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The Relationship Between Perceived Organizational Support, Job Satisfaction, and Resilience: The Sample of School Psychological Counselors

Algılanan Örgütsel Destek, İş Doyumu ve Yılmazlık Arasındaki İlişki: Okul Psikolojik Danışmanları Örneği

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THE RELATIONSHIP BETWEEN PERCEIVED ORGANIZATIONAL SUPPORT, JOB SATISFACTION, AND RESILIENCE: THE SAMPLE OF SCHOOL PSYCHOLOGICAL COUNSELORS

ABSTRACT

This study aims to examine the relationship between school counselors' perceived organizational support, job satisfaction, and resilience levels in terms of various variables. The sample of the study, which was conducted with a correlational survey model, consists of 500 psychological counselors, 164 males and 336 females, working at primary school, secondary school, and high school grades of public and private schools. The perceived Organizational Support Scale, Job Satisfaction Scale, and Resilience Scale were applied to the sample group within the scope of the study. The data obtained from the measurement tools were analyzed using SPSS 20.0 and AMOS 21.0 programs. Confirmatory Factor Analysis (CFA) was used to determine the validity of the data obtained from the measurement tools in the sample group. Cronbach Alpha and McDonald Omega (ω) was calculated to determine the reliability of the data obtained from the measurement tools in the sample group. Pearson Correlation analysis was conducted to determine whether there is a significant relationship between perceived organizational support, job satisfaction, and resilience; Simple Linear Regression analysis was conducted to determine the effect of perceived organizational support level on job satisfaction and resilience level; and One-Way Manova analysis was conducted to determine whether perceived organizational support, job satisfaction, and resilience levels differed according to gender, tenure, school-type, and school-grade. As a result, a significant relationship was found between perceived organizational support, job satisfaction, and resilience, and it was found that perceived organizational support significantly predicted job satisfaction and resilience. In addition, it was observed that perceived organizational support, job satisfaction, and resilience levels of psychological counselors didn't differ significantly according to gender and school type. Besides, it was observed that perceived organizational support levels of psychological counselors differed significantly according to tenure and school grade. In the last part, the findings were discussed, considering the relevant literature.

Keywords: Perceived Organizational Support, Job Satisfaction, Resilience, Psychological Counselor, School.



ALGILANAN ÖRGÜTSEL DESTEK, İŞ DOYUMU VE YILMAZLIK ARASINDAKİ İLİŞKİ: OKUL PSİKOLOJİK DANIŞMANLARI ÖRNEĞİ

ÖZ

Bu araştırmanın amacı okullarda çalışan psikolojik danışmanların algılanan örgütsel destek, iş doyumu ve yılmazlık düzeyleri arasındaki ilişkiyi çeşitli değişkenler açısından incelemektir. İlişkisel tarama modeli ile yürütülen araştırmanın örnekleme, resmi ve özel okulların ilkökul, ortaokul ve lise kademelerinde çalışan 164'ü erkek ve 336'sı kadın olmak üzere 500 psikolojik danışmandan oluşmaktadır. Araştırmanın amacı kapsamında örneklem grubuna Algılanan Örgütsel Destek Ölçeği, İş Doyumu Ölçeği ve Yılmazlık Ölçeği uygulanmıştır. Bu ölçme araçlarından elde edilen veriler SPSS 20.0 ve AMOS 21.0 programları kullanılarak analiz edilmiştir. Ölçme araçlarından elde edilen verilerin örneklem grubunda ne derecede geçerli olduğunu tespit etmek için Doğrulayıcı Faktör Analizi (DFA), ne derecede güvenilir olduğunu tespit etmek için ise Cronbach Alfa ve McDonald Omega (ω) katsayısı hesaplanmıştır. Algılanan örgütsel destek, iş doyumu ve yılmazlık arasında anlamlı ilişkinin olup olmadığını belirlemek amacıyla Pearson Korelasyon analizi; algılanan örgütsel destek düzeyinin iş doyumu düzeyini ve yılmazlık düzeyi üzerindeki etkisini belirlemek amacıyla Basit Doğrusal Regresyon analizi; algılanan örgütsel destek, iş doyumu ve yılmazlık düzeylerinin cinsiyete, görev yapma süresine, çalışılan okulun türüne (resmi veya özel) ve okul kademesine göre farklılaşıp farklılaşmadığını belirlemek amacıyla ise Tek Yönlü Manova analizi yapılmıştır. Sonuç olarak algılanan örgütsel destek, iş doyumu ve yılmazlık arasında anlamlı ilişkinin olduğu ve algılanan örgütsel desteğin iş doyumunu ve yılmazlığı anlamlı bir şekilde yordadığı görülmüştür. Ayrıca psikolojik danışmanların algılanan örgütsel destek, iş doyumu ve yılmazlık düzeylerinin cinsiyete ve çalışılan okul türüne göre anlamlı farklılaşmadığı; görev yapma süresi ve çalışılan okulun kademesine göre ise sadece algılanan örgütsel destek düzeyinin anlamlı farklılık gösterdiği görülmüştür. Son kısımda ise elde edilen bulgular ilgili alanyazın ışığında tartışılmıştır.

Anahtar Sözcükler: Algılanan Örgütsel Destek, İş Doyumu, Yılmazlık, Psikolojik Danışman, Okul.



INTRODUCTION

Organizations, defined as structures in every moment of people's daily life, consist of two or more people who come together to achieve a specific goal. They plan the structural processes, interpersonal relations, and rules that regulate the rights or responsibilities to achieve the goals. In this context, hospitals, schools and universities, private companies, public institutions, associations, non-governmental organizations, the army, and similar structures are the most basic structures that can be given as examples for organizations (Topaloğlu & Koç, 2017; Zencirkıran & Keser, 2018). Employees in the organization take a direct role in achieving the organization's goals and can directly affect the organization's success. For this reason, perceived organizational support, job satisfaction, and resilience are concepts that employees and organizations should behold. Perceived organizational support refers to employees' trust in the management to help them when they experience stressful situations (Rhoades & Eisenberger, 2002). Job satisfaction refers to the positive or negative feelings of employees by evaluating their work and experiences during work (Neelamegam, 2010). Resilience refers to the ability of individuals to cope with risk factors such as stress or failure and to renew themselves (Luthans & Youssef, 2004; Tusaie & Dyer, 2004). It is known that in any organization, individuals' feeling that the management supports them affects both their job satisfaction and resilience levels (Akçakanat, Uzunbacak & Köse, 2018; Anafarta, 2015; Annakkaya & Atanur Baskan, 2021; Cömert & Yürür, 2017; Çetinkaya Büyükbodur, 2018; Demir Saykılı, 2019; Demirci, 2019; Diken, Koçyiğit, Topaloğlu & Yılmaz, 2019; Düzgün & Yeşiltaş, 2019; Mert & Şen, 2019; Oktar, 2019; Uşuflu, 2020). Schools are organizations where activities are planned and carried out to realize predetermined educational goals (Özdemir, 2020). Psychological counselors are the personnel working in school organizations, and they experience many situations that create stress and negatively affect them within the organization. For example, the abnormal requests of the parents of the students, the inadequacy of the environment to provide psychological counseling, or the wrong attitudes of the school administration and the teachers can negatively affect the school counselors (Tagay & Çakar, 2017). The factors that negatively affect school counselors and cause stress can be examined under the sub-headings as "factors related to the education system," "factors related to administrators and inspectors," "factors related to students," and "factors related to the task" (Aydın, 2016). In this study, "managerial or organizational factors" that negatively affect school counselors are discussed.

Psychological counselors are negatively affected by problems such as the school administration's lack of knowledge about psychological counseling and guidance services, the negative attitudes of the administration and other teachers in the school towards psychological counseling and guidance services, or communica-

tion disorders between the administration and school counselors (Güven, 2009; Hatunoğlu & Hatunoğlu, 2006; Parmaksız & Gök, 2018; Tuzgöl-Dost & Keklik, 2012). The support received from the school administration by the psychological counselors at the school during an essential hour of the day can impact their job satisfaction and resilience. Adverse events experienced by psychological counselors in their working life may affect their job satisfaction in the process, which may become risk factors that negatively affect their level of resilience. Psychological counselors can directly affect the organization's success because they take an active role in realizing its goals, which can negatively affect its success. Therefore, psychological counselors' resilience and job satisfaction are essential issues that their organizations should emphasize. When the relevant literature is examined, it is seen that there are studies examining the situations arising from managerial and organizational factors that negatively affect psychological counselors (Güven, 2009; Hatunoğlu & Hatunoğlu, 2006; Parmaksız & Gök, 2018; Tuzgöl-Dost & Keklik, 2012), but there is no research examining the effects of perceived support from the organization. Also, although there are studies examining job satisfaction (Bulut Yazıcı, 2018; Cirhinlioğlu & Demir, 2017; Çağırıcı, 2017; Karatepe, 2021; Köksal, 2019) and resilience (Arslan, 2018; Burhan, 2021; Doğan, 2020; Güzel, 2021; Özkapu, 2019) levels of psychological counselors, this number needs to be improved. Considering the information, this study aims to examine the relationship between the perceived organizational support levels, job satisfaction levels, and resilience levels of the psychological counselors working in school organizations. In addition, this study aims to determine to what extent perceived organizational support affects job satisfaction and resilience.

METHOD

Model of the Study

This study was conducted with the correlational research method, one of the quantitative research methods, and a type of relational survey model, which is a research method that examines the relationship between two or more variables (Büyüköztürk, Kılıç Çakmak, Akgün, Karadeniz & Demirel, 2012).

Sample of the Study

This study consists of psychological counselors living in Eskişehir and Samsun and working in different schools in the 2020-2021 academic year. Convenience sampling method, a method that includes the most accessible participants in the research, was used for sample selection, and it was aimed to reach all psychological counselors working in the central districts of both provinces for sample selection (Büyüköztürk et al., 2012). As a result, 76% of the psychological counselors work-

ing in the central districts of Eskişehir and 63% of those working in the central districts of Samsun were reached. In total, a sample of 500 people was selected from the universe of 1032 psychological counselors. Descriptive statistics of the psychological counselors who participated in the study are presented in Table 1.

Table 1. *Descriptive Statistics of Psychological Counselors Working at Schools*

		N	Percent (%)
Gender	Male	164	32,8
	Female	336	67,2
Tenure (Year)	0-5 years	90	17,9
	6-11 years	140	29,9
	12-17 years	94	18,8
	18 years +	176	35,2
School-type	Public school	399	79,8
	Private school	101	20,2
School-grade	Elementary school	152	30,4
	Secondary school	182	36,4
	High school	166	33,2
Total		500	100

Data Collection Tools

Personal Information Form: In the personal information form created by the researcher, there are questions to determine the gender of psychological counselors working at the school, the length of time they have worked in the profession, the type of school they work (public school and private school) and the level of the school they work (primary school, secondary school, and high school).

Perceived Organizational Support (POS) Scale: This scale developed by Derinbay (2011) consists of 29 items, 3 of which are reversely scored. This scale is of a 5-point Likert type and consists of 3 sub-dimensions: “instructional support,” “administrative support,” and “justice.” As a result of the reliability analysis, the internal consistency coefficient (Cronbach Alpha) for all scale items was calculated as ,95. The coefficient of the instructional support sub-dimension was calculated as ,83; the coefficient of the managerial support sub-dimension was ,89; the coefficient of the justice sub-dimension was calculated as ,92. In this study, the internal consistency coefficient for all items of the scale was calculated as ,95.

Job Satisfaction (JS) Scale: This scale, which was developed by Tezer (1991), consists of 10 items with a single sub-dimension and no reverse-scored item. Each item is scored in the range of 1-4. As a result of the reliability analysis, the Sper-

man-Brown coefficient of the scale was calculated as ,91. In addition, the internal consistency coefficient of this scale, which re-examined the validity and reliability in 2001, was calculated as ,81. In this study, the internal consistency coefficient for all items of the scale was calculated as ,85.

Resilience (R) Scale: Developed by Grgan (2006), this scale consists of 50 items, 23 of which are reversely scored. This 5-point Likert-type scale consists of 8 sub-dimensions: being strong, being an entrepreneur, being optimistic/depending on life, communication/relationship, foresight, reaching the goal, being a leader, and being a researcher. According to two analyses performed in the same group, the internal consistency coefficient of the scale was calculated respectively as ,78 and ,87. As a result of the test-retest reliability analysis, the correlation coefficient between the two analyses was found to be ,89. In this study, the internal consistency coefficient (Cronbach Alpha) for all items of the scale was calculated as ,94.

Data Collection Process

Initially, ethical approval for the study was obtained from the Social and Human Sciences Ethics Committee of Ondokuz Mayıs University. Subsequently, permission was secured from the provincial governorships to administer the measurement tools to psychological counselors employed in Eskişehir and Samsun. Following the approval process, a comprehensive list of public and private schools in these provinces was compiled, and institutions lacking psychological counseling staff were excluded from the study sample. After completing these preparatory steps, face-to-face interviews were conducted with the psychological counselors employed at the selected schools. During these interviews, detailed information regarding the study was provided, and the participants were asked to complete the Personal Information Form, Perceived Organizational Support Scale, Job Satisfaction Scale, and Resilience Scale. Participation in the study was voluntary, and completing the measurement tools required approximately 15 to 25 minutes.

Analysis of Data

Confirmatory factor analysis (CFA) was performed to determine whether the scales used were valid for the study sample group; the Cronbach Alpha and McDonald Omega coefficient was calculated to determine whether the scales used were reliable for the study sample group. The results obtained are presented in Table 2.

Table 2. Model Goodness of Fit Index Values, Cronbach Alpha and McDonald Omega Coefficients of Perceived Organizational Support Scale, Job Satisfaction Scale, and Resilience Scale

	Perceived Organizational Support Scale	Job Satisfaction Scale	Resilience Scale
χ^2	1048,664	87,918	3408,850
df	364	31	1140
χ^2/df	2,842	2,836	2,990
RMSEA	,061	,061	,063
GFI	,871	,965	,761
CFI	,915	,967	,789
NFI	,875	,950	,715
IFI	,915	,967	,790
Cronbach α	,95	,85	,94
McDonald Omega (ω)	,95	,85	,94

Chi-Square (χ^2), χ^2/df , RMSEA, and GFI values obtained from confirmatory factor analysis are called absolute fit criterion values; these values determine whether the models obtained are suitable for the sample data (McDonald & Ho, 2002). χ^2/df value below 5, RMSEA value below ,08, and GFI value approaching 1 indicate that the model fit is acceptable (Munro, 2005). In this context, it can be concluded that the measurement tools used in the study are valid and reliable for this sample group. The skewness and kurtosis coefficients were examined to determine whether the data obtained from the scales showed a normal distribution. The results obtained are presented in Table 3.

Table 3. Descriptive Statistics of Perceived Organizational Support (POS) Scale, Job Satisfaction (JS) Scale, and Resilience (R) Scale

	n	Mean	Min	Max	ss	Skewness	Kurtosis
Perceived Organizational Support Scale	500	113,1360	62,00	145,00	15,92422	-,467	,454
Job Satisfaction Scale	500	31,5720	12,00	40,00	4,47223	-,664	,802
Resilience Scale	500	209,0060	109,00	250,00	22,86113	-,768	,703

According to Tabachnick and Fidell (2013), the skewness and kurtosis coefficients are between -1,5 and +1,5, indicating that the data is normally distributed. In this context, the skewness and kurtosis coefficients of the data obtained from the scales showed that the data have a normal distribution. Mahalanobis distance values were calculated to determine the multivariate normality assumption. In this study, the critical value of Mahalanobis distance was accepted as 16,27 due to the

fact that there are three dependent variables for each research hypothesis (Tabachnick & Fidell, 2013). As a result of the analyses, it was seen that there was no data exceeding this critical value. Also, the Test of Homogeneity of Covariance Matrices (Box's Test) was calculated to determine whether there was a significant difference between the covariances. The Levene Test was calculated to determine whether the error variance was homogeneity. As a result of these tests, it was seen that the obtained data were suitable for Simple Linear Regression Analysis and One Way Manova Analysis.

Ethics Committee Approval

(There is no requirement of Ethics Committee Approval for review articles)

Ethics committee approval was received for this study from Ondokuz Mayıs University, Faculty of Education

The Title of The Ethics Committee: Social and Human Sciences Ethics Committee
Approval Date: 23.06.2020

Ethics Document's Number: 2020/395

FINDINGS

The Relationship Between Psychological Counselors' Perceived Organizational Support (POS), Job Satisfaction (JS), and Resilience (R) Levels

Pearson correlation analysis was conducted to examine the relationship between organizational support levels, job satisfaction, and resilience levels of school counselors. The analysis result is presented in Table 4.

Table 4. *Pearson Correlation Analysis of the Relationship Between Perceived Organizational Support, Job Satisfaction, and Resilience*

	Job Satisfaction	Resilience	
Perceived Organizational Support	1		
Job Satisfaction	,551**	1	
Resilience	,263**	,427**	1

**p<.001.

When Table 4 is examined, it is seen that there are significant relationships between perceived organizational support and job satisfaction ($r=,55$), between perceived organizational support and resilience ($r=,263$), and between job satisfaction and resilience ($r=,427$). According to the Pearson correlation coefficients (Ka-

laycı, 2009), there is a positive and moderate relationship between the psychological counselors' perceived organizational support levels and their job satisfaction. Besides, there is a positive and low-level relationship between the psychological counselors' perceived organizational support levels. Lastly, there is a positive and low-level relationship between psychological counselors' job satisfaction and resilience levels.

Simple linear regression analysis was performed to determine whether psychological counselors' perceived organizational support levels predicted their resilience and job satisfaction levels, and the results are presented in Table 5.

Table 5. Simple Linear Regression Analysis of Whether Perceived Organizational Support (POS) Predicts Resilience (R), and Job Satisfaction (JS)

Dependent Variable		B	Std. Error	Beta	T	p	Tolerance	VIF
R ¹	(Constant)	166,298	7,091		23,451	,000		
	POS	,377	,062	,263	6,082	,000	1,000	1,000
JS ²	(Constant)	14,056	1,200		11,717	,000		
	POS	,155	,010	,551	14,746	,000	1,000	1,000

¹n=500 R=,263, R²=,069, F=36,990, p<,01 ²n=500 R=,551, R²=,304, F=217,430, p<,01

As a result of the analysis, which determines to what extent the perceived organizational support levels of psychological counselors predict their resilience levels, the level of psychological counselors' perceived organizational support is a significant predictor of the level of resilience. ($F_{(1-498)} = 36,990$, $p < ,05$). Also, when the coefficient of determination (R^2) is examined, it is seen that psychological counselors' perceived organizational support levels explain approximately 7% of their resilience levels. In addition, as a result of the analysis, which determines to what extent the perceived organizational support levels of psychological counselors predict their job satisfaction levels, the level of psychological counselors' perceived organizational support is a significant predictor of the level of job satisfaction ($F_{(1-498)} = 217,430$, $p < ,05$). Also, when the determination coefficient (R^2) is examined, it is seen that psychological counselors' perceived organizational support levels explain approximately 30% of their job satisfaction levels.

Differences in Perceived Organizational Support (POS), Job Satisfaction (JS), and Resilience (R) Levels of Psychological Counselors According to Demographic Variables

One-Way Manova Analysis was applied to determine whether school counselors' perceived organizational support, job satisfaction, and resilience levels were significant according to demographic variables. The results are presented in Table 6.

Table 6. One-Way Manova Analysis of the Differences in School Psychological Counselors' Perceived Organizational Support (POS), Job Satisfaction (JS), and Resilience (R) Levels According to Demographic Variables

Box's Test	Levene Test	Effect	Wilk's Lambda	F	Hypothesis df	Error df	p
,364	POS	Gender	,996	,744	3	496	,526
	JS						
	R						
.142	POS	Tenure	,951	2,785	9	1202	,003**
	JS						
	R						
.015 ¹	POS	School-type	,017	2,889	3	496	,035**
	JS						
	R						
.510	POS	School-grade	,969	2,594	6	990	,017**
	JS						
	R						

¹ Pillai's Trace value was considered in the analysis conducted to determine differences according to school type, perceived organizational support, job satisfaction, and resilience levels (Box's Test=,015, $p < .05$) because it is more reliable to look at the Pillai's Trace value when all the assumptions of the One-Way Manova Analysis are not supplied (Alpar, 2003).

Table 6 shows that psychological counselors' perceived organizational support, job satisfaction, and resilience levels are not significantly different by gender (Wilk's Lambda (Λ) = ,996; $F_{3,496} = 9,03$; $p = ,526$, partial $\eta^2 = ,004$). Besides, the results showed that psychological counselors' perceived organizational support, job satisfaction, and resilience levels significantly differed by tenure (Wilk's Lambda (Λ) = ,951; $F_{6,1202} = 2,785$; $p = ,003$, partial $\eta^2 = ,017$), school-type (Pillai's Trace = ,017; $F_{3,496} = 2,889$; $p = ,035$, partial $\eta^2 = ,017$), and school-grade (Wilk's Lambda (Λ) = ,969; $F_{6,990} = 2,594$; $p = ,017$, partial $\eta^2 = ,015$). The results of the analysis performed to determine which groups this differentiation originated from are presented in Table 7.

Table 7. ANOVA Analysis of Which Group Caused the Differentiation

		Sum of Squares	df	Mean Square	F	P	Partial eta squared
Tenure	POS	2632,483	3	877,494	3,513	,015**	,021
	JS	153,689	3	51,230	2,586	,053	,015
	R	288,437	3	96,146	,183	,908	,001
School-type	POS	51,240	1	51,240	,202	,654	,000
	JS	38,593	1	38,593	1,933	,165	,004
	R	989,434	1	989,434	1,897	,169	,004
School-grade	POS	1586,467	2	793,233	3,155	,043**	,013
	JS	88,408	2	44,204	2,221	,110	,009
	R	1413,990	2	706,995	1,355	,259	,005

POS= Perceived Organizational Support, JS= Job Satisfaction, R=Resilience, $p < ,05^{**}$

Table 7 shows that there is a significant difference in the levels of organizational support perceived by the psychological counselors according to tenure. According to the results of the Tukey test, which was conducted to determine which group this differentiation originated from, the perceived organizational support levels of counselors who have been working at schools for 6-11 years are significantly higher ($\bar{x}=115,879$) than those working at schools for 18 years and more ($\bar{x}=110,665$). According to Table 7, the psychological counselors' perceived organizational support levels, job satisfaction, and resilience levels do not differ significantly according to school type. Considering the mean scores, the perceived organizational support levels ($\bar{x}=113,7723$) and resilience levels ($\bar{x}=211,8020$) of the psychological counselors working in private schools are higher than the perceived organizational support levels ($\bar{x}=112,9749$) and resilience levels ($\bar{x}=208,2982$) of the psychological counselors working in public schools. Although the job satisfaction levels of psychological counselors working in private schools ($\bar{x}=31,0198$) are lower than those working in public schools ($\bar{x}=31,7118$), this difference is not statistically significant. Lastly, when the school-grade variable is examined, it is seen that there is a significant difference in the organizational support levels perceived by the psychological counselors according to the school-grade. According to the results of the Tukey test, which was performed to determine which group this difference originated from, the perceived organizational support levels of the psychological counselors working in primary schools ($\bar{x}=115,8289$) were higher than the psychological counselors working at high schools ($\bar{x}=111,8675$). However, this difference was not statistically significant.

RESULT AND DISCUSSION

As a result of the analyses, which determined the perceived organizational support (POS), job satisfaction (JS), and resilience (R) levels of the school psychological counselors and examined the relationship between them, there is a positive and moderate relationship between psychological counselors' perceived organizational support and job satisfaction. Also, there is a positive and low-level relationship between psychological counselors' perceived organizational support and their resilience. Lastly, there is a positive and low-level relationship between psychological counselors' job satisfaction and their resilience. In addition, it is seen that the psychological counselors' perceived organizational support significantly predicted job satisfaction and resilience. Considering similar studies, which examined the relationship between perceived organizational support and job satisfaction conducted with employees in educational organizations and other organizations, it is seen that the research findings support the current research findings (Aslan, 2020; Bertnarto et al., 2020; Bibi et al., 2019; Demir Saykılı, 2019; Diken et al., 2019; Genç, 2018; Ingusci et al., 2016; Oktar, 2019). Also, similar studies, which examined the relationship between perceived organizational support and resilience conducted with employees in educational organizations and other organizations, support the current research findings (Annakkaya & Atanur Baskan, 2021; Büyükgöze, 2014; Çetinkaya Büyükbodur, 2018; Düzgün & Yeşiltaş, 2019; Ho & Chan, 2022; Hui et al., 2014; Mert & Şen, 2019; Qiu et al., 2020). Lastly, similar studies, which examined the relationship between job satisfaction and resilience conducted with employees in educational organizations and other organizations, support the current research findings (Başer, 2020; Brown et al., 2018; Çetin & Basım, 2011; Kanbur et al., 2017; Meneghel et al., 2016; Ok Taş, 2021; Zhang et al., 2020).

As a result of the analyses, which determined whether the perceived organizational support, job satisfaction, and resilience levels of psychological counselors differed according to demographic variables, no significant difference was found between perceived organizational support, job satisfaction, and resilience levels according to gender. Still, it was seen that the difference was significant according to the years of tenure, school type, and school grade. Considering similar studies which examined whether gender differed according to perceived organizational support (Boateng, 2014; Deniz, 2021; Kurtipek et al., 2021; Shoss et al., 2013; Tanrıöğen & Sertel, 2019), job satisfaction (Bulut Yazıcı, 2018; Ekşi et al., 2015; Strydom et al., 2012; Taş & Selvitopu, 2020; Tschopp et al., 2014), and resilience (Allan et al., 2014; Güzel, 2021; Özkapu, 2019; Topkaya & Korucu, 2018; Young et al., 2017) in studies conducted with employees in educational organizations and other organizations, it is seen that the research findings support the current research findings. The study's findings show that the psychological counselors' perceived organizational support, job satisfaction, and resilience levels cannot be explained

only by gender. Similar studies, which examined differences in perceived organizational support (Boz et al., 2017; Chung, 2017; Hayton et al., 2012; Taner et al., 2019; Ulucan, 2018), job satisfaction (Brackett et al., 2010; Çağırıcı, 2017; Çulha, 2017; Kabakcı & Güdek, 2020; Laird et al., 2015) and resilience (Gu & Li, 2013; Güzel, 2021; Kızanlıklılı & Çöp, 2017; Öztürk, 2019; Rushton et al., 2015) according to tenure in studies conducted with employees in educational organizations and other organizations showed that the research findings support the current research findings. The present study's findings show that tenure significantly affects psychological counselors' perceived organizational support levels. However, the results show that the psychological counselors' job satisfaction and resilience levels cannot be explained only by tenure. Similar studies, which examined the differences in perceived organizational support (Kaçamak, 2019; Mathafena & Grobler, 2021; Nayır, 2011; Sezgili, 2021; Xerri et al., 2014;), job satisfaction (Andersen & Kjeldsen, 2013; Çulha, 2017; Eovarosson et al., 2021; Güneş, 2020; Şakacı, 2018) and resilience (Artan et al., 2020; Dirzyte & Patapas, 2022; Doğan, 2020; Güzel, 2021; Ölmezoglu İri & Korkmaz, 2021) according to school type in studies conducted with employees in educational organizations and other organizations showed that the research findings partially support the current research findings. The present study's findings show that psychological counselors' perceived organizational support, job satisfaction, and resilience levels cannot be explained only by the school-type variable. Finally, considering similar studies which examined the differences according to school-grade in perceived organizational support (Ergül, 2019; İlişen, 2017; Kurt, 2020; Nayır & Taşkın, 2017; Özdemir et al., 2020), job satisfaction (Çolak et al., 2017; Ertürk & Keçecioğlu, 2012; Ferguson et al., 2012; Kadioğlu, 2014; Olsen & Huang, 2019), and resilience (Bozgeyikli & Şat, 2014; Bozkurt & Levent, 2021; Çetin, 2019; Güzel, 2021; Irmak & Izgar, 2015;) in studies conducted with employees in educational organizations and other organizations, it is seen that the research findings support the current research findings. The study's findings show that the school level significantly affects psychological counselors' perceived organizational support levels. However, the results show that the psychological counselors' job satisfaction and resilience levels cannot be explained only by the school grade.

LIMITATIONS AND SUGGESTIONS FOR FUTURE RESEARCH

This study is valuable research in that it aims to increase the success of the school organization in achieving its goals, and it sheds light on what needs to be done to strengthen the psychological counselors' job satisfaction and resilience within the organization. Besides, the findings of this study will contribute to the literature on psychological counselors and other employees in educational organizations. However, this study has some limitations, such as the universe of this study is limited to a total of 500 school counselors working in Eskişehir and Samsun. It is

necessary to reach more psychological counselors in order to make more comprehensive interpretations of the universe. In addition, employees in the position of psychological counselor in guidance research centers, private psychological counseling centers, special education and rehabilitation centers, various ministries, or the human resources unit of private companies can be included in the new study sample. Adding variables such as organizational justice, organizational commitment, or psychological capital to the essential variables of the study will reveal studies that will contribute to the minimal literature on psychological counselors.

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CONFLICT OF INTEREST

There is no personal or financial conflict of interest between the authors of the article within the scope of the study.

AUTHOR CONTRIBUTIONS

Research design: BY(%50), SBÇ(%50)

Data collection: BY(%50), SBÇ(%50)

Statistical analysis: BY(%50), SBÇ(%50)

Preparation of the Article: BY(%50), SBÇ(%50)

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