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The Effect of Perceived Organizational Support on Employees' Job Satisfaction in Organizations: A Study on Firefighters

Kurumlarda Algılanan Örgütsel Desteğin Çalışanların İş Tatminine Etkisi: İtfaiyeciler Üzerine Bir Araştırma

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Abstract: The study aims to reveal the perceived organizational support (POS) and job satisfaction (JS) levels of firefighters and to determine whether there is a relationship between them. A survey was applied to 426 firefighters working in Türkiye using convenience and snowball sampling methods. As a result of the study, POS was found to be at medium level and JS was found to be high. It was found that there was both a positive relationship between POS and JS and that POS had a significant positive effect on JS. Significant differences were found in terms of marital status, salary adequacy, age, and education regarding POS, while no difference was found in terms of years of experience variables. Regarding JS, a significant difference was found in terms of salary adequacy and educational status variables, while no difference was found in terms of marital status, age, and years of experience variables.

Keywords: Disaster and Emergency, Firefighter, Perceived Organizational Support, Job Satisfaction.

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Öz: Çalışma, itfaiyecilerin algılanan örgütsel destek (AÖD) ve iş tatmini (İT) düzeylerini ortaya koymayı ve aralarında bir ilişki olup olmadığını belirlemeyi amaçlamaktadır. Türkiye'de çalışan 426 itfaiyeciye kolayda ve kartopu örnekleme yöntemleri kullanılarak anket uygulanmıştır. Çalışma sonucunda, AÖD orta düzeyde, İT ise yüksek düzeyde tespit edildi. AÖD ile İT arasında hem pozitif bir ilişki olduğu hem de AÖD'in İT üzerinde anlamlı pozitif bir etkisi olduğu bulundu. AÖD açısından medeni durum, maaş yeterliliği, yaş, eğitim durumunda anlamlı farklılıklar tespit edilmişken, deneyim yılı değişkenleri açısından farklılık tespit edilmedi. İT ile ilgili olarak maaş yeterliliği ve eğitim durumu değişkenleri açısından anlamlı farklılık tespit edilmişken, medeni durum, yaş, deneyim yılı değişkenleri açısından farklılık tespit edilmedi.

Anahtar Kelimeler: Afet ve Acil Durum, İtfaiyeci, Algılanan Örgütsel Destek, İş Tatmini.

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1. Introduction

Fire services are one of the most challenging jobs on earth. It is also a very risky job due to the nature of the work. In the Municipal Fire Brigade Regulation published in the Official Gazette in 2006, the main duties of the fire brigade in Türkiye were specified. These; include responding to fire, providing first aid and search and rescue in collapses, explosions, and disasters, responding to flood events, and performing the duties in the Regulation on the Protection of Buildings from Fire. In addition to them, its other duties include responding to *chemical, biological, radiological, and nuclear* (CBRN) incidents, training the public and official personnel about fire precautions and response, inspecting factories, workplaces, industrial establishments, and entertainment venues in terms of fire, and participating in activities to respond to forest fires if support is requested (URL 1). Fire brigades in Türkiye are affiliated with municipalities and have a military tradition. Due to its military tradition, it has a hierarchical and disciplined structure. Fire services are on a 24-hour basis, like other emergency teams (police, paramedics, etc.). Firefighters work in shifts in Türkiye. Working and rest hours may vary between units. Firefighters are at the forefront of many different types of disasters, especially due to the diversity of disasters in Türkiye. It is possible for them to wear out both physically and psychologically in disasters and emergencies (earthquakes, floods, traffic accidents, fire, etc.) they intervene. In this context, firefighters respond to incidents with high-stress levels and experience a continuous crisis due to the nature of the job. In addition, they are exposed to time pressure and this time pressure may cause an increase in the stress situation for the firefighters. In such professions where the stress coefficient is high, teamwork and team spirit gain importance. In this context, firefighters need the support of the team, manager, and organization while performing their risky duties. In addition, the firefighters want to be satisfied with this professional work they do for a fee. Morman et al. (2020) found that the high quality of firefighters' marital and co-worker relationships decreased job stress and increased job satisfaction. Firefighters want to feel that they are not alone in their work and that they are supported by their colleagues and managers. As in other organizations, one of the most important factors for fire brigade organizations is to get the maximum contribution from the employees in line with the mission and vision objectives. In this framework, it is important for firefighters to adopt the institution more and act for the benefit of the institution thanks to the perceived organizational support.

Perceived Organizational Support (POS) has many different consequences in the organization. One of the most important results is its effect on job satisfaction (Eisenberger et al., 1997; Rhoades & Eisenberger, 2002). Job satisfaction (JS), which is an attitudinal variable and one of the most frequently addressed issues in the context of organizational behavior in management issues, is expressed as the degree of satisfaction of employees with the process in the context of their work (Spector, 1997:2). In some studies related to job satisfaction in the literature; relationships with life satisfaction (Judge & Watanabe, 1993; Bernarto et al., 2020), job characteristics (Loher et al., 1985), and organizational working environment (Raziq & Maulabakhsh, 2015) have been identified.

This study aimed to determine the perceived organizational support and job satisfaction levels of firefighters working in Türkiye, to determine the relationship between them, and to contribute to the literature since there are not enough studies on POS and JS on firefighters. It is an important and original study that has the potential to guide managers in terms of the sample and the results obtained.

2. Literature Review

2.1. Perceived Organizational Support

Like all employees, firefighters need to be supported and valued by the organization they work for. Perceived organizational support (POS), which is the equivalent of this support in the literature, is the level of perception by the employees of the value, welfare, and happiness that the organizations give to the employees who work on behalf of them and their recognition of their contributions (Eisenberger et al, 1986: 501). Employees with a high belief that they are cared for by the organization also have high levels of trust in their organizations (Neves & Eisenberger, 2014), job attendance, and performance (Eisenberger et al., 1990). POS theory assumes that it personalizes the organization in the context of reciprocity. In this context, POS assumes that the employee perceives value from the organization in return for his/her job performance

and responds to this with increased loyalty to the organization, job satisfaction level, and performance. As the main predecessors of POS; a fair organizational climate, the support of the managers, and the suitability of the reward/work conditions as a result of the success achieved (Rhoades & Eisenberger, 2002). Some characteristics stand out in organizations that support their employees. These are listed as (Özdevecioğlu, 2003:117-118);

- ❖ Taking into account and implementing the ideas of the employees about the organization,
- ❖ Not to be strict about the mistakes of the employees and not to make them fear dismissal,
- ❖ To keep the communication and unity environment between employees at a high level,
- ❖ To treat all personnel fairly and equally,
- ❖ Making employees feel that their achievements are recognized and appreciated.

2.2. Job Satisfaction

Individuals spend a significant part of their lives at workplaces. In this respect, job satisfaction (JS), which is related to the mental and physical health and welfare level of individuals is the emotional positive reaction of employees to their work as a result of the comparison of their expectations from the organization they work for and the results obtained in line with their individual goals (Oshagbemi, 2000: 331). The opposite of this situation is seen as job dissatisfaction (Locke, 1969). Organizations should get high performance and efficiency from their employees to achieve their mission and vision goals. From this perspective, one of the basic elements that will enable the employees to reach the motivation to show this performance is satisfaction with their work (Raziq & Maulabakhsh, 2015: 718). Various factors can affect job satisfaction. These can be listed as (Aziri, 2011: 81); the nature of the job, the income earned, the opportunity for in-service promotion, management style, working groups, and working conditions. Factors affecting job satisfaction are generally considered under 2 headings personal and organizational factors (Eğinli, 2009: 38). In particular, when justice cannot be provided in the context of organizational factors, employee satisfaction, motivation, and commitment to the organization are negatively affected (Tutar, 2007: 107). It can be stated that a high level of organizational justice and trust positively affects job satisfaction (Tekingündüz et al., 2014: 63). Providing job satisfaction has positive results for the organization. These results (Sevimli & İşcan, 2005: 58-59); a high employee morale level will reflect positively on his behavior and attitude in his job. In addition, positive results can be expressed in terms of increasing the level of belonging of the employee and ensuring integration within the organization. The increase in job satisfaction, will have a positive effect on the productivity obtained from the employee (Çekmecelioğlu, 2006), individual job performance (Karaalioğlu, 2019), and commitment to the organization (Hakim & Hidayet, 2018), low job satisfaction results in not going to work on time, changing jobs, poor performance (Eğinli, 2009), unhappiness, restlessness, and various physical and mental problems (Keser & Bilir, 2019). Regarding firefighters, Zahari et al. (2019) stated that a good level of rest, a healthy, safe, fun environment, and add-ons at work will positively affect job satisfaction. In his study, he found that the firefighter's work environment and the relationship with colleagues had a positive effect on job satisfaction, while there was no relationship between promotion, reward, and leadership styles and job satisfaction.

3. Material and Method

The study aimed to determine POS and JS levels of the firefighters working in Türkiye and the relationship between POS and JS. The survey used in the study was composed of 3 parts. In addition to demographic information (7 questions), Perceived Organizational Support (POS) and Job Satisfaction (JS) scales were used in the survey. POS scale was developed by Eisenberger et al. (1986) and adapted into Turkish by Giray and Şahin (2012), was used in a 12-item short form. Giray and Şahin (2012) determined the alpha coefficient of the POS scale as 0.93. In this study, the alpha coefficient was found to be 0.90. The job satisfaction survey was developed by Brayfield and Rothe (1951), a 5-item short form was created by Judge et al. (1998), and the Turkish validity and reliability of Keser and Bilir (2019) were used. Keser and Bilir (2019) determined the alpha coefficient of the JS scale as 0.85. In this study, the alpha coefficient was found to be 0.79. A 5-

point Likert scale was used for both scale items. For the survey to be used in the study, the decision dated 01.09.2022 and numbered 60354 was taken by the Artvin Çoruh University Ethics Committee. A survey was applied to 426 firefighters who voluntarily agreed to participate in the study by convenience and snowball sampling methods through online databases. The SPSS program was used for demographic, reliability, and hypothesis tests. The AMOS program was used for validity analyses. The hypotheses created with the support of the literature within the scope of the study are as follows:

H1: There is a statistically significant difference between demographic groups (age; marital status; educational status; years of experience in the workplace; salary adequacy) in terms of POS variable.

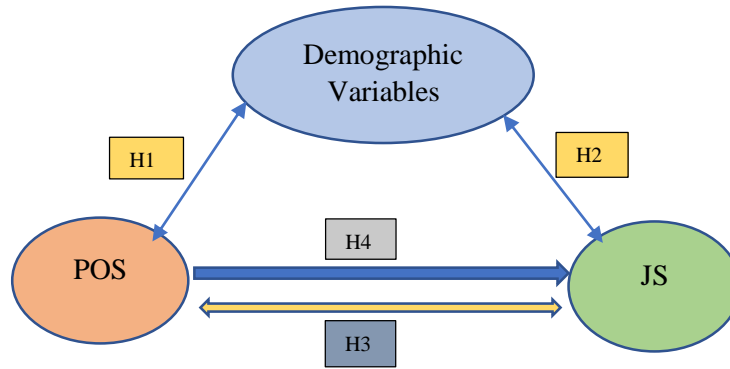
H2: There is a statistically significant difference between demographic groups (age; marital status; educational status; years of experience in the workplace; salary adequacy) in terms of JS variable.

H3: There is a statistical relationship between POS and JS variables.

H4: POS variable has a statistically significant effect on JS variable.

The study model created in line with the hypotheses is given in Figure 1. In this framework, statistically significant relationships are expected between demographic variables and both POS and JS. In addition, the relationship between POS and JS and whether POS affects JS are tested.

Figure 1: Study Model



Note: POS: Perceived Organizational Support. JS: Job Satisfaction

In the study, firstly, reverse items related to POS and JS scales were coded and converted into positive statements. Regarding the data, it was determined that there was no missing or incorrect data, and the data obtained from 426 firefighters were analyzed descriptively. Demographic statistics are given in Table 1.

Table 1: Demographic Variables

Variables	Groups	f	%
Gender	Female	30	7.0
	Male	396	93.0
Marital Status	Married	208	48.8
	Single	218	51.2
Age	≤25 years	150	35.2
	26-30 years	110	25.8
	31-35 years	41	9.6
	36-40 years	45	10.6
	41≥ years	80	18.8
Educational status	High school	96	22.5
	Associate Degree	244	57.3
	Bachelor	65	15.3
	Graduate Degree	21	4.9
Years of experience	≤5 years	253	59.4
	6-10 years	50	11.7
	11-15 years	46	10.8
	16-20 years	41	9.6
	21≥ years	36	8.5
Salary adequacy	Sufficient	114	26.8
	Insufficient	312	73.2

It is understood that the scales used in the study are normally distributed (See Table 2). KMO and Bartlett's tests were applied first to determine the validity of the scales used in the study. KMO/ Bartlett's = 0.92/0.000 for POS; For JS, it was determined as 0.76/0.000. As a result of these results, CFA analysis was started. For POS scale, 4 different covariance linkages were established respectively to ensure the fit of the model fit indices. As a result, $\chi^2 /df=3.715$, RMSEA=0.080, GFI=0.92, CFI=0.95, and POS scale was confirmed. For JS scale, on the other hand, model fit indices were obtained after establishing two different covariance connections. As a result, $\chi^2 /df=2.022$, RMSEA=0.049, GFI=0.99, CFI=0.99, and JS scale was confirmed.

4. Results

The averages, standard deviation, and normality distribution of POS and JS scales used in the study were analyzed and the findings are given in Table 2.

Table 2: Mean, Standard deviation (SD), and Normality Tests

Variables	Mean	(SD)	Skewness	Kurtosis
POS	3.151	0.839	-0.317	-0.440
JS	4.033	0.783	-1.005	1.003

When Table 2 is examined, it is seen that the averages of the POS and JS scales are 3.151 and 4.033, respectively. It appears that the research is reliable and shows normality. To test the hypotheses put forward for the study, independent sample t-tests were applied for POS and JS scales within the framework

of demographic variables. The results of independent sample t-tests obtained for POS and JS scales are given in Table 3.

Table 3: Independent Sample T-Tests

Variables	Demographic Variables	Groups	n	X̄	SD	SE	t	p
POS	Marital Status	Married	208	3.00	0.88	0.06	-3.65	0.000*
		Single	218	3.29	0.76	0.05		
	Salary adequacy	Sufficient	114	3.40	0.81	0.07	3.86	0.000*
		Insufficient	312	3.05	0.83	0.04		
JS	Marital Status	Married	208	3.98	0.78	0.05	-1.18	0.238
		Single	218	4.07	0.78	0.05		
	Salary adequacy	Sufficient	114	4.16	0.70	0.06	2.16	0.031*
		Insufficient	312	3.98	0.80	0.04		

* $p < 0.050$

In Table 3, the relationships between both POS and JS scales and demographic variables are determined. As a result of the demographic findings given in Table 1, the gender variable was not included in the analyses because the difference between the groups was too high. As a result of demographic information, one-way analysis of variance (ANOVA) was applied to both POS scale and JS scale for variables consisting of more than 2 groups. Since the ANOVA value was determined as ($p=0.093$) in terms of years of experience in POS workplace, no statistically significant difference was detected. For JS scale, no significant difference was found in terms of age and years of experience at work. The ANOVA tests applied for age and education level for POS scale and only education level for JS scale were found to be statistically significant, and the ANOVA tests are given in Table 4.

Table 4: POS and JS ANOVA Tests

		N	X	SD	Variance Source	KT	Sd	KO	F	p	
POS	Age	≤25	150	3.321	0.762	Between groups	9.563	4	2.391	3.473	0.008*
		26-30	110	3.137	0.816	Within group	289.837	421	0.688		
	31-35	41	2.884	0.785	Total	299.401	425				
	36-40	45	3.161	0.856							
	41≥	80	2.983	0.965							
Education status	High school	96	3.289	0.833	Between groups	14.519	3	4.840	7.169	0.000*	
	Associate degree	244	3.224	0.781	Within group	284.882	422	0.675			
	Bachelor degree	65	2.774	0.942	Total	299.401	425				
	Graduate Degree	21	2.833	0.824							
JS	Education status	High school	96	4.260	0.658	Between groups	8.916	3	2.972	4.983	0.002*
		Associate degree	244	4.017	0.775	Within group	251.691	422	0.596		
	Bachelor degree	65	3.852	0.893	Total	260.607	425				
	Graduate Degree	21	3.742	0.812							

* $p < 0.050$

First, it was determined that POS scale and the ANOVA value for the age variable ($p=0.008$). Then, the homogeneity between the groups was examined and since the homogeneity of variance ($p=0.122$) was ensured, the analysis was continued with post hoc tests. Analysis was done by choosing Hochberg's GT2 from post hoc tests. In the context of POS, firstly, a significant difference was found between the ≤ 25 group ($X=3.321$) and the 31-35 age group ($X=2.884$). Secondly, significant differences were found between ≤ 25 group ($X=3.321$) and $41 \geq$ group ($X=2.983$). ANOVA significance value ($p=0.000$) was determined for POS scale and educational status variable. Then the homogeneity of variance was examined and it was understood that it was not homogeneously distributed ($p=0.049$). Games Howell was selected from the post hoc tests and the analysis continued. In this framework, firstly, a statistical difference was determined between the high school variable ($X=3.289$) and the Bachelor's degree variable ($X=2.774$). Secondly, a statistical difference was determined between the associate degree ($X=3.224$) variable and the Bachelor's degree variable ($X=2.774$). Since the ANOVA ($p=0.093$) about years of experience at the workplace was not found to be significant, it was not included in Table 4.

ANOVA test was applied to the age groups within the scope of the job satisfaction scale, but the ANOVA value ($p=0.175$) was not found to be significant. Since the ANOVA value ($p=0.054$) between years of experience at the workplace and job satisfaction, no statistically significant difference was found. In terms of educational status groups for JS scale; A statistically significant difference was found between the high school group ($X=4.260$) and both the bachelor's degree group ($X=3.852$) and the graduate degree group ($X=3.742$).

To test whether there is a significant relationship between POS and JS within the framework of the proposed hypotheses, a correlation test was performed. The correlation findings between POS and JS are given in Table 5.

Table 5: POS and JS Correlation Test

Variables	POS	JS
POS	1	0.509**
JS	0.509**	1

**p<0.01

According to Tavşancıl (2006), the correlation values between (0.050-0.069) indicate a strong relationship. When Table 5 is examined, it has been determined that there is a strong and positive relationship ($r=0.509$) between POS and JS of firefighters. Simple linear regression analysis was performed to determine whether POS affected JS in terms of firefighters. The regression findings between POS and JS are given in Table 6.

Table 6: Regression Analysis of the Prediction of the Effect of POS on JS

Independent Variable	Dependent Variable	B	SE	β	t	P	R	R ²	F	p
POS	JS	2.536	0.127	0.509	19.94	0.000	0.509	0.259	148.46	0.000*

* $p<0.050$

A significant positive effect ($p=0.000$) of firefighters' POS levels on JS levels was determined. The R² value was determined as 0.259 ($R=0.509$; $R^2=0.259$; $p<0.05$). 25.9% of JS variable (variance) is explained by POS.

5. Discussion and Conclusion

In the study, Perceived Organizational Support (POS) of the firefighters was found to be moderate. Gül et al. (2020) determined POS level was below the average. Çankaya (2020), on the other hand, determined a moderate level of POS and this result is in parallel with this study. The role of the fire department in disaster management is important. It can be stated that they need more organizational support to keep the motivation of the personnel at a high level in the fire brigade organization where hierarchy, discipline, and teamwork are at the forefront.

In the study, the gender variable was not evaluated because the difference between the groups was too high. In terms of gender, mostly male personnel are employed in the fire brigade in Türkiye. Although the recruitment of female firefighters has increased recently, it can be said that it is not at a sufficient level for now. A similar situation is also found in the studies of Rubaca and Khan (2021) and Gök (2006).

When POS is analyzed in terms of age variable, there are significant differences between the group aged ≤ 25 and both the 31-35 group and the $41 \geq$ group. It is understood that the younger age group feels a higher level of organizational support in proportion to their expectations. There may be more support expectations as a result of increased fatigue, stress, and physical wear in the profession at older ages. Gül et al. (2020) and Annakkaya (2022) did not find any difference in terms of age variables. Soysal (2021) found that POS levels of employees over the age of 51 were higher. Okul (2021) obtained similar results to this study and found that the 18-29 age group was higher than those aged 50 years and over.

When firefighters were examined in terms of POS and marital status, a statistically significant difference was found between married and single firefighters ($p<0.05$). The average of single firefighters was higher than married firefighters. This may be due to the reasons stated in the POS-related age variable, considering that marriage generally occurs at older ages. When the literature is analyzed in terms of the marital status variable, Okul (2021) and Soysal (2021) found that the average of married people in their studies was

higher. Annakkaya (2022), Çağın (2022), and Gül et al. (2020) found no difference between POS levels according to marital status. Kestek et al. (2018), in parallel with this study, found that POS levels of singles were higher than married people.

POS was analyzed in terms of the educational status variables and significant differences were found ($p < 0.05$). First, a difference was detected between the high school variable and the Bachelor's variable. In this framework, the POS level of high school graduates was found to be higher than that of Bachelor's graduates. Secondly, a statistical difference was found between the associate degree variable and the Bachelor's degree variable. In this variable, the POS level of associate degree graduates was found to be higher than that of bachelor's degree graduates. Anık (2020) found that POS averages of high school graduates were higher. Okul (2021) found that POS levels of associate degree graduates were higher than those of bachelor's degrees and graduate degrees. Soysal (2021) determined that the Bachelor group's POS level was higher than the graduate degree. The minimum criterion for graduation in firefighter recruitment in Türkiye is to be a high school graduate (URL 1). Recently, more place has been given to students who graduated from high schools and associate degree programs, especially in the field of firefighting, in the recruitment of firefighters. In this context, it can be said that the expectations of the participants from the organization are met, assuming that they receive the firefighting culture in the training processes and that the Bachelor's degrees do not receive the support they expect from the organization due to their educational status and position in the organization.

When POS was evaluated in terms of years of experience, no statistical difference was found. Similar to this study, Gül et al. (2020) also found that there was no statistical difference in terms of years of experience in the workplace.

In terms of the salary adequacy variables with POS; a statistical difference was determined ($p < 0.05$). The rate of those who consider their salary sufficient is higher than those who consider their salary insufficient. It can be said that people who are satisfied with their salaries have a more positive attitude toward the organization and their perception of support is higher in this way.

The firefighters' job satisfaction (JS) level was found to be high in the study. This study is similar to the results of other studies. Zahari et al. (2019) found job satisfaction of firefighters is above average. Traut et al. (2000) found that firefighters have high job satisfaction. In studies on different occupational groups, Atan and Tekingündüz (2014) determined that JS levels of ambulance workers are above the average. Annakkaya (2022) found teachers' job satisfaction levels to be high. Although they work in a job with a high-stress level, one of the important factors for firefighters to prefer this profession is their interest and love for the profession. Therefore, it can be said that their job satisfaction is high.

Among the hypotheses put forward in the context of JS, there was no significant difference between the groups regarding age. Gök (2006) found that older firefighters ($46 \geq$) had higher levels of job satisfaction. Traut et al. (2000) found that new employees have higher job satisfaction than older employees. In parallel with this study, Atan and Tekingündüz (2014), Kaya and Oğuzöncül (2016), and Annakkaya (2022) also found no significant difference.

It was determined that there was no statistically significant difference between the marital status groups in terms of JS variable ($p > 0.05$). Similar results were obtained in the literature (Öztekin, 2008; Atan & Tekingündüz, 2014; Kaya & Oğuzöncül, 2016; Annakkaya, 2022).

When JS and education level variables were analyzed, there was a statistically significant difference between the high school group and both the Bachelor's degree group and the graduate degrees group. It is seen that the job satisfaction level of the high school graduates group is higher in parallel with POS result. There are studies similar to the findings of the study in the literature. Gök (2006) found that higher education graduates have lower satisfaction levels compared to lower education levels. Okumuş and Bakan (2022), in their study on firefighters, found that job satisfaction decreased as the level of education increased. One of the reasons for these results, as stated by Doğan (2023) in his study, may be that career

management is not carried out at an adequate level in the fire brigade and the personnel are not encouraged in this regard.

When the variables of JS and years of experience at the workplace were analyzed; since the ANOVA value was ($p>0.05$), no statistically significant difference was found. In addition to the study conducted by Wagner and O'Neill (2012) on firefighters, Öztekin (2008), and Atan and Tekingündüz (2014) also obtained similar results to this study. Traut et al. (2000), in their study on firefighters, found that job satisfaction levels of recruits were higher.

When JS and salary adequacy variables are examined, the value ($p<0.05$) indicates a significant difference. The job satisfaction of firefighters who thought their salary was sufficient was higher than those who thought their salary was insufficient. A similar result was obtained by Gök (2006). Kaya and Oğuzöncül (2016) found that those who received higher salaries also had higher levels of job satisfaction. As with all employees, those who work in fire brigade services also perform their profession in return for wages. In this respect, it is understood that salary expectations and job satisfaction are directly proportional. Factors such as the country where the firefighter lives, the country's economic situation, the number of dependents in the family, and social life may also affect whether the salary is sufficient. In professions such as firefighting, where job hazards are high, the fact that the salaries are at a level that will satisfy the general staff can also positively affect the firefighter's efficiency and commitment to the organization.

It was analyzed whether there was a significant relationship between POS and JS for firefighters. It was determined that there was a strong and positive relationship. Similar results to the findings of the study are found in the literature (Rhoades & Eisenberger, 2002; Miao, 2010; Khan & Chandrakar, 2017).

It was analyzed whether POS has an effect on JS in terms of firefighters. It was determined that POS had a positive effect on JS. The findings obtained in the literature (Eisenberger et al., 1997; Rhoades & Eisenberger, 2002; Bernarto et al., 2020; Karaalioğlu, 2019) are in parallel with the findings of the study.

As a result, the organizational support perceived by firefighters in Türkiye was found to be at a moderate level. It can be said that if the firefighters are to be more committed to the organization and at the same time to achieve high performance and efficiency, it is necessary to make the firefighter feel the support of the organization more. The job satisfaction of the firefighters was found to be high. This result shows that firefighters love their jobs and may have a commitment to the organization. Among the age groups, the group aged ≤ 25 was found to be at a higher level in terms of POS than the other age groups. The fact that they are new in the profession and they do not wear out too much may have affected this difference. There was no difference between age groups in terms of JS. In terms of the marital status variable, POS level of single firefighters was found to be higher. The fact that the responsibility of family life is quite high for parents may have a negative impact on their work life. In terms of JS, no significant difference was found between marital status groups. In terms of education variables, both POS and JS gave similar results. According to these results, high school and associate degree groups differ from the Bachelor's degree group with higher averages in terms of POS. In terms of JS, the high school group differs from both the Bachelor's degree and the graduate degree groups with a higher average. Recently, the emphasis on high school graduates related to firefighting in the employment of firefighters may have provided this result. In this context, both POS and JS levels of graduates with fire brigade culture are expected to be high. In addition, firefighters with higher graduation levels may have expectations of career goals such as promotion opportunities as well as receiving more salary. The low perception of these expectations may also lead to a decrease in job satisfaction. Years of experience did not reveal any significant difference in terms of both POS and JS. Both POS and JS levels of firefighters who found their salary sufficient were higher. One of the main factors in the workplace preferences of the employees can be the salary. In this respect, it can be said that providing salary satisfaction positively affects the firefighter's perception of support from the organization and job satisfaction. In the context of these results, it will be important for fire brigade organizations, which fight self-sacrificingly in many disasters and emergencies they intervene in, and at the same time show examples of team spirit at the highest level, to adopt policies that will make their

personnel feel more valuable. At the same time, salary, promotion, a moderate organizational climate, in-service roles suitable for those with a higher level of education, and the leadership to be shown by managers will contribute more to both perceived organizational support and job satisfaction.

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Çıkar Çatışması/ Conflict of Interest

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The authors have no conflict of interest to declare.

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