The Mediating Role of Person Organization Fit in the Effect of Perceived Organizational Support in Nurses Working at a University Hospital on Work Stress*

Bir Üniversite Hastanesinde Çalışan Hemşirelerde Algılanan Örgütsel Desteğin İş Stresine Etkisinde Kişi Örgüt Uyumunun Aracılık Rolü

Merve Özlü[1] , Aysun Türe[2]

[1]Afyonkarahisar Health Sciences University, Department of Patient Care, Afyon, Türkiye
[2]Eskişehir Osmangazi University, Faculty of Health Sciences, Department of Nursing Management Eskişehir, Türkiye

Abstract

Aim: To investigate the mediating role of person-organization fit in the effect of perceived organizational support in nurses on job stress.

Method: The sample of the study consisted of 500 nurses working at a university hospital in Eskişehir (N = 923). Data were collected by distributing questionnaires to nurses with the "Personal Information Form", "Perceived Organizational Support Scale", "Perceived Job Stress Scale", and "Person-Organization Fit Scale" and analyzed using SPSS for Windows 25.0 and AMOS 23.0.

Results: it was found that the perceived organizational support of nurses significantly affected job stress and person-organization harmony; It was seen that person-organization fit did not affect job stress significantly and person-organization fit did not play a mediating role in the effect of perceived organizational support on job stress.

Conclusion: The perceived organizational support variable is important in reducing job stress and increasing person-organization harmony in nurses with professional roles and responsibilities.

Keywords: Job stress, perceived organizational support, person-organization fit, nursing.

Öz

Amaç: Bu araştırma, hemşirelerde algılanan örgütsel desteğin iş stresine etkisinde kişi-örgüt uyumunun aracılık rolünün araştırılması amacıyla yapılmıştır.

Yöntem: Araştırmanın örneklemini, Eskişehir'de bir üniversite hastanesinde görev yapan 500 hemşire (N=923) oluşturmuştur. Veriler, "Kişisel Bilgi Formu", "Algılanan Örgütsel Destek Ölçeği", "Algılanan İş Stresi Ölçeği", "Kişi-Örgüt Uyum Ölçeği" ile, hemşirelere anket dağıtımı yolu ile toplanmış ve SPSS for Windows 25.0 ve AMOS 23.0 kullanılarak analiz edilmiştir.

Bulgular: Araştırmada, hemşirelerde algılanan örgütsel desteğin iş stresini ve kişi-örgüt uyumunu anlamlı derecede etkilediği ancak; kişi-örgüt uyumunun iş stresini anlamlı derecede etkilemediği ve algılanan örgütsel desteğin iş stresine etkisinde kişi-örgüt uyumunun aracılık rolü üstlenmediği görülmüştür.

Sonuç: Algılanan örgütsel destek değişkenini, profesyonel rol ve sorumlulukları olan hemşirelerde iş stresini azaltmada ve kişi-örgüt uyumunu arttırmada önemlidir.

Anahtar Sözcükler: İş stresi, algılanan örgütsel destek, kişi-örgüt uyumu, hemşirelik.

Introduction

Employee satisfaction and happiness are very important in ensuring organizational success (Thevanes & Saranraj, 2018). Organizational support which is known as one of the most important rights that employees demand from their organizations is defined as the belief felt by the employees against the support commitment and interest that the organization gives to its employees (Rhoades & Eisenberger, 2002). It is known that perceived organizational support affects many behaviors and outcomes within the organization, such as increasing in-role and extra-role performance, slowing down work, reducing behaviors such as being late for work, leaving work, reducing psychological and psychosomatic diseases, increasing the quality of work offered, and contributing to the organization (Wen, Huang & Hou, 2019; Gab Allah, 2021).

The responsibility of nurses who constitute an important workforce in health organizations to act quickly to make critical decisions in the most accurate way and to provide uninterrupted care, causes nurses to be under intense stress arising from the work environment (Biganeh et al., 2022). Job stress is considered a physically and emotionally damaging response when the characteristics of the job are incompatible with nurses' abilities and needs (Pratama, Suwarni & Handayani, 2022). Work stress causes negative consequences such as lack of attention in the work environment and, as a result, work accidents, leaving the job due to unrest in the workplace and tending to burnout, alienation from work, poor performance, decrease in organizational commitment and job satisfaction, and endangering quality and safe care (Sayıldı, 2020; Biganeh et al., 2022). Organizations should reduce the job stress that causes such negative results.

It was known that person-organization fit is among the important factors that will carry organizations to success and increase productivity (Resick et al., 2013). According to the definition of Chatman (1989), person-organization fit is expressed as the fit between the organization and the person's cultural characteristics, values, and personality traits. The fact that the individual's ability to reveal their potential abilities and skills is related to the adaption to the position to be assigned and the creation of a flexible and dedicated workforce reveals the importance of person-organization fit for organizations. As for the person-organization mismatch; It is thought to be one of the causes of work stress (Pratama, Suwarni & Handayani, 2022).

It is thought that the organizational support perceived by the employees, the stress they experience and the person-organization fit affect the employees' perspectives on the job and the organizations they work for and thus their performance. As a result, the main purpose of the study is to investigate the mediating role of person-organization fit in the effect of perceived organizational support on job stress in nurses working in a university hospital.

Background

The relationship between perceived organizational support and job stress: These social needs of employees who expect to be cared for, praised, and appreciated within the organization require perceived organizational support within the organization (Wen, Huang & Hou, 2019). Perceived organizational support is defined as the acceptance of the contribution of the employees to the organization as a value by the organization, the organization's concern for the well-being and happiness of the employee, and the perception of this by the employee (Rhoades & Eisenberger, 2002).

Most healthcare institutions consist of nurses (Oshvandi et al., 2008). Therefore, in order to ensure success in healthcare institutions and increase the quality of healthcare services, nurses' perception of support for the institution must be high (Gab Allah, 2021).

Health institutions contain many stress factors because they are a complex set of organizations that deal directly with human health, are multidisciplinary, and provide uninterrupted service under difficult conditions (Pratama et al., 2022). Work stress refers to a situation that arises from the individual-work relationship, prevents the individual from daily functions, and creates a change in the individual (Wang et al., 2017). Prevention of work stress in the nursing profession is very important in terms of increasing the quality of patient care, preventing medical errors, ensuring patient and employee safety, improving the critical thinking skills of nurses, and ensuring job satisfaction. Employees need organizational support in the working environment in order to cope with the stress they experience. It is known that lack of support from the organization is one of the important factors causing work stress (Giorgi et al., 2019). It is also known that organizational support reduces tension in stressful situations. (Eisenberger et al., 1986).

Many studies have found that perceived organizational support reduces job stress through the positive effects it creates in the organizational environment (Rhoades & Eisenberger, 2002; Yılmaz, 2016; Shu, 2019). In addition, there is an important

and direct relationship between employees' perceived organizational support and stress factors (Shu, 2019); perceived organizational and social support reduces the tension of employees under stress (George et al., 1993). As the perceived organizational support level of employees increases, stress levels (such as work tension, somatic tension, general fatigue and restlessness) and stress variables decrease (Giorgi et al., 2019); it is known that organizational support reduces the factors that cause stress and the effects of stress (Ting & Ling, 2013). In this context, hypothesis 1 was developed based on theory and studies.

The relationship between perceived organizational support and person-organization fit: Person-organization fit, which is another important determinant of employees' attitudes and behaviors towards the organization, is known as the state of harmony that occurs when the mutual expectations of the individual and the organization are satisfied and both parties have similar characteristics (Nguyen et al., 2020). The critical role in organizational adaptation is the perceived organizational support of the employees. Employees who know that their efforts will be rewarded perceive their organizations as supportive, increase their cohesion with their organizations, and integrate their identities and organizations (Pattnaik et al., 2020).

Person-organization fit is associated with "The Social Change Theory". As explained in theory, the organization is expected to provide benefits such as learning and development opportunities to its employees in return for their contribution to the organization (Gouldner, 1960). The degree of person-organization fit depends on how well the organization supports the needs of its employees (Kristof, 1996).

With the increase in person-organization fit, the organization and employees show mutual voluntary activities, and this leads the employee to feel the perception of organizational support (Jehanzeb, 2020; Pattnaik et al., 2020; Nguyen et al., 2020). In this context, hypothesis 2 was developed based on theory and studies.

The relationship between person-organization fit and job stress: Person-organization fit, which is expressed as the harmony of personal values with organizational values, is very important for organizations (Su, Murdock & Rounds, 2015). Shared values and harmony between the person and the organization are related to personal and work stress. It is thought that one of the most important results that employees will feel in the absence of person-organization fit in the organization is the tension in the work environment and the accompanying stress (Salami, 2011). Individuals with low person-organization fit face an ongoing internal tension to align their values with the demands of their work environment (Oflaz, 2018).

When the studies in the literature are examined, it is found that in organizations where person-organization fit is applied at a high level, there is a decrease in stress levels and job stress plays a negative role on person-organization fit (Gould-Williams, Mostafa & Bottomley, 2015; Hoboubi et al., 2017). In this context, hypothesis 3 was developed based on theory and studies.

The mediating role of person-organization fit in the effect of perceived organizational support on job stress: The finding of a relationship between perceived organizational support, job stress, and person-organization fit in many studies provides strong indications that person-organization fit may play a mediating role. Based on the studies conducted, it is thought that person-organization fit plays a mediating role in the effect of perceived organizational support on job stress. Based on the theory and studies, Hypothesis 4 was developed.

Method

Aim and Type of the Research: The main purpose of the study is to investigate the mediating role of person-organization fit in the effect of perceived organizational support on job stress in nurses working in a university hospital. A predictive study was conducted to investigate the mediation relationship of person-organization fit in the effect of perceived organizational support on work stress in nurses.

Research Hypotheses: The research hypotheses are as follows:
• Hypothesis 1: Perceived organizational support affects job stress negatively and significantly.
• Hypothesis 2: Perceived organizational support affects person-organization fit positively and significantly.
• Hypothesis 3: Person-organization fit affects job stress negatively and significantly.
• Hypothesis 4: Person-organization fit has a mediating role in the effect of perceived organizational support on job stress.

M. Özlü and A. Türe. SHYD 2024;11(1):91-100

93

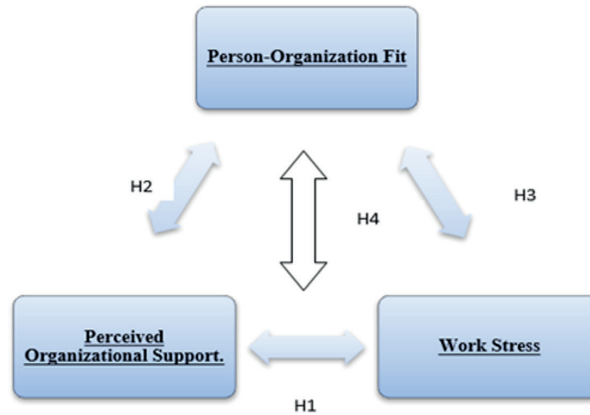The model of the research hypotheses is shown in Figure 1.

Figure 1. Research model

Place and Time of the Research: The research was carried out on nursing working in a University hosapital in Eskkişehir. The survey was carried out between February and May 2020.

Study Population and Sample: The research population consisted of nurses (N=923) working in a university hospital in the city center of Eskişehir (Turkey). It was aimed to reach all of the nurses who agreed to participate in the study without selecting the sample. 510 nurses agreed to participate in the study, and 500 of the questionnaires sent were found suitable for analysis. The return rate was found to be 54.17%. The power of research "G. Calculated using the "Power-3.1.9.2". As a result of the analysis = 0.05, the effect size was found to be 0.737 after the study, and the power of the study, which was calculated as post-hoc after the study applied to 500 people, was calculated as 1.00. Considering that the minimum required power value for post hoc analysis is 0.67 (Cohen, 1988), the power analysis performed was found to be at an acceptable level.

Data Collection: The data were collected through interviews with nurses who had consented to participate in the study (data collection date: 28.02.2020-30.05.2020). A Personal Information Form, The Perceived Organizational Support Scale, The Perceived Job Stress Scale and The Person-Organization Fit Scale were used as data collection tools.

The personal information form consisted of seven sections, including the socio-demographic and working life characteristics of the nurses included in the study, such as age, gender, marital status, educational status, length of work in the profession, length of service in the institution, and clinic.

Perceived organizational support scale: In order to determine the level of organizational support perceived by employees, a 10-item scale developed by Eisenberger et al. (1986) and later shortened by Armstrong-Stassen and Ursel (2009) was used. The Turkish validity and reliability of the scale was performed by Akkoç et al. (2012). The validity and reliability of the scale in nursing was conducted by Yılmaz (2016). The scale consists of 9 items and the Cronbach Alpha reliability coefficient is α=0.88. Questions 6 and 9, which are items of the scale without sub-dimensions, are reverse expressions. Scale items were scored using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Perceived job stress scale: The Perceived Work Stress Scale developed by Cohen and Williamson (1988) was used to determine the perceived job stress of the employees. The Turkish validity and reliability of the scale was performed by Baltaş (1988). The Cronbach's alpha value of the scale was found to be 0.84. In evaluating the scale, the individual's scale score was obtained by dividing the total score by 14. The scale, which does not have any inverse items or sub-dimensions, was scored using a 5-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree).

Person-organization fit scale: A 4-item scale developed by Netemeyer et al. (1997) was used to determine the level of person-organization fit of the employees. The Turkish validity and reliability of the scale was done by Turunç & Çelik (2012). The total Cronbach Alpha reliability coefficient of the scale was determined as α=0.74. The scale does not have any inverse items or sub-dimensions.

Data Analysis: Data was analyzed using SPSS for Windows 25.0 and AMOS 23.0 programs. In this context, at the first stage, Confirmatory Factor Analysis (CFA) was applied to the scales used in the research, and the effect between the variables of the research was analyzed with the structural equation model.

Ethical Considerations: Permission to use the scales in the study was obtained from the owners of the scale via e-mail. The ethics committee approval of the study was obtained from the "Eskişehir Osmangazi University Non-Interventional Clinical Research Ethics Committee" with decision numbered 25403353-050.99-E.144547 on 16/12/2019. Necessary permissions were obtained from the university hospital. A document was obtained from the nurses who participated in the study, stating that they volunteered before the survey.

Limitations of the Research: The fact that the research was limited to the sample included in the research and could not be generalized was considered among the limitations of the study. Another limitation of the research is the use of interviews as a data collection method. Because sometimes people may not be able to express their thoughts accurately and clearly.

Results

In the research findings; 74.6% of the nurses (n=373) were women, 54.6% (n=273) were married and 54.2% were (n=271) had a bachelor's degree. The average age of the sample is 31.27 years, and the average of working years in the profession is 9.47 years. First, confirmatory factor analysis was performed for each of our scales. The reliability of the measurement model was tested by looking at the mean explained variance (AVE) and composite reliability (CR) values. The composite reliability value of the latent variables in the measurement model should be higher than 0.70 (Churchill & Iacobucci, 2005), and the mean explained variance value should be higher than 0.40 (Fraering & Minor, 2006).

Table 1. The goodness of fit values of the scales as a eesult of factor analysis

Variables	X^2	Df	GFI ≥.85	CFI ≥.90	SRMR	RMSEA ≤.08
Perceived Organizational Support	65.71	19	0.96	0.97	0.03	0.07
Perceived Job Stress	303.64	61	0.90	0.84	0.06	0.07
Person- Organization Fit	2.37	1	0.99	0.99	0.05	0.05

It is desired that the factor loads should not be below 0.30 (Harrington, 2009). When the correlations between the variables are examined, it is seen that the factor loads of the items are above 0.30 and all correlation relations are significant.

According to the model results of confirmatory factor analysis, perceived organizational support scale AVE value was 0.47, CR value was 0.87, perceived job stress scale AVE value was 0.45, CR value was 0.83, and person-organization fit scale AVE value was 0.74, CR value was 0.92.

As a result of the reliability analyses of the scales, Cronbah's alpha value of perceived organizational support was found to be 0.869, Cronbah's alpha value of perceived job stress scale was found to be 0.828, and Cronbah's alpha value of person-organization fit scale was 0.923.

CFA was performed for the scales in the study. The goodness of fit values of the scales as a result of factor analysis are presented in Table 1. It was determined that all variables had acceptable goodness of fit values.

Table 2. Descriptive statistical values of the scales used in the study

	Minimum	Maximum	Median	Average	Standard deviation
Person Organization Fit Scale	4.00	20.00	13.00	12.35	4.12
Perceived Organizational Support Scale	8.00	40.00	23.00	22.70	6.43
Perceived Job Stress Scale	13.00	65.00	40.00	39.45	8.33

In the second stage, participants' perceived organizational support, job stress, person-organization fit averages, and standard deviations were analyzed. The results are presented in Table 2. According to Table 2, the average level of "person-organization fit" of the nurses participating in the study was around (mean=12.35, SD=4.12); the level of "perceived organizational support" is below the mean (mean=22.70, SD=6.43). It was determined that the level of "perceived job stress" was around the mean (mean=39.45, SD=8.33).

M. Özlü and A. Türe. SHYD 2024;11(1):91-100

95

Table 3. Results regarding the mediating role of person-organization fit in the effect of perceived organizational support on perceived job stress

Effect	Prediction	Standard Error	t	p	Conclusion
Perceived Organizational Support Perceived Job Stress	-0.306	0.052	-5.389	***	Accept
Perceived Organizational Support Person-Organization Fit	0.808	0.081	13.873	***	Accept
Person Organization Fit Perceived Job Stress	0.119	0.061	1.232	0.133	Not Accept
Direct Influence	**Prediction**	**Standard Error**	**t**	**p**	**Conclusion**
Perceived Organizational Support Person-Organization Fit Perceived Job Stress	-0.404	0.092	-3.853	***	Accept
Direct Influence				**Prediction**	**Confidence Interval**
Perceived Organizational Support Person-Organization Fit Perceived Job Stress	0.096			(-0.072, 0.259)	Not meaningful
Compliance Indexes: $\chi2/df$: 3.394, RMSEA: 0.069, GFI: 0.855, CFI: 0.882, SRMR: 0.076					

Finally, before examining the mediating role in the model that was created, it was examined whether the independent variable had an effect on the dependent variable. In our research, our dependent variable is work stress, and our independent variable is perceived organizational support. It was observed that perceived organizational support had a statistically significant and negative effect on perceived job stress (β=-0.306, p<0.05) (Table 3). Therefore, **H1** was accepted.

It was observed that perceived organizational support had a statistically significant and positive effect on person-organization fit (β=0.808, p<0.05). Therefore, **H2** was accepted (Table 3).

It was observed that person-organization fit did not have a statistically significant effect on perceived job stress (β=0.119, p>0.05) (Table 3). Therefore, **H3** was rejected.

While the effect of the independent variable on the dependent variable was significant, it was examined whether there was a mediator role in this effect. The fact that the values in the 95% confidence interval include 0 according to the results of the model obtained shows that there is no mediator role in the model (-0.072, 0.259) (Table 3). In this context, it has been observed that person-organization fit does not play a mediating role in the relationship among perceived organizational support, job stress, and person-organization fit. Therefore, **H4** was rejected. It is seen that the goodness of fit values in the created model are also at an acceptable level.

Discussion

As a result of the analysis, it was determined that the organizational support perceived by nurses significantly affected job stress and person-organization fit. It was determined that person-organization fit did not significantly affect job stress, and person-organization fit did not play a mediating role in the effect of perceived organizational support on job stress (Table 3). No study was found to explain this relationship in the sample of nurses. Therefore, the findings are considered useful.

As stated in social change theory, employees have an important role in the success of healthcare organizations. When employees perceive that they are supported by their organizations and managers, they reciprocate by working more, more voluntarily, and willingly (Alshaabani et al., 2021; Asghar et al., 2021).

It was determined that the nurses' perceived organizational support level was below the average (mean=22.70, SD=6.43) (Table 2). This result is similar to many studies (Robaee et al., 2018; Labrague et al., 2018).

Nurses who want to manage patient care and empower the sick are expected to first motivate and empower themselves. In healthcare organizations that are mostly composed of nurses, nurses' perception of support for the institution must be high in order to achieve success (Wang et al., 2021).

It was found that the stress perceived by nurses was around the average level (mean=39.45, SD=8.33) (Table 2). This result is similar to many studies (Taşçı, 2019; Sayıldı, 2020; Bayramoğlu, Uysal & Karkı, 2020). In the study, the reason why nurses'

stress was not low could be attributed to the low level of support they perceived. Negative outcomes such as fatigue, insomnia, and inattention that may be seen in nurses with increased work stress may lead to decreased quality of health care, negative patient safety outcomes, and medication errors. The stress experienced by nurses causes a decrease in job performance and job satisfaction, a deterioration in communication and information sharing, an increase in the workforce turnover rate, an increase in the susceptibility to work accidents and a direct risk for the individuals receiving care (Zabin et al., 2023).

Work stress, which has such negative consequences, needs to be reduced in nurses.

It was found that the level of person-organization fit among nurses was around the average level (mean=12.35, SD=4.12) (Table 2). This result is similar to many studies (Yıluzar, 2016; Yılmaz, Eren & Yıldırım, 2019).

Since nursing is a professional career that requires dedication to the work rather than being a profession, it is very important to ensure person-organization harmony (Sun, Alam & Ma., 2023). Increasing person-organization fit is a necessity in healthcare organizations to ensure belonging, improve performance, and reduce tardiness, quitting, reporting, and cost problems (Risman, Erickson & Diefendorff, 2016).

According to the data of this study, it was observed that when nurses felt supported, their work stress decreased and their person-organization fit levels increased (Table 3). The existence of organizations that care about the needs of employees and provide support to their employees in the business environment is very important. It has been supported by many studies that creating a perception of organizational support has a critical role in the formation of positive work attitudes, especially in reducing work stress, especially in nurses who shoulder the majority of the work in healthcare institutions (Giorgi et al., 2019; Bencsik et al., 2019; Sun, Alam & Ma., 2023). It is known that one of the main roles of nurses is a supportive role. Nurses who are expected to play a supportive role for patients must first perceive and experience support (Sodeify, Vanaki, & Mohammadi, 2013). Nurses who want to manage patient care and empower sick individuals are expected to first motivate and empower themselves.

When the analysis results were examined, it was determined that perceived organizational support was related to person-organization fit and affected person-organization fit positively and significantly (Table 3). This result is similar to many studies (Jehanzeb, 2020; Pattnaik et al., 2020; Nguyen et al., 2020; Sun, Alam & Ma., 2023). According to the findings, it can be said that nurses who have a perception of organizational support and a sense of belonging and trust can improve person-organization harmony by adapting to organizational goals and values.

There are studies in the literature that show a negative and significant relationship between person-organization fit and job stress (Hoboubi et al., 2017; Oflaz, 2018). In line with these studies, Hypothesis 3 was formed considering that person-organization fit is related to work stress; In our study, it was concluded that person-organization fit did not significantly affect job stress in the sample of nurses (Table 3). This result may indicate that there is a relationship between person-organization fit and job stress in different sample groups, but it is not significant in the nursing group. Besides that Person-organization fit may have had less of an effect because many different and many variables affect job stress in nurses (intense workload, low pay, frequent mobbing, communication problems and conflicts, difficulty in establishing work-family-life balance, etc.). Or, it can be said that nurses have more person-job fit and less person-organization fit, and this distinction could not be made with the person-organization fit scale.

In light of the strong relationships among perceived organizational support, job stress, and person-organization fit, it is thought that person-organization fit may play a mediating role in the effect of perceived organizational support on job stress. However, when the analysis results were examined, it was seen that person-organization fit did not play a mediating role in the relationship between perceived organizational support and job stress (Table 3).

Conclusion and Suggestions

The research was conducted with nurses (n=500) working in a university hospital. Nurses have very effective roles and responsibilities in maintaining quality and successful patient care and treatment, such as defending, supporting, empowering, educating, providing care, and counseling patients. In maintaining and improving health in hospitals and society, such a key professional group needs to receive more support in the fields they work, experience less work stress, and adapt to their institutions.

M. Özlü and A. Türe. SHYD 2024;11(1):91-100

97

As a result of our study, it was determined that perceived organizational support is important in reducing work stress and increasing person-organization fit in nurses. Additionally, it was observed that there was no significant relationship between job stress and person-organization fit, and person-organization fit did not play a mediating role between perceived organizational support and job stress.

It can be said that if the variables of perceived organizational support and person-organization fit are included in organizational and managerial practices, positive outcomes such as reduction of job stress and tension, conflict, and communication problems will be achieved. What is meant by organizational and managerial practices; These may include recognizing environments where nurses will feel supported by their organizations, motivating them, giving them opportunities to express themselves, listening to nurses about situations and environments that cause work stress, and eliminating them. In addition, it may be beneficial to pay more attention to person-organization fit when recruiting and especially when determining nurses' clinics, and to place nurses in the clinics where they will be most suitable and happiest through various personality and compatibility tests. Key elements of managerial support are respect, trust, and willingness to help. It can be said that when nurses see these behaviors from nurse managers, the organizational support they perceive will increase and their job stress will decrease. Perceived organizational support is considered an important positive work resource that triggers the motivation process. Nurse managers should increase perceived organizational support in order to motivate nurses and reduce work tensions. Organizations and managers should provide a supportive working environment that will trigger the reciprocity process, such as creating a fair and impartial working environment, communicating effectively with nurses, valuing their contributions, and caring about their well-being. In particular, nurse managers spending more time with nurses in clinics and being more visible and accessible may benefit them from more easily recognizing situations where nurses experience lack of organizational support, job stress, and person-organization incompatibility..

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M. Özlü and A. Türe. SHYD 2024;11(1):91-100

99

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