

The Mediating Role of Supervisor Support in the Effect of Person-Organization Fit on Job Satisfaction in Hospitality Enterprises¹

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Abstract

Person-organization fit which develops with the overlapping between the values of the organizations and values of worker in the organizations has been demonstrated to produce many positive results. One of these results is also the positive impact of person-organization fit on job satisfaction. Besides, the support given to the employees by their supervisor is the important fact to increase job satisfaction. In the light of these relations, this study examined the effect of person-organization fit and the supervisor support on job satisfaction and investigated whether the supervisor support has played a mediating role in the effect of person- organization fit on job satisfaction. The results of the research presented that person-organization fit and supervisor support have a favorable impact on job satisfaction. However, it was seen that the supervisor support does not play a mediating role in the effect of person-organization fit on job satisfaction.

Keywords: Person-Organization Fit, Supervisor Support, Overall Job Satisfaction

INTRODUCTION

Employees are inclined to work in the organization under circumstances which their individual values coincide with the values of the organization and organizations also tend to employ individuals who are compatible with their organizational values (Latif and Usman, 2013, p.385).

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It is seen in the results of some researches (Liu, Liu and Hu, 2010; Chunjiang et al. 2011) that the level of employee's job satisfaction are increased in such cases which person and organization fit is provided and thus the intention of leaving the work also decreases as well. To provide person-organization fit (P-O fit) and reduce to quit the job by increasing job satisfaction in tourism sector which employee turnover rates are relatively high can significantly contribute to the sustainable growth of the organizations. Moreover, the fit between employees and their supervisors is also an important component in P-O fit. Some researches (Autry and Daugherty, 2003; Chunjiang, Honglan and Ye, 2011) which examined P-O fit as three sub-dimension (person-company value fit, person-supervisor fit, person-group fit) indicated that the fit between individual and supervisor has a positive impact on job satisfaction and indirectly affects the decision of the employee retention. The effect of P-O fit and the supervisor support on job satisfaction and the role of the supervisor support perceived by individuals on the impact of P-O fit on job satisfaction were examined in this study. The scope of the research includes 4 or 5-star hotels and the first-class resorts operating in Turkey.

CONCEPTUAL FRAMEWORK

Person-Organization Fit (P-O fit)

Person-job fit (İplik, Kılıç and Yalçın, 2011; Lee and Antonakis, 2012), person-career fit (Marcus and Wagner, 2013; Feij, van der Valde, Taris and Taris, 1999), person-organization fit (O'Reilly, Chatman and Caldwell, 1991; Kristof, 1996; Pekdemir, Koçoğlu and Çetin Gürkan, 2013) have taken their place among important issues to be discussed in business literature within the framework of the fit of individual with their environment. Today, people who seek the job make an effort to choose organization the best fit to themselves and profession they can show the best performance (Morley, 2007). Organizations also make tiny distinctions about hiring individuals who are compatible with their own values (Latif and Bashir, 2013). Therefore, the trends of harmonizing person with the organization and organization with employees are gaining importance day by day.

P-O fit has been expressed by Kristof (1996, p.3) in the way that (a) at least one side meets the needs of the other, (b) both sides have the same features or (c) both two cases are available. Farooqui -Nagendra (2014, p.124) and Tepeci -Barlett (2002, p.152) assessed P-O fit from the viewpoint of the employee and explained it as the fit of the personal values of the employee with the organizational values. P-O fit is a situation arising from the relations between person and organization rather than a conclusion resulting from independent features of the person and the environment (Westerman and Vanka, 2005).

Job Satisfaction

Job satisfaction has become one of the most researched objects since 1920s, the beginning of the first research about it. The importance of this concept can't be ignored mainly in terms of its relation with individual's life satisfaction, her/his physical and mental health and also avoiding the negative results of job dissatisfaction in the organization (Yıldırım, 2007). Locke (1976, p.1300) defined job satisfaction as "a pleasant or positive situation arising from person's job or her/his experiences associated with her/his job". Job satisfaction is also referred as emotional reaction/response the individual shows to the various aspects related to her/his job (Kasimati, 2011). Such emotional positive reactions provide to make individuals happier. The ideas "Happy employees are the satisfied personnel" and "the satisfied personnel become more productive" have also demonstrated the trend to provide and increase job satisfaction in the organizations (Fisher, 2003:754; Cleare, 2013:201).

Perceived Supervisor Support

Eisenberger, Huntington, Hutchison and Sowa (1986) suggested the concept "supervisor support" so as to express that supervisors value the employee's contributions to the organization and want them to be happy. Supervisors have acted as the representatives of the organization who evaluate employees' performance and are responsible for the management (Eisenberger, Stinglhamber, Christian, Sucharski, Rhoades, 2002, p.565).

The supervisor support which becomes more of an issue in this sense was defined as "her/his primary supervisor support of the employee being the focal point" by Yoon and Lim (1999, p.925). The employees' perceptions and behaviors about their supervisors can influence organizational outcomes apart from their perceptions and attitudes about their organization (Maertz, Griffeth, Campbell and Allen, 2007, p.1071).

RELATIONS BETWEEN CONCEPTS

Relation between Person-Organization Fit and Job Satisfaction

There are a lot of empirical researches that have revealed a positive relation between P-O fit and job satisfaction (Song and Chatboth, 2011; Liu et al. 2011; Silverthorne, 2004). Ng and Sarris (2009) reached the result that the employees with the high level of person-organization fit have also high level of job satisfaction in their studies they examined person-organization fit. It was indicated that there is strongly a positive link between P-O fit and job satisfaction in the study conducted by Kasimati (2011) with Albanian public officers. Netemeyer, Boles, McKee and McMurrian (1997) who analyzed the relation between many different variables and P-O fit emphasized that P-O fit becomes a precessor of job satisfaction.

Autry and Daugherty (2003) who examined P-O fit in three-dimension as the company value fit, manager fit and group fit asserted that there is a meaningful relation between the company value fit and supervisor fit and job satisfaction, but they couldn't found any significant relation between group fit and job satisfaction.

It was also achieved that job satisfaction affects P-O fit positively from the opposite viewpoint in some research (Turunç and Çelik, 2012; Gutierrez, Candela and Carver, 2012).

Some research examining the relation between P-O fit and job satisfaction in tourism sector (Song and Chathoth, 2011) obtained the results that confirms the positive relation between P-O fit and job satisfaction.

Among surveys conducted in Turkey, various studies which were carried out about the factors affecting their job satisfaction of the employees in tourism sector (Akıncı, 2002; Aksu and Aktaş, 2005; Toker, 2007; Küçükaltan, Talih and Özhan, 2010) investigated the effects of demographic factors, but some research also (Tarkan and Tütüncü, 2001; Örucü and Esenkal, 2005; Rızaoğlu and Ayyıldız, 2008; Altay, 2009; Akgündüz, 2013) examined the relation between demographic factor and the concepts such as life satisfaction, self-sufficiency, organizational culture, working conditions, business success, exhaustion. The positive relation between P-O fit and job satisfaction which is the subject of the study was observed in other industries (Yahyagil, 2005; Turunç and Çelik, 2012) and it was concluded that job satisfaction has a positive relation with P-O fit also in hospitality businesses in the tourism sector (İplik et al. 2011; Tepeci and Barlett, 2002). The following hypothesis was formed in the light of the relations indicated in the above-examined studies.

1.H₁: The employees' P-O fit affects their job satisfaction positively and meaningfully.

Relation between Supervisor Support and Job Satisfaction

The high level of perceived supervisor support is an important condition that provides the level of job satisfaction to increase (Hsu, 2011). This positive relation was demonstrated in the results of various researches (Babin and Boles, 1996; Griffin, Patterson and West, 2001; Elias and Mittal, 2011). Balayi, van Waveren and Chan (2014) reached the conclusion that supervisor support increases job satisfaction in their research performed in Petro chemical industry in the South Africa. It is seen that the supervisor support has a positive influence on job satisfaction in other comprehensive research Yoon, Seo and Yoon (2004) conducted with sales personnel who keep in touch with customers constantly. This relation was confirmed in the research conducted by Anderson, Coffey and Byerly (2002).

Emhan (2012) and Emhan, Mengenci, Taşdöven and Garayev (2014) in Turkey pointed out that the supervisor support has a positive impact on job satisfaction, but many studies weren't found about this subject in the literature. Moreover, the results were obtained to confirm that there is a positive relation the supervisor support and job satisfaction in the research conducted by Karatepe and Kılıç (2007) in Northern Cyprus hotels within the scope of hospitality businesses. The second and third hypothesis of the study related to the concepts such as P-O fit, job satisfaction and perceived supervisor support with the above-examined studies have been established as follows.

2.H₁: The supervisor support perceived by the employees affects their job satisfaction positively and meaningfully.

3.H₁: There is the mediating impact of the perceived supervisor support in the effect of P-O fit on job satisfaction.

RESEARCH

Purpose, Method and Scope of the Research

The aim of the research is to present relations between person-organization fit, supervisor support and job satisfaction. It will be also analyzed whether the mediating role of the supervisor support affects the relation between person-organization fit and job satisfaction. The research models formed in this context are shown in Figure 1 and Figure 2.

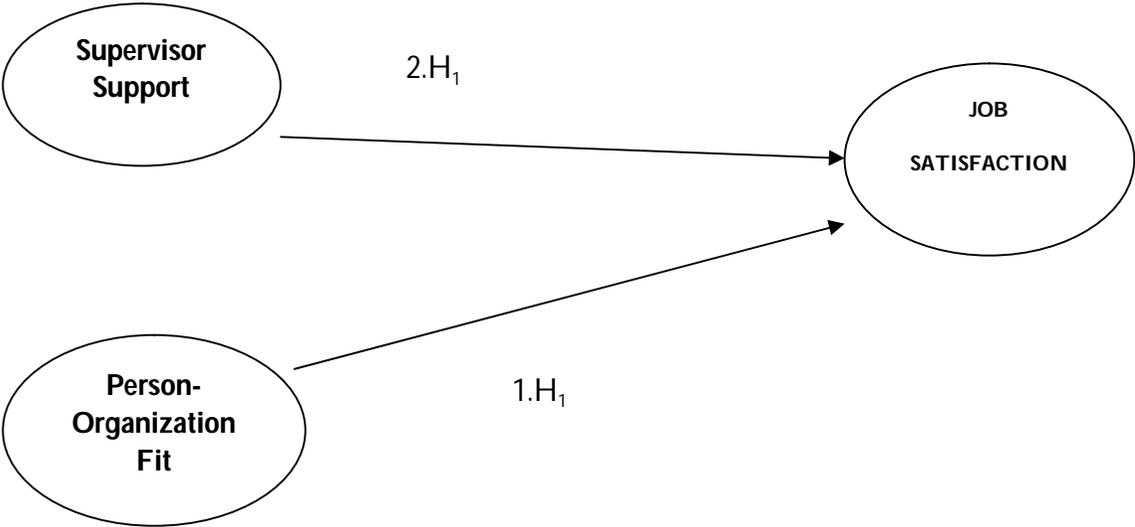


Figure 1: The First Research Model

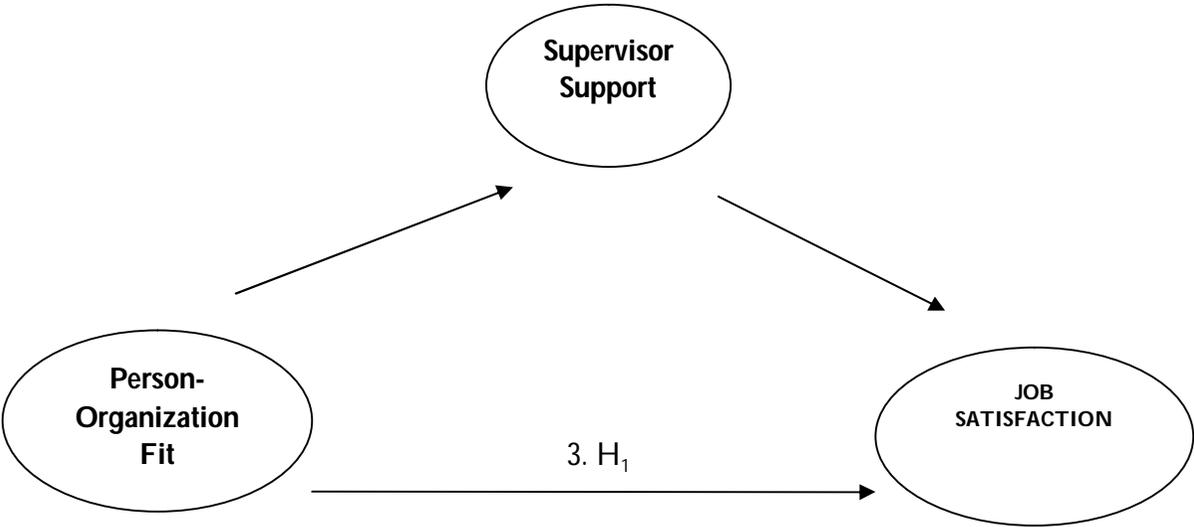


Figure 2: The Second Research Model (Intermediacy)

The data used in the research were collected with “survey” method, one of the data collection methods, for the purpose of the research. The relations in the research model were examined with the help of descriptive and relational models that are methods of the quantitative research. The mean values and standard deviations were reported in the descriptive model. The relations between regression analysis and variables were analyzed in the relational model.

Scope of the Research

The scope of the research was determined as 4 or 5-star hotels and the first-class resorts operating in Turkey to be able provide the opportunity to compare the population selected from the types of different hospitality businesses.

Table 1. Demographic and Professional Characteristics of the Participants

Hotel Category	F	%	Department	F	%
5-star	165	50,6	Front Office	58	17,8
4-star	145	44,5	Food&Beverage/Banquet	77	23,6
1st-class Resort	7	2,1	Kitchen	57	17,5
Working Year in the Available Hotel	F	%	Housekeeping	27	8,3
Less than 2 years	224	68,7	Sales Marketing	19	5,8
Between 3-5 years	60	18,4	Accounting/Finance/Purchasing	30	9,2
6 years and more than 6 years	30	9,2	Spa/Wellness	14	4,3
Working Year in Profession	F	%	Senior Manager/Owner	3	,9
Between 1-3 years	147	45,1	Other	32	9,8
Between 4-7 years	71	21,8	Education	F	%
8 years and more than 8 years	96	29,4	High School	159	48,8
Hotel Location	F	%	Associate Degree	59	18,1
City	234	71,8	Undergraduate	88	27,0
Coastal/Mountain	91	27,9	Postgraduate	6	1,8
Ownership Statue of the Hotel	F	%	Statue	F	%
National Chain	258	79,1	Manager	26	8,0
International Chain	25	7,7	Employee	292	89,6
Independent	35	10,7	Gender	F	%
Age	F	%	Female	135	41,4
Between 18-23	91	27,9	Male	191	58,6
Between 24-29	108	33,1	Marital Status	F	%
Between 30-35	63	19,3	Married	119	36,5
36 and more than 36	46	14,1	Bachelor	204	62,6

The questionnaire used in the research was collected by using convenience sampling method and being reached it to employees in hospitality businesses via web, e-mail and mail by the researchers. 2 of the returned 328 survey forms were eliminated because of the data deficient and the valid 326 surveys were confirmed as the sampling volume. Demographic and professional characteristics of the employees participating in the study are presented in Table 1.

The scales used

Demographic and Professional Fact Sheet; It includes various information such as the participants' gender, marital status and status related to their age, their education, their working year in profession and the available hotel, whether the available hotel is their first workplace, their departments, the hotel's star category, its location and its ownership statue.

Person-Organization Fit; The four-worded scale developed by Netemeyer, Boles, McKee, McMurrian (1997) was used as the scale of P-O fit in this study. This scale was evaluated with the method of subjective fit measurement which is one of fit measurement methods expressed by Kristof (1996) and it assessed the level of fit between person and his/her own organization. Cronbach alpha reliability coefficient of P-O fit scale was determined as .89.

The Supervisor Support; The eight-worded shortened version of the scale associated with supervisor support with maximum factor loading belonging to the scale of perceived supervisor support developed by Eisenberger, Huntington, Hutchison, Sowa was used as the scale of perceived supervisor support (Eisenberger et al. 1986, p.502). The expression beginning with "my organization..." used in the original scale was changed to start with the expression of "my supervisor...". The researchers who developed the scale and other people searching about this subject used the scale as it was (Rhoades and Eisenberger, 2006, p.689; Dawley, Andrews and Bucklew 2008, p.238). Expressions in the scales of P-O fit and supervisor support were measured with 5-point likert scale. Cronbach alpha reliability coefficient of the supervisor support scale was determined as .76.

Job Satisfaction;

Minnesota Job Satisfaction scale developed by Weis, Davis, England and Lofquist (1967) and adapted to Turkish by Baycan (1985) was used as the scale of job satisfaction. The original scale consists of 100 articles, but the version shortened to 20 articles was used in various researches (Yelboğa, 2007, Yılmaz and Karahan, 2009). Moreover, Minnesota Job Satisfaction scale is stated to be scale the most widely used in Turkey in the research which examined thesis studies carried out by Özsoy, Uslu, Karakiraz and Aras (2014, p.237) in Turkey. The effect of P-O fit on overall job satisfaction wasn't taken into consideration in the context of sub-dimensions when it was searched in this study. The expressions in the scale of job satisfaction were measured between the ranges of 1- Not satisfied at all and 5-Very satisfied with 5-point likert scale. Cronbach alpha reliability coefficient of job satisfaction scale was determined as .93.

Findings

The analyses were made by being transferred the data obtained from results of the research to the statistical program. In the first place, the mean value, standard deviation and correlations of variables associated with person-organization fit, supervisor support and overall job satisfaction were examined. As it can be seen in Table 2, the mean values of variables related to person-organization fit, supervisor support and overall job satisfaction are 3.53, 3.37 and 3.70 respectively in the research. It is shown that participants gave also the slowest point to the supervisor support whereas they gave the highest point to job satisfaction among these variables. However, all three variables are also above the average and these results can be interpreted that participants are compatible with their organizations, they are supported by their supervisors and they are generally satisfied with their jobs.

Table 2. Average Value, Standard Deviation and Correlation Coefficients Associated with Variables

Variables	Average	Standard Deviation	1	2
1. Person-Organization Fit	3,5355	1,20863		
2. Supervisor Support	3,3713	,86428	,312**	
3. Job Satisfaction	3,7020	,77090	,733**	,283**

**Correlation is significantly at the 0.01 level (2-line)

When the correlation coefficients are examined in Table 2, it is seen that there is a strong and positive ($r = .733$, $p \leq .01$) relation between person-organization fit and overall job satisfaction and there is a weak and positive relation between supervisor support and job satisfaction ($r = .283$, $p \leq .01$).

The results of the regression analysis to test the first model of the research are shown in Table 3.

Table 3. Results of Regression Analysis

Independent Variable	Overall Job Satisfaction (Dependent Variable)			
	R	R ²	F Value	P Value
Person Organization Fit	,733	,538	377,008	,000
Supervisor Support	,283	,080	28,1107	,000

The analyses concluded to confirm that there is a meaningful and positive effect of person-organization fit on overall job satisfaction. 53.8% of the change in overall job satisfaction is explained with the variable of person-organization fit. 1.H₁ hypothesis was accepted with this result. The positive effect of supervisor support on job satisfaction developed as the result of the regression analysis. However, the supervisor support can explain only 8% of the variable of job satisfaction. As a result, 2.H₁ hypothesis of the study is also supported.

A three-stage method recommended by Baron and Kenney (1986) was applied to control 3.H₁ hypothesis formed with the assumption that the support given by the supervisor of the employees in the hospitality businesses participating to the research can lead to change the effect of their person-organization fit on their job satisfaction. In the first stage, the effect of person-organization fit as the independent variable on job satisfaction is analyzed. This effect was tested with 1.H₁ hypothesis and was given in Table 4.

Table 4. The Mediating Role of Supervisor Support in the Effect of Person-Organization Fit on Job Satisfaction

Primary Regression Analysis Results (Model 1)

Dependent Variable: Overall Job Satisfaction			
Independent Variable:	Beta	t value	p value
Person-Organization Fit	,733	19,417	,000
R=,733 Corrected R²= ,536 F value= 377,008 p value= ,000			

Secondary Regression Analysis Results (Model 2)

Mediating Variable: Supervisor Support			
Independent Variable:	Beta	t value	p value
Person-Organization Fit	,312	5,916	,000
R=,312 Corrected R²= ,095 F value= 35,002 p value= ,000			

Tertiary Regression Analysis Results (Model 3)

Independent Variable: Overall Job Satisfaction			
Independent Variables:	Beta	t value	p value
Person-Organization Fit	,715	18,014	,000
Supervisor Support	,059	1,495	,136
R= ,736 Corrected R²= ,538 F value= 190,341 p value= ,000			

The fact that person-organization fit has a meaningful impact on job satisfaction has accomplished the first condition. In the second stage, it was examined whether person-organization fit, the independent variable, has a meaningful influence over the supervisor support, the mediating variable. As a result of this analysis, it was seen that person-organization fit has a meaningful impact on the supervisor support. In the final stage of the analysis, it was analyzed how job satisfaction is affected by person-organization fit, the independent variable, along with supervisor support, the mediating variable, and it was understood that the effect of supervisor support on job satisfaction isn't meaningful ($p=.136$). This result suggests that supervisor support doesn't have the mediating role in this relation. Therefore, 3.H1 hypothesis of the research was rejected.

CONCLUSION

It is aimed to demonstrate the relations between person-organization fit, supervisor support and job satisfaction in this study applied to the employees in hospitality business. The results of the study showed that both the fit between employees and their organization and their perceived supervisor support have a positive effect on job satisfaction. The positive relation between person-organization fit and job satisfaction conforms with the result of the studies carried out by Ng and Sarris (2009), Song and Chatboth (2011), Liu et al. (2011), İplik et al. (2011) in the literature. The positive relation between supervisor support and job satisfaction also matches up with the result of the study carried out by Babin and Boles (1996), Griffi et al. (2001), Elias and Mittal (2011), Anderson et al. (2002). It emerged that supervisor support doesn't take a mediating role in the analyses which the mediating role of the supervisor support in the effect of person-organization fit on job satisfaction was examined. This situation shows that job satisfaction is positively affected under circumstances which there is a fit between person and organization, but this relation isn't influenced with the situation whether the employee perceives the support from her/his supervisor.

The variables affecting their job satisfaction have gained more importance when it is considered that employees who have the high level of their job satisfaction become more productive at the same time. If organizations employ the workers who have values compliance with theirs, they will indirectly have the workers who are highly productive and their intentions to leave the work are low. The results indicated that the effect of supervisor support on job satisfaction is not as effective as person-organization fit. However, this result doesn't mean that supervisor support is insignificant. The supervisor support has still a positive impact on job satisfaction, although its impact rate is low.

Hospitality businesses were discussed because of the scope of the research and it is a major problem that the employee turnover rates are high in the hospitality businesses. The fit between employees and their organizations may positively affect also their intention to stay at the work just as it affects their job satisfaction. Thus, the subsequent positive outcomes can be oiled the wheels when the compatibility of potential candidates with the organizational values is regarded in the recruitment stage at the first.

There are also some limitations in the study. Firstly, there are drawbacks resulting from employees' time constraint and the low level of their interests when the survey study is carried on the hospitality businesses. Therefore, it is important that the study is repeated with a wider population by increasing the sample size to achieve more generalizable results. Job satisfaction, one of the variables in the research, was generally discussed. It can be made a great contributed to the field when the effects of person-organization fit and supervisor support on the sub-dimension are searched at the subsequent studies. Moreover, the person effect on job satisfaction can be more explanatory by adding factors such as person-organization fit, person-job fit to the future studies in addition to the variables in the research.

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