

-RESEARCH ARTICLE-

**RESOURCE DYNAMICS IN CAREER SATISFACTION:
EXAMINING PERSON-JOB FIT,
WORK ENGAGEMENT, AND SUPERVISOR SUPPORT**

Meral KIZRAK¹

Abstract

The current study empirically examines the relationship between person-job fit and career satisfaction based on the conservation of resources theory and the person–environment fit theory. In addition, the study investigates the mediating role of work engagement and the moderating role of supervisor support, using data from 277 participants working in two manufacturing firms operating in the civil aviation sector. For statistical analyses, Smart PLS 4 and SPSS 26 were utilized. The results indicate that person-job fit is positively related to both career satisfaction and work engagement. Furthermore, work engagement is positively associated with career satisfaction and mediates the relationship between person-job fit and career satisfaction. Supervisor support amplifies the positive relationship between person-job fit and career satisfaction, as well as between work engagement and career satisfaction. However, no significant effect of supervisor support was found on the relationship between person-job fit and work engagement, which indicates that employees who experience strong P-J fit tend to be engaged with their work regardless of supervisor support. Findings also suggest that match between job demands-job provisions and individual skills, preferences, and needs enhances career satisfaction and work engagement. The role of supervisor support further highlights the necessity of establishing a supportive work setting, where employees feel valued and encouraged by their leaders. However, from a theoretical perspective, this study contributes to the conservation of resources theory by demonstrating how person-job fit, work engagement, and supervisor support function as resources that enhance career satisfaction. Similarly, it enriches the person–environment fit theory by showing how the congruence between individual and organizational factors can lead to positive workplace outcomes.

Keywords: *Person-Job Fit, Career Satisfaction, Work Engagement, Supervisor Support.*

JEL Codes: *D23, M50, M54, J24.*

Başvuru: *17.11.2024* **Kabul:** *21.01.2025*

¹ Asst. Prof., Başkent University, Ankara, Türkiye, mkizrak@baskent.edu.tr, ORCID 0000-0003-0053-6043

KARİYER TATMİNİNDE KAYNAK DİNAMİKLERİ: İŞ-KİŞİ UYUMU, İŞE TUTULMA VE AMİR DESTEĞİNİN İNCELENMESİ²

Öz

Bu çalışma, kaynakların korunması kuramı ve kişi-çevre uyumu kuramı temelinde, kişi-iş uyumu ile kariyer tatmini arasındaki ilişkiyi görgül olarak incelemektedir. Ayrıca, araştırma, işe tutulma değişkeninin aracı rolünü ve yönetici desteği değişkeninin düzenleyici rolünü araştırmaktadır. Çalışmada, sivil havacılık sektöründe faaliyet gösteren iki üretim firmasında çalışan 277 katılımcıdan elde edilen veriler kullanılmıştır. Çalışmanın istatistiksel analizleri için Smart PLS 4 ve SPSS 26 programları kullanılmıştır. Elde edilen sonuçlar, kişi-iş uyumunun hem kariyer tatmini hem de işe tutulma değişkeni ile pozitif yönde ilişkili olduğunu göstermektedir. Bunun yanı sıra, işe tutulmanın, kariyer tatmini ile pozitif yönde ilişkili olduğu ve kişi-iş uyumu ile kariyer tatmini arasındaki olumlu ilişkiye aracılık ettiği belirlenmiştir. Amir desteği, kişi-iş uyumu ile kariyer tatmini arasındaki pozitif ilişkiyi ve işe tutulma ile kariyer tatmini arasındaki pozitif ilişkiyi güçlendirmektedir. Ancak, kişi-iş uyumu ile işe tutulma arasındaki ilişki üzerinde amir desteğinin anlamlı bir etkisi tespit edilmemiştir. Bu durum güçlü bir kişi-iş uyumu olduğunda çalışanların amir desteğinden bağımsız olarak işlerine adanmışlıklarını sürdürme eğiliminde olduğunu göstermektedir. Bulgular, ayrıca örgütlerin, işin gerektirdiği rol ve sorumluluklar ile çalışanların bilgi ve becerilerini uyumlu hale getirerek ve yönetici desteği sağlayarak kariyer tatminini destekleyen bir kültür oluşturmaları gerektiğini göstermektedir. Amir desteğinin rolü, çalışanların liderleri tarafından değerli görüldüğü ve teşvik edildikleri bir çalışma ortamının gerekliliğini vurgulamaktadır. Kuramsal açıdan bu çalışma, kişi-iş uyumu, işe tutulma ve amir desteğinin kariyer tatminini artıran kaynaklar olarak nasıl ele alınabileceğini göstererek kaynakların korunması kuramına katkı sağlamaktadır. Benzer şekilde, kişi-çevre uyumu kuramını da kişi-iş uyumu bağlamında zenginleştirerek, bireysel ve örgütsel faktörler arasındaki uyumun olumlu çıktılara nasıl yol açabileceğini göstermektedir.

Anahtar Kelimeler: *Kişi-İş Uyumu, Kariyer Tatmini, İşe Tutulma, Amir Desteği.*

JEL Kodları: *D23, M50, M54, J24.*

“Bu çalışma Araştırma ve Yayın Etiğine uygun olarak hazırlanmıştır.”

1. INTRODUCTION

As a significant career outcome and antecedent of employee retention and well-being, career satisfaction has become an essential focus for organizations aiming to attract, engage, and retain employees (Jiang et al., 2001; Barnett and Bradley, 2007; Armstrong-Stassen and Ursel, 2009; Joo and Lee, 2017; Aburumman et al., 2020;

² Genişletilmiş Türkçe Özet, makalenin sonunda yer almaktadır.

Salleh et al., 2020). Previous research has identified several predictors of career satisfaction, with person-job fit (P-J fit) emerging as one of the most significant factors influencing employees' career satisfaction. Defined as the harmony between an employee's skills, values, and job responsibilities, P-J fit has consistently demonstrated a positive impact on career satisfaction (Erdogan and Bauer, 2005; Cable and DeRue, 2002; Xi et al., 2022; Yen et al., 2023). Despite this established link, much remains unknown about the specific pathways through which P-J fit influences career satisfaction, as well as the supervisor-related factors on which these relationships may depend. Addressing this gap is critical because understanding the mechanisms and boundary conditions that link P-J fit with career satisfaction may significantly enhance organizations' ability to develop strategies that maximize employee satisfaction, wellbeing, and retention.

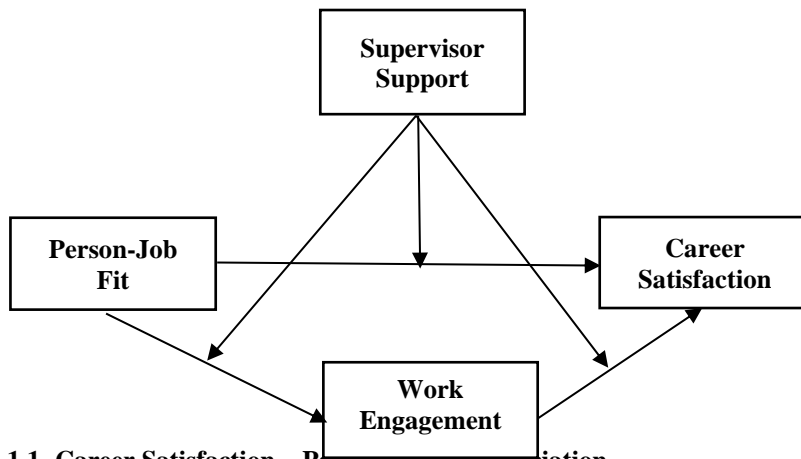
P-J fit has long been linked to positive workplace outcomes (Farzaneh et al., 2014; Chhabra, 2015; Peng and Mao, 2015; Choi et al., 2022; Li et al., 2023; Al-Azab and Al-Romeedy, 2024). Research confirms that employees who perceive a strong fit between their skills and job requirements tend to feel more connected to their work and more invested in their organizations, which leads to higher satisfaction (Farzaneh et al., 2014; Choi et al., 2022; Li et al., 2023; Al-Azab and Al-Romeedy, 2024). However, despite extensive documentation of the positive effects of P-J fit, the specific motivational mechanisms, such as work engagement, that explain how P-J fit increases career satisfaction are not fully understood. Furthermore, although research has shown a positive relationship between P-J fit and work engagement (Chen et al., 2014; Bui et al., 2017; Cai et al., 2018; Kim and Gatling, 2019; Negi et al., 2023), the potential mediating role of work engagement in the relationship between P-J fit and career satisfaction has not been fully explored. The current study proposes that work engagement, or the state of being physically energized, mentally focused, and emotionally dedicated to work (Schaufeli and Bakker, 2004), acts as a critical mediator in the P-J fit-career satisfaction relationship. Building on conservation of resources (COR) theory (Hobfoll, 1989), which suggests that resources such as job alignment (i.e., P-J fit) can foster higher levels of engagement and motivation, this study posits that work engagement acts as a conduit to pass on the effect of P-J fit to career satisfaction.

Additionally, in this study, supervisor support, defined as encouragement, feedback, and resources provided to employees by the immediate supervisor (Shanock and Eisenberger, 2006; Škerlavaj et al., 2014), is proposed as a potential moderator, given its association with critical workplace outcomes such as work engagement, P-J fit, career satisfaction, job involvement, job satisfaction, and psychological empowerment (Elias and Mittal, 2011; Jose and Mampilly, 2015; Holland et al., 2017; Dhir and Dutta, 2020; Matsuo, 2022). The current study thus aims to offer a deeper understanding of how supervisor support functions as a boundary condition that may either amplify or weaken the positive relationships between P-J fit and career satisfaction, P-J fit and work engagement, and work engagement and career satisfaction. Moreover, according to COR theory, individuals are driven to protect and invest their resources to prevent further resource loss or to gain new resources, aiming

to reduce stress and build resilience (Hobfoll, 1989; Freedy and Hobfoll, 1994; Hobfoll et al., 1996). In line with the COR theory, supervisor support can be regarded as a critical resource as it can alleviate the strain caused by job demands. By providing guidance, emotional support, and assistance, supervisors create a positive work environment that increases employees' sense of alignment with their job requirements. This perceived alignment may enhance higher work engagement by helping employees in meeting their job demands. Consequently, this positive cycle of resource investment and job alignment not only diminishes stress but also contributes to greater career satisfaction because of employees' increased fulfillment and accomplishment in their roles.

This study aims to bring an alternative perspective to the current body of literature, by addressing key gaps. First, it extends COR theory by linking it to P-J fit, work engagement, and career satisfaction. This integration provides a more comprehensive understanding of how employees' resource acquisition and conservation processes impact career outcomes. Second, while prior research has examined P-J fit, work engagement, and career satisfaction individually, there has been limited exploration of how these constructs interact within a unified framework. Thus the study contributes to the extant literature by investigating the link between these three variables and offers a holistic perspective on how P-J fit contributes to greater career satisfaction through work engagement, while also identifying the moderating role of supervisor support. The proposed model (Figure 1) illustrates how P-J fit, work engagement, and supportive leadership may collectively shape employees' career satisfaction. For practitioners, the study suggests important implications by emphasizing the importance of aligning roles with individual strengths, fostering engaging work environments, and cultivating supportive leadership practices.

Figure 1. Proposed Theoretical Model



1.1. Career Satisfaction – Person-Job Fit Association

Career satisfaction, defined as the sense of contentment and achievement individuals feel when progressing toward their career goals, represents a key measure of subjective career success (Srikanth and Israel, 2012). As a career outcome, it involves satisfaction with both tangible rewards, such as income and promotions, and intangible outcomes, including personal growth and skill development opportunities during a career period (Greenhaus et al., 1990). Career satisfaction reflects employees' perceptions of their cumulative career progress and the alignment of their achievements with personal values and goals (Erdogan and Bauer, 2005; Renee Barnett and Bradley, 2007; Xi et al., 2022). Research suggests that career satisfaction may arise from meeting specific career goals (Yen et al., 2023), career competencies, career commitment, and career management behaviors (Kong et al., 2012; Srikanth and Israel, 2012). Leadership styles have also been shown to foster career satisfaction (Riaz and Haider, 2010; Joo and Lim, 2013; Yang et al., 2022). Supported by these personal and organizational resources, career satisfaction may result in overall life satisfaction, well-being, and career success (Hagmaier et al., 2018; Srikanth and Israel, 2012).

According to the COR theory, individuals try to obtain, protect, and keep valuable resources to avoid stress (Hobfoll, 1989), which may directly impact career satisfaction. A critical resource in this context can be the concept of person–job (P–J) fit, which emphasizes aligning job demands with an individual's skills, preferences, and needs (Erdogan and Bauer, 2005; Carless, 2005). P–J fit occurs when employees feel their job roles fulfill their personal and professional requirements, which increases their sense of control, competence, and fulfillment (Chhabra, 2015). This alignment allows employees to effectively utilize their abilities, and therefore may increase their career satisfaction by reducing stressors, such as role ambiguity and job content plateauing, which is found to be negatively associated with career satisfaction (Armstrong-Stassen and Ursel, 2009). When individuals have a high P–J fit, their proactive efforts are more likely to result in positive outcomes, such as increased level of performance and fulfillment, which in turn boosts their career satisfaction, as indicated by Erdogan and Bauer (2005).

Person–Environment Fit theory complements COR theory by emphasizing the congruence between individuals and their work environments as essential for career satisfaction. Specifically, P–J fit (a form of needs–supplies fit) is achieved when employees perceive their skills and contributions as matching the job demands (Rehfuss et al., 2012), which may support career satisfaction. Furthermore, P–J fit may function as a protective resource by preventing resource depletion and fostering a cycle of resource gain (Hobfoll, 1989), thereby reinforcing career satisfaction through ongoing alignment and career success. This alignment may also contribute to psychological empowerment, a critical factor closely related to career satisfaction (Joo and Lim, 2013), as employees who feel empowered are better equipped to leverage their skills and resources. For example, the alignment provided by P–J fit helps employees maintain resilience, empowering them to meet both personal and organizational goals and increase their job satisfaction (Peng and Mao, 2015), which suggests that P–J fit may significantly enhance career satisfaction. These findings also highlight that high P–J fit facilitates resource gains that contribute to career

satisfaction over time. Limited research supported this notion, demonstrating the positive influence of P–J fit on career satisfaction (Erdogan and Bauer, 2005; Cable and DeRue, 2002; Xi et al., 2022; Yen et al., 2023). When individuals have a high P–J fit, their proactive efforts are more likely to result in positive outcomes, such as enhanced performance and fulfillment, which in turn boosts their career satisfaction. Thus, based on COR theory, Person-Environment Fit theory, and prior studies, the current study proposes the following hypothesis:

H1: Person-job fit is positively related to career satisfaction.

1.2. Person-job fit – Work Engagement Relationship

The person–environment fit theory posits that an individual’s outcomes are shaped by how well their personal attributes such as skills, values, and personality align with the characteristics and demands of their environment, such as their job requirements or work setting (Zeng and Hu, 2024). Based on the P–E fit theory, the concept of P–J fit refers to the perceived match between a person’s talents-needs and the demands-provisions of their roles in the organization (Carless, 2005; DeRue, 2002; Chhabra, 2015). P–J fit is known to have a buffering effect on reducing or mitigating the negative impacts of stressors in the workplace, particularly emotional exhaustion or customer incivility (Shin et al., 2024; Zhang and Yan, 2024). Therefore, it enables employees to perform their tasks with greater ease, which may decrease the amount of emotional strain, job burnout and work pressure they face (Zeng and Hu, 2024). It is also positively related to work-life balance, job satisfaction, life satisfaction, and organizational citizenship behavior (Farzaneh et al., 2014; Choi et al., 2022; Li et al., 2023; Al-Azab and Al-Romeedy, 2024) while negatively associated with undesirable employee outcomes such as turnover intention (Babakus et al., 2010; Abdalla et al., 2018; Kakar et al., 2023) and work-family conflict (Karatepe and Karadas, 2016). P–J fit also was found to be linked with work engagement (Chen et al., 2014; Cai et al., 2018 Kim and Gatling, 2019; Negi et al., 2023), which is defined as “... a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption” (Schaufeli et al., 2002: 74). Work engagement leads to a sense of fulfillment rather than emptiness and burnout, as it is marked by high energy, strong identification with work, and deep immersion in tasks (Bakker et al., 2008).

Building on prior research, the current study suggests that P–J fit may serve as a predictor of employees' work engagement, viewed through the lens of COR theory. According to COR theory, individuals are motivated to acquire, maintain, and protect their valued resources. Hence, a strong P–J fit, where employees feel their skills, values, and job demands are well-fit, may be seen as a valuable resource that contributes to their sense of stability and fulfillment at work. This alignment enables employees to engage more fully in their roles, as they experience less strain and can devote their energy and resources more effectively toward their job tasks. Consequently, high P–J fit is expected to increase work engagement by reinforcing employees' motivation and resource reserves, which helps help them remain focused, enthusiastic, and committed to their work.

H2. Person-job fit is positively related to work engagement.

1.3. Mediating Impact of Work Engagement

Work engagement is defined as a positive mental state with high energy and resilience (vigour), a strong commitment and enthusiasm for one's work (dedication), and a deep focus that leads to task completion (absorption) (Bakker et al., 2008). It is a multifaceted motivational drive where employees invest their whole selves and personal resources fully into their roles, making it a more comprehensive concept than job satisfaction (Saks et al., 2022). While work engagement has some similarities with personal initiative, job involvement, positive affectivity, and flow, it remains a distinct concept that cannot be entirely explained by any of these (Schaufeli and Bakker, 2010). It is also separate from extra-role behaviors, organizational commitment, job satisfaction, and workaholism, thus offering unique value beyond these related constructs (Schaufeli and Bakker, 2010). Engaged employees are highly motivated, dedicated to achieving challenging goals, energetically involved in their work, attentive to details, and often lose track of time while working (Bakker and Leiter, 2010).

Numerous research demonstrates the positive relationship between work engagement and performance. For instance, studies indicate that engaged employees are more likely to exhibit active learning behaviors and achieve better performance outcomes (Bakker et al., 2012; Vogelgesang et al., 2013; Corbeanu and Iliescu, 2023). Moreover, work engagement has been positively linked to career satisfaction. Other studies show that engaged employees report greater satisfaction with their career progress and achievements (Karatepe and Karadas, 2015; Joo and Lee, 2017; Oubibi et al., 2022). Extending this line of research, the current study posits that work engagement contributes to increased career satisfaction. From the perspective of COR theory, career satisfaction is associated with a range of personal and organizational resources that help individuals protect, sustain, and grow their resource base (Hobfoll, 1989), thereby supporting a positive career trajectory. Based on the COR theory, career satisfaction may be considered an outcome that reflects the successful accumulation and conservation of both personal and organizational resources. For example, career satisfaction has been linked to supportive HRM practices (Aburumman et al., 2020), life satisfaction (Hagmaier et al., 2018), learning goal orientation (Joo et al., 2013), and organizational support for career development (Renee Barnett and Bradley, 2007; Joo and Ready, 2012).

Hence, highly engaged employees are likely to report greater levels of career satisfaction since their engagement helps them achieve challenging goals, grow within their roles, and feel a sense of accomplishment. Drawing from the COR theory, work engagement acts as a valuable resource and aids employees in handling job demands effectively and with resilience. When employees are deeply engaged, they are more likely to approach their responsibilities with energy and dedication, ultimately leading to positive evaluations of their career progress and success. Engaged employees view their career paths not only as a series of tasks but as an ongoing journey of development and achievement, which reinforces their sense of satisfaction with their career trajectory.

Work engagement may also serve as an important mechanism through which P-J fit contributes to increased career satisfaction. The rationale is that when employees perceive a strong fit between their roles and their abilities and aspirations, they are more likely to engage deeply in their tasks. This sense of alignment may cause a feeling of purpose and motivation, making work feel meaningful rather than simply obligatory. When employees experience this sense of purpose, they may bring their full selves to their work and invest their personal resources and energy, which increases their engagement. In turn, high levels of work engagement are likely to lead to greater career satisfaction. Engaged employees may not only invest fully in their roles but also experience a sense of personal growth, mastery, and contribution that is rewarding. They may feel that their work is valuable and recognized, which may reinforce a positive view of their career. Thus, the positive impact of P-J fit on career satisfaction is likely to be transmitted through work engagement. Put differently, work engagement may serve as a bridge that links feeling aligned with one's role to experiencing high levels of career satisfaction. Building on these arguments, the current study proposes:

H3. Work engagement is positively related to career satisfaction.

H4. Work engagement mediates the positive relationship between person-job fit and career satisfaction.

1.4. Moderating Impact of Supervisor Support

Work engagement may be enhanced by job resources, which are aspects of a job, such as physical, social, or organizational factors, that help reduce strain, support achieving work goals, and support personal and professional development (Bakker et al., 2008). Among these resources, one of the most influential is supervisor support, which is defined as encouragement, constructive feedback, and resources provided to employees by the immediate supervisor (Shanock and Eisenberger, 2006; Škerlavaj et al., 2014). As representatives of the organization, supervisors play a critical role in shaping employees' perceptions of their workplace. Immediate supervisors serve as the closest organizational connection to employees and have the capacity to convey the organization's intentions directly to their team members (Pati and Kumar, 2010). Employees may interpret supervisors' behaviors and attitudes as indicators of the organization's appreciation of their contributions and its concern for their well-being (Nahum-Shani et al., 2014). When supervisors provide encouragement, guidance, and recognition, employees are likely to feel more valued and supported, which positively affects their perception of organization support, and in-role and extra-role performance (Shanock and Eisenberger, 2006). Supervisor support has also positive links with other favorable workplace outcomes, such as work engagement, P-J fit, career satisfaction, job involvement, job satisfaction, and psychological empowerment (Elias and Mittal, 2011; Jose and Mampilly, 2015; Charoensukmongkol et al., 2016; Holland et al., 2017; Dhir and Dutta, 2020; Matsuo, 2022).

Additionally, supervisor support leads to easy access to resources and assistance that help employees implement their creative ideas (Škerlavaj et al., 2014). Furthermore,

according to the COR theory, supervisor support may be regarded as a crucial resource that employees rely on to feel secure, capable, and resilient in the face of work demands. Supervisor support is particularly valuable in this regard, as it not only provides a direct resource but also signals to employees that the organization cares about their success and well-being, further reducing stress and increasing engagement. This aligns with the idea that individuals are more likely to thrive when their job resources, such as supervisor support, are compatible with their specific needs and abilities, or what is termed P–J fit. When employees experience high levels of P–J fit, they are more likely to feel competent and fulfilled in their roles. However, the presence of supervisor support may strengthen this effect and make employees even more satisfied with their careers by reinforcing the alignment between their job responsibilities and personal resources. Based on these arguments and the core tenets of COR theory, the present study proposes that the interaction effects of supervisor support and P–J fit positively influence employees' career satisfaction. Specifically, when supervisor support is perceived high, it may amplify the positive impact of P–J fit on career satisfaction, as employees may not only feel capable of fulfilling their roles but also feel backed by a supportive leader who provides the resources and encouragement needed to succeed. Therefore, the study hypothesizes:

H5. Supervisor support moderates the relationship between person-job fit and career satisfaction.

Moreover, research has shown that supervisor support is negatively related to turnover intention, as employees who feel supported are less likely to consider leaving their jobs (Maertz Jr. et al., 2007). Supervisor support is also positively associated with work-life balance, employee well-being (Nabawanuka and Ekmekcioglu, 2022), and motivation to improve performance (van Woerkom et al., 2020). In this study, supervisor support is proposed as a potential moderator, due to its link with significant workplace outcomes such as work engagement, P–J fit, career satisfaction, job involvement, job satisfaction, and psychological empowerment (Pati and Kumar, 2010; Elias and Mittal, 2011; Jose and Mampilly, 2015; Charoensukmongkol et al., 2016; Holland et al., 2017; Dhir and Dutta, 2020; Matsuo, 2022). Collectively, from the COR theory perspective, these findings point to the importance of supervisor support as a valuable job resource. Supervisor support not only provides direct assistance but also signals organizational commitment to employees' growth and success, which ultimately results in a sense of security and confidence. Hence, supervisor support may create a resource-supportive environment where employees can thrive by building positive outcomes such as increased engagement and career satisfaction.

According to COR theory, resources include anything that individuals value or perceive as beneficial for achieving their goals and coping with external demands (Hobfoll, 1989). Accordingly, supervisor support can be considered as a resource that contributes to positive work outcomes, and may cause higher employee work engagement by creating a sense of trust, stability, and motivation. Therefore, when supervisor support is perceived as high, employees are more likely to feel motivated, especially when their roles align well with their skills and values, namely P–J fit.

Thus, the current study posits that supervisor support may moderate the relationship between P-J fit and work engagement. In other words, it may strengthen the link between P-J fit and work engagement by providing additional motivation, encouragement, and psychological safety. Similarly, supervisor support may amplify the positive effects of work engagement on career satisfaction by reinforcing employees' confidence and motivation because it not only helps employees sustain their engagement but also increases their overall satisfaction with their career path, particularly when they feel valued, appreciated, and competent. Based on these arguments, the study proposes:

H6. Supervisor support moderates the relationship between person-job fit and work engagement.

H7. Supervisor support moderates the relationship between work engagement and career satisfaction.

2. METHODOLOGY

2.1. Sample and Procedure

This study utilized data from 277 participants employed in two manufacturing firms within the civil aviation sector. Surveys were distributed to over 350 potential respondents through both in-person and online methods, resulting in 277 completed responses, and yielding a response rate of approximately 79.1%. Following the assertion by Seibert and Kraimer (2001:2) that career satisfaction is “accumulated as a result of one’s work experiences”, the sample was restricted to employees with a minimum of five years of work experience. The research employed quantitative methods and a convenience sampling approach. Considering the total workforce across five firms in this sector in Eskişehir, the sample size of 277 was deemed adequate to ensure research reliability. This conclusion was supported by reliability calculations and the criteria outlined by Özdamar (2003). Ethical approval for the study was obtained from the Başkent University Social and Humanities and Arts Field Research Ethics Committee (dated October 14, 2024, with number 17162298.600-224).

The demographic analysis of the participants reveals that 50.4% are male, while 47.5% are female. Regarding marital status, the majority of participants (66.3%) are married. In terms of age distribution, the largest proportion (42.6%) falls within the 40-49 age group. Educationally, 29.8% of the participants have completed high school, and 26.2% hold a bachelor's degree. Additionally, 27% of the participants have been employed at their current organization for 10-14 years, and 30.5% have accumulated 25 years or more of total work experience, which highlights the professional experience of the sample group.

The study's internal consistency, validity, effect, and moderation analyses were conducted using the Smart PLS 4 software. Frequency analyses of participants'

demographic variables and examinations of relationships between scales were performed using the SPSS 26 software package.

2.2. Measures

Work Engagement Scale: To measure levels of work engagement, the 9-item, three-dimensional Utrecht Work Engagement Scale - Short Version (UWES-9), developed by Schaufeli et al. (2006) and adopted into Turkish by Güler et al. (2019) was utilized. The scale assesses employees' levels of vigor, dedication, and absorption in their work. Sample items include: "At my work, I feel bursting with energy" (vigor dimension), "My job inspires me" (dedication dimension), and "I get carried away when I am working" (absorption dimension).

Career Satisfaction Scale: The level of career satisfaction was measured using the 5-item, single-dimensional scale developed by Greenhaus et al. (1990), and adapted into Turkish by the author of this study. The author followed the methodology proposed by Brislin (1970) to ensure linguistic and conceptual equivalence. The scale is based on a 5-point Likert format. A sample item from the scale is: "I am satisfied with the success I have achieved in my career."

Person-Job Fit: The level of person-job fit was measured using the 4-item, single-dimensional scale developed by Saks and Ashforth (1997), and adapted into Turkish by Kızrak and Güner Kibaroğlu (2025). Participants rated their perceptions of person-job fit on a 5-point Likert scale. A sample item is: "To what extent is the job a good match for you?"

Perceived Supervisor Support: The level of perceived supervisor support was measured using the 11-item, single-dimensional scale developed by Giray and Şahin (2012). This scale comprehensively assesses employees' perceptions of the support they receive from their supervisors. Participants rated their responses to statements about perceived supervisor support on a 5-point Likert scale. A sample item is: "My supervisor ensures that I am recognized when I achieve something important in my job."

2.3. Reliability and Validity Analyses

Before conducting hypothesis testing, validity and internal consistency analyses were performed for career satisfaction, work engagement, perceived supervisor support, and person-job fit scales. As shown in Table 1, the analyses revealed that the Cronbach's Alpha coefficients, which measure the internal consistency of the scales, were found to be 0.70 or higher, indicating the reliability of the scales. Furthermore, the factor loadings of the scale items exceeded 0.40, and the composite reliability coefficients were above 0.70, demonstrating strong reliability and validity overall. However, for the Perceived Supervisor Support scale, the Average Variance Extracted (AVE) coefficient was observed to be below the recommended threshold of 0.50, indicating a weakness in the convergent validity of this scale. To address this issue, three items were removed from the scale. These refinements improved the scale's validity and internal consistency, enhancing the overall quality of the analyses.

Table 1. Reliability and Validity Results

Variables	C.A	rho_A	CR	AVE	VIF	SRMR	d_ULS	d_G	NFI
Vigor	.821	.822	.815	.512	1.318-2.145				
WE Dedication	.815	.808	.804	.589	1.278-2.004				
Absorption	.816	.822	.815	.533	1.455-2.811	.078	1.816	1.911	
CS	.811	.804	.712	.589	1.119-2.561		p>0.05	p>0.05	.965
P-J Fit	.865	.815	.811	.556	1.118-2.456				
PSS	.778	.798	.756	.501	1.912-2.871				

Notes. WE: Work engagement; CS: Career satisfaction; P-J Fit: Person Job Fit; PSS: Perceived Supervisor Support

Table 1 also reports that the internal consistency coefficients (Cronbach’s Alpha, Factor Loadings, rho-A, AVE, and CR) met the recommended threshold values. The internal consistency of the scales demonstrated high reliability, with Cronbach’s Alpha coefficients generally exceeding 0.70, indicating a strong reliability (Fornell and Larcker, 1981; Hair et al., 2017). The factor loadings were above 0.40, showing that each item is highly correlated with the corresponding dimension. CR and AVE values also supported the structural validity of the scales, with CR values exceeding 0.70 and AVE values above 0.50. These findings highlight key criteria that reinforce the validity of the scales (Henseler et al., 2015; Hair et al., 2017). In addition, the structural validity of the model was further strengthened by the variance inflation factor (VIF) being below 5 and the goodness-of-fit indices remaining under 0.08. Furthermore, the differences among the correlation coefficients were not significant and the normed fit index (NFI) exceeded 95%. These findings align with the acceptable levels established in the literature, supporting the methodological robustness of the study (Dijkstra and Henseler, 2015; Hair et al., 2017).

Following these analyses, the relationships among the scales were examined to evaluate their distinctiveness and structural validity. This step was essential for confirming the specificity of each scale, understanding their interrelations, and assessing their independent validity. The findings of the current study, as shown in Table 2, highlighted the consistency of the factor structures and interactions and offers valuable insights into the relationships among the model components (Fornell and Larcker, 1981; Henseler et al., 2015; Hair et al., 2017). These results are consistent with prior research and provide critical guidance for enhancing the structural validity and precision of the measurements (Dijkstra and Henseler, 2015).

Table 2. Correlation and Discriminant Validity Results

Variables	(1)	(2)	(3)	(4)
Geometric Work Engagement	(.735)	.422**	.442**	.416**
Geometric Career Satisfaction		(.767)	.429**	.515**

Geometric Person-Job Fit	(.745)	.498**
Geometric Supervisor Support		(.707)

Notes: ** Correlation significance at $p < 0.05$; *Values in parentheses represent the square root of the AVE.

The results presented in Table 2 demonstrate that the research constructs are conceptually and empirically distinct, as evidenced by the comparison between the correlation coefficients and the square root of the AVE. This finding aligns with the validity test proposed by Fornell and Larcker (1981). The factor loadings and inter-factor correlations for each construct meet or exceed the required thresholds, confirming strong discriminant validity among the scales. The comparison shows that the square roots of the AVE values exceed the correlation coefficients between factors, confirming the scales' independence (Henseler et al., 2015; Hair et al., 2017). These results strongly support the scales' validity, and validate the hypothesized relationships based on validity standards (Fornell and Larcker, 1981; Hair et al., 2017). Additionally, the geometric mean of each variable was calculated and compared with the correlation values, revealing significant relationships among the research variables. Based on Cohen's (1988) criteria for effect sizes, these interactions are classified as strong.

2.4. Hypothesis Testing

The proposed relationships between the variables were analyzed by calculating explanatory power (R^2) values. Additional parameters, such as effect size (f^2) and predictive relevance (Q^2), were also checked for the model's overall validity and reliability prior to hypothesis testing (Hair et al., 2017). The results presented in Table 3 illustrate the effects of the research variables on career satisfaction which align with established validity standards (Fornell and Larcker, 1981; Henseler et al., 2015), further supporting the robustness of the study.

The statistics presented in Table 3 outline the structural model results for career satisfaction, work engagement, and person-job fit. The R^2 values represent the extent to which the model explains these variables, while the f^2 values measure the effect size, and the Q^2 values indicate the predictive relevance of the model. Firstly, the R^2 value for career satisfaction was calculated as 0.489, meaning the model explains 48.9% of the variance in career satisfaction, indicating a moderate to high explanatory power. Similarly, the R^2 value for work engagement was 0.402, showing that 40.2% of the variance is explained by the model, which also demonstrates good explanatory power.

Table 3. Assessment of the Structural Model: R^2 , f^2 , and Q^2 Statistics

Variables	R^2	f^2			Q^2
		Career Satisfaction	Work Engagement	P-Job Fit	
Career Satisfaction	.489			.003	.418
Person-Job Fit					
Work Engagement	.402	.218		.131	

Supervisor Support			.001
Supervisor Support X Person-Job-Fit	.005	.001	
Supervisor Support X Work Engagement	.049	.005	.003

According to the effect size (f^2) values, person-job fit had a minimal direct effect on career satisfaction, with an f^2 value of 0.003. The impact of perceived supervisor support on work engagement was similarly small, with an f^2 value of 0.001. Among the interaction terms, the effect of perceived supervisor support \times person-job fit on work engagement was minimal ($f^2=0.005$), while the interaction of perceived supervisor support \times work engagement showed a more meaningful impact ($f^2=0.049$), representing a small to moderate effect. In terms of predictive relevance, the Q^2 value for career satisfaction was 0.418, indicating high predictive power. For work engagement, the Q^2 value was 0.131, reflecting moderate predictive strength. However, the Q^2 value for person-job fit was only 0.003, suggesting that the model has very low predictive power for this variable. For hypothesis testing, analyses were conducted using the Bootstrapping technique in Smart PLS 4, with the results presented in Table 4. These analyses provided further insights into the relationships between variables and the model's validity.

Table 4: Hypothesis Test Results

	Paths - Interaction Terms	β Value	Standard Deviation (SD)	t-Value	p- Value	Result
H1	P-J Fit \rightarrow Career Satisfaction	.471	.145	9.480	.000	Accepted
H2	P-J Fit \rightarrow Work Engagement	.389	.139	9.071	.001	Accepted
H3	Work Engagement \rightarrow Career Satisfaction	.356	.141	8.681	.001	Accepted
H4	P-J Fit \rightarrow Work Engagement \rightarrow Career Satisfaction (Mediation)	VAF = .650			.000	Accepted
H5	Supervisor Support x (P-J Fit \rightarrow Career Satisfaction)	.498	.153	9.401	.000	Accepted
H6	Supervisor Support x (P-J Fit \rightarrow Work Engagement)	.045	.056	.360	.715	Rejected
H7	Supervisor Support x (Work Engagement \rightarrow Career Satisfaction)	0.492	0.047	10.47	.001	Accepted

As indicated in Table 4, most hypotheses were strongly supported and accepted. Firstly, H1, which predicts that, *person-job fit is positively related to career satisfaction*, was confirmed ($\beta=0.471$, $p<0.05$). This finding highlights the positive impact of person-job fit on employees' career satisfaction. Similarly, H2, which proposes that *person-job fit is positively related to work engagement*, was supported, indicating that employees with higher person-job fit are more committed to their job

roles ($\beta=0.389$, $p<0.05$). Furthermore, H3, which posits that *work engagement is positively related to career satisfaction*, was also accepted ($\beta=0.356$, $p<0.05$). These results suggest that employees who are more absorbed and enthusiastic in their work experience higher levels of career satisfaction.

In addition, H4, which hypothesizes that *work engagement mediates the relationship between person-job fit and career satisfaction* was accepted. The Variance Accounted For (VAF) value was calculated as 0.650, indicating that work engagement strongly mediates this relationship, explaining a substantial portion of the variance (Hair et al., 2017; Zhao et al., 2010). This finding points to the significant role of work engagement in transmitting the impact of P-J fit on career satisfaction. Specifically, it highlights that the direct effect of P-J fit on career satisfaction is substantially increased when employees' engagement and motivation are considered.

Moreover, H5, which posits that *supervisor support moderates the relationship between person-job fit and career satisfaction*, was confirmed ($\beta=0.498$, $p<0.05$). This suggests that employees experience even higher career satisfaction when supervisor support is present, strengthening the impact of P-J fit. However, H6, which hypothesizes that *supervisor support moderates the relationship between person-job fit and work engagement*, was rejected ($\beta=0.045$, $p=0.715$). This indicates that supervisors do not play a significant moderating role in this relationship. Finally, H7, which posits that *supervisor support moderates the relationship between work engagement and career satisfaction*, was accepted ($\beta=0.492$, $p<0.05$). This finding demonstrates that supervisor support strengthens the positive relationship between work engagement and career satisfaction.

3. DISCUSSION

This research aimed to examine the direct and indirect impacts of P-J fit on career satisfaction, considering the roles of work engagement and supervisor support, drawing on COR and person-environment fit theories. The results confirm that match between job demands-job provisions and individual skills, preferences, and needs contributes to career satisfaction, consistent with the argument of H1 and prior studies (Erdogan and Bauer, 2005; Cable and DeRue, 2002; Xi et al., 2022; Yen et al., 2023). Validation of H1 also supports COR theory and Person-Environment Fit theory, which suggest that when there is a match between a person's abilities and job requirements, individuals experience higher resource availability, reduced stress, and a positive work experience. High P-J fit results in feelings of control and capability, which in turn enhances career satisfaction. Practical implication is that organizations can improve employee satisfaction by tailoring job roles to individuals' skills and preferences to promote proactive career behaviors and better performance.

The findings regarding H2 of the research further validate the COR theory, indicating that a strong harmony between an employee's characteristics and job characteristics serves as a buffer against stressors like emotional exhaustion and customer incivility (Shin et al., 2024; Zhang and Yan, 2024). By reducing such stressors, P-J fit enables

employees to focus their dedication and effort on work roles, thus increasing work engagement. This notion supports prior studies by Chen et al. (2014), Cai et al. (2018), Kim and Gatling (2019), and Negi et al. (2023). The implication of this finding is that organizations can benefit from recruitment and job design strategies that align employees' qualifications with job demands and requirements, which ultimately sustains higher levels of job performance.

In support of H3 and H4, this study demonstrates that work engagement is not only positively related to career satisfaction but also mediates the relationship between P-J fit and career satisfaction, extending prior studies (Karatepe and Karadas, 2015; Joo and Lee, 2017; Oubibi et al., 2022). Accordingly, employees with higher work engagement feel motivated, resilient, and attentive, which helps them to approach challenging goals with energy and a commitment to excellence. Through this intense absorption in and dedication to their jobs, employees experience purpose and fulfillment, which reinforces their career satisfaction. In practical terms, this confirmed mediation effect of work engagement suggests that organizations can support their members' career satisfaction by creating a work environment to promote both P-J fit and work engagement. Organizations could also provide opportunities for skill development that align with employees' career aspirations.

The confirmation of H5 suggests that while P-J fit directly improves career satisfaction, this effect is significantly strengthened when employees feel supported by their supervisors, consistent with findings from earlier studies (Elias and Mittal, 2011; Jose and Mampilly, 2015; Holland et al., 2017; Dhir and Dutta, 2020; Matsuo, 2022). Supported employees tend to view their supervisor as caring about their well-being, which leads to increased engagement, job satisfaction, and career satisfaction. This support by the supervisor may boost employees' motivation, competence, and sense of purpose, especially for those experiencing a strong fit between their roles and personal skills. Supervisor support thus acts as a crucial boundary condition that strengthens the P-J fit-career satisfaction link, which ultimately helps employees feel valued in their career path. In this regard, training supervisors to provide resources, recognition, and feedback can therefore enhance employees' sense of role competence and satisfaction. Supervisors could also act as mentors and help employees navigate career opportunities and growth within the organization.

The rejection of H6 indicates that supervisor support does not significantly influence the relationship between P-J fit and work engagement. This implies that employees who experience a strong P-J fit tend to be engaged with their work regardless of supervisor support. Instead of acting as a moderator between P-J fit and work engagement, supervisor support may have a more direct impact on engagement itself, as evidenced by Jose and Mampilly (2015) and Holland et al. (2017). This suggests that supervisor support could contribute to engagement independently, without necessarily amplifying or diminishing the impact of P-J fit on engagement. It is likely that P-J fit intrinsically drives work engagement, reducing the need for supervisor support to strengthen this link. The motivation stemming from P-J fit may be inherently sufficient to drive work engagement. Consequently, the moderating effect

of supervisor support is less pronounced when work engagement levels are already high due to strong P–J fit. Consistent with reasoning, research has shown that P–J fit increases intrinsic motivation (Alqhaiwi et al., 2023), and that intrinsic factors—such as job self-efficacy, conscientiousness, and ambition—are important predictors of work engagement (Bakker et al., 2012; Akhtar et al., 2015; Putra et al., 2017; Xu et al., 2022; Zeng et al., 2022). These findings suggest that personal characteristics may play a more significant role in enhancing engagement. Similarly, studies have indicated that extrinsic rewards do not moderate the impact of P–J fit on job satisfaction (Lim et al., 2019), underscoring the importance of intrinsic factors in the P–J fit – satisfaction relationship.

Finally, the results concerning H7 suggest that supervisor support amplifies the positive relationship between work engagement and career satisfaction. Supported employees are more likely to sustain dedication to their roles, channeling it toward achieving long-term career goals. Supervisor support not only serves as a direct resource but also as an organizational signal that values commitment to employee success and well-being, which then activates motivation. Consistent with this argument, past studies link supervisor support to positive outcomes including work-life balance and well-being (Nabawanuka & Ekmekcioglu, 2022; van Woerkom et al., 2020), suggesting that supervisors play a vital role in creating a resource-rich environment. Highly engaged employees, supported by their supervisors, experience increased motivation and confidence, viewing their career paths favorably and enhancing their overall satisfaction. As a practical implication, organizations that create a supportive environment enable employees to channel engagement into career satisfaction, thus supporting individual well-being and driving organizational success.

Although this study has produced significant findings, certain limitations should be acknowledged. First, the sample is limited to employees in the civil aviation sector, which restricts the generalizability of the results. Future studies should explore whether similar relationships exist in other industries. Additionally, the AVE values for the perceived supervisor support scale were close to the minimum acceptable threshold. This suggests that the scale may not have sufficiently captured the intended construct, raising doubts about its structural validity. The cross-sectional design also limits the ability to draw causal conclusions, which longitudinal studies could address. Moreover, the rejection of Hypothesis 6 may stem from measurement limitations, such as the method used to assess Supervisor Support or inconsistent responses. Future research could refine these measurements or examine other moderators, including organizational culture or peer support, to better understand the relationship between Person-Job Fit and Work Engagement. These efforts would enhance the robustness and applicability of future findings.

Future research should explore the generalizability of these findings across diverse industries and cultural contexts to validate the proposed relationships. Longitudinal studies could address the causal limitations of the study's cross-sectional design. Examining alternative moderators, such as peer support or organizational culture, may uncover distinctive factors which may influence work engagement and career

satisfaction. Expanding the scope to include digital or hybrid work environments could also offer valuable perspectives on the evolving nature of work and its impact on employee career satisfaction. Such studies would strengthen the theoretical and practical implications of these findings.

CONCLUSION

In conclusion, this study developed and tested a model involving the relationships between P-J fit, work engagement, and supervisor support in increasing employee career satisfaction, using insights from COR and person-environment fit theories. The results affirm that person-job fit serves as a foundational resource that not only causes career satisfaction but also increases employee work engagement. This fit leads employees to derive meaning and fulfillment from their roles, and reinforces their commitment to organizational objectives. The mediating role of work engagement further highlights its function as a conduit through which P-J fit influences career satisfaction, offering a novel perspective on how motivation and emotional investment translate into long-term career fulfillment. Supervisor support, while influential, demonstrates a context-dependent impact. Its role as a moderator in strengthening the positive relationships between person-job fit and career satisfaction, as well as work engagement and career satisfaction, suggests that supportive leadership amplifies these effects by creating an environment where employees feel valued and empowered. However, its lack of influence on the person-job fit and work engagement relationship indicates that intrinsic fit between employees and their roles remains a stronger driver of job engagement, independent of external factors.

In conclusion, organizations should focus on recruitment and job design strategies that emphasize P-J fit. Furthermore, they should establish a culture that lead to employee work engagement, and invest in meaningful work, opportunities for growth, and systems that encourage emotional and intellectual involvement. Supervisor support, as an organizational resource, should be strategically developed through leadership trainings that will equip managers to provide their employees with guidance, recognition, and support.

KARİYER TATMİNİNDE KAYNAK DİNAMİKLERİ: İŞ-KİŞİ UYUMU, İŞE TUTULMA VE AMİR DESTEĞİNİN İNCELENMESİ (GENİŞLETİLMİŞ ÖZET)

1. GİRİŞ

Kariyer tatmini, çalışan bağlılığının önemli bir öncülü olarak, örgütler için çalışanları çekme, motive etme ve elde tutma stratejilerinin merkezinde yer almaktadır (Jiang et al., 2001; Barnett ve Bradley, 2007; Armstrong-Stassen ve Ursel, 2009; Joo ve Lee, 2017; Aburumman et al., 2020; Salleh et al., 2020). Önceki araştırmalar, kariyer

tatminini etkileyen birkaç belirleyici faktör olduğunu ortaya koymuş, bunlardan kişi-iş (K-I) uyumunun çalışanların kariyer tatmini üzerinde en önemli etkilerden biri olduğunu göstermiştir. K-İ uyumu, bir çalışanın becerileri, değerleri ile yaptığı işin gerektirdiği davranışlar arasındaki uyum olarak tanımlanmaktadır ve kariyer tatmini ile olumlu yönde ilişkilidir (Cable ve DeRue, 2002; Erdogan ve Bauer, 2005; Xi et al., 2022; Yen et al., 2023). Bu ilişkiye rağmen, K-İ uyumunun kariyer tatmini üzerindeki etkisi ve bu ilişkilerin hangi bağlamsal faktörlere dayandığı hala tam olarak anlaşılamamıştır. Bu boşluğun giderilmesi, K-İ uyumu ile kariyer tatmini arasındaki mekanizmalar ve bağlam koşullarının anlaşılmasının, örgütlerin çalışan tatmini, iyi oluş hali ve bağlılıklarını artırmaya yönelik stratejiler geliştirmelerine büyük katkı sağlayabileceği için kritik öneme sahiptir. Bu doğrultuda mevcut araştırma, kaynakların korunması kuramı ve kişi-çevre uyumu kuramı çerçevesinde, K-İ uyumu ve kariyer tatmini arasındaki ilişkide, işe tutulmanın aracılık rolünü ve amir desteğinin düzenleyicilik rolünü incelemiştir.

2. YÖNTEM

Bu çalışma, kişi-iş uyumu, işe tutulma, amir desteği ve kariyer tatmini arasındaki ilişkileri incelemek için nicel araştırma yöntemlerini kullanmıştır. Veriler, sivil havacılık sektöründe faaliyet gösteren iki üretim firmasındaki en az beş yıllık mesleki deneyime sahip 277 çalışandan toplanmıştır. Anketler hem yüz yüze hem de çevrimiçi olarak dağıtılmış, güvenilirlik, geçerlilik ve yapısal model analizleri yapılmıştır. Çalışmanın iç tutarlılık, geçerlilik, etki, aracı ve düzenleyicilik analizleri Smart PLS 4 yazılımı kullanılarak gerçekleştirilmiştir. Katılımcıların demografik değişkenlerine ilişkin frekans analizleri ve değişkenler arasındaki ilişkilerin incelenmesi ise SPSS 26 yazılımı ile yapılmıştır.

3. BULGULAR

Çalışmada geliştirilen 7 hipotezden 6'si kabul edilmiş, 1'i ise (H6) reddedilmiştir. Bulgulara göre, K-İ uyumu, kariyer tatmini ve işe tutulma ile olumlu yönde ilişkilidir. İşe tutulma, kariyer tatmini ile olumlu yönde ilişkili olup, aynı zamanda K-İ uyumu ile kariyer tatmini arasındaki ilişkiye aracılık etmektedir. Amir desteği, K-İ uyumu-kariyer tatmini ilişkisini ve işe tutulma-kariyer tatmini ilişkisini olumlu yönde arttırırken, K-İ uyumu-işe tutulma ilişkisinde ise anlamlı bir etkisi bulunmamıştır.

4. TARTIŞMA

Araştırmanın sonuçları, iş talepleri ve işin sundukları ile çalışanın becerisi ve ihtiyaçları arasındaki uyum sağlandığında (K-İ uyumu), çalışanın kariyer tatminini artırdığını göstermiştir. İkinci olarak, K-İ uyumu çalışanların tüm dikkat ve enerjisini işlerine yönlendirmelerini sağlayarak, işe tutulmayı arttırmaktadır. Bu bulgu, örgütlerin, K-İ uyumunu çalışanların niteliklerine göre arttıracak işe alım ve iş tasarımı stratejilerinden fayda sağlayabileceğini ve böylece daha yüksek performans ve çalışan tatmini elde edebileceklerini göstermektedir. Üçüncü olarak, işe tutulma yalnızca kariyer tatminiyle pozitif bir ilişkiye sahip olmayıp, aynı zamanda K-İ uyumu ile

kariyer tatmini arasındaki ilişkiye de aracılık etmektedir. K-İ uyumu, çalışanların kendini işine adanmasına ve motive olmasına yol açarak kariyer tatmin düzeylerinin artmasına katkıda bulunmaktadır. Ayrıca K-İ uyumu kariyer tatminini artırırken, çalışanlar amir desteği algıladıklarında bu etki önemli ölçüde güçlenmektedir. Bu noktada amir desteğinin düzenleyici etkisi dikkat çekmektedir. Yine bulgulara göre amir desteği, işe tutulma ile kariyer tatmini arasındaki pozitif ilişkiyi de olumlu yönde arttırmaktadır. Dolayısıyla amirleri tarafından desteklenen çalışanlar, işe tutulmalarını sürdürerek bunu uzun vadeli kariyer hedeflerine yönlendirme eğilimindedir. Ancak amir desteğinin, K-İ uyumu – işe tutulma ilişkisindeki düzenleyici etkisi bu çalışmada saptanmamıştır. Bu bulgu, güçlü K-İ uyumu deneyimleyen çalışanların, yönetici desteği olmadan da işe tutulma düzeylerinin artma eğilimi gösterdiğine işaret etmektedir. Dolayısıyla, K-İ uyumu sağlandığında, çalışanların içsel motivasyonlarının zaten işe tutulma için yeterli olacağı düşünülmektedir.

SONUÇ

Sonuç olarak, bu çalışma, K-İ uyumu ve kariyer tatmini arasındaki ilişkinin doğasını anlamaya yönelik bir model önermiş ve test etmiştir. Bulgular, örgütlerin, işin gerektirdiği rol ve sorumluluklar ile çalışanların bilgi ve becerilerini uyumlu hale getirerek ve yönetici desteği sağlayarak kariyer tatminini destekleyen bir kültür oluşturmaları gerektiğini göstermektedir.

REFERENCES

- Abdalla, A., Elsetouhi, A., Negm, A. and Abdou, H. (2018). Perceived Person-Organization Fit and Turnover Intention in Medical Centers: The Mediating Roles of Person-Group Fit and Person-Job Fit Perceptions. *Personnel Review*, 47(4), 863-881.
- Aburumman, O., Salleh, A., Omar, K. and Abadi, M. (2020). The Impact of Human Resource Management Practices and Career Satisfaction on Employee's Turnover Intention. *Management Science Letters*, 10(3), 641-652.
- Akhtar, R., Boustani, L., Tsvirikos, D. and Chamorro-Premuzic, T. (2015). The Engageable Personality: Personality and Trait EI as Predictors of Work Engagement. *Personality and Individual Differences*, 73(January 2025), 44-49.
- Al-Azab, M. R. and Al-Romeedy, B. S. (2024). Servant Leadership and Tourism Businesses' Outcomes: A Multiple Mediation Model. *Tourism Review*, 79(1), 184-204.
- Alqhaiwi, Z. O., Koburtay, T. and Karatepe, O. M. (2023). Linking Person-Job Fit and Intrinsic Motivation to Salespeople's Service Innovative Behavior. *Journal of Services Marketing*, 37(9), 1186-1200.
- Armstrong-Stassen, M. and Ursel, N. D. (2009). Perceived Organizational Support, Career Satisfaction, and the Retention of Older Workers. *Journal of Occupational and Organizational Psychology*, 82(1), 201-220.
- Babakus, E., Yavas, U. and Ashill, N. J. (2010). Service Worker Burnout and Turnover Intentions: Roles of Person-Job Fit, Servant Leadership, and Customer Orientation. *Services Marketing Quarterly*, 32(1), 17-31.
- Bakker, A. B., Demerouti, E. and Ten Brummelhuis, L. L. (2012). Work Engagement, Performance, and Active Learning: The Role of Conscientiousness. *Journal of Vocational Behavior*, 80(2), 555-564.
- Bakker, A. B., Schaufeli, W. B., Leiter, M. P. and Taris, T. W. (2008). Work Engagement: An Emerging Concept in Occupational Health Psychology. *Work & Stress*, 22(3), 187-200.
- Bakker, A.B. and Leiter, M.P. (Eds.). (2010). *Work Engagement: A Handbook of Essential Theory and Research (1st ed.)*. London: Psychology Press.
- Brislin, R. W. (1970). Back-Translation for Cross-Cultural Research. *Journal of Cross-Cultural Psychology*, 1(3), 185-216.
- Bui, H. T., Zeng, Y. and Higgs, M. (2017). The Role of Person-Job Fit in the Relationship Between Transformational Leadership and Job Engagement. *Journal of Managerial Psychology*, 32(5), 373-386.
- Cable, D. and DeRue, D.S. (2002). The Convergent and Discriminant Validity of Subjective Fit Perceptions. *Journal of Applied Psychology*, 87(5), 875-884.
- Cai, D., Cai, Y., Sun, Y. and Ma, J. (2018). Linking Empowering Leadership and Employee Work Engagement: The Effects of Person-Job Fit, Person-Group Fit, and Proactive Personality. *Frontiers in Psychology*, 9(1304).1-12
- Carless, S. A. (2005). Person-Job Fit versus Person-Organization Fit as Predictors of Organizational Attraction and Job Acceptance Intentions: A Longitudinal

- Study. *Journal of Occupational and Organizational Psychology*, 78(3), 411-429.
- Charoensukmongkol, P., Moqbel, M. and Gutierrez-Wirsching, S. (2016). The Role of Coworker and Supervisor Support on Job Burnout and Job Satisfaction. *Journal of Advances in Management Research*, 13(1). <https://doi.org/10.1108/JAMR-06-2014-0037>
- Chen, C. Y., Yen, C. H. and Tsai, F. C. (2014). Job Crafting and Job Engagement: The Mediating Role of Person-Job Fit. *International Journal of Hospitality Management*, 37, 21-28.
- Chhabra, B. (2015). Person–Job Fit: Mediating Role of Job Satisfaction & Organizational Commitment. *The Indian Journal of Industrial Relations*, 638-651.
- Choi, J., Oh, J. and Kim, J. (2022). Relationship Between Active Seniors’ Job Change and Life Satisfaction: Serial Multiple Mediation Effects of Person–Job Fit and Job Satisfaction. *The Career Development Quarterly*, 70(4), 327-341.
- Cohen, J. (1988). *Statistical Power Analysis for the Behavioral Sciences*. Mahwah, NJ: Erlbaum.
- Corbeanu, A. and Iliescu, D. (2023). The Link Between Work Engagement and Job Performance: A Meta-Analysis. *Journal of Personnel Psychology*, 22(3), 111–122.
- Dhir, S. and Dutta, T. (2020). Linking Supervisor-Support, Person-Job Fit and Person-Organization Fit to Company Value. *Journal of Indian Business Research*, 12(4), 549-561.
- Dijkstra, T.K. and Henseler, J. (2015). Consistent Partial Least Squares Path Modeling. *MIS Quarterly*, 39(2), 297-316.
- Elias, S. M. and Mittal, R. (2011). The Importance of Supervisor Support for a Change Initiative: An Analysis of Job Satisfaction and Involvement. *International Journal of Organizational Analysis*, 19(4), 305-316.
- Erdogan, B. and Bauer, T. N. (2005). Enhancing Career Benefits of Employee Proactive Personality: The Role of Fit with Jobs and Organizations. *Personnel Psychology*, 58(4), 859-891.
- Farzaneh, J., Dehghanpour Farashah, A. and Kazemi, M. (2014). The Impact of Person-Job Fit and Person-Organization Fit on OCB: The Mediating and Moderating Effects of Organizational Commitment and Psychological Empowerment. *Personnel Review*, 43(5), 672-691.
- Fornell, C. and Larcker, D. F. (1981). Evaluating Structural Equation Models with Unobservable Variables and Measurement Error. *Journal of Marketing Research*, 18(1), 39-50.
- Freedly, J. R. and Hobfoll, S. E. (1994). Stress Inoculation for Reduction of Burnout: A Conservation of Resources Approach. *Anxiety, Stress and Coping*, 6(4), 311-325.
- Giray, M. D. and Sahin, D. N. (2012). Algılanan Örgütsel, Yönetici ve Çalışma Arkadaşları Destegi Ölçekleri: Geçerlik ve Güvenirlik Çalışması. *Türk Psikoloji Yazıları*, 15(30), 1-11.

- Greenhaus, J. H., Parasuraman, S. and Wormley, W. M. (1990). Effects of Race On Organizational Experiences, Job Performance Evaluations, and Career Outcomes. *Academy of Management Journal*, 33, 64–86.
- Güler, M., Çetin, F. and Basım, H. N. (2019). İşe Tutulma Ölçeği Çok Kısa Versiyonu (Uwes-3) Geçerlilik ve Güvenilirlik Çalışması: Alternatif Bir Versiyon (UWES-6) Önerisi. *İş ve İnsan Dergisi*, 6(2), 189-197.
- Hagmaier, T., Abele, A. E. and Goebel, K. (2018). How Do Career Satisfaction and Life Satisfaction Associate?. *Journal of Managerial Psychology*, 33(2), 142-160.
- Hair, J.F., Hult, G.T.M., Ringle, C.M. and Sarstedt, M. (2017). *Primer on Partial Least Square Structural Equations Modeling (PLS-SEM)*, (2nd Ed.), Thousand Oaks: Sage.
- Henseler, J., Ringle, C.M. and Sarstedt, M. (2015). A New Criterion for Assessing Discriminant Validity in Variance-Based Structural Equation Modelling. *Journal of the Academy of Marketing Science*, 43(1), 115-135.
- Hobfoll, S. E. (1989). Conservation of Resources, A New Attempt at Conceptualizing Stress. *American Psychologist*, 44(3), 513–524.
- Hobfoll, S. E., Freedy, J. R., Green, B. L. and Solomon, S. D. (1996). Coping in Reaction to Extreme Stress: The Roles of Resource Loss and Resource Availability. In M. Zeidner and N. S. Endler (Eds.), *Handbook of Coping: Theory, Research, Applications* (p. 322–349). New York: Wiley.
- Holland, P., Cooper, B. and Sheehan, C. (2017). Employee Voice, Supervisor Support, and Engagement: The Mediating Role of Trust. *Human Resource Management*, 56(6), 915-929.
- Jiang, J. J., Klein, G. and Balloun, J. L. (2001). The Joint Impact of Internal and External Career Anchors on Entry-Level IS Career Satisfaction. *Information & Management*, 39(1), 31-39.
- Joo, B. K. and Lim, T. (2013). Transformational Leadership and Career Satisfaction: The Mediating Role of Psychological Empowerment. *Journal of Leadership & Organizational Studies*, 20(3), 316-326.
- Joo, B.-K. and Lee, I. (2017). Workplace Happiness: Work Engagement, Career Satisfaction, and Subjective Well-Being. *Evidence-based HRM*, 5(2), 206-221.
- Joo, B.-K. and Ready, K. J. (2012). Career Satisfaction: The Effects of Performance Goal Orientation, Proactive Personality, Organizational Learning Culture, and Leader-Member Exchange Quality. *Career Development International*, 17(3), 276-295.
- Joo, B.-K., Park, S. and Oh, J. R. (2013). The Effects of Learning Goal Orientation, Developmental Needs Awareness, and Self-Directed Learning on Career Satisfaction in the Korean Public Sector. *Human Resource Development International*, 16(3), 313-329.
- Jose, G. and Mampilly, S. R. (2015). Relationships Among Perceived Supervisor Support, Psychological Empowerment and Employee Engagement in Indian Workplaces. *Journal of Workplace Behavioral Health*, 30(3), 231-250.
- Kakar, A. S. Muhammad Khan, N. and Haider, A. (2023). The Turnover Intention Among IT Professionals: A Person-Organisation Fit, Person-Job Fit, and HRM Perspective. *Human Systems Management*, 42(3), 325-335.

- Karatepe, O. M. and Karadas, G. (2015). Do Psychological Capital and Work Engagement Foster Frontline Employees' Satisfaction? A Study in the Hotel Industry. *International Journal of Contemporary Hospitality Management*, 27(6), 1254-1278.
- Karatepe, O. M. and Karadas, G. (2016). Service Employees' Fit, Work-Family Conflict, and Work Engagement. *Journal of Services Marketing*, 30(5), 554-566.
- Kızrak, M. and Güner Kibaroğlu, G., (2025). Kişi İş Uyumu (Person-Job Fit) Ölçeği'nin Türkçeye Uyarlanması. *Journal of Organizational Behavior Review*, 7(1), 53-75.
- Kim, J. and Gatling, A. (2019). Impact of Employees' Job, Organizational and Technology Fit on Engagement and Organizational Citizenship Behavior. *Journal of Hospitality and Tourism Technology*, 10(3), 323-338.
- Kong, H., Cheung, C. and Song, H. (2012). From Hotel Career Management to Employees' Career Satisfaction: The Mediating Effect of Career Competency. *International Journal of Hospitality Management*, 31(1), 76-85.
- Li, J., Yang, H., Weng, Q. and Zhu, L. (2023). How Different Forms of Job Crafting Relate to Job Satisfaction: The Role of Person-Job Fit and Age. *Current Psychology*, 42(13), 11155-11169.
- Lim, S., Lee, K. H. and Bae, K. H. (2019). Distinguishing Motivational Traits Between Person-Organization Fit and Person-Job Fit: Testing the Moderating Effects of Extrinsic Rewards in Enhancing Public Employee Job Satisfaction. *International Journal of Public Administration*, 42(12), 1040-1054.
- Maertz Jr, C. P., Griffeth, R. W., Campbell, N. S. and Allen, D. G. (2007). The Effects of Perceived Organizational Support and Perceived Supervisor Support on Employee Turnover. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 28(8), 1059-1075.
- Matsuo, M. (2022). The Role of Supervisor Support for Strengths Use in Promoting Perceived Employability and Career Satisfaction. *Personnel Review*, 51(5), 1587-1603.
- Nabawanuka, H. and Ekmekcioglu, E. B. (2022). Millennials in the Workplace: Perceived Supervisor Support, Work-Life Balance and Employee Well-Being. *Industrial and Commercial Training*, 54(1), 123-144.
- Nahum-Shani, I., Henderson, M. M., Lim, S. and Vinokur, A. D. (2014). Supervisor Support: Does Supervisor Support Buffer or Exacerbate the Adverse Effects of Supervisor Undermining?. *Journal of Applied Psychology*, 99(3), 484-503.
- Negi, A., Pant, R. and Kishor, N. (2023). Perception of Fit and Workplace Fun as Drivers of Employee Engagement. *IUP Journal of Organizational Behavior*, 22(4), 51-74.
- Oubibi, M., Fute, A., Xiao, W., Sun, B. and Zhou, Y. (2022). Perceived Organizational Support and Career Satisfaction among Chinese Teachers: The Mediation Effects of Job Crafting and Work Engagement During COVID-19. *Sustainability*, 14(2), 623-640.
- Özdamar, K. (2003). *Modern Bilimsel Araştırma Yöntemleri*. Eskişehir: Kaan Kitabevi.

- Pati, S. P. and Kumar, P. (2010). Employee Engagement: Role of Self-Efficacy, Organizational Support & Supervisor Support. *Indian Journal of Industrial Relations*, 46(1), 126-137.
- Peng, Y. and Mao, C. (2015). The Impact of Person–Job Fit on Job Satisfaction: The Mediator Role of Self Efficacy. *Social Indicators Research*, 121, 805-813.
- Putra, E. D., Cho, S. and Liu, J. (2017). Extrinsic and Intrinsic Motivation on Work Engagement in the Hospitality Industry: Test of Motivation Crowding Theory. *Tourism and Hospitality Research*, 17(2), 228-241.
- Reh fuss, M. C., Gambrell, C. E. and Meyer, D. (2012). Counselors' Perceived Person–Environment Fit and Career Satisfaction. *The Career Development Quarterly*, 60(2), 145-151.
- Renee Barnett, B. and Bradley, L. (2007). The Impact of Organisational Support for Career Development on Career Satisfaction. *Career Development International*, 12(7), 617-636.
- Riaz, A. and Haider, M. H. (2010). Role of Transformational and Transactional Leadership on Job Satisfaction and Career Satisfaction. *Business and Economic Horizons*, 1(1), 29-38.
- Saks, A. M. and Ashforth, B. E. (1997). A Longitudinal Investigation of the Relationships between Job Information Sources, Applicant Perceptions of Fit, and Work Outcomes. *Personnel Psychology*, 50(2), 395-426.
- Saks, A. M., Gruman, J. A. and Zhang, Q. (2022). Organization Engagement: A Review and Comparison to Job Engagement. *Journal of Organizational Effectiveness: People and Performance*, 9(1), 20-49.
- Salleh, A. M. M., Omar, K., Aburumman, O. J., Mat, N. H. N. and Almhairat, M. A. (2020). The Impact of Career Planning and Career Satisfaction on Employee's Turnover Intention. *Entrepreneurship and Sustainability Issues*, 8(1), 218.
- Schaufeli, W. B. and Bakker, A. B. (2004). Job Demands, Job Resources, and Their Relationship with Burnout and Engagement: A Multi-Sample Study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293-315.
- Schaufeli, W. B. and Bakker, A. B. (2010). Defining and Measuring Work Engagement: Bringing Clarity to the Concept. In A. B. Bakker and M. P. Leiter (Eds.), *Work Engagement: A Handbook of Essential Theory and Research*, (pp.10-24). New York: Psychology Press.
- Schaufeli, W. B., Bakker, A. B. and Salanova, M. (2006). The Measurement of Work Engagement with a Short Questionnaire a Cross-National Study. *Educational and Psychological Measurement*, 66(4), 701-716.
- Schaufeli, W. B., Salanova, M., González-Romá, V. and Bakker, A. B. (2002). The Measurement of Engagement and Burnout: A Two Sample Confirmatory Factor Analytic Approach. *Journal of Happiness Studies*, 3, 71-92.
- Seibert, S. E. and Kraimer, M. L. (2001). The Five-Factor Model of Personality and Career Success. *Journal of vocational behavior*, 58(1), 1-21.
- Shanock, L. R. and Eisenberger, R. (2006). When Supervisors Feel Supported: Relationships with Subordinates' Perceived Supervisor Support, Perceived Organizational Support, and Performance. *Journal of Applied Psychology*, 91(3), 689-695.

- Shin, G., Hur, W. M. and Shin, Y. (2024). Does Person-Job Fit Buffer Employees from Rumination about Customer Incivility?. *Current Psychology*, 43(8), 7411-7423.
- Škerlavaj, M., Černe, M. and Dysvik, A. (2014). I Get by with a Little Help from My Supervisor: Creative-Idea Generation, Idea Implementation, and Perceived Supervisor Support. *The Leadership Quarterly*, 25(5), 987-1000.
- Srikanth, P. B. and Israel, D. (2012). Career Commitment & Career Success: Mediating Role of Career Satisfaction. *Indian Journal of Industrial Relations*, 48(1), 137-149.
- van Woerkom, M. and Kroon, B. (2020). The Effect of Strengths-Based Performance Appraisal on Perceived Supervisor Support and the Motivation to Improve Performance. *Frontiers in Psychology*, 11(1883), 1-12.
- Vogelgesang, G. R., Leroy, H. and Avolio, B. J. (2013). The Mediating Effects of Leader Integrity with Transparency in Communication and Work Engagement/Performance. *The Leadership Quarterly*, 24(3), 405-413.
- Xi, R., Yu, K., Ge, Y. and Cao, P. (2022). Ethical Leadership and Followers' Career Satisfaction, Mobility, and Promotability: A PE Fit Perspective. *Frontiers in Psychology*, 13(927146), 1-10.
- Xu, Y., Liu, D. and Tang, D. S. (2022). Decent Work and Innovative Work Behaviour: Mediating Roles of Work Engagement, Intrinsic Motivation and Job Self-Efficacy. *Creativity and Innovation Management*, 31(1), 49-63.
- Yang, J., Yang, F. and Gao, N. (2022). Enhancing Career Satisfaction: The Roles of Spiritual Leadership, Basic Need Satisfaction, and Power Distance Orientation. *Current Psychology*, 41(4), 1856-1867.
- Yen, H. C., Cheng, J. W., Hsu, C. T. and Yen, K. C. (2023). How Career Adaptability Can Enhance Career Satisfaction: Exploring the Mediating Role of Person-Job Fit. *Journal of Management & Organization*, 29(5), 912-929.
- Zeng, D., Takada, N., Hara, Y., Sugiyama, S., Ito, Y., Nihei, Y. and Asakura, K. (2022). Impact of Intrinsic and Extrinsic Motivation on Work Engagement: A Cross-Sectional Study of Nurses Working in Long-Term Care Facilities. *International Journal of Environmental Research and Public Health*, 19(3), 1284-1296.
- Zeng, P. and Hu, X. (2024). A Study of the Psychological Mechanisms of Job Burnout: Implications of Person-Job Fit and Person-Organization Fit. *Frontiers in Psychology*, 15(1351032), 1-8
- Zhang, Z. and Yan, Z. (2024). The Impact of Core Self-Evaluations and Person-Job Fit on Work-Related Outcomes. *Frontiers in Psychology*, 15(1341717). 1-14.