

# Careerism in Relationship Between Intolerance of Uncertainty and Work Engagement

Ayře GÖKÇEN KAPUSUZ<sup>1</sup>

## Abstract

The main goal is to determine the importance and effect of careerism in the relationship between the levels of intolerance of uncertainty and the work engagement of teachers working in private schools in Türkiye. For this purpose, randomly selected 238 data obtained from teachers were subjected to statistical analyses with a quantitative research model. As a result of the analyses, it was found that while the relationship between careerism and work engagement is significant, the relationship between intolerance of uncertainty and its dimensions and work engagement is insignificant. There is a positive relationship between intolerance of uncertainty and careerism but it is seen that there is an insignificant relationship between preventive anxiety and careerism. To understand whether there is an indirect effect on the model, the bootstrap method is used and the BootLLCI value and the BootULCI value are examined (BootLLCI: -.2158 and BootULCI: -.1007). The coefficient value of the independent variable before including the mediating variable (careerism) in the model increased (from -.4007 to .0438). As a result, there is an indirect-only mediation according to Zhao method, and the indirect effect value of careerism between intolerance of uncertainty and work engagement is -.1566.

*Keywords:* Intolerance of uncertainty, Work engagement, Careerism, Teachers

## Belirsizliğe Tahammülsüzlük ve İře Adanmışlık İliřisinde Kariyerizm

### Öz

Arařtırmanın temel amacı, Türkiye'deki özel okullarda görev yapan öğretmenlerin belirsizliğe tahammülsüzlük ve işe adanmışlık düzeyleri arasındaki ilişkiyi kariyerizmin önemini ve etkisini belirlemektir. Bu amaçla, rastgele seçilmiş elde edilen 238 veri nicel araştırma modeliyle istatistiksel analizlere tabi tutulmuştur. Analizler sonucunda kariyerizm ile işe adanmışlık arasındaki ilişki anlamlı iken, belirsizliğe tahammülsüzlük ve boyutları ile işe adanmışlık arasındaki ilişkinin anlamsız olduğu tespit edilmiştir. Belirsizliğe tahammülsüzlük ile kariyerizm arasında pozitif bir ilişki bulunurken, önleyici kaygı ile kariyerizm arasında anlamlı bir ilişki olmadığı görülmektedir. Model üzerinde dolaylı bir etkinin olup olmadığını anlamak için bootstrap yöntemi kullanılarak BootLLCI değeri ve BootULCI değeri incelenmiştir (BootLLCI: -.2158 ve BootULCI: -.1007). Aracı değişkenin (kariyerizm) modele dahil edilmesinden önce bağımsız değişkenin katsayı değeri yükselmiştir (-.4007'den .0438'e). Sonuç olarak, Zhao yöntemine göre sadece dolaylı bir aracılık mevcut olup, kariyerizmin belirsizliğe tahammülsüzlük ile işe adanmışlık arasındaki dolaylı etki değeri -.1566'dır.

*Anahtar Kelimeler:* Belirsizliğe tahammülsüzlük, İşe adanmışlık, Kariyerizm, Öğretmenler

### Atıf İçin / Please Cite As:

Gökçen Kapusuz, A.(2024). Careerism in relationship between intolerance of uncertainty and work engagement. *Manas Sosyal Arařtırmalar Dergisi*, 13(1), 131-141. doi:10.33206/mjss.1291443

**Geliř Tarihi / Received Date:** 02.05.2023

**Kabul Tarihi / Accepted Date:** 06.12.2023

<sup>1</sup> Assoc. Prof. Dr. - Selçuk University, aysegokcenkapusuz@gmail.com,

 ORCID: 0000-0001-7336-4612

## Introduction

In a changing world, efficiency in the management of human resources is essential, but in a company with different management philosophies and methods. The significant role of human resources is known in the success of almost all companies and research done in positive psychology (Çetin, et al., 2013).

Uncertainty and unknown situations that arise due to the inability to make predictions about the near or far future are an inevitable part of our lives. Intolerance of uncertainty is also defined as the tendency to react negatively at the emotional, cognitive and behavioural levels in the face of uncertain situations and events (Buhr & Dugas, 2009). On the other hand, intolerance to uncertainty is also defined as an individual's inability to withstand the reaction triggered by the perceived absence of adequate information and sustained by the associated perception of uncertainty (Carleton, 2016a).

Career is defined as the opportunities for the individual (İrmiş and Bayrak, 2001), the progress in the organisation and the way of experience gained (Baruch, 2004-2006). Individuals try to manage their careers by activating motivational factors. New career approaches are the result of a reflection of this situation. Careerism is defined as positive or negative behaviours and actions that are outside of their job performance to make a career for the sake of power, reputation and status. The inability of organizations to implement functional and personally satisfying career management for their employees lays the groundwork for careerism (Yıldız and Ayaz Arda, 2018). In addition to this, careerism is defined as the tendency to continue employees' career progress away from legal methods and procedures. On the other hand, these workers create good relationships with colleagues and managers as a tool for career advancement. Besides, it can also be said that they have in tendency to have negative attitudes such as harming the organization and its members for their career advancement when necessary (Feldman and Weitz, 1991).

Work engagement is defined as giving an individual's physical, cognitive and emotional energy to work performance. Based on that individual devotes his energy and gives himself completely to his work. Work engagement is accepted as the positive antithesis of burnout in the literature. Unlike individuals who experience burnout, engaged employees are more energetic and able to cope with challenging tasks (Schaufeli, 2012).

When the studies in organizational behaviour within the scope of management organization literature are analyzed, it is noteworthy that the number of studies about intolerance of uncertainty and relations with related variables is limited. Most of the studies about intolerance of uncertainty are related to stress, fear, anxiety, etc. It is obvious that it is associated with the concepts that have more place in the medical literature. Duman (2020), in her research, examined the level of intolerance of uncertainty among university students and addressed this issue by emphasizing the fear and uncertainty of the future. The sample of most of the studies about intolerance of uncertainty consists of university students. In the sample of university students, the relationship between intolerance of uncertainty and happiness (Sarıçam, 2014), its relationship with psychological well-being levels (Erguvan, 2015; Geçgin & Sahanç, 2017), its relationship with worry and test anxiety (Sarı & Dağ, 2009; Karataş & Uzun, 2018; Kilit et al., 2020) were examined. In addition, theses were written on intolerance of uncertainty by focusing on the concepts related to the science of psychology (Erguvan, 2015; Armutlu, 2019; Coşkun, 2019), and emotional intelligence, coping with stress (Coşkun, 2019), anxiety (Jenkinson, Milne, & Thompson, 2020), relationships with social anxiety (Wake et al., 2021), emotional disorders (Boswell et al., 2013) were also examined. Additionally, "attitudes toward uncertainty scale" was developed on university students (Ersanlı & Uysal, 2015) as well. On the other hand, the moderator effect of intolerance of uncertainty on the relationship between negative life events and anxiety was also investigated in another study (Chen & Hong, 2010). In related literature, no study has been found examining the relationship between intolerance of uncertainty and work engagement. In fact, the number of studies emphasizing the effect of careerism, which has a determining potential in the relationship among variables, is limited. The fact that the issue of intolerance of uncertainty, which has been extensively studied in the education and medical sectors before, has been examined in the context of educators working in private schools adds a unique value to this research. Thanks to this study, both the issue of intolerance of uncertainty will be discussed in a different sample, and the place of careerism in its relationship with work engagement will be clear.

This study was carried out to fill this gap in the management literature at the point of intolerance of uncertainty. The main purpose of this study is to expand the use of such an important concept in the organizational behaviour literature and to provide a better understanding of it by associating it with

different variables in the literature. In today's increasingly complex and uncertain business world, an answer is sought to the question of whether careerism has a mediating role in the relationship between intolerance of uncertainty and the work engagement levels of employees (teachers) working in private schools. It is planned to research teachers working in private education institutions, where the strategy of working with contracts on an annual basis is adopted and the uncertainty about the future is more experienced. This research aims to examine the effect of careerism on the relationship between the levels of work engagement and intolerance of uncertainty of teachers in private schools in Türkiye.

## Theoretical Framework

### Intolerance of Uncertainty

Inevitably, individuals behave intolerantly in the face of uncertainties in daily life. Uncertainty describes situations where something is unknown or uncertain. It is a concept related to the inability to know or foresee future events and consequences. It means doubt about an outcome that has not yet happened (Keren & Gerritsen, 1999; Barlow, 2000; Carleton, 2012). The extent of fear and anxiety felt in uncertain situations varies from person to person. Naturally, individual influences arising from uncertainty will also differ (Carleton, 2016a). In addition, another definition emphasizes that intolerance is related to not being able to endure difficulties and feeling discomfort (Carleton, 2016a-b).

Even if there is no existing and visible problem in the current situation, some people may perceive and worry as if there is a problem, and they are adversely affected by this situation. This situation or the aforementioned concept is briefly included in the related literature as IU or IoU, and is called "intolerance of uncertainty" (Carleton, 2016b) and this term was first emphasized by Frenkel-Brunswick and it was stated that individuals perceive some unknown situations as threats (Dugas, et al. al., 2010; Carleton, 2012). Perceiving some unpredictable situations as threats by individuals is defined as intolerance of uncertainty (Freeston et al., 1994; Dugas et al., 2004; Carleton et al., 2007).

When the scales developed and studies on intolerance of uncertainty were examined, it was revealed that there are two sub-dimensions: **prospective anxiety** and **preventive (inhibitory) anxiety** (Fourtounas & Thomas, 2016). From this point of view, prospective anxiety is generally defined as the anxiety brought about by fear and uncertainty. Preventive anxiety, on the other hand, is related to the inaction of the individual when faced with uncertainty (Carleton, et al., 2007; Carleton, 2016a). Research has shown that intolerance of uncertainty is also a cognitive component of emotional disorder, anxiety, and worry. Individuals who perceive uncertain situations as a threat develop individual beliefs about not coping with them (Reuman, et al., 2015).

### Careerism

Careerism reflects the positive or negative behaviours and actions that are outside of individuals' job performance to be able to make a career for the sake of power, reputation and status as mentioned before. It is also defined as the tendency to illegally continue one's career progress. These people also tend to pretend to be successful rather than to provide the necessary performance and efforts for their career advancement. Careerism is defined as working in many different jobs throughout an individual's career and at the same time seeing the institutions as a springboard (Rousseau, 1990). It is also defined as the commitment of organizational members to their job roles (Kahn, 1990). Careerism is the tendency to pursue career development in non-performance-based ways (Feldman and Weitz, 1991). It can be said that people with a careerist tendency may exhibit an attitude that is not in favour of merit and honesty (Yıldız, vd., 2015). The factors that motivate these careerist people are different from those that motivate other people who do not in a tendency of careerism.

### Work Engagement

People who are engaged in an organization generally outperform satisfied employees while doing their duties. They see their jobs are challenging and provide fun for them and they work hard in an organization. Other terms, often voiced together with work engagement are workaholism and workaholic people are generally motivated by coercible inner drives. As mentioned before, work engagement is negatively related to burnout and it is the positive antithesis of burnout as well (Schaufeli, 2012). Possible consequences of engagement are related to positive attitudes about work, health and well-being, extra-role behaviour, and job performance. Engaged workers in an organization generally experience more positive emotions than workaholics and they have good mental health. They can also take personal initiative are

eager to learn and have a strong motivation. Doing extra work or taking on extra roles does not tire them (Schaufeli, et al., 2002-2006; Christian et al., 2011; Schaufeli, 2012).

### **Relationships Among Variables**

Intolerance of uncertainty (IoU) is defined as a feature characterized by exaggerating the predictability of certain situations. It is also called the tendency to be under the influence of unknown and unexpected events in human life (Birrell, et al., 2011; Carleton, 2016a; Jenkinson et al., 2020). Engaged workers in an organization desire everything to be loud and clear. Uncertain situations make them uncomfortable.

Expectancy-value theory has the feature of explaining decision-making, choice and economic-based behaviors under uncertainty. In a state of uncertainty, it tries to explain human behaviour (Tomak, 2009; Aksoy, 2015). The economic-based behaviours and decision-making styles under uncertainty expressed within the scope of this theory correspond to the concept of careerism in this study. It is expected that there will be such a mechanism between these two variables, based on the assumption that individuals, especially teachers working in private schools, which are the sample of this study, may exhibit careerist behaviours within the institution depending on the level of uncertainty they feel about the future. Within the scope of this research, the increasing uncertainty perceptions of teachers working in private schools and working with annual contracts will cause them to exhibit careerist behaviours.

It is assumed that people with careerist tendencies may have low performance that will harm their institutions, they will act more interest-oriented instead of focusing on the assigned duties and responsibilities, and they may resort to all kinds of ways, including illegal methods, to progress, and all these will be caused by uncertainties about the future.

$H_1$ : (step a) There is a positive and significant relationship between intolerance of uncertainty and careerism.

$H_{1a}$ : Prospective anxiety is positively and significantly related to careerism.

$H_{1b}$ : Preventive (inhibitory) anxiety is negatively and significantly related to careerism.

Our attitudes and behaviors can sometimes conflict with our cognitions and sometimes they can be compatible. It is a known fact that individuals who are engaged in work spend more effort towards their goals. The theory of behavioural change focuses on attitude change regarding a particular issue. According to behavioural approaches, the environment in which people live plays a decisive role in shaping their behaviours. Behavioural change can also occur positively with various environmental and cognitive factors (Bandura et al., 1977; Cemaloğlu et al., 2007). Within the framework of this theory, based on the fact that the environment directs individual behaviours, the assumption is expressed that the careerist behaviours discussed in the study sample will affect the levels of work engagement. The environmental element in the theory corresponds to careerism, which is the moderator variable of the research, and the behaviours shaped under the influence of the environment also reflect the work engagement in the study. If the work environment that teachers are exposed to leads them to careerist behaviours, this will negatively affect their level of work engagement.

Therefore, it is assumed that engaged employees will stay away from careerist actions focus on their work and try to do their best. Since this research is evaluated based on teachers working in private schools, it is assumed that the individual who is devoted to the teaching profession will spend all his/her performance on his/her work and students and will not engage in careerist actions.

$H_2$ : (step b) There is a negative and significant relationship between careerism and work engagement.

Attributional Theory of Performance focuses on people's belief that there is always a reason and a basis for their own and others' success. In this theory, behaviour is attributed to the person or the environment (Elliot et al. 2012; Seçer, 2012). While this theory emphasizes the reasons behind the success or failure of individuals; the variable "intolerance of uncertainty" in this study corresponds to this "reason". Due to intolerance of uncertainty, individuals shape their level of work engagement. Therefore, it is expected that there will be such a mechanism between these two variables.

Employees who cannot endure and tolerate uncertain environmental conditions experience difficulties in focusing on their work and working with pleasure. Therefore, they attribute this decrease in

their level of work engagement to the uncertainties of the future and the current environment, to the unpredictability of things and events.

H<sub>3</sub>: (step c) There is a negative and significant relationship between intolerance of uncertainty and work engagement.

H<sub>3a</sub>: Prospective anxiety is negatively and significantly related to work engagement.

H<sub>3b</sub>: Preventive (inhibitory) anxiety is negatively and significantly related to work engagement.

As it is thought that there is a positive and significant relationship between intolerance of uncertainty and work engagement, how does careerism affect this relationship? This mentioned variable is considered a mediator variable in that relationship.

H<sub>4</sub>: There is a mediator effect of careerism in relationship between intolerance of uncertainty and work engagement.

There are some researches in related literature which point out the positive side of work engagement and the negative side of intolerance of uncertainty. In this study, it is thought that if the level of work engagement or the number of engaged workers in an organization increases, the level of intolerance of uncertainty will also increase. Besides all, it is also considered that if the level of careerism and careerist behaviours of employees increases, the level of intolerance of uncertainty will also increase.

## Methodology

This study is designed to emphasize the relationship between intolerance of uncertainty and work engagement from the perspective of careerism in the context of the relevant literature. For this purpose, randomly selected 238 data obtained from teachers working in private schools in Turkiye are used for the statistical analyses with a quantitative research model.

### Samples/Participants

238 randomly selected teachers among the teachers working in private schools took part in our research as participants and they contributed to the data collection process. 184 of them (77.3 %) were female and others were male and the majority were aged between 30-39 (n=108, 45.4%).

### Measurement Scales

Three different measurement scales were used in this research to be able to analyze the relationships expressed above.

First of all, the 3-question ultra-short version of the Utrecht Work Engagement Scale was used. The validity and reliability study of the Turkish version of the Ultra-Short Work Engagement Scale was conducted by Bilginoglu and Yozgat (2019). The scale consists of 3 items and one dimension.

To measure careerism or careerism tendency, a 7-item and one-dimensional scale developed by Feldman and Weitz (1991), reliability, validity and Turkish adaptation carried out by Yıldız (2015) was used in this research.

On the other hand, the 2-dimensional and 12-item Intolerance of Uncertainty Scale (IoU-12), developed by Carleton, et al. (2007) and adapted to Turkish and analyzed for validity and reliability by Sarıçam, et al. (2014) was also used.

A 5-point Likert attitude scale was used to answer the survey questions from 1-Strongly Disagree to 5-Strongly Agree.

### Research Model

This research model which examines the relationship between intolerance of uncertainty and work engagement within the context of teachers working in Turkiye, is aimed to understand the mediator role of careerism in this mentioned relationship. From this point of view, the research model can be seen in Figure 1 below:

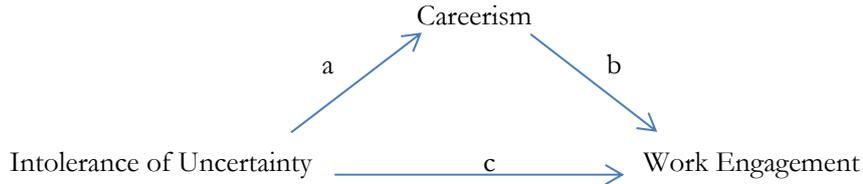


Figure 1. Research Model

Findings and Results

Using statistical analysis programs, the sample size was tested primarily within the scope of the research. The KMO sample adequacy test results for the scales used in this research were found as .685 for the work engagement scale, .732 for the careerism scale and .863 for the intolerance of uncertainty (IoU) scale respectively. Thus, it was concluded that the sample size (n=238) participating in the study was sufficient.

Table 1 below shows the reliability coefficients and KMO test results for each scale and sub-dimension used in this study. The reliability coefficient obtained is within the values accepted in social sciences.

Table 1. Reliability analysis and KMO test results

Scales/Dimensions	items	Cronbach's Alpha (α)	KMO
Work Engagement	3	0,815	0,685
Careerism	7	0,698	0,732
Intolerance of Uncertainty	12	0,892	0,863
prospective anxiety	7	0,821	0,818
preventive anxiety	5	0,869	0,792

According to the results of correlation analysis, work engagement has negative relationships with careerism and intolerance of uncertainty (IoU) and its dimensions but while the relationship between work engagement and careerism is significant, its relationships with intolerance of uncertainty and its dimensions are insignificant. On the other hand, careerism is in a positive and significant relationship with intolerance of uncertainty. However, when the relationships with the sub-dimensions of IoU are examined, the relationship between careerism and preventive anxiety is insignificant. Results can be seen below:

Table 2. Correlation coefficients for variables

	Work Eng.	Careerism	Int. of Unc.	Pros. anx	Prev. anx.
Work Engagement	1				
Careerism	-,401**	1			
Intolerance of Uncertainty	-,116	,380**	1		
prospective anx.	-,109	,388**	,924**	1	
preventive anx.	-,101	,296**	,891**	,651**	1

n=238; \* p<0,05; \*\* p<0,01

According to the regression analysis results, in step A for examining the relationship between intolerance of uncertainty and careerism, it is seen that there is a positive relationship between the variables and sub-dimensions. However, it should be noted that the relationship between careerism and preventive anxiety is insignificant. From this point of view, hypothesis 1 (step a) is partially accepted because of this insignificant relationship. H1a is accepted and H1b is not accepted. In addition to all, there is a negative and significant relationship between careerism and work engagement. Considering hypothesis 2 which is called step/path (b) in the research model, the assumption is accepted. On the other hand, when considering the relationship between intolerance of uncertainty and work engagement (step c), there are negative and insignificant relationships as can be seen below.

**Table 3.** Regression analyses (step a-b-c)

Step a	Coefficients				
	B	$\beta$	R <sup>2</sup>	t	p
Intolerance of Uncertainty			,153		
Prospective anx.	,300	,100		3,007	,003
Preventive anx.	,057	,085		0,672	,503
Careerism					
<b>Step b</b>					
Careerism	-,449	-,401	,161	-4,731	,000
Work engagement					
<b>Step c</b>					
Intolerance of Uncertainty			,014		
Prospective anx.	-,074	-,075		-,617	,538
Preventive anx.	-,044	-,053		-,432	,666
Work engagement					

n=238; \* p<0,05; \*\* p<0,01

In light of all these findings, when the research model is reconsidered, steps a, b, and c do not need to be significant on their own according to the method developed by Zhao, Lynch, and Chen (2010). The focus is on calculating the indirect effect value and making inferences from this calculated value (Gürbüz and Bayık, 2021). If the indirect effect (axb) of the independent variable on the dependent variable through the mediating/mediator variable is significant, the mediation model is validated. Whether the indirect effect is statistically significant should also be tested with the bootstrap confidence interval. According to the results of the Bootstrap method, relations from X to M (step a) and from M to Y (step b) were significant (p=.000). The coefficient value of the independent variable (-.4007) when there was no mediating variable in the model increased (.0438) when the mediating variable was included in the model. When the confidence interval values (BootLLCI: -.2158 and BootULCI: -.1007) of the model are examined, it is seen that there is an indirect mediating effect and the indirect effect value is found as -.1566. According to Zhao method, this situation can be called “indirect-only mediation” (axb is significant and c is insignificant). From this point of view, H<sub>4</sub> is also accepted.

### Conclusion and Discussion

The main objective of this research is to answer the question of whether there is a mediator effect of careerism in the relationship between intolerance of uncertainty and work engagement or not. As hypothesized above if there is a negative and significant relationship between intolerance of uncertainty and work engagement, how does careerism affect this relationship? is the research question here.

There are both positive and negative relationships between intolerance of uncertainty and its dimensions and careerism. It should be noted that while the relationship between careerism and work engagement is significant, the relationship between intolerance of uncertainty and its dimensions and work engagement is insignificant. In addition, there is an indirect-only mediation according to Zhao method, and the indirect effect value of careerism between intolerance of uncertainty and work engagement is -.1566. As the power of the c coefficient revealed in the research models increases, it is known that the indirect effect tends to be significant. Researchers also highlight that as the sample size increases, the proportion of full mediation effects decreases (Tofighi et al., 2011).

The results of this study, which was carried out with teachers working in private education institutions, showed that the insignificance of the assumed and confirmed negative relationship between teachers' intolerance of uncertainty levels and their level of work engagement, there was no direct relationship between these two variables, but an indirect effect was found with a mediator variable such as careerism. In other words, an increase in the level of intolerance of uncertainty will not directly decrease the level of work engagement.

It is emphasized that individuals who cannot tolerate uncertainty generally focus on the uncertain aspect of the problem. These individuals feel incapable of solving the problem completely. In addition, it is stated that the problem-solving skills of these individuals decrease (Dugas, et al., 2010). Similarly, it is argued that if individuals have a high intolerance to uncertainty, they will also be intolerant of the lack of

information to interpret their daily life situations. This intolerance can lead to stress and depression as well as feeling that they cannot solve the existing problem (Chen, et al., 2010; Aksoy, 2015). Intolerance of uncertainty also affects problem-solving abilities by causing individuals to stop problem-focused thinking. Therefore, reducing uncertainty will bring individuals the advantage of adapting to their environment (Freeston, et al., 1994). Employee engagement in an organization can be developed and increased by significant and determined strategies in human resources (Schaufeli, 2012), such as determining the motivating potential of employees, redesigning jobs in a better way, listening to the employees, rotating jobs and so on. This kind of application will help to increase the level of employee engagement and motivation and to develop their potential as well. On the other hand, these aforementioned points will also help to decrease careerism and careerist personality traits.

The fact that the variables discussed in this study have not been evaluated in the literature both in triads and in the context of private school teachers adds a unique value to the study. In addition, the opinion or belief that private school teachers who do not tolerate uncertainty will be less sensitive to work engagement has been rejected. The relationship between these two turned out to be insignificant. As in every study, there are some limitations in our research. Not responding to all distributed questionnaires, incomplete answers to questions, and the inability of participants to objectively evaluate themselves while answering the questionnaire are among the limitations and difficulties of this research. The possibility of obtaining universal results will increase by carrying out the research with a larger sample group in the context of different sectors.

### **Ethical Declaration**

During the writing process of the study “*Careerism in Relationship Between Intolerance of Uncertainty and Work Engagement*” scientific rules, ethical and citation rules were followed. No falsification was made on the collected data and this study was not sent to any other academic publication medium for evaluation. In addition, permission was obtained from the Selçuk University, Beyşehir Ali Akkanat Tourism Faculty Social and Humanities Sciences Ethics Committee (Date: 15/04/2022 and Decision no: E-44142025-622.99-272018 ) to conduct the research.

### **Declaration of Conflict**

There is no potential conflict of interest in the study.

### **References**

- Aksoy, T., & Şahin, I. (2015). Belirsizlik altında karar alma: Geleneksel ve modern yaklaşımlar. *Türkiye İktisat Politikası Araştırmaları Dergisi*, 2(2), 1-28.
- Armutlu, İ. (2019). Belirsizliğe tahammülsüzlük, dürtüsellik, ruminasyon ve genel erteleme eğiliminin psikolojik belirtiler ile ilişkisi. (Master’s Thesis). Başkent Üniversitesi Sosyal Bilimler Enstitüsü, Ankara.
- Bandura, A., Adams, N.E., & Beyer, J. (1977). Cognitive processes mediating behavioural change. *Journal of Personality and Social Psychology*, 35(3), 125-139. Doi:10.1037/0022-3514.35.3.125.
- Barlow, D.H. (2000). Unraveling the mysteries of anxiety and its disorders from the perspective of emotion theory. *American Psychologist*, 55(11), 1247-1263. <https://doi.org/10.1037/0003-066X.55.11.1247>.
- Baruch, Y. (2004). Transforming careers: From linear to multidirectional career paths: Organizational and individual perspectives. *Career Development International*, 9(1): 58-73. Doi:10.1108/13620430410518147.
- Baruch, Y. (2006). Career development and beyond Balancing traditional and contemporary viewpoints. *Human Resource Management Review*, 16: 125-138. <https://doi.org/10.1016/j.hrmr.2006.03.002>.
- Bilginoglu, E., & Yozgat, U. (2019). Ultra-kısa işe angaje olma ölçeği Türkçe formunun geçerlilik ve güvenilirlik çalışması. *Business & Management Studies: An International Journal BMIJ*, 7(5): 2863-2872. Doi:10.15295/bmij.v7i5.1354.
- Birrell, J., Meares, K., Wilkinson, A., & Freeston, M. (2011). Toward a definition of intolerance of uncertainty: A review of factor analytical studies of the intolerance of uncertainty scale. *Clinical Psychology Review*, 31, 1198–1208. <https://doi.org/10.1016/j.cpr.2011.07.009>
- Boswell, J.F., Thompson-Hollands, J., Farchione, T.J., & Barlow, D.H. (2013). Intolerance of uncertainty: a common factor in the treatment of emotional disorders. *Journal of Clinical Psychology*, 69(6), 630-645. DOI: 10.1002/jclp.21965.
- Buhr K. & Dugas M.J. (2009). The role of fear of anxiety and intolerance of uncertainty in worry: An experimental manipulation. *Behaviour Research and Therapy*. 47: 215–223. <https://doi.org/10.1016/j.brat.2008.12.004>.
- Carleton, R.N., Norton, M.P.J., & Asmundson, G.J. (2007). Fearing the unknown: A short version of the Intolerance of Uncertainty Scale. *Journal of Anxiety Disorders*, 21(1), 105-117. Doi: 10.1016/j.janxdis.2006.03.014.
- Carleton, R. N. (2012). The intolerance of uncertainty construct in the context of anxiety disorders: Theoretical and practical perspectives. *Expert Review of Neurotherapeutics*, 12(8), 937-947. Doi: 10.1586/ern.12.82.

- Carleton, R.N. (2016a). Fear of the unknown: One fear to rule them all? *Journal of Anxiety Disorders*, 41, 5–21. <https://doi.org/10.1016/j.janxdis.2016.03.011>
- Carleton, R.N. (2016b). Into the unknown: A review and synthesis of contemporary models involving uncertainty. *Journal of Anxiety Disorders*, 39, 30–43. Doi: 10.1016/j.janxdis.2016.02.007.
- Cemalođlu, N., & Kayabaşı, Y. (2007). Öğremlenlerin tükenmişlik düzeyi ile sınıf yönetiminde kullandıkları disiplin modelleri arasındaki ilişki. *Gazi Üniversitesi Gazi Eğitim Fakültesi Dergisi*, 27(2), 123-155.
- Chen, C.Y. & Hong, R.Y. (2010). Intolerance of uncertainty moderates the relationship between negative life events and anxiety. *Personality and Individual Differences*, 49, 49–53. <https://doi.org/10.1016/j.paid.2010.03.006>.
- Christian, M.S., Garza, A.S., & Slaughter, J.E. (2011). Work engagement: A qualitative review and test of its relations with task and contextual performance. *Personnel Psychology*, 64, 89-136. <https://doi.org/10.1111/j.1744-6570.2010.01203.x>.
- Coşkun, E. (2019). Duygusal zeka ve belirsizliğe tahammülsüzlüğün stresle başa çıkma tarzlarına etkisinin incelenmesi. (Master's Thesis). Fatih Sultan Mehmet Vakıf Üniversitesi Lisansüstü Eğitim Enstitüsü, İstanbul.
- Çetin, F., Şeşen, H., & Basım, H.N. (2013). Örgütsel psikolojik sermayenin tükenmişlik sürecine etkileri: Kamu sektöründe bir araştırma. *Anadolu Üniversitesi Sosyal Bilimler Dergisi*, 13(3), 95-108. Retrieved from: <https://www.researchgate.net/publication/303862390>.
- Dugas, M.J., Buhr, K., & Ladouceur, R. (2004). The role of intolerance of uncertainty in the etiology and maintenance of generalised anxiety disorder. In R.G. Heimberg, C.L. Turk, & D.S. Mennin (Eds.), *Generalised anxiety disorder: Advances in research and practice* (pp. 143–163). New York, NY: Guilford Press.
- Dugas, M.J., Savard, P., Turcotte, J., Gaudet, A., Brillon, P., Ladouceur, R., Leblanc, R., & Gervais, N.J. (2010). A randomized clinical trial of cognitive-behavioral therapy and applied relaxation for adults with generalized anxiety disorder. *Behavior Therapy*, 41, 46-58. Doi: 10.1016/j.beth.2008.12.004.
- Duman, N. (2020). Üniversite öğrencilerinde covid-19 korkusu ve belirsizliğe tahammülsüzlük. *The Journal of Social Science*, 4(8), 426-437. DOI: 10.30520/tjsosci.748404
- Elliot, A., Wilson, T.D., & Akert, L.M. (2012). Sosyal Psikoloji. O. Gündüz (çev.). İstanbul: Kaknüs Yayınları.
- Erguvan, F.M. (2015). Üniversite öğrencilerinin belirsizliğe tahammülsüzlük düzeyleri ile psikolojik iyi olma düzeylerinin incelenmesi. (Master's Thesis). Sakarya Üniversitesi Eğitim Bilimleri Enstitüsü.
- Ersanlı, K., & Uysal, E. (2015). Belirsizliğe karşı tutum ölçeğinin geliştirilmesi. *Elektronik Sosyal Bilimler Dergisi*, 14(54), 46-53. [www.esosder.org](http://www.esosder.org).
- Feldman, D.C., & Weitz, B.A. (1991). From the invisible hand to the gladhand: Understanding a careerist orientation to work. *Human Resource Management*, 30(2), 237-257. <https://doi.org/10.1002/hrm.3930300206>.
- Fourtounas, A. & Thomas, S.J. (2016). Cognitive factors predicting checking, procrastination and other maladaptive behaviours: Prospective versus inhibitory intolerance of uncertainty. *Journal of Obsessive-Compulsive and Related Disorder*, (9), 30-35. Doi: 10.1016/j.jocrd.2016.02.003.
- Freeston, M.H., Rhéaume, J., Letarte, H., Dugas, M.J. & Ladouceur, R. (1994). Why do people worry? *Personality and Individual Differences*, 17(6), 791-802. [https://doi.org/10.1016/0191-8869\(94\)90048-5](https://doi.org/10.1016/0191-8869(94)90048-5).
- Geçgin, F.M., & Sahraç, Ü. (2017). Belirsizliğe tahammülsüzlük ile psikolojik iyi oluş arasındaki ilişki. *Sakarya University Journal of Education*, 7(4-özel sayı), 739-755. Doi: 10.19126/suje.383737
- Gürbüz, S., & Bayık, M.E. (2021). Aracılık modellerinin analizinde yeni yaklaşım: Baron ve Kenny'nin yöntemi hâlâ geçerli mi? *Türk Psikoloji Dergisi*, 36(88), 1-14. Doi: 10.31828/tpd1300443320191125m000031.
- İrmiş, A. & Bayrak, S. (2001). İnsan kaynakları yönetimi açısından kariyer yönetimi. *SÜ İİBF Sosyal ve Ekonomik Arařtırmalar Dergisi*, 1(2), 177-186. Retrieved from: <https://dergipark.org.tr/tr/pub/susead/issue/28441/302972>.
- Jenkinson, R., Milne, E., & Thompson, A. (2020). The relationship between intolerance of uncertainty and anxiety in autism: A systematic literature review and meta-analysis. *Autism*, 24(8): 1933–1944. Doi: 10.1177/13623613200932437.
- Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy of Management Journal*, 33(4), 692-724. <https://doi.org/10.2307/256287>.
- Karataş, Z. & Uzun, K. (2018). Belirsizliğe tahammülsüzlüğün yordayıcısı olarak endişe ile ilgili olumlu ve olumsuz inançlar. *Kastamonu Education Journal*, 26(4), 1267-1276. doi:10.24106/kefdergi.434169.
- Keren, G. & Gerritsen, L.E.M. (1999). On the robustness and possible accounts of ambiguity aversion. *Acta Psychologica*, 103, 149-172. [https://doi.org/10.1016/S0001-6918\(99\)00034-7](https://doi.org/10.1016/S0001-6918(99)00034-7).
- Kilit, Z., Dönmezler, S., Erensoy, H., & Berkol, T.D. (2020). Üniversite öğrencilerinde belirsizliğe tahammülsüzlük, endişe ve bilişsel sınav kaygısı ilişkisi. *Ortadođu Tıp Dergisi*, 12(2), 262-268. <https://doi.org/10.21601/ortadogutipdergisi.741156>
- Reuman, L., Jacoby, R.J., Fabricant, L.E., Herring, B. & Abramowitz, J.S. (2015). Uncertainty as an anxiety cue at high and low levels of threat. *Journal of Behavior Therapy and Experimental Psychiatry*, 47, 111-119. doi:http://dx.doi.org/10.1016/j.jbtep.2014.12.002.
- Rousseau, D.M. (1990). New hire perceptions of their own and their employer's obligations: A study of psychological contracts. *Journal of Organizational Behavior*, 11(5), 389-400. <https://doi.org/10.1002/job.4030110506>.
- Sarı, S. & Dađ, İ. (2009). Belirsizliğe tahammülsüzlük ölçeđi, endişe ile ilgili olumlu inançlar ölçeđi ve endişenin sonuçları ölçeđi'nin Türkçeye uyarlanması, geçerliliđi ve güvenilirliđi. *Anadolu Psikiyatri Dergisi*, 10, 261-270.
- Sarıçam, H. (2014). Belirsizliğe tahammülsüzlüğün mutluluđa etkisi. *Sosyal Bilimler Dergisi*, 4(8).

- Sarıçam, H., Erguvan, F.M., Akın, A., & Akça, M.Ş. (2014). Belirsizliğe tahammülsüzlük ölçeği (BTO-12) Türkçe formu: Geçerlik ve güvenilirlik çalışması. *Route Educational and Social Science Journal*, 1(3): 148-157. Retrieved from: <https://www.academia.edu/23721251>.
- Schaufeli, W.B., Salanova, M., González-Romá, V., & Bakker, A.B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71- 92. <https://doi.org/10.1023/A:1015630930326>.
- Schaufeli, W.B., Bakker, A.B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66, 701-716. <https://doi.org/10.1177/00131644052824>.
- Schaufeli, W.B. (2012). Work Engagement. What do we know and where do we go? *Romanian Journal of Applied Psychology*, 14(1), 3-10. Retrieved from: <https://www.researchgate.net/publication/230580677>.
- Seçer, B. (2012). İş sağlığı ve güvenliğinde psikolojik bir yaklaşım: Atıf teorisi. İş, Güç, Endüstri İlişkileri ve İnsan Kaynakları Dergisi, 14(4), 29-46.
- Tofiqhi, D., & MacKinnon, D.P. (2011). RMediation: An R package for mediation analysis confidence intervals. *Behaviour Research Methods*, 43(3), 692-700.
- Tomak, S. (2009). Girişimci ve hevristikleri: Kavramsal çözümleme. *Eskişehir Osmangazi Üniversitesi Sosyal Bilimler Dergisi*, 10(2), 145-166.
- Yıldız, B. (2015). The antecedents of constructive and destructive deviant workplace behaviours. (Doctoral Dissertation). Gebze Teknik Üniversitesi Sosyal Bilimler Enstitüsü, Kocaeli.
- Yıldız, B., Yıldız, H., & Alpkan, L. (2015). Olağandışı işyeri davranışlarının bir öncülü olarak kariyerizm. 3. Örgütsel Davranış Kongresi, 6-7 Kasım 2015, Tokat, s. 684-689.
- Yıldız, B. & Ayaz Arda, Ö. (2018). İyi bir asker mi? İyi bir illüzyonist mi? Kariyerizm ile zorunlu vatandaşlık davranışları arasındaki ilişkide işten ayrılma niyetinin rolü. *Business and Economics Research Journal*, 9(1): 151- 167. Doi: 10.20409/berj.2018.97
- Zhao, X., Lynch, J.G., & Chen, Q. (2010). Reconsidering Baron and Kenny: Myths and truths about mediation analysis. *Journal of Consumer Research*, 37, 197–206. <https://doi.org/10.1086/651257>.

## GENİŞ ÖZET

Günümüzün sürekli değişen dünyasında, insan kaynaklarının etkin yönetimi bir gereklilik olmakla birlikte, farklı yönetim felsefeleri ve yöntemlerini de beraberinde getirmektedir. Pozitif psikoloji alanında yapılan araştırmaların ve işletmelerin hemen hemen tümünün başarısında insan kaynaklarının önemli bir yeri vardır. Geleceği görememe ve tahmin edememe nedeniyle belirsizlik ve bilinmeyen durumlar hayatımızın kaçınılmaz bir parçasıdır. Belirsizliğe tahammülsüzlük aynı zamanda "belirsiz durum ve olaylara duygusal, bilişsel ve davranışsal düzeyde olumsuz tepki verme eğilimini de içerir". Öte yandan, belirsizliğe tahammülsüzlük, "bireyin belirgin, önemli veya yeterli bilginin algılanan yokluğu tarafından tetiklenen ve ilgili belirsizlik algısı tarafından sürdürülen caydırıcı tepkiye dayanma konusundaki yatkınlık yetersizliği" olarak da tanımlanır. Belirsizliğe tahammülsüzlüğü değerlendirmek için geliştirilen ölçeklerle yapılan araştırmalar sonucunda belirsizliğe tahammülsüzlüğün ileriye dönük kaygı ve önleyici (engelleyici) kaygı olmak üzere 2 alt boyutu olduğu ortaya çıkmıştır. Bu açıdan ileriye dönük kaygı genel olarak korku ve belirsizliğin getirdiği kaygıyla ilgiliyken, önleyici kaygı belirsizlikle karşılaşıldığında sergilenen eylemsizlikle ilgilidir. Araştırmalar, belirsizliğe tahammülsüzlüğün duygusal bozukluk, kaygı ve endişenin bilişsel bir bileşeni olduğunu göstermektedir. Belirsiz durumları bir tehdit olarak algılayan bireyler, bununla baş etmemeye yönelik inançlarını geliştirirler. Kariyer, bireye ve örgütte ilerlemeye yönelik fırsatlar ve kazanılan deneyim yolu olarak tanımlanmaktadır. Bireyler motivasyon faktörlerini harekete geçirecek kariyerlerini yönetmeye çalışırlar. Yeni kariyer yaklaşımları da bu durumun bir yansımasının sonucudur. Kariyerizm, güç, itibar ve statü uğruna kariyer yapmak için iş performanslarının dışında kalan olumlu veya olumsuz davranış ve eylemler olarak tanımlanmaktadır. Örgütlerin çalışanları için işlevsel ve kişisel olarak tatmin edici bir kariyer yönetimi uygulayamaması, kariyerizmin temelini oluşturmaktadır. Buna ek olarak kariyerizm, çalışanların kariyer gelişimini yasal yöntem ve prosedürlerden uzakta sürdürme eğilimi olarak tanımlanmaktadır. Öte yandan, bu çalışanlar kariyer gelişimi için bir araç olarak meslektaşları ve yöneticileri ile iyi ilişkiler kurarlar. Ayrıca gerektiğinde kariyer gelişimleri için örgüte ve üyelerine zarar verme gibi olumsuz tutumlara eğilim gösterdikleri de söylenebilir. İşe adanma, bireyin fiziksel, bilişsel ve duygusal enerjisini iş performansına vermesi olarak tanımlanmaktadır. Buna dayanarak birey tüm enerjisini işine verir ve kendini tamamen işine adar. İşe adanma, tükenmişliğin pozitif antitezi olarak kabul edilir. Tükenmişlik yaşayan bireylerin aksine, bağlı çalışanlar daha enerjiktir ve zorlu görevlerle başa çıkabilir. Yönetim ve örgütsel davranış alan yazını incelendiğinde, belirsizliğe tahammülsüzlük ve ilgili değişkenlerle ilişkilere ilişkin çalışmaların sınırlı ve hatta çok az olduğu görülmektedir. İlgili literatürde belirsizliğe tahammülsüzlük ile ilgili çalışmaların çoğunun stres, korku, kaygı vb. kavramlarla ilişkilendirildiği görülmektedir. Bu çalışma, belirsizliğe tahammülsüzlük konusunun örgütsel davranış literatüründe farklı

konularla iliřkilendirilerek daha çok tıp literatürü ile iliřkilendirilmesinden kaynaklanan bu boşluęu gidermek amacıyla yapılmıřtır. Bu arařtırmanın amacı, Türkiye'de özel okullarda görev yapan öęretmenlerin iře tutkunluk düzeyleri ile belirsizlięe tahammülsüzlük düzeyleri arasındaki iliřkide kariyerizmin etkisini incelemektir. Bu çalıřmada belirsizlięe tahammülsüzlük ve iře adanmıřlık kavramları kariyerizm perspektifinden incelenmiřtir. Temel amaç, Türkiye'de özel okullarda görev yapan öęretmenlerin belirsizlięe tahammülsüzlük ve iře adanmıřlık düzeyleri arasındaki iliřkide kariyerizmin önemini ve etkisini belirlemektir. Bu amaçla özel okullarda görev yapmakta olan öęretmenlerden rastgele seçilen 238 veri nicel arařtırma modeli ile istatistiksel analizlere tabi tutulmuřtur. Yapılan analizler sonucunda kariyerizm ve iře adanma arasındaki iliřki anlamlı iken, belirsizlięe tahammülsüzlük ve boyutları ile iře adanmıřlık arasındaki iliřki anlamsız bulunmuřtur. Belirsizlięe tahammülsüzlük ile kariyerizm arasında pozitif bir iliřki vardır. Ancak kariyerizm ile önleyici kaygı arasındaki iliřki anlamsızdır. Model üzerinde kariyerizmin dolaylı bir etkisinin olup olmadıęını anlamak için bootstrap yöntemi kullanılarak BootLLCI deęeri ve BootULCI deęeri incelenmiřtir (BootLLCI: -.2158 ve BootULCI: -.1007). Aracı deęiřken (kariyerizm) modele dahil edilmeden önce baęımsız deęiřkenin katsayı deęeri yükselmiřtir (-.4007'den .0438'e). Sonuç olarak, Zhao yöntemine göre sadece dolaylı aracılık vardır ve belirsizlięe tahammülsüzlük ile iře adanmıřlık arasında kariyerizmin dolaylı etki deęeri -.1566'dır. Belirsizlięe tahammülü olmayan bireylerin genellikle problemin belirsiz yönüne odaklandıkları, problemi tam olarak çözmeye konusunda kendilerini yetersiz hissettikleri ve bu nedenle bireylerin problem çözmeye becerilerinin azaldıęı belirtilmektedir. Benzer řekilde, belirsizlięe tahammülsüzlüęü yüksek olan bireyler, günlük yařam durumlarını yorumlayacak bilgi eksiklięine de tahammülsüzdürler. Bu tahammülsüzlük, var olan sorunu çözemeyeceklerini hissetmelerinin yanı sıra stres ve depresyon yařamalarına da neden olmaktadır. Belirsizlięe tahammülsüzlük, problem odaklı düşünmeyi bırakarak problemleri çözmeye yeteneęini de etkiler. Bu nedenle belirsizlięi azaltmak, bireylere çevrelerine uyum saęlama avantajı saęlayacaktır. Bir örgütte çalıřan baęlılıęı, çalıřanların güdülenme potansiyelinin belirlenmesi, iřlerin daha iyi bir řekilde yeniden tasarlanması, çalıřanların dinlenmesi, iř rotasyonu gibi insan kaynaklarında önemli ve kararlı stratejilerle geliřtirilebilir ve arttırılabilir. Bu tür uygulamalar, çalıřan baęlılıęını ve motivasyonunu arttırmaya ve potansiyellerini geliřtirmeye yardımcı olacaktır. Öte yandan, yukarıda belirtilen bu noktalar, kariyerizm ve kariyerist kiřilik özelliklerinin azalmasına da yardımcı olacaktır. Bu arařtırmanın temel amacı, belirsizlięe tahammülsüzlük ile iře adanmıřlık arasındaki iliřkide kariyerizmin aracı etkisinin olup olmadıęı sorusuna cevap bulmaktır. Her çalıřmada olduęu gibi arařtırmamızda da bazı sınırlılıklar bulunmaktadır. Daęıtılan anketlerin tamamının yanıtlanmaması, sorulara eksik yanıt verilmesi ve katılımcıların anketi yanıtlatırken objektif olarak kendilerini deęerlendirememeleri bu arařtırmanın sınırlılıkları ve güçlükleri arasındadır. Arařtırmanın farklı sektörler baęlamında daha geniř bir örneklem grubu ile gerçekteřtirilmesi evrensel sonuçlar elde etme olasılıęını arttıracaktır.