



The Value of Organizational Support: Empirical Validation and Invariance of the Scale of Perceived Organizational Support Among Workers in Rio Grande do Norte

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Summary

The main objective of this study was to verify the organization, consistency, and variation of the factorial structure of the Organizational Support Perception Scale (EPSO) among...

Brazilian workers. The economic, social, and professional changes that have occurred in recent years have influenced organizations in the development and maintenance of human resource management practices focused on the quality of life of the worker and the institution itself. Among the various proposals for evaluating and diagnosing organizational practices based on Positive Psychology, the assessment of organizational support has stood out as a relevant auxiliary measure for organizational performance. The study included 402 workers from the state of Rio Grande do Norte, over 21 years of age and working in different professional specialties. Participants answered a sociodemographic questionnaire and the EPSO (Employee Performance Evaluation Scale). For cross-validation analysis, the General Health Scale was applied. Statistical analyses—discriminatory, representativeness, exploratory, and confirmatory—revealed satisfactory psychometric indicators, confirming the quality of the measure. It is concluded, therefore, that the scale is reliable for evaluating the construct of organizational support among Brazilian workers. Furthermore, the findings of this study support the possibility of developing a psychological test aimed at both organizational and individual evaluation.

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

Abstract

This study aimed to verify the factorial structure of the Organizational Support Perception Scale (EPSO) among Brazilian workers, assessing its organization, consistency, and variation. The economic, social, and professional changes that have occurred in recent years have influenced organizations in developing and maintaining people management practices focused on the quality of life of both the worker and the institution itself. Among the various proposals for evaluating and diagnosing organizational practices grounded in Positive Psychology, the assessment of organizational support has emerged as a relevant auxiliary measure of organizational performance. A total of 402 workers from the state of Rio Grande do Norte



participated in the study, aged 21 or older and working in various professional specialties. Participants completed a sociodemographic questionnaire and the EPSO. For cross-validation, the General Health Scale was also administered. Statistical analysis includes discrimination, representativeness, exploratory, and confirmatory analyses, as well as satisfactory psychometric indicators, which confirm the quality of the measure. It can therefore be concluded that the scale is reliable for assessing the construction of organizational support among Brazilian workers. Furthermore, the findings of this study support the development of a psychological test for both organizational and individual evaluation.

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

1. Introduction

Work is a tool that enables individuals to realize their ideals, as well as enabling the production of goods necessary for their survival. In this way, several The term "work" can have various meanings, and can even be seen as a... component of subjective processes (GUAZINA, 2021). The labor market has been modified, over the years, due to technological advancements, including its organizational context. In this In this sense, companies need to invest in more dynamic and proactive work environments, that take into account variables that are important to the worker and the organization (HOKAMA; MARTINS, 2024).

In general, work processes have undergone modifications, including: repercussions in various professional areas, in which the replacement of Human labor has been replaced by Artificial Intelligence (AI). There has been a great advancement in the use of AI, for process automation, which has seen a technological acceleration in recent years. (FERREIRA, 2021).

Furthermore, several professions were affected and had their ways of working altered, weakened/made precarious by the socioeconomic transformations experienced throughout the years (PITHAN; VACLAVIK; OLTRAMARI, 2020).

The COVID-19 pandemic was another reality that had an impact on the ways of work and required emergency adaptations in various work contexts. The aforementioned The public health emergency, declared in 2020, popularized *live streams*, online classes, and online meetings, which represented a milestone in changes in the world of work and in the expansion of remote work (GUAZINA, 2021; BRANDÃO; PERUCCHI; FREIRE, 2023).

There was a need for rapid and structural changes, which led to many organizations are adopting remote, hybrid, or flexible work models, which has changed

significantly affects how employees interact with their institutions and with their managers (GUAZINA, 2021).

Regarding the adoption of remote work, managing emotions is crucial. Understanding the dimensions of organizational solicitude, through the use of empathy and trust. Mutual and access to help. Such aspects are important for organizational innovation, which should always maintain rituals to promote connection between workers (BRANDÃO; PERUCCHI; FREIRE, 2023).

After the period of isolation and crisis, issues such as remote work and flexibility... schedules, work-life balance, and mental health care. The role of employees has gained importance. The way organizations respond to these... Demands directly impact employees' perception of support, which in turn influences satisfaction, engagement, and productivity (BRANDÃO; PERUCCHI; FREIRE, 2023).

It is worth noting that, for many years, organizational management prioritized aspects financial aspects at the expense of others, focusing on competitiveness and salary incentives. linked to production to promote satisfaction in the work environment. However, it was noticed- If there is a need to reformulate practices in the workplace, based on planning, organization and coordination (FIDELIS; FORMIGA; FERNANDES, 2023).

Thus, organizational support is related to the perception of employees. Regarding their needs, whether these are met by the organization is essential for the well-being, engagement and productivity (EISENBERG et al., 1986).

In this sense, organizational support enables appreciation and improvement. The organization of workers, which can lead to greater happiness, satisfaction, and enjoyment in... work environment. The measure to evaluate said support should analyze the effects on the building an emotional bond between worker and company, aiming to identify perceptions and professional expectations (EISENBERGER et al., 1986)

Thus, starting from the principle that the emotional and professional health of workers In an organization, success is ensured through the provision of adequate organizational support. It is understood that this is responsible for improving productivity and work performance. This support represents assistance, support, and protection for the institution's employees. (FRANCO et al., 2021).

The lack of emotional identification of workers with organizations can be detrimental. The exchange relationship between these social actors. There may be harm to the organization, which will not have

Their goals achieved without the commitment of their employees will also lead to illness for the worker (MELO JÚNIOR; HELAL, 2023).

Therefore, organizational support is related to how the worker perceives the organization in relation to their well-being. It is important to measure this construct.

aiming at organizational performance, because when they feel supported and valued by In organizations, workers are more likely to take on challenges for the sake of institutional development and they become more engaged and satisfied professionals with their work (FORMIGA; ARAÚJO; OLIVEIRA et al., 2019).

According to Formiga *et al.* (2021), job satisfaction is an important This is an indicator for job retention, making it important for institutions to invest in it. The emotional health of your employees, with a view to future expectations. Self-esteem is a an important aspect of mental health, acting as a mediating variable in behavior. worker in the organizational environment.

Therefore, it becomes clear that it is important to consider the worker beyond the sphere. professional, understanding it within an innovative, creative, and social context. complex. In addition to considering commitment, engagement, and trust in relation to work practice (FORMIGA; FREIRE; FERNANDES, 2019).

The perception of organizational support in the post-COVID-19 pandemic context is... relevant, since the global crisis has brought to light challenges that have impacted relationships of work, the mental health of employees, and organizational dynamics (GUAZINA, 2021). Institutions must adapt to these new expectations in order to establish more effective policies. effective solutions that not only meet immediate needs but also contribute to Building a healthy and sustainable work environment in the long term.

In this way, organizational support becomes not only a factor of productivity, but also a key element in building trusting and quality relationships between employees and organizations. It is necessary to consider the relationship with their collaborators, through the provision of adequate support, promoting a healthy work environment. and ensuring organizational success. The objective of this study is to perform cross-validation and the empirical invariance of measuring this organizational support among workers in Rio Grande Northeastern Brazil in the post-pandemic context.

2. Materials and Methods

Type of research and sample

This study is developed based on a post-positivist epistemological orientation, adopting a quantitative, descriptive, exploratory research strategy and correlational (Creswell, 2010), with workers from different professional areas in Brazil.

Regarding the inclusion criteria, participants aged [age] were considered over 21 years of age, employed for more than one year, active in their work sectors and who that they fall within the labor regulations of the Consolidation of Labor Laws (CLT), with work schedules ranging from 20 to 40 hours and belonging to different professional specialties.

The sample was purposive and obtained by consent, consulting only those who... participants who were working and those who were interested in participating in the research, the which should complete the questionnaire in full. The sample analysis was performed with with the help of the G Power 3.2 statistical package, a software used to calculate power. statistical data required for the research, considering a probability of 95% ($p < 0.05$), The magnitude of the sample effect ($r \approx 0.50$) and a hypothetical power (≈ 0.80). Based on these Based on the indicators, a sample of 400 workers was considered sufficient for conducting the study. research, presenting reliable statistical indicators (e.g., $t \approx 1.97$; $\eta^2 = 0.98$; $p < 0.05$).

Regarding ethical aspects, participants were informed beforehand about the The research objectives were explained, and they received clear instructions for completing the instruments. The research strictly followed the guidelines established by Resolution 510/2016 of National Health Council for research involving human beings. Participation was voluntary and conditional upon digital signature of the Free and Informed Consent Form (TCLE).

The study was submitted for review and approved by the Research Ethics Committee. (CEP) of the Potiguar University (UnP), with a view to obtaining authorization for data collection and obtaining protocol CAAE 83255924.0.0000.5296, approved by the Ethics Committee in Research. The benefits of research were presented, as well as the potential risks. involved, which were minimal (for example: 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 arising from questions or interaction between researcher and respondents, the participant was informed that he was not obligated to continue and could withdraw from the research at any time.

At that moment, without suffering any harm or pressure from the researcher. The questionnaire was made available electronically for two months, and the estimated time to complete it was approximately three minutes.

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

Research instruments

The following instruments were used in the research:

Organizational Support Perception Scale (EPSO) - This is a composite scale. consisting of 9 items, developed by Eisenberger et al. (1986) and adapted and validated in the context Brazilian by Siqueira (1995). This measure aims to assess the extent to which People who work in public and/or private organizations realize that the company... It is concerned with the well-being of employees. To address the construct, participants They should indicate their perception by marking the corresponding response on a scale of seven. Points, ranging from 1 = strongly disagree to 7 = strongly agree.

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

The General Health Questionnaire (GHQ-12) is a simplified version of the GHQ-60. developed by Goldberg and Williams (1988) and adapted for the Brazilian context by Pasquali *et al.* (1994); this questionnaire consists of 12 items, which assess how much a The person (in this case, the worker) has experienced the symptoms mentioned in each item. (For example, Have you been feeling unhappy or depressed? Have you been able to concentrate?) Are you good at what you do? Have you been able to face your problems adequately? etc.

Responses should be indicated on a four-point scale. In this context, scores
Lower scores on the items indicate a more favorable health condition for the participant.

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

Data collection technique

For data analysis, the statistical software SPSSWIN, version 25.0, was used.
In this case, the presence of multivariate *outliers* and the normality of the sample were initially verified.
The common variance was assessed using the Kolmogorov-Smirnov (KS) normality test.
of the method, following the suggestion of Podsakoff *et al.* (2003), based on the one-factor test of
Harman to examine the existence of any common method bias (CMB) in the data
collected.

Regarding the data analysis, a research approach with the following steps was adopted:
1st descriptive and inferential statistics; 2nd exploratory analysis; 3rd confirmatory analysis; 4th
Verification of criteria analysis (convergent and divergent). For the first and second
For these steps, the statistical software SPSS (version 25.0) was used.

In the first stage, relating to descriptive and inferential analysis, the following were carried out:
calculations for the Student's t-test and Pearson's correlation were performed. In the second stage, a...
exploratory factor analysis of the construct, which will also include statistics.
descriptive metrics (mean, standard deviation, mode) and Principal Component Analysis (PCA), without
rotation, therefore, theoretically, the instrument presents originality in its composition and
elaboration. The following criteria were considered: KMO equal to or greater than 0.70 and the Test of
Bartlett's sphericity (chi-square, χ^2); Kaiser's criteria (eigenvalue equal to or greater than 10 ...
superior) and Cattell's (graphical distribution of eigenvalues, aiming to distinguish those
spare parts); and Cronbach's alpha. In the third stage, a factor analysis was performed.
Confirmatory data in version 24.0 of *AMOS Graphics*. The matrix is considered as input.
covariances of the items of the measures used, the *Maximum Likelihood (ML)* estimator,
assuming the following psychometric indices: Chi-square and degrees of freedom ratio
(χ^2/df), *Root Mean Square Residual (RMR)*, *Goodness-of-Fit Index (GFI)* and the *Adjusted*
Goodness-of-Fit Index (AGFI), *Root-Mean-Square Error of Approximation (RMSEA)*,
Comparative Fit Index (CFI), *Tucker-Lewis Index (TLI)*, *Expected Cross-Validation Index*
(*ECVI*) and the *Consistent Akaike Information Criterion (CAIC)*. Also conducted were the
Composite Reliability (CR) and the average variance extracted (AV). In the fourth stage, intended

In addition to the convergent and divergent evaluation, Pearson's correlation and other methods were also performed. Chi-square calculation, intended for evaluating the association between crop variables. The organizational structure and the type of organization in which the participants work.

3. Results and Discussion

With the data collection completed and considering that the measures presented are In contrast to the original study, a set of psychometric analyses was developed to achieve... The model's safety is based on the scalar measures of each construct.

The final sample for the study consisted of 402 workers in different areas of work, namely: administrator, civil and environmental engineer, physiotherapist, biomedical scientist, doctor, dentist, health agent, teacher, social worker, physical education teacher, technicians (information technology, health, public safety, gastronomy, administration, nursing, etc.) pharmacist, speech therapist, public servant, geographer, nurse, zootechnician, etc.); The highest percentage of participation was among nurses (14%), with other professions not showing the same percentage. They had a representation greater than 5%.

The majority were from the state of Rio Grande do Norte (74%), and the participants The other states did not represent 5% of the sample; regarding age, it ranged from 20 to 71 years (Mean = 41.33 years, SD = 10.13), 72% of the sample were women; regarding income In general, 32% had an economic income of 3,000.00 to 5,000.00 reais, and 51% had more than ten years of service, 62% were from the public sector, 67% worked around the clock.

Based on these sociodemographic characteristics, it was found that multicollinearity, which was assessed through correlations between variables and which had This analysis will be guided by the parameters defined by Tabachnick and Fidell (2001), which, They established a relationship < 0.90 , having observed a correlational variation between the variables lower than the indicator proposed by the authors, ranging from 0.37 to 0.72; this condition This indicates that there was not a high degree of correlation, which could generate models with low error. Regarding multivariate outliers, these were assessed using the normality test. Kolmogorov-Smirnov (KS) assay, designed for samples with more than 100 subjects, and it was observed... Indicators of sample normality (KS = 1.29; $p < 0.34$).

Having identified that the present thesis presents a composition of many variables independent variables (IV) and dependent variables (DV), measuring opinions of the same. Participants in the research related to the phenomenon that is intended to be verified were evaluated. The existence of a Common Variance of the Method (CVM). The fact that this condition must be verified is crucial.

Regarding the control situation in the problems of evaluating measures, quality, and safety. from the results. Seeking to solve the VCM problem, the factor test was employed. Harman, whose objective is to examine the existence of any common bias (variance) to method (Podsakoff, Mackenzie, Lee et al., 2003). It was observed that, for the sample collected, the VIs and VDs presented a single factor with an eigenvalue greater than 1.00, which explains a value less than 50%, with 41.7% of the covariance between the variables being explained. Revealing the non-existence of the VCM.

Given that the sample was normal, the discrimination (*t*) and the following were evaluated. content representativeness (*r*) of the items, intended for the reliability of the content of the items. of each measurement. These analyses are based on the theoretical assumptions of Classical Theory. of the Tests (TCT), with a view to evaluating the importance of systematic content analysis. of the items, in accordance with the theory underlying the instrument. This approach seeks to ensure consistency between theoretical aspects and expected empirical results (Pasquali, 2011; Sartes, Souza-Formigoni, 2013).

In Table 1, using an initial sample of 30 workers, It was found that all items on the Organizational Support Perception Scale (PSOrg) and the Perception of General Health (SG) showed satisfactory performance in both indicators of discrimination regarding representativeness among participants, attesting to the adequacy of Items for evaluating the central aspects related to the topic.

Table 1 - Discriminative power and content representativeness of the items in the scale used.

I construct	ÿ Items	Statistic		
		ÿt (>1.96)	ÿr (>0.50)	p-value (< 0.05)
Perception of organizational support (PSOrg)	PSOrg 1 to PSOrg -11	0.25 to -19.31	0.59 to 0.74	0.001
Perception of General Health (SG)	SG 1 to SG 12	-7.12 to -18.11	0.59 to 0.67	0.001

Source: Survey data (2025). Notes: *t* = Student's *t*-test; *r* = Pearson correlation; PSOrg 1...PSOrg 9 = items 1 to 9 of the organizational support perception scale; SG 1 ... SG12 = items 1 to 12 of the general health scale.

After ensuring the conceptual and empirical conditions of each construct, the following was carried out: The second stage, corresponding to the exploratory factor analysis, involved the participation of... 205 respondents, comprised of men and women, working in public organizations. and private, in Rio Grande do Norte. Based on the results of the discriminant analysis and on To determine the representativeness of the content, a factor analysis was conducted, using the following as a reference:

psychometric criteria established in the literature (Dancey, Reidy, 2006; Hutz *et al.*, 2015; Pasquali, 2011).

The calculation was performed using the principal axis factorial (PAF) method, specifying the number of factors to be extracted, which had already been defined previously, based on the authors who developed each scale: the unifactorial structure of Perception of Organizational Support (EPSO), developed by Eisenberger *et al.* (1986), adapted and validated for the Brazilian context by Siqueira (1995) and corroborated by Formiga, Fleury and Souza (2014) and the General Health Questionnaire (GHQ-12), developed by Goldberg and Williams (1988) and adapted for the Brazilian context by Pasquali *et al.* (1994).

To ensure greater reliability in the selection of factors, a rotation was established. Oblique factorial design, with a saturation of ± 0.30 , adopting the criterion based on the quantity of eigenvalues, known as the Kaiser Criterion, are used to determine the number of factors to be retained. Proposed by Kaiser in 1960, this criterion recommends retaining factors with eigenvalues greater than 1.00. Eigenvalues indicate the amount of variance explained by the factors, considering that the sum of these values is always equal to the number of items used in the analysis.

With regard to assessing the internal consistency of each measure, it is crucial that it should be noted that Cronbach's alpha index must be greater than 0.70. Internationally, this analysis has been highlighted as the most suitable psychometric indicator to estimate reliability (Gottens *et al.*, 2018; Pasquali, 2011). Additionally, analyze if the ICC (intraclass correlation), a calculation intended to determine a coefficient of Reproducibility. This is an estimate of the total variability of the measurements referred to, caused due to variations between individuals, and should be greater than 0.70 (Hutz *et al.*, 2015; Pasquali, 2011).

After establishing the psychometric evaluation criteria, the results allowed to determine the adequacy of the correlation matrix: for the Perception of Organizational Support (PSOrg), $KMO = 0.89$ and $\chi^2/df = 2123.74/36$ stood out, $p < 0.001$; for Health Perception Overall (SG), $KMO = 0.90$ and $\chi^2/df = 2773.98/66$ were observed, $p < 0.001$. In general terms, the research results indicated the existence of a factorial distribution, similar to previously observed in the studies by Eisenberger *et al.* (1986), Siqueira (1995) and Formiga, Fleury and Souza (2014) for the Perception of Organizational Support (EPSO), and Goldberg and Williams (1988) and Pasquali *et al.* (1994) for the assessment of General Health (QSG-12).

Table 2 presents the factor scores, communalities, and variances explained, along with the internal consistency indicators (Cronbach's alpha) and the ICC, allowing one to...

Note that the aforementioned measure met the psychometric standard established by the literature. (Dancey, Reidy, 2006; Formiga, 2003; Hair *et al.*, 2019; Pasquali, 2017). It should be noted that not only the saturations (factor loadings) of each scale showed scores higher than 0.30, with Values greater than 1.00 and an explanation greater than or equal to 30% of the total factor variance.

Also highlighted in Table 2 are the psychometric indicators from the confirmatory analysis. from the Organizational Support Perception Scale (PSOrg) and the General Health Perception Scale (EPSG). The statistical software AMOS GRAFICS 24.0 JASP, designed for analysis, was used. Confirmatory factor analysis based on the model hypotheses verified in the exploration of the factors. in all constructs. In Confirmatory Factor Analysis (CFA), it was decided to leave the free covariances (ϕ , γ), which revealed indicators of the model's goodness of fit. proposed close to the recommendations presented in the literature (Hair *et al.*, 2019).

In these results, the intended models for a unifactorial structure in Perception Organizational Support Scales (EPSO) and two-factor assessments of general health (QSG-12) showed, respectively, statistical indicators that justify the consistency of the factorial structure of each of the measures for workers, confirming, in a more robust way, the proposal of The aforementioned authors. In addition to noting that the statistical indicators were in agreement with that which was statistically required, these were close to and even better than those observed in previous studies.

Table 3 - Summary of statistical indicators from the exploratory and confirmatory factor analysis of internal consistency of the scales.

Exploratory factor	Statistics						Internal consistency	
	Exploratory factor analysis (n = 201)						̳ Alpha Cronbach (>0.70)	̳ ICC (95% IC) (>0.70)
	Scores > 0.30	h2 0.26-0.39	Min - Max 1-5	Numbers items 9	̳ Factorial values own 1.00	̳ Variance explained (%) 68.12		
Scale Perception of organizational support al (PSOrg) [unifactorial]	0.49-0.68	0.26-0.39	1-5	9	2.68 - 11.65	68.12	0.89	0.75-0.89
Scale Perception of General Health (EPSG) [bifactorial]	0.43-0.68	0.29-0.37	1-5	12	1.54-a - 4.80	17.09 to 53.08	0.78 - 0.82	0.81 to 0.85
Confirmatory analysis (n = 202)						Medi of		
Absolute adjustment measures						Adjustment measures incremental		

Confirmatory structural models								partial monia
	χ^2/df < 3	SRM R < 0.05	GFI >0.80	AGFI >0.80	CFI >0.90	TLI >0.90	RMSEA <0.05	ECVI < value, better
Scale of Perception of Organizational Support (PSOrg)	1.86	0.02	0.99	0.98	0.99	0.99	0.01	1.26
General Health Perception Scale (GSPS)	2.09	0.04	0.98	0.97	0.99	0.98	0.03	1.19

Source: Research data (2025).

The findings presented in Table 2 highlight that the statistical indicators justify both the validity and the structural consistency of the scales administered in the study; single-factor models of the organizational support scale and two-factor models of general health, based on In the adjustments for errors, those that best represented the factorial proposal of each construct were: both in exploration and confirmation. Regarding additional information, see Table 3. the internal consistency indicators relating to confirmatory analysis, which, in their analytical diversity, corresponded to the quality required by the statistical literature (cf. Hair *et al.*, 2019; Pasquali, 2011; Hutz *et al.*, 2015).

Table 3 - Psychometric indicators of the factorial structure of the scales administered in

Constructions	Statistics					
	Confirmatory factor analysis		Consistency			
	Factor scores (\bar{y}) > 0.50	\bar{y} (errors)	\bar{y} CC >0.70	\bar{y} VME >0.50	\bar{y} Alpha (\bar{y}) >0.70	Coefficient \bar{y} (>0.70)
Scale of perception of organizational support (unifactorial)	0.61 to 0.79	0.32 to 0.51	0.85	0.61	0.89	0.87
General health perception scale (bifactorial)	0.52 to 0.73	0.34 to 0.57	0.76 to 0.82	0.63 to 0.71	0.78 to 0.82	0.81 to 0.85

Source: Research data (2025).

Attention is drawn to the Alpha (\bar{y}), Omega (\bar{y}) and AVE indicators for each scale; Some of these indicators were already presented when evaluating the quality of the factor structure. of the measures, intended exclusively for the general verification of their factorial organization; in

Based on the analysis presented in Table 3, these indicators, specifically for each construct, were within the expected range ($> 0.70 < 1.00$).

Seeking to reinforce the measurable quality of the two-factor model of general health, since the unifactorial organizational support scale does not allow for the presentation of scores. Psychometric methods for evaluating heterotraits and monotraits in measurement; according to Roemer, Schubert and Hensele (2021), Fornell and Larcker (1981) and Henseler, Hubona and Ray (2016), in this analysis, the ratio between the correlations is calculated. In the numerator, the average of the correlations is calculated between different constructs (heterotrait), while in the denominator, the following is calculated: the average of the correlations between variables that measure the same construct (single-trait). If the ratio HTMT < 0.85 , this suggests that the constructs are sufficiently distinct, which demonstrates discriminant validity. An HTMT value > 0.85 may indicate that the constructs are not sufficiently differentiated, that is, the measurements may be measuring the same thing. Therefore, the EGC measurement scale revealed that its constructs are adequate and sufficient for the aforementioned measure, indicating that the four dimensions of the construct are discriminants converge towards the proposed measure (see Table 4).

Table 4 - Heterotrait-monotrait ratio (HTMT) scores among the scale factors (< 0.85)

General health perception scale	
Depression	Social dysfunction
1,000	
0.61*	---
0.55*	0.68*

Source: Survey data (2025). * < 0.85

Considering these results, it is possible to estimate the reliability of each instrument and/or measurement scale, using the factor loadings of the items (results of factor analysis). To estimate reliability, considering the variance of the items explained by common factors and the unique variance of each item. This is fundamental when working with sighted scales. as measures of a latent construct, that is, a concept not directly observable (by For example, the concept suggested in terms of organizational support and overall health.

Based on the findings presented regarding the quality and consistency of the scales, The objective of evaluating cross-validation and factorial invariance was met; with regard to Upon initial analysis, the error measure of the models was verified in a data-agnostic manner. Predictive. The idea is to obtain an error measure that summarizes the model's performance if this

if applied to different samples, possibly with distinct specific characteristics (ZAFAR, KHAN, 2023).

In order to fulfill this stage, a regression analysis was carried out, having The hypothesis is that organizational support has a positive predictive effect on the overall health of the worker. From the total sample collected for this study, it was divided into two groups, N1 and N2, thus generating the purported predictive model, observing the following results: for N1, support was observed. Organizational performance predicted overall health, presenting a standardized Beta (β) = 0.31, $t = 4.69$, $p < 0.001$, [$R^2 = 0.10$; adjusted $R^2 = 0.10$; $F(1/200) = 19.24$, $VIF = 1.00$, $p < 0.001$]; for N2, The same analysis was performed with the same predictive direction between the constructs, observing a Standardized beta (β) = 0.29, $t = 3.93$, $p < 0.001$, [$R^2 = 0.08$; Adjusted $R^2 = 0.08$; $F(1/200) = 14.51$, $VIF = 1.00$, $p < 0.001$], a condition that confirmed cross-validity.

Regarding the second analysis, knowing the results of the factorial organization of the scale in question, presented in Table 2, and based on these indicators, an attempt was made to verify the invariance of the CFI when comparing the CFI between studies in different samples from this study (by For example, the first sample and the second sample collected). According to Hair et al. (2019) and Marôco (2010), when evaluating the difference between this psychometric indicator (which is expected to such a difference (Δ) is < 0.01), it is possible to verify that the item parameters, as a function of The proposed factor structure reveals factorial invariance.

Therefore, based on this analysis, it was initially found that the Δ CFI between the The difference between the samples (first sample [0.99] and second sample [0.98]) was 0.01; in the difference Δ TLI, A very small difference was also observed, in line with expectations. statistically between samples (first sample [0.99] and second sample [0.99]), with The difference equals 0 (zero). From these analyses, it can be stated that the perception scale The organizational support is invariant, regardless of temporality and sample specificity.

The present study aimed to evaluate the psychometric properties of the Scale. of Perceived Organizational Support (EPSO), after more than five years of its use in research in Brazil, developed by Siqueira (1995), Formiga, Fleury and Souza (2014) and Formiga, Freire and Fernandes (2019). The EPSO measure demonstrated not only consistency structural, but also theoretical convergence regarding the perception of organizational support, understood as the degree of appreciation and support that the worker perceives they receive from the company. organization. This approach considered both the conceptual and empirical dimensions of Internal dynamics of contemporary organizations.

The study also aimed to present robust psychometric evidence.

in the evaluation of the relationship between organization and worker, focusing on the valuation of the system. labor law as an instrument applicable to various fields of study, including the humanities. and social sciences, as well as the sciences applied to human behavior and psychology. organizational and work-related.

The relevance of the perception of organizational support, from the worker's perspective, reflects The theoretical perspective of the construct, grounded in the theory of reciprocity. This conception This allows us to understand that the worker-organization relationship does not develop in a vacuum. It is not a labor-related issue, but it stems from an interactive process in which both parties play roles. complementary. Thus, it becomes essential to emphasize the shared responsibility of the organization and the worker for the strengthening of healthy work environments, promoting productivity and the protection of the mental health of professionals (FORMIGA, FREIRE, FERNANDES, 2019; ESTEVAM, FORMIGA, GONDIM, 2024).

Another aspect relevant to the development of this research concerns scarcity. of studies available in Brazilian and South American scientific databases that use EPSO as a psychometric evidence tool in the development of psychological tests applicable to phenomena of organizational dynamics. The review of national productions identified studies that performed exploratory, confirmatory, and predictive statistical analyses, considering EPSO as a determining factor in productive dynamics and quality of life. in the workplace. However, these studies presented isolated approaches (SIQUEIRA, 1995; FORMIGA, FLEURY, SOUZA, 2014; FORMIGA, FREIRE, AZEVEDO, FARIA, 2020; (PAULA *et al.*, 2021; NOGUEIRA, OLIVEIRA, 2022). No studies were found that that included, in a single investigation, the complete set of statistical analyses, including cross-validation and evidence of factorial invariance, aspects addressed and corroborated in this study.

Regarding psychometric indicators, specifically the analyses of the Theory Classical Testing Techniques (CTT) applied to the quality of EPSO items, it was observed that the indices Discrimination and representativeness ensured the consistency of the proposed factor structure. (PASQUALI, 2011; HUTZ, BANDEIRA, TRENTINI, 2015; PITON-GONÇALVES, (ALMEIDA, 2018). The analyses showed that all items were adequate, with no... need for exclusion, which demonstrates that the participants were able to recognize the The relevance of the instrument in its work context reinforces the theoretical and empirical coherence of... measure.

In exploratory factor analysis, conducted based on Classical Test Theory (CTT), factor scores

presented values greater than 0.50, and the internal consistency indices, evaluated by Cronbach's alpha coefficient indicated satisfactory reliability ($\alpha \approx 0.70$) for all. These results confirm that the measure maintained the original factorial structure. adapted to the Brazilian context (SIQUEIRA, 1995), corroborating the confirmatory analyses. previously performed on national samples (FORMIGA, FLEURY, SOUZA, 2014; FORMIGA, FREIRE, FERNANDES, 2019).

In the confirmatory factor analysis, the theoretically established item-factor direction was maintained. The proposal confirms the unifactorial model of the scale. This finding provides theoretical certainty and empirical analysis of the application of EPSO to the investigated worker samples. Thus, it is observed that the conceptual definition and factorial structure of the construct are consistent with the studies previous steps, ensuring the suitability of the instrument for the psychological assessment of relationships. between professionals and their organizations, particularly with regard to the employment relationship. and to the psychosocial conditions that influence the work environment.

The reflection presented above finds empirical support in the observation of Convergence and divergence of constructs through EPSO psychometric indicators. These results suggest that, when considering the worker's connection and involvement with the organization, as highlighted by Formiga, Fernandes *et al.*, 2021; Formiga, Pereira, Estevam, 2020; Formiga *et al.*, 2021, it is possible to infer that the collaborator tends to present greater motivation, developing a sense of appreciation and sensitivity towards institution where he works.

However, a key aspect of this dissertation refers to the inclusion of a An analysis not considered in previous studies: the empirical verification of the difference. between the statistical indicators *Comparative Fit Index* (CFI) and *Tucker-Lewis Index* (TLI). According to the literature, differences of less than 0.01 between these indices indicate adequate factorial equivalence (HAIR *et al.*, 2019; MARÔCO, 2010). In the present study, this condition was met. confirmed, which allows us to infer that, regardless of the collection period and the Based on the characteristics of the samples analyzed, the factorial structure of EPSO remained stable and Psychometric coherence in different Brazilian work contexts.

Additionally, evidence of cross-validation was found, with scores Significant predictive factors that confirm the role of organizational support as a variable. explanatory of the worker's overall health. These findings reinforce the theoretical and empirical robustness of the scale and its applicability in psychological measurement in various contexts organizational.

Generally speaking, when workers perceive the existence of organizational support, He tends not only to develop and apply his emotional potential to the dynamics of work, but also to reduce the intention to leave — whether through voluntary departure in private organizations or at the request of a change of sector in public institutions. This Functional reciprocity, when strengthened by effective organizational practices, contributes to enhance the work environment, promoting talent retention and increasing productivity. productivity.

The factor distribution observed in this study was similar to that identified in Previous research has included samples from different professional categories in Brazil. Convergence confirms the theoretical and empirical adequacy of EPSO as an assessment tool. The psychological perception of organizational support, highlighting its applicability to to measure the construct among workers from different occupational segments.

Finally, regarding the analysis of external criteria, it was found that EPSO It demonstrated sensitivity in measuring professional, gender, and age characteristics. which expands its practical usefulness. This finding reinforces the potential of scale to support Strategic actions in training, development, and functional management, contributing to the Strengthening professional identity and integrating the worker into the organization.

4. FINAL CONSIDERATIONS

Based on the results obtained, it can be stated that the proposed objectives were achieved. achieved, especially with regard to the quality of the measuring instruments used. Thus, this work presents a relevant evaluative contribution, although it is not the only one. possible, which offers a significant response to the advancement of studies and proposals of interventions aimed at improving quality of life at work and worker health, with a focus on perceived organizational support.

The results indicate that the quality of work is not limited to a structure. adequate economic conditions or a comfortable physical environment, even if these aspects are important. The central focus of this investigation was to highlight the value of the worker as Being human and recognizing that one's qualifications, engagement, and well-being are intimately linked. related to organizational dynamics and management practices adopted.

Therefore, the relevance of the study lies in promoting reflection on the The need for more humanized organizations that value management practices centered on... human development, engagement, and the promotion of a healthy work environment and



productive. Such practices tend to strengthen organizational bonds and favor both Performance regarding workers' health.

However, like all research, this one has limitations that deserve to be addressed. considered. The main one refers to the cross-sectional nature of the study, which does not allow to establish causal relationships between the variables investigated. Furthermore, the sample was... composed of workers from a specific geographic and institutional context, which limits Generalizing the results to other sectors or regions.

Based on these limitations, it is recommended that future studies: Conduct investigations longitudinal studies, in order to analyze the evolution of the relationships between perception of support. organizational factors, positive psychological capital, and quality of work life over time; Expand the sample scope to include professionals from different sectors and regions, or even from other countries, to assess possible cultural and contextual variations; To propose and test integrative theoretical models that link these constructs to organizational culture, to talent retention and occupational health; Evaluate organizational interventions aimed at strengthening positive psychological capital and promoting positive work environments. healthy, in order to empirically validate the effects of these strategies on well-being and productivity.

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