

# The Mediating Role of Person-organization fit on the Effect of Leader Support and Social Support on Job Satisfaction in Nurses<sup>1</sup>

(Research Article)

*Hemşirelerde Lider Desteği ve Sosyal Desteğin İş Tatminine Etkisinde Kişi-Örgüt Uyumunun Aracılık Rolü*

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## ABSTRACT

### Keywords

Leader Support,  
Social Support,  
Job Satisfaction,  
Person-organization  
Fit

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The aim of this study was to investigate the mediating role of person-organization fit in the effect of social support and leader support on the job satisfaction of the nurses. The nurses (N=550) working in a university hospital in the province of Eskişehir composed the sample. In this study, the relationships between the variables in the study were determined by analyzing the data collected from 421 nurses by using the questionnaire form. The relationships between the variables of the study were analyzed by statistical methods such as factor analysis, correlation analysis, regression analysis, and Sobel tests. In conclusion, it was determined that person-organization fit had a partial mediating role on the effect of leader support on job satisfaction while it had a full mediating role on the effect of social support effect on job satisfaction.

<sup>1</sup> Ethical approval was obtained from the Non-Interventional Clinical Research Ethics Committee of Istanbul Medipol University (approval number: 10840098-604.01.01-E.8219, date of approval: 27/02/2019). In addition, permission of the institution where the study was conducted were obtained.

## 1. INTRODUCTION

Human is a social and emotional species. Therefore, individuals' business lives affect their private lives while their business lives also affect their private lives. Nowadays, organizations attach importance to ensuring their employees' job satisfaction to survive and to compete with other organizations. The advantage in the advancing competitive environment depends on the levels of harmony and coordination of the people involved in various organizational and managerial processes; this fact demonstrates the importance of ensuring the effective and productive compatibility of human resources to organizations, jobs and each other. Numerous variables play a role in the success of organizations. Job satisfaction definitely takes an important place among these variables. Numerous studies have been conducted by theorists and researchers to identify the variables affecting the job satisfaction of employees. One of the most studied variables is job satisfaction because job satisfaction is one of the most important variables that play a critical role in obtaining effectiveness and efficiency for organizations and employees.

Job satisfaction can be defined as the degree of positive emotion of the employee towards the job or the subjects related to the job (Adams and Bond, 2000). Job satisfaction is an important concept that enables individuals to be happy, successful and productive and canalized to work. Job satisfaction has great importance especially in the members of some occupational groups whose daily lives are directly affected by their professional lives and who need to be devoted. The employees with high job satisfaction levels had higher work motivation and provided better care services (Çam and Yıldırım, 2010). The job satisfaction of nurses is an important parameter in evaluating the quality of medical care in a hospital. When considering the positive effect of nurses' job satisfaction on the duration of hospital stay, infection rate, performance improvement in the institution where they work, every application that increases job satisfaction gains importance (Finn 2001). Heavy workload and poor working conditions negatively affect nurses' job satisfaction levels (Rafferty et al. 2007; Javasuriyar et al. 2012). Job satisfaction has a significant impact on essential organizational outcomes such as patient care quality (Kwak et al., 2010; Boamah et al., 2018).

In this context, a literature review about the variables that increase the job satisfaction of nurses was made. As a result of this review; leader support (Podsakoff et al., 1996; Netemeyer et al., 1997; Currivan, 1999; Gleason-Wynn and Mindel, 1999; Seo et al., 2004; Chen et al., 2012; Gillette et al., 2013; Gillette et al., 2018), social support (Cortese et al., 2010; Kwak et al., 2010; Hamaideh, 2011; Moura et al., 2014; Orgambidez-Ramos et al., 2014; Moneke and Umeh, 2015; Pohl and Galleta, 2017) and person-organization fit (Schneider et al., 1995; Kristof, 1996; Kristof-Brown et al., 2005; Vilela et al., 2008; Song and Chathoth, 2011; Astuti, 2010; Hunt, 2014; Chen et al., 2016; Zhang et al., 2017) were found to be in a significant relationship with job satisfaction. In this context, this research model was created in to analyze the relationships between the variables of leader support, social support, person-organization fit, and job satisfaction in terms of nursing. It is thought that the four variables included in this study provide significant benefits for the effectiveness and efficiency of nurses in their profession. In the literature review, we did not find any study on all of the variables included in this study. Therefore, it is suggested that it will contribute to the literature, new knowledge will be added to the scientific knowledge on the relationships between these variables and it will contribute to the generalizability of the knowledge related to these relations.

In the context of this literature and approach, leader support, social support and person-organization fit variables which were thought to be related to nurses' job satisfaction, were examined. Leader support and social support are two variables that were suggested to have an impact on ensuring job satisfaction. The person-organization fit variable, which is a variable that can support the effect of leader support and social support on the job satisfaction of the employees, was also included in the study. Several recommendations were made to the managers and researchers within the scope of the results of this study.

## **2. THEORY and HYPOTHESES**

### **2.1. The Relationship between Leader Support and Job Satisfaction**

Job satisfaction includes emotional (personal feelings about own work) and cognitive (cognitive assessment of work) components (Fisher, 2000; Judge and Kammeyer-Mueller, 2012). Leader support makes an important contribution to employees' attitudes and behaviors. It provides the improvement of employees' perceptions towards the organization (De Coninck and Johnson, 2009). When job satisfaction is discussed as an emotional response of employees to their jobs, leader support has an important role in the effects that trigger this reaction.

Leaders are often capable of reducing the impact of negative emotional events on workers. The actions of the leaders (compliments, criticism, joy or frustration expressions and extra labor demands) are often important emotional events for their employees. Supportive leadership practices ensure that leaders feel that they are on the side of employees and have a positive attitude (Eisenberger et al., 2002; Allen et al., 2003; Ilies et al., 2007; Liao and Chuang, 2007; Kauppila, 2016). According to the studies in the literature, leader support increased job satisfaction ( Podsakoff et al., 1996; Netemeyer et al., 1997; Currivan, 1999; Gleason-Wynn and Mindel, 1999; Seo et al., 2004).

Leadership in nursing is important to create a quality job environment, to apply new care models, to increase labor force, and to ensure employee and patient satisfaction. In the studies on nurses, it was found that job the satisfaction levels of the nurses were high when they received high-level support from their leaders (Galletta et al., 2011; Chen et al., 2012; Gillette et al., 2013; Gillette et al., 2018). In this context, hypothesis 1 was developed based on theoretical and empirical studies.

Hypothesis 1: Leader support positively and significantly affects the job satisfaction of nurses.

### **2.2. The Relationship between Social Support and Job Satisfaction**

Social support is an organizational variable that greatly affects the job satisfaction of nurses and job satisfaction affects the performance of nurses and the quality of health services (Chien and Yick, 2016). Ensuring a good job environment, effective leadership, and organizational support are important to improve job satisfaction (Copanitsanou et al., 2017; Al Hamdan et al., 2017).

Giving information and advice on how to do the job, ensuring effective communication within the team, giving feedback and recommendations by managers increase the social support perceptions of nurses. In the studies on nurses, it was found that social support provided by the managers and colleagues was an important determinant in increasing the job satisfaction of the nurses (Cortese et al., 2010; Kwak et al., 2010; Hamaideh, 2011; Moura et

al. ., 2014; Orgambidez-Ramos et al., 2014; Moneke and Umeh, 2015; Pohl and Galletta, 2017). In this context, hypothesis 2 was developed based on theoretical and empirical studies.

Hypothesis 2: Social support positively and significantly affects the job satisfaction of nurses.

### **2.3. The Relationship between Leader Support and Person-Organization Fit**

Individuals need to be supported by their managers to ensure their development and motivation (Hobfoll, 1989). Therefore, leader support is expected to moderate the relationship. In the literature, it was found that the leader support positively affected the person-organization fit in the nurses (Huang et al., 2005; Hunt, 2014; Fan, 2018). In this context, hypothesis 3 was developed based on the theory and empirical studies.

Hypothesis 3: Leader support positively and significantly affects person-organization fit.

### **2.4. The Relationship between Social Support and Person-Organization Fit**

Strong business friendships and social interactions reduce the adverse effects in job environment and provide high job satisfaction (Tourangeau et al., 2010). The positive effects of the organizational and social support provided by the nurse leaders on the working life were determined (Laschinger et al., 2006; Kath et al., 2012; Fan, 2018). There was no study investigating the relationship between social support and person-organization fit. However, hypothesis 4 was developed because there may be a significant relationship between social support and person-organization fit according to the literature.

Hypothesis 4: Social support positively and significantly affects person-organization fit.

### **2.5. The Relationship between Person-Organization Fit and Job Satisfaction**

It is widely accepted in the literature that organizational resources and expectations of employees determine job satisfaction (Farrell and Rusbult, 1981). In this respect, the most important determinant of job satisfaction is person-organization fit. The studies on job satisfaction and person-organization fit determined that there was a relationship between these two variables. (Schneider et al., 1995; Kristof, 1996; Netemeyer et al., 1997; Kristof-Brown et al., 2005; Vilela et al., 2008; Song and Chathoth, 2011). In the literature, there was a significant relationship between job satisfaction and person-organization fit in the studies conducted with nurses (Astuti, 2010; Hunt, 2014; Chen et al., 2016; Zhang et al., 2017). In this context, hypothesis 5 was developed from the theory and empirical studies.

Hypothesis 5: Person-organization fit positively and significantly affects the job satisfaction of nurses.

### **2.6. The Mediating Role of Person-Organization Fit**

In the literature, there were relationships between leader support and job satisfaction (Galletta et al., 2011; Chen et al., 2012; Gillette et al., 2013; Hunt, 2014; Gillette et al., 2018) and between leader support and person-organization fit (Huang et al., 2005; Hunt, 2014). In the studies, it was also found that there was a relationship between person-organization fit and job satisfaction (Verplanken, 2004; Meyer et al., 2010; Risman et al., 2016). The significant relationships between these three variables provide strong arguments for the mediating role of person-organization fit. In this context, hypothesis 7 was developed based on empirical studies.

Hypothesis 6: There is an mediating role of person-organization fit in the effect of leader support on job satisfaction.

In the studies, the positive correlations were found between social support and job satisfaction (Cortese et al., 2010; Kwak et al., 2010; Hamaideh, 2011; Moura et al., 2014; Orgambidez-Ramos et al., 2014; Moneke and Umeh, 2015; Pohl and Galleta, 2017) and between social support and person-organization fit. There was also a relationship between person-organization fit and job satisfaction (Verplanken, 2004; Meyer et al., 2010; Chen et al., 2016; Risman et al., 2016; Zhang et al., 2017). The significant relationships between these three variables provide strong pieces of evidence for the mediating role of person-organization fit. In this context, hypothesis 6 was developed based on the results of the empirical studies.

Hypothesis 7: Person-organization fit has an mediating role in the effect of social support on job satisfaction.

The research model and hypotheses which were developed from the theory and studies are presented in Figure 1.

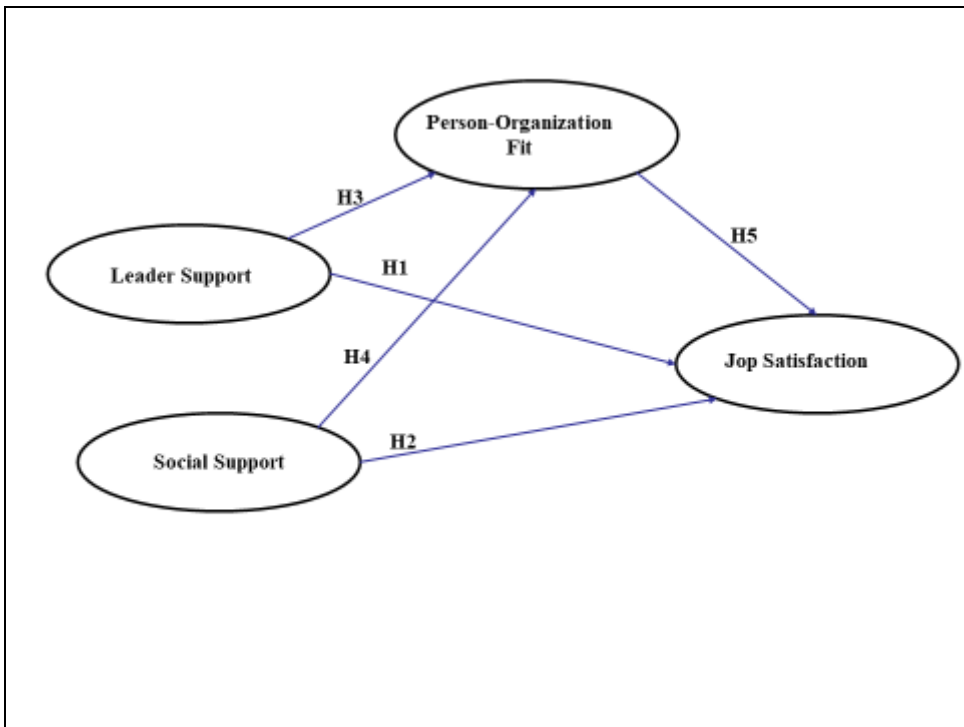


Figure 1. Research Model and Hypotheses

### 3. METHOD

#### 3.1. Objective and Type of the Study

This study was conducted as a descriptive study to investigate the mediating role of person-organization fit in the effect of perceived social support and leader support on job satisfaction of the nurses.

### 3.2. Universe and Sample of the Study

The study was conducted with a sample of the nurses working in a university hospital in the city center of Eskişehir province. The universe of the study consisted of the nurses working in the university hospital (N:550). The sample of the study consisted of 421 nurses working at this institution at the time of the study. The sample size was calculated as 226 people by taking into account a 5% error margin with a 95% confidence interval (Sekaran, 1992). In this context, 525 participants who were randomly selected using the cluster sampling method, filled the questionnaire. 467 of the questionnaire forms were brought back from the participants while 421 of them were found to be suitable for analysis.

### 3.3. Data Collection Tools

The data were collected by interviewing the nurses who agreed to participate in the study. The researchers used the Personal Information Form, Leader Support Scale, Social Support Scale, Person-Organization Fit Scale, and Job Satisfaction Scale as data collection tools.

**Personal Information Form:** The questionnaire consisted of 6 questions including sociodemographic and working life characteristics such as age, gender, marital status, educational status, the duration of professional experience, and the position of the nurses included in the study.

**Leader Support Scale:** To measure the leader support which was perceived by the employees, a 5-item scale of Netemeyer et al. (1997) was used. It was previously used by Ackfeldt and Coote (2005). The Turkish validity reliability analysis of the scale was performed by Akkoç et al. (2011). The Cronbach's Alpha reliability coefficient of the whole scale was determined as  $\alpha=0.92$  (Akkoç et al., 2011). The scale items are scored using a 5-point Likert system from 1 (strongly disagree) to 5 (strongly agree).

In this study, exploratory factor analysis was firstly performed to test the structural validity of the LS scale. As a result of the analysis, it was determined that the data fit the single factor structure of the scale and the factor loadings of the scale ranged from 0.72 to 0.93. The result of the KMO analysis of the scale was 0.86 while the result of the Barlett test was statistically significant ( $p=0.000$ ). After these analyses, the CFA was performed with the AMOS package program. As a result of the factor analysis, it was determined that the data fit the single factor structure of the scale; the factor loads ranged between 0.72 and 0.96. The values of the goodness of fit of the scale are at acceptable standards (Table 1). As a result of the reliability analysis, the Cronbach Alpha's coefficient of the scale was found as  $\alpha=0.93$ .

**Social Support Scale:** The 4-item scale developed by Totterdell and Holman (1998) and used by Chen et al. (2009) was used to determine the level of social support perceived by the employees. The Cronbach's Alpha reliability coefficient of the whole scale was found to be above  $\alpha=0,80$  (Chen et al., 2009). The scale items were scored using a 5-point Likert system, from 1 (strongly disagree) to 5 (strongly agree).

In this study, exploratory factor analysis was firstly performed to test the structural validity of the social support scale. As a result of the analysis, it was determined that the data fit the single factor structure of the scale. The factor loads of the 4-item scale ranged between 0.63 and 0.85. The result of the KMO analysis of the scale was 0.79; the result of the Barlett test was significant ( $p=0.000$ ). After these analyses, the CFA was performed with the AMOS package program. As a result of factor analysis, it was determined that the data fit the single factor structure of the scale; the factor loads ranged from 0.57 to 0.88. The goodness of fit of

the scale was at acceptable standards (Table 1). As a result of the reliability analysis, the Cronbach's Alpha coefficient of the scale was found to be  $\alpha=0.84$ .

**Person-Organization Fit Scale:** The 4-item scale was developed by Netemeyer et al. while the Turkish validity reliability analysis of the scale was performed by Turunç et al. (2013). The Cronbach's Alpha reliability coefficient of the whole scale was found to be  $\alpha=0.74$  (Turunç et al., 2013). The items of the scale were scored by using a 5-point Likert system, from 1 (strongly disagree) to 5 (strongly agree).

To test the structural validity of the scale, exploratory factor analysis was performed at first. As a result of the analysis, it was observed that the data were fit the single factor structure of the scale. The factor loads of the 4-item scale ranged between 0.72 and 0.89. The result of the KMO analysis was 0.82 and the result of the Barlett test was significant ( $p=.000$ ). After these analyses, the CFA was performed with the AMOS package program. As a result of the factor analysis, it was determined that the data fit the single factor structure of the scale; the factor loads ranged between 0.69 and 0.79. The goodness of fit of the scale was at acceptable standards (Table 1). As a result of the reliability analysis, the Cronbach's Alpha reliability coefficient of the scale was found as  $\alpha=0.89$ .

**Job Satisfaction Scale:** The 5-item scale which was developed by Chen et al. (2009) by giving reference to Arnett (1999) and Judge et al. (2009) to determine the level of job satisfaction of employees. The Turkish validity study of the scale was conducted by Akkoç and Turunç (2011). The Cronbach's Alpha reliability coefficient of the whole scale was  $\alpha=0.81$ . The scale items were scored using a 5-point Likert type system, from 1 (strongly disagree) to 5 (strongly agree).

To test the structural validity of the job satisfaction scale, exploratory factor analysis was performed at first. As a result of the analysis, it was determined that the data fit the single factor structure of the scale. The factor loads of the scale ranged between 0.42 and 0.89. The result of the KMO analysis was 0.75 and the result of the Barlett test was significant ( $p=0.000$ ). After these analyses, the CFA was conducted with the AMOS package program. The data fit the single factor structure of the scale and the factor loads ranged between 0.58 and 0.97. The goodness of fit of the scale was at acceptable standards (Table 1). As a result of the reliability analysis, the Cronbach Alpha's reliability coefficient of the scale was found as  $\alpha=0.80$ .

### **3.4. Ethical Statement**

Ethical approval was obtained from the Non-Interventional Clinical Research Ethics Committee of Istanbul Medipol University (approval number: 10840098-604.01.01-E.8219, date of approval: 27//02/2019). In addition, permission of the institution where the study was conducted were obtained.

### **3.5. Analysis of the Data**

The data were analyzed with the SPSS and AMOS programs. In this context, Confirmatory Factor Analysis (CFA) was applied to the scales used in the study. The relationships between the variables in the study were analyzed with statistical methods such as factor analysis, correlation analysis, regression analysis and sobel tests.

#### 4. RESULTS

64.8% (n=273) of the participant nurses were women, 65.3% (n=275) of them were married; 52.5% (n=221) of them were university graduates. The mean age of the sample was 32.9 years; their mean number of working years was 7.5 years. 7.6% of the participant nurses worked in managerial positions.

The data were analyzed with the SPSS and AMOS programs. In this context, the CFA was performed for the scales in the study. The CFA results are presented in Table 1. It was determined that all variables had acceptable goodness of fit values.

**Table 1. Goodness of Fit Values of the Scales as a Result of Confirmatory Factor Analysis**

Variables	X <sup>2</sup>	Df	CMIN/ DF ≤5	GFI ≥.85	AGFI ≥.80	CFI ≥.90	NFI ≥.90	TLI ≥.90	RMSEA ≤.08
<b>Leader Support</b>	4.42	3	1.47	1	.98	1	1	1	.03
<b>Social Support</b>	1.80	1	1.80	1	.98	1	1	.99	04
<b>Person-Organization Fit</b>	.90	1	.90	1	1	1	1	1	.00
<b>Job Satisfaction</b>	7.22	3	2.40	.99	.97	.99	.99	.98	.06

*Note: The goodness of fit value intervals were determined according to acceptable standards.*

In the second stage, the means, standard deviations and correlations between the perceived leader support, social support, person-organization fit and job satisfaction of the participants were analyzed. The results are presented in Table 2. In the third stage of the analysis, the mediating effect was analyzed with three-stage hierarchical regression analysis proposed by Baron and Kenny (1986).

**Table 2. Mean, Standard Deviation and Correlation Values for the Data**

	Mean	SD	1	2	3	4
<b>1. Leader Support</b>	3.13	.98	<b>(.93)</b>			
<b>2. Social Support</b>	3.45	.77	.24**	<b>(.84)</b>		
<b>3. Person-Organization Fit</b>	3.40	.85	.50**	.56**	<b>(.89)</b>	
<b>4. Job Satisfaction</b>	3.18	.74	.59**	.38**	.58**	<b>(.80)</b>

*Note: Cronbach's Alpha reliability coefficient are shown in brackets, \*  $p \leq .05$ . \*\*  $p \leq .01$*

As a result of the analyses, significant relationships were found between all dependent and independent variables included in the study (Table 2).

In the context of analysis, collinearity was also analyzed to determine whether there was a multilinear relation problem in the model. The obtained tolerance and VIF values confirmed the absence of multilinear relations between the independent variables (Tolerance>.2, VIF<5).

In order to explain the effect of leader support (LS) and social support (SS) on job satisfaction (JS) and the mediating role of person-organization fit (POF) in this effect, a three-stage regression analysis which was proposed by Baron and Kenny (1986) was performed. According to this method, the independent variable should have an effect on the dependent variable and the mediator. When the mediator is included in the regression analysis with the



independent variable, the regression coefficient of the independent variable on the dependent variable should decrease, while the mediator variable should continue to have a significant effect on the dependent variable (JS). In this context, in order to determine the mediating role of social support, the relationships between the LS-SS-POF and JS were analyzed by hierarchical regression analysis and Sobel tests. The findings of the mediation analysis are shown in Table 3 and 4.

Within the scope of the mediation test, the relationship between leader support (LS) as the first independent variable and job satisfaction (JS) was analyzed. In the first step, it was found that LS significantly affected JS ( $\beta = .60, p < .001$ ). In the second step, the effect of LS on POF was analyzed. As a result of the analysis, LS significantly affected POF ( $\beta = .49, p < .001$ ). It was found that POF which was analyzed as a mediator significantly affected JS ( $\beta = .57, p < .001$ ). In the last step, LS and POF were analyzed together; their effects on JS were analyzed. As a result of co-analysis of LD and POF, the effect of LD on JS continued and decreased ( $\beta = .42, p < .001$ ) while the effect of POF on JS continued ( $\beta = .37, p < .001$ ). After fulfilling these conditions, Sobel test was performed and Sobel (z) was found as significant ( $z = 8.8, p < .001$ ). This finding showed that POF had a partial mediator role in the effect of LS on JS. As a result of this analysis, H1, H3, H5 and H6 (the mediating hypothesis) were found to be supported.

**Table 3. Mediation Analysis Results**

Variables	Person-Organization Fit	Job Satisfaction
<b>Test 1</b>		<b><math>\beta</math></b>
<b>Leader Support</b>		<b>.60***</b>
Age		-.014
Working Years		.070
$\Delta R^2 = .35$		
Adjusted $R^2 = .34$		
$F = 75.5***$		
<b>Test 2</b>		<b><math>\beta</math></b>
<b>Leader Support</b>	<b>.49***</b>	
Age	.056	
Working Years	-.073	
$\Delta R^2 = .25$		
Adjusted $R^2 = .24$		
$F = 45.8***$		
<b>Test 3</b>		<b><math>\beta</math></b>
<b>Leader Support</b>		<b>.42***</b>
<b>Person-Organization</b>		<b>.37***</b>
Age		-.035
Working Years		.097
$\Delta R^2 = .101$		
Adjusted $R^2 = .347$		
$F = 86.1***$		
Sobel Test (z)		<b>8.8***</b>

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

In the second part of the mediation analysis, the relationships between social support (SS) as the other independent variable and job satisfaction (JS) were analyzed. In the first step, it was found that SS had a significant effect on JS ( $\beta = .37, p < .001$ ). In the second step, the effect

of SS on POF was analyzed. As a result of the analysis, SS significantly affected POF ( $\beta = .56, p < .001$ ). It was found that POF significantly affected JS ( $\beta = .57, p < .001$ ). In the last step, SS and POF were analyzed together; their effects on JS were analyzed. As a result of this analysis, the effect on SS was eliminated by the coanalysis of SS and POF ( $\beta = .08, p > .05$ ); the effect of POF on JS continued ( $\beta = .52, p < .001$ ). Sobel test was performed and Sobel (z) was found as significant ( $z = 9.8, p < .001$ ). This finding showed that SS had a fully mediator role in the effect of SS on JS. As a result of this analysis, H2, H4 and H7 (mediation hypothesis) were supported.

**Table 4. Mediation Analysis Results**

Variables	Person-Organization Fit	Job Satisfaction
<b>Test 1</b>		<b><math>\beta</math></b>
<b>Social Support</b>		<b>.37***</b>
Age		.056
Working Years		-.073
$\Delta R^2 = .14$		
Adjusted $R^2 = .13$		
F = 23.0***		
<b>Test 2</b>	<b><math>\beta</math></b>	
<b>Social Support</b>	<b>.56***</b>	
Age	.023	
Working Years	-.114	
$\Delta R^2 = .33$		
Adjusted $R^2 = .32$		
F = 66.9***		
<b>Test 3</b>		<b><math>\beta</math></b>
<b>Social Support</b>		<b>.08</b>
<b>Person-Organization Fit</b>		<b>.52***</b>
Age		-.016
Working Years		.021
$\Delta R^2 = .184$		
Adjusted $R^2 = .319$		
F = 113.3***		
Sobel Test (z) 9.8***		

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

According to the results of the hierarchical regression analysis, it was determined that the person-organization fit increased the job satisfaction as the independent variables affected dependent variables (Table 3, 4).

## 5. DISCUSSION AND CONCLUSION

In this study, the effect of leader support and social support on job satisfaction and the mediating role of person-organization fit in this effect were investigated. The effects of the variables included in the analysis on job satisfaction were explained by hierarchical regression analysis. In this study, it was found explanatory findings about the relationship between the leader support, social support, job satisfaction and person-organization fit for the nurses.

It was determined that leader support was related to job satisfaction; it increased job satisfaction positively and significantly. This finding is consistent with similar studies

(Podsakoff et al., 1996; Netemeyer et al., 1997; Currivan, 1999; Gleason-Wynn and Mindel, 1999; Seo et al., 2004; Galletta et al., 2011; Chen et al., 2012; Gillette et al., 2013; Gillette et al., 2018). To create positive business manners in employees, it is important to have leaders and managers who care about the needs of employees and provide support to employees in the work environment (Ackfeldt and Coote, 2005). Leader support plays a critical role in creating positive business manners, particularly job satisfaction.

It was determined that social support was related to job satisfaction; it significantly increased job satisfaction. This result is consistent with similar studies (Cortese et al., 2010; Kwak et al., 2010; Hamaideh, 2011; Moura et al., 2014; Orgambidez-Ramos et al., 2014; Moneke and Umeh, 2015; Pohl and Galleta, 2017). Accordingly, social support perceived by nurses is an important variable that increases the job satisfaction of the nurses and makes contributions positively. Enhancing empowerment in a supportive environment enables job satisfaction of nurses.

It was determined that leader support was related to person-organization fit and positively and significantly increased person-organization fit. This finding is consistent with similar studies (Huang et al., 2005; Hunt, 2014; Fan, 2018). The responsibility of nurse leaders is to create a confident and safe nurse community (Eriksson, 2006). It is important that providing a supportive work environment for nurses by their leaders. To reduce the uncertainty and surprises experienced by nurses who are beginners, it is very important to provide adequate information by their leaders (Risman et al., 2016). It is known that leaders provide support for employees by their functions as focusing on the goals, adopting the vision, providing support and feedback functions (Ackfeldt and Coote, 2005; Podsakoff et al., 1996). In this context, perceived leader support positively contributes to person-organization fit by facilitating the compatibility of personal and organizational values, goals and needs in nurses.

It was found that social support was associated with person-organization fit and positively; it significantly increased person-organization fit. The perception of social support is especially effective in meeting the need for belonging and is very important for the employees to gain confidence in their working environments. Nurses who have a sense of belonging and trust can develop person-organization fit by adapting to organizational goals and values with their perception of social support.

It was determined that person-organization fit was related to job satisfaction; it significantly increased job satisfaction. This finding is consistent with similar studies (Astuti, 2010; Hunt, 2014; Chen et al., 2016; Zhang et al., 2017). The basic social needs of employees are love, self-confidence, sense of belonging, security, and recognition. The meeting of this kind of social needs plays a critical role by positively affecting the physical and mental health of employees. Therefore, the job satisfaction of nurses with positive social support perception is higher.

It was thought that perceived leader support and social support had an effect on the job satisfaction of the employees; this effect may be reflected on the output variables through some variables. As a result of this study, it was determined that person-organization fit had a partial mediation role in the effect of leader support on job satisfaction of nurses; person-organization fit had a full mediating role in the effect of social support on job satisfaction.

**Nursing Implications:** As a contribution of this study to the practice, it can be stated that leader support, social support, and person-organization fit are important in increasing the job satisfaction of nurses who have professional roles and responsibilities. If these three variables have a place in organizational culture, it may significantly contribute to job satisfaction.

Ensuring job satisfaction of nurses is important for providing nursing care within the framework of professional standards and ethical principles, evidence-based planning and implementing of nursing care within the scope of the nursing diagnosis process, managing manpower resources and care environment, risk management, quality development, training, providing consultancy, and communication roles. The quality of care also has a significant effect on patient satisfaction and safety.

Firstly, the contribution of this study to the theory can be stated as the finding that the effect of leader-support and social support in organizations on job satisfaction can be increased by the mediating role of person-organization. Second, there was no study investigating the mediating effect of social support on the relationship between these two independent variables. This finding on the positive effect of person-organization fit on the increasing effect of leader support and social support on the job satisfaction of the nurses is highly valued as the first scientific evidence of the mediating role of person-organization fit. Lastly, this study determined that social support is associated with person-organization fit; the study also determined that it significantly increases person-organization fit for the first time in the literature.

It can be stated that the job satisfaction of nurses can be increased when leader support and social support are perceived by nurses and an important organizational attitude as person-organization fit is formed.

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