

## Perceived Organizational Support-Betrayal: Measurement model in Mexican workers

Percepción de Apoyo-Traición Organizacional: Modelo de medida en trabajadores mexicanos

*Emmanuel Martínez-Mejía<sup>a</sup> & José I. Martínez-Guerrero<sup>b</sup>*

---

### Abstract:

The aim of the study was to evaluate the dimensionality of the Survey of Perceived Organizational Support (SPOS) in Mexican workers in order to add evidence of the construct validity of the results that are inferred from the instrument. The investigation was carried out in three phases. In the first Phase, participated 260 workers, with an Exploratory Factor Analysis (EFA), two factors were identified, in which the main factor grouped Support items, and in the other factor items were found that theoretically can be classified as Perceived Organizational Betrayal. In the second Phase, participated 498 Mexican workers, through a Confirmatory Factor Analysis (CFA), a bifactorial theoretical measure of perceived Support-Betrayal, was carried out. The adjustment of two measurement models was compared: the original one-dimension instrument, which presented no evidence of adjustment, while the two-dimensional measurement model did present an acceptable fit. In the third Phase, correlational analyses were carried out with Organizational Commitment and Turnover Intentions that presented significant correlations. It is necessary to continue reviewing the original questionnaire under the complete theoretical model and continue to show evidence of the constructs that are to be measured, in order to have increasingly robust, valid, reliable and complete interpretations of the results of this approach of social exchange in the organizations

### Keywords:

*Social Exchange, Reciprocity, Confirmatory Factor Analysis, Validity*

---

### Resumen:

El objetivo del estudio fue evaluar la dimensionalidad del Cuestionario de Percepción de Apoyo Organizacional (CPAO) en trabajadores mexicanos, a fin de añadir evidencia de validez de constructo de los resultados que se infieren del instrumento. Se realizó una investigación en tres fases. En la primera Fase, participaron 260 trabajadores, con un Análisis Factorial Exploratorio (AFE) se identificaron dos factores, en los que el factor principal agrupó ítems de Apoyo propiamente dicho, y en el otro factor se encontraron ítems que teóricamente pueden clasificarse como Percepción de Traición Organizacional. En la segunda Fase, participaron de 498 trabajadores mexicanos, se llevaron a cabo Análisis Factorial Confirmatorio (AFC) de un modelo de medida teórico bifactorial Apoyo-Traición percibida. Se comparó el ajuste de dos modelos de medida: el Unidimensional original del instrumento, que no mostró evidencia de ajuste satisfactorio; mientras el modelo de medida Bidimensional sí mostró un ajuste aceptable. En la tercera Fase, se realizaron análisis correlacionales con Compromiso Organizacional e Intención de Renuncia que mostraron correlaciones significativas. Es necesario seguir revisando el cuestionario original bajo el modelo teórico completo y seguir mostrando evidencias de los constructos que se buscan medir, a fin de tener interpretaciones cada vez más sólidas, válidas, confiables y completas en los resultados de esta aproximación del intercambio social en las organizaciones.

### Palabras Clave:

*Intercambio Social, Reciprocidad, Análisis Factorial Confirmatoria, Validez.*

---

## INTRODUCTION

Theories of social exchange are a set of models in which anthropology, sociology, economics, and social psychology have contributed, who have identified explanatory scientific principles for interpersonal relationships (Álvaro and Garrido, 2003; Morales, 1981). The most influential exchange models are Homans (1958), Thibaut and Kelley (1959), and Goulner (1960) and Blau (1964).

In particular, Gouldner (1960) formalizes a principle or norm of universal reciprocity as a premise in his explanation of exchange relations. This standard marks two fundamental interrelations: 1) people should help those who have previously helped them, and 2) people should not harm those who have helped them. One of the applications of social exchange is located in organizations. In general, this approach suggests that employees evaluate all social interactions and that satisfactory exchanges will result in favorable reciprocity on the part of

---

<sup>a</sup> Autor de Correspondencia, Facultad de Psicología, Universidad Nacional Autónoma de México, <https://orcid.org/0000-0002-4095-359X>, Email: [emmanuel.martinez.mejia@comunidad.unam.mx](mailto:emmanuel.martinez.mejia@comunidad.unam.mx)

<sup>b</sup> Facultad de Psicología, Universidad Nacional Autónoma de México, <https://orcid.org/0000-0002-3328-7760>, Email: [josemarg@unam.mx](mailto:josemarg@unam.mx)

workers and their influence on employee job outcomes such as attitudes and performance. (Konovsky and Pugh, 1994; Wayne and Ferris, 1990; Eisenberger, Fasolo, and Davis-LaMastro, 1990; Settoon, Bennett, & Liden, 1996).

Thus, based on social exchange, the employment relationship is conceived as the exchange of effort and loyalty of employees in exchange for the material provision and socio-emotional benefits by the organization, emphasizing the achievement of favorable results through a generous treatment of employees (Aseagle and Eisenberger, 2003; Etzioni, 1961; Gould, 1979; Levinson, 1965).

In the operationalization of this exchange in organizational research, the Perception of Organizational Support is one of the most relevant both theoretically and empirically (Aseagle and Eisenberger, 2003; Coyle-Shapiro and Conway, 2005; Rhoades and Eisenberger, 2002). The Organizational Support approach argues that employees form a global perception of the degree to which the organization values their contributions and takes care of their well-being (Eisenberger, Huntington, Hutchison and Sowa, 1986; Rhoades and Eisenberger, 2002). Based on the norm of reciprocity (Gouldner, 1960) the theory assumes that employees strive to give back a high level of support that the organization has provided, in exchange for helping the organization when necessary to perform the work effectively, treat with stressful situations and increase the effort; as a consequence, Organizational Support will have favorable results for both employees, such as job satisfaction and improved mood; and for the organization, such as increased commitment, performance, resignation intentions and reduced turnover (Rhoades and Eisenberger, 2002; Shore and Shore, 1995; Rhoades and Eisenberger, 2002; Chou-Kang, Chieh-Peng, Yuan and Ching-Yun, 2005; Kurtessis, Eisenberger, Ford, Buffardi, Stewart, and Adis, 2017).

#### *The dimensionality of Support Perception*

Construct validation constitutes a continuous process of psychometric studies, through which evidence is provided to test hypotheses about the structure of the constructs, of the proper interpretation of the measurement results, as well as of the inferences about theoretically relevant relationships with other variables (Messick, 1995; Zumbo, 2007).

Thus, the evaluation of theoretical constructs through empirical indicators requires evidence of the adequacy of observed indicators and latent variables that explain them, that is, evidence of their validity (Kane, 2001); and obtaining results consisting of successive measurements, that is, of its reliability (Martínez-Arias, 1996; AERA, APA, NCME, 2014).

In the initial psychometric study of the CPAO Organizational Support Perception Questionnaire (SPOS), Eisenberger et al. (1986) reported that employees showed a constant pattern of statements about whether the organization appreciated their contributions and would treat them favorably or unfavorably in different circumstances.

This 36-item instrument, in its original form, considers both items written positively and negatively. Subsequent studies that report exploratory factor analyzes with employees of various occupations and organizations have provided evidence of internal reliability and one-dimensionality of the scale of Eisenberger et al. (1986), both in its original form, with 36 items and shorter later versions (Armeli, Eisenberger, Fasolo, and Lynch, 1998; Coyle-Shapiro and Conway, 2005; Eisenberger, Fasolo, and Davis-LaMastro, 1990).

This evidence has also been found in various samples of Mexican workers (Arias, 2001; Uribe, 2001; Martínez-Mejía, 2011). However, it is necessary to remember that Eisenberger et al. (1986) reported two components; all items showed higher factor loads in the main factor, although with negative charges. These results set a precedent for the possibility of multidimensionality.

If we reconsider Gouldner's (1960) approach, which indicates two premises regarding reciprocity, 1) people should help those who have previously helped them, and 2) people should not harm those who have helped them. In particular, the second premise, the word used in English is injured, which means and can be translated as hurting, injuring or harming (Cambridge, 2019); In Spanish, doing harm implies bodily detriment caused by an injury, a blow or a disease, injury, physical or psychological damage to someone (RAE, 2019). Besides, the aggravating factor of harming someone who has helped us has a strong connotation of committing a fault by breaking the trust, fidelity or loyalty that must be saved or had, that is: Betrayal (RAE, 2019).

From an experimental approach to reciprocity in Game Theory, Axelrod (1984) refers to the concept of defection (defection, Cambridge, 2019) as the behavior that goes against cooperation, that is, when someone does not return a favor that he has received, which can also be understood as helplessness or abandonment towards those who had their trust (RAE, 2019), so it can also be understood as Betrayal.

Therefore, we could talk about Perceived Organizational Betrayal, which could be defined as a global perception of the degree to which the organization has systematically damage worker's confidence and neglected his well-being.

It should be noted that in many of the studies in which the different versions of the CPAO are used, factor analysis is not carried out to test the construct, but rather it is based on the assumption of unidimensionality, the scores of the "negative" items are reversed and are used to calculate organizational support as a single dimension. What led to raising the question, will the one-dimensional factor structure of the ODP instrument be maintained in Mexican workers? So, based on the exposed evidence, the objective of the present study was to evaluate the unifactorial model of the Organizational Support Perception Questionnaire that has been reported in the literature, with a sample of Mexican workers.

## **METHOD**

### *Type and research design*

A non-experimental, correlational study was carried out to evaluate the psychometric properties of a short version of the CPAO, in two phases: Phase 1 Exploratory Analysis, Phase 2 Confirmatory Analysis, and Phase 3 Correlational Analysis

### *Sampling and participants*

Intentional sampling was carried out for convenience, both for Mexican workers of private initiative organizations and government institutions for both phases. In Phase 1, 260 workers participated. In Phase 2, 498 workers participated.

### *Hypothesis*

H<sub>1</sub> The one-dimensional factor structure of the Organizational Support Perception Questionnaire will be maintained in exploratory factor analysis.

H<sub>2</sub> The two-factor model will show a better fit than the unifactorial model of the Organizational Support Perception Questionnaire in confirmatory factor analysis.

H<sub>3</sub> The two-factor model will show significant relationships with organizational commitment and intention to resign.

*Instruments*

Scale designed by Eisenberger et al. (1986) in the adaptation of a short version of 13 items (eg "I find help from this organization when I have a problem"; "If the organization found a more efficient way to do my job, they would replace me"), which they have used Arias (2001) without reporting internal consistency and Uribe (2001), in Mexican samples. The scale is composed of a Likert-type response format with five valuation points, where 0 indicates completely disagree; 1, slight disagreement; 2 in doubt; 3, slight agreement; and 4 totally agree.

Organizational commitment questionnaire (Meyer and Allen, 1997) in an 18-item version adapted and used for the Mexican population (Arias, 1998; Arias, 2001; Uribe, 2001), with a Likert response format with five assessment points, where 0 indicates completely disagree; 1, slight disagreement; 2 in doubt; 3, slight agreement; and 4 totally agree. The questionnaire includes the affective commitment factor ("This organization means a lot to me personally"), normative commitment ("This organization deserves my loyalty"), and commitment to continuity ("One of the disadvantages of leaving this organization is the shortage of others available opportunities").

Waiver Intention Questionnaire ("I will leave this organization as soon as possible") designed for this research from different studies (Carmeli and Weisberg, 2006; Chou-Kang, Chieh-Peng, Yuan and Ching-Yun, 2005; Villanueva and Djurkovic, 2009), with a Likert-type response format with five valuation points, where 0 indicates strongly disagree; 1, slight disagreement; 2 in doubt; 3, slight agreement; and 4 totally agree. The Intention to Resign refers to the subjective estimation of an individual with respect to the probability that he will leave in the near future of the organization in which he works (Carmeli and Weisberg, 2006).

*Process*

Phase 1: Exploratory Factor Analysis was carried out to test the unidimensionality of a short 13-item version of the Organizational Support Perception Questionnaire. The SPSS 25 program was used for these analyzes.

Phase 2: Confirmatory Factor Analysis was performed to test both the one-dimensional model of Organizational Support Perception; as the bifactorial model of Perception of Support-Betrayal. The AMOS 19 program was used for these analyzes.

Phase 3: Analysis of correlations between Support and Betrayal was also performed; Affective, Regulatory and Continuity Commitment; and Intention to Renounce to explore relationships with these constructs. The SPSS 25 program was used for these analyzes.

An exploratory factor analysis (AFE) was performed to replicate the procedure used by Eisenberger, Hutchison, and Sowa (1986) in a sample of 260 Mexican workers. In the first analysis, three components were obtained with a general Cronbach's Alpha under .279. For a secondary analysis, it was decided to leave out items 1 and 2 of the third component. In this new AFE, a two-factor model was found. In this secondary analysis, the "positive" and "negative" items referred to by Eisenberger et al. (1986), which in that study loaded in one dimension. In this second model, the consistency indices were calculated for each factor; in both cases, they can be considered acceptable (Table 1). In Figure 1, it is observed that item 5 is grouped in factor 1; however, it presents factorial loads in the two factors with little difference, although low, in case of keeping it in the model for a next confirmatory phase it could be theoretically placed in the group of Organizational Betrayal Perception items. Based on these results, there is evidence of two factors with items that conceptually refer to aspects of Organizational Support-Betrayal.

*Table 1.*

Model 2 with an exploratory factor analysis of a short 11-item version of the organizational support perception questionnaire in a sample of Mexican workers.

	Components	
	1	2
8. Encuentro ayuda por parte de esta organización cuando tengo un problema	<b>.816</b>	-.115
12. Esta organización considera intensamente mis metas y valores	<b>.797</b>	-.146
13. Esta organización toma en cuenta mis opiniones	<b>.778</b>	-.087
7. Esta organización realmente se ocupa en aumentar mi bienestar	<b>.736</b>	-.294
3. Esta organización me ayudaría si yo necesitara un favor especial	<b>.587</b>	-.285
5. Si mi puesto fuera eliminado, esta organización preferiría despedirme en vez de transferirme a un nuevo trabajo	<b>-.315</b>	<b>.291</b>
11. Si esta organización pudiera contratar a alguien con una remuneración más baja para reemplazarme, lo haría	-.182	<b>.742</b>
10. Si esta organización tuviera oportunidad, se aprovecharía de mí	-.235	<b>.715</b>
9. Esta organización denota muy poca preocupación por mí	-.347	<b>.667</b>
6. Si esta organización encontrara una forma más eficiente de efectuar mi trabajo, me reemplazaría	.065	<b>.614</b>
4. Esta organización ignoraría cualquier queja de mi parte	-.274	<b>.485</b>
	Alpha de Cronbach	.636 .717

Extraction method: principal component analysis.

Rotation method: Varimax with Kaiser normalization

a. The rotation converged in 3 iterations.

*Phase 2 Confirmatory Analysis*

Two models with confirmatory factor analysis (AFC) were tested to assess their adjustment and theoretical relevance (Lévy

**RESULTS**

*Exploratory Phase 1*

and Varela, 2006; Jöreskog and Moustaki, 2001) in a sample of 498 Mexican workers. The unifactorial model showed no evidence of satisfactory adjustment; while the model.

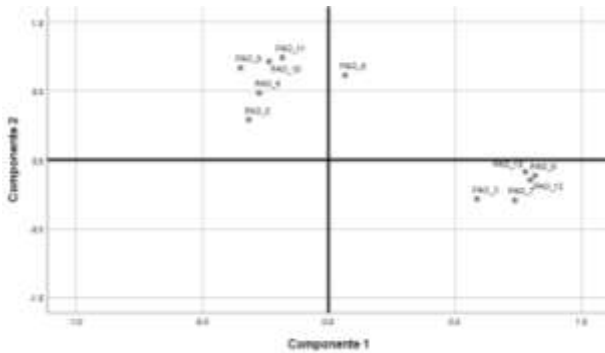


Figure 1. The component chart in rotated space of the Exploratory Factor Analysis of the second 11-item model of the Organizational Support Perception Questionnaire.

The two-dimensional measurement did show an acceptable fit (Table 2 and Figure 2). Another important aspect is to note that the inverse correlation between factors is significant but not so high as to suspect that they measure the same. The unifactorial model showed no evidence of satisfactory adjustment, while the two-dimensional measurement model did show an acceptable fit (Table 2 and Figure 2). Another important aspect is to note that the inverse correlation between factors.

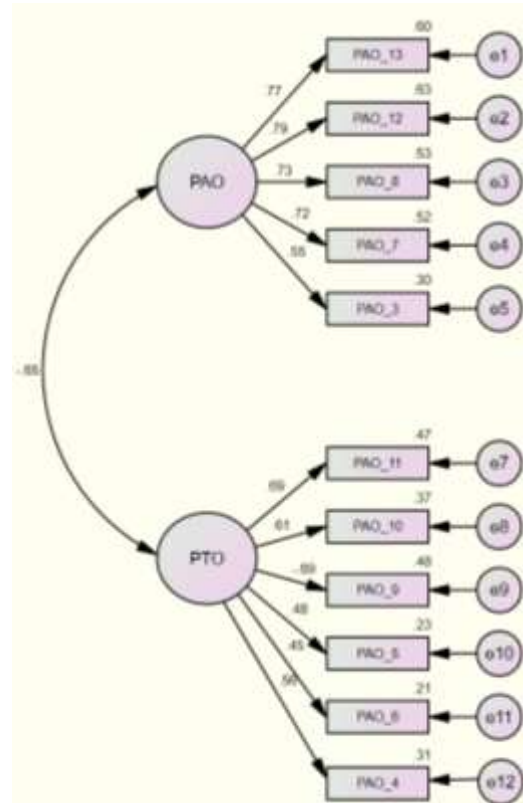


Figure 2. Confirmatory factor analysis for the two-factor model of Perception of Organizational Support-Betrayal in a sample of Mexican workers.

It is significant but not so high as to suspect that they measure the same.

*Phase 3 Correlational Analysis*

Significant correlations were found between Support, Betrayal, Commitment Factors, and Waiver Intentions (Table 3). These correlations show evidence of the inverse sense of the Support and Betrayal factor, not only because of the correlation between them but also in the correlations with other variables.

Table 2.

Comparison of the goodness of fit index of the unifactorial model of Organizational Support and the Support-Organizational Betrayal model in a sample of Mexican workers.

Models	ji2	p	ji2/gl	GFI	AGFI	NFI	CFI	IFI	RMR	RMSEA	Alpha
1 Factor 13 items	492.399	.000	7.575	.851	.791	.759	.783	.784	.137	.115	.389
2 Factors 11 items	177.087	.000	4.118	.939	.907	.902	.924	.924	.077	.079	PAO = .842 PTO = .758

Table 3.

Matrix of correlations between the proposed factors of Perceived Support-Betrayal, Organizational Commitment, and Waiver Intention factors.

	PAO	PTO	CA	CN	CC	IR
PAO	1	-.530**	.449**	.428**	.110*	-.375**
PTO	-.530**	1	-.274**	-.269**	0.051	.417**
Compromiso Afectivo	.449**	-.274**	1	.655**	.330**	-.419**
Compromiso Normativo	.428**	-.269**	.655**	1	.479**	-.475**
Compromiso Continuidad	.110*	0.051	.330**	.479**	1	-.098*
Intención de Renuncia	-.375**	.417**	-.419**	-.475**	-.098*	1

\*\* The correlation is significant at the 0.01 level.

\* The correlation is significant at the 0.05 level.

### DISCUSSION AND CONCLUSIONS

From the perspective of organizational support, it can be interpreted that not showing support actions could not have a favorable influence on desirable variables such as commitment or performance. However, in this investigation, we provide evidence that in Mexico, the support actions are clearly differentiated from the actions of organizational treason. That is to say, it is not enough not to show treason actions towards the workers, it is necessary to show contingent support actions towards the workers, in addition to being clear enough so that they are aware of that help and take it into account as such in the history of relationship (Eisenberger et al., 1986; Axelrod, 1984), since in terms of reciprocity, both cooperation and betrayal can be returned (Axelrod, 1984). Therefore, questions and hypotheses are posed for subsequent investigations on whether the perception of organizational treason generates behaviors of workers' treason.

In a broader sense, it is necessary to consider both external changes, such as the regulation of labor relations, the precariousness of work, the growth of the informal sector; as well as inmates, such as changes in the conditions of the physical workplace; organizational culture and management style, inadequate management of work risks and their impact on workers' health (García, Benavides and Ruiz-Frutos, 2000; Peiró, 2004; Gómez, 2007); that can influence perception of workers about whether the organization is supporting or betraying them.

Regarding items 1 and 2 that were left out for the second exploratory factor analysis, it is necessary to point out that it can be a third dimension that would indicate the intention of retention by the organization, that is, organizational behaviors of trust with a perspective of cooperative interactions (Axelrod, 1984).

Regarding the correlations of the Organizational Betrayal factor with different variables, on the one hand, it showed significant correlations with affective and normative commitment; on the other hand, it showed a high correlation with the Intention of Renunciation greater than that shown by the perception of support; that is, the greater the perception of betrayal, the lower the commitment and the greater the intention of resignation, which will end or in behaviors of treason by the work or leaving the organization, so evidence is given to previous investigations (Carmeli and Weisberg, 2006; Chou-Kang,

Chieh-Peng, Yuan and Ching-Yun, 2005; Baran, Shanock, and Miller, 2012).

From the results and conclusions obtained, we can ask ourselves the following questions for further research. Is the Perception of Organizational Support multidimensional? Is it a broader construct that can contemplate various manifestations of both support and betrayal? Are they different constructs within the theory of exchange relations in organizations?

Finally, some psychometric recommendations for future studies may be: 1) perform other studies to provide evidence of convergent and divergent validity of the measured constructs of the theoretical model; 2) include more items tested in each factor, in order to increase its internal consistency in the evaluation of the dimensionality of the adapted instrument; 3) not rule out the existence of other dimensions; and 4) once a more complete and consolidated measurement model is evaluated, it is suggested to try it with a Politemic Model and Multidimensional Theory of Response to the Item (Ponsoda, Abad, and Revuelta, 2006; Reckase, 2009).

### REFERENCES

- Álvaro-Estraminana, J.L. & Garrido-Luque, A. (2003). Teoría sociológica y vínculos psicosociales. En Álvaro-Estraminana (Ed.), *Fundamentos sociales del comportamiento humano* (pp. 45-110). Barcelona, Editorial UOC.
- American Educational Research Association, American Psychological Association & National Council on Measurement in Education (2014). *Standards for educational and psychological testing*. Washington D. C.: AERA.
- American Educational Research Association, American Psychological Association, National Council on Measurement in Education (2014). *Standards for educational and psychological testing*. Washington, DC: American Psychological Association.
- Arias, R. M. (1996). *Psicometría: Teoría de los tests psicológicos y educativos*. España: Síntesis.
- Arias-Galicia F. (2001). El compromiso personal hacia la organización y la intención de permanencia: algunos factores para su incremento. *Contaduría y Administración*, 200, 5-11.
- Arias-Galicia, F. (1998). *Los cuestionarios de compromiso personal y clima organizacional*. Trabajo presentado en el III Foro de Investigación en las Disciplinas Financiero-Administrativas, Facultad de Contaduría y Administración de la UNAM, México, D.F.

- Aseagle J. y Eisenberger R. (2003). Perceived organizational support and psychological contracts: A theoretical integration. *Journal of Organizational Behavior*, 24(5), 491-509.
- Axelrod, R. (1984). *La evolución de la cooperación: El dilema del prisionero y la teoría de juegos*. Madrid, Alianza Editorial.
- Baran, B. E., Shanock, L. R., & Miller, L. R. (2012). Advancing organizational support theory into the twenty-first-century world of work. *Journal of Business and Psychology*, 27(2), 123-147.
- Benavides, F. G., Frutos, C. R., & García, A. M. G. (2000). *Salud Laboral: conceptos y técnicas para la prevención de riesgos laborales*. Barcelona: Masson.
- Blau, P. M. (1964). *Intercambio y poder en la vida social*. USA, John Wiley & Sons, 1982.
- Cambridge Dictionary. Cambridge University Press (2019). Recuperado de <https://dictionary.cambridge.org/es/diccionario/>
- Carmeli, A., & Weisberg, J. (2006). Exploring turnover intentions among three professional groups of employees. *Human Resource Development International*, 9(2), 191-206.
- Chiu, C. K., Lin, C. P., Tsai, Y. H., & Hsiao, C. Y. (2005). Modeling turnover intentions and their antecedents using the locus of control as a moderator: A case of customer service employees. *Human Resource Development Quarterly*, 16(4), 481-499.
- Coyle-Shapiro, J. A-M y Conway, C. (2005) Exchange Relationships: Examining psychological contracts and perceived organizational support. *Journal of Applied Psychology*. 90(4), 774-781.
- Diccionario de la Lengua Española. Real Academia Española. Recuperado de <https://www.rae.es/>
- Domínguez, J. F. M. (1981). *La conducta social como intercambio*. Desclée de Brouwer.
- Eisenberger, R., Fasolo, P., & Davis-LaMastro, V. (1990). Perceived organizational support and employee diligence, commitment, and innovation. *Journal of Applied Psychology*, 75(1), 51.
- Etzioni, A. (1961). *A Comparative Analysis of Complex Organizations: on Power, Involvement and their Correlates*. New York: Free Press.
- Gómez, I. C. (2007). Salud laboral: una revisión a la luz de las nuevas condiciones del trabajo. *Universitas psychologica*, 6(1), 105-113.
- Gould, S. (1979) An equity-exchange model of organizational involvement. *Academy of Management Review*, 4, 53-62.
- Gouldner, A. W. (1960). The norm of reciprocity. A preliminary statement. *American Sociological Review*, 25, 161-178.
- Homans, G. C. (1958). Social behavior as exchange. *American journal of sociology*, 63(6), 597-606.
- Jöreskog, K. G. & Moustaki, I. (2001). *Factor analysis of ordinal variables: A comparison of three approaches*. Multivariate Behavioral Research.
- Kane, M. T. (2001). Current concerns in validity theory. *Journal of Educational Measurement*, 38(4), 319-342.
- Kane, M. T. (2001). Current concerns in validity theory. *Journal of educational Measurement*, 38(4), 319-342.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of management journal*, 37(3), 656-669.
- Kurtessis, J. N., Eisenberger, R., Ford, M. T., Buffardi, L. C., Stewart, K. A., & Adis, C. S. (2017). Perceived organizational support: A meta-analytic evaluation of organizational support theory. *Journal of management*, 43(6), 1854-1884.
- Levinson, H. (1965) Reciprocation: the relationship between man and organization. *Administrative Science Quarterly*, 9, 370-390.
- Lévy-Mangin, J. P., y Varela, J. (2006). Modelización con estructuras de covarianzas en ciencias sociales. Netbiblo. A Coruña, España.
- Martínez-Mejía, E. (2011). Adherencia Organizacional y percepción de recursos personales y organizacionales en la relación empleado-empleador en empleados mexicanos (PhD thesis). Madrid: Universidad Autónoma de Madrid.
- Messick, S. (1995). The validity of psychological assessment: Validation of inferences from persons' responses and performances as scientific inquiry into score meaning. *American psychologist*, 50(9), 741.
- Meyer, J. P. y Allen, N. J. (1997) Commitment in the workplace: Theory, research, and application. Thousand Oaks, CA: Sage.
- Peiró, J. M. (2004). El sistema de trabajo y sus implicaciones para la prevención de los riesgos psicosociales en el trabajo. *Universitas psychologica*, 3(2), 179-186.
- Ponsoda, V., Abad, F. y Revuelta, J. (2006). Modelos Políticos de Respuesta al Ítem. Madrid: La Muralla.
- Reckase, M. D. (2009). Multidimensional item response theory. New York, NY: Springer.
- Rhoades, L., & Eisenberger, R. (2002) Perceived organizational support: A review of the literature. *Journal of Applied Psychology*, 87, 698-714.
- Settoon, R., Bennett, N., and Linden, R. (1996). Social Exchange in Organizations: Perceived Organizational Support, Leader-member Exchange, and Employee Reciprocity. *Journal of Applied Psychology*, 81, 219-227.
- Shore, L. M. y Shore, T. H. (1995) Perceived organizational support and organizational justice. In R. Cropanzano y M. Kacmar (Eds). *Organizational politics, justice, and support: Managin the social climate in the workplace*. Westport, CT: Quorum, 149-164.
- Thibaut, J., & Kelly, H. (1959). *The Social Psychology of Concepts*. New York.
- Uribe-Prado, J. F. (2001) *Maquiavelismo: Conceptualización, medición y su relación con otras variables* (PhD thesis). Facultad de Psicología, UNAM.
- Villanueva, D., & Djurkovic, N. (2009). Occupational stress and intention to leave among employees in small and medium enterprises. *International Journal of Stress Management*, 16(2), 124.
- Wayne, S. J., & Ferris, G. R. (1990). Influence tactics, affect, and exchange quality in supervisor-subordinate interactions: A laboratory experiment and field study. *Journal of Applied Psychology*, 75(5), 487.
- Zumbo, B.D. (2007). Validity: Foundational Issues and Statistical Methodology. In C.R. Rao and S. Sinharay (Eds.) *Handbook of Statistics, Vol. 26: Psychometrics*, (pp. 45-79). Elsevier Science B.V.: The Netherlands.