

THE MODERATING ROLE OF SOCIAL SUPPORT ON THE RELATIONSHIP BETWEEN PERSON-
ORGANIZATION FIT AND WORK ALIENATION IN THE TOURISM INDUSTRY OF TURKEY



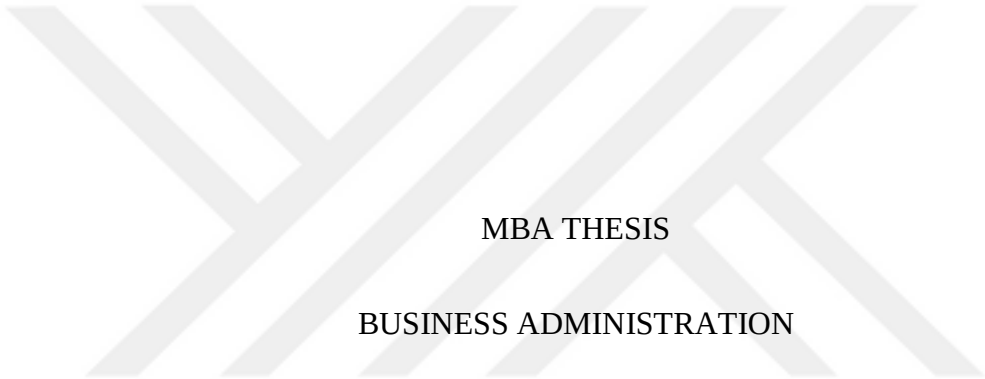
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JUNE, 2021

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BY

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PLAGIARISM

I hereby declare that all information in this document has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that, as required by these rules and conduct, I have fully cited and referenced all material and results that are not original to this work.

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ABSTRACT

This research is aimed to explain the effect of person-organization fit on work alienation. The research further is aimed to see how social support moderates in the relationship between person-organization fit and work alienation. Quantitative cross-sectional research was applied and the survey method was used in the data collection. Survey questions were delivered to the participants via e-mail and online applications. (LinkedIn, Whatsapp, Facebook). The research sample has consisted of 397 respondents who work actively in the tourism sector in Turkey. In this research model, Resick, Baltes, & Shantz's (2007) 5-statement person-organization fit scale, Tekin's (2012) 24-statement work alienation scale, and Özel's (2015) 8-statement social support scale was used to examine the relationships. All scales were previously measured on the pilot group and scale permissions were taken by scale developers. Compilation of data and hypotheses analyzes were done on SPSS 26.0 program. In the moderator impact analysis, two moderators analyze programs that were used which are, SPSS 26.0 and SPSS Process programs. As a result of the analysis, it was found out that social support was a moderator in the relationship between person-organization fit and work alienation.

Keywords: Person-organization Fit, Work Alienation, Social Support, Tourism

Industr

ÖZET

Bu araştırma birey-örgüt uyumunun işe yabancılaşmaya etkisini açıklamayı amaçlamaktadır. Araştırma ayrıca, sosyal desteğin birey-örgüt uyumu ile işe yabancılaşma ilişkisinde nasıl arabulucu rolü olduğunu görmeyi amaçlamaktadır. Nicel kesitsel araştırma yapılmış olup, veri toplamada anket yöntemi kullanılmıştır. Anket soruları mail ve online uygulamalar ile katılımcılara ulaştırılmıştır (LinkedIn, Whatsapp, Facebook). Oluşturulan anket turizm sektöründe aktif olarak çalışan 397 kişi tarafından yanıtlanmıştır. Bu araştırma modelinde ilişkileri anlamak için Resick, Baltes, & Shantz'ın (2007) 5 ifadeli birey-örgüt uyum ölçeği, Tekin'in (2012) 24 ifadeli işe yabancılaşma ölçeği ve Özel'in (2015) 8 ifadeli sosyal destek ölçeği kullanılmıştır. Verilerin derlenmesi ve hipotez analizleri SPSS 26.0 programı ile yapılmıştır. Moderatör etki analizinde ise, SPSS 26.0 ve SPSS Process programları olmak üzere iki moderatör analiz programı kullanılmıştır. Analizler sonucunda, birey-örgüt uyumu ile işe yabancılaşma arasındaki ilişkide sosyal desteğin moderatör olduğu görülmüştür.

Anahtar Kelimeler: Birey-Örgüt Uyum, İşe Yabancılaşma, Sosyal Destek, Turizm Endüstrisi

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1. INTRODUCTION

Work and related activities expend one-third of our life. Working conditions and the environment have powerful reflections on our daily life. While excessive workloads and responsibilities force people to have tight schedules and create the best outcomes in a limited time, people become more selective in working environments. Being fit into an organization is a crucial thing in today's world.

The knowledge we had till graduation both in educational and practical life creates the basis of our future contributions. In career decisions, everybody aims to use this know-how in the workplace and to position themselves in a better condition for the long run. Apart from the person-organization fit, working in a socially supported area and feeling committed to the work has positive reflections on worker's wellbeing (Brownell & Shumaker, 1984; Gersick, Bartunek, & Dutton, 2000).

Due to the nature of human beings, most of the work contains individuality and the social environment in the workplace depends on the individual's approach. Even all workers are under the same roof, their characteristics, professions, disciplines and career paths differ from each other. Some workers may not prefer collaboration, organization conditions may not fit with their personal values, or even if they are fitted and collaborative they may not find congenial colleagues to work together; all these factors may lead workers to alienation. This research aims to explain these assumptions with a moderating effect of social support.

Hoy & Forsyth's (1978) study proves that the cooperation between co-workers is much more significant than authority in case of isolation and alienation.

Moreover, the previous literature supports that, person-organization fit increases commitment to work, job satisfaction and decreases the turnover unemployment ratios, intention to leave, job stress (Hoy & Forsyth, 1978; Kim & Choi, 2018; Thisse & Zenou, 2000; Yıldırımbulut, 2006).

In the previous literature, the person-organization fit term was researched on positive organizational terms as job satisfaction, business attitudes, and organizational justice (Çelik & Damar, 2017; Kılıç & Yener, 2015). The results of the researches highlight that the harmony between an individual's personality, values, aims, attitudes and the organization's culture, values, aims, norms increases commitment to work, working performance, job satisfaction (Çelik & Damar, 2017). It is also noted that organizational justice increases person-organization fit and decreases work alienation (Kılıç & Yener, 2015).

Similar and contemporary studies indicate that work alienation is researched with many different topics such as empowerment (Kanungo, 1992), ambiguity (Elmas Atay & Gerçek, 2017), wellbeing (Coburn, 2005), human resources management (Nelson & Donohue, 2006), and stress (Manderscheid, Silbergeld, & Dager, 1975), organizational citizenship behavior (İplik, Yalçın, & Kılıç, 2008), organizational justice (Sayü, 2014) organizational cynicism (Demir, Ayas, & Yıldız, 2018).

2. LITERATURE REVIEW

In the first part, person-organization fit and work alienation relation will be researched. In the following three sub-sections; social support, the relationship between person-organization fit and work alienation, the relationship between social support and work alienation will be shortly covered. The last section explains the theoretical model of the research, based on detailed discussions of the relationships of person-organization fit, social support and work alienation.

2.1 Person-Organization fit

The independent variable of the study is the person-organization fit. That part covers the definition of the concept, progression of the term and the previous researches.

2.1.1. Definition of person-organization fit concept & progression of the term

While communication between organizations and their employees was one-way from management to employees in the past, the importance of employees has increased rapidly and communication directions diversified in recent years. Thus, the decisions, practices, attitudes, and behaviors made by the employees within the organizational structure have gained importance and seen as a contribution to the success of the organization (A. L. Kristof-Brown, Zimmerman, & Johnson, 2005). Therefore, being fit into an organization is also needed to ensure the high performance of the employees and to make a significant contribution to their organizations.

Person-organization fit process provides the opportunity for organizations and employees to progress by agreeing and contributing to each other. Person-organization fit refers to the importance of having the same characteristics with each other to provide the mutual needs of the individual and the organization to which he or she is affiliated (Bayramlık, Bayik, & Güney, 2015). Although it is not seen as a necessity to have a perfect fit between the individual and the organization, harmony may be needed to proceed successfully and efficiently. This is useful for mutually beneficial interests, as mentioned in the definition. In a mutual fit, expectations, and wishes can be better understood. Schneider, Goldstein, & Smith (1995) see the person-organization fit as “the elimination of the problems that may occur between individuals’ characteristics and those of the organization and meeting them on a common ground as much as possible”. Accordingly, it seems possible to have a compliance issue between the parties. However, person-organization fit aims to eliminate the fit problems that may be experienced at this point. Thus, the parties act more closely with each other and observe each other’s expectations. There may be problems between organizations and their employees at some points. In this scenario, there should be a common point to solve problems. For this purpose, there should be many common views and approaches between the parties. The existence of a common point of views can assist the parties to support each other in the process of person-organization fit.

Chatman (1989) carried out numerous studies on the subject and investigated the benefits of person-organization fit within the organizational structure.

He stated that the similarities between organizational phenomena such as values, targets, working environment, and company laws provide a person-organization fit.

In summary, to achieve a person-organization fit, the common values and compliance levels need to be checked specifically. On the corporate side, human resources, as well as individual employees, can make such evaluations on their own and decide for them. In particular, structures such as human resources can handle this process more professionally and make evaluations on a large scale.

In the person-organization fit, the characteristics of individuals vary with the characteristics of the organization they want to be employed or which they are employed. Thus, individuals want to work in a fit with their values, expectations, and plans. This shows that individuals give more importance to person-organization fit in the career selection process (Yıldız, 2013).

In today's modern working life, businesses are no longer just selective; employees can also make various choices. For this reason, employees have become a very important and decisive position in terms of person-organization fit. Especially during the process of career selection, they apply to companies that can be compatible with them, and then they listen to the expectations of the organization they are applying to and assess whether they can show compliance. This process takes place mutually.

Kristof (1996) expressed that there is a necessity of three conditions to have real positive result for the person-organization fit. These three conditions are listed as follows (Ulutaş, 2010);

- At least one of the parties meets the needs of the other; in the past; it was sufficient for employees to meet the expectations of their organizations
- The parties have almost the same characteristics of each other and wish to coexist accordingly.
- When they both share similar basic characteristics and their needs are met by each other concerning changing circumstances.

Accordingly, although the process works towards meeting the expectations of one party, the expectations of the individual and the organization are tried to be fit with the changing conditions. Thus, the parties try to approach each other rather than separate. Especially, employees need this more.

Individuals, intrinsically compare themselves with other people in social environments and this is a nature of belonging sense (Endirlik, 2019). Since they generally prefer consistency, individuals are endeavoring to adapt and be in harmony. Again, in general, individuals desire to have control over their lives, to reduce uncertainty, to belong, to be happy, and to feel life satisfaction (Van Vianen, 2018). Although many aspects of organizations and people are important in determining behaviors (skills, job requirements, personality traits, occupations, etc.), it is assumed that both organizations and people have some basic and permanent values. Person-organization fit is defined as the harmony between the norms and values of organizations and the values of people (Chatman, 1989).

In the detail of this definition, it is accepted that the person-organization fit is based on the harmony between an organization and a person's main characteristics. While these characteristics are values, climate, culture, goals, and norms on the organization's side, it is the characteristics, personality, attitudes, and goals discussed on the individual side. For the fit to emerge, it is stated that the characteristics of the organization and the person should be similar and they should be in harmony (Kristof, 1996).

Individuals make efforts if their own beliefs, behaviors, and attitudes are compatible with the ideas of others. Because it is known that adaptation enables individuals to better understand the behaviors of others and facilitates interpersonal interactions (Endirlik, 2019; Van Vianen, 2018)

2.1.2. Importance of person-organization fit

It is assumed that person-organization fit improves the ability to predict how much a person values will change as a function of organizational membership, and to what extent they will adapt to organizational norms. It is suggested that members of the organization can shape and change the values of people (Chatman, 1989). According to Cable & DeRue, (2002), if the members of the organization believe that their values, the organization values, and other members of the organization are in fit, their interest in the mission of the organization increases. For organizations, human resources management has two main objectives: productivity and job quality. Research by Silverthorne (2004), shows that the degree of suitability between a person and an organization is closely related to both productivity and turnover rates.

Person-organization fit is defined as the reflection of the harmony between organizational value patterns and individual value patterns.

Research of O'Reilly III, Chatman, & Caldwell (1991) highlights that the individual's choice between the existing culture and organizational culture so far has been associated with commitment, satisfaction, alienation, social support and turnover. Based on these results, it is seen that both the work alienation and social support of the individual are affected by the person-organization fit. Person-organization fit, which is based on Schneider et al.'s (1995) Attraction-Selection-Attrition / A-S-A model, indicates that similar types of employees are affected by similar types of organizations (Yıldız, 2013). In the study of Tom, (1971), the effect of personality and organizational image in the recruitment process is researched and found that the higher similarity between self-concept and perceived organizational image, the higher the probability of choosing an organization (O'Reilly III et al., 1991).

2.1.3. Perceived person-organization fit

When defining the concept of the person-organization fit, it is appropriate to define the concept of “perceived fit” used in the study, especially in order not to cause confusion between concepts. To measure the perceived person-organization fit, people are asked to what extent they believe that fit has occurred. Perceived fit is the perception that a person is fit, regardless of whether the person has similar characteristics, integrates with the environment or is completed by the environment. (Çiçek, 2018). It is observed that the perceived person-organization fit also increases the participation and commitment of the employees. It is suggested that people with low perceived person-organization fit have low participation rates and leave the organization (Alınacak & Mehtap, 2015).

However, from a different point of view, there is a possibility that high levels of person-organization fit may lead to negative consequences such as excessive homogeneity, stagnation, resistance to change, and adaptation (A. Kristof-Brown & Guay, 2011).

When explaining the concept of person-organization theory, it would be appropriate to refer to the theory of work adjustment (TWA) formulated by Dawis and Lofquist (1984) (cited in Bretz & Judge, 1994). The researchers of this theory emphasized that if individual and environmental qualities are proportionate, one can adapt to the job. In detail, when the individual and the environment belong to similar conceptual areas, they are logically linked, interdependent, and can also be measured with similar rating scales (Van Vianen, 2018). In the theory of work adjustment, a person's values, and environmental values can be used directly to estimate employees' satisfaction with their jobs (job satisfaction), and workplace satisfaction of employees (competencies) (Lyons, Brenner, & Fassinger, 2005).

In the process of person-organization fit, individuals act with foresight that they can be compatible with the organization in the first place. This foresight consists of positive factors that the individuals notice at first glance in the organization and enables individuals to think positively that they can be compatible with the organization. However, in the concept of perceived person-organization fit, it is realized that the individual makes a prediction on this adaptation and measures it by making some future-oriented predictions about its realization. In the above stated estimations, individuals may think that the organization is appropriate and the interests of both parties are mutual, or vice versa.

In opposite estimations, individuals may feel that there is no harmony between parties and they may have a prediction that there is no need to be in that organization.(Yıldız, 2013). The important point that stands out here is what the individual thinks about the organization in question apart from the organization, its performance, and its image. In other words, when the attitudes and behaviors of an organization that is successful and accepted by many people are misperceived by individuals, there may be an occasional incompatibility and communication problem. At this point, the self-developed perceptions are extremely important. Cable & Judge (1996) stated that value is the most important criterion in person-organization fit and stated that individuals are prominent actors in the perception of these values. Although the whole set of values is positively developed, the individual's values and perceptions become more prominent in the process as the values are the most important factors in guiding the behavior of individuals. However, in the process of presence within the organization, the organization fit is perceived by the individuals is more important than the actual level of performance of the organization (Moripek, 2016; Yıldız, 2013).

2.1.4. Theoretically person-organization fit

Although previous researchers examine the person-organization fit under the title of direct person-organization fit, the later researches show the importance of how the member of the organization communicates with the organizations. Due to that, the person-organization fit is handled when people are in the recruitment process of companies.

Muchinsky and Monahan developed the concepts of supplementary and complementary fit (Ulutaş, 2010):

- **Supplementary model of fit:** In this approach, workers must be mentally compatible with other individuals in the environment in which they work and come together with common thoughts to make a common struggle. Accordingly, different individuals from different positions can come together for the same purposes.
- **Complementary model of fit:** This approach seeks to create a team that will serve a common purpose, from different characteristics of each person. The model aims to bring together different individuals. Accordingly, both fits are achieved between different individuals. Individuals and companies with different goals can make efforts for common interests through this fit.

In Person-Organization Fit, even if there is no adaption, it is possible to complement and support each other with common interest consciousness. At the same time, this process can be between individuals and organizations as well as between individuals. The fit between individuals within the organization also determines the communication of individuals with the organization (Ulutaş, 2010). Edwards and Caplan (1998), who discussed the concept from another perspective, developed two fit approaches: needs-supplies and demands-abilities;

Needs-supplies fit approach: In this approach, the fit occurs when the needs, desires, and preferences of the organization are met (Ferratt, Enns, & Prasad, 2004). The researches on the theories of meeting the needs showed that needs-supplies fit is the main mechanism that affects attitudes and behaviors. The convergence of all these theories is that when the needs are satisfied, positive business behaviors will be seen in individuals (A. L. Kristof-Brown et al., 2005).

This approach, which gives priority to the expectations and interests of the organization at a great extent, the first important point in terms of compliance is the extent to which the expectations of the organization have been met. The next point is the measure of the interests of the employees from satisfaction in work and the extent to which their expectations are met. Thus, it is seen that needs-supplies fit approach was aimed to meet the needs of both parties at the final point.

Demands-abilities fit essentially covers the appropriateness between the requirements of the job and the capabilities of the individual. This approach emphasizes the harmony between the individual's knowledge, skills, abilities, and job requirements, desires of the job. This type of fit can be considered as a kind of person-job fit in the literature (Scroggins, 2007) Especially, the human resources department see the P-O fit as extremely important to determine the capabilities and the degrees of capabilities. This approach, first aims to adapt to the interests of the organization and then play an important role in meeting the individual's expectations.

Research of Caplan and Edwards put forward the organizational benefits as a beginning point and hold individuals responsible for all responsibilities. Accordingly, it is seen that the role of the individual in the organization and what they can give is questioned, unlike person-organization fit. In other words, organizations cannot be preferential in the case of person-organization fit.

Schneider et al. (1995) are aimed to explain the theoretical aspects of the concept of P-O fit with the A-S-A model. This model consists of the initials of the words “attraction”, “selection” and “attrition”(Polatçı & Cindiloğlu, 2013).

The researchers who developed this approach have listed the points as follows (Behram & Dinç, 2014):

- **Attraction Dimension:** In this dimension, as a result of the fact that the organization structure, culture, and values are compatible with the characteristics of the individual, the mentioned organization seems more attractive for the individual.
- **Selection Dimension:** The organizations which have been going on for many years prefer to employ individuals which have the potential to work in harmony with their expectations, goals, and strategies.
- **Attrition Dimension:** It refers to the estrangement between individual and organization caused by the deficiencies of expectations, duties, or any kind of problems.

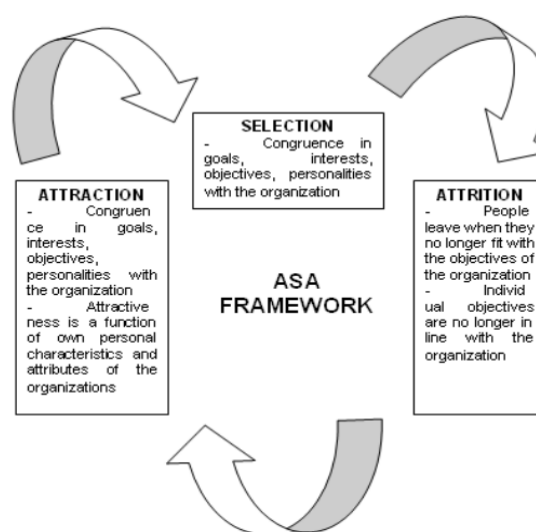


Figure 1. ASA (Attraction-Selection-Attrition) Framework.

Source: (Macadangdang Pazcoguin, 2013)

Schneider, Goldstein, & Smith, (1995b) are stated that the parties may decide to separate their ways when an incompatibility occurs. This shows that the person-organization fit is based on the reciprocity principle (Moripek, 2016).

The ASA model developed by Schneider (1987) is another important reference to explain the process. According to the model of Schneider:

- Organizational structures can act in different ways to attract individuals to themselves,
- Organizations seek to recruit individuals under pre-determined organizational values by using formal and informal methods.
- In a way, the individual has priority in leaving the organization:
Accordingly, the problems that individuals are experiencing during the adaptation process lead to willingly or unwillingly alienation from the organizations.

Schneider predicted that the first step in person-organization fit would be taken by the organization. As organization management is a large decision-making mechanism, aims to recruit individuals who have common values with the organization, and make itself attractive for targeted individuals. Schneider's model says that in the disengagement process, individuals' decisions become more important than organizations, in brief, individuals have the last word.

- Shared values are primarily related to an individual's sense of achievement and capacity. Shared values may be related to organizational commitment. With organizational commitment, individuals can combine their values with

the values of the organization they are affiliated with and the values of other individuals within that organization.

- Self-confidence comes to the forefront within the shared values and helps the individual to prove themselves,
- Ethical perception is important among shared values; the importance given to ethical values is the common point of the parties,
- In the shared values there is a possibility to face work stress and as this stress affects the person-organization fit, it can affect the individual's social life.
- Shared values relate to organizational objectives and with the person-organization fit, organizational goals and individual goals can meet at an absolute point,
- Shared values are closely related to the attitudes and behaviors of stakeholders within the other organization; the level and shape of the reactions of employees, especially managers, direct the person-organization fit.

To achieve a person-organization fit, there must be a shared set of values and at least the parties must somehow adapt to this process. Thus, fit can be achieved more easily with common values, and new employees can easily adapt to this process.

2.1.5. Similar approaches are related to person-organization fit approaches

The context of work fit is covered by many fit concepts such as person-environment-occupation fit (harmony between individual occupational interest and professional characteristics), person-job fit (harmony between personal capabilities, needs and job demands, needs), person-organization fit (harmony between

organizational and personal values)(Van Vianen, 2018). In this section of the research, these concepts are shortly mentioned.

2.1.5.1. Person-environment fit.

Organizations, social groups, jobs, personal interests shape the environment of individuals. The person-organization fit variable is researched in terms of the necessity of person-environment fit(Bretz & Judge, 1994; A. Kristof-Brown & Guay, 2011; Van Vianen, 2018). Ostroff & Schulte (2007), classified person-environment fit as a specific interaction between individuals and situations. From a similar perspective, P-O fit is explained as the harmony that occurs when individual and environmental factors interact with each other. Besides, it is stated that the increase in fit ratio provides more positive outputs (A. Kristof-Brown & Guay, 2011; Ostroff & Schulte, 2007). Two main perspectives conceptualized on the person-environment fit; supplementary fit and complementary fit (Muchinsky ve Monahan cited in A. Kristof-Brown & Guay, 2011b).

2.1.5.2. Person - culture fit.

Every organization has a life cycle, and over time companies change, develop, and grow. Organizational culture plays an important role in every type of organization. Silverthorne's (2004) research 2004 also emphasized that all concepts including organizational culture and person-organization fit are important for organizational success. According to Kristof 1996), organizational culture explains a significant part of organizational behavior and plays a key role to understand the functioning of the organizations. Culture is a great indicator of the extent to which an individual will adapt to the organization. If there is a cultural fit between the person and organization, the person feels comfortable and harmonious within the

organization culture(O'Reilly III, Chatman, & Caldwell, 1991b)(O'Reilly III et al., 1991a).

In their research, O'Reilly III et al. (1991) wanted to create a common definition and measurement on person-culture fit but stated that they could not find a common denominator on this issue and could not create a definition and measurement. As a common view of their research, they stated that culture plays a crucial role in organizational fit. The study of Silverthorne (2004), examined the effect of organizational culture and person-organization fit on organizational commitment and job satisfaction by using three corporate cultures: bureaucratic, innovative, and supportive. As a result of the study which is held in Taiwan, the highest level of organizational culture is observed as supportive and the lowest level of OC is observed as bureaucratic. The researcher emphasized that OC has a direct impact on P-O fit, because the formation of norms and behaviors of employees occurs with OC. Another point is noted by the researcher is, OC plays an important role in the adaptation of non-western countries. According to Demir & Öztürk (2011), just like social culture, organizational culture can be transferred from generation to generation and thus can give continuity to the organization. In some cases, even if managers change, organizational culture and related values can continue to be permanent within the organization.

2.1.5.3. Person – job fit.

To have a person-organization fit, it is important to act simultaneously and share the same emotions, and for this to happen, the person must be compatible with the work. Like person-organization fit, person-job fit also serves the interests of the

organization. This harmony serves both the individual's development and the development and success of the organization.

First, Edwards (1991) expressed the concept of person-job fit as the harmony between the abilities and qualifications of the individual, or the harmony between the expectations of the individual and the opportunities given to him. When there is harmony between the expectations, qualifications of the job, and the qualifications of the individual, the performance level of the individual increases. In the case of a misfit, the productivity level of individuals decreases, failure, alienation increases and causes them to seek alternative organizations (Iplic, Kilic, & Yalcin, 2011). The employee is likely to be alienated from work when he/she is unable to establish a connection between the task assigned to him and his abilities. This may have negative consequences in terms of communication and work outcomes. Person-job misfit negatively affects both the work outcomes and the person, and indirectly prevents person-organization fit. Organizations have business expectations from their employees. In return, the assigned employee has expectations from the organization in case of completing the task. On the axis of the demand-skill approach, the demanded capabilities and the skill capacity of the individual in return show whether the expectations of the organization can be met and give an idea about person-job fit (Sekiguchi, 2004). For this reason, interrelated concepts such as person-job and person-organization fit can have an absolute impact on the individual's work and social life (Moripek, 2016). She also noted that person-job fit, which can be seen as the first step before the person-organization fit, prepare the individual for the possible positive relationship with the organization. In this preparatory stage, the organization not only measures the capacity of potential individuals but also gives individuals the opportunity to test themselves and their abilities. If the results of this trial are positive,

a sufficient environment is provided both for person-job fit and person-organization fit.

According to Sekiguchi & Huber (2011), while examining the fit levels of applicants; the level of person-job fit is considered as a more important criterion from person-organization fit levels. Based on this finding, it seems that the level of low person-job fit is more likely to be used as a reason to reject candidates rather than a low person-organization fit. The situation of person-job fit appears positive for both parties, the organization chooses a suitable candidate for the job, and the individual applies for a suitable job for themselves. When the individuals start working in the company, they care about the harmony within the organization and prefer the organizations that fit with their values to work comfortably in the long run.

In previous studies, the person-job fit was mostly associated with job satisfaction, organizational belonging, organizational citizenship behavior, intention to leave the organization, turnover, and it was concluded that person-organization fit had a positive effect on job satisfaction, organizational belonging, organizational citizenship, and commitment. Person-organization fit has an inverse relationship with the intention to leave and employee turnover rate (Akbaş, 2011; Andrews, Baker, & Hunt, 2010; Behery, 2009; İplik et al., 2011; İplik et al., 2008; Kılıç & Yener, 2015). Kristof-Brown (2000) examined employers' perceptions of person-organization fit and person-job fit at the same time. As a result of the research, it has been shown that evaluations of person-job fit are frequently used for evaluating the knowledge, skills, and abilities of candidates whereas person-organization fit evaluations are applied to the values and personality characteristics of the candidates.

2.1.6. Person-organization fit approaches

Depending on the perspectives and approaches of researchers, the concept of person-organization fit is examined in various dimensions.

2.1.6.1. *Kristof's person-organization fit approach*

3. Various definitions of person-organization fit are available in the literature. However, many of these definitions contain contents from the approach developed by Kristof (Ulutaş, 2010). Kristof's fit studies, which covers person-organization fit and other related areas, have an important place in the literature. According to the approach of Kristof (1996), the fit is defined as “fit between person and organization (environment) this (a) when at least one meets the needs of the other, (b) when they share similar basic characteristics, (c) or when both occur, harmony occurs. In the study of Kristof, the employer's perception of person-organization fit and person-job fit are examined at the same time. The result of the study shows that in the evaluation of person-job fit, the candidates' knowledge, skills, and talents; in the evaluation of person-organization fit, the candidates' values and personal characteristics are frequently used. Furthermore, the results are showing that the variables person-organization fit and person-job fit, analyze the candidates, and helps the HR responsible in the recruitment process (Kristof, 1996). Kristof stated that it is possible to achieve person-organization fit in four ways. The first two are the supplementary (showed as an arrow “a” in
4. Figure 1) and complementary fit defined in person-environment fit. Supplementary fit performs as the fit between the essential characteristics of a person and an organization. The third way is defined as matching the perceptions, needs of the person, and the organization systems and structures.

According to this point of view, which is called needs-supply fit (showed as arrow “b” in Figure 1, if a person can meet his/her needs, he/she is expected to be satisfied with his/her job (Ostroff & Schulte, 2007). In a fourth way, the fit is only possible if the person has the necessary qualifications to meet the organizational demands. This fit is called demand-abilities fit (showed as arrow “c” in Figure 1).

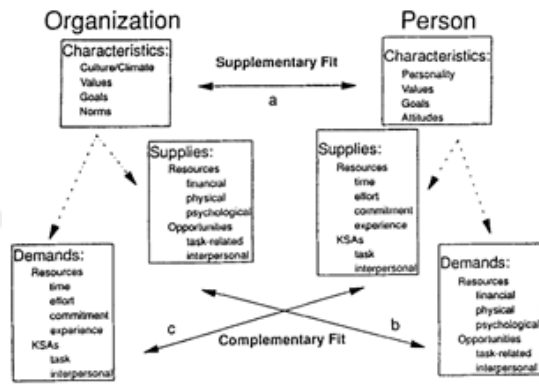


Figure 1 Source: (Kristof, 1996) p.p.4 Various Conceptualizations of Person-Organization Fit

4.1.6.1. *Schneider's person-organization fit approach.*

Schneider's (1987) ASA model (attraction-selection-attrition) is of great importance on fit studies (Endirlik, 2019; Halfhill, Nielsen, & Sundstrom, 2008; Macadangang Pazcoguin, 2013). The researcher states that individuals with common characteristics work in similar jobs and behave similarly. According to this idea, similar people are attracted by environments where their goals are similar, they are chosen to work there and prefer to continue working here. The harmony between personal expectations and organizational life ensures high job satisfaction (Behery, 2009; Bretz & Judge, 1994; İplik et al., 2008). However, if the employees believe that they do not comply with the environment, then they feel regret and choose to leave the organization (Schneider, 1987).

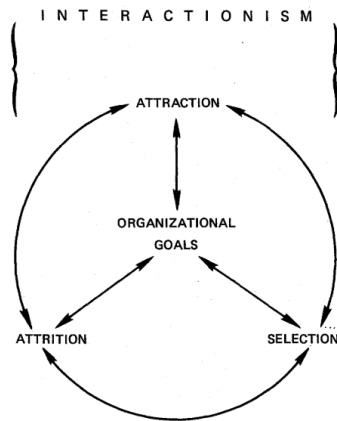


Figure 2 The Attraction-Selection-Attrition Framework
(From "An interactionist perspective on organizational effectiveness" by B. Schneider in *Organizational Effectiveness*, edited by K. S. Cameron and D. S. Whetten, 1983, New York, Academic Press. Copyright 1983 by Academic Press (Schneider, 1983).

Schneider's theory of ASA Model's Attraction-Selection-Attrition

components are defined as follows;

Attraction

The Attraction component suggests that job seekers base their perceptions of P-O fit in the values of organizations and make decisions about job selection based on those perceptions (Cable & Judge, 1996). According to the ASA model, two critical decisions are regarded as the precursors of P-O fit; the first is the decision of the organization to recruit these particular persons (A. Kristof-Brown & Guay, 2011). If one finds the structure, culture, and values of the organization compatible with their preferences, it is expected to find the organization more attractive.

Selection

The selection component can be interpreted as the organizational component of the attraction component. Just as individuals, organizations tend to make their selections from individuals who share similar values and characteristics when choosing their employees. (Behram & Dinç, 2014)

Attrition

The attrition component of the ASA cycle mentions that people who do not fit with the organization make mistakes and as a result of the situation they leave the

organization. This is supported by Schneider's previous researches (Schneider et al., 1995). On the other hand, it did not emphasize whether the act of leaving the organization would take place voluntarily or involuntarily (A. Kristof-Brown & Guay, 2011). P-O fit is also based on Schneider's (1987) ASA model. In P-O fit as in Schneider's model, the individual seeks organizations that are matched to his/her values and needs in the job search process.

4.1.6.2. Chatman's person-organization fit approach.

Chatman stated that the concept of value has an important place in the P-O fit. In defining the fit of people and organizations, Chatman uses the expression of the overlap between the norms and values of organizations and the values of the people. Chatman said that individuals and organizations think that it would be useful to have more information about each other during the selection process. In Chatman's studies, two groups are investigated. These two groups occur from new employees whose individual values match organizational values and those whose individual values do not match organizational values.

As a result of his experimental work on these two groups, Chatman (1989) found out that new employees whose values matched the organization adapt to the organization faster, job satisfaction rates are higher and the intention to leave rates are lower. The later research is supported Chatman's findings as Tom (1991) emphasizes that employees with similar personality traits were more successful with the organization.

In Chatman's person-organization fit model, the person-organization fit is desirable for organizations. However, it is stated that if there is a high level of person-

organization fit, it may cause some situations such as uniformity and excessive homogeneity which are not considered positive by the organization. Another situation is that when the level of person-organization fit is low, employees are forced to be in harmony with the organization, learn their values and develop. This situation may cause disagreements and decrease fit faster within the organization.

Therefore, it will be beneficial for organizations to find the optimum person-organization fit. Chatman suggests that an appropriate level can be found in his model is implemented. While it is theoretically foreseen that individuals choose organizations in which they perceive person-organization fit in the job search process. According to Endirlik (2019), this situation may not always be possible in today's practice. Employees are also likely to start working in organizations where they perceive low person-organization fit due to circumstances. From Chatman's point of view, employees may experience person-organization fit, not because they choose an organization with which they are suitable during a job search, but because subsequent organizational socialization practices affect their values, perceived fit, or both (Cable & Judge, 1996; Chatman, 1989). Since, socialization is considered as a way in which the organization can have a direct impact on the level of adaptation of its employees. Studies on the subject prove that socialization is one of the most important determinants of the adoption of organizational values over time (A. Kristof-Brown & Guay, 2011).

4.1.6.3. Cable and Judge's person-organization fit approach.

According to Cable & Judge (1996), people direct behavior, attitudes, judgments, and decisions with their values. For this reason, the concept that P-O fit can be measured directly and in the most meaningful way by the values of individuals

and organizations. Researchers emphasize that the individual's perceptions of organizational values have a very important role in the person-organization fit. In the research of 1996, they evaluated the attractiveness of job seekers about the job and characteristics of the companies they interviewed and their perception of compliance with both the organization and the job.

Besides, they have measured the perceptions of the candidates about organizational values and as a result, they found out that the perceived fit of the values of the candidates was compatible with the job selection demands. Cable and Judge (1996) noted that in most P-O fit research, value determinants are undefined, as value fit is calculated by data collected after employees start working actively in organizations. Therefore, the applicability of the mentioned method will be limited only to the organizations with the data of the employees before the start of the work.

4.1.7. Related concepts of person-organization fit

4.1.7.1. Values fit

Value is to prefer the current situation over the other situations. Value is an important concept to understand the source of our behavior and judge our behavior. Values indicate the importance of the individual's desires, preferences, and undesirable states.

According to Erdem (2003), values are seen as determinants of desired and unwanted situations in organizational terms. According to Robbins & Judge (2009), values are fundamental beliefs that allow us to choose current posture and behavior over personal or socially opposed posture and behavior. These basic beliefs explain what is right and preferable for individuals. In 2006, the values of work are

investigated by Hegney, Plank, & Parker and classified the values as internal and external. In the study, internal values include areas such as employee satisfaction, job description, other than material issues; external values cover areas such as wage increases and promotions, which involve material issues.

The study of Can H, Azizoğlu ÖA, (2015) is highlighted that business values vary according to the priority order of individuals and the most prominent business values are shown as a success, relevance to colleagues, fairness, and honesty. Another study about work values is stated that experienced employees have higher P-O fit and experienced workers are more likely to adapt to organizational values (Pekdemir I., Koçoğlu M., & Çetin Gürkan G., 2013).

4.1.7.2.Needs fit.

The need for humans is one of the necessities of healthy living. Requests and needs are always confused with each other. The most prominent feature between the two is that there is no change if the request is not realized, but contrary to the request, the lack of needs leads to negative consequences. It is stated that reactions such as conflict, alienation, and psychological tension occur (Ulutaş, 2010) when the need is not fully met (Eren, 2017; Ulutaş, 2010).

Among the motivation theories, Maslow's Needs Hierarchy Approach is the best-known approach that provides the explanation of needs. Two assumptions are emphasized in this approach. The first assumption is that the individual's behavior aims to fulfill certain needs that exist. The second assumption concerns the order and priorities of the needs. The need in the upper level does not lead the individual to take an action unless the lower-level needs are met. As soon as one of the needs is met,

another need emerges. Therefore, as the lower-level needs are met, it will begin to affect the higher-level needs (Büber, 2019; Koçel, 2015). Maslow has examined the hierarchy of needs in five main categories (Robbins & Judge, 2009).

Maslow's theory of needs is applied in organizations by managers. The process starts with the identification of the employee needs, continues with leveling of the needs, and completes by fulfilling the needs.

4.2. Work Alienation

Commitment term which is the opposite of alienation, are commonly researched topics of the social sciences. The alienation concept has great interests in many fields and has different definitions by sociologists, philosophers, economists, psychologists, and politicians, etc. Due to the changing conditions of work and life, the alienation variable has always been the subject of different researches by scholars (Horowitz, 1966; Seeman, 1959).

The concept, which gained meaning with Karl Marx, provided the basis for many theoretical studies on alienation. The work alienation notion is based on Karl Marx's researches. Marx used the concept in his critique of capitalist society and to interpret the situation of the worker (Salihoğlu, 2014). He also defines alienation as a worker's alienation from the production or the person's who consume the product. (Nair & Vohra, 2010). According to Kanungo (1992), work alienation is a work condition that abstracts a person against colleagues, weakens customer relations, disables a person's ability and control over overwork. On the other hand, Seeman explained alienation from a socio-physiological point of view and made the measurability possible.

The term defined in five dimensions as “powerlessness, meaninglessness, normlessness, isolation and self-estrangement” (Horowitz, 1966; Salihoğlu, 2014; Seeman, 1959)(Horowitz, 1966; Salihoğlu, 2014; Seeman, 1959)

In other empirical studies, it is aimed to use the factors that cause work alienation in organizations. In this respect, alienation is an important issue for both the organization and employees in terms of having negative effects on general health status, job performance, job continuity, job satisfaction, productivity, and commitment to the organization. Therefore, it is necessary to identify the factors that cause work alienation. Today, person-organization fit still exists as an unsolved problem in organizations. Defined as an important source of work alienation, person-organization misfit is considered one of the most important reasons why employees experience a sense of alienation towards their jobs (Salihoğlu, 2014).

The concept of alienation, which dates back to Ionian philosophy, is derived from the Latin adjective “alieneus” word which means’ mentally ill. (Salihoğlu, 2014 retrieved from (Akyıldız ve Dulupçu,2003)) The name of the concept in the Latin dictionary “alleanatio”, is used in the meaning of alienation- defamiliarizing (Kiraz, 2011).The concept of alienation was born for the first time from the religious idol worship-pagan belief. In this belief, people worship the objects they created by sanctifying the idols they created and kneeling on them. In other words, human beings worship and obey the object made by his hand and that causes him to be alienated from his being, his characteristics, and his power (Ofloğlu & Büyükyılmaz, 2008).Alienation in the philosophical field was first found in Hegel’s works. According to Hegel’s philosophy, the absolute entity is becoming another entity in nature. So nature; is the result of the externalization of the absolute spirit.

Afterward, people realize that nature is not an entity outside of themselves, and they escape from alienation.

As a result, the concept of alienation in Hegel's philosophy includes the process of breaking the essence of the absolute being and returning to its essence (Salihoğlu, 2014 retrieved from (Akyıldız ve Dulupçu,2003).

According to Marx; by overcoming the value of change and the use of the capitalist system; it is the alienation of humans from labor, self, and society.

According to Melvin Seeman; "A person loses contact with his or her senses and backgrounds."(Şimşek, Çelik, Akgemici, & Fettahoğlu, 2006). According to Seeman, alienation consists of five dimensions: Powerlessness, meaninglessness, normlessness, isolation, and self-estrangement.

- Powerlessness dimension: Individuals do not manage their own behavior, events cannot have the consciousness of self-management.
- Meaninglessness dimension: Individuals cannot decide on the truths and what to believe.
- Normlessness dimension: Individuals act improperly through morals, social values, and behaviors.
- Isolation dimension: It is the fact that socially valuable facts do not make sense for the individual.
- Self-estrangement dimension: Individual's inability to adapt to the social structure and alienation from themselves (Salihoğlu, 2014; Şimşek et al., 2006).

2.2.1. The characteristics of alienation

The characteristics of alienation are indicated below (Şimşek et al., 2006).

Alienation is a concept relationship; it is that someone moves away from someone or something.

- It is inherent in human beings.
- Appeared in the first lives
- It is connected with the social environment of individuals.
- Human relations such as jealousy, aggression, and lack of mutual trust may arise in individuals as a result of alienation.

According to Horowitz, alienation amount to deeply isolating oneself from the items, people, thoughts (Horowitz, 1966). It is quite difficult to specify the correct definition of this subject (Durkheim, Marx, and Weber)(Hoy & Forsyth, 1978).

2.2.2. Dimensions of alienation

The concept of alienation, which is frequently used in contemporary sociology, comes from a philosophical-religious background (Tolan, 1980). Over time, the concept has gained a rational meaning with Hegel's philosophy by stripping from its religious and mystical meaning.

The concept was concretized by Karl Marx and began to use it as an assumption of human life. In empirical studies, the phenomenon of alienation is brought down to the field of study and defined according to own field sources. When viewed from this perspective, different aspects of alienation can be encountered and work alienation is one of them (Göktürk, 2007).

According to Marx, if a person's activity appears to his/her as an activity that is not free, then a person makes it as an activity under the yoke of capitalists. This capitalist holds the control of the whole and, also, determines the form, intensity, duration, variety, and several products, environmental conditions, and, most importantly, whether the work will be carried out. The worker only carries out the production activity under the yoke of the capitalist and if the capitalist decides that further production will not make any profit he/she can stop the production (Ollman, 1971).

Seeman (1959) evaluated it from a socio-psychological perspective and made the concept more understandable by defining it in five dimensions as "weakness, meaninglessness, isolation, normlessness, self-alienation". In empirical studies, alienation is measured and defined by these dimensions. Findings of empirical studies show that in organizations, dimensions of alienation are experienced by employees at different levels. Alienation is described by many researchers as a condition of weakness or experience of weakness (Barakat, 1969). According to Seeman (1959), the roots of weakness are based on the Marxist view of the worker's situation in capitalist society. From this point of view, the worker stated that he/she was alienated in the situation that the power and decision-making tools of control were taken over by entrepreneurs. The weakness dimension is related to working conditions. In this respect, weakness refers to the lack of control over the employee's business activities, autonomy, self-management (Blauner, 1964; Mottaz, 1981; Shepard, 1973; Wilson, 2004) and lack of participation in the work (Mottaz, 1981). In other words, according to Manderscheid, Silbergeld, & Dager, (1975) weakness is defined as the reflections of the perceived helplessness in achieving the desired behaviors. About Nelson & Donohue (2006), this type of alienation is interpreted in psychological terms that

include feelings such as the inability of the individual to achieve self-fulfillment and the need for self-esteem. (Barakat, 1969) defined weakness as an expression of excessive control among the sources of alienation at the level of socio-normative structure. The author defined over-control in terms of over-bureaucratization and included examples of over-control and expressions of weakness and impersonalized relationships.

The second dimension of alienation is meaninglessness. According to Mottaz (1981) and Wilson (2004), the meaningless dimension of alienation expresses the feeling that the employee cannot see his/her job or task as a meaningful contribution to the overall business process. If professional tasks are perceived by the employees as static, boring, simple, and separate from other work activities, employees will feel that the contribution of their work is meaningless and experience a sense of meaninglessness in their work (Sarros, Tanewski, Winter, Santora, & L., 2002; Wilson, 2004).

As a result, it can be stated that the individual who experiences a sense of meaninglessness is the person who has difficulties in finding and using appropriate standards in evaluating the benefit and importance of his/her thoughts and actions. These individuals find it difficult to answer the questions “what is meaningful, important, and useful? They cannot interact effectively with others and are more likely to feel isolated (Korman, 1977). Blauner (1964) stated that a bureaucratic structure and the division of labor led to the emergence of a sense of meaninglessness.

That sense of meaninglessness emerges as a result of the fact that employees cannot see the importance of their roles within the process and in which they make minor contributions to the general production process.

The definitions of alienation are made in the focus of deprivation of control and autonomy on the employee's work. Control and autonomy are the concepts Marx uses to interpret the situation of the worker in capitalist society. According to Mottaz (1981), work alienation is a result of the disagreement between the employees' perception and expectation about objective job conditions based on certain measures that can be defined as control, purpose, and self-expression. As a result of this situation, the author stated that employees experience a feeling of weakness, work alienation, alienation, and self-alienation.

On the other hand, Marx defined the concept of alienation as a form of weakness, which is expressed as a lack of perceived control over important work-related events affecting the individual's life in the most general sense (Kanungo, 1992). Pearlin (1962) defined the concept of work alienation as the feeling of powerlessness over things that significantly affect an employee's work and actions, and his or her work being outside his or her control. According to this definition, Pearlin shows in particular that it is necessary to live in a hierarchical organization of alienation in the context of responsibility and authority. Allcorn & Subramanian (1998) states that the determination of the nature of work by organizations causes alienation. Instructions on what, how much, what kind, when, and things to produce are carefully given by organizations. In many cases, workers are away from the feeling that the work is their labor with the idea that their time and forces are purchased. Similarly, the products of the job may not make any sense to the

employee. Managers and organizations can make their employees feel that they are being used and prevent them from being effective (Uğur & Erol, 2015).

Allcorn (1994) considers these situations to be the basis for the alienation of the employees from themselves, others, and work. At the same time, when employees have lack of communication with the organization and with each other in any positive or meaningful way, alienation can be a part of the organizational culture. In particular, the concept of alienation is regarded as a modern ring of modern society. Studies show that very few people have experienced alienation in pre-industrial societies. However, many people are seen as alienated in bureaucratic mass societies. The scope of alienation reflects the social conditions and consequences of the transition to an industrial society. Some of the characteristic examples of the alienation of Marx's early industrialization process have diminished the stability of developed world societies in the business world. However, the tendency to use people as things continues. The reason for this, is that the employees of industrial organizations are seen as efficient resources and tools for organizational purposes. In this respect, alienation can be considered inevitable (Blauner, 1964).

4.3. Perceived Social Support

The concept of social support is wide-angled as it is not possible to define, conceptualize, and measure the social support within one universal aspect (Hupcey, 1998). Concerning this, social support concept is defined and measured with different variables in various sectors, nevertheless, the findings are similar, that it reduces the negative outcomes such as stress, intention to leave, turnover, work alienation (Eisenberger, Huntington, Hutchison, & Sowa, 1986; J. S. House, 1981). The key

emphases of all researchers about the concept are that the individual knows and feels that he/she has a wide communication environment in which he/she loved, esteemed, and supported both financially and morally (Pearson, 1986).

The researchers Shumaker and Brownell's (1984) definition of social support in their own words is "an exchange of resources between at least two individuals perceived by the provider or the recipient to be intended to enhance the well-being of the recipient". Current research on social support has shown that social support is based on the perception of the individual, which is based on his/her impressions (Eker, Arkar, & Yaldız, 2001). Redman & Snape (2006), showed that different social supports from different sources may not have the same and equal effect on individuals. Based on these findings, the deduction is done that it is important not only to provide social support but also to provide the right social support.

According to Cohen & Wills (1985), continuous and consistent social support environments may produce a continuous feeling of security, positive affect, and self-efficacy. According to Gersick, Bartunek, & Dutton (2000), principally crucial determinants of well-being and essential working perceptions is the relations among workers. The social support given by colleagues and supervisors lessens the stress at work (Karasek, Triantis, & Chaudhry, 1982; Yıldırımbulut, 2006) and strengthen prosocial encouragement (Grant, 2007).

In case of any problem or situation, as an instinct and main function of continuous social support, helping tools and behaviors occur to solve the problem or reduce the harmful results. Similarly, social support means that individuals help each other to reduce the difficulties, problems, or negative situations caused by a change

and to make individuals feel better (Akin, 2008; Kaner, 2003). It shows that social support can be used by everyone (Davidson & Demaray, 2007). Social support is multidimensional and consists of several types.

The earlier studies which observe the effect of supervisory social support in organizations claim that it increases work commitment, satisfaction, and productivity (Baumgartel & McGregor, 1960; Likert, 1961, 1967; Mayo, 1933; Savery, 1988). The study of Seashore (1954 cited in Savery (1988)), shows that team compliance reduces anxiety. Including the Likert and Kahn's studies, we can deduce that being fit within the team (organization) has a reducing effect on all alarming negative behaviors and results (Levinson et al., 1965; Likert, 1961, 1967). While researchers in the past emphasize behaviors, they mostly emphasize behaviors that involve social support. These findings are reinforced by the researches of House (1981) and LaRocco, House, & French (1980). Although the studies conducted up to this period indicated that social support had positive effects, researchers did not classify the definition of the concept and how it occurred. In the literature, social support is first defined by Cobb (1976) and it is believed that three types of information constitute social support.

According to Cobb (1976), social support has consisted of three different ways: emotional (to be cared for by someone), esteem (to be feel valued), and network (to feel connected to social life). Wells has criticized Cobb's social support typology for the reason that it is only meaningful for psychological studies and explains that these three types of social support are not sufficient for the other sciences (Wells, 1984). In 1981, House proposed a more inclusive typology and listed four social support elements.

House (1981), said that to conceptualize social support “who gives what to whom regarding which problems” question should be answered. "what ?" considered as support to deal with the situation encountered. "who ?" defined as the supervisors, co-workers, and subordinates that help to solve the situation.

An epidemiological study of Udris (1982 cited in Savery 1988), underline the family and friends; clinical psychologists describe sources as counselors (Gottlieb, 1981; Richard & Caplan, 1976). “whom ?” question is deeply questioned by Wells (1984), as none of the previous studies have considered the individual differences and asked who provides social support to themselves. With these criticisms, later studies questioned these criteria and found that those who have higher social status get more social support. In another way, this finding means that those who have low social status gets low social support. These findings prove that low status workers face more unsupported problems (Caplan, Cobb, French, Harrison, & Pinneau, 1975) and this may increase employee turnover and work alienation.

Although different suggestions were made afterwards, the mostly used typology in the literature is as in the study of House. In recent literature, Bhanthumnavin (2003), examined social support in three dimensions as emotional, information, and instrumental support, based on House’s classification. Emotional support expresses care, love, valuing, respecting and helping employees. Informational support includes business-related supports as reward, punishment, feedback, knowledge, and skill sharing. Instrumental support provides tools, materials, time, services, finance and human resources for employees' needs.

2.3.1. The functions of social support

The functions of social support, which are based on K. Lewin's definitions of "field theory" and "behavior" are as follows (Kaner, 2003);

- Provides emotional comfort by providing needed materials and services,
- Guides to deal with problems,
- Provides feedback to improve performance,
- Contributes to personal development and the formation of adaptation,
- Establish communication between individuals in daily life and "crisis" moments and reduce negative effects.

2.3.2. House's 4 elements of social support

House (1981) is classified as social support in four dimensions; appraisal, instrumental, informational, belonging. House has defined the social support dimensions of the most accepted as follows;

The emotional support dimension covers the expression and behavior of love, care, trust empathy, respect, interest, affection, listening, giving advice, and confidence. It makes the individual sure that he/she is valuable. (Akin, 2008; Henderson & Argyle, 1985; Redman & Snape, 2006; Savery, 1988; Swanson & Power, 2001; Yıldırımbulut, 2006).

Instrumental (tangible) support dimension consists of tangible aid and services such as program, service, product-related to the field in which social support is required (Akin, 2008; Bowling et al., 2004; Redman & Snape, 2006; Swanson & Power, 2001) or aid in kind, money, labor, time, and modifying the environment (Savery, 1988).

The *informational support* dimension consists of the behavior of individuals to guide each other, give information, advice, directives, and make suggestions. (Akin, 2008; Savery, 1988).

Appraisal Support dimension is the presence of people around the individual when they need it. (Akin, 2008; Bowling et al., 2004; Johnson, Morrow, & Johnson, 2002; Savery, 1988; Yıldırımbulut, 2006) . This dimension consists of affirmation, feedback, social comparison (Savery, 1988).

2.3.3. Co-worker Support

Employees spend long hours with colleagues and managers. For this reason, the working environment where the individual spends long hours of their time becomes an essential environment where the need to belong can be met. Today's employees are not just expecting money and success, besides that they desire to have a supportive working environment. Due to the nature of the work, employees constantly interact with co-workers and supervisors. It is known that positive connections provide greater satisfaction (Bergbom & Kinnunen, 2014).

Co-worker support includes helping colleagues with their tasks, sharing knowledge and experience, encouraging the colleagues as needed (Zhou & George, 2001). Perceived co-worker support comprises the colleague consultancy (Ensher, Thomas, & Murphy, 2001) and relationships (Morgeson & Humphrey, 2006). Social relationships are important for subjective well-being and employees need social relationships, bonds, and belonging instinctively (Baumeister & Leary, 1995; Deci & Ryan, 2000).

Co-worker relations can meet the above-mentioned needs (Bergbom & Kinnunen, 2014). Co-workers can create a more favorable environment by helping each other, developing their ideas, and supporting each other (Bishop & Scott, 1997). In repetitive intense tasks, powerful co-worker relationships are a great source for not being alienated. Colleagues can share their expertise and experiences to solve unexpected challenges (Scott & Bruce, 1994).

According to Humphrey, Nahrgang, & Morgeson (2007), co-worker and supervisory support decreases personal problems and increases work satisfaction. Employees can foster their job satisfaction by developing strong co-worker and supervisor relations (Sims, Szilagyi, & Keller, 1976). Studies have determined that colleague and manager support is an important precessor of job satisfaction (Chiaburu & Harrison, 2008; Ng & Sorensen, 2008). Both supervisory and co-worker support can influence employee behavior by providing social support (Martínez-Corts, Benítez, Boz, Munduate, & Medina, 2011). However, supervisory support differs in many aspects from co-worker support because of hierarchy. It gives a different meaning to the relationship between manager and employee. Apart from hierarchy, the span of control in managers and colleagues differs, and this is another issue that shapes perceived support (Martínez-Corts et al., 2011). Each group exists through the transfer of meaning between its members and communication relationship. People can only express themselves through communication (Bakan & Büyükmeşe, 2004).

In companies where interpersonal relations are more flexible, a more social and friendly environment occurs. This environment develops positive supervisor and co-worker relations. Moreover, It is explained that establishing trust-based healthy relationships positively affects social relations, quality time, and psychological health

(Topçu, Saraçlı, Dursun, & Gazeloğlu, 2012). In the study conducted by Tigrel & Kokalan (2009), it was revealed that employees experienced problems such as gossip, mocking, being ignored, exclusion, ignoring efforts, copying their ideas, and verbal violence among their colleagues and supervisors.

It was emphasized that establishing insincere social relationships and having superficial environmental conditions negatively affect not only the psychological health of the employee but also job satisfaction, productivity and colleague relations. In literature reviews, it is seen that co-worker support is generally researched with health issues such as stress and tension (Beehr, Jex, Stacy, & Murray, 2000; Brotheridge, 2001; Fenlason & Beehr, 1994). The study of Panatik et al. (2012) shows that high levels of co-worker support decrease intention to leave of organization. Likewise, the research of (Karaman & Altunoğlu, 2007) was concluded that co-worker collaboration affects job satisfaction. Consequently, all studies support that co-worker support has a significant impact on the work of employees. The following section mentions supervisory support, which is as important as co-worker support.

2.3.4. Supervisory Support

Supervisory support is the degree to which employees perceive incentives, interests and support of managers (Burke, Borucki, & Hurley, 1992). Perceived executive support consists of the employee's beliefs that their managers take care of them and value their contributions (Kottke & Sharafinski, 1988). Supervisors play a significant role in guiding employees (Shoss, Eisenberger, Restubog, & Zagenczyk, 2013). Some managers support, encourage employees to improve their talents and guides them to achieve their aims (House, 1996). However, some of the managers can treat employees in a humiliating manner and approach them in a mocking manner

(Tepper, 2000). Employees who perceive that their managers are abusing their duties are likely to exhibit opposite actions against the organization and the managers (Mitchell & Ambrose, 2007; Restubog, Scott, & Zagenczyk, 2011). Employees are in contact with their managers more than the entire organization. Hence, managers play a crucial role in shaping organizational support perceptions of employees (Maertz, Griffeth, Campbell, & Allen, 2007).

Employees perceive the behaviors of managers as organization support and thus managers are seen as representatives of the organization. Managers are responsible for evaluating the employees, communicating with them, and conveying the goals and values of the organization to them (Aselage & Eisenberger, 2003). Furthermore, managers are very effective in optimizing job satisfaction. Supervisors should use their powers and responsibilities towards employees fairly, recognize and manage them by considering their wishes, desires, and thoughts (Bakan & Büyükmeşe, 2004).

Perceived supervisor support leads to perceived organizational support. Nevertheless, organizational support and supervisory support do not seem equal for employees (Kottke & Sharafinski, 1988). It is also proved that managerial abuse leads to a decrease in the perceived organizational support for employees (Shoss et al., 2013). On the other hand, managers who are respected and valued by the organization can have a great influence on perceived organizational support (Maertz & Griffeth, 2004). Moreover, It is revealed that employees think that the managers who are highly respected by the organization, reveal the character of the organization (Eisenberger, Stinglhamber, Vandenberghe, Sucharski, & Rhoades, 2002). If there is a privileged link between the manager and the employee, the managers' exit can increase the

employees' intention to leave the organization (Maertz, Stevens, & Campion, 2003). It has been observed that some managers do not take the opinions of their employees and do not deal with problems, which reduces the job satisfaction of employees (Bozkurt & Bozkurt, 2008). Employees who do not receive positive support are likely to be alienated from the manager and the organization.

Supervisory support differs from co-worker support in certain aspects and supervisory support is seen as more important than co-worker support. Because managers provide both instrumental and emotional support, even if there is no demand from employees. Therefore, managers are expected to have more skills and experience in providing support than their co-workers. In other words, supervisory support is expected to provide more precise work outcomes compared to co-worker support.

4.4. The Relationship Between Person-Organization Fit and Work

Alienation

Person-organization fit and work alienation have been an important issue for both employees and organizations from past to present. Alienation is related to the psychology of the person, and person-organization fit is related to organizational psychology. For this reason, the vast majority of the studies carried out in both concepts are in the field of psychology, and the researches carried out by the social sciences are insufficient. In the literature review, it was observed that many studies conducted by the social support was examined with a specific company and city restriction. The most common definition of person-organization fit in the literature was made by Kristof in 1996.

According to Kristof's (1996), the person-organization fit is the expectation of fit between the employee and his organization to desired values and goals. Another definition frequently mentioned in the literature is Chatman's (1989) person-organization fit definition. Chatman (1989) defined person-organization fit as a fit between employee values, expectations, and organizational values, expectations, and characteristics of the employee.

For individuals, besides meeting the physical needs, a job has different meanings such as contributing to society, self-development, job satisfaction, and gaining respect. The workplace place and the job serve many purposes from this point of view. Kanungo, (1992) stated that if the individual cannot feel the return of the socio-psychological benefits of his work, the individual becomes alienated from the work. At the same time, incompatibilities and undesired changes in the organizational structure cause them to become alienated from the individual from his/her job. In many studies on alienation, it has been stated that alienation has negative effects on employee behavior and performance (Demirez & Tosunoğlu, 2017; Kanungo, 1992; Tutar, 2010).

Organizations primarily aim to provide services and goods for the needs of people, and ultimately to make a profit. These two conditions should be ensured for organizations to be sustainable. Organizational Commitment is directly proportional to the percentage of meeting these expectations. For organizational commitment, the employee must adopt the organization's mission, vision, and values: they should see it as equivalent to their expectations. In organizational commitment, it is a necessity that the personal expectations of the individual and the expectations of the organization are compatible or complementary (Özaydın & Özdemir, 2014: 256).

In the cases that the expectations of the organization and individual does not match, alienation comes forward. The past literature proves that an alienated individual from work also experiences some or all of the cases as job dissatisfaction, organizational alienation, burnout, self-abstraction, decreased motivation, work stress (Manderscheid et al., 1975), decreased organizational commitment, absenteeism, intention to leave (Behery, 2009; Büber, 2019; Demirez & Tosunoğlu, 2017; İplik et al., 2008; Kanungo, 1992; Robbins & Judge, 2009; Silverthorne, 2004; Tutar, 2010).

In addition to these studies, it is known that alienation to work has positive effects on intention to quit and negative effects on organizational commitment and performance. According to Demirez & Tosunoğlu (2017), in case of alienation from the job, the organization does not get the efficiency it expects from the individual, and it is inevitable for the individual to have problems in business relations.

In research of Arslan, Güripek, & İnce (2018), are conducted a study into the hotel businesses located in Turkey, stated that person-organization fit and work alienation are moderately related to each other. The result of this study shows that even if the person-organization fit is achieved, it is possible to see work alienation on the individual. This result has been associated with career commitment and individual career plans in the model by researchers. The research of Özbek (2011), found out that the increase in trust between the individual and the organization was positively correlated with an person-organizational fit and negatively correlated with work alienation. Jesús Suárez-Mendoza & Zoghbi-Manrique-De-Lara (2007), examined the relationship of person-organization fit, organizational citizenship behavior, and work alienation. As a result of the study, the necessity of person-organization fit is stated to reduce work alienation and to manage efficiently an organization.

In a study researched on the energy sector, it is emphasized that the person-organization fit has a negative effect on work alienation (Çelik & Damar, 2017).

According to the research of Vigoda-Gadot & Meiri (2008), it is observed that in the case of a high person-organization, the individual's perspective on the organization is more positive. On the other hand, it is explained that in the cases of low fit or misfit between person-organizations, the individual's perspective on the organization is more negative.

In the case of low fit or misfit, the individual starts to become alienated from the organization by experiencing more disappointment in his/her job. As a result of the misfit, the situation of alienation from the work reduces the job satisfaction of individuals and their commitment to the organization.

In the literature, research about work alienation and person-organization fit (Yıldırımbulut, 2006) in different sector is available, there are no such studies on the tourism sector in Turkey. The studies in the literature show that the studies on the tourism sector in this regard are limited to a certain region, company, city, field, or position (Arslan et al., 2018; Demirel & Ünal, 2019; Iplik et al., 2011). It is seen that the studies in the field of tourism in Turkey are mostly limited with the hotel sector (Arslan et al., 2018; DEMİR, 2015; Iplik et al., 2011; Kesen, 2016). Also, it is seen that the researches in Turkey that cover the tourism sector are mostly aiming to explain person-organization fit with different variables as job performance, intention to remain in the business, organizational commitment, and work stress (DEMİR, 2015; Ulutaş, 2010).

Based on past findings, we may say that the negativities of the alienation affect both the organization and the individual (Demirez & Tosunoğlu, 2017). Also, it is clear that as a result of work alienation the productivity decreases and it directly reflects on the performance of the organization. In this research, the relationship between work alienation and person-organization fit variables is analyzed and the role of perceived social support in this relationship is determined.

4.5. The Moderating Effect of Social Support on the Relationships among Person-Organization Fit, and Work Alienation

Referring to the previous researches, the cases where the person is alienated and has a high person-organization fit are rarely faced situations however it is also known that it cause problem at work as well. Social support studies in the literature stated that social support has a buffering effect on negative outcomes (Cohen & Wills, 1985). Especially for the situation mentioned above, this information supports the notion that social support has the power to turn negative consequences into positive ones.

On the other hand, the second situation is that people have a low person-organization fit and no alienation. Even though a person is not alienated yet, the misfit between the organizational and personal values pushes him/her to be alienated. This study assumes that in this case social support may undertake the responsibility and moderate the relationship. As it is mentioned in the previous paragraph, Cohen and Wills's (1985) study is valuable to prove and explain the moderate role of social support. It is believed that any informational, emotional, instrumental, and appraisal social support are given by the colleagues/supervisors is lower than the negative effects of the situation. With these support types, the reflections of negative effects

decrease and a person's point of view becomes more positive. For those people who have a low person-organization fit or work alienation, social support has an undeniable instrument to minimize the negative outcomes. In the thesis model of Yıldırımbulut, (2006), the moderating effect of social support on person-job fit, person-organization fit, and work stress is observed. In the journal of Karasek et al. (1982), Co-worker and supervisor support as moderators of the association between task characteristics and mental strain is researched. By this research, this assumption will have accurate results and the model compatibility to the tourism sector will be expounded.



5. METHODOLOGY

In this part of the research, the subject, purpose, scope, limitations, the model of the research, hypotheses, scales, sample selection, data collection, data analysis, research findings, results, and recommendations are included.

5.1. Purpose of the Study

The purpose of the research is to analyze the relationship between person-organization fit and work alienation concerning the moderator effect of social support.

5.2. Theoretical Framework

Although person-organization fit and work alienation have been studied together in the previous literature, it is seen that the person-organization fit term is commonly researched on more positive terms like organizational commitment, work engagement, job satisfaction (Endirlik, 2019; Silverthorne, 2004).

Rarely yet it is possible to see that the variables of work engagement, work alienation and person-organization fit is researched together in the literature (Arian, Mojgan, & Shapour, 2010). In the study of Gholipour et al. (2010), the person-organization fit, work alienation, and work engagement terms are deeply researched. Findings of the research highlights that there is an inverse relationship between P-O fit and work alienation and a positive relationship between P-O fit and work engagement. To explain more clearly the greater P-O fit causes an increased level of work engagement and decreased level of work alienation. The study of Yıldırımbulut (2006), analyzes the effects of P-J fit, P-O fit, and social support on job stress in the call centers. The results of the study prove that social support is a moderator in PE fit (PJ fit, PO fit) and job stress constructs.

Other similar studies were done in Turkey in different sectors; person-organization fit, person-job fit, job attitudes, organizational commitment are researched in the banking sector (Kılıç & Yener, 2015), person-organization fit and organizational commitment are researched in the airline sector (Moripek, 2016), person-organization fit and organizational alienation are studied with the moderator of organizational politics (Çelik & Damar, 2017), work alienation in bureaucracy (Uğur & Erol, 2015).

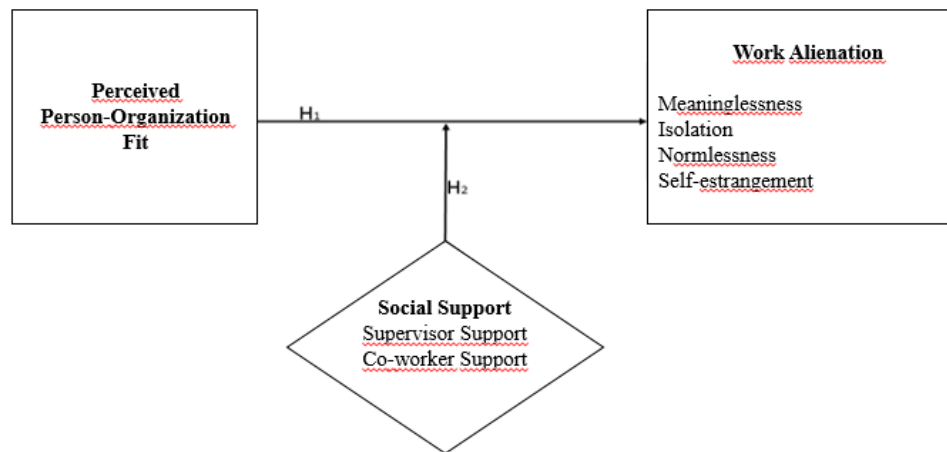
In this research, work alienation, person-organization fit, and social support is investigated in the field of the tourism industry. There is a theoretical gap in the literature as this model was not applied in the researches of the Tourism Industry of Turkey.

5.3. Research Questions

1. To analyze the relationship between perceived person-organization fit and work alienation. “Is there a relationship between perceived person-organization fit and work alienation?” question is asked
2. To analyze the relationship between perceived person-organization fit and work alienation concerning the moderator effect of social support. “Does social support weaken the negative relationship between p person-organization fit and work alienation?” question is asked.

5.4. Research Model and Hypotheses

Figure 3 Research Model



In line with the previous studies in the literature, the following hypotheses are proposed.

H₁: Person-organization fit is negatively related to work alienation.

H_{1a}: Person-organization fit is negatively related to meaninglessness.

H_{1b}: Person-organization fit is negatively related to isolation.

H_{1c}: Person-organization fit is negatively related to normlessness.

H_{1d}: Person-organization fit is negatively related to self-estrangement.

H₂: The negative relationship between perceived person-organization fit and work alienation is weaker when the worker has more social support from supervisors and colleagues.

H_{2a}: The negative relationship between perceived person-organization fit and work alienation is weaker when the worker has more social support from supervisors.

H_{2a1}: The negative relationship between perceived person-organization fit and meaningfulness is weaker when the worker has more social support from supervisors.

H_{2a2}: The negative relationship between perceived person-organization fit and isolation is weaker when the worker has more social support from supervisors.

H_{2a3}: The negative relationship between perceived person-organization fit and normlessness is weaker when the worker has more social support from supervisors.

H_{2a4}: The negative relationship between perceived person-organization fit and self-estrangement is weaker when the worker has more social support from supervisors.

H_{2b}: The negative relationship between perceived person-organization fit and work alienation is weaker when the worker has more social support from colleagues.

H_{2b1}: The negative relationship between perceived person-organization fit and powerlessness & meaningfulness is weaker when the worker has more social support from colleagues.

H_{2b2}: The negative relationship between perceived person-organization fit and isolation is weaker when the worker has more social support from colleagues.

H_{2b3}: The negative relationship between perceived person-organization fit and normlessness is weaker when the worker has more social support from colleagues.

H_{2b4}: The negative relationship between perceived person-organization fit and self-estrangement is weaker when the worker has more social support from colleagues.

5.5. Research Scales

A five-page questionnaire form including demographic questions and the scales of perceived person-job fit, social support, and work alienation was used. The research survey consists of four distinct parts.

The first part of the questionnaire contains a 5-item perceived person-organization fit scale is developed by Resick, Baltes, & Shantz (2007) for the measurement of perceived person-organization fit among tourism employees (Appendix C). This scale measures the perceived person-organization fit by using 5-items. Person-organization fit scale's Cronbach's alpha value is found 0,939 (excellent) in this study. The scale is adapted to Turkish language with the back-translation technique for this study (Brislin, 1970). For back translation, three stages were applied. Firstly, statements were translated into Turkish. Secondly, The Turkish statements were translated into English. Lastly, the meaning of the statements in the two translations were compared. In the third process, the potential issues were not observed, and the translation was accepted as accurate. A pilot study was conducted to test that the questions could be easily understood. The reliability of the scale is tested on a pilot group. Perceived person-organization fit scale's Cronbach's alpha value is found 0,939 (excellent) in this study.

The second part of the questionnaire contains 24-item work alienation scale is developed by Tekin (2012) which is based on Seeman's work alienation studies (Appendix D). The original scale is used. Cronbach's Alpha value of work alienation is calculated as 0,951 (excellent).

In the third part, the questionnaire of Özel's (2015) 8-item social support scale is used. (Appendix E) In this scale, four of the eight statements in the scale were

arranged to measure social support from supervisors, and four other items were arranged to measure the perception of social support from co-workers. Although the 4-Likert scale was used in the original study of Özel, in this study the scale was arranged as a 5- Likert scale for the integrity of the questionnaire. The usage and adaptation permissions are taken from all scale developers (Appendix B). Cronbach's Alpha value of social support is calculated as 0,900.

5.6. Sample Selection

In this research, the convenience sampling method is applied. Convenience sampling takes part in non-random methods and relevant reasons should be identified to have valid and reliable research. The survey was implemented for people who are actively working in the tourism sector in Turkey. In the TÜİK-2019 November data, the current number of employment is stated as 1.656.000 in the tourism industry. In the book *Research Method in Business*, Uma Sekaran (1975) expresses that 30 to 500 responses are valid for the research.

In consideration of this information, the sample size valid for the research was calculated as 378. The survey reached about 2500 participants and was responded by 397 people who actively working in the tourism sector.

5.7. Data Collection

Data were congregated from people that work in the tourism sector in Turkey. Primary data were used in the research. Data were collected by using the online questionnaire method. During the sample collection process, participants and associations that fit the criteria of research were identified and a questionnaire was sent via e-mail and applications (LinkedIn, Whatsapp, Facebook). Questions in the

survey are methodized and categorized in line with constructs. Adequate time is provided to respondents, brief information about the research is included in the survey. Questionnaire items are adapted from similar studies which examine relations of work alienation, person-organization fit, and social support (Özel, 2015; Resick, Baltes, & Shantz, 2007; Tekin, 2012)

5.8. Data Analysis

This study aims to analyze work alienation, person-organization fit, and social support scales concerning the tourism industry in Turkey. For this research 397 data, gathered from employees who work actively in Turkey's tourism sector, are analyzed. The compilation of surveys and analyzes of the hypotheses is done on SPSS 26.0. In moderating effect, analyzes of both SPSS and SPSS Process extensions were used.

6. FINDINGS

The analyzes that were used in this dissertation are mentioned respectively; frequency analyzes of demographic questions, normality tests, reliability, factor, and correlation analyzes of variables, regression analysis of the model, and moderating analysis in the SPSS PROCESS module.

6.1. Descriptive Statistics on Demographic Features

The socio-demographic frequency distributions of research which are collected from 397 participants are presented in the following tables;

Table 1. Gender Frequency Distribution

				Valid	Cumulative
	Frequency	Percent	Percent	Percent	
Male	241	60,7	60,7	60,7	
Female	156	39	39,3	100	
Total	397	100	100		

The gender frequency table shows that 60,7 % of participants are male and 39,3 % of them are female.

Table 2.Age Frequency Distribution

			Valid	Cumulative
Age Range	Frequency	Percent	Percent	Percent
18-25 Years Old	43	10,8	10,8	10,8
26-30 Years Old	50	12,6	12,6	23,4
31-35 Years Old	68	17,1	17,1	40,6
36-40 Years Old	55	13,9	13,9	54,4
41 Years Old and Over	181	45,6	45,6	100,0
Total	397	100,0	100,0	

In this dissertation model, 43 respondents between 18-25 years old (10,8%), 50 respondents between 26-30 years old (12,6%), 68 respondents between 31-35 years old (17,1%), 55 respondents between 36-40 years old (13,9%),and 181 respondents of 41 years old and over (45,6%) are analyzed.

Table 3.Marital Status Frequency Distribution

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Married	239	60,2	60,2	60,2
Single	158	39,8	39,8	100
Total	397	100	100	

According to the marital status frequency distribution results, 39.8% of the survey participants are single, 60.2% of them are married.

Table 4.Educational Status Frequency Distribution

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Primary school	4	1,0	1,0	1,0
Middle School	9	2,3	2,3	3,3
High School	78	19,6	19,6	22,9
Associate's Degree	85	21,4	21,4	44,3
Bachelor's Degree	172	43,3	43,3	87,7
Master	42	10,6	10,6	98,2
Ph.D.	7	1,8	1,8	100,0
Total	397	100,0	100,0	

According to the educational status, it is seen that the bachelor's degree graduates constitute the majority of the participants with 43,3 %. Bachelor's degree graduates are followed by associate's degree graduates with 21,4 % and high school graduates with 19,6 %.

Table 5.Total Work Experience Frequency Distribution

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
< 1 year	13	3,3	3,3	3,3
1-3 Years	34	8,6	8,6	11,8
4-6 Years	34	8,6	8,6	20,4
7-9 Years	47	11,8	11,8	32,2
10 Years >	269	67,8	67,8	100,0
Total	397	100,0	100,0	

The distributions related to the total working time shows that the vast majority of participants have been working for 10 years or above (269). It is seen that the participants with less than 1-year of work experience have the lowest percentage with 3.3 % (13).

Table 6.Frequency Distribution of Work Experience in Current Organization

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
< 1 year	77	19,4	19,4	19,4
1-3 Years	108	27,2	27,2	46,6
4-6 Years	54	13,6	13,6	60,2
7-9 Years	44	11,1	11,1	71,3
10 Years >	114	28,7	28,7	100,0
Total	397	100,0	100,0	

As indicated in the table, 114 participants have 10 years or more working experience in the current organization. Table also express that a great majority of respondents have more than 10 years or between one to three-year experience in the company.

Table 7.Organization Types Frequency Distributions

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Hospitality Business	300	75,6	75,6	75,6
Travel Agency	61	15,4	15,4	90,9
F&B Business	36	9,1	9,1	100,0
Total	397	100,0	100,0	

As seen in the table, the type of tourism organizations distributed as follows; 75,6% of participants are from hospitality businesses, 15,4% of them are from travel agency businesses, and remaining 9,1% of them are from food and beverage businesses.

Table 8.Position Frequency Distributions

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
Line Employee	82	20,7	20,7	20,7
Low-Level Manager	53	13,4	13,4	34,0
Mid-level Manager	139	35,0	35,0	69,0
Top-level Manager	123	31,0	31,0	100,0
Total	397	100,0	100,0	

As seen in the table, the contribution of mid-level (35,0 %) and top-level (31,1%) managers to the research, is significantly high.

Table 9.Income Frequency Table

			Valid	Cumulative
	Frequency	Percent	Percent	Percent
≤2000 TL	7	1,8	1,8	1,8
2001-3000 TL	90	22,7	22,7	24,4
3001 - 4000 TL	66	16,6	16,6	41,1
4001 - 5000 TL	50	12,6	12,6	53,7
5001 TL ≥	184	46,3	46,3	100,0
Total	397	100,0	100,0	

Table 9 shows the income distributions of respondents. According to the results, 46,3% of the participants has a higher level of income than 5000 TRY.

6.2. Normality Tests

The normality test expresses the variables distribution diagram, it is analyzed whether data is distributed normally or not. Acceptance of the hypothesis (H_0) indicates that the data is normally-distributed. Inversely rejection of these hypotheses expresses that the variable is not normally distributed. The interpretation of the tables is done following the sample size of the research. Büyüköztürk (2018) emphasizes that the Shapiro-Wilk result should be interpreted in studies with a sample size less than 50, and the Kolmogorov-Smirnov result for studies with a sample size greater than 50. In this study, since the group consists of 397 samples, the results of the Kolmogorov-Smirnov test are interpreted. In Kolmogorov-Smirnov, if the p-value is greater than 0.50, the H_0 hypothesis is accepted and it is interpreted as the distribution is normal.

However, given that the measurements in the social sciences are made with the Likert type scales in the range of “absolutely disagree” - “absolutely agree”, it is seen that the H_0 hypothesis is quite difficult to accept according to the normality test results. Therefore, interpretation of skewness-kurtosis coefficients, Q-Q plot, and box-plot graphics have an important role in the examination of the normality in social sciences (Büyüköztürk, 2018). According to these assumptions, work alienation, person-organization fit, and social support variables were examined in the normality test.

Table 10. Kolmogorov-Smirnov Results for All Variables

Kolmogorov-Smirnov^a			
	Statistic	df	Sig.
Person-Organization Fit	0,188	397	0,000
Work Alienation	0,081	397	0,000
Social Support	0,141	397	0,000

According to the Kolmogorov-Smirnov test results, the normality hypotheses established for all variables were rejected ($p < 0.05$). This indicates that the data is not normally distributed. But as it is mentioned in the previous paragraph, for Likert-type researches to decide whether data is distributed normally or not, descriptive statistics must be interpreted.

Table 11. Descriptive Statistics of Normality Tests

Variable	Skewness	Kurtosis	Mean	Trimmed Mean	Median	Std. Deviation
Person-Organization Fit	-0,948	0,375	3,620	3,687	4,000	1,041
Work Alienation	0,627	0,262	2,247	2,208	2,125	0,813
Social Support	-0,917	0,817	3,656	3,715	3,875	0,910

In descriptive statistics, to interpret the data set is normally distributed Skewness and Kurtosis coefficients should be between the values of +1 and -1 (Durmuş, Yurtkoru, & Çinko, 2018). Table 11 informs that all variables are between the ± 1 boundaries. All variables were measured with 5-items Likert scale, min, and max values were seen as 1 and 5, respectively. According to Durmuş et al. (2018), trimmed mean provides a more meaningful interpretation in data sets with outliers.

The proximity of the mean and trimmed mean values show that there is no outlier value in the dataset. Based on that information, table 11 shows that this condition is provided for all variables. Besides, Q-Q Plot graphs of variables were examined. The data of all variables have appeared around the diagonal line of Q-Q plots. The discrepancy of the data set was not observed. All these results confirm that the data for all variables are normally distributed.

6.3. Reliability Analysis of the Research Scales

In reliability analysis, the Alpha method is used and Cronbach's Alpha coefficient values are interpreted.

4.3.1. Reliability Analysis of Pilot Group

Table 12. Cronbach's Alpha Values of All Variables in Pilot Study

	Cronbach's Alpha
Work Alienation	0,959
Work Alienation - Powerlessness	0,835
Work Alienation - Meaninglessness	0,894
Work Alienation - Normlessness	0,823
Work Alienation - Isolation	0,914
Work Alienation - Self-estrangement	0,900
Social Support	0,916
Social Support - Supervisor Support	0,932
Social Support - Co-worker Support	0,900
Person-Organization Fit	0,895

A pilot study was applied to a group of 30 people. Cronbach's Alpha values of all dimensions in the research model are included in Table 12. Results showed that all values are above 0,700 which means all variables and sub-dimensions are reliable. In subsequent analysis, pilot group responses were not included.

4.3.2. Reliability analysis of work alienation.

Table 13. Reliability Results of Work Alienation

Cronbach's Alpha	N of Items
0,953	24
Cronbach's Alpha	N of Items
0,951	23

According to 397 responds, Cronbach's Alpha value is calculated as 0,953. Although this value is evaluated highly reliable, in factor analyses item 20 (Q20) was extracted. This calculation was made after factor analysis and Question 20 is not included. Detailed information about the deleted item is mentioned in factor analyzes. After the extraction of one item, Cronbach's Alpha was calculated as 0,951. The Cronbach's alpha values of dimensions were calculated based on the distributions in factor analysis.

In the reliability analysis, if the Cronbach's alpha value is above 0.70, the scale is reliable. As is seen in Table 13, all items' Cronbach's Alpha values are greater than 0,70. Another important point is that Cronbach's Alpha value of work alienation is greater than all items and dimension values. According to these, all of the items are reported reliable and all of the items are included in the study except question 20.

Table 14. Cronbach's Alpha Values of Work Alienation(After Extracting Q20)

Work Alienation	Dimensions	N of Items	Items	Cronbach's Alpha if Item Deleted	Dimensions' Cronbach's Alpha Values	Cronbach's Alpha of Work Alienation
	Meaninglessness	9	WA_Q1_P1	0,916	0,913 (Excellent)	0,951 (Excellent)
			WA_Q2_P2	0,902		
			WA_Q3_P3	0,903		
			WA_Q4_P4	0,900		
			WA_Q5_M1	0,896		
			WA_Q6_M2	0,899		
			WA_Q7_M3	0,907		
			WA_Q8_M4	0,905		
			WA_Q9_M5	0,902		
	Normlessness	5	WA_Q10_N1	0,818	0,864 (Good)	0,951 (Excellent)
			WA_Q11_N2	0,828		
			WA_Q12_N3	0,843		
			WA_Q13_N4	0,851		
			WA_Q14_N5	0,838		
	Isolation	4	WA_Q15_I1	0,861	0,902 (Excellent)	0,951 (Excellent)
			WA_Q16_I2	0,851		
			WA_Q17_I3	0,856		
			WA_Q18_I4	0,924		

Self-Estrangement	5	WA_Q19_S-E1	0,861	0,881 (Good)	
		WA_Q21_S-E3	0,858		
		WA_Q22_S-E4	0,840		
		WA_Q23_S-E5	0,876		
		WA_Q24_S-E6	0,841		

4.3.3. Reliability analysis of person-organization fit.

The original of the person-organization fit scale consists of 5 questions and it is one-dimensional.

Table 15. Cronbach's Alpha Values of Person-Organization Fit

Person-Organization Fit	N of Items	Items	Cronbach's Alpha if Item Deleted	Cronbach's Alpha Value of Person- Organization Fit
	5	P-O FIT_Q1	0,919	0,939 (Excellent)
		P-O FIT_Q2	0,912	
		P-O FIT_Q3	0,918	
		P-O FIT_Q4	0,938	
		P-O FIT_Q5	0,939	

All questions are included in the analysis and resulted in excellent reliability.

Table 15 shows that the person-organization fit scale's reliability is at an excellent level with 0.939.

4.3.4. Reliability analysis of social support.

The original Social support scale comprises of 8 questions and 2 constructs.

These dimensions are Supervisor Support, and Co-worker Support.

Table 16. Cronbach's Alpha Values of Social Support Scale

Social Support	Dimensions	N of Items	Items	Cronbach's Alpha if Item Deleted	Dimensions' Cronbach's Alpha Values	Cronbach's Alpha Value of Person-Organization Fit
	Supervisor Support	4	SS_Q25_S1	0,920	0,932 (Excellent)	0,900 (Excellent)
			SS_Q26_S2	0,899		
			SS_Q27_S3	0,913		
			SS_Q28_S4	0,912		
	Co-worker Support	4	SS_Q29_C1	0,874	0,900 (Excellent)	
			SS_Q30_C2	0,844		
			SS_Q31_C3	0,895		
			SS_Q32_C4	0,870		

As a result of the table, it is seen that the social support scale is reliable and convenient for the testing of the model. The reliability values of the dimensions are 0,932 and 0,900 respectively. The total Cronbach's Alpha value for the variable is 0,900. All items have an additive effect on the total value.

6.4. Discriminant Validity

In this study, the validity of the constructs are analyzed with the discriminant validity formula. Discriminant validity indicates the degree of overlap between the two variables. If the value is less than 0.85, it proves that these two variables are theoretically different concepts. The results of discriminant validity are shown in table 17.

Table 17. Discriminant Validity Table

	Cronbach's Alpha		Correlation Coefficient	Discriminant Validity
Person - Organization Fit	0,959	Person- Organization Fit / Work Alienation	-.350**	0,401
Work Alienation	0,895	Person- Organization Fit / Social Support	.571**	0,371
Social Support	0,916	Work Alienation / Social Support	-.371**	0,631
Discriminant Validity Formula : $r_{xy} / \sqrt{r_{xx} \cdot r_{yy}}$ r_{xy} : Correlation between x and y r_{xx} : reliability of x r_{yy} : reliability of y				

The discriminant validity results show that all values are below 0.850 and all variables are theoretically different concepts. Moreover, both reliability and validity results prove that this research is reliable and valid.

6.5. Factor Analyses of the Research

Factor analysis was performed to test the validity of the scales used in the study (Durmuş et al., 2018). For this purpose, the scales were interpreted based on Kaiser-Meyer-Olkin (KMO) values. According to the KMO value interpretation table (see Table 12), suitability for factor analysis of variables was examined.

Table 18. Interpretation Table of the Kaiser-Meyer-Olkin (KMO)

KMO Value	Adequacy of the Correlations
Below 0.50	Unacceptable
0.50 - 0.59	Miserable
0.60 - 0.69	Mediocre
0.70 - 0.79	Middling
0.80 - 0.89	Meritorious
0.90 and higher	Marvelous

Durmuş Beril, Yurtkuru E. Serra ve Çinko Murat; Sosyal Bilimlerde SPSS'le Veri Analizi, İstanbul : Beta, 2018.

Kaiser-Meyer-Olkin (KMO) sampling competence analysis is used to determine whether it provides the prerequisite for factor analysis. According to the results of this test, the measure of sampling value should be above 0.50 (Durmuş et al., 2018). The KMO value of the work alienation variable was found to be 0.944. According to the KMO table, it is seen that the compliance of the work alienation variable to factor analysis is at a marvelous level. Besides, the significance of the Barlett sphericity test result (significance; $p < 0.05$) shows that the scale is suitable for factor analysis (Durmuş, 2018). The P-value for the work alienation scale is 0,000. Concerning the results of the KMO and Barlett Tests, the work alienation scale was found suitable for factor analysis.

The original work alienation scale consists of 24 questions and 5 dimensions. These dimensions are; meaninglessness, powerlessness, normlessness, isolation, and self-estrangement. According to the result of factor analysis, 4 sub-dimensions were found. In the rotated component matrix table of work alienation, the explanatory rate of the 20th Question (I think, the work I do does not express me) is found very close for both dimensions. These values are found 0,572 in isolation, 0,526 in self-

estrangement. Since the values are very close, the 20th question was removed from the factor analysis and the factor test was re-tested.

As a result of the retested analysis, the number of expressions was reduced to 23 and the number of factors to 4. The first of these factors was “meaninglessness & powerlessness”, the second was “isolation”, the third was “normlessness”, and the fourth was “self-estrangement” factor. The factors and the variance percentages of factors are explained as follows; meaninglessness & powerlessness factor is 23,421%, isolation factor is 15,991%, normlessness factor is 15,751%, self-estrangement factor is 12,803 %. The total explained variance in the work alienation scale is 67,965%. It shows that the total variances of the factors explain the majority of the variance related to the scale. The Factor analysis of the alienation scale is given in Table 19.

Table 19. Factor Analysis of Work Alienation Scale

	No	Statement	Distribution of Factor			
			F1	F2	F3	F4
Powerlessness & Meaninglessness	1	The content of my work is determined by people other than me.	0,556			
	2	I feel like I have become an unworthy part of my work.	0,763			
	3	I feel like I am losing my strength to deal with problems related to my business.	0,726			
	4	I feel I don't have full control of what I do.	0,74			
	5	Most of the events happening at the business just don't make sense.	0,767			
	6	I don't think the rules applied really make sense	0,706			
	7	Being honest in business life doesn't mean anything to be successful.	0,547			
	8	I cannot fully decide whether what is done in the business is right or wrong.	0,663			
	9	I do not find the truths put forward in the business meaningful.	0,638			
Isolation	15	I feel like a stranger to the people around me.		0,798		
	16	I cannot see myself as part of the community of people around me.		0,805		

	17	I feel lonely when I am with the people around me.	0,838
	18	I feel the things that people around me care a lot about are not that important to me.	0,606
Normlessness	10	Rules can be ignored if necessary to achieve important goals.	0,825
	11	I believe I may not be able to obey the rules when necessary.	0,793
	12	It is not very important whether the rules are followed after the works are done.	0,698
	13	I think a lot of rules in this company restrict me.	0,511
	14	I think sometimes the rules need to be broken in order to be successful.	0,767
Self-Estrangement	19	I don't think my work gives me the opportunity to prove myself in life.	0,502
	21	I think my job and my lifestyle doesn't match.	0,598
	22	I think I turned into someone who just lives to work, not work to live better.	0,663
	23	I realize that my expectations from life are constantly changing.	0,755
	24	I think my expectations from the future and the conditions I am in do not match.	0,742
Variance Explained in Factors			23,42 15,99 15,75 12,8
Total Variance Explained (%)			67,965
Notlar: (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,943; p<0.00 F1: Powerlessness & Meaninglessness, F2: Isolation, F3: Normlessness, F4: Self-Estrangement			

As a result of retested factor analysis, the scales were formed under 4 factors.

As can be seen in the Table 18, nine expressions were listed under the first factor and covered both powerlessness and meaninglessness statements. This reflects that respondents were interpreted powerlessness and meaninglessness statements as similar expressions. For example; The meaninglessness statement (S5) "I can't make sense of many of the events that happen in the business." and the powerlessness question (S2) "I feel that I have become an invaluable part of my work." were seen by the respondents as similar statements. Two dimensions (Meaninglessness & Powerlessness) were classified as one dimension.

In the second application, factor analysis was done for the Person-Organization Fit scale. KMO value of the Person-Organization fit scale was found 0,871.

According to the interpretation table of KMO values, the scale was positioned at a meritorious level. The P-value of the scale was found 0,000 in the Barlett sphericity test. Both Barlett sphericity and KMO values support that this scale is suitable to use in factor analysis.

Table 20. Factor Analysis of Person - Organization Fit

No		Statement	Distribution of Factor
			F1
Person-Organization Fit	1	I feel my values “match” or fit this organization and the current employees in this organization.	0,920
	2	I think the values and personality of this organization reflect my values and personality.	0,945
	3	The values of this organization are similar to my values.	0,927
	4	My values match those of current employees in this organization.	0,848
	5	I feel my personality matches the “personality” or image of this organization.	0,843
Total Variance Explained (%)			80,613
Notlar:(i) Rotation Method: Varimax with Kaiser Normalization(ii)KMO =0,871;p<0.00			

The original perceived person-organization fit scale was one-component. All items and variance percentages of items are listed in Table 20. Also, it is seen that all items have great values so, items are used as original. The total explained variance in the person-organization scale is 80,598%. This shows that the person-organization fit scale explains the greater part of the component.

In the third application, social support was analyzed. The original social support scale contains 8 items and 2 dimensions. In the test result, the KMO value of the social support value was explained as excellent with 0,906. Barlett sphericity test was found valid with a p=0,000 value. The Factor analysis of the social support scale is given in Table 21.

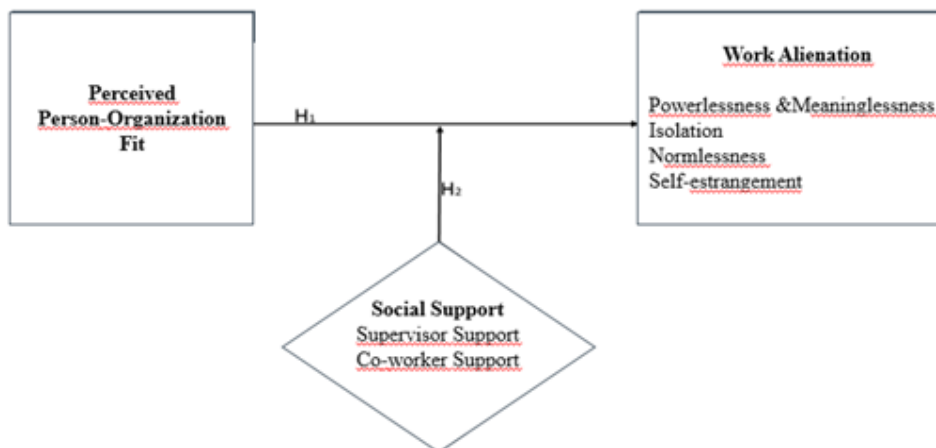
Table 21. Factor Analysis of the Social Support Scale

	No	Statement	Distribution of Factors	
			F1	F2
Supervisor Support	1	My superior help me in my job.	0,861	
	2	My superior is good at getting people to work together.	0,895	
	3	My superior deals with the happiness of those who work with her/him.	0,838	
	4	My superior cares about my opinions.	0,829	
Co-worker Support	5	The people I work with are helping me with my work.		0,748
	6	The people I work with are friendly.		0,860
	7	The people I work with show a personal interest in me.		0,841
	8	The people I work with are qualified to do their own thing.		0,821
Variance Explained in Factors			42,189	38,424
Total Variance Explained (%)			80,613	

Notlar: (i) Rotation Method: Varimax with Kaiser Normalization (ii) KMO =0,906; $p < 0.00$

F1: Supervisor Support, F2: Co-worker Support

As a result of the analysis, two factors have occurred. The variance percentages of social support factors are explained as follows; supervisor support is 42,19%, co-worker support is 38,424. The total explained variance in the social support scale is 80,613% which explains the construct highly.

Figure 4 Modified Research Model

6.6. Correlations Analysis of All Factors

Correlation analysis was used to determine the relationships between variables. In the analysis, the *r*-value indicates the direction and strength of the relationship between the variables and means the correlation is coefficient. The value of *r*, takes values between -1 and +1, and the strength of the relationship decreases as it approaches to 0.

Table 22. Interpretation Table of Correlation Coefficient

Size of Correlation Coefficient	Interpretation
.800 to 1.000 (.800 to 1.000)	Very strong positive (negative) correlation
.600 to .790 (-.600 to -.790)	Strong positive (negative) correlation
.400 to .599 (-.400 to -.599)	Moderate positive (negative) correlation
.200 to .399 (-.200 to -.399)	Weak positive (negative) correlation
.000 to .199 (.000 to -.199)	Very weak positive (negative) correlation

Table 23. Correlation Table of All Factors

	Work Alienation	Meaninglessness	Isolation	Normlessness	Self Estrangement	Person-Organization Fit	Social Support	Supervisor Support	Co-worker Support
Work Alienation	1								
Meaninglessness	.911**	1							
Isolation	.823**	.664**	1						
Normlessness	.788**	.597**	.551**	1					
Self Estrangement	.873**	.707**	.697**	.598**	1				
Person-Organization Fit	.350**	.400**	.302**	.138**	.295**	1			
Social_Support	.371**	.408**	.319**	.200**	.291**	.571**	1		
Supervisor Support	.314**	.345**	.276**	.168**	.242**	.497**	.919**	1	
Co-worker Support	.365**	.401**	.307**	.198**	.289**	.544**	.901**	.656**	1

** p<0,01, * p<0,05

All factors' correlation coefficient values are listed in Table 23.

According to the interpretation table of correlation, all factor values of the model were ranged between very weak (0.138, $p < 0.01$) to very strong correlation (0.919, $p < 0.01$) and all relationships are statistically significant (Büyüköztürk, 2018). When the correlation coefficients are analyzed, it is seen that the coefficient values are less than .700 and there is no multicollinearity problem (Durmuş et al., 2018).

In the details of Table 23, it is seen that there is a moderate positive correlation between person-organization fit and all social support factors (supervisor support and co-worker support). The correlation values of person-organization fit between social

support, supervisor support, co-worker support were noted .571, .497, .544 respectively. The correlation coefficient between person-organization fit and work alienation was resulted in - .350 and interpreted as a weak negative correlation. The correlation between person-organization fit and work alienation factors except for normlessness (meaninglessness, isolation, normlessness, self-estrangement) was observed weakly correlated in a negative direction. The correlation coefficients are - .400, -.302, -.295 respectively ($p < 0.01$). The table shows that normlessness and person-organization fit correlation has the lowest correlation coefficient value with - .138 ($p < 0.01$).

Correlation results highlight that work alienation and social support constructs were implied weak negative correlation with $-.371(p < 0.01)$. The correlation between work alienation and supervisor support is weak ($r = -0.314, p < 0.01$), correlation between work alienation and co-worker support is weak ($r = -0.365, p < 0.01$), correlation between meaninglessness and supervisory support is weak ($r = -0.345, p < 0.01$), correlation between meaninglessness and co-worker support is moderate ($r = -0.401, p < 0.01$), correlation between isolation and supervisory support is weak ($r = -0.276, p < 0.01$), correlation between isolation and co-worker support is weak ($r = -0.307, p < 0.01$) correlation between normlessness and supervisory support is very weak ($r = -0.168, p < 0.01$) correlation between normlessness and co-worker support is weak ($r = -0.198, p < 0.01$), correlation between self-estrangement and supervisory support is weak ($r = -0.242, p < 0.01$), correlation between self-estrangement and co-worker support is weak ($r = -0.289, p < 0.01$).

6.7. Regression Analyses

To analyze hypotheses linear, multiple regression, and moderated multiple regression (Hayes' Process Macro) methods were used. Primarily, linear regressions were applied to analyze hypotheses of each factor of the dependent variable work alienation. In the second part, several hierarchical multiple regression analyses were applied to each interaction term of the moderator/dependent variables separately.

Table 24. Linear Regression Results

Independent Variable	Dependent Variable & Dimensions	Beta	R Square	F	t	p	VIF
Person-Organization Fit	Work Alienation	-,350	,122	55,009	-7,417	,000	1000
Person-Organization Fit	Meaninglessness	-,400	,160	75,350	-8,680	,000	1000
Person-Organization Fit	Isolation	-,302	,091	39,726	-6,303	,000	1000
Person-Organization Fit	Normlessness	-,138	,019	7,646	-2,765	,006	1000
Person-Organization Fit	Self Estrangement	-,295	,087	37,620	-6,134	,000	1000

All hypotheses are tested separately and results are showed in Table 24.

After examining beta and p values, the person-organization fit was found negative and significantly related to work alienation. In other words, work alienation explains 12 % of the person-organization fit. Secondary analyses were done for all dimensions of the work alienation and all were found negatively related to the person-organization independent variable. All dimensions have provided significance. According to linear regression results, all hypotheses are accepted. Based on this information and table, it is proved that person-organization fit statistically explains the work alienation and all dimensions of the work alienation.

Related formulas of the H1 hypotheses are mentioned below:

H₁ : Work Alienation = 3,241+ (- 0,273 * Person-Organization Fit)

H_{1a}: Meaninglessness = 3,431 + (-0,339 * Person-Organization Fit)

H_{1b}: Isolation = 3,133 + (-0,284 * * Person-Organization Fit)

H_{1d}: Self-Estrangement = 3,391 + (-0,290 * * Person-Organization Fit)

Table 25. Outputs of Multiple Linear Regression Analyses

Independent Variables:	Dependent Variable - Work Alienation Factors:			
	WA-F1 Meaninglessness	WA-F2 Isolation	WA-F3 Normlessness	WA-F4 Self-Estrangement
Person-Organization Fit	-0,242 **	-0,175 *	-0,031	-0,186 **
Social Support Factors				
SS-F1 Supervisor Support	-0,083	-0,088	-0,060	-0,046 *
SS-F2 Co-worker Support	-0,215 **	-0,154 *	-0,141 *	-0,157 *
R²	.208	.124	.042	.112
Adjusted R²	.204	.118	.035	.105
F	35.200 **	18.592 **	5.793 *	16.462 **
df	396	396	396	396

All independent variable values that are given in the table are Standardized Beta.

* p < .05, ** p < .01, *** p < .001

In Table 25, sub-dimensions of work alienation were analyzed with the person-organization fit and social support dimensions by using the linear multiple regression method. All model analyzes were done separately. The table expresses that independent variables (**person-organization fit, supervisory support, co-worker support**) explain 20.4 % of the “**meaningless**”, 11.8 % of the “**isolation**”, 3.5 % of the “**normlessness**”, and 10.5 % of the “**self-estrangement**”. All models are resulted as significant. The model for “**meaninglessness**” has the greatest value of explained variance with $R^2 = .208$ than the other models.

In hierarchical regressions; independent, moderator, and interaction terms were used. Interaction terms were calculated by multiplying independent and moderator variables, regression equations were calculated sequentially and separately. In this regression analysis, a significant positive or negative change in variance explained the value and the significant beta coefficient for the term interaction proves to be a moderator (Grandey, Fisk, & Steiner, 2005).

In such studies, a high correlation between interaction and independent variables may create multicollinearity situations. To avoid these situations, Bolino & Turnley, 2005; Grandey et al., 2005; Toothaker, Aiken, & West, 1994; Van Knippenberg & Van Knippenberg, 2005 argue that all variables should be centered before regression analysis. This process refers to a new “centered” variable transformation for each variable, subtracting the average of the variables from each score. In this thesis, the centered method was applied for all variables before hierarchical multiple regressions were performed.

In the first process, the person-organization fit was placed in the independent variable column. In the second process, in addition to the first process, social support factors were placed in the moderating variable column respectively. In the third process, in addition to the second process, the interaction term of two variables was placed (i.e. person-organization fit * social support; person-organization fit *supervisor support; person-organization fit * co-worker support). The hierarchical regression results are demonstrated in Table 26.

Table 26. Outputs of Hierarchical Multiple Regression Analyses

Dependent Variable: WA-F1 Meaninglessness			
Independent Variables:	First Process	Second Process	Third Process
POF. Person-Organization Fit	-0,400 ***	-0,304 ***	-0,326 ***
SSF1. Supervisor Support		-0,193 ***	-0,272 ***
POF*SSF1			-0,230 ***
R ²	0,160	0,188	0,233
ΔR^2		0,184	0,227
F	75,350 ***	45,726 ***	39,739 ***
POF. Person-Organization Fit	-0,400 ***	-0,258 ***	-0,266 ***
SSF2.Co-worker Support		-0,261 ***	-0,351 ***
POF*SSF2			-0,215 ***
R ²	0,160	0,208	0,245
ΔR^2		0,204	0,239
F	75,350 ***	51,752 ***	42,548 ***
Dependent Variable: WA-F2 Isolation			
Independent Variables:	First Process	Second Process	Third Process
POF. Person-Organization Fit	-0,302 ***	-0,219 ***	-0,243 ***
SSF1.Supervisor Support		-0,167 *	-0,251 ***
POF*SSF1			-0,246 ***
R ²	0,091	0,112	0,163
ΔR^2		0,108	0,157
F	39,726 ***	24,922 ***	25,553 ***
POF. Person-Organization Fit	-0,302 ***	-0,192 *	-0,200 ***
SSF2.Co-worker Support		-0,202 ***	-0,298 ***
POF*SSF2			-0,226 ***
R ²	0,091	0,12	0,161
ΔR^2		0,116	0,155
F	39,726 ***	26,893 ***	25,208 ***
Dependent Variable: WA-F3 Normlessness			
Independent Variables:	First Process	Second Process	Third Process
POF. Person-Organization Fit	-0,138	-0,072	-0,093
SSF1.Supervisor Support		- 0,133 *	-0,211 ***
POF*SSF1			-0,228 ***
R ²	0,019	0,032	0,076
ΔR^2		0,027	0,069
F	7,646	6,562 *	10,800 ***
POF. Person-Organization Fit	-0,138	-0,043	-0,054
SSF2.Co-worker Support		-0,174 *	-0,303 ***
POF*SSF2			-0,304 ***

R²	0,019	0,040	0,115
Δ R²		0,036	0,108
F	7,646	8,293 ***	16,954 ***

**Dependent Variable:
WA-F4 Self_Estrangement**

Independent Variables:	First Process	Second Process	Third Process
POF. Person-Organization Fit	- 0,295 ***	- 0,232 ***	-0,252 ***
SSF1.Supervisor Support		- 0,127 *	-0,202 ***
POF*SSF1			-0,218 ***
R²	0,087	0,099	0,139
Δ R²	0,085	0,095	0,132
F	37,620 ***	21,665 ***	21,148 ***

POF. Person-Organization Fit	- 0,295 ***	- 0,195 *	-0,203 ***
SSF2.Co-worker Support		- 0,183 *	-0,278 ***
POF*SSF2			-0,226 ***
R²	0,087	0,110	0,152
Δ R²	0,085	0,106	0,145
F	37,620 ***	24,469 ***	23,401 ***

All independent variable values that are given in the table are Standardized Beta.

* p < .05, ** p < .01, *** p < .001

In the third process, it is seen that there was a significant increase in R² values with the terms of interaction. In the results, both for supervisory and co-worker support, significant interaction effects were observed. "Supervisor support" and "co-worker support" were found to moderate the relationship between the person-organization fit and three factors of work alienation (WA-F1 Meaninglessness, WA-F2 Isolation, WA-F4 Self_Estrangement). For isolation models, It was observed that both supervisory and co-worker support have close interaction but it is proved that supervisory support had more effect than co-worker support. It was regarded that co-worker support has more interaction effect on the meaninglessness, normlessness, and self-estrangement sub-dimensioned models. Contrary to predictions, the results showed that both supervisory and co-worker support strengthened the negative relationship between person-organization fit and normlessness. Therefore, related

hypotheses were rejected (H2a3,H2b3). However, it is also noticed that normlessness, co-worker support, and person-organization fit model have the most interaction effect between all models.

Table 27.Regression analysis on the main research constructs of the model

Model	Standardized Coefficients	t	Sig.	Collinearity Statistics	
	Beta			Tolerance	VIF
(Constant)		2,563	0,011		
Person-Organization Fit	-0,220	-4,096	0,000	0,673	1,486
Social_Support	-0,377	-6,604	0,000	0,593	1,686
Moderator_Interaction	-0,302	-6,175	0,000	0,809	1,235

Dependent Variable: Work Alienation

R²: 0.240 ; Δ R²:0,234 ; F:41,309 ***

Table 27 shows the regression analysis of the main constructs of the research model. According to the beta and p-value of the interaction term, it is found that social support has a significant moderating effect on the relationship between person-organization fit and work alienation. It is also seen that the moderating effect weakens the negative relationship between the independent and dependent variables. Table 27 demonstrated that Hypothesis H₂ is accepted (The relationship between person-organization fit and work alienation is weaker when the worker has more social support from supervisors and colleagues). Then in the final part, the main research model was retested on the SPSS PROCESS regression program to ensure interaction results and show the interaction with graphs.

Table 28.SPSS PROCESS Regression Analysis on Main Research Model

	Coefficient	se	t	p	LLCI	ULCI
Constant	1.7394	.3484	4.9923	.0000	1.0544	2.4244
Person-Organization Fit	.5098	.1161	4.3899	.0000	.2815	.7381
Social Support	.3378	.1032	3.2724	.0012	.1349	.5408
Interaction	-.1863	.0302	-6.1745	.0000	-.2456	-.1270

The interaction term was statistically significant ($b: -0.1863$, $s.e.: 0.0302$, $p: 0.000$) in the model of the research, indicating that social support was a significant moderator of the effect of person-organization on work alienation. The effect of person-organization fit on work alienation was positive and significant ($b: .5098$, $s.e. .1161$, $p: .0000$) and conditional on social support = 0; (b) conditional effect of social support is positive but non-significant ($B: .3378$, $s.e. .1032$, $p: .0012$). As seen in the table, the effect of person-organization fit is 0.5098 for respondents replying at the grand mean on social support. The effect of social support is 0.3378 for respondents replying at the grand mean on person-organization fit.

Since the social support interaction in this model was statistically significant, the "Conditional effects of the focal predictor at values of the moderator(s)" table were probed to better interpret the nature of the moderated relationship between person-organization fit and work alienation.

Table 29. Conditional effects of the focal predictor at values of the moderator results on SPSS PROCESS Regression

Std Dev.	Social Support	Effect	se	t	p	LLCI	ULCI
at -1	2.7459	-.0017	.0489	-.0348	.9722	-.0979	.0945
at 0	3.6559	-.1712	.0418	-4.0963	.0001	-.2534	-.0890
at +1	4.5658	-.3407	.0511	-6.6737	.0000	-.4411	-.2403

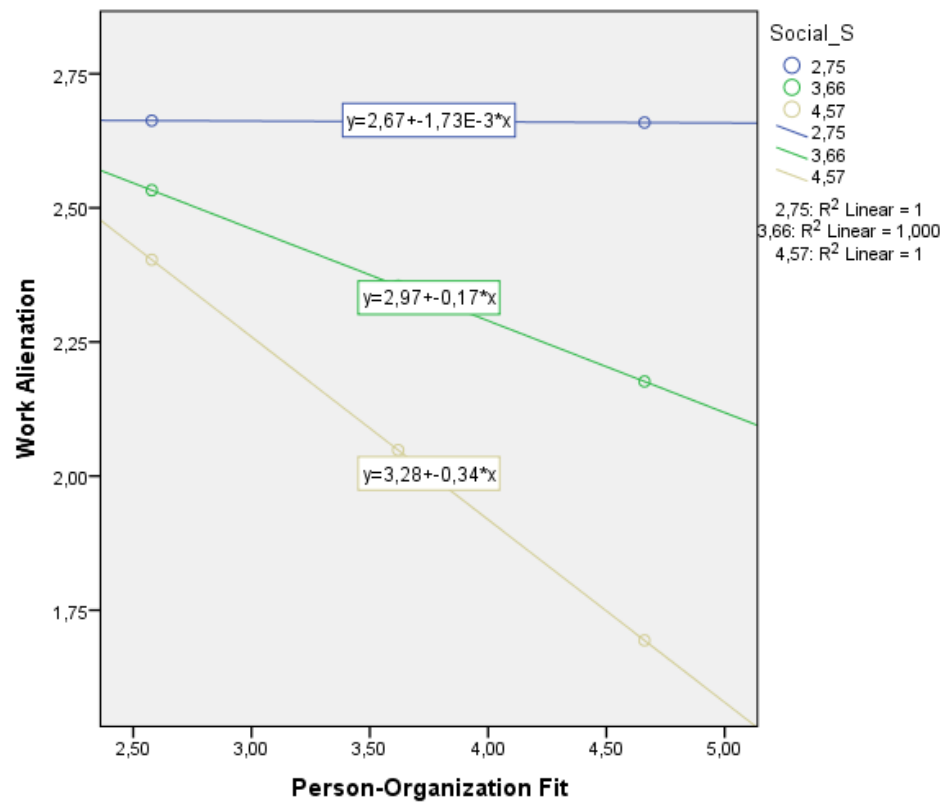
Table 29 analyzes the relationship between person-organization fit and work alienation at three levels of the moderator. As is demonstrated in Table 29, at -1 standard deviation level (+2.7459) which points to the low social support level, the relationship between person-organization fit and work alienation was found negative but non-significant ($b = -.0017$, $s.e. = .0489$, $p = .9722$). At the mean social support

level (at 0 standard deviation), the relationship between person-organization fit and work alienation was found negative and significant ($b = -.1712$, $s.e. = .0418$, $p = .0001$). Finally, at the high social support level the relationship between person-organization fit and work alienation was found again negative and significant ($b = -.3407$, $s.e. = .0511$, $p = .0000$). As seen in the results, the highest interaction between the constructs were observed at +1 standard deviation level. Also, Johnson-Neyman output reflects that the slope between person-organization fit and work alienation becomes moderately positive over the levels of the social support moderator.

The explanations above and Figure 5 highlights that social support has a moderator effect on the relationship between Person-organization fit and work alienation in cases of medium and high social support levels. On the other hand, at the low levels of social support, the effect of person-organization fit was found non-significant.

It was noted that low social support does not affect the relationship between person-organization fit and work alienation. This result proves that social support is not a moderator for the employees who receive minor or no social support at all. Vice versa, it is also clear that for the worker who takes high or medium-level social support the work alienation decreases, and person-organization fit increases.

Figure 5 Interaction Effect on Research Model



7. DISCUSSION

This section aims to bring together all the findings of this study with previous research results. Eventually, some limitations of the study are addressed and recommendations for further research are presented.

7.1. Conclusion

Tourism businesses have 5 main characteristics; people-oriented, perishable, inconsistency, inseparability, and imitability. If we briefly touch on the terms, all of the services provided in tourism enterprises are based on the needs and wishes of the clients (people-oriented), they may differ from personnel to personnel (inconsistency), it cannot be reused after service is done (perishable), cannot be touched (intangible) and can easily be imitated by different companies (imitability).

As can be understood from the above-mentioned inconsistency and people-oriented characters, it is a very sensitive and important issue that the people working in the tourism business are fitted with the organization. The fit mentioned here can be defined as the overlap and harmony of mutual demands, needs, priorities, beliefs, and values between the individuals and the organization. In recruitment processes of tourism enterprises, compliance with the organization has equal importance with position qualifications as all employees can communicate and contact guests, from personnel to managers. Just like organizations, employees look for working in organizations that are compatible with the organization and use their skills in the best way.

Since the service provided in tourism organizations is perishable, it is a requirement that all service areas used by guests are in harmony with each other and

that employees can work as a team. The biggest factors in ensuring harmony in organizations can be listed as; wage, promotion opportunities, social support, fine working conditions, fair management, and belonging. These and such factors affect efficiency and being fit within the company. Considering that employees spend most of their day at work, employees can encounter setbacks and problems from time to time.

Although these mishaps and problems are often solved individually, sometimes the employees may not solve the problem by themselves. At this point, the individual may tend to alienate from the organization and may move away. In such cases, it is important for the individual to get support from the working environment. The social environment of the individual and the support to the individual can play an effective role in the adaptation and alienation in the organization. Social support from teammates and managers plays a more decisive role than usual for employees at the point where employees are incompatible with the organization.

It is known that the social business environment is an important phenomenon in business life. Based on this information, it was investigated whether social support plays a moderator role in the relationship between individuals' person-organization fit and work alienation. The research sample was created from people working in three main types of tourism businesses (Hospitality, F & B, Agency) across Turkey.

In the analysis of the study, firstly, the relationship between the dependent and independent variables (person-organization fit, and work alienation) was examined

and a weak negative relationship was found. This result proves that as the person-organization fit increases, the work alienation will decrease or vice versa. It is supported by other studies in the literature (Arian et al., 2010; Arslan et al., 2018; Büber, 2019; Çelik & Damar, 2017; Özbek, 2011). Based on the literature, it can be said that the relationship between the two variables is always negative. It was found out that there is a moderate positive relationship between the person-organization fit and social support for call center employees (Yıldırımbulut, 2006). This relation shows that if the person-organization fit increases, social support also increases.

This information also can be interpreted as it increases the relationship of the person with the social environment, support, cooperation, and sociality within the enterprises if the employees are fit with the organization. It is thought that when social support is provided, employees will think more positively about organization fit and the alienation of the person from the work can be prevented.

To understand moderating effect, analyzes of the regulatory variable were validated with two analyzes, SPSS and SPSS PROCESS. In consideration of all data, positive moderate and negative weak correlations were found. Furthermore, it can be explained that social support has an empirically negative correlation with work alienation and an empirically positive correlation with the person-organization fit. There is a negative weak correlation between the person-organization fit and work alienation.

Both SPSS and SPSS PROCESS programs ensure that social support weakens the relation between work alienation and person-organization fit (b: -0.1863, s.e.: 0.0302, p: 0.000 F:41,309) so, the negative relationship between person-organization

fit and work alienation is weaker when the worker has more social support from supervisors and colleagues. 24% of the difference in work alienation can be explained with supervisory and co-worker support ($R^2: 0.240$). The person-organization fit negatively affects all sub-dimensions of work alienation (meaninglessness: $\beta: -.400$ $p:0,000$; isolation: $\beta: -.302$ $p:0,000$; normlessness: $\beta: -.138$ $p:0,000$; self-estrangement: $\beta: -.295$ $p:0,000$). The meaninglessness leads the individual to feel insignificant and they only feel valuable if they have contributions to the work. Isolation is the alienation of an employee from the social environment. Normlessness refers to individuals who behave improperly on morals, social values, and behaviors. Finally, self-estrangement refers to individuals who cannot adapt to social structure and are alienated from themselves. Providing support to employees by managers and colleagues will enable employees to see themselves as valuable and capable in the organization. Also, the fact that the managers and co-workers do not support the employees, may harm the feeling of harmony in the organization and may cause alienation. In this sense, if the perceived social support in the organization increases, person-organizational fit arises, and work alienation decreases. Employees also feel more capable, qualified, and important to their organization, and it affects their commitment to the organization. In this case, they do not consider the alienation from work. Social support makes the work and organization worthwhile.

According to the results of multiple linear regression analysis, social support, as a moderator variable, has been found to have a certain moderator role in the relationship between person-organization fit and work alienation. Likewise, it was revealed that high and medium perceived social support weakens the negative

relationship between work alienation of individuals and person-organization fit. In cases where the moderator social support variable is at a high level, it appears that it plays a debilitating role more than in medium relationships. On the other hand, the moderator effect of the model was not observed in people with low or no social support. In other words, for employees who do not receive social support from their colleagues and managers, the change in effect has not been observed in work alienation and person-organization fit relationship.

Based on these evaluations, it can be said that apart from the person-organization fit, the support received from the environment has an important role in professional life. There has been no research in the literature to determine the moderator role of social support in the relationship between person-organizational fit and work alienation. With this finding, it is thought that the present study can make an additional contribution to the literature.

Table 30 Hypothesis Results Summary Table

	Hypothesis	Result
H1	Person-organization fit is negatively related to work alienation.	Accepted
H1a	Person-organization fit is negatively related to meaninglessness.	Accepted
H1b	Person-organization fit is negatively related to isolation.	Accepted
H1c	Person-organization fit is negatively related to normlessness.	Accepted
H1d	Person-organization fit is negatively related to self-estrangement.	Accepted
H2	The negative relationship between person-organization fit and work alienation is weaker when the worker has more social support from supervisors and colleagues.	Accepted
H2a	The negative relationship between person-organization fit and work alienation is weaker when the worker has more social support from supervisors.	Accepted
H2a1	The negative relationship between person-organization fit and meaninglessness is weaker when the worker has more social support from supervisors.	Accepted
H2a2	The negative relationship between person-organization fit and isolation is weaker when the worker has more social support from supervisors.	Accepted
H2a3	The negative relationship between person-organization fit and normlessness is weaker when the worker has more social support from supervisors.	Rejected
H2a4	The negative relationship between person-organization fit and self-estrangement is weaker when the worker has more social support from supervisors.	Accepted
H2b	The negative relationship between person-organization fit and work alienation is weaker when the worker has more social support from colleagues.	Accepted
H2b1	The negative relationship between person-organization fit and meaninglessness is weaker when the worker has more social support from colleagues.	Accepted
H2b2	The negative relationship between person-organization fit and isolation is weaker when the worker has more social support from colleagues.	Accepted
H2b3	The negative relationship between person-organization fit and normlessness is weaker when the worker has more social support from colleagues.	Rejected
H2b4	The negative relationship between person-organization fit and self-estrangement is weaker when the worker has more social support from colleagues.	Accepted

It is concluded that meaninglessness, isolation, and self-estrangement have a significant relationship with the person-organization fit. Moreover, H1 was accepted in the linear regression analysis. The H2a hypothesis was accepted because the H2a1, H2a2, and H2a4 hypotheses were accepted. The H2b hypothesis was accepted because the H2b1, H2b2, and H2b4 hypotheses were accepted. In addition to that analyses, it was found that the relationship between person-organization fit, work alienation, and social support, which was examined in the regression analysis, was significant.

7.2. Recommendations and Limitations

In concurrence with the results, the following recommendations and limitations should be considered.

- One of the obvious limitation is the inadequate sample size. With more respondents, factor distributions may result more accurate.
- The research was applied in the collectivist culture, however applying this model to individualistic culture may differentiate the results.
- The model was researched in the tourism industry. Researching this model in different sectors may change the outcome of the research.
- The orientation and following training processes of the companies should emphasize the social support importance and contain social support activities.
- To increase the level of person-organization fit, necessary training programs can be provided for employees to obtain information about the principles and values of the organization.

Creating the perception that the principles applied in organizations are not only for the organization but also for the well-being of the employees, can help the adaptation of them. Thus, the alienation between employees and the organization and the possibility of being misfit can be reduced.



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Appendix A QUESTIONNAIRE FORM

Değerli Katılımcı,

Bu anket Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı'nda yürütülen yüksek lisans tez çalışmasına veri toplamak amacıyla hazırlanmıştır. Anketi yanıtlamak yaklaşık olarak 10 dakikanızı alacaktır. Bu çalışma turizm sektörü çalışanlarının birey-örgüt uyumu ile işe yabancılaşma algısını incelemeyi amaçlamaktadır. Elde edilen veriler, yalnızca bilimsel amaçla kullanılacaktır. Lütfen anketteki ifadeleri dikkatle okuyarak size uygun seçeneği işaretleyiniz ve işaretli ifade bırakmayınız.

Katılımınız için teşekkür ederim.

Elif Mısırlıoğlu
Yeditepe Üniversitesi
İşletme Bölümü - Yüksek Lisans Öğrencisi

1.Bölüm

Cinsiyetiniz

☐ Kadın

☐ Erkek

Yaşınız

☐ 18-25 Yaş Arası

☐ 26-30 Yaş Arası

☐ 31-35 Yaş Arası

☐ 36-40 Yaş Arası

☐ 41 Yaş ve Üzeri

Öğrenim Durumunuz

☐ İlkokul

☐ Ortaokul

☐ Lise

☐ Önlisans

☐ Lisans (Üniversite-4 Yıllık)

☐ Yüksek Lisans

☐ Doktora

Medeni Durumunuz

☐ Evli

☐ Bekar

Toplam İş Tecrübeniz

☐ 1 Yıldan az

☐ 1-3 Yıl Arası

☐ 4-6 Yıl Arası

☐ 7-9 Yıl Arası

☐ 10 Yıl ve üzeri

Bu İş Yerinde Çalışma Süreniz

- ☐ 1 Yıldan az ☐ 1-3 Yıl Arası ☐ 4-6 Yıl Arası
☐ 7-9 Yıl Arası ☐ 10 Yıl ve üzeri

Çalıştığınız Turizm İşletmesi

- ☐ Konaklama İşletmesi ☐ Yiyecek İçecek İşletmesi
☐ Seyahat Acentesi

Çalıştığınız Departman- Konaklama İşletmesi

- ☐ Önbüro-Resepsiyon ☐ Mutfak ☐ Servis (Restoran-Bar)
☐ Kat Hizmetleri ☐ İdari Birimler ☐ Diğer

Çalıştığınız Departman - Seyahat Acentesi

- ☐ Satış / Pazarlama ☐ Muhasebe / Finansman ☐ Operasyon
☐ İdari Birimler ☐ Diğer

Çalıştığınız Departman - Yiyecek İçecek İşletmesi

- ☐ Servis ☐ Mutfak
☐ İdari Birimler ☐ Diğer

Pozisyonunuz

- ☐ Çalışan ☐ Alt Kademe Yönetici
☐ Orta Kademe Yönetici ☐ Üst Kademe Yönetici

Aylık Ortalama Geliriniz

- ☐ 2000 TL ve altı ☐ 2001-3000 TL arası ☐ 3001-4000 TL arası
☐ 4001-5000 TL arası ☐ 5001 TL ve üzeri

2.Bölüm Birey-Örgüt Uyumu Ölçeği

Aşağıdaki ifadeleri işyerinde karşılaştığınız durumları dikkate alarak değerlendiriniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Yapacağım işlerin içeriği benim dışımdaki kişiler tarafından belirleniyor.					
2	Yaptığım işlerin kıymetsiz bir parçası haline geldiğimi hissediyorum.					
3	İşlerimle ilgili ortaya çıkan sorunlarla mücadele etme gücümü yitirdiğimi hissediyorum.					
4	Yaptığım işlerde kontrolün tam olarak bende olmadığını düşünüyorum					
5	İşletmede gerçekleşen olayların birçoğuna anlam veremiyorum.					
6	Uygulanan kuralların gerçekten anlamlı olmadığını düşünüyorum					
7	İş hayatında dürüst olup olmamak başarılı olmak açısından herhangi bir anlam ifade etmiyor.					
8	İşletmede yapılanların doğru veya yanlış olduğuna tam olarak karar veremiyorum.					
9	İşletmede ortaya konulan doğruları anlamlı bulmuyorum.					
10	Önemli amaçlara ulaşabilmek için gerekirse kurallar gözardı edilebilir.					
11	Gerektiğinde kurallara uymayabileceğime inanıyorum					
12	İşler görüldükten sonra kurallara uyulup uyulmadığı çok önemli değildir.					

2. Bölüm Birey-Örgüt Uyum Ölçeği Devamı

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
13	İşletmede bulunan birçok kuralın beni kısıtladığını düşünüyorum.					
14	Başarılı olabilmek için bazen kuralların dışına çıkılması gerektiğini düşünüyorum.					
15	Çevremdeki insanlara kendimi yabancı gibi hissediyorum					
16	Kendimi çevremdeki insan topluluğunun bir parçası olarak göremiyorum.					
17	Çevremdeki insanların yanında kendimi yalnız hissediyorum.					
18	Çevremdeki insanların çok önem verdiği şeylerin benim için o kadar da önemli olmadığını düşünüyorum.					
19	Yaptığım işin, bana hayata kendimi kanıtlama fırsatı vermediğini düşünüyorum					
20	Yaptığım işin beni ifade etmediğini düşünüyorum					
21	Yaptığım iş ile yaşam tarzımın uyuşmadığını düşünüyorum					
22	Daha iyi yaşamak için çalışan değil de sadece çalışmak için yaşayan birine dönüştüğümü düşünüyorum					
23	Hayattan beklentilerimin sürekli değiştiğini fark ediyorum.					
24	Gelecekte beklentilerim ile içinde bulunduğum koşulların uyuşmadığını düşünüyorum.					

3.Bölüm İşe Yabancılaşma Ölçeği

Aşağıdaki ifadeleri işyerinde karşılaştığınız durumları dikkate alarak değerlendiriniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Benim değerlerim ile kurumun ve kurum içindeki kişilerin uyumlu olduğunu hissediyorum.					
2	Bu kurumun karakteri ve değerlerinin , benim karakterimi ve değerlerimi yansıttığını düşünüyorum.					
3	Kurumun değerleri benim değerlerime benzerdir.					
4	Bu kurumun karakteri ve değerlerinin , benim karakterimi ve değerlerimi yansıttığını düşünüyorum.					
5	Benim değerlerim, kurum içerisindeki diğer çalışanlar ile uyumludur.					
6	Kişiliğimin, kurum imajına uygun kişilik özelliklerine sahip olduğunu hissetmekteyim.					

4.Bölüm Sosyal Destek Ölçeği

Aşağıdaki ifadeleri işyerinde karşılaştığınız durumları dikkate alarak değerlendiriniz.

		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
1	Üstüm, işim konusunda bana yardım eder.					
2	Üstüm, insanların bir arada çalışmasını sağlamada başarılıdır.					
3	Üstüm, kendisi ile çalışanların mutluluğu ile ilgilenir.					
4	Üstüm, benim fikirlerime önem verir.					
5	Birlikte çalıştığım insanlar, işim konusunda bana yardım ediyorlar.					
6	Birlikte çalıştığım insanlar, cana yakındır.					
7	Birlikte çalıştığım insanlar, bana kişisel bir ilgi gösteriyorlar.					
8	Birlikte çalıştığım insanlar, kendi işlerini yapma konusunda yeterlidir.					

Appendix B SCALE PERMISSIONS

Kimden: Resick, Christian
Gönderme Tarihi: 21 Şubat 2020 Cuma 21 :27
Kime: Elif Misirlioglu
Konu: Re: Permission Request for your Person Organization Fit Scale
İzleme Bayrağı: Follow up
Bayrak Durumu: İşaretlendi

Dear Elif,

Thank you for your interest in my research. You have my permission to use the measure.
 Good iuck with your dissertation!
 Best Wishes, Christian

From: Elif Misirlioglu
Sent: Friday, February 21, 2020 2:53 AM
To: Resick,Christian
Subject: Permission Request for your Person Orgaization Fit Scale

EXTERNAL.

Dear Associate Professor Christian Resick,

I'm an MBA student in Yeditepe University. I would like to translate your scale in Turkish and adapt into my thesis. My dissertation model consist of person-organization fit, work alienation and social support variables. The dissertation will be applied for tourism sector in Turkey.

The translated and adapted form of scale is given below;

I feel my values "match" or fit this organization and the current employees in this organization.

Benim değerlerim ile kurumun ve kurum içindeki kişilerin uyumlu olduğunu hissediyorum.

I think the values and personality of this organization reflect my own values and personality.

Bu kurumun karakteri ve değerlerinin , benim karakterimi ve değerlerimi yansıttığını düşünüyorum.

The values of this organization are similar to my own values.
 Kurumun değerleri benim değerlerime benzerdir.

My values match those of current employees in this organization. Benim değerlerim, kurum içerisindeki diğer çalışanlar ile uyumludur.

I feel my personality matches the "personality" or image of this organization. Kişiliğimin, kurum imajına uygun kişilik özelliklerine sahip olduğunu hissetmekteyim.

I would like to ask your permission to use your perceived person-organization fit scale in my research.

Kind Regards,
Elif Mısırlıoğlu

Bu mesajı yazdırmadan önce çevreye verebileceğiniz zararları bir kez daha düşününüz.

"Bu mesaj (ve ekleri) gizli bilgi içermektedir ve sadece gönderilen kişiye yöneliktir. Bu e-mailin muhatabı değilseniz veya içeriği ile ilginiz yoksa, Yeditepe Üniversitesinin enayı olmaksızın bu mesajın okunması, değiştirilmesi, kopyalanması, üçüncü kişilere açıklaması, yayınlanması, ifşa edilmesi veya iletilmesi yasaktır. Bu mesajın gönderilmek istendiği kişi değilseniz (ya da bu e-posta'yı yanlışlıkla aldıysanız), lütfen yollayan kişiyi hemen haberdar ediniz ve mesajı sisteminizden derhal siliniz. E-mail iletiminin güvenli veya hatasız olduğunun garantisi olmadığından geç veya eksik iletim veya içerik ve bilgilerde eksiklik, kayıp, değişiklik veya virus olabilir. Bu nedenle, bu mesajın iletiminden dolayı, Yeditepe Üniversitesi, içerikteki hata, eksiklik, doğruluğun ve gizliliğin ihlalden veya bu yolla bilgi paylaşımı, iletimi, depolanması gibi herhangi bir kullanimından hiçbir şekilde sorumlu değildir. Bu mesajın içeriği yararına ait olup, Üniversitemizin görüşlerini içermeyebilir. Bu mesajın içeriğinde peçen Üniversitemizin ad veya namı yaratılan fikri ve sınav hakları Üniversitemize ait olup, maddi ve manevi tüm hakları saklıdır."

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Kimden: Ömer Akgün TEKİN
Gönderme Tarihi: 21 Şubat 2020 Cuma 12:03
Kime: Elif Misirlioglu
Konu: Re: işe Yabancılaşma Ölçeği Kullanım İzni Hk.
İzleme Bayrağı: Follow up
Bayrak Durumu: İşaretlendi

Merhaba Elif hanım. Kullanabilirsiniz. Başarılar dilerim.

Sayın Doç.Dr.Ömer Akgün Tekin,

Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı'nda yürütülen yüksek lisans tez çalışmam için "Yabancılaşma ve Beş Faktör Kişilik Özellikleri Arasındaki İlişkiler: Antalya Kemer'deki Beş Yıldızlı Otel İşletmeleri Çalışanları Üzerinde Bir Uygulama" adlı araştırmanızda geliştirmiş olduğunuz işe yabancılaşma ölçeğini kullanmak istemekteyim. Ölçeğin turizm sektörü çalışanlarına uygulanması planlanmaktadır. İşe yabancılaşma ölçeğinin tez çalışmamda kullanımı için izninizi rica ederim.

Saygılarımla, Elif Mısırlıoğlu

Yeditepe Üniversitesi

İşletme Bölümü - Lisansüstü Burslu Öğrenci

Bu mesajı yazdırmadan önce çevreye verebileceğiniz zararları bir kez daha düşününüz.
 "Bu mesaj (ve ekleri) gizli bilgi içermektedir ve sadece gönderilen kişiye yöneliktir. Bu e-mailin muhatabı değilseniz veya içeriği ile ilginiz yoksa, Yeditepe Üniversitesinin enayı olmaksızın bu mesajın okunması, değiştirilmesi, kopyalanması, üçüncü kişilere açıklaması, yayınlanması, ifşa edilmesi veya iletilmesi yasaktır. Bu mesajın gönderilmek istendiği kişi değilseniz (ya da bu e-posta'yı yanlışlıkla aldıysanız), lütfen yollayan kişiyi hemen haberdar ediniz ve mesajı sisteminizden derhal siliniz. E-mail iletiminin güvenli veya hatasız olduğunun garantisi olmadığından geç veya eksik iletim veya içerik ve bilgilerde eksiklik, kayıp, değişiklik veya virus olabilir. Bu nedenle, bu mesajın iletiminden dolayı, Yeditepe Üniversitesi, içerikteki hata, eksiklik, doğruluğu ve gizliliğin ihlalden veya bu yolla bilgi paylaşımı, iletimi, depolanması gibi herhangi bir kullanimından hiçbir şekilde sorumlu değildir. Bu mesajın içeriği yararına ait olup, Üniversitemizin görüşlerini içermeyebilir. Bu mesajın içeriğinde peçen Üniversitemizin ad veya namı yaratılan fikri ve sınav hakları Üniversitemize ait olup, maddi ve manevi tüm hakları saklıdır."

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Kimden: Necmettin ÖZEL
Gönderme Tarihi: 21 Şubat 2020 Cuma 19:05
Kime: Elif Misirlioglu
Konu: Re. Sosyal Destek Ölçeği Kullanım izni Hk.

Tekrar başarılar dilerim. İlgili başka bir konu hakkında da yazabilirsiniz.

21 Şub 2020 Cuma 14:00 tarihinde Elif Misirlioglu
şunu yazdı.

Sayın Yrd. Doç. Dr. Necmettin Özel,

Çalışmamda isminize ve ölçeğinize atıf yapacağımın bilgisini paylaşmak isterim. İzniniz için çok teşekkür ediyorum

Saygılarımla,

From: Necmettin OZEL [om](#)]
Sent: Friday, February 21, 2020
2:08 PM

To: Elif Misirlioglu

> Subject: Re: Sosyal Destek
Ölçeği Kullanım izni Hk.

Sayın Misirlioğlu,

Ölçek kaynağını zikretmek koşulu ile kullanabilirsiniz. Başarılar dilerim.

Doç.Dr. Necmettin ÖZEL

21 Şub 2020 Cuma 10:16 tarihinde Elif Misirlioglu
şunu yazdı:

Sayın Yrd. Doç. Dr. Necmettin Özel,

Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Anabilim Dalı'nda yürütülen yüksek lisans tez çalışmam için "Algılanan Yeni İş Fırsatları ile İşten Ayrılma Niyeti

Arasındaki İlişkiler Üzerinde Sosyal Desteğin Aracılık Etkisi: Bolu Beyaz-Et Sektör Çalışanları Üzerinde Bir Araştırma” adlı araştırmanızda uyarlamış olduğunuz sosyal destek ölçeğini kullanmak istemekteyim. Ölçeğin turizm sektörü çalışanlarına uygulanması planlanmaktadır. Ölçeğinizin tez çalışmamda kullanımı için izninizi rica ederim.

Saygılarımla,

Elif Mısırlıoğlu

"Bu mesaj (ve ekleri) gizli bilgi içermektedir ve sadece gönderilen kişiye yöneliktir. Bu e-mailin muhatabı değilseniz veya içeriği ile ilginiz yoksa, Yeditepe Üniversitesinin enayı olmaksızın bu mesajın okunması, değiştirilmesi, kopyalanması, üçüncü kişilere açıklaması, yayınlanması, ifşa edilmesi veya iletilmesi yasaktır. Bu mesajın gönderilmek istendiği kişi değilseniz (ya da bu e-posta'yı yanlışlıkla aldysanız), lütfen yollayan kişiyi hemen haberdar ediniz ve mesajı sisteminizden derhal siliniz. E-mail iletiminin güvenli veya hatasız olduğunun garantisi olmadığından geç veya eksik iletim veya içerik ve bilgilerde eksiklik, kayıp, değişiklik veya virus olabilir. Bu nedenle, bu mesajın iletiminden dolayı, Yeditepe Üniversitesi, içerikteki hata, eksiklik, doğruluğun ve gizliliğin ihlalden veya bu yolla bilgi paylaşımı, iletimi, depolanması gibi herhangi bir kullanimından hiçbir şekilde sorumlu değildir. Bu mesajın içeriği yararına ait olup, Üniversitemizin görüşlerini içermeyebilir. Bu mesajın içeriğinde peçen Üniversitemizin ad veya namı yaratılan fikri ve sınav hakları Üniversitemize ait olup, maddi ve manevi tüm hakları saklıdır."

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Appendix C PERSON–ORGANIZATION FIT SCALE

1. I feel my values “match” or fit this organization and the current employees in this organization (from Cable & Judge, 1996).
2. I think the values and personality of this organization reflect my own values and personality (from Cable & Judge, 1996).
3. The values of this organization are similar to my own values (from Saks & Ashforth, 1997).
4. My values match those of current employees in this organization (from Cable & Judge, 1996).
5. I feel my personality matches the “personality” or image of this organization (from Saks & Ashforth, 1997).

This appendix includes original scale which is retrieved from the article of Person-Organization Fit and Work-Related Attitudes and Decisions: Examining Interactive Effects With Job Fit and Conscientiousness (Resick et al., 2007).

Appendix D WORK ALIENATION SCALE

Aşağıda, insanların kendilerini ve kişilik özelliklerini anlatmak için kullandıkları bazı ifadeler bulunmaktadır. Her ifadeyi okuyarak, size ne kadar uyduğunu, uygun rakamın üzerini çarpı (X) ile işaretleyerek belirtiniz.		Kesinlikle Katılmıyorum	Katılmıyorum	Kararsızım	Katılıyorum	Kesinlikle Katılıyorum
* Aşağıdaki sorular için yan tarafta bulunan sütundan kendinize en uygun olan <u>bir kutuya</u> (X) işareti koyunuz						
G1	Yapacağım işlerin içeriği benim dışımdaki kişiler tarafından belirleniyor.	1	2	3	4	5
G2	Yaptığım işlerin kıymetsiz bir parçası haline geldiğimi hissediyorum.	1	2	3	4	5
G3	İşlerimle ilgili ortaya çıkan sorunlarla mücadele etme gücümü yitirdiğimi hissediyorum.	1	2	3	4	5
G4	Yaptığım işlerde kontrolün tam olarak bende olmadığını düşünüyorum.	1	2	3	4	5
A1	İşletmede gerçekleşen olayların birçoğuna anlam veremiyorum.	1	2	3	4	5
A2	Uygulanan kuralların gerçekten anlamlı olmadığını düşünüyorum.	1	2	3	4	5
A3	İş hayatında dürüst olup olmamak başanlı olmak açısından herhangi bir anlam ifade etmiyor.	1	2	3	4	5
A4	İşletmede yapıların doğru veya yanlış olduğuna tam olarak karar veremiyorum.	1	2	3	4	5
A5	İşletmede ortaya konulan doğrular anlamlı bulmuyorum.	1	2	3	4	5
K1	Önemli amaçlara ulaşabilmek için gerekirse kurallar gözardı edilebilir.	1	2	3	4	5
K2	Gerektiğinde kurallara uymayabileceğime inanıyorum.	1	2	3	4	5
K3	İşler görüldükten sonra kurallara uyulup uyulmadığı çok önemli değildir.	1	2	3	4	5
K4	İşletmede bulunan birçok kuralın beni kısıtladığını düşünüyorum.	1	2	3	4	5
K5	Başarılı olabilmek için bazen kuralların dışına çıkılması gerektiğini düşünüyorum.	1	2	3	4	5
TY1	Çevremdeki insanlara kendimi yabancı gibi hissediyorum.	1	2	3	4	5
TY2	Kendimi çevremdeki insan topluluğunun bir parçası olarak göremiyorum.	1	2	3	4	5
TY3	Çevremdeki insanların yanında kendimi yalnız hissediyorum.	1	2	3	4	5
TY4	Çevremdeki insanların çok önem verdiği şeylerin benim için o kadar da önemli olmadığını düşünüyorum.	1	2	3	4	5
KY1	Yaptığım için, bana hayata kendimi kanıtama fırsatı vermediğini düşünüyorum.	1	2	3	4	5
KY2	Yaptığım için beni ifade etmediğini düşünüyorum.	1	2	3	4	5
KY3	Yaptığım iş ile yaşam tarzımın uyummadığını düşünüyorum.	1	2	3	4	5
KY4	Daha iyi yaşamak için çalışan değil de sadece çalışmak için yaşayan birine dönüştüğümü düşünüyorum.	1	2	3	4	5
KY5	Hayattan beklentilerimin sürekli değiştiğini fark ediyorum.	1	2	3	4	5
KY6	Gelecekte beklediğim ile içinde bulunduğum koşulların uyummadığını düşünüyorum.	1	2	3	4	5

This appendix includes original scale which is retrieved from the article of “Örgütsel sinizm ve işe yabancılaşma ilişkisi: Beş yıldızlı otel çalışanları üzerine bir Araştırma” (Tekin, 2012).

Appendix E SOCIAL SUPPORT SCALE

Aşağıdaki ifadeleri <u>işyerinde karşılaştığınız durumları</u> dikkate alarak değerlendiriniz.								
(1) Kesinlikle Katılmıyorum,		Katılıyorum.					(7) Kesinlikle	
		SOSYAL DESTEK						
		1	2	3	4	5	6	7
1	Üstüm, işim konusunda bana yardım eder.							
2	Üstüm, insanların bir arada çalışmasını sağlamada başarılıdır.							
3	Üstüm, kendisi ile çalışanların mutluluğu ile ilgilenir.							
4	Üstüm benim, fikirlerime önem verir.							
5	Birlikte çalıştığım insanlar, işim konusunda bana yardım ediyorlar.							
6	Birlikte çalıştığım insanlar, cana yakındır.							
7	Birlikte çalıştığım insanlar, bana kişisel bir ilgi gösteriyorlar.							
8	Birlikte çalıştığım insanlar, kendi işlerini yapma konusunda yeterlidir.							

This appendix includes original scale which is retrieved from the article of “Algılanan Yeni İş Fırsatları ile İşten Ayrılma Niyeti Arasındaki İlişkiler Üzerinde Sosyal Desteğin Aracılık Etkisi: Bolu Beyaz-Et Sektör Çalışanları Üzerinde Bir Araştırma” (Özel, 2015).

Appendix F ETHICS COMMITTEE APPROVAL



T.C.
YEDİTEPE ÜNİVERSİTESİ REKTÖRLÜĞÜ
Yazı İşleri Müdürlüğü

22.04.2021

Sayı : E.21568116-302.14.01-814
Konu : Elif Mısırhoğlu Etik Kurul Onayı

DAĞITIM YERLERİNE

Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yüksek Lisans Öğrencisi Elif Mısırhoğlu'na ait "The Moderating Role of Social Support on the Relationship Between Person-Organisation Fit and Work Alienation in the Tourism Industry of Turkey" başlıklı tez araştırma önerisinin beşeri bilimler etik standartlarına uygunluğuna ilişkin Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurul Onayı ekteydim.

Gerekli iznin verilmesi hususunu bilgilerinize arz ve rica ederim.

Prof. Dr. Fatma Yeşim EKİNCİ
Rektör a.
Rektör Yardımcısı

Ek: Etik Kurul Onayı.pdf

DAĞITIM :
Gereği :
İLGİLİ MAKAMA

Bilgi :
İletişim Fakültesi

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**YEDİTEPE ÜNİVERSİTESİ BEŞERİ VE SOSYAL BİLİMLER ETİK
KURULU KOMİSYONU**

**13.04.2021 TARİHLİ
16/2021 No'lu TOPLANTI KARARLARI**

- 16) Yeditepe Üniversitesi Sosyal Bilimler Enstitüsü İşletme Yüksek Lisans Öğrencilerinden Elif Mısırlıoğlu'nun "The Moderating Role of Social Support on the Relationship Between Person-Organisation Fit and Work Alienation in the Tourism Industry of Turkey" başlıklı araştırmasının Beşeri Bilimler etik standartlarına uygunluğu Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.
- 17) Yeditepe Üniversitesi Fen-Edebiyat Fakültesi Psikoloji Bölümü öğrencileri, Elif Sude Türkoğlu, Pınar Cön ve Elifsu Çakır'ın "Ataerkil Aile Yapısının Kadına Uygulanan Duygusal Şiddet Üzerindeki Etkisi" başlıklı araştırmasının Beşeri Bilimler etik standartlarına uygunluğu Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.
- 18) Yeditepe Üniversitesi Eğitim Bilimleri Enstitüsü Eğitim Programları ve Öğretimi Yüksek Lisans Öğrencilerinden Gizem Atilla'nın "Eğitim Bilişim Ağı (EBA) Üzerinde Yer Alan Ortaöğretim Fen ve Teknoloji Ders Videolarının Öğretim Tasarımı Açısından Değerlendirilmesi" başlıklı araştırmasının Beşeri Bilimler etik standartlarına uygunluğu Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.
- 19) Yeditepe Üniversitesi Eğitim Bilimleri Enstitüsü Eğitim Programları ve Öğretimi Yüksek Lisans Öğrencilerinden Gözde Sarı'nın "İlkokul Türk-İngilizce Öğretmenlerinin Çevrimiçi Öğretim Sürecine Yönelik Algıları: Zorluklar ve Deneyimler" başlıklı araştırmasının Beşeri Bilimler etik standartlarına uygunluğu Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.
- 20) Yeditepe Üniversitesi Eğitim Bilimleri Enstitüsü Rehberlik ve Psikolojik Danışmanlık Yüksek Lisans Öğrencilerinden Gülce Türker Dülzer'in "Toplumsal Krizlerde Okul Psikolojik Danışmanları: Covid-19 Pandemi Sürecinde Okul Psikolojik Danışmanlarının Rolü, Uygulamaları ve İhtiyaçlarının İncelenmesi" başlıklı araştırmasının Beşeri Bilimler etik standartlarına uygunluğu Yeditepe Üniversitesi Beşeri ve Sosyal Araştırmalar Etik Kurulu tarafından değerlendirilmiş ve onaylanmıştır.