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The Mediating Role of Emotional Burnout in the Effect of Job Insecurity on Organizational Deviance

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ABSTRACT

The purpose of this study is to ascertain the mediating role of emotional burnout in the effect of job insecurity on organizational deviation. In line with the research purpose, a valid questionnaire was collected from 406 participants in a field study conducted in the service sector. The data set extracted during the field study was then subjected to statistical analysis. The relevant analysis results indicated that job insecurity has a significant impact on organizational deviation, with emotional burnout playing a mediating role in this relationship. The research findings are further corroborated by the extant literature on the subject. Consequently, it is considered that the research has contributed to both the relevant literature and practitioners.

Keywords:

Emotional burnout, Job insecurity, Organizational deviance, Organizational behavior, Management

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Initially, job insecurity may be regarded as a personal issue that solely affects the employee. In their study, Ali et al. (2021) demonstrate the significant influence of job insecurity on employees' perceptions of work engagement and knowledge sharing. This perception posits that the employee has encountered an obstacle in their role that compromises their ability to envision its future, or alternatively, that the employee is experiencing discord with their colleagues or supervisor and is concerned about the prospect of leaving their position. In the context of a discourse on the relative magnitude of job insecurity experienced by different groups,

Darvishmotevali (2025) identified a multifaceted pattern of influence. This pattern manifested across various organizational levels, encompassing both senior and junior staff members. Furthermore, this influence was observed to vary according to two distinct performance metrics: qualitative and quantitative. In the contemporary era, job insecurity assumed a more sophisticated and intricate form, encompassing many interrelated dimensions. In the existing socio-economic context, employees are confronted with occurrences and circumstances that originate from sources external to their inner world. These external factors are as influential as internal factors in shaping employee behavior. External factors include intense competition, crises and bottlenecks, cyclical changes, previously unanticipated natural disasters such as earthquakes, floods, and even global warming, corporate mergers and acquisitions, and commercial decisions taken by capital owners according to their interests. The initial external effect on job insecurity is believed to be the economic crises. Van Egdom et al. (2022) examined how, when, and why concerns induced by an economic crisis, such as job insecurity, relate to employee attention. Furthermore, the study explored how organizations can mitigate the impact of company cost-cutting announcements and job insecurity on employee attention. A second factor that demonstrates that job insecurity is not merely a personal circumstance affecting the employee is the observation that the number of individuals expressing concern about the continuity of their employment is on the rise. This issue is of particular concern for elderly individuals. Stiller et al. (2023) determined that the health risks associated with substandard later-life employment should be given critical consideration to ensure maintainability of employability, particularly for manual workers in low-quality jobs. Furthermore, the sources of this concern are shifting from the intrapersonal to the inter-organizational level, which has the potential to disrupt and deviate the organization. Job insecurity has been shown to have a detrimental impact on employees and the organizations they are affiliated with.

It seems reasonable to posit that emotional burnout may be one of the significant factors that contribute to job insecurity, which has the capacity to exert an influence on employee well-being as well as organizational performance in a detrimental manner. The objective of our study is to respond to this question. De Angelis et al. (2021) posit that employees experiencing substantial job insecurity are more likely to encounter elevated levels of work-family conflict, which is associated with an increased prevalence of burnout symptoms and, consequently, diminished job performance. While extant literature examines the relationship between organizational deviance and job security, there is a paucity of research addressing the mediating role of emotional burnout in the context of job security and organizational deviance. The present study is expected to contribute to the elimination of the gap in this field. It can be reasonably assumed that employees experiencing emotional burnout will perceive a greater number of situations in a negative light and will consequently make decisions and engage in behaviors that are influenced by this emotional state. As an empirical illustration, the data obtained by Kwon et al. (2021) through a cross-sectional survey indicates that nursing staff at a university hospital in Busan exhibited moderate to high levels of emotional labor, burnout, and turnover intention. Moreover, the survey revealed that approximately one in five nursing staff members had encountered a medical error within the preceding six months. The experience of emotional burnout among unhappy and anxious individuals may have a detrimental impact on organizational functioning, potentially leading to instances of organizational deviation. It is evident that the most discernible consequence of this phenomenon may manifest as

organizational behavioral disorders, such as shirking, reluctance, an exaggerated perception of the problem, conflict, and a decline in organizational efficiency and effectiveness. In the period following the Covid-19 pandemic, Turkey and many other countries are confronted with significant economic challenges. The country's geographic and strategic imperatives have precipitated a migration wave from the Middle East. The potential consequences of these economic difficulties, including emotional exhaustion and job insecurity, as well as organizational deviance, are subjects that merit further investigation. Conducting a study in Turkey could offer valuable insights for countries grappling with analogous circumstances. The study involved the completion of a survey by 406 employees. The data collected addressed three key areas: job insecurity, organizational deviance, and emotional burnout. The subsequent analysis examined the potential mediating role of emotional burnout in the correlation between job insecurity and organizational deviance.

Literature Review

Job Insecurity

Job insecurity is defined by Greenhalgh and Rosenblatt (1984) as perceived powerlessness to maintain desired continuity in a threatened job situation. It has two distinct forms; the first one is qualitative, whereby individuals express concerns about the potential loss of employment and the associated risks to working conditions, remuneration or opportunities for career advancement; the second is quantitative and pertains to the loss of a significant employment attribute (Hellgren et al., 1999; Hellgren & Sverke, 2003; Nishesh et al., 2024). Both quantitative and qualitative aspects of job insecurity significantly impact on employees' attitudes and performance (Darvishmotevali et al., 2017; Lee et al., 2018). But how about the mental state of the employee, like well-being? A synthesis of extant literature on the subject indicates that job insecurity has a detrimental impact on employees' wellbeing (Irvine & Rose, 2024). In their study, Darvishmotevali and Ali (2020) found that Job insecurity negatively impacts employees' subjective well-being, and job performance is decreased by psychological capital. Based on the assumption that organizational deviance will increase job insecurity, our study also addressed the dimension of emotional burnout, which we believe is related to psychological capital. Job insecurity can be distinguished by two distinct categories: cognitive and affective. Affective insecurity has been shown to be associated with emotional states, including concern, worry, and fear (Brundin et al., 2022; Huang et al., 2010). These emotional situations may have negative consequences for both employees and employers by reducing the job satisfaction and performance of the individual. Employees who experience job insecurity are likely to have a decrease in their commitment to work. The literature suggests that employees' consumption of resources in order to complete tasks and respond to perceived threats to their employment has a negative effect on their commitment, with a consequent decrease in productivity (Chen et al., 2007; De Cuyper & De Witte, 2005; Green & Leeves, 2013; Kraimer et al., 2005; Shoss, 2017; Wilczynska et al., 2015). Jiang and Lavaysse (2018) also state that cognitive insecurity has been demonstrated to be more closely associated with job attitudes, such as engagement and commitment. Although the work engagement of the employee under the effect of job insecurity was not questioned within the scope of our study, the results we obtained indicate that the work engagement of employees experiencing emotional burnout is likely to decrease.

We believe that human beings live in outer and inner circles like work and family environment. Especially with the effect of rapidly developing technology, it is very difficult to completely separate work life and private life today. In the literature, Nauman et al. (2020) tried to underline the linkages between job insecurity and work-family conflict from a stress perspective. The findings suggest that subordinates' emotional exhaustion and work withdrawal mediate the relationship between job insecurity and work-family conflict, whereas emotional exhaustion is a relatively more effective mechanism than work withdrawal. Even if the work-family conflict was not included in our study, it was predicted that emotional burnout could play a role that can affect a person's whole life by examining its effect on both job insecurity and organizational deviance.

Different authors define the concept of job insecurity in a multitude of ways. However, there is a consensus that job insecurity represents the subjective assessment of an individual. That is, two different individuals working in the same work environment may experience job insecurity in different ways. One person may perceive it as a major threat, while the other may perceive it as a less important problem. Due to this situation, we tried to reach 406 respondents working in various sectors and enterprises. The issue of job insecurity poses an implicit challenge to organizations, as it has the capacity to influence employee motivation and retention. Ribeiro et al. (2024) are involved in understanding the mechanisms through which workplace bullying might affect employees' intention to leave the organization, as well as the mediating role of burnout in the relationship between workplace bullying and turnover intention. Also, Kim and Jo (2024) found that job insecurity was positively related to counterproductive work behavior whereas organizational cynicism mediated the relationship between job insecurity and counterproductive work behavior. Based on these findings, it can be stated that turnover intention and counterproductive work behaviors provide important clues to understand the dynamics and employee behaviors in workplace environments. Despite the absence of direct measurement of bullying and cynicism in our study, these phenomena are postulated to function as indicators of emotional exhaustion.

In today's business environment, job insecurity represents a significant yet often overlooked challenge for organizations. Employees are required to effectively navigate the inherent complexities of daily work while contending with the inherent uncertainties of job retention. This means that while employees are trying to do their best at their jobs, they also have to deal with the possibility of dismissal. This can seriously strain their psychological resilience. Such a process can be psychologically taxing and have implications for organizational outcomes (Hngoi et al., 2023). In our study, in addition to job insecurity in general, we have also addressed job insecurity in particular and the actual risk of losing survey participants' job in the short and medium term.

Organizational Deviance

The term organizational deviance refers to deliberate actions performed by individuals within an organizational context that violate established rules, norms, or ethical standards. As elucidated by Marcus and Schuler (2004), organizational deviance behavior is defined as a deliberate action on behalf of the individual. In other words, it is essential that an action is undertaken with a specific intention in mind whereas organizational deviance behavior should have the potential to cause harm. This implies that the consequences of an action have the

capacity to negatively impact the organization, its objectives, other individuals, relationships, and work processes. Organizational deviance behavior must be contrary to legitimate interests and the law. While personal, situational, organizational, and sociocultural factors are acknowledged to play a role in the emergence of deviance behaviors, it is thought that environmental factors are also effective as the cause of these behaviors (Avcı, 2008; Bayın & Yeşilaydın, 2014; Bennett & Marasi, 2016; Binboğa et al., 2018; Demir & Tütüncü, 2010; Khaldoon & Zakuan, 2015).

In their study, Chen et al. (2020) used the conscientiousness personality traits as a key moderating factor of the work engagement to emotional exhaustion relationship, while at the same time positioning emotional exhaustion as a mediator between work engagement and counterproductive work behavior. They found that; work engagement increases emotional exhaustion for some individuals but not others, whereas conscientious people are better able to stay engaged at work without being exhausted. Unstable workers who are not conscientious face difficulties when engaged at work as well as for some people, engagement results in exhaustion and subsequent deviant behavior. Similarly, in our study, the impact of emotional exhaustion on job insecurity and its repercussions on organizational deterioration are discussed in detail. In particular, a comprehensive analysis was conducted on how individual differences shape the psychological processes that employees experience at work and how this has consequences at the organizational level. In this context, it can be stated that preventing burnout in the workplace is a critical factor to be considered. On the other hand, workplace bullying can also be one of the factors that create organizational deviance. Srivastava and Dey (2020) researched the influence of workplace bullying on job burnout of employees and investigate the mediating role of hardiness in the relationship and the extent to which the mediation is moderated by emotional intelligence. The findings suggest that workplace bullying is positively related to job burnout and workplace bullying is negatively associated with hardiness. Hardiness was also found to be negatively associated with job burnout. In their study, Ahmed et al. (2024) suggest that while toxic leadership, emotional exhaustion, and organizational cynicism each independently increase workplace deviance, their combined presence may unexpectedly reduce deviant behaviors. In particular, leadership style is thought to be effective in emotional burnout and job insecurity. In our study, the behavior of the leader was not directly asked within the concept of leadership, but behavioral issues such as whether the leader follows a seminal line, whether he/she makes efforts for the development of employees, and for them to do their jobs better were questioned.

Abusive management tactics that evoke feelings of frustration in employees are another potential cause of deviant behavior among the workforce (Bennett & Marasi, 2016). To elucidate further the relationship between managerial conduct and deviance in the workplace, it is instructive to consider the specific behaviors of managers that may engender such conduct amongst employees. In our study, we investigated the correlation between managerial leadership qualities and the extent to which the manager serves as a source of motivation and inspiration for employees. Additionally, we examined whether the manager possesses the ability to recognize and develop all the skills and competencies of the employee.

Spreitzer and Sonenshein (2004) posit that in the field of organizational deviance studies, both positive and negative behaviors are underexplored. Also, Sharma and Chillakuri (2023) further posited that creative deviance aligns more closely with the concept of positive deviance

rather than negative workplace deviance. Some of these positive deviance behaviors include innovative behavior and disobeying dysfunctional instructions from superiors (Galperin, 2012). Such positive behaviors, which are focused on well-intentioned actions, are to be commended. It is hypothesized that positive deviance behaviors facilitate the achievement of organizational financial goals (Appelbaum et al., 2007). Constructive deviance is regarded as an overarching concept encompassing diverse behaviors, including organizational dissent, pro-social actions, creative behaviors, and organizational citizenship behaviors (Vadera et al., 2013).

Emotional Burnout

Emotional burnout is characterized by depleted job satisfaction and a decline in performance. Although Maslach (2001) asserts that all three predictors of burnout are of equal quality and that the aforementioned variables should be examined in their entirety to gain insight into burnout, it can be stated that particularly the studies conducted in recent years have focused on examining emotional burnout, the stated personal achievement and depersonalization are considered within the context of emotional burnout. The fact that recent studies have focused especially on emotional burnout shows the strong impact of this dimension on the individual's overall work experience. When employees feel emotionally exhausted, it can also increase their tendency to leave the job. For instance, Edú-Valsania et al. (2022) identified a negative correlation between extraversion and various components of burnout. That is, while extroverted individuals experience burnout less, introverted individuals may be more affected by this process. This finding suggests that individual differences play a critical role in the burnout process. In their study, Skaalvik and Skaalvik (2020) stated that job satisfaction was positively correlated with self-perceived accomplishment and negatively correlated with emotional exhaustion. Additionally, depressed mood showed a strong positive association with emotional exhaustion. These findings suggest that emotional exhaustion and self-perceived accomplishment are key factors influencing well-being and motivation, ultimately impacting job satisfaction and the motivation to quit

Scanlan and Still (2019) emphasized that job satisfaction, turnover intention, and burnout are strongly interrelated. From this perspective, it can be argued that emotional burnout is not only an individual phenomenon but also a concern for organizations, as much as it is for employees (Maslach et al., 2001). As an example, in their study, Mahoney et al. (2020) reported that certified nurses cited better working conditions and higher salaries as the primary reasons for their job turnover. The detrimental consequences of job burnout have been extensively documented, with evidence indicating its association with various adverse organizational outcomes, including increased absenteeism and significant health concerns, such as cardiovascular problems and mental health challenges, including insomnia (Cordes & Dougherty, 1993; Maslach & Leiter, 2016; Schaufeli & Buunk, 2003; Shirom & Melamed, 2005).

Stress-based burnout may negatively affect not only the professional but also the general life satisfaction of the individual. Lubbadeh (2020) described job burnout as a latent disorder arising from accumulated work-related stress, which has far-reaching negative implications for both employees and organizations. In today's conditions, unlike in the past, technostress can be recognized as an important source of stress. In a recent study, Tofan and Soitu (2025) explored the relationship between technostress and emotional exhaustion while controlling for

professional and organizational identification among social workers. While organizational identification did not mediate the relationship, fostering a strong professional identity and implementing effective technostress management strategies are essential for enhancing the well-being of social workers. Technostress, a phenomenon not incorporated in the survey instrument developed for this study, has emerged as a prominent source of stress. This issue, which is exacerbated by the mounting digital burden, necessitates dedicated attention to address it effectively.

Lampert and Hornung (2025) conclude that in a study based on the Conservation of Resources Theory (COR), a resourceful work environment with high job autonomy (task-related resource) and high intrapersonal detachment (psychological resource) was assumed to exert negative time-lagged effects on both surface acting and emotional exhaustion. Findings provide insights into the differential roles and timelines of resources in the emotional labor and burnout context. Cynicism, or depersonalization, refers to an attitude of detachment and skepticism towards clients or colleagues, accompanied by a loss of personal connection in interactions (Maslach, 2006; Maslach et al., 2001). Professional inefficacy, or reduced personal accomplishment, is characterized by employees' tendency to negatively evaluate themselves and feel ineffective in their work and interactions with others (Cordes & Dougherty, 1993; Maslach et al., 2001). Emotional burnout is defined as a state in which an individual feels emotionally overextended and depleted of emotional resources (Maslach et al., 2001). Like cynicism, one of the issues that cause emotional exhaustion is supervisor incivility. Results of Madan et al.'s (2025) study indicate that supervisor-targeted aggression and emotional exhaustion mediate the relationships between supervisor incivility and workplace deviant behavior. Since both of these issues are quite extensive and comprehensive, they are not included in the scope of our study.

The Relationship Between Job Insecurity, Emotional Burnout and Workplace Deviance

Job insecurity can be defined as one type of occupational (work-related) stress, a self-perceived phenomenon experienced by the individual and characterized by perceived vulnerabilities affecting the entire job and its long-term sustainability (De Witte, 1999; Shoss, 2017). The experience of job insecurity can encompass a range of anticipated challenges to one's employment status and the associated features of the role, including remuneration, promotion prospects, and the working environment (Greenhalgh & Rosenblatt, 1984). Hellgren et al. (1999) identified quantitative and qualitative dimensions of job insecurity. Quantitative job insecurity refers to worries about losing the job itself, while qualitative job insecurity pertains to perceived risks of losing important aspects of the job (Hellgren et al., 1999; Probst et al., 2020). Chen and Eyoum (2021) studied the fear of COVID-19 on job insecurity and emotional exhaustion of frontline restaurant workers. Although it was a very strong effect, the pandemic was a temporary effect, so what would be the effect of exposure to organizational disruption that could last for years, our study also aims to fill this gap. Moreover, job insecurity can be categorized into cognitive and emotional dimensions. Emotional insecurity has been linked to feelings such as anxiety, worry, and fear (Huang et al., 2010), while cognitive insecurity has been more associated with job-related perspectives, including engagement and dedication (Jiang & Lavaysse, 2018). Emotional burnout is defined as "feelings of being emotionally

overextended and depleted of one's emotional resources" (Maslach et al., 2001). Drawing upon the COR theory, it can be posited that job insecurity poses a threat to an employee's resources, thereby precipitating the experience of physical and mental strain (Jiang & Lavaysse, 2018; Schumacher et al., 2016). Consequently, job insecurity has been demonstrated to be positively correlated with emotional exhaustion (Jiang & Xu, 2022; Lin et al., 2021; Schumacher et al., 2016). Workplace deviance refers to intentional behaviors that violate organizational standards and aim to undermine the welfare of the organization, its workforce, or both (Robinson & Bennett, 1995). Deviance behaviors can manifest in two distinct ways: firstly, as interpersonal workplace deviance, which may manifest as aggression, rudeness, or gossiping; and secondly, as organizational workplace deviance, which may manifest such as reducing work hours, misappropriating company resources, or departing early or showing up late to work (Berry et al., 2007; Huang et al., 2010; Christian & Ellis, 2011). A number of studies have suggested that occurrences of workplace deviance are more likely when employees experience elevated levels of job insecurity (Huang et al., 2010; Shoss, 2017). For instance, Tian et al. (2014) suggested that job insecurity may lead to distressing experiences for employees, which could subsequently foster engagement in counterproductive behaviors, such as workplace deviance. Likewise, Huang et al. (2017) argued that job insecurity triggers moral disengagement, which, in turn, fosters both interpersonal and organizational deviance. In our study, depending on the scale used, counter-performance was questioned in terms of deliberately leaving work early, not providing accurate information about working hours, and using extra break times. Moreover, employees experiencing emotional burnout often lack the necessary resources to fulfill job demands and safeguard their remaining resources. This results in dissatisfaction with their current position, ultimately contributing to the emergence of deviant behaviors (Chen et al., 2020; Mulki et al., 2006).

In the contemporary workplace, job insecurity represents a significant concern, with a notable impact on emotional burnout and instances of workplace deviance. Jia et al. (2022) state that job insecurity directly affects organizational deviance and emotional burnout. Nevertheless, it is pertinent to inquire whether the deterioration of an organization, an emotional collapse, or a combination of both engenders a perception of job insecurity. In the contemporary era, it is anticipated that this phenomenon will manifest in a more intricate and multifaceted manner, encompassing a broader range of dimensions and variables. Consequently, it can be postulated that the factors precipitating job insecurity may also be attributable to organizational decline and emotional distress. The large number of personnel affected by job insecurity is likely to disrupt labor peace in the working environment. An organization with restless employees can be expected to be closer to organizational deviance. One of the factors that contribute to this situation and exacerbate its negative impact may be the correlation between job insecurity and emotional burnout among employees. Therefore, in this study, the mediating role of emotional burnout in the effect of job insecurity on organizational deviance was examined. In line with these theoretical and empirical implications, the research hypotheses were formed as follows.

H₁. Job insecurity has a positive effect on organizational deviance.

H₂. Job insecurity has a positive effect on emotional burnout.

H₃. Emotional burnout has a positive effect on organizational deviance.

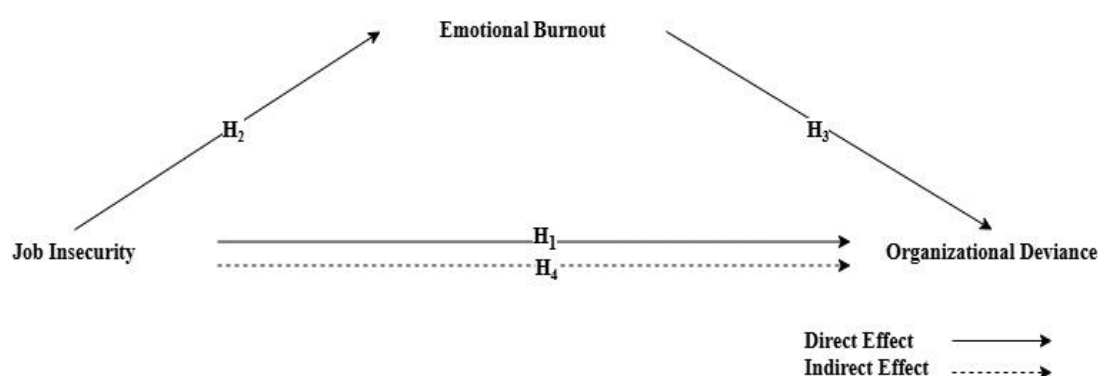
H4. Emotional burnout has a mediating role in the positive effect of job insecurity on organizational deviance.

Method

Research Model and Hypothesis

In this study, which was designed to determine the mediating role of emotional burnout in the effect of job insecurity on organizational deviance, the research model in Figure 1 was created to facilitate the interpretation of the research data. The model in Figure 1 shows the direct effect of the independent variable, job insecurity (X), on the dependent variable, organizational deviance (Y). In addition, the mediating effect (M) of sensory burnout on the effect of the independent variable (X) on the dependent variable (Y) is also included in the same model.

Figure 1
Research Model



Sample

The research was conducted focusing on the service sector including education, healthcare, aviation, tourism and hotel management, telecom, banking, and call center. There are two main reasons why the research was conducted with a focus on the service sector. The first of these is the idea that individual perceptions and attitudes such as emotional burnout and job insecurity, which include the research variables, will be experienced intensively in the service sector. The second is the researchers' ability and limitations to reach the sample. In the research where the quantitative research method was preferred in the context of variables and hypotheses, simple and snowball sampling methods were used (Gürbüz & Şahin, 2014). The fact that the employees participating in the research are from different work areas makes it difficult to determine the universe. For this reason, the view put forward by Terzis and Economides (2011) that in cases where it is difficult to determine the universe and sample number, 10 times the number of expressions in the scale is sufficient to determine whether the sample was taken into consideration. In this direction, more than the required number ($17 \times 10 = 170$) (406) participants were reached, and field research was conducted.

Measurements

The survey form was created for the purpose of collecting research data and consists of five sections. The first section includes an informative text for the participants about the scope and content of the research. The second section uses the job insecurity scale (4 questions) developed by Mauno et al. (2001). The third section uses the emotional burnout dimension (9 questions)

of the burnout scale developed by Maslach et al. (2001). The fourth section includes the organizational deviance scale (4 questions) of Aquino et al. (1999). The last section asks questions that include demographic information about the participants. All of the scales in question are designed according to the 5-point Likert system (1=Strongly disagree, 5=Strongly agree) as in their original forms.

Job Insecurity Scale

In order to measure the job insecurity of the employees participating in the study, the job insecurity developed by Mauno et al. (2001) was used. The scale consists of a single dimension and five statements. The validity and reliability analysis conducted by Mauno et al. (2001) found that the scale has a valid and reliable structure. In the scope of this research, skewness, and kurtosis analyses, two factors of the normality assumption, were applied to determine whether the data exhibited a normal distribution. As a result of the said analyses, it was found that the data exhibited a normal distribution (Tabachnick et al., 2013). As a result of this finding, it can be said that the data is suitable for factor analysis. Based on this, Exploratory Factor Analysis (EFA) was performed on the said data. The relevant results are given in Table 1.

Table 1

Job Insecurity Scale Exploratory Factor Analysis Results

Insecurity	Factor Load
Question 1	0.85
Question 2	0.85
Question 3	0.68
Question 4	0.83
Question 5	0.83
Total variance percentage of dimensions	66.65
Reliability	0.87
Keiser-Meyer-Olkin	0.80
Barlett-Sphericity	1164.76

When the values in Table 1 are examined, it is seen that the scale exhibits a five-question structure. In addition, the suitability of the data in the analysis in question was measured with the Kaiser-Meyer-Olkin (KMO) coefficient and the Bartlett Sphericity test value. Therefore, it can be stated that the found KMO value (KMO = .80) is suitable and sufficient for factorization. Similarly, when the Bartlett Sphericity test results were examined, it was found that the chi-square value ($X^2(.000) = 1164.76; p < .001$) was significant (Kalaycı & Kahya, 2006). The total variance explained was 66.654. In line with these results, it can be stated that the job insecurity scale provides sufficient structural and discriminant validity.

Organizational Deviance Scale

In order to ascertain the levels of organizational deviation exhibited by the employees participating in the study, Aquino et al.'s (1999) organizational deviation scale was utilized, a scale which consists of one dimension and four statements. The research conducted resulted in the determination of the scale's reliability and validity (Aquino et al., 1999). In order to ascertain the normality of the data obtained from the field research, normality analysis was conducted. The analysis revealed that the skewness and kurtosis values, which are two factors of normality, varied between 2.5 and 2.5.

Consequently, it can be posited that the data exhibit a normal distribution (Hair et al., 2013; Huck et al., 2012; Klein & Fisher, 2006; Tabachnick et al., 2013). In alignment with this finding, it was determined that the data were deemed suitable for EFA, and the pertinent analysis was conducted. The analysis revealed that a particular question exhibited a factor load on other questions, thus necessitating its removal. Subsequent analysis revealed that the KMO coefficient (KMO = .69) and the Bartlett Sphericity test value (Chi-Square ($X^2(.000) = 341.27$; $p < .001$)) were both found to be statistically significant (Kalaycı & Kahya, 2006). The total variance explained is 69.49, with the values in question given in Table 2.

Table 2*Results of Exploratory Factor Analysis of Organizational Deviance Scale*

Organizational Deviance	Factor Load
Question 1	0.80
Question 2	0.85
Question 3	0.83
Total variance percentage of dimensions	69.49
Reliability	0.81
Keiser-Meyer-Olkin	0.69
Barlett-Sphericity	341.27

Emotional Burnout Scale

To measure emotional exhaustion, the emotional burnout (9 questions) dimension of the burnout scale developed by Maslach (2001) was used. As a result of the reliability analysis conducted within the scope of this research, it was found that the scale had a reliable coefficient (.91) (Kalaycı & Kahya, 2006). In addition, skewness and kurtosis values were examined in order to test the normality distribution of the data. The obtained results show that the data are in a normal (+1.00; -1.00) distribution (Hair et al., 2013; Huck et al., 2012; Klein & Fisher, 2006; Tabachnick et al., 2013). These values show that the data in question are suitable for EFA. As a result of the first EFA analysis, it was determined that four questions loaded the other questions with factor loads, and they were removed. As a result of the second EFA analysis, it was found that the KMO coefficient (KMO = .80) and the Bartlett Sphericity test value (Chi-Square ($X^2(.000) = 1164.76$; $p < .001$)) were sufficient (Kalaycı & Kahya, 2006). The total variance explained for the single-dimensional scale is 66.65. The values in question are given in Table 3.

Table 3*Emotional Burnout Scale Exploratory Factor Analysis Results*

Emotional Burnout	Factor Load
Question 1	0.85
Question 2	0.85
Question 3	0.68
Question 4	0.83
Question 5	0.83
Total variance percentage of dimensions	66.65
Reliability	0.91
Keiser-Meyer-Olkin	0.80
Barlett-sphericity	1164.76

Following these analyses, a second order factor analysis was conducted to ensure measurement validity (Marsh & Hocevar, 1988). As a result of the analysis, it was determined that the scales were between acceptable goodness of fit values, and validity was ensured. The mentioned values are given in Table 4.

Table 4*Second Order Confirmatory Factor Analysis Fit Indexes*

Indexes	Normal Values	Acceptable Values	Suggested Model
χ^2/sd	$0 \leq \chi^2/sd \leq 3$	$3 \leq \chi^2 /sd \leq 5$	3.25
GFI	$0.95 \leq GFI \leq 1.00$	$0.90 \leq GFI \leq 0.95$	0.94
AGFI	$0.90 \leq AGFI \leq 1.00$	$0.85 \leq AGFI \leq 0.90$	0.91
CFI	$0.95 \leq CFI \leq 1.00$	$0.90 \leq CFI \leq 0.95$	0.96
RMSEA	$0.00 \leq RMSEA \leq 0.05$	$0.05 \leq RMSEA \leq 0.08$	0.07

In addition to CFA analysis, Average Variance Extracted (AVE) and composite reliability values were examined to ensure construct validity, and Heteroid-Monotrait (HTMT) correlation ratio values were examined for discriminant validity. AVE values should be greater than .5 (Hair et al., 2010; Hair et al., 2014). CR values are expected to be greater than .7 (Hair et al., 2010). In line with these results, it can be stated that the scales provide construct validity. These results are presented in Table 5. The HTMT correlation ratio values for discriminant validity are presented in Table 6. When Table 6 is analyzed, it is seen that the HTMT values are below .85. These values indicate that discriminant validity is achieved (Henseler et al., 2015).

Table 5*Second Order Confirmatory Factor Analysis Fit Indexes*

Scales	CR	AVE
Job Insecurity	.86	.56
Organizational Deviance	.78	.54
Emotional Burnout	.91	.77

Table 6*HTMT Values*

Scales	HTMT
Job Insecurity < - > Emotional Burnout	.75
Job Insecurity < - > Organizational Deviance	.44
Organizational Deviance < - > Emotional Burnout	.54

Results

As a result of the fieldwork, a total of 448 participants were reached. Due to reasons such as some interviews being interrupted due to workload, some participants giving quick answers and not providing realistic answers, and participants refusing to participate in the research, 406 valid surveys were reached (91%). When the demographic responses obtained were examined, the average age of the participants was 39.9.

In addition, 55% of the participants were male (222) and 45% were female (184). When the marital status of the participants was examined, 74% were married (300), and 26% (106) were single. 41% of the participants had a postgraduate degree (166), 55% had a bachelor's and associate degree (225), 3% had a high school degree (12), and 1% (3) had a primary school.

Finally, it was found that the participants had an average of 17.7 years of working life experience.

Correlation Analysis

When the values in Table 7 are examined, it is seen that job insecurity has a positive and significant relationship with emotional burnout ($r = .656; p < .01$). This result can be interpreted as emotional burnout will increase as job insecurity increases in employees. When the relationship between job insecurity and organizational deviation is examined, a similar positive and significant relationship can be mentioned ($r = .37; p < .01$). Therefore, it can be stated that organizational deviation increases as job insecurity increases. Finally, the positive relationship between emotional burnout and organizational deviation is among the values in Table 7 ($r = .45; p < .01$).

Table 7

Correlation Analysis

n=406	(1)	(2)	(3)	Mean	S.E.
(1) Job Insecurity	-			2.40	1.11
(2) Emotional Burnout	456**	-		2.30	1.24
(3) Organizational Deviance	371**	458**	-	1.37	0.67

*** $p < .001$; ** $p < .01$; * $p < .05$

Hypothesis Test Results

When the values in Table 8 are examined, firstly the direct effect of job insecurity on organizational deviance was examined (Job Insecurity \rightarrow Organizational Deviance). The obtained results show that job insecurity has a significant effect on organizational deviance ($P < .000$, 95% BCA CI [.16; .27]). In line with this result, the first hypothesis of the research " H_1 : Job Insecurity Has a Positive Effect on Organizational Deviance." was accepted.

When the effect of job insecurity on emotional burnout (Job Insecurity \rightarrow Emotional Burnout) was examined, a positive and significant effect could be mentioned ($p < .000$, 95% BCA CI [.40; .60]). In line with this result, the second hypothesis of the research " H_2 : Job Insecurity Has a Positive Effect on Emotional Burnout." was accepted.

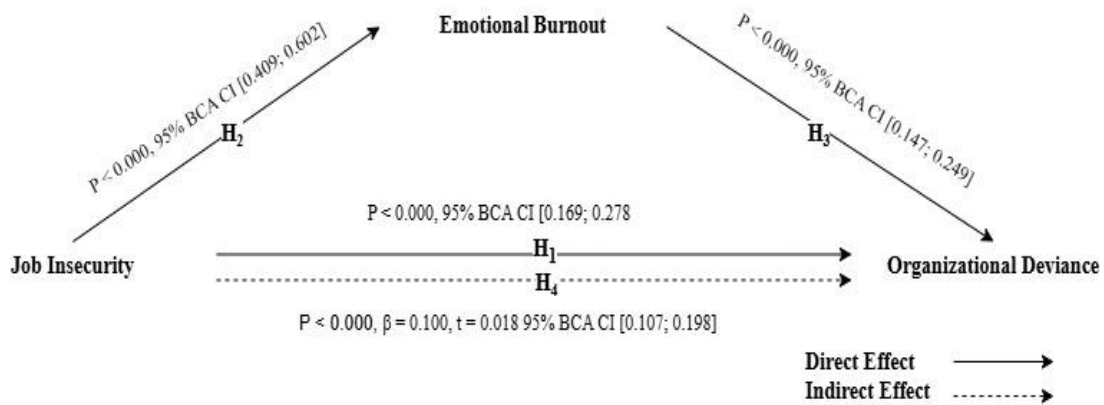
Similarly, when the analysis result of the effect of emotional burnout on organizational deviance (Emotional Burnout \rightarrow Organizational Deviance) is examined, it can be stated that the third hypothesis of the research, " H_3 : Emotional Burnout Has a Positive Effect on Organizational Deviance." is accepted ($p < .000$, 95% BCA CI [.14; .24]).

Finally, it is seen that the analysis results of the mediating role of emotional burnout (M) in the effect of job insecurity (X) on organizational deviance (Y) are significant among the values in Table 8 ($p < .000$, $\beta = .100$, $t = .01$, 95% BCA CI [.10; .19]). In line with this result, the last hypothesis of the research " H_4 : Emotional Burnout Has a Mediating Role in the Positive Effect of Job Insecurity on Organizational Deviation" was accepted. The result model prepared to provide the acceptance status of these hypotheses, and the general view of the results obtained from the research analyses is given in Figure 2.

Table 8
Hypothesis Test Result

n=406	Emotional Burnout (M)						Organizational Deviance (Y)					
	β	SE	t	p	LLCI	ULCI	β	SE	t	P	LLCI	ULCI
Constant	1.08	.13	8.38	.000	.83	1.34	.83	.07	11.35	.000	.69	.98
Job Insecurity (X)	0.50	.04	10.29	.000	.40	0.60	.22	.02	8.04	.000	.16	.27
$R^2 = .20, F = 106.07, p < .000$						$R^2 = .13, F = 64.70, p < .000$						
Constant							.62	.07	8.29	.000	.47	.76
Emotional Burnout (M)							.19	.02	7.48	.000	.14	.24
Job Insecurity (X)							.12	.02	4.22	.000	.06	.18
$R^2 = .24 F = 64.751 p < .000$												
Bootstrap Indirect Effect		Job Insecurity (X) → Emotional Burnout (M) → Organizational Deviance (Y) $\beta = .100, t = .01, \%95 \text{ BCA CI } [.10; .19]$										

Figure 2
Statistical Result Model



Discussion

In this study, which aims to understand the effect of job insecurity on organizational deviance behavior through emotional exhaustion, it was found that high job insecurity increased the level of emotional exhaustion. This finding is consistent with the results of other studies in the literature (Sheikh et al., 2025). However, when the relevant literature is examined, it is seen that there are either a limited number of studies or no studies that deal with emotional burnout as a mediating role in the effect of job insecurity on organizational deviance. This situation creates a research gap in determining the mediating variable in question. Thus, it can be stated that emotional exhaustion functions as a critical mediating variable between job insecurity and organizational deviance behavior. As a matter of fact, because of this research, it was found that emotional burnout has a full mediating role in the effect of job insecurity on organizational deviance. In light of these findings, not only the negative consequences of job insecurity at the individual level but also its negative organizational effects are emphasized. In fact, increased job insecurity not only brings individual consequences such as low motivation (Montani et al., 2021), increased perception of injustice (De Angelis et al., 2021), and decreased quality of life (Baydur & Uçan, 2025) but also has organizational consequences such as perceived organizational support (Hngoi et al., 2023), organizational commitment (Devyani & Meria, 2023) and organizational citizenship behavior (Mahmoud et al., 2021). For example, a study conducted by Dursun and Bayram (2013) found that employee anxiety increased when job

insecurity decreased. Aksu (2021) found a positive and significant relationship between job insecurity and turnover intention. The same study also emphasizes the positive relationship between job insecurity and job stress. According to Katlav et al. (2020), job insecurity is known to increase burnout levels such as emotional exhaustion, depersonalization, and a sense of personal accomplishment. İyigün and Çetin (2012) emphasize that psychological contract violation increases organizational deviance behavior. In another study, psychological well-being and turnover intention were found to have a negative and significant relationship with organizational deviance behavior (Yalçın & Macit, 2022).

The findings obtained as a result of this research are both theoretically supported and help to explain the complex relationships between these variables. Moreover, these results are consistent with the Conservation of Resource theory (COR), which suggests that employees endeavor to protect, maintain and develop their resources (Hobfoll, 1989). Emotionally exhausted employees may not be able to provide individual self-regulation and may become prone to organizational deviance behaviors. The findings of the research also raise critical organizational issues such as organizational responsibility and intervention strategies. If emotional exhaustion is a keyway in which job insecurity encourages deviant behavior, preventing burnout should be a strategic priority for organizations in times of economic uncertainty and restructuring. Interventions aimed at strengthening perceptions of job security, providing robust employee support systems, and developing resilient organizational cultures may mitigate the negative effects identified in this study.

Theoretical Implications

This research tests some valuable premises. The first of these is that job insecurity is not limited to employee behavior but also has profound effects on psychological health. This situation can be taken as an important indicator that job insecurity has destructive effects not only at organizational but also at individual level. Indeed, psychological health factors such as emotional burnout appear to be important in understanding organizational deviance. Secondly, the fact that organizational deviance is shaped by deeper psychological factors can be considered as an important theoretical implication of this research. In other words, in addition to the direct effect of job insecurity on organizational deviance, this research provides a theoretical perspective on how burnout shapes this process. Lastly, job insecurity creates an environment of constant uncertainty, which may lead to the depletion of individual resources. This situation was explained by COR theory in the research (Hobfoll, 1989). Therefore, the finding of this study that emotional exhaustion reduces employees' commitment to work and weakens their motivation expands the theoretical scope of motivation and commitment studies. As a result, this study extends the context of psychological factors such as burnout, which have been under-researched in the relationship between job insecurity and organizational deviance. Therefore, it is important to examine behaviors with direct negative organizational consequences such as job insecurity by taking into account the psychological state of employees.

Practical Implications

This study also offers some organizational implications. The first of these is the negative psychological effects of job insecurity on employees. In such cases, organizations can develop strategies to increase employees' job security. Developing these strategies will protect the psychological health of employees and prevent organizational deviance behavior. The second is for organizations to develop an employee support program. Organizations can offer stress management programs to prevent deviant behavior. With such programs, employees will be better able to cope with stress, conserve resources and avoid deviant behavior. The third is the implementation of employee satisfaction and engagement programs. Implementation of satisfaction-enhancing programs and reward systems to prevent emotional burnout, reduce job insecurity, and eliminate deviant behaviors will contribute to organizational sustainability. When these practical implications are applied effectively and efficiently, they will reduce events and phenomena that have negative effects in the workplace, such as job insecurity, emotional burnout, and organizational deviance, and will provide feasible solutions to cover-ups.

Conclusion

The findings of this study provide important theoretical contributions to the related literature. This study (Hobfoll, 1989), which makes use of COR theory, explains how job insecurity increases stress, anxiety, and burnout in employees and affects employee behavior that violates organizational norms and rules, i.e., organizational deviance. The most important theoretical result of this study investigates emotional exhaustion as a unique mediator in the relationship between job insecurity and organizational deviance. The findings of the study show that job insecurity increases organizational deviance behavior and emotional exhaustion plays a full mediating role in this relationship. It can be stated that these findings, which support similar studies in literature, reveal the importance of addressing job insecurity together with the psychological states of employees. For example, when the studies on emotional burnout are examined, many negative organizational results such as decreased social support (Demirel & Yücel, 2017), organizational silence, decreased job satisfaction (Aktaş & Şimşek, 2015), decreased organizational justice (Yeniçeri et al., 2009), increased work stress, work-family conflict (Gürel, 2016), decreased organizational pride and increased organizational cynicism (Ak & Demir, 2022) are encountered. Both the results of the current research and the results in the relevant literature show that as job insecurity increases, negative organizational outcomes are inevitable. As a matter of fact, there are studies in the relevant literature emphasizing that employees experiencing job insecurity increase their performance only as much as necessary, and this situation negatively affects life satisfaction (Akçin, 2021). This importance, which helps us theoretically understand the complex relationship between job insecurity, emotional burnout, and organizational deviance, can contribute to increasing organizational cohesion and performance by increasing job security and supporting employees' psychological health in practice.

Limitations and Future Research Directions

There are some limitations in this study. First, the data collected within the scope of the research were obtained in line with the participants' own views and experiences. This may be a partial

limitation as it may lead to a tendency for participants to give more positive and acceptable responses. Therefore, it is recommended that the longitudinal data collection method should be preferred in future studies in order to prevent possible method bias. Second, the research is limited to a specific geographical region and sample. In conclusion, the mediating role of emotional exhaustion emphasizes the importance of psychological well-being in maintaining ethical and productive workplace behaviors. Organizations must recognize that efforts to increase job security and support employees' mental health are vital not only for individual well-being, but also for organizational integrity and performance. Future research should explore longitudinal designs to further examine causal pathways and develop comprehensive intervention strategies by considering additional variables such as leadership styles, organizational support, and individual resilience.

Declarations

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Disclosure Statement

No potential conflict of interest was reported by the authors.

Ethics Approval

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