


The worker's fulfillment is to be valued by the organization! Factorial evidence and proposal of a labor diagnosis of the perception of organizational support in workers of organizations after social isolation

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ABSTRACT

In this chapter, we sought to verify the organization, consistency and variation of the factorial structure of the scale of perception of organizational support (EPSO) in Brazilian workers. Brazilian workers in various professional specialties answered a questionnaire with sociodemographic data and the Organizational Support Perception Scale (EPSO). For convergence and divergence analysis, the organizational turnover scale and positive psychological capital were answered. In all statistical analyses (discriminatory, representativeness, exploratory and confirmatory) they observed psychometric indicators that ensured the quality of EPSO. Not only is the scale reliable for assessing this construct in workers, but that, with the proper findings in the study, it is possible to propose the development of a psychological test at the organizational and individual levels (i.e., specifically, for workers).

Keywords: Organizational support, Scale, Exploratory and confirmatory analysis, Brazilian workers.

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INTRODUCTION

Since the industrial revolution, organizations have experienced an increasing speed in their human, economic and functional dimensions, which is due not only to the new structural perspectives of the world of work, but also to contemporary human resources trends related to management practices and policies and organizational behavior (Perello-Marin & Marin-Garcia; Marcos-Cuevas, 2013; Tachizawa, 2015; Quagraine, Adu, Ashie & Opoku, 2019).

In view of these conditions, especially in periods with characteristics of social, economic, and health risks, as occurred in the last 3 years with the Covid-19 pandemic, it became evident that the relationship between organization and worker transcended material, legal, and technical demands (Habtoor, 2016; Rohm & Lopes, 2015).

In this condition, it became important to highlight human factors that associate professional and workspace valorization, as well as to understand the existence, implementation, and maintenance of organizational conduct related to involvement, engagement, recognition, social relationships, and rewards.

According to Rohm and Lopes (2015), work is a viable perspective of people's relationship with the work environment and the productive function, becoming both a source and an organized structure for the construction of subjectivity, the meaning of existence and the meaning of life. Thus, the meaning of work for the individual represents the value he attributes to work, the motivations and objectives that guide his actions, and satisfaction is in the balance between what he expects and what he can effectively accomplish (Schweitzer et al., 2016; Tomé & Formiga, 2021).

In this sense, the World Health Organization (WHO, 2020) has a significant direction in relation to the issue of work. According to this institution, work should not be the only and exclusive human activity, not limiting people's lives only to the working condition. It is necessary for work to go beyond the process of survival and consumption, also suggesting the need to develop a social discourse of work, with an appreciation of the world of work for productive professionals, providing a fair distribution and interaction in relation to rights and duties in the work-organization relationship and quality of life.

Since the foundation of administrative science, with Henry Fayol as its first precursor (cf. Melo Neto, 2008; Andrade & Amboni, 2011), organizational management was mainly associated with the economic dimension, prioritizing only competitiveness and financial incentives as foundations for the success and satisfaction of workers (Verstegen, 2011; Fidelis & Formiga, 2023). Thus, efficient management was based on actions related to planning, organization, command, coordination, and control (Fayol, 2016). In addition, the development of organizations was associated with two main strategies: cost leadership and differentiation (Porter, 2008; Yoo, Lemak & Choi, 2006).



The use of similar management strategies to deal with the heterogeneity of contemporary demands has become increasingly limited, requiring the reformulation and reinvention of practices in the workplace (Braia, Curren & Gomes, 2014). In this context, there is a need to understand aspects that require a broader understanding of "being professional", which go beyond the unidirectional economic perspective and stimulate new management approaches, in order to understand and apply the processes of human interaction in the organization-worker relationship, professional performance and productivity (Formiga, Freire, Batista & Estevam, 2017; Scorsolini-Comin, Inocente & Miura, 2012; Tamayo & Paschoal, 2003).

Currently, organizations seek to establish in their processes that employee performance is based on competencies and skills that go beyond the mechanical and dualistic execution of functional demands in the organization, since assertive performance influences the construction and pursuit of organizational objectives (Almatrooshi, Singh & Farouk, 2016; Kuo, 2011; Randeree & Al Youha, 2009).

Thus, it is evident that organizational performance involves not only technical factors, but also human factors, since the development of tasks does not occur in an organizational vacuum, but is associated with worker behavior, involvement, social relationships, recognition, and rewards (Habtoor, 2016).

The relationship between organization and worker transcends general aspects with material and normative demands of society. Thus, in the "work" system, human factors are of crucial importance in the implementation of characteristics of professional valorization, which, for the most part, are associated with the development of work activities in the organizational environment, specifically in organizational conduct, involvement, engagement, recognition, social relationships, and rewards (Habtoor, 2016; Formiga et al., 2019).

Rohm and Lopes (2015) rescue the perspective of work as a "fundamental condition in human existence", because from it man relates dialectically to the external environment, building his internal reality, participating in social groups, assuming social roles and acting in his environments, perpetuating his existence. Therefore, work is characterized by enabling the relationship of individuals with the environment, in a given context, being an incessant source of construction of subjectivity, producing meaning for existence and the meaning of life (Rohm & Lopes, 2015).

According to Tomé and Formiga (2021), according to the phenomenological humanist perspective, human beings need to give meaning to their acts, making them acceptable to themselves and to society. In this line, the meaning of work for the individual represents the value he attributes to work, the motivations and objectives that guide his actions, and satisfaction is in the balance between what he expects and what he can effectively accomplish (Morin, 2001; Schweitzer et al., 2016).



Although work is not the only human activity, it is highlighted that life should not be limited only to the working condition. The relevance of work in people's lives should result both from the internalization of the social discourse about valuing the world of work, as it is productive and part of the world, and from the remuneration originated in and by work, whether subjectively or materially. These conditions establish work as an experience and a life of interaction between the individual and society (WHO, 2020).

In the context mentioned above, it is important to understand the historical phases and identify the crucial transformations that impacted individual behaviors in the professional sphere. In the study by Habtoor (2016), the results indicate that human factors directly influence these practices, especially those aimed at improving organizational quality and performance, including in general quality management practices.

It is a fact that the meaning attributed by people to the world of work, and specifically to the concrete category of work, that is, the act of working, is subjective and social, as it is related to individual history, but is shared with the historical and social condition, conferring on individual consciousness the affective, cognitive and intellectual dimensions (Tomé & Formiga, 2021).

In this way, an individual's involvement with their work comprises the degree to which the work done is able to provide satisfaction to them, completely absorbing them while performing tasks and being important to their life. This concept is represented by an affective bond developed by the individual himself in relation to the work he performs (Siqueira, 2008; 2014).

In this sense, the theoretical orientation of this chapter has its importance in the evaluation of organizational support, which, when understood as a mediating construct of the organization-worker relationship, reinforces the need and the applied structuring of the perspective of recognition and appreciation of professional performance (Kurtessis, Eisenberger, Ford, Buffardi & Stewart; Addis 2015). Thus, according to Oliveira-Castro, Pilati and Borges-Andrade (1999), a favorable perception of support strengthens the employee's affective involvement with the organization, resulting in a greater effort on the part of the employee to achieve the objectives established by the company.

A diversity of research in the last ten years, since the original production in the late 1980s in the 20th century, developed by Eisenberger, Huntington, Hutchison and Sowa (1986), has highlighted the importance of organizational support in various areas, such as cultural diversity studies (Leveson, Joiner & Bakalis, 2009), implementation of technologies (Lee, Lee, Olson & Chung, etc.). 2010), violation of the psychological contract (Suazo & Stone-Romero, 2011; Formiga et al., 2021), employee health and emotions (Mishra, 2014), risk-taking (Neves & Eisenberger, 2014), responsibility and job satisfaction (Wikhamn & Hall, 2014), well-being (Caesens, Stinglhamber & Ohana, 2016; Formiga et al., 2019) and control of employee misconduct in the organization (Fandiño, Formiga, Menezes & Bentes, 2015).



Thus, organizational support can be highlighted as an important tool to assist workers in the management of cultural diversity in the company, as well as in the development of affective commitment (Leveson, Joiner & Bakalis, 2009; Formiga et al., 2019). When organizations implement policies that encourage cultural diversity, employees perceive these actions as care and support, which strengthens the bond of trust between the organization and the worker (Randeree & Youha, 2009; Fleury et al., 2017).

In addition, employees who perceive that the organization values their well-being and professional development are more likely to take risks, become motivated, and invest in the development of the organization, becoming more responsible, engaged, and satisfied with their work (Caesens, Stinglhamber, & Ohana, 2016; Wikhamn & Hall, 2014; Formiga et al., 2019).

In this way, organizational support not only plays an important role in promoting human practices in organizational dynamics, but also facilitates the introduction of technologies in the workplace, allowing employees to realize their value and usefulness in utilizing these new technologies. Therefore, organizational support is a construct that mediates the subjectivity of "being professional" and the contemporary organizational challenges related to work performance, organizational citizenship, creativity and innovation (Oliveira-Castro, Pilati & Borges-Andrade, 1999; Formiga et al., 2021).

Considering contemporary work processes, whether during a pandemic or post-pandemic, worker well-being remains a central concern for researchers and managers in organizations. According to Kogut and Zander (1996), the company plays an important role in the formation of organizational identity and it is necessary to establish and maintain social practices, coordination and learning between worker and organization to improve dynamics and productivity. The value given by the organization to the employee plays a crucial role in this context.

It is believed that the organizational environment can contribute to a functional and productive work practice. As highlighted by Eisenberger, Huntington, Hutchison and Sowa (1986), workers construct perceptions about the recognition and appreciation attributed by the organization to professional practices, which influences their commitment and the affective bond between them and the company. When these work demands are balanced, professionals are more committed and engaged.

Research in the area of evaluation and development of human behavior in organizations in the last ten years has revealed a number of studies that contemplate not only variables focused on the social and emotional skills of workers as protective factors in the organizational environment, but also highlight statistical parameters aimed at the evaluation and diagnosis of workers' performance and productivity. as well as their interpersonal relationship in the workplace (Limongi-França, 2008; Puente-Palacios & Peixoto, 2015; Hutz, Bandeira, Trentini & Vasquez, 2020).



According to Beserra's (2022) conception, it is possible that the development and modification in the dynamics and applicability of attitudinal and behavioral criteria in people management have influenced the different forms of transformation in the business environment, especially in the work context. This proposes alternatives and updates in organizational policies and in the application of techniques in the area of people management, providing tools to specialists in human and social sciences applied to organizations and the world of work in studies on satisfaction, emotion, thinking and social behavior of workers in the functional environment of the organization.

Among the various constructs in the area of psychological science applied to the world of work, the ability to assess the importance of the perception and attitude of professionals in relation to emotional and behavioral factors in the organizational environment has stood out as one of the great influencers of productivity and occupational health. This involves assessing the intensity and frequency of the bond and involvement between the organization and the worker, as well as their functional demands.

The construct of organizational support applied to work activities can not only be considered a study that will contribute to the work environment of professionals in their various specialties, but it was also not found in scientific research that reports the theme, especially in the proposal for the development and evaluation of a measure on the perception of organizational support as a criterion for psychological testing in the organizational environment in workers after isolation social; a condition which he will take as his main interest for the development of this chapter.

METHOD

TYPE OF SURVEY AND SAMPLE

This study was developed based on a post-positivist epistemological orientation, adopting a research strategy based on the quantitative method, of the descriptive, exploratory and correlational type (Creswell & Clark, 2013; Flick, 2013) with workers from different professional areas in Brazil. Regarding the inclusion criteria, participants were considered to be over 21 years of age, employed for more than one year, active in their work sectors and who fit the labor regulations of the Consolidation of Labor Laws (CLT), with a working day of 20 to 40 hours and belonging to different professional specialties.

The sample analysis was performed with the aid of the G Power 3.2 statistical package, a software used to calculate the statistical power required for the survey, considering a probability of 95% ($p < 0.05$), magnitude of the sampling effect ($r \geq 0.50$) and a hypothetical power ($\pi \geq 0.80$). Based on these indicators, a minimum sample of 260 Brazilian professionals was considered sufficient to carry out the research, presenting reliable statistical indicators (e.g.: $t \geq 1.97$; $\pi = 0.98$; $p < 0.05$).



To participate in the research, the professionals individually marked the Informed Consent Form (ICF) on an electronic form, in accordance with the guidelines established by Resolution 466/12 for research involving human beings. The study was approved by the Research Ethics Committee (CAAE: 63498422.4.0000.5296). Participants were presented with the benefits of the research, as well as the possible risks involved, which were minimal (e.g., feeling embarrassed, inhibited, or suspicious, etc.), and there were no reports of these effects.

Despite the possibility of risks related to moral damages or embarrassment due to the questions or the interaction between the researcher and respondents, the participant was informed that he was not obliged to continue and could withdraw from the research at any time, without suffering losses or insistence from the researcher. The questionnaire was made available electronically for a period of two months, and the estimated time to complete it was approximately five minutes.

The study was conducted electronically using *Google Forms* and involved workers from different sectors and types of organizations throughout the national territory. Those who wished to participate received the link to access the electronic form through social networks and/or emails.

RESEARCH INSTRUMENTS

The participants answered the following instruments:

Organizational Support Perception Scale (EPSO) - This is a scale composed of 9 items, developed by Eisenberger et al. (1986) and adapted and validated for the Brazilian context by Siqueira (1995). This measure aims to assess the extent to which people (who work in public and/or private organizations) perceive that the company cares about the employee's well-being. To respond to the construct, participants were asked to indicate their perception by marking the corresponding response on a seven-point scale, ranging from 1 = strongly disagree to 7 = strongly agree.

Regarding the reliability of the scale, in the pioneering study by Siqueira (1995), an alpha of 0.86 was observed; in a sample of Brazilian workers, Formiga, Fleury and Souza (2014) conducted a study to verify the consistency of the scale's factor structure and observed psychometric indicators that confirmed the factor structure proposed by the EPSO scale, such as the chi-square index divided by degrees of freedom ($\chi^2/gf = 1.42$), Residual Root Mean Square (RMR = 0.02), Goodness-of-Fit Index (GFI = 0.99), Adjusted Goodness-of-Fit Index (AGFI = 0.97), Comparative Fit Index (CFI = 0.99), Tucker-Lewis Index (TLI = 0.99), and Root Mean Square Error of Approximation (RMSEA = 0.03).

To carry out the criterion analysis, the following instruments were inserted:

The Positive Psychological Capital at Work (ECPW) scale used in the study was developed by Luthans, Youssef and Avolio (2007), and the reduced form with 12 items developed by Viseu et



al. (2012) for the Portuguese context was adopted. This scale is composed of four factors: Optimism (OTIM) with 2 items, Resilience (RESIL) with 3 items, Self-efficacy (AE) with 3 items, and Hope (ESPER) with 4 items. Participants answered on a six-point Likert scale, indicating their degree of agreement with each item, ranging from 1 - Strongly disagree to 6 - Strongly agree. In the study conducted by Formiga, Viseu and Jesus (2014) for the Brazilian context, reliable psychometric indicators were observed, such as the chi-square index divided by degrees of freedom ($\chi^2/df = 1.32$), Residual Root Mean Square (RMR = 0.05), Goodness-of-Fit Index (GFI = 0.98), Adjusted Goodness-of-Fit Index (AGFI = 0.95), Comparative Fit Index (CFI = 0.99), Tucker-Lewis Index (TLI = 0.99) and Root Mean Square Error of Approximation (RMSEA = 0.03). These indicators confirmed the four-factor structure of the PPEC proposed by the authors.

Turnover Intention Scale (EIR) – This is a measure developed by Siqueira et al. (1997); it is composed of three items (for example, Do you think about leaving the organization where you work; You plan to leave the organization where you work; You want to leave the organization where you work), for which the respondent must indicate on a five-point Likert scale, ranging from 1 (never) to 5 (always), how much they agree or disagree with the information expressed in the items. The intention to use this measure is due both to the reason that it presents a precision index above 0.70 ($\alpha = 0.95$), as well as because it is a short instrument that includes a clear and applied definition for the evaluation of the phenomenon intended in this dissertation.

In addition to these measures, issues related to sociodemographic and professional data will be considered, such as gender, age, economic income, type of organization and length of service, among others.

DATA COLLECTION TECHNIQUE

As for the data collection technique, the research will adopt four stages, which are: descriptive and inferential statistics, exploratory analysis, confirmatory analysis and verification of the analysis of convergent and divergent criteria. For the first two stages, the statistical software SPSS (version 25.0) will be used. In the first step, Student's t-test and Pearson's correlation will be calculated. In the second stage, an exploratory factor analysis of the construct and the internal consistency of the factors was performed by calculating Cronbach's alpha. In the third stage, a confirmatory factor analysis and Structural Equation Modeling (MEE) were carried out through the AMOS Graphics program (version 24.0) in order to test the theoretical structure observed in the exploratory analysis and possible alternative factor structures and, finally, in the fourth stage, aimed at convergent and divergent evaluation, Pearson and chi-square correlation calculations will be performed to evaluate the association between the variables of the organizational culture and the type of organization in which the participants work.



RESULTS AND DISUSION

After data collection and organization in the statistical program spreadsheet, the following sociodemographic information was observed: 599 workers participated, with a mean age of 43.75 years (s.d. = 9.45), ranging from 23 to 68 years, 78% were female, 31% were from the city of Natal-RN (the other capitals did not present a frequency of participants above 5%, a condition that does not need to be presented in this information), there was an equitable distribution among the functional specialties occupied by the participants [33% bank employees, 33% health professionals and 34% education], 67% had a higher education degree, with more than 16 years of service and 67% worked in both shifts (morning and afternoon).

For the development of this study, the proposal elaborated by Eisenberger *et al.* (1986) and evaluated in the Brazilian context by Siqueira, (2014; Formiga, Fleury & Souza, 2014) in workers before social isolation. They observed the existence of a single-factor factorial structure, both in terms of the content of the items and their exploratory and confirmatory factorization, independent of the sample of workers.

Considering the originality of the proposed measure, as well as the psychometric indicators observed in the pioneering study by Eisenberger *et al.* (1986) and Siqueira (2014) for the Brazilian context; the discriminative power of the items and their representativeness of the content of the items was initially verified, aiming at greater specificity in the statistical analysis for the organization and empirical verification of the factoriality of the scale in question.

In the **first study**, 200 workers, men and women, from public and private organizations were part of this stage; based on the assumptions of the Classical Theory of Tests (TCT), it was evaluated, how much the items had the ability to discriminate the magnitudes close to the mean scores of the lower and upper groups in relation to the measured construct (Pasquali, 2011).

To meet this stage of the study, a total score of the scale was calculated and then its median. Thus, respondents with scores below the median were classified as being in the lower group, while those with scores above the median were defined as being in the upper group. Considering each of the items of the scale, a t-test was performed for independent samples and the two groups were compared observing which of the items of the scale discriminate against people with similar magnitudes, which are statistically significant (Table 1).

Table 1 shows that all items were significant, both in terms of discrimination and representativeness; This condition indicates that they correspond to the content expressed by the authors who developed the scale, as well as that the respondents recognized in the expression of each item the reality measured by the construct.

Table 1. Descriptive analysis and discriminative power and representativeness of EPSO's content

EPSO items	Min	Max	Average (p.p.)	Discrimination	Representativeness
				t ($\geq 1,96$)	r (total score)
1.This company ignores any complaint on my part	1	7	4,19 (1,69)	-9,86	0,53*
2. This company does not consider my interests when making decisions that affect me	1	7	4,51 (1,72)	-10,45	0,53*
3.Is it possible to get help from this company when I have a problem	1	7	4,10 (1,63)	-22,08	0,71*
4.This company really cares about my well-being	1	7	4,59 (1,73)	-21,37	0,75*
5. This company would be willing to enlarge its facilities to help me utilize my best skills in performing my work	1	7	4,98 (1,72)	-16,81	0,67*
6.This company is ready to help me when I need a special favor	1	7	4,09 (1,72)	-21,45	0,80*
7.This company cares about my job satisfaction	1	7	4,30 (1,83)	-22,35	0,81*
8. This company cares more about its profits than me	1	7	4,95 (1,28)	-9,78	0,54*
9. This company try to make my work as interesting as possible	1	7	4,75 (1,83)	-17,82	0,74*

Nota: * $p < 0,001$.

In Table 1, the EPSO items detailed how much the respondent is able to evaluate organizational support, from the perspective of the workers who are part of the organization (Eisenberger et al., 1986; Siqueira, 2014; Formiga, Fleury & Souza, 2014); with regard to the content of the items, based on their representativeness behavior-domain, the ability of the items to systematically evaluate the theoretical relationship highlighted in the scale that measured the perception of organizational support is highlighted, which highlight that the situations specified in the items represent the aspects theoretically expected by the authors who addressed the theme and proposed such an evaluation in the organizational and work context (Cunha, 2000; Pasquali, 2011).

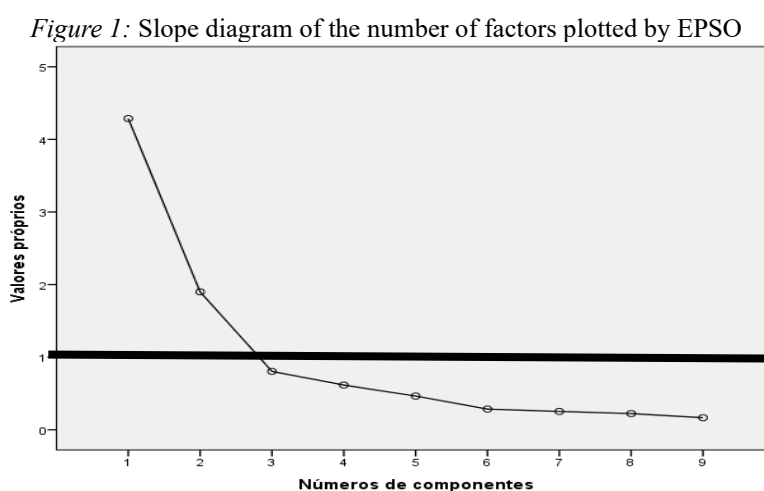
With the Pearson correlation calculation (r), it can be highlighted that the evaluation of the items referring to the scale itself not only presented strong (> 0.50) and positive correlations, related to the general construct of the EPSO (total score of the scale), but also significant correlations, not excluding any of the items of the intended measure (see table 1). Thus, once the conceptual and empirical condition of the EPSO construct was guaranteed, the second stage (factor analysis) was completed, highlighted below.

In this second study, 198 workers participated, with characteristics similar to the first sample; guided by the results observed in the discriminative analysis and representativeness of content, a factor analysis was performed; for these, the calculation was performed with the factorial method of the Principal Components (PC), without specifying the number of factors to be extracted, without

factorial rotation and assuming saturation of ± 0.30 .

For a security in the decision making in the choice of factors, the criterion referring to the number of *eigenvalues* equal to or greater than 1 (Kaiser's Criterion), the graphical distribution of eigenvalues, taking as reference the point from which no other factor contributes considerably to the structure (Cattell's Criterion) and the parallel analysis (O'Connor, 2000; Dancey, & Reidy, 2006).

Once the psychometric evaluation criteria were defined, the results of the analyses allowed us to identify the adequacy of the correlation matrix: $KMO = 0.83$ and the *Bartlett Sphericity Test*, $\chi^2/gf = 3102.81/36$, $p < 0.001$. In the graphical distribution based on eigenvalues (Cattell's criterion), six factors were identified on the scale (see Figure 1).



According to Kaiser's criterion (i.e., *eigenvalues*), the existence of two factors with eigenvalues greater than 1 (one) was also identified, jointly explaining 68.74% of the total variance of the measured phenomenon. In order to leave no doubts about the factorial organization of the scale, the parallel analysis was performed, assuming the same parameters as the original database. That is, 198 participants and 9 (nine) variables, with their eigenvalues generated in 1,000 random simulations with the items (see Table 2).

Table 2: Distribution of the factors of the PC analysis according to the Kaiser criterion and parallel analysis

Kaiser's criterion	Parallel analysis
4,29	1,56
1,32	1,39
0,80	1,22

Comparing the eigenvalues, those observed in the Kaiser criteria and in the parallel analysis, it is highlighted that those observed in the Kaiser criterion presented values higher than the simulated ones (parallel analysis) and it was identified that the scale presents a unifactorial organization (see table 2). Seeking better decision-making for the interpretation of the item-factor distribution, two

judges with experience in the area of psychological assessment and psychometrics contributed with their judgment regarding the distribution.

With this, they confirmed the expected factorial decision: the unifactoriality of EPSO, the factor analysis of the Principal Components (PC) was performed with oblique rotation, *eigenvalue* (*eigenvalue*) > 1.00 to define the factor and saturation of ± 0.30 for item retention. The use of this technique was shown to be quite adequate through the following indicators: KMO = 0.83 and the *Bartlett Sphericity Test*, $\chi^2/df = 3102.81/36$, $p < 0.001$. The results of the extraction revealed the presence of a single factor, similar to what was previously presented by Eisenberger et al. (1986), adapted by Siqueira (2014) and validated in its factorial structure by Formiga, Fleury and Souza (2014), as well as with what was compared in the analysis for decision making (namely: *eigenvalues*) equal to or greater than 1 (Kaiser's criterion), graphical distribution of eigenvalues (Cattell's criterion) and parallel analysis).

Thus, a single factor jointly explained 58.93% of the variance of the factor, while the second factor explained 13.82% (see Table 3). To facilitate the reader's understanding, the content of each item, its saturation (factor loading) and commonality were presented, as well as the indicators of internal consistency (Cronbach's alpha) and variance explained by the factor. It can be observed that all these indicators were within the psychometric standard required by the literature (Pasquali, 2011; Hair et al., 2005; Dancey & Reidy, 2006).

Table 3: Analysis of EPSO's main components (CP) (n = 198)

Factors	Items	aif	H2	Own values	% Explained	Alpha	ICC
EPSO	1. This company ignores any complaint on my part.	0,88	0,54	4,28	47,63	0,83	0,83
	2. This company does not consider my interests when it makes decisions that affect me.	0,87	0,52				
	3. It is possible to get help from this company when I have a problem.	0,85	0,57				
	4. This company really cares about my well-being.	0,76	0,54				
	5. This company would be willing to enlarge its facilities to help me utilize my best skills in performing my job.	0,76	0,44				
	6. This company is ready to help me when I need a special favor.	0,75	0,46				
	7. This company cares about my job satisfaction.	0,73	0,47				
	8. This company cares more about its profits than it does about me.	0,77	0,56				
	9. This company try to make my work as interesting as possible.	0,75	0,54				

Notes: aif = Item-factor ratio; h2 = Commonality.



Considering the results presented in table 3, from a classic perspective of evaluation, EPSO's factorial organization had its items distributed in a single factor; this, in turn, reveals that such a scale is consistent, as it corroborated the proposal of the authors who developed the measure (cf. Eisenberger et al., 1986; Siqueira, 2014; Formiga, Fleury & Souza, 2014), as well as in the verification of the ICC, considered as intraclass correlation (ICC), allowing us to highlight that the construct can be used reliably in samples with characteristics similar to the one collected in this dissertation.

By way of addition, based on the ICC, factorialization was evaluated in the same psychometric direction, in three different samples, for which it assumed the same patterns of factor analysis performed with the sample of 198 workers (namely: For security in decision making in the choice of factors, the criterion referring to the quantity of eigenvalues was adopted) equal to or greater than 1 (Kaiser's criterion), the graphical distribution of eigenvalues, taking as reference the point from which no other factor contributes considerably to the structure (Cattell's criterion) and the parallel analysis).

In the sample of bank employees, the one-factor existence of EPSO was observed with the following indicators: AIF ranging from 0.69 to 0.82, h^2 from 0.42 to 0.51, explained % from 45.21 and alpha from 0.81; **In the sample of teachers**, the unifactoriality of EPSO was also observed, with very similar statistical indicators: AIF of 0.64 to 0.78, h^2 of 0.38 to 0.47, explained % of 41.56 and alpha of 0.79; finally, in the **sample of health professionals**, EPSO was unifactorial with indicators very similar to the previous ones (AIF ranging from 0.70 to 0.86, H^2 from 0.51 to 0.63, explained % from 47.25 and alpha from 0.85).

In the context of the evaluation presented, it not only corroborated the factorial organization of EPSO based on the ICC, but also that unifactoriality occurs regardless of the sample. However, despite the psychometric quality presented, the exploratory analysis is a calculation that presents randomness and its factorial organization does not allow theorizing about an adequate model that sustains the structure of the measure in terms of theoretical and empirical permanence; thus, we sought to perform a confirmatory factor analysis of EPSO presented below.

In this stage, 201 workers, men and women, from public and private organizations participated. To carry out the analysis, the AMOS GRAFICS statistical package was used, intended for confirmatory factor analysis for which the unifactorial model, already observed by the authors, was hypothesized (cf. Eisenberger et al., 1986; Siqueira, 1995; Formiga, Fleury & Souza, 2014) and based on the findings of the exploratory analysis of study 2; From this information, it is expected that the item-factor organization will confirm a similar association already observed.

In the Confirmatory Factor Analysis (CFA), it was decided to leave the covariances free (ϕ), revealing indicators of goodness of fit for the proposed model close to the recommendations

presented in the literature (Byrne, 1989; Van De Vijver, & Leung, 1997). In these results, the intended model (adjusted one-factor model) presented statistical indicators that justify the consistency of the factor structure of EPSO in workers, confirming, in a more robust way, the proposal of the aforementioned authors.

In addition to observing that the statistical indicators were in accordance with the statistical requirements, these were close and even better than those observed in the study by Siqueira (2014) and Formiga, Fleury and Souza (2014), especially when it was verified, both the same indicators used by the authors, as well as others, which would contribute to maintaining the original proposal.

Thus, the results expressed in Table 4 showed that the adjusted one-factor model is the one that best represents the factorial proposal of the EPSO construct. This presented statistical indicators that justify not only the validity, but also the consistency of the factor structure.

Table 4: Psychometric indicators from the comparison of the factor structure of the EPSO scale

Models	Absolute fit measures				Incremental adjustment measures			Measures of parsimony	
	χ^2/df	RMR	GFI	AGFI	CFI	TLI	RMSEA	CAIC	ECVI
One-factor without adjustment	12,25	0,19	0,82	0,79	0,86	0,82	0,19	385,09	1,86
Adjusted Unifatorial	2,56	0,04	0,99	0,98	0,99	0,99	0,03	224,63	0,86

It was observed that all saturations (Lambdas, λ) were within the expected range $|0 - 1|$, with no problems with the proposed IBACO estimation (see Table 4); in addition, they were statistically different from zero ($t > 1.96, p < 0.05$) proving the existence of the one-factor model, revealing a positive and strong association between the factor items (see Table 5).

Regarding the validity of this construct, the calculation of composite reliability (WC) and extracted mean variance (EMV) were performed; in the first indicator, the score level is required to be above 0.70, while in the second indicator, a level above 0.50 is required (Hair; Tatham; Anderson & Black, 2005; Campara, Tavares & Silva, 2009). Table 5 shows WC and VME, which were above the required in the literature, respectively 0.89 and 0.56. These results show the reliability and convergent validity of the evaluated construct, which is adequate in the proposed factorial structure.

Table 5: Factorial structure of the measure of organizational support in workers (n = 201).

ξ (construct)	X	L	ε (errors)	CC	VME	alpha
EPSO	1. This company ignores any complaint on my part	0,61	0,25	0,85	0,59	0,86
	2. This company does not consider my interests when it makes decisions that affect me	0,65	0,28			
	3. Is it possible to get help from this company when I have a problem	0,81	0,57			
	4. This company really cares about my well-being	0,80	0,49			
	5. This company would be willing to enlarge its facilities to help me utilize my best skills in the performance of my work	0,79	0,56			
	6. This company is ready to help me when I need a special favor.	0,87	0,54			
	7. This company cares about my job satisfaction	0,73	0,34			
	8. This company cares more about your profits than me	0,72	0,38			
	9. This company try to make my work as interesting as possible	0,75	0,32			

Notes: λ = Factor scores of the structure; ε (errors) = Errors in the measurement of the structure; χ = variables (items); ξ = psychological construct. VME = Extracted Mean Variance. CC = Composite Reliability.

The above results were confirmed when the prediction estimates were observed, based on the regression analysis; this revealed for the model in question, from the identification of the variables, a criterion ratio that, in addition to being within what is statistically required ($t > 1.96, p < 0.05$) and that were significant.

Regarding the addition of information, it was sought to prove that there is no multicollinearity in such results; this condition was observed in the VIF (defined in Portuguese as: Factor Variance Inflation - IVF), having as an evaluation the tolerance factor between the variables, for which it suggests that the VIF scores are not ≥ 5 , which would imply the low quality of the estimated model (Hair; Tatham; Anderson & Black, 2005; Marôco, 2010); it was observed that the VIF ranged from 3.16 to 2.34 ($p < 0.01$), a result that supports the estimation of the hypothesized structural model.

Based on these results, the invariance between the parameters of the items was evaluated as a function of the adjusted one-factor structure. The TLI and CFI indicators of the corroborated model were compared, reflecting three sample sets (sample of the first collection, second collection and third collection) as well as the sample of health, bank and education workers. (Damásio, 2013; Sass, 2011; Morocco, 2010; Hair, Anderson, Tatham, & Black, 2005).

Thus, the following results were observed: based on the reductions in the CFI value (which is expected to be $\Delta < 0.01$, to ensure the two-factor structure in the specified groups), it is noteworthy that in all samples, the CFI corresponded to what is indicated in the literature (namely: CFI_{current sample} = 0.99, CFI_{first collection} = 0.99 and CFI_{second collection} = 0.99; CFI_{health sample} = 0.98, CFI_{education sample} = 0.98 and CFI_{banking sample} = 0.98; WED to the _{current sample} = 0.99, TLI_{first collection} = 0.99, TLI_{second collection} = 0.99; TLI_{health sample} = 0.99, TLI_{education}



sample = 0.98 and TLBanking sample = 0.98. Thus, it is possible to highlight that these indicators prove that the one-factor model, based on the appropriate psychometric scores, does not vary even if the samples compared are separated separately.

Having assured that EPSO was reliable, corroborating the one-factor structure already provided by national and international authors on the subject; It sought to verify the convergent validity by associating the construct of positive psychological capital and divergent associated with intention and turnover at work. It should be noted that the main interest in these constructs refers to the professional's motivational capacity both from a personal perspective (i.e., the emotional investment that the professional makes for himself or herself in order not to get sick, developing a positive psychological capital) and organizational (this refers to the behavior that a professional may present in the sense of voluntarily wanting to disconnecting from the organization to which he works – which, approached as an intention to turnover).

In order to respond to this objective, a Pearson correlation was performed between the variables, for which he hypothesized a positive and significant relationship between EPSO and positive psychological capital and negative relationship with turnover intention. Thus, when performing this calculation, what was expected was confirmed: the EPSO (total score) was positively and significantly related to positive psychological capital ($r = 0.48$; $p < 0.01$) and, negatively, to turnover intention (IRT) ($r = -0.36$, $p < 0.01$).

In this stage of the dissertation results, the level of EPSO in percentage was evaluated based on the distribution of tertiles. For this, a descriptive analysis was carried out, establishing the cutoff point in three levels (low, moderate and high). Table 6 shows that the highest frequency was found for the moderate level of organizational support.

Table 6: Percentile scores of EPSO levels

EPSO level	Frequency	%	Variation (points)
BAIXO	189	31	11 a 27
MODERATE	213	36	28 a 38
HIGH	197	32	39 a 62
Total	599	100,0	11 a 62

From these scores, the criterion evaluation was carried out, which considered the characteristics of each sample (bank employees, teachers, health), length of service and type of organization. Table 7 highlights that the highest percentage was for the participants in education, who indicated that they had observed low organizational support.



In the gender criterion, men had higher percentages in the moderate EPSO; However, it stands out that women, even with a lower percentage, remained in the recognition of the perception of being from moderate to high organizational support. When the age criterion was highlighted, younger workers (23 to 37 years old) had higher percentages in the high perception of organizational support. And as for the professional, bank employees were the ones with the highest scores.

Table 7: Frequency association between type of organisation and level of EPSO

Sampling characteristic	EPSO level			Statistics	
	Baixo	Moderate	High	χ^2/gl	p-value
Bank	8%	56%	36%	458,76/4	0,01
Health	0	37%	63%		
Education	86%	14%	0		
Sex	Baixo	Moderate	High		
Male	35%	40%	25%	30,89/2	0,05
Female	30%	35%	35%		
Age	Baixo	Moderate	High		
23 to 37 years old	0	43%	57%	4,57/4	0,05
38 to 44 years old	7%	48%	45%		
45 to 68 years old	3%	48%	49%		

Table 7 shows that the criterion validity followed very comprehensive directions, with the working man perceiving that the organization presented him with moderate support; a condition that can be understandable, because, although the decrease in the (dis)valuation of women in the world of work is justifiable and that they have a much more direct insertion in professional terms than ten years ago, in this supposed equality (Formiga, 2007), there are some differences, for example: in the study by Mesquita Filho et. al. (2018), he observed the existence of prejudice against women among Primary Health Care workers and that benevolent sexism presented higher percentages; there is a practically equal distribution between EPSO's average scores, but men still perceive themselves to be more valued, even if moderately.

Another curiosity of this result is the greater the appreciation of younger workers; It is possible that due to initiation or little experience in the world of work, they will develop a still idealizing perception about work and interpersonal relationships in the workplace, but, considering this measure, in terms of psychological assessment, this age group could be a good opportunity for training and developing a functional and organizational identity.

The main objective of this chapter was to address the lack of studies that replicated and evaluated EPSO in post-social isolation workers, based on psychometric indicators. This instrument, based on a theoretical perspective on the perception that the worker has with regard to the appreciation and support that the organization offers him, considered both the conceptual and empirical dimensions of the internal dynamics of contemporary organizations.



In addition, based on Brazilian research on EPSO (cf. Siqueira, 2014; Formiga, Fleury & Souza, 2014), this study proposes a solid and reliable psychometric evidence to assess the problems of the relationship between organization and worker, as well as the valuation of the latter in the labor system, in the field of organizational and work psychology.

In this sense, highlighting the importance of the perception of organizational support through the worker's perspective reflects the theoretical perspective of this construct, centered on the theory of reciprocity. This leads us to reflect on how the worker-organization relationship is not built in a labor vacuum. It is crucial to emphasize the participation of both dimensions in the world of work. Organization and worker do not act in isolation and are not only promoters of healthy and profitable productivity (see Formiga, Freire & Fernandes, 2019).

Another important condition for the development of this dissertation refers to the lack of studies in the databases of Brazilian and South American scientific production that address EPSO as a proposal for psychological testing based on empirical evidence. Only studies that conducted exploratory, confirmatory and predictive statistical analyses were identified, considering EPSO as a determining factor of productive dynamics and quality of life at work (Siqueira, 1995; Formiga, Fleury & Souza, 2014; Formiga, Freire, Azevedo & Faria, 2020; Teixeira, 2020; Paula et al., 2021; Nogueira & Oliveira, 2022).

Considering the psychometric indicators, specifically, when verifying the statistical analyses of the Classical Theory of Tests (TCT) regarding the quality of the EPSO items, it was observed that the discrimination and representativeness indices guaranteed the proposal of factorialization of EPSO (see Pasquali, 2011; Hutz, Bandeira & Trentini, 2015; Piton-Gonçalves & Almeida, 2018; Gomes, 2020). This analysis revealed that no item was excluded from the scale, suggesting that the participants were able to recognize the importance of the measure in their respective work environment, which reinforces the theoretical-empirical perspective.

In the exploratory factor analysis, this approach was based on the IRT, and factor scores above 0.50 and internal consistency indicators (evaluated from Cronbach's alpha) were observed that supported the quality and reliability of the measure. All items presented alpha values ≥ 0.70 , highlighting that the measure evaluated the construct proposed by the aforementioned authors, maintaining the original factorial structure adapted in Brazil (cf. Siqueira, 1995) and corroborating the indicators of confirmatory analyses with Brazilian samples (cf. Formiga, Fleury & Souza, 2014; Formiga, Freire & Fernandes, 2019).

In the confirmatory evaluation, the theoretically suggested item-factor direction was maintained and confirmed in unifactorial form, which provided theoretical and empirical security in the samples of workers surveyed. Therefore, it is possible to highlight the correspondence between the definition and factorialization of the construct used in this study when comparing it with the



studies mentioned. These analyses ensured the psychological evaluation of the variables in relation to the experience of these professionals and their identification with the employment relationship offered by the organization, which can influence the system and work environment experienced by them.

The reflection presented above has its evaluative guarantee when the convergence and divergence of the constructs was verified through the psychometric indicators of EPSO. This suggests that, when considering the worker's bond and involvement in the organization, as highlighted by Formiga, Fernandes *et al.* (2021; cf. Formiga, Pereira, & Estevam, 2020; Formiga, Nascimento *et al.*, 2021), it is likely that the employee will become more motivated, developing a sense of appreciation and sensitivity towards the organization.

In other words, when the worker perceives that there is organizational support, he not only assimilates and develops emotional potentialities applied to his work dynamics (positive psychological capital), but also has less intention of turnover, either in terms of thoughts or desire to leave (in the case of private organizations) or to request a change of function or work sector (in the case of public organizations) in his work environment. A more valued organizational dynamic, focusing on the factor of functional reciprocity, when well implemented, becomes important for the discovery and maintenance of organizational talents and to increase their productivity.

Despite these findings, it is necessary to consider a very significant piece of information in the evaluation of EPSO in this dissertation and that was not evaluated in the other studies: by identifying in the confirmatory analysis the empirical criterion for comparing the differences in the statistical indicators CFI and TLI, for which the literature establishes a difference of 0.01 (Hair, Tatham, Anderson & Black, 2005; Marôco, 2010); It was noted that this condition was confirmed. This allows us to infer that, regardless of the time of collection and the sample of workers, even with similar characteristics throughout Brazil, the evaluation of the factorial structure revealed a remarkable approximation between the psychometric scores for the construct.

The factor distribution was very close to those observed in samples with other types of workers in Brazilian studies mentioned in the previous sections of this dissertation. Therefore, the theoretical proposal addressed and the existence of a psychological assessment standard, based on the definition of the perception of organizational support applied to the work environment of the study participants, ensure that the theory and the measure can be applied to workers.

Finally, in relation to the evaluation of criteria, it was possible to verify how well EPSO is able to measure professional characteristics, gender and age. This contribution would be relevant to a specific stage regarding the training and functional development of workers in relation to organizational perception and its application in the productive functional process and functional identity in the organization.



FINAL CONSIDERATIONS

Based on the results of this dissertation, it can be stated that the main ones were achieved, especially in relation to the quality of the objectives of the measure used. Thus, this dissertation offers an evaluative solution that, although not unique, is considered an important response in the composition of studies and proposals for intervention in the quality of life at work and of the worker.

The results suggest that the quality of work is not limited only to a good economic structure and comfort in the work environment (although these aspects are also important). The focus of this dissertation is to highlight the valorization of the worker as a human being and to recognize that his qualification is closely linked to the organizational dynamics.

In this sense, the importance of this dissertation lies in the reflection on the need for a humanized organization and engaged workers, along with the concern of managers to develop work practices that contribute to a healthy and productive environment.

Although these results have shown similarity and confirmed the hypothesis raised, some considerations for future studies should be made: 1) to verify the relationship of these same variables when involving professionals in different countries; 2) to propose a theoretical model that evaluates the association of this construct with organizational culture and talent retention, in order to investigate whether, in fact, by perceiving that the organization values and promotes the functional bond, the worker will remain healthy and/or continue in the organization.



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