in the world, the popularity of job insecurity has always been and will continue to be a controversial issue (Jiang and Probst, 2014). Every year, the restructuring in organizations such as downsizing in companies, mergers, acquisitions and closures affects millions of employees (Ashford et al., 1989; Karacaoglu, 2015; Probst, 2003). Since 1970, economic recessions, changes in technology and global competition have affected the functioning of working life. In industrially developed countries, the first method that comes to mind in order to reduce costs and increase competition in organizational structures is to reduce the number of employees. Sometimes this has become a necessity to keep up with changing

environmental conditions. Millions of workers have left their homes, become unemployed or have to change jobs due to these changes (Sverke and Hellgren, 2002). Within the scope of the research model, in the study; The relationships between perceived stress, job insecurity, role conflict and organizational culture are examined.

LITERATURE

Perceived Work Stress

Today, one of the concepts that individuals encounter frequently in business life is work stress. Work stress is the degree to which employees feel anxiety tension arising from their work. When the expectations of the employees do not meet their needs, the physical and emotional reactions that occur can negatively affect the skills of the employees. This situation is caused by work stress within the organization (Hazell, 2010). Stress experienced in organizations is important for employees for two reasons, these are important; economic and human aspects are important. As a result of mismanaged work stress, direct and indirect organizational costs may arise. In addition, mismanaged work stress in organizations leads to negative physical and emotional effects of employees (Quick et al., 2017). Stress factor arises when employees begin to see themselves mentally and physically inadequate and believe that they will fail while fulfilling the requirements of their jobs. Stress from work can not only adversely affect performance, but can also adversely affect the health and welfare of employees in general. In addition, the social costs of work-related stress (for example, health care costs and productivity loss) are important. In order to reduce individual and social costs, it is important to be aware of the causes of work-related stress (Hessels et al., 2017). Recently, work stress is becoming an epidemic in the work environment. Therefore, many researchers focus on the effects of work stress and work stress on various aspects of organizational output. Due to the competition among the organizations; As a result of the increase in workload and job insecurity, employees are suffering from stress due to exposure to stress. Since work stress is an individual response, the work stress experienced by the organization and the work is different from the general stress factors. They can react as a psychological response to the negative situations experienced by employees due to the negative effects of stress, such as restrictions, workload and demands (Yozgat et al., 2013). When individuals feel uncomfortable in the work environment, they may exhibit an introvert behavior by cutting off their relationship with their environment. When the expectations of the employees exceed the upper limit of the capacity they think, work stress, which is expressed as a subjective feeling, can create anxiety and tension in people. Employees will be exposed to stress in unexpected situations, as they act with the knowledge of the difficulties, workload and complexity of their work. For this reason, each work also has unexpected stress factors. Within the scope of the research model, the effect of perceived work stress on organizational culture is examined. Developed hypothesis;

H1: Work Stress Perceived by Organizations has a negative effect on Organizational Culture

Job Insecurity

The way organizations are successful is through the sustainability of profitability and productivity. In order to achieve this success, the employee circulation should be minimum or not at all. The main reason for the introduction of the concept of job security is that profit and efficiency are at the forefront of organizations. As a result, organizations started to expect more performance from employees to make more profits. This has made it important to turn to the principles appropriate to the understanding of the social state (Lale, 2010). Job security is mostly used to protect the rights of employees (Çakır, 2007). In other words, it limits the termination of the employer in the event that the employer terminates his / her employment by the employer without a valid reason. In addition, it brings the business relationship to the legal basis and adds continuity to the service relationship (Bakan and Büyükbeşe, 2004). One of the most important dangers and problems after the occupational diseases and accidents that employees may encounter is that they lose their jobs, that is, they become unemployed. Therefore, one of the most important issues and objectives of labor law is to ensure the continuity of the work of the employees and to try to secure the continuation of the employment contract (Aras, 2015). There is a positive or negative relationship between job security and organizational variables. For example, a low level of job security perception, ie a high perception of job insecurity, positively affects improper work behavior or intention to quit, negatively affecting job satisfaction and organizational commitment. Therefore, the efficiency and efficiency of organizations also change according to the importance given to job security (Poyraz and Kama, 2008). In other words, the search for flexibility in today's working life practices and legal regulations shows that "job insecurity" should be explained rather than job security (Çakır, 2007). It has become very difficult for employees to seek and find a job and to ensure the continuity of the job, and for the employer, to retain a qualified workforce. In this context, it has become very important for an employee to know that he / she will be employed as long as he wants in the enterprise he / she works for (Bakan and Büyükbeşe, 2004). As a result, job insecurity is a negative and individual situation that employees perceive about their jobs (Sverke and Hellgren, 2002). However, this situation does not change the fact that job insecurity is a threat (Kinnunen et al., 1999). The research model examines the impact of job insecurity on organizational culture. Developed hypothesis;

H2: Job Insecurity of Employees in Organizations has a negative effect on Organizational Culture

Role Conflict

Role conflict was first systematically investigated by Kahn et al. (1964) in the organizational field, and it was defined as the inconsistency of two or more role expectations. If a detailed definition is made in the light of this research; role conflict can be defined as the conflict of roles that a person who has to play more than one role expectation at the same time has to fulfill one of the role expectations more than the other and in addition to the roles that one has to do (Gökçe and Şahin, 2003). People fulfill the obligations of different roles in the workplace and in society. For each of these roles, the role lender faces different role expectations. For example, possible role expectations from public officials; the expectations of the manager, the expectations of the institution, the expectations of other employees in the same unit. In situations where different expectations and wishes develop in the opposite direction, it is called role conflict that individuals cannot choose the task they need to do, and as a result, they cannot exhibit the expected behavior. The fact that managers take decisions that cause contradictory results and employees experience dissatisfaction with their work increases the role conflict (Balaban, 2000). Role conflict is the fact that the employee complies with only one of more than one role in a way that prevents compliance with the others (Esatoğlu et al., 2004). Role conflict occurs when there is a mismatch between the expected role (all of the tasks that managers and people in the role team want the employee to perform), the perceived role (the employee perceives the tasks transmitted to him/her), and the roles played (the employee performs the tasks expected of him/her) (Özer, 2008). Role conflict problems are often seen in complex organizational structures. In these organizations, there are too many temporary employees and the management of these personnel is given to the responsibility of more than one manager. For this reason, the role conflict that often occurs in complex organizational structures causes the person to fall into conflict within himself / herself (Seval, 2006). Role conflict, the tasks that the employee must perform are irrelevant, there is a lack of personnel in the organization in order to perform the task successfully, sometimes the rules need to be violated for the successful completion of the task, communication with people working in different positions in the workplace, and in case of increasing conflicting tasks. Within the scope of the research model, the effect of Role Conflict on organizational culture is examined. Developed hypothesis;

H3: The Role Conflict of Employees in Organizations has a negative effect on Organizational Culture

Organization Culture

The concept of culture in the field of management for the first time in 1951 by Elliott Jaques was published with the book named “Bir Fabrikanın Kültürünü Değiştirmek” (Changing the Culture of a Factory) (Kaya, 2008). From the 1970s onwards, studies gained momentum when Japanese companies started to be superior in management and performance against American companies (Güçlü, 2003). As a result of the studies, it is concluded that each organization has its own culture as well as the influence of national culture on the organizations (Eroğlu and Özkan 2009). After these developments, the concept of organizational culture was used for the first time in the literature with Pettigrew's article titled While Working on Organizational Cultures published in the “Administrative Science Quarterly in 1979. In the 1960s by Blake and Mouton; used in place of the expression climate of the organization is included in the article published in 1976 by Silverzweig and Allen. In 1982, Deal and Kennedy's published the same name in the book (Hofstede et al., 1990). In the past, while organizations seemed to be only structural entities, it is accepted that organizations have their own personalities like the same people. Each organization is composed of elements such as beliefs, values, legends and stories that develop and change over time (Akıncı, 1998). Peter and Weterman define organizational culture as a structure consisting of dominant and shared values, reflected in employees with symbolic meanings, consisting of stories, beliefs, slogans and tales within the organization (İra and Aksu 2004). Hofstede et al. (1991) defined organizational culture as a collective thinking program that differentiates members of one organization from others (Tütüncü and Akgündüz, 2012). According to Schein's definition, one of the most accepted definitions of organizational culture; defined as the basic assumptions that a particular group learns and accepts correctly while solving and overcoming external cohesion and internal integration problems and can pass on to new members (Schein, 1984). In today's globalizing world, organizational culture is of great importance for organizations to gain competitive advantage. Employees in companies with a strong organizational culture know how to behave in the events they face or in the process of doing business. In companies with weak organizational culture, employees lose time because they do not know what to do and how to do it. Within the scope of the research model, the effects of Perceived Work Stress, Job Insecurity and Role Conflict on Organizational Culture are examined.

METHODOLOGY

Within the scope of the aim of the research, a survey was conducted with 350 white collar. Some of the analyzes were performed using SPSS 25 Program and some of them were performed with AMOS program. Factor analysis and reliability analysis were applied to the questions using Likert scale. The results of factor analysis

were checked by confirmatory factor analysis in AMOS. In order to test the hypotheses, correlation analysis was performed before regression analysis in order to interpret the relationships between the variables, and then regression analysis was performed. In the first part of the two-part questionnaire questions, participants' demographic information and questions about their work are included. The second part of the questionnaire consists of scale questions related to Perceived Work Stress, Job Insecurity, Role Conflict and Organizational Culture. The questionnaire consists of 4 variables. In the first part of the questionnaire, demographic information and job-related information of the individuals are given. In the second part of the questionnaire, there are questions representing 4 variables. Perceived Work Stress It was obtained from the scales in the studies carried out in year Baltaş et al. (1998), Revicki et al. (1991), Bayar and Öztürk (2017), House and Rizzo (1972), Job Insecurity Gümüş (2013), O'Neill and Sevastos (2013). Sverke (2004), Witte (1999), Isaksson et al. (1998), Cameron et al. (1994), Zeytinoglu et al. (2007) benefited from their work. Role Conflict Rizzo et al. (1970), Erigüç (1994), was obtained from the scale in the study. Organization Culture It was created by utilizing the work they have done in Cameron and Quinn (2011), Çakır (2017), Leblebici (2016), Tanrıoğen (2013), Oran (2016). The scales used a 5-point Likert scale ranging from “strongly disagree” to “strongly agree”.

3.1. Research Goal

The research was carried out on white collar workers working in companies operating in production sector. Perceived Work Stress, Job Insecurity, Role Conflict, and Organizational Culture variable were taken as dependent variables. It is aimed to reveal the relationships between these variables. The reason for choosing the production sector for the study is to form the basis for future studies by analyzing and analyzing the attitudes and behaviors of the administrative staff who work intensively in terms of their duties and responsibilities.

3.2. Findings

It has been applied to 350 white collar employees working in different departments of different companies spreading throughout the service sector. 242 (69%) males and 108 (31%) females answered the questionnaire. 128 (36%) of the participants were in the 17-27 age group; 179 (51%) are in the 28-40 age group. The number of managers over the age of 41 was 43 (13%). While 307 (87%) of the respondents were university graduates, 43 (13%) had masters degree. The level of achievement of the goals determined by the employees individually; The level of achievement of 24 participants' targets is very low, the level of achievement of 47 participants' targets is low, the level of achievement of 127 participants' targets is medium, the level of achievement of 116 participants is high, the level of achievement of targets of 36 participants is very high.

3.3. Research Framework

Based on the literature review, Independent Variables; Perceived Work Stress, Job Insecurity, Role Conflict, Dependent Variable; A research model was applied as Organizational Culture. In this research, data were analyzed to determine the relationship between statistical concepts due to a quantitative approach. We use the independent variable or independent variables to judge the impact on the dependent variable in a quantitative research test (Thomas et al., 2015).

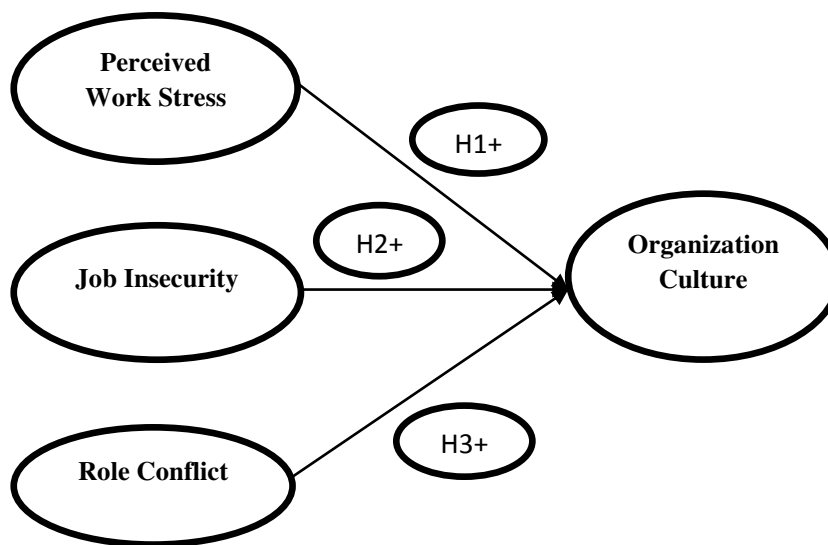


Figure 1. Research Model

3.4. Analysis

Factor analysis is performed to test the validity of the scales representing the variables. One of the aims of factor analysis is the discovery of new variables because it is a multivariate statistical method (Büyüköztürk, 2005). Kaiser-Meyer-Olkin (KMO) sample adequacy test was used to measure .938. As the KMO 1 approached, the sample size of the study reached excellent. 0.80 is considered very good and 0.90 excellent (Karagöz, 2014). When the results obtained are examined, it shows the suitability of the sample size. The Barlett test result sig .000 ($p < 0.05$), which was used to evaluate the suitability of the data set for factor analysis, was significant. These results show that the data set is suitable for factor analysis.

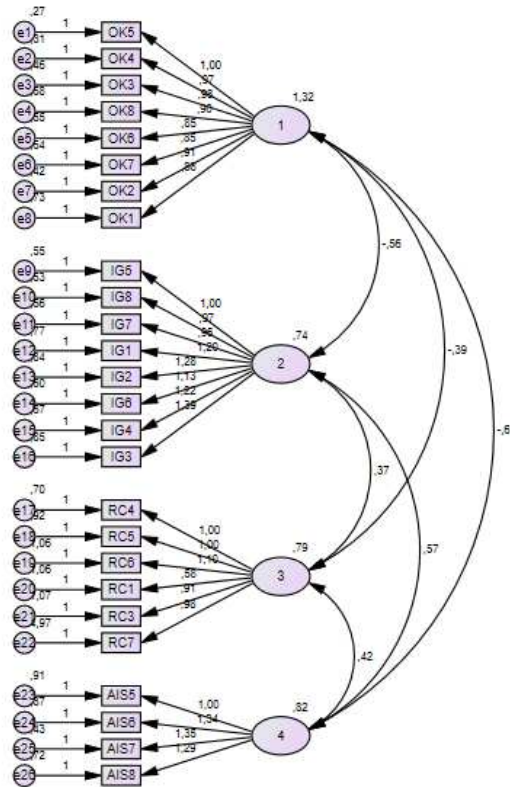
Table 1. Rotated Component Matrix^a

Rotated Component Matrix ^a				
	Component			
	1	2	3	4
OK5. Employees are encouraged to work in a team spirit.	0.864			
OK4. There is a strong communication between the employees in the institution I work for.	0.853			
OK3. In the institution I work with, the decision making approach is taken as a basis with the employees.	0.831			
OK8. In our organization, employees nurture a sense of loyalty and trust towards each other.	0.818			
OK6. The procedures and practices in my institution are well known by everyone.	0.809			
OK7. In our organization, employees are committed to protecting the organization.	0.800			
OK2. New approaches and ideas are encouraged in my institution.	0.793			
OK1. Employees in my institution are treated as family members.	0.760			
IG5. I have a high probability of employment termination.		0.866		
IG8. I'm sure I'm gonna lose my job.		0.827		
IG7. I will probably lose the most valuable aspects of my work.		0.737		
IG1. The possibility of losing my job keeps me busy.		0.734		
IG2. I'm not sure how long my work will go on.		0.701		
IG6. In general, my physical working conditions are likely to deteriorate.		0.671		
IG4. I expect changes to my work that I don't like.		0.659		
IG3. I feel uncertain about my future at this company.		0.642		
RC4. Sometimes I have to devote time to unnecessary work.			0.744	
RC5. I have to work in different groups.			0.738	
RC6. I get involved in my work without adequate staff support.			0.695	
RC1. Sometimes I have to do the same thing in a different way.			0.607	
RC3. What I do is enough for some of my superiors and insufficient for others.			0.585	
RC7. Even if it is outside my area of responsibility, I have jobs.			0.502	
AIS5. I feel my job is interfering with my family life.				0.797
AIS6. I feel nervous about my job.				0.768
AIS7. I work under a great deal of tension.				0.696
AIS8. My work problems cause me to sleep.				0.690
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a Rotation converged in 5 iterations.				

AIS: Perceived Work Stress, IG: Job Insecurity, RC: Role Conflict, OK: Organization Culture

In the study, a 35-item questionnaire prepared according to a 5-point Likert scale was excluded from the scale as 9 questions did not show factor distribution in the factor analysis. The remaining 26 questions were divided into 4 factors.

Confirmatory Factor Analysis; It is used to define statistical analyzes in research models that represent more than one variable and include more than one measured or observed variable (Özdamar, 2013).



AIS: Perceived Work Stress, IG: Job Insecurity, RC: Role Conflict, OK: Organization Culture

Figure 2. Confirmatory Factor Analysis

In SPSS AMOS, the accepted values for confirmatory factor analysis are the most favorable values in the model fit; GFI, CFI, NFI, IFI and RMSEA (İlhan and Çetin, 2014). When the values are considered in the Model Fit, it fits according to the research model; $\chi^2 / df = 3.183 < 5$, $0.85 < GFI = 0.883$, $0.90 < IFI = 0.906$, $0.90 < NFI = 0.919$, $0.90 < CFI = 0.916$, $RMSEA = 0.060 < 0.076$. For this reason, the validity of the 4-factor structure revealed by exploratory factor analysis in SPSS 25 Statistical program was also confirmed by confirmatory factor analysis in AMOS program.

After factor analysis, reliability analysis was conducted to test whether the scales representing the variables were consistent. A reliable measurement tool should give similar results when re-applied under similar conditions (Altunışık et al., 2015). In a sense, reliability is a condition that shows whether the expressions in the scale are consistent with each other and to what extent the data collection tools used reflect the problem of interest (Kalaycı, 2014).

Table 2. Reliability

Variables	Number of Questions	Cronbach Alfa (α) Values
Perceived Work Stress	4	.890
Job Insecurity	8	.918
Role Conflict	6	.711
Organization Culture	8	.947

Cronbach Alpha is used to test the reliability of the data. Cronbach's Alpha Coefficient is between 0 and 1 and the reliability of the scale increases as the value gets closer to 1 (Nunnally, 1978; Hair et al., 2000; Büyüköztürk, 2007).

Correlation analysis is used to explain the relationships between the variables and to interpret the relationships between them. For the correlation analysis between the variables, analyzes and interpretations are made between -1 and +1 values. The values of the variables indicate the direction and degree of the relationship between them (Kalaycı, 2010; Ural and Kılıç, 2013). It can be explained that there is a negative relationship if one of the

variables decreases and the other increases or one of the variables decreases. Pearson correlation coefficient, which is frequently used to explain the relationships between variables, was used in this study.

Table 3. Correlations

Correlations					
		Perceived Work Stress	Job Insecurity	Role Conflict	Organization Culture
Perceived Work Stress	Pearson Correlation	1	.664**	.404**	-.526**
	Sig. (2-tailed)		0.000	0.000	0.000
	N	350	350	350	350
Job Insecurity	Pearson Correlation	.664**	1	.360**	-.530**
	Sig. (2-tailed)	0.000		0.000	0.000
	N	350	350	350	350
Role Conflict	Pearson Correlation	.404**	.360**	1	-.291**
	Sig. (2-tailed)	0.000	0.000		0.000
	N	350	350	350	350
Organization Culture	Pearson Correlation	-.526**	-.530**	-.291**	1
	Sig. (2-tailed)	0.000	0.000	0.000	
	N	350	350	350	350

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

As a result of the correlation analysis: When the relationships between the variables are examined, it is concluded that perceived work stress, job insecurity and role conflict are negatively significant relationships with each other and that they affect organizational culture negatively.

Regression Analysis Results; Regression analysis is used to test the hypotheses predicted within the framework of the research model. The results of the 3 hypotheses in the analysis results are shown in Table 4.

Table 4. Regression Analysis Results of Impact of Independent Variables on Dependent Variables

Hypotheses	Standard β	Sig.	Supported / Not Supported	Significance Level (Sig.)
<i>H1: Work Stress Perceived by Organizations has a negative effect on Organizational Culture.</i>	-0.526***	0.000	It was supported	<i>P < 0.001</i>
<i>H2: Job Insecurity of Employees in Organizations has a negative effect on Organizational Culture.</i>	-0.530***	0.000	It was supported	<i>P < 0.001</i>
<i>H3: The Role Conflict of Employees in Organizations has a negative effect on Organizational Culture.</i>	-0.291***	0.000	It was supported	<i>P < 0.001</i>

*: $p < 0.05$

** : $p < 0.01$

***: $p < 0.001$

As a result of the regression analysis, we can explain that organizational culture is negatively affected by the stress, job insecurity and role conflict situations of the employees, and that employees are distanced from the organizational culture. In this case, in order for the working conditions of the organizations to be efficient both for the employees and for the organization, it is seen that the employees should be in a culture that is free from stress, they do their own work only and they are comfortable with their own job security.

Discussion

Employee behavior resulting from the interaction of employees with functional and social environments may be effective in the emergence of work stress. In other words, work stress can arise from the interaction of the employee, the functional environment and the social environment (Pehlivan, 2000). However, although stress has been described as a threat to the physiological and psychological health of people and sometimes damaging the organization, it can be said that stress is natural to some extent. A certain degree of stress in business life should not be regarded as an unhealthy condition. It would be appropriate to think that nothing can be achieved without stress. A certain amount of positive stress motivates employees, increases job satisfaction, and supports

employee performance and development. But it is necessary to control the level of stress that is necessary for success. Violence and intense stress can cause employees to experience burnout and decrease performance (Tınaz, 2013). As a result of the study, it can be seen that employees who experience extreme work stress have negative effects on organizational culture. In order to understand the concept of job insecurity, firstly it is necessary to understand what is insecurity. Insecurity is defined as uncertainty and uncertainty. Avoidance of uncertainty and unwillingness to risk is also a human need. In this sense, it has been suggested that assurance is needed for freedom and autonomy (Seçer, 2009). When it comes to insecurity in organizations, the first concept that comes to mind is job insecurity. Klandermans and Van Vuuren (1999) emphasized the perceptual nature of insecurity, indicating that job insecurity is not only an economic and social phenomenon but also a risk that can be felt at different levels specific to businesses and individuals. Perception of the risk of losing work is due to personality traits, family situation, past and present working life or organizational conditions (Kinnunen et al., 1999). It can be explained from the analysis that the employees who have job insecurity have negative effects on the organizational culture. Employees may contradict the behaviors that they should perform in one role and the behaviors they should perform in other roles while performing their duties and responsibilities. An example is the behavior of a high-ranking military personnel due to his role in the job and his communication with his family in the same way when he arrives at home in the evening. It is possible that the conflict of roles, which can be defined as the mismatch of the goals, aims, desires or motives of two or more people or groups, is often encountered in social life. The essence of the conflict is the contradictions, contradictions and disagreements between people or groups. Cameron and Quinn (2011) argue that there is a strong link between organizational culture and an organization's sense of uniqueness, values, mission, goals, objectives, and the way in which they build common values. Organizational culture also constitutes an abstract and indisputable system of beliefs that justifies the behavior of organizations. However, these beliefs are accepted without questioning and are rarely expressed and discussed (Schein, 2010). When the structures of successful organizations are examined, the reason for their differentiation from other organizations is also due to their culture (Berson et al., 2008). In order to be able to understand and investigate different aspects of organizational behavior, organizational management needs to adopt the concept of culture very well. Unexpected negative consequences are likely to occur if organizational culture is to be changed without considering employee opinions (Cameron and Quinn, 2011). Organizational culture is a key element in the success or failure of any organization. A strong organizational culture shapes the organization and how its members do their jobs (Robbins and Robbins, 2008). As a result, organizational culture differentiates one organization from another and can help explain why different approaches are adopted in line with the aims and objectives. Given the importance of organizational culture for employees, it is necessary to clarify the definitions, to review theoretical and empirical perspectives and to evaluate organizational culture accordingly.

Conclusion

Work stress has become a reality that is accepted by everyone in the business life that is developing and getting more complicated every day. Working environments are suitable for stress. People spend most of their lives at work. For this reason, work stress becomes an important share in daily life (Keser, 2013). Stress affecting all young and old employees, whether they are managers or non-managers in an enterprise, is a condition that affects and compels the physical, mental and emotional structure of people. Stress is a concept used for people who feel pressure, and as a result of these pressures, their health and performance are affected. Work stress is a kind of stress that is universal and at the same time severe. Looking at the most important reasons for the emergence of employees' desire to quit and want to resign, it can be seen that their motivation and performance levels decrease as a result of the stress they experience (Yozgat et al., 2013). Work stress is a psychosocial risk factor that can increase a person's sense of loss of control, but also reduce work performance in the workplace and increase their layoffs and use of health services. Beyond individual outcomes, stress experiences in the workplace have significant social costs. For example, in 2013, the costs of work-related depression (including stress) in Europe amounted to € 617 billion per year. This includes the cost of productivity loss for employers, health care costs and social assistance costs, which are disability benefits payments, but increase every year. Therefore, to understand the causes and relationships of work stress; this is crucial for the development of policies to reduce social costs (Hessels et al., 2017). Job insecurity is a situation related to involuntary job losses of employees (Silla et al., 2009; Greenhalgh and Rosenblatt, 1984). For a person who does not care about job loss, job loss is not defined as job insecurity. (Greenhalgh & Rosenblatt, 1984). This shows that job insecurity is a perceptual situation. Studies on job insecurity have addressed two aspects of job insecurity. The first group of studies examines the consequences of job insecurity for an employee who is objectively threatened to lose the job, while the second group of studies examines the effects of perceived job insecurity (Özyaman, 2007). Conflict is inevitable wherever people, groups and organizations communicate. If the behavior of one party contradicts the wishes of the other party, prevents the situations that the other party desires, or if the values of the parties do not match, the dispute is likely to occur. The conflict can be seen among individuals, between individuals and between groups and organizations (Köktürk, 2016). The role conflict, as noted, includes

disagreements with the roles, rules, and roles required by the role. In particular, the fact that managers and other employees make contradictory requests and that there is a mismatch between these expectations leads to conflict of role. (Doğan et al., 2016). When the results of the research are examined, the new duties and responsibilities of the employees outside of the work they have to do themselves cause role conflicts. We can explain that when the role conflict started, the employees started to move away from the organizational culture. Organizations may have more than one job on one employee by considering costs, resulting in a decrease in performance. Since this situation also creates stress on the employee, the intention to quit after a certain period of time begins to occur. In order to keep employee circulation at a minimum level in terms of human resources management, organizational culture must be built on the performance and productivity of employees. If the working conditions are free from stress and do not create role conflicts, employees feel themselves belonging to the organization.

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