

THEORY AND RESEARCH IN SOCIAL, HUMAN AND ADMINISTRATIVE SCIENCES

MARCH 2022

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Genel Yayın Yönetmeni / Editor in Chief • C. Cansın Selin Temana
Kapak & İç Tasarım / Cover & Interior Design • Serüven Yayınevi
Birinci Basım / First Edition • © Mart 2022
ISBN • 978-625-7721-75-2

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Serüven Yayınevi / Serüven Publishing

Türkiye Adres / Turkey Address: Yalı Mahallesi İstikbal Caddesi No:6
Güzelbahçe / İZMİR

Telefon / Phone: 05437675765

web: www.seruvenyayinevi.com

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Baskı & Cilt / Printing & Volume

Sertifika / Certificate No: 47083

Theory and Research in Social, Human and Administrative Sciences

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Chapter 1

**PERSON-ORGANIZATION FIT,
JOB SATISFACTION, TURNOVER
INTENTION RELATIONS AND THE
MEDIATION EFFECT OF PERCEIVED
ORGANIZATIONAL SUPPORT**

Emine Genç¹

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1. INTRODUCTION

Turnover intention is a concept used to express the plans or wishes of individuals to leave the organization they work for (Cuskelly & Boag, 2001). However, sometimes, due to various factors, this intention does not result in the act of leaving the job, it requires the person to continue the current job. At this point, the individual who continues to work in the current workplace, on the other hand, may enter into negative thoughts, attitudes and behaviors towards the organization –as a defense mechanism. Understanding the mechanisms for employee turnover intentions can provide human resources professionals with additional insight into how to effectively communicate with their employees and address their needs proactively.

Turnover intention is a cognitive process listed as thinking, planning, and wanting to quit (Lambert, 2006). The turnover intention is defined as a deliberate and conscious desire to leave the organization and is expressed as the most important determinant or indicator of turnover behavior (Tett & Meyer, 1993). Factors affecting the turnover intention are generally addressed in three contexts, namely the person / work / organization environment (Cotton & Tuttle, 1986). In some studies, it is seen that factors affecting the intention to quit are categorized as economic (wage, external possibilities, education / training, company size), demographic (such as age, seniority) and psychological factors (such as psychological contract, job satisfaction, organizational commitment, job insecurity). (Perez, 2008). In a study (Holtom, Mitchell, Lee, & Eberly, 2008) in which the issue of turnover was comprehensively examined, theoretical and empirical models were classified historically and the literature before 1985 generally focused on individual level factors; the studies conducted between 1985-1995 started to examine the effects of contextual factors between individuals (such as perceived manager support, group cohesion, burnout) and organizational level (such as organizational culture, person-organization fit, gender composition) was stated.

Identifying the determinants of turnover intention has become an important driver of organizational behavior research. The turnover intention which researchers frequently deal with in this context, is an important variable to be understood in terms of both the employee and the organization. The study examined the impact of P-O fit, job satisfaction and POS on turnover intention. This study contributes to the turnover intentions literature in two key ways. One of the important inputs associated with the concept of turnover intention is the P-O fit. However, several scholars have criticized that the process through which P-O fit leads to employees' turnover intention has not received much attention in the literature (Peng, Lee, & Tseng, 2014).

My first contribution is to test the mediating role of job satisfaction as a causal chain in linking P-O fit to turnover intention. Aynı değişkenlerin ele alındığı benzer çalışmalar olmakla birlikte (Li, Li, & Hu, 2010) Few empirical studies have been based on samples from Germany, so relatively little is known about the effects of P-O fit on attitudes and behaviors of employees from Germany. Especially in Germany, it is important to carry out research on private sector employees, where there are many employees from different cultures. My second contribution is to test moderating effect of POS in the relationships between P-O fit, job satisfaction, and turnover intention. It shows that the employees develop a corporate identity when POS is high (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). POS creates positive results for both the organization and the employees (Aselage & Eisenberger, 2003). According to the organizational support theory (Eisenberger, Huntington, Hutchison, & Sowa, 1986), employees form an opinion about how much their organizations value their contributions and attach importance to their welfare. When employees receive support from their own organizations, their intention to leave (Miao, Hou, & Kim, 2011) will decrease. Considering the POS's intention to quit as a moderator in the relations between P-O fit and Job satisfaction will contribute to the literature.

2. THEORETICAL OVERVIEW AND HYPOTHESES DEVELOPMENT

2.1. Person-Organization Fit And Turnover Intention

P-O fit which is expressed as the overlap of the expectations of the individual and the organization or the situation of showing similar characteristics, has a characteristic that can vary from person to person (Lauver & Kristof-Brown, 2001; Judge & Cable, 1997). The individual directs his behaviors and attitudes within the framework of the harmony he perceives between his own values, personality traits and expectations and the dominant values of the organization, management processes, culture and climate (Cable & Judge, 1996). According to the P-O fit theory, when people find a fit with the organizations they are involved in, they reflect this positive situation on their behaviors and attitudes (Billsberry, Ambrosini, Moss-Jones, & Marsh, 2005). Highly adaptive employees will be more passionate about the job and their job success will be high (Astakhova & Porter, 2015). One of the dominant theories for which to understand the relationship between P-O fit and turnover intention is "Attraction-selection-attrition" (ASA; Schneider, 1987). According to Schneider's ASA perspective, "individuals are attracted to organizations where they see a close match in terms of their pursuit of goals and values which, if compatible, reduces the likelihood that employees will leave the organizations" (Liu et al., 2010). Other research generally supports

that P-O fit reduces turnover intention (Van Vianen, 2000; Chang, Chi, & Chuang, 2010; Liu et al., 2010; Lauver & Kristof-Brown, 2001; Piasentin & Chapman, 2007; Wheeler, Gallagher, Brouer, & Sablinski, 2007; Vanderberghe, 1999; Brown & Yoshioka, 2003; Hoffman & Woehr, 2006).

2.2. Job Satisfaction And Turnover Intention

Decreasing turnover intentions and increasing the job satisfaction of employees is always the topic of interest by most researcher (Chiat & Panatik, 2019). Work life and dynamics which have an important place in the lives of individuals, are the subject of many studies. In the fields of organizational behavior and psychology, the causes and consequences of many attitudes towards business life are also investigated. Turnover intention and job satisfaction are among the most commonly studied variables. According to some of the basic definitions available in the literature, job satisfaction is generally expressed as the satisfaction of employees with their jobs (Koustelios, 2001). Job satisfaction is seen as an individual's attitude towards his job. Accordingly, high job satisfaction is mentioned if the individual has positive feelings towards his job, and low job satisfaction is mentioned if he has negative feelings (Robbins, 2001).

Job satisfaction is a happy attitude in which there is a match between employees' expectations and results. Although there is an uncertain relationship between satisfaction in the work environment and worker productivity, there is a general acceptance that if the worker is happy, he will be more productive (Diener & Biswas-Diener, 2008; Wright & Cropanzano, 2004; Zelenski, Murphy, & Jenkins, 2008). One of the important outcomes of job satisfaction is the information that those with high job satisfaction continue to work more than those with low job satisfaction (Hackett, 1989). In addition, it has been found that those with high job satisfaction do not change their jobs (Tett & Meyer, 1993), arrive on time to work (Koslowsky, Sagie, Krausz, & Singer, 1997), and show higher job performance than those with low job satisfaction (Judge, Thoresen, Bono, & Patton, 2001). Bouckennooghe, Raja, & Butt (2013) examined the relationships between job performance, intention to quit and job satisfaction. As a result, job satisfaction was found to be positively related to job performance and negatively to turnover intention. It has been found in many studies that dissatisfied employees have high turnover intention (Van Dick et al., 2004). According to studies, low job satisfaction highlights the intention of employees to quit (Spector & Jex, 1991).

2.3. The Mediating Role Of Job Satisfaction

Job satisfaction is "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (Locke, 1976). Numerous studies have been conducted on how independent variables affect job

satisfaction and how job satisfaction affects various job behaviors. Studies on P-O fit have emphasized the effects on employee attitudes especially on job satisfaction (Meglino, Ravlin, & Adkins, 1989), and turnover intention (Schneider, Goldstein, & Smith, 1995).

Within the framework of the Attraction-SelectionAttrition / ASA Model (Schneider, 1987), the basic assumption underlying the writing of P-O fit is; The fact that the individual finds the organization closer to him / her more attractive in terms of adaptation and the tendency to leave the organization is lower. P-O fit not only brings positive results for the organization but also offers significant benefits for the individual. High perception of P-O fit positively affects the health of the individual and reduces the intention to leave the job by making them feel better within the organization.

It has been shown in researches that individuals who have high interaction between their individual values and organizational values have increased commitment to work and organization (Cooper-Thomas, Van Vianen, & Anderson, 2004; Van Vianen, 2000; Piasentin & Chapman, 2007) and organizational citizenship behaviors (Hoffman & Woehr, 2006) whereas intention to quit (Chang et al., 2010; Liu et al., 2010; Hoffman & Woehr, 2006; Wheeler et al., 2007; Lauver & Kristof-Brown, 2001; Van Vianen, 2000; Piasentin & Chapman, 2007) and work stress decreases (Hoffman & Woehr, 2006). In addition, it has been determined that individuals with high P-O fit have higher job satisfaction levels compared to others (Liu et al., 2010; Ulutaş, Kalkan, & Çetinkaya Bozkurt, 2015; Cooper-Thomas et al., 2004; Piasentin & Chapman, 2007; Wheeler et al, 2007; Lauver & Kristof-Brown, 2001), and accordingly their job performance is also positively affected (Goodman & Svyantek, 1999; Hoffman & Woehr, 2006).

When the related literature is examined, it is seen that the size of the Po- Fit and turnover intention relationship differs from one study to another (Arthur, Bell, Villado, & Doverspike, 2006; Liu et al. ,2010) . In this respect, considering that these changes in effect size may be dependent on different mediators, in this study job satisfaction was determined as a possible mediator variable that could affect the relationship between P-O fit and turnover intention, based on the findings of previous studies in the field of organizational behavior. Within this scope, it is thought that job satisfaction may be effective in strengthening the relationship between employees' Po- Fit and their turnover intention. Thus, I propose the following hypothesis:

Hypothesis 1: Job satisfaction plays a mediating role in the relationships between the P-O fit and Turnover Intention.

2.4. The Moderating Effect Of Perceived Organizational Support

Even though they seem to be a cost factor, the perception of employees about the economic, social and emotional supports provided by organizations, provides productivity increase as long as they are analyzed correctly. The performance of employees supported by the employer increases (Eisenberger, Fasolo, & Davis-LaMastro, 1990). When employees receive support from their organizations, their performance increases (Eisenberger et al., 1990), they develop a positive attitude (Sherony & Green, 2002) and they become more willing to stay in the organization (Eisenberger et al., 1990). A steady stream of research has since provided evidence linking POS to myriad employee work outcomes such as organizational citizenship behavior (Wayne, Shore, Bommer, & Tetrick, 1997), job satisfaction (Harris, Winskowski, & Engdahl, 2007), reduced turnover (Edwards & Peccei, 2010), job performance (Orpen, 1994), and organizational commitment (Fuller, Barnett, Hester, & Relyea, 2003).

One of the important effects of POS to work outcomes is that it decreases the turnover intention. Research has shown high levels of POS reduced turnover intention (Edwards & Peccei, 2010; Shen et al., 2014; Van Knippenberg & Sleebos, 2006; Guzzo, Noonan, & Elron, 1994; Wayne et al., 1997). Perryer, Jordan, Firms, & Travaglione (2010) assert that employees will tend to leave their jobs less when they feel that their organizations are behaving positively towards them. Organizational support which is an important factor affecting job satisfaction, causes an employee with a high perception of job satisfaction and a positive mood (Rhoades & Eisenberger, 2002).

The fact that the managers of the organization and the organization continue to provide organizational support to the employees (Cheng & Yi, 2018) is a very important factor in increasing the job satisfaction levels of the employees. Studies (Fu et al., 2013; Allen et al., 2003) show that POS is a factor that affects job satisfaction and there is a positive relationship between POS and job satisfaction. Eisenberger et al. (1997), in their study on 295 people working in different businesses, found that perceptions of employees on organizational support and job satisfaction were at a high level and that there was a strong positive relationship between general job satisfaction and POS. Miao & Kim (2010) found a positive relationship between job satisfaction and POS in their study on 130 employees in 2 enterprises operating in the public sector in China. Thevanes and Saranraj (2018) found a positive relationship between POS and job satisfaction as a result of their study to examine the relationship between perception of organizational support and job satisfaction of 141 academic staff in Sri Lanka. In other studies, it has been found that perceived organizational

support has a significant positive effect on job satisfaction (Mary, 2015; Paille', Bourdeau, & Galois, 2010; Peterson, 2015).

The starting point of this study is to investigate the regulatory effect of POS in the relationship between person-organization harmony, job satisfaction and turnover intention. Since POS affects the employees' perception of P-O fit and job satisfaction and their attitudes and behaviors towards the organization positively, it can be stated that the effect of the perception of P-O fit and job satisfaction on the intention to leave the job may vary according to the organizational support perceived by the employee. It can be said that employees who think that the perception of compliance with the organization and job satisfaction is low but that they receive a high level of support from the organization will have less turnover intention whereas employees who think they have low level of support from the organization will have more turnover intention. Thus, I propose the following hypothesis:

Hypothesis 2. POS moderates the relationships among P-O fit, job satisfaction, and turnover intention.

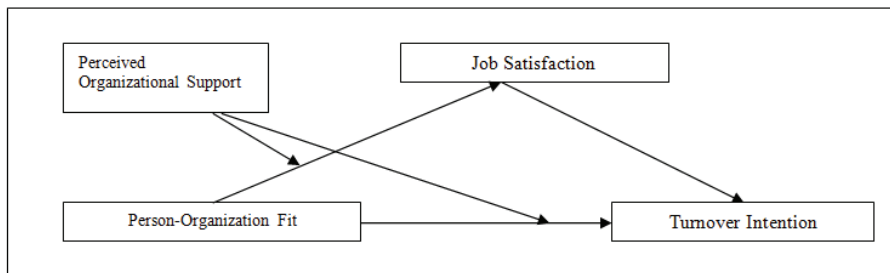


Figure 1. *Conceptual Framework*

Figure 1 that was developed based on the literature review shows the relationships between person organization fit, job satisfaction, turnover intention and perceived organizational support.

3. METHODS

3.1. Purpose And Scope Of Research

The purpose of the present study was to examine the impact of person-organization (P-O) fit, job satisfaction and perceived organizational support (POS) on turnover intention. The study examined the moderating role of POS in the relationships between P-O fit, job satisfaction, and turnover intention. The study also aimed to see the mediation effect of job satisfaction between P-O fit and turnover intention. In line with the purpose of the present study, the following hypotheses have been developed:

Hypothesis 1: Job satisfaction plays a mediating role in the relationships between the P-O fit and Turnover Intention.

Hypothesis 2. POS moderates the relationships among P-O fit, job satisfaction, and turnover intention.

3.2. Participants And Procedure

This study was conducted in Hannover/Germany from January to August 2019. Employees working in private organizations were approached with the snowball method. They were informed about the research aims and they were reassured that participation was voluntary and that the data they will provide with their answers will be kept confidential. Interested employees could either complete an online, electronic version or a paper-and pencil version of the questionnaire. 650-700 people were asked to answer the questionnaire. 541 participants returned to the questionnaires, and the answers of 524 participants who filled the questionnaire completely were evaluated. These samples were collected from various industries and organizations. Most of the participants work in automobile factories. Apart from this, there are participants working in elderly nursing homes, food and beverage businesses and banks. The sample consisted of 222 females (42%) and 302 males (52%). Respondents averaged 38 years of age ($SD=11.33$) and reported an average of roughly 15 years ($SD=10.08$) of job tenure.

3.3. Measures

The data of the study were collected with a questionnaire form consisting of scales tested for reliability in previous studies. The questionnaire was prepared in English and then translated to German language by expert translators. Respondents were asked to indicate their agreement or disagreement with the statements provided using a five-point Likert scale where 1 indicated strongly disagree and 5 indicated strongly agree.

The data of the study were collected with a questionnaire form consisting of scales tested for reliability in previous studies.

Person-Organization Fit – A 3-item scale was used to measure the degree of the fitness between employees and organization. The questionnaire was developed by Cable & DeRue (2002). “The things that I value in life are very similar to the things that my organization values” represents a sample item. Cronbach’s alpha for this scale was 0.85.

Job satisfaction. Job satisfaction was measured with the 5-item scale by Brayfield & Rothe (1951). “I feel fairly satisfied with my present job” represents a sample item. The reliability of the scale was acceptable ($\alpha=0.88$).

Turnover intentions. Individuals were asked to indicate their intentions to quit using a

3-item scale adapted by the work of Jenkins (1993) and Kransz, Koslowsky, Shalom & Elvakim (1995). “I intend to leave this company in the near future” represents a sample item. The reliability of the scale was acceptable ($\alpha = 0.86$).

Perceived organizational support. POS was measured with Eisenberger et al. (1986) 8-item measure. A sample item was “My organization considers my goals and values.” The reliability of the scale was acceptable ($\alpha = 0.86$). Two items (“If given the opportunity, my organization would take advantage from me” and “My organization is willing to help me when I need a special favor”) with a factor load of less than 0.30 were removed.

Questions relating to demographic data-such as gender, age, , and working time -were also included in questionnaire.

3.4. Data Analysis

The collected data were sorted and analyzed by SPSS 23.0 and its macro program PROCESS 3.5 (Hayes, 2013) and AMOS 22.1. The validity of the scales was tested by confirmatory factor analysis (CFA), AVE and CR. I conducted CFA to examine the distinctiveness of the variables used in the study. Using maximum likelihood estimation via Amos 22.1.

I compared a 4-factor model with three 3-factor models (3-factor Model 1 to Model 3), a 2-factor model, and a 1-factor model. In the 4-factor Model, four constructs (POS, P-O fit, job satisfaction, turnover intention) were treated as four independent factors. In the 3-factor Model 1, job satisfaction and P-O fit items were loaded on one factor. In the 3-factor Model 2, job satisfaction and POS items were loaded on one factor. In the 3-factor Model 3, POS and P-O fit items were loaded on one factor. In the 2-factor Model, POS, job satisfaction and P-O fit items were loaded on one factor. In the 1-factor Model, all variables studied were loaded on one factor. For the convergent and divergent validity of the scales, AVE and CR values of each hidden variable were examined separately. For validity; The AVE value must be greater than 0.5, the CR value must be greater than 0.70, and the CR ratio must be greater than AVE ($CR > 0,7$; $AVE > 0,5$; $CR > AVE$) (Diamantopoulos, Siguaw, & Siguaw, 2000).

Pearson correlation analysis was used to assess correlations among continuous variables. The mediating effect of job satisfaction and the regulatory effect of POS examined using SPSS PROCESS v. 3.5 (Hayes, 2013). Mediation effect was carried out using Model 4 and moderating effect Model 59. In the analysis, 5000 resampling option was preferred with the bootstrap technique.

4. RESULTS

Table 1 presents the CFA results. As shown in that table, the fit indices revealed support for the hypothesized 4-factor Model suggesting support for the distinctiveness of the constructs used in this study.

Table 1. *The results of CFA*

	Models	χ^2	<i>df</i>	χ^2/df	TLI	CFI	GFI	RMSEA
1	1-Factor Model	2610,763	117	22,314	,427	,507	,604	,202
2	2-Factor Model	1829,523	114	16,048	,595	,661	,668	,170
3	3-Factor Model 1	889,853	111	8,017	,811	,846	,813	,116
4	3-Factor Model 2	1189,620	111	10,717	,739	,787	,775	,136
5	3-Factor Model 3	1377,787	111	12,412	,693	,749	,755	,148
6	4- Factor Model	450,219	106	4,247	,913	,932	,912	,079

Note: 1 factor Model (Job satisfaction, P-O fit, POS and turnover intention were loaded on one factor), 2-factor Model (POS, job satisfaction, and P-O fit items were loaded on one factor), 3-Factor Model 1 (Job satisfaction and P-O fit items were loaded on one factor), 3 Factor Model 2 (Job satisfaction and POS items were loaded on one factor), 3 Factor Model 3 (POS and P-O fit items were loaded on one factor), 4 Factor Model (POS, P-O fit, job satisfaction, and turnover intention were treated as four independent factors).

TLI, Tucker–Lewis index; CFI, comparative fit index; GFI, goodness of fit index; and RMSEA, root mean square error of approximation.

The goodness of fit values of the measurement model were determined as ($\chi^2 / df = 4.24$, TLI = 0.91, CFI = 0.93, GFI = 0.91, and RMSEA = 0.07) (Table 1). As argued by Hair et al. (2010) RMSEA values between 0.03 and 0.08 and TLI, CFI and GFI values above 0.90 indicate a good fit. Accordingly, the goodness of fit values of the 4-factor model are sufficient. The factor loads, AVE, CR and α values of the model are presented in Table 2.

Table 2. *The factor loads, AVE, CR and Cronbach Alpha*

Items	Factor Loading	AVE	CR	α
Perceived Organizational Support				
1. POS1	0.61	0.51	0.86	0.86
2. POS2	0.77			
3. POS3	0.57			
4. POS4	0.80			
5. POS5	0.86			
6. POS6	0.65			
Person-Organization Fit				
1. P-O Fit1	0.89	0.67	0.85	0.85
2. P-O Fit2	0.89			
3. P-O Fit3	0.66			
Job Satisfaction				

1.	JS1	0.82	0.58	0.87	0.88
2.	JS2	0.75			
3.	JS3	0.58			
4.	JS4	0.78			
5.	JS5	0.85			
Turnover Intention					
1.	TI1	0.68	0.68	0.86	0.86
2.	TI2	0.89			
3.	TI3	0.90			

The values of average variance extracted (AVE) and the composite reliabilities (CR) exceeded the sufficient degree of 0.50 and 0.70 (Fornell & Lacker, 1981), respectively (Table 2). The test of reliability showed that the Cronbach's alpha for each variable exceeded the acceptable threshold of 0.7 suggested by Sekaran & Bougie (2016).

Table 3 presents the descriptive statistics, and correlations of the variables studied. As shown in that table, job satisfaction, P-O fit, and POS were related to turnover intention in the expected direction.

Table 3. Means, standart deviations, and correlations

	Variables	M	SD	1	2	3	4
1	P-O Fit	3.52	0.94	1			
2	Job Satisfaction	3.50	0.92	0.55**	1		
3	POS	3.65	0.78	0.28**	0.26**	1	
4	Turnover Intention	2.31	1.24	-0.30**	-0.30**	-0.28**	1

Note: n=524, **p<.01.

Correlation analysis shows P-O fit was positively related to job satisfaction and POS ($r= 0.55$ and 0.28 , $p<0.01$), and negatively related to turnover intention ($r= -0.30$, $p<0.01$). Job satisfaction was positively related to POS ($r= 0.26$, $p<0.01$), and negatively related to turnover intention ($r= -0.30$, $p<0.01$). POS was negatively related to turnover intention ($r= -0.28$, $p<0.01$) (see Table 3). And this results an initial examination of the proposed relationships.

The results of the mediating effect of job satisfaction in the relationship between P-O fit and turnover intention are presented in Tables 4 and 5. When Table 4 is examined, the values of P-O fit on job satisfaction ($B=0.53$; CI [0.46, 0.60]; $t=15.00$; $p<0.01$) ve turnover intention ($B=-0.25$; CI [-0.38, -0.13]; $t=-3.98$; $p<0.01$) and the effect of job satisfaction on the turnover intention ($B=-0.26$; CI [-0.39, -0.13]; $t=-3.99$; $p<0.01$) are significant.

Table 4. *The results of mediation effect*

	Job Satisfaction (M)				Turnover Intention (Y)			
	B	SD	p	CI	B	SD	p	CI
P-O fit (X)	0.53 T=15.00	0.03	0.00	0.46/0.60	-0.25 T=-3.98	0.06	0.00	-0.38/ 0.13
Job Satisfaction (M)	-	-	-	-	-,0.26 T=-3.99	0.06	0.00	-0.39/ 0.13
R2	0.30	F=225.10	0.00		0.11	F=35.28	0.00	

The total, direct and indirect effect values and bootstrap confidence intervals related to the mediating effect of job satisfaction in the effect of P-O fit on the turnover intention are given in Table 5. As can be seen from the table, total effect value was found to be -0.39, direct effect value -0.25, indirect effect value -0.14, and bootstrap confidence intervals were found to be -0.23 to -0.05. In line with these results, the mediating effect of job satisfaction between P-O fit and the turnover intention was determined (see Table 5). Therefore, hypotheses 1 is supported.

Table 5. *The results of mediation effect of job satisfaction*

Mediation effect of job satisfaction	Total effect	Direct effect	Indirect effect	Bootstrap Confidence Interval
P-O fit-Turnover Intention	-0.39	-0.25	-0.14	-0.23/-0.05

The model set P-O fit as the independent variable (X), job satisfaction as the mediator (M), POS as the moderator (W), and turnover intention as the outcome (Y). For the analyses, the products were mean centered, a 95% CI was used, and 5000 bootstrap samples were generated for indirect effect analysis. Results are presented in Table 6 partially supporting Hypothesis 5, as there was evidence of moderated mediation for the relationship between P-O fit and job satisfaction ($B = 0.13$, $t = 3.06$, $p < 0.05$, CI [0.04, 0.21]) and, job satisfaction and turnover intention ($B = -0.18$, $t = -1.97$, $p < 0.05$, CI [-0.36, -0.05]). Therefore, POS moderates the relationships among P-O fit, job satisfaction, and turnover intention. And, hypotheses 2 is supported.

Table 6. *The results of moderating effect*

DV	IV	B	SD	t	p	LLCI	ULCI
Job Satisfaction	Constant	2.88	0.57	5.05	0.00	1.76	4.01
	P-O fit	0.08	0.16	0.05	0.95	-0.31	0.33
	POS	-0.31	0.15	-2.02	0.04	-0.61	-0.09
	P-O fit x POS	0.13	0.04	3.06	0.02	0.04	0.21

Turnover Intention	Constant	2.32	1.07	2.15	0.03	0.20	4.43
	JS	0.48	0.35	1.35	0.17	-0.21	1.18
	P-O fit	-0.16	0.31	-0.54	0.58	-0.77	0.44
	POS	0.38	0.28	1.37	0.16	-0.16	0.94
	P-O fit x POS	-0.09	0.08	-0.11	0.90	-0.17	0.15
	JS x POS	-0.18	0.09	-1.97	0.04	-0.36	-0.05

It has been determined that the P-O fit of POS has a regulatory effect on the turnover intention and job satisfaction.

5. DISCUSSION

POS and P-O fit have become an important topic in the study of organizational behavior, because they have a strong effect on employees' attitudes and behaviors in an organization. The results of the study produced the same conclusion as previous empirical studies: P-O fit increases the job satisfaction levels of the employees and decreases their turnover intention. These results support Schneider's (1987) contention that employees prefer to work with an organization with which they have something in common. The individual directs his behaviors and attitudes within the framework of the fit he perceives between his own values, personality traits and expectations and the dominant values of the organization, management processes, culture and climate (Cable & Judge, 1996). Studies conducted within the framework of P-O fit have reported that this structure has outputs and effects at both individual and organizational levels (Kristof-Brown et al., 2005; Piasentin & Chapman, 2007; Verquer et al., 2003). When the individual-level reflections of perceived P-O fit are examined, it is found that individuals who perceive a higher level of fit with their organization have higher job satisfaction levels than others (Wheeler et al., 2007; Cooper-Thomas et al., 2004; Lauver & Kristof-Brown, 2001; Piasentin & Chapman, 2007) and have lower turnover intention (Hoffman & Woehr, 2006; Wheeler et al., 2007; Piasentin & Chapman, 2007) has been reported in other studies, similar to the research results. Jin, McDonald, & Park (2018) research's model was tested using cross-sectional survey responses from 692 faculty at an urban public university. They posit that conservation of resources (COR) theory may be particularly useful in explaining why and how P-O fit is related to reduced turnover intention.

In the study, it was found that job satisfaction affects the turnover intention negatively and significantly. Accordingly, employees with high job satisfaction tend to quit less than employees with low job satisfaction. It is true that job satisfaction has positive reflections on individual, organizational and social levels. On the other hand, job dissatisfaction also has negative reflections at the organizational level such as stress, alienation, various mental and physical ailments, such as individual

(Fairbrother & Warn, 2003; Jung & Yoon, 2015) and absenteeism, low performance, alienation from work and organization, turnover intention, and employee turnover. (Macintosh & Doherty, 2010; Menguc et al., 2016).). It is an expected result that individuals who want to get rid of the negative reflections of job dissatisfaction, seek an alternative job that they will be satisfied with, that is, being in turnover intention. Ramoo, Abdullah, & Piaw (2013) revealed in their study that job satisfaction levels of healthcare professionals working at university hospitals in Malaysia are an important and independent determinant of their turnover intention. Moreover, my results support previous findings (e.g., Chhabra, 2015; Liu et al., 2010; Jin et al., 2018) that job satisfaction does mediate P-O fit and turnover intention. In his research conducted with 317 participants in Delhi and National Capital Region, Chhabra (2015) found that job satisfaction and organizational commitment have a mediating effect on the relationship between P-O fit and turnover intention.

As a result of the research, a significant relationship was found between POS and P-O fit, job satisfaction and turnover intention. Accordingly, employees who are supported by their organizations have higher perceptions of P-O fit and job satisfaction and a lower turnover intention. Similarly, in the studies conducted in the literature, it was determined that there is a positive relationship between POS and P-O fit and job satisfaction (Miano, 2011; Abou Hashish, 2017; Chenga & Yang, 2018; Al-Zalabani and Modi, 2014) and a negative relationship with turnover intention (Wayne et al., 1997; Arokiasamy, Marimutlu, & Moorthy, 2010; Wang, Ma, Liu, & Liu, 2014; Kim & Barak, 2014). Results largely support the moderating capacity of POS. There was evidence of moderated mediation for the relationship between P-O fit and job satisfaction and, job satisfaction and turnover intention. In line with these results, the effect of employees' perception of adaptation towards their organizations who are supported by their organizations, on their job satisfaction is higher than the employees who are not supported by their organizations. In addition if the job satisfaction of employees is supported by the organizations of employees, the turnover intention decreases more. One surprising findings in this study is that POS did not moderate the P-O fit and turnover intention relationship. A possible explanation for the findings is that this may be affected by the participants cultural differences.

Another important issue about POS is that this support activity is done voluntarily by the organization. This voluntary support will make employees feel themselves more valuable (Rhoades & Eisenberger, 2002). The most important source of companies that are in fierce competition with their rivals is employees with human capital constitute. In order for businesses to benefit from their human capital employees effectively and efficiently,

they need to support them in all matters. It is easier for businesses that have qualified personnel and can benefit from their employees efficiently and effectively to gain competitive advantage compared to their competitors. The impact of organizational support is inevitable for employees to work with all their force for their organizations. Financial support such as wages, working conditions, rewards, career opportunities and intangible support that contributes to business and family life will enable employees to work more devotedly for their institutions.

5.1. Practical Implications

The perceived organizational support and person-organization fit concepts are important in increasing the job satisfaction levels of the employees in terms of individual and organizational productivity and decreasing their turnover intention. Organizations need to attract and retain productive and reproductive employees in order to increase competition. The findings of the study reveal the importance of POS and P-O fit in increasing the job satisfaction of employees and for their stay in the organization. Given the positive employee outcomes associated with P-O fit and POS, understanding the mechanisms through which it operates may offer additional insight for human resource professionals. Labor turnover has been increasing in recent years and continues to be a major problem for businesses (Newman, Thanacoody, & Hui, 2012; Biron & Boon, 2013). Depending on the high turnover rate of the enterprises, it is possible that they will experience problems such as re-hiring and high training costs as well as loss of effective and productive employees. Before quitting process happens, the turnover intention forms (Tett & Meyer, 1993). Unlike leaving a job, turnover intention is also seen as the process by which employees evaluate themselves to stay in the workplace (Mobley, 1982). During process, the support of the employees by the organization and their positive attitude towards the organization (for example, the perception that they are compatible with the organization) will prevent the intention of quitting from turning into action. Researches suggest that leader support may not be as important as other factors in establishing P-O fit (Jin, McDonald, Park, & Yu, 2019) and also other positive attitudes.

The survival of today's enterprises operating in both public and private sectors is possible by recruiting talented employees as well as developing the skills of their existing employees, ensuring that they adopt the business and maintaining their employment in the business.

5.2. Limitations And Direction For The Future Research

Despite the promising findings of this paper, there are some limitations associated with the current research that should be addressed in future work. The fact that the study was conducted in only one region is considered to

be an important limitation. Another limitation of the study is that it is not longitudinal. Considering that the variables in question in the research may be subject to change over time, it should be known that the findings are limited to the time and period when the research was applied. It should be noted that the results of the study are based on the answers given by the participants and their individual perceptions. Focusing on sectors with different regional and organizational culture in future research may differentiate the research results.

6. CONCLUSION

Various factors can affect the intention to quit. This research conducted an investigation into P-O fit, job satisfaction and POS as antecedents to turnover intention. In conclusion, a significant relationship was found between POS and P-O fit, job satisfaction and turnover intention. These results improve the available knowledge on these variables. Employing individuals who are fit with the organization and supporting them by the organization are important in terms of increasing job satisfaction and decreasing their turnover intention. Given the importance of employee turnover, organizations must also carry out effective human resource programs (etc. Implement flexible work arrangements, practice the right leadership styles). The supportive environment makes them enjoy what they do and develop a higher job satisfaction.

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İLGİLİ MAKAMA

“Serüven Yayınevi”, Üniversitelerarası Kurul Başkanlığı (ÜAK)’nın Mart 2022 Dönemi Doçentlik Başvuru Şartları’nda belirtilmiş tanıma göre “Tanınmış Uluslararası Yayınevi” statüsündedir. ÜAK söz konusu tanımı; “Uluslararası Yayınevi: En az dört yıl uluslararası düzeyde düzenli faaliyet yürüten, yayımladığı kitaplar Yükseköğretim Kurulunca tanınan sıralama kuruluşlarınca belirlenen dünyada ilk 500’e giren üniversite kütüphanelerinde kataloglanan ve aynı alanda farklı yazarlara ait en az 20 kitap yayımlamış olan yayınevi” ifadesine yer verilmektedir. (<http://www.uak.gov.tr/?q=node/85#2018N>). Aynı zamanda akademisyen yazarlarımızca yayınevimize sıklıkla başvurulduğu üzere, “Akademik Teşvik Ödeneği” yönetmeliğinde belirtilen tanıma göre beş (5) yıl şartını sağlıyor olup, kurulduğu 2001 yılından itibaren uluslararası düzeyde, düzenli basım ve 20’ den fazla ülkede dağıtım faaliyetlerini yürütmektedir.

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