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Organizational culture, organizational support, positive psychological capital and common mental disorder: theoretical model applied to workers

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1 INTRODUCTION

The atmosphere of labor driven by technological, socioeconomic and political conversions is requiring companies to strategically metamorphosize their performance profile to become more competent and entrepreneurial on the one hand, and at the same time more receptive to business pressures for more ethical and pugnacious behavior on the other. (Rodríguez-Ponce, Pedraja-Rejas, Muñoz-Fritis & Araneda-Guirriman, 2022).

For this reason, the apparatuses and their managers stimulate their cooperators in an indispensable way to reinvent themselves together with the procedures of tasks and their human talents. This psychological contract carries in its scope a contiguity of hopes that make it quite admirable, since it motivates what each of the parties intrinsically demarcates as obligations and burdens of the other (Cordero-Guzmán, Beltrán-Tenorio, & Bermeo-Pazmiño, 2022).

It is possible that the performance and the attunement of these talents to the company recommend to be adept when they perceive that the organization offers them Organizational Support, that is, it cares about its employees. Not only does it indicate the focus on the quality of life of the worker and the company, but, in addition, the general health. (Miñán, Latour, Ramírez, Reaño, & Curay, 2022).

In this occurrence, according to Law 8.080/90, worker's health is understood as a set of provisions that proposes, by means of epidemiological surveillance and sanitary surveillance actions, to raise and cover the health of employees, as well as to recover and rehabilitate the health of workers exposed to the risks and aggravations that occur in the quality of their tasks, encompassing several actions (Estevam, Formiga, Franco, Bonifacio, Ferreira, Costa, Ferreira, & Pereira, 2022).

In this sense, as one researches about general health, it is imaginable to make disparate configurations, therefore, its judgment goes through devoted transformations, having cultural, social, political and economic extensions, besides there are elucidations in which the opinions of cure and

normality are upset, and beside, what could be accepted as cure, or as illness (Balsanelli, David, & Ferrari, 2018).

In this perspective, all these alterations in the world of work have spontaneously started to leave their marks on the worker's health, declared through the productive restructuration, with the energization of the compressions, of the work compass, the lack of responsibility, the precariousness in the company and in the work methods, among other factors that can come to put in impetus the worker's health (Pirrolas & Correia, 2021).

One of the basic consequences for workers' health was the increase in the number of cases in which work was the determining agent of mental disorders. The concepts of mental health have changed as from the time in which mental disorders are investigated in different populations, proving that having any kind of mental disorder is not a divine punishment, as it was trusted in ancient times, but rather, a result of genetic, social, and cultural factors. Thus, he also elucidates that it is necessary to analyze how the declaration of the causal connection between mental disorders and work has been concretized, that is, when there is affinity between the psychic anguish and the functional expectations of the laborious (Geremias, Lopesi, & Soares, 2021).

In this set, mental disorders have a multi-causal etiology, whose factors are associated in a peremptory intricate way. For this reason, certain basic parameters are advised for the verification of the similarity of the psychic signs and symptoms with labor. That is, because it is multifactorial, the entanglement and altercation in linking work to psychic illness, and there is no conformity that condescendingly presents a subdivision of work-related mental disorders (Rincón, Bustamante, & Peña-Sarmiento, 2022).

According to these theoretical models, the spread of mental and behavioral disorders related to work is connected to the labor context and the mutual influence with the body and the positive psychological capital of the workers. In this way, if on the one hand labor establishes a source of advancement and social well-being, on the other hand, the conjunctures which are debilitated for the workers need to be analyzed and meditated upon, seeking to guarantee the physical and mental dignity of the worker. (Abdelrahman, Alsharif, & Alsalhi, 2023).

Thus, conjecturing that the hustle and bustle is one of the fundamental artifacts of the human being's existence, scientists have reached the importance of investigating the variables that excite occupational stress. In this perspective, pondering the multiple aggravations to the worker's mental health, we have stress as a concordant target that permeates the daily life of work relations and stands out as the central theme of the study (Barros & Baylina, 2023).

It is legitimate that inappropriate occupational circumstances, the demands on the body and on the cognitive and psychic competences in the work atmosphere can be the cause of mental illnesses. Therefore, the variables that can encourage work stress, depression and anxiety should be investigated in order to cooperate with the apprehension of these factors and for the future advancement of contraceptive tactics,

whose purpose is to amortize the damage caused by stress, anxiety and depression in the work environment. (Franco, & Formiga, 2022)

In general, this design is understood in the nature of the moorings, form and type of equipment in the world of work, alluding to the vaunted excitability of processes and the offering of social and human conditions in the face of the development, exercise and practice of Human Resources programs today in private and public organizations unifying the quality of personal and working life. Making it admissible to appreciate the artifices followed to also cover and interfere in order to manage health and prevent the birth of new episodes of illness at work. (Formiga, Paula & Silva 2022).

2 METHODOLOGY

Sample

This article is a descriptive, exploratory and correlational study, of quantitative approach with the participation of professionals from public and private organizations in Rio Grande do Norte and Paraíba. Regarding the sample, it was evaluated in the statistical package G Power 3.1, aimed at calculating the statistical power relative to the 'n' needed for the research and statistical analysis to be performed (Faul, Erdfelder, Lang, & Buchner, 2007).

We considered a probability of 95% ($p < 0.05$), magnitude of the sample effect (r 0.50) and a hypothetical power standard (π □ 0.80); with this, a sample of 200 workers was sufficient for research, for which, it presented the following statistical indicators: t □ 1.98; π □ 0.95; $p < 0.05$. This sample presented the following sociodemographic characteristics: workers from the city of Natal-RN (48%) and João Pessoa-PB (52%), from the public sector (38%), private sector (47%) and in both sectors (15%); the majority were women (66%) and married (44%). As for the length of service, it ranged from 1 to 42 years (Average = 9.19, p.d. = 8.19), regarding the level of education, most (36%) had specialization.

Research instruments

Regarding the research instruments, the following were used:

Instrumento Brasileiro para Avaliação da Cultura Organizacional (IBACO) - Reduced Version: This instrument was developed and validated by Ferreira and Assmar (2008) and is composed of 30 items divided into factors on Values and Cultural Practices, each with three subfactors: Values (competitive professionalism, cooperative professionalism, employee satisfaction and well-being) and Practices (External Integration, Reward and Training and Promotion of Interpersonal Relationship).

For the period, the scale revealed a psychometric quality with the statistical indicators inserted in the acceptable criteria by the literature on the subject of psychometrics and psychological assessment (Hutz & Bandeira, 2014; Pasquali & Trentine, 2011.). With that, the internal consistency indices, for the factors and sub-factors was > 0.70; specifically, they were as follows: cooperative professionalism was 0.87; competitive professionalism was 0.76; employee satisfaction and well-being was 0.88; external integration

was 0.85; reward and training was 0.80; promotion of interpersonal relationships was 0.71 (cf. Ferreira & Assmar, 2008).

In the study developed by Formiga & Souza (2019) with this scale in workers from public and private companies, the authors observed similar psychometric indicators referring to the same factors, with alphas ranging from 0.75 to 0.80. This condition ensures the factorial quality proposed by the authors of the original scale.

Scale of Perception of Organizational Support (EPSO): This scale was initially developed by Eisenberger et al. (1986), based on a theoretical approach that encompasses concepts such as reciprocity, ideology of exchange, and motivational model of effort-result, and aims to carry out evaluations made by the worker regarding the value of the retributions and benefits given by the organization in exchange for their efforts at work. This scale was adapted by Siqueira (1995), in a validation in which they impose Brazilian cultural characteristics on a sample of workers. As elaborated by Eisenberger et al. (1986), it contemplates 36 items, however, in this study its reduced version with 9 items (α= 0.86) will be used. To measure the construct, the respondent should indicate his or her response, marking with the item to which corresponds his or her answer, on a seven-point scale ranging from 1 = strongly disagree to 7 = strongly agree (Formiga, Paula & Silva 2022).

Positive Psychological Capital at Work Scale (ECPP) - Developed by Luthans, Youssef, and Avolio (2007) containing 24 items, however, in the present research the reduced form to 12 items was used, developed by Viseu, Jesus, Rus, Nunes, Lobo, & Cara-Linda (2012) for the Portuguese context. This measure is composed of items that report a positive psychological state with the goal to face and employ the necessary effort to achieve success in challenging tasks; it presents a factorial distribution organized into four factors, namely: self-efficacy, hope, resilience, and optimism. The subject must respond on a six-point Likert-type scale, the degree of agreement with each item, ranging from 1 = strongly disagree to 6 - strongly agree (cf. Formiga, Viseu, & Jesus, 2014; Pereira, 2018).

In the study developed by Formiga, Viseu, and Jesus (2014), for the context of Brazilian workers, through confirmatory factor analysis, the authors observed reliable psychometric indicators (X^2/gl = 1, 32, RMR = 0.05, GFI = 0.98, AGFI = 0.95, CFI = 0.99, TLI = 0.99 and RMSEA = 0.03), confirming the tetrafactor structure of the ECPP, previously proposed by Luthans, Youssef and Avolio (2007) and Viseu et al. (2012) in Portugal.

Anxiety, Depression and Stress Scale (DASS-21): It was developed Lovibond and Lovibond (1995), consisting of a set of three subscales, answered on a 4-point Likert-type scale, ranging from 0 = does not fully apply to 4 = fully applies. Respondents indicate the degree to which they experienced each of the symptoms described in the items during the past week (i.e., the previous week) and then indicate their response. Each subscale is composed of 7 items, designed to assess the emotional states of depression, anxiety, and stress. Its construction was taken as a reference the tripartite model, which, proposes a factor

structure based on the concept and measurement of anxiety and depression symptoms (cf. Patias, Machado, Bandeira, & Dell'Aglio, 2016).

In Brazil, the DASS21 was adapted and validated for 686 adults from different regions of the country, with a mean age of 33.88, presenting reliability measures of 0.92 to 0.96 for the subscales (Machado & Bandeira, 2013). Authors Vignola and Tucci (2014) also had validity evidence of 0.86 to 0.92 for a clinical sample of female adults from São Paulo. Formiga et al. (2021), developed a research with workers from public and private organizations, for which they administered the DASS-21 scale, and observed that the oblique trifactor model (i.e., the model that suggests that the factors anxiety, depression, and stress are interdependent), when compared to the one-factor and trifactor model with unrelated factors, presented better psychometric indicators and diagnostic sensitivity for workers ensuring the evaluative capacity of this construct.

Sociodemographic Questionnaire. This consists of obtaining information about the participants, related to the respondent's professional ties, gender, age, professional qualifications, length of service, etc.

Instrument management and ethical conduct of research

The study was developed electronically through Google forms and individually to professionals working in the labor market in Rio Grande do Norte and Paraíba; those who wished to contribute with their participation, accessed the electronic form sent through social networks and / or registered e-mails that were in contact with the person responsible / coordinator of the research, informing them that participation was voluntary and anonymous.

In addition, the main information about the purpose of the research and instructions for understanding the questions were presented, as a form of encouragement and clarification for any doubts that may arise during the application. The person in charge of the study was available by e-mail and/or cell phone to answer possible doubts.

He sought to manage the subjects' voluntary participation, informing them of what was necessary, specifically, with regard to identification, the right to withdraw from the study whenever they wished, and the absence of moral, behavioral, and emotional harm to them. The questionnaire was available for two months, after approval by CONEP (CAAE 15827919.0.0005296), and the subjects had approximately 20 minutes to complete the questionnaire as a whole.

Data Analysis

The instruments will be sent to the respondents through an electronic form available online on the GoogleDocs page for a period of sixty days. As for the data analysis, the SPSSWIN statistical package, version 24.0, will be used to tabulate the data and perform the descriptive statistical analyses (mean and standard deviation, median), Pearson's correlation, Student's t-test, Crombach's alpha, and Analysis of Variance (ANOVA) (Dancey & Reidy, 2006).

In addition to these calculations, the AMOS 22.0 program was used to perform the confirmatory factor analysis of the construct (i.e., of the scale) used in the dissertation. This statistical program has the function of presenting, in a more robust way, psychometric indicators that aim at a better construction of the adaptation and accuracy of the scale studied, as well as to design the theoretical model intended in the study.

The covariance matrix was considered as input, and the ML (Maximum Likelihood) estimator was adopted. Being a more careful and rigorous type of statistical analysis, the theoretical structure proposed in this study was tested: that is, the structure with a single factor. This analysis presents some indexes that allow us to evaluate the quality of adjustment of the data to the proposed model (Marôco, 2010; Lattin, Carroll, Green, 2011). These indicators will be presented below:

- O χ^2 (chi-square) tests the probability that the theoretical model fits the data: the higher the χ^2 value, the worse the fit. However, it has been little used in the literature, and it is more common to consider its ratio in relation to the degrees of freedom (χ^2/g.l.). In this case, values up to 3 indicate an adequate fit.

- The Goodness-of-Fit Index (GFI) and Adjusted Goodness-of-Fit Index (AGFI) are analogous to the R^2 in multiple regression and therefore indicate the proportion of variance-covariance in the data explained by the model. The values of these indicators range from 0 to 1, with values in the range of 0.80 and 0.90 or higher being considered satisfactory.

- The Root-Mean-Square Error of Approximation (RMSEA), with its 90% confidence interval (CI90%), is considered an indicator of maladjustment of fit, i.e., high values indicate an unadjusted model. It is assumed as ideal that the RMSEA is between 0.05 and 0.08, accepting values up to 0.10.

- Comparative Fit Index (CFI) - compares in general the estimated model to the null model, considering values closer to 1 as indicators of satisfactory fit.

- Tucker-Lewis Index (TLI), presents a measure of parsimony between the indices of the proposed model and the null model. It ranges from zero to one, with an acceptable index above 0.90.

- The Expected Cross-Validation Index (ECVI) and the Consistent Akaike Information Criterion (CAIC) are indicators commonly used to evaluate the fit of a given model relative to another. Low ECVI and CAIC values express the model with the best fit.

3 CONCLUSION

With the completion of data collection, we sought to assess the normality of the sample; Thus, considering the multicollinearity between the variables and the outliers, for which, respectively, a correlation was observed in the expected parameters (i.e., ranged from 0.23 to 0.72, as they were expected to be ≤ 0.90) and with the Kolmogorov-Smirnov normality test (KS) indicators ($KS = 0.58$, $p < 0.19$) revealed the existence of sample normality (see Tabachnick & Fidell, 2001).

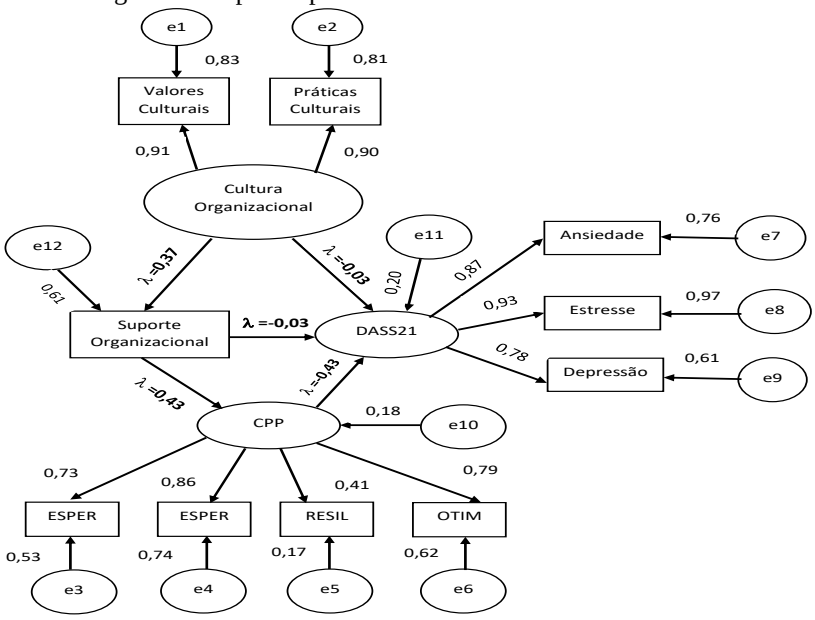
Highlighting that the scales administered in the study have already been adapted for the Brazilian context, as well as, for samples of workers, namely: Perception of organizational support (Siqueira, 1995;

Fleury, Formiga, Souza, & Souza, 2017), Organizational culture (Ferreira & Assmar, 2008; Formiga & Souza, 2018; Formiga, Franco, & Nascimento, 2020), Positive psychological capital at work (Formiga, Viseu, & Jesus, 2014; Pereira, 2018), and Common emotional disorder (Vignola & Tucci, 2014; Patias, Machado, Bandeira, & Dell'Aglio, 2016; Formiga et al, 2021); we chose to evaluate only the reliability of the scales through Cronbach's alpha (α), since they showed adequate factor structures in the aforementioned studies. As such, the alpha was calculated and observed that they were ≥ 0.70: IBACO = 0.95, with an ICC = 0.95; EPSO = 0.89, ICC = 0.89; ECPPT = 0.87, having ICC = 0.87; DASS-21 = 0.97 and ICC = 0.97).

The Intraclass Correlation Coefficient (ICC), observing scores with confidence intervals that were both compatible and close to those observed in the alpha, ensuring the reliability of the measures in this sample and suggesting that its evaluation, probably, would be very close to those observed in this article for future studies with samples similar to those collected here.

Having observed that all scales are reliable, the central objective of the study was met (namely: an interdependent association between IBACO, EPSO, ECPPT and DASS-21); considering a recursive structural equation model the calculation was carried out with the aim of evaluating the hypothesized model; having carried out the appropriate modifications in the error adjustments, the proposed model presented the following statistical ratio: X^2/gl = 2.49, GFI = 0.93; AGFI = 0.88; CFI = 0.96, TLI = 0.94, RMSEA = 0.08 (0.06-0.11). It was observed that the weight of the Organizational Culture variable was negatively associated with DASS-21 (= -0.03) and, positively, the perception of organizational support (= 0.61) and this, negatively, to DASS-21 (= -0.03) and, positively to Positive Psychological Capital (λ = 0.43) and this last variable, if negatively related to DASS-21 (λ = -0.43) (see figure 1).

Figure 1: Graphic representation of the theoretical model

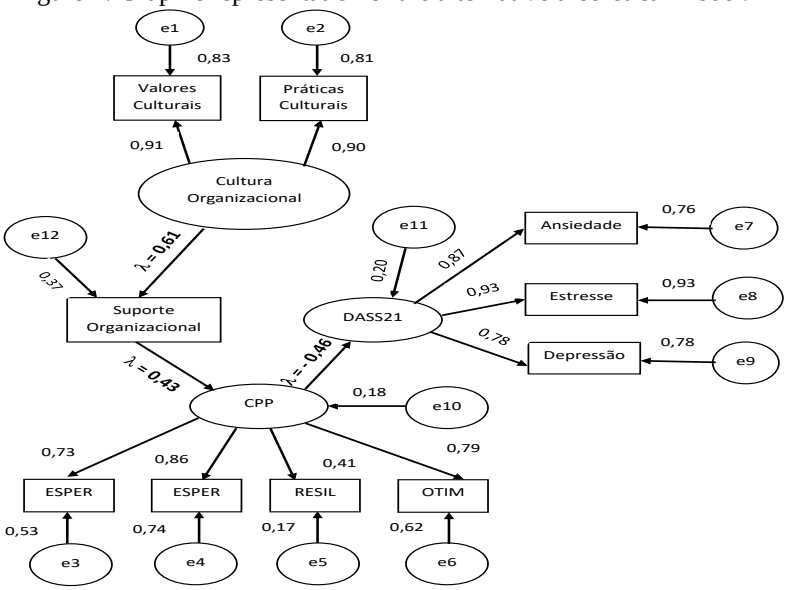


Translation:
Cultura organizacional: organizational culture
Suporte organizacional: organizational support
Valores culturais: cultural values
Práticas culturais: cultural practices
Ansiedade: anxiety
Estresse: stress
Depressão: depression

Considering the figure above, even highlighting that the statistical indicators (e.g., X²/gl, GFI, AGFI, CFI, TLI, and RMSEA), as a whole, have met the required statistical criteria; but, for the presented hypothesis to be proven, it must be pointed out that, not only did the saturation of the minimum Lambda score (λ) between CULT (organizational culture)-DASS-21 and CULT-SORG, not meet the minimum Lambda association score, such results were not significant, presents a Criterion Ratio (CR) of -0.37, p-value < 0.71 and -0.31, p-value < 0.76 (cf. Van De Vijver & Leung, 1997; Hair, Tatham, Anderson & Black, 2005).

Based on these empirical indications, a new theoretical model was proposed, thus, excluding the initial hypothesis of an interdependent association between the three variables, suggesting with this, an alternative hypothesis; from the proposed perspective, it was established that there will be a positive hierarchical association of the Organizational Culture on the organizational support, this on the Positive Psychological Capital and, finally, negatively, on the DASS-21? After the structural equation modeling calculation, based on the non-recursive model, the new hypothesis was verified and from modifications in the error adjustments, the following statistical ratio was observed: X²/gl = 1.02, GFI = 0.98; AGFI = 0.95; CFI = 1.00 TLI = 0.99, RMSEA = 0.01 (0.00-0.04). It was observed that the weight of the Organizational Culture variable was positively associated with Positive Psychological Capital (λ = 0.58), with the latter variable, if negatively related to DASS-21 (λ = -0.44) (see figure 2). Not only were saturations (Lambdas, λ) observed to exist within the range |0 - 1| (see figure 2), but, that these were significant (see table 1).

Figure 2: Graphic representation of the alternative theoretical model.



Tradução:
Valores culturais: cultural values
Práticas culturais: cultural practices
Cultura organizacional: organizational culture
Suporte organizacional: organizational support
Ansiedade: anxiety
Estresse: stress
Depressão: depression

Table 1: Indicators of the predictive estimates among the model variables

Variables	Relation	Constructs	Estimate	p.d.	Reason Criterion	p-value
SORG	<---	Cult	,241	,025	9,720	0,001
CPP	<---	SORG	,316	,051	6,240	0,001
dass21	<---	CPP	-,855	,141	-6,087	0,001
VALORCULTU	<---	Cult	1,000	---	---	---
PRATCULT	<---	Cult	,995	,073	13,721	0,001
ESPER	<---	CPP	1,000	---	---	---
AE	<---	CPP	,815	,073	11,239	0,001
RESIL	<---	CPP	,317	,054	5,841	0,001
OTIM	<---	CPP	,526	,043	12,119	0,001
ANSIE	<---	dass21	1,000	---	---	---
STRESS	<---	dass21	,996	,058	17,254	0,001
DEPRES	<---	dass21	,859	,061	14,067	0,001

Notes: SORG = Organizational Support; CPP = Positive Psychological Capital; Dass21 = Common Emotional Disorder; Cult = Organizational Culture; VALORCULTU = Cultural Values; PRATCULT = Cultural Practices;
ESPER = Hope; AE = Self-efficacy; RESIL = Resilience; OTIM = Optimism; ANSIE = Anxiety; STRESS = Stress; DEPRES = Depression.

Considering that the organizational cultural is also expressed, in the conception of Ferreira and Assmar (2008), in the dimensions of organizational values and practices, we chose to verify a complementary model, for which, we hypothesized the specific influence of the dimension of organizational values (contemplating cooperative professionalism, competitive professionalism, and employee satisfaction and well-being) and cultural practices (organized in employee satisfaction and well-being, reward and training, and promotion of interpersonal relationships), in isolated models, on the positive psychological capital at work, with this variable influencing the DASS-21.

Thus considered, the model with the cultural practices was generated and, from the modifications in the error adjustments, the following statistical ratio was observed: $X^2/gl = 1.69$, GFI = 0.95; AGFI = 0.92; CFI = 0.98 TLI = 0.97, RMSEA = 0.05 (0.03-0.06). In Figure 3, it can be seen that the weight of the variable Organizational Practices was positively associated with Positive Psychological Capital ($\lambda = 0.60$), with the latter negatively related to DASS-21 ($\lambda = -0.46$). Both saturations (Lambdas, λ) within the interval |0 - 1| were observed, and they were significant.

Based on the proven theoretical models, presented in figures 2, 3 and 4, Multivariate Analysis was performed; from a MANOVA to compare the mean score of the respondents' answers in the organizational cultural and its dimensions as a function of the variables of positive psychological capital and emotional disorder (DASS-21), it was observed, in relation to the practice of organizational culture, the significant existence in the direct effect in the variable positive psychological capital ($F(1,219) = 41.53$, Wilks = 0.81, PO = 1.00, $p < 0.001$) and in the emotional disorder (DASS-21) ($F(1,219) = 16.95$, Wilks = 0.81, PO = 0.98, $p < 0.001$), having observed, respectively, higher mean scores for high positive psychological capital and low scores for emotional disorder (DASS-21).

Results in a similar direction were observed when the influence of organizational cultural values was checked; a significant direct effect was identified in the positive psychological capital variable

(F(1,219) = 36.11, Wilks = 0.85, PO = 1.00, p < 0.001) and in the DASS-21 (F(1,219) = 7.33, Wilks = 0.85, PO = 0.78, p < 0.001). In these variations, respondents showed high scores on the positive psychological capital and low on the (DASS-21). Thus, whether in practice or in organizational values, in both dimensions, there is a power of influence in the way and dynamics in which workers develop and maintain investment in their emotions, inhibiting possible emotional disorders in their work environment.

From these results, we highlight that the organizational culture, positive psychological capital and emotional disorders in workers of public and private organizations, falls within the field of psychology and worker health studies, especially with regard to mild mental disorders in this social class.

Considering the quality of the scales, based on the analysis of the internal consistency of the measures used, the psychometric indicators were reliable and were very close to those observed in previous studies in Brazil (cf. Formiga & Souza, 2019; Formiga, Franco, Neto, Guimarães, Oliveira, Pereira & Estavam, 2019; Formiga & Guimarães, 2019). It is noteworthy that all measures were consistent and reproducible, when considering the ICC, because it suggests for the measures-constructs, a hypothesized confidence limit for future studies, with samples that have characteristics very close to those collected in this dissertation (cf. Formiga & Souza, 2019).

In relation to the main model, it is noted (see figure 1), that, although there are positive relationships between the constructs, the association of organizational culture and emotional distress (DASS-21), not only was not significant, but the Lambda score was lower than required in the literature (≥ 0.30); That is, there is no direct influence of organizational culture on the DASS-21.

But, generated the alternative model, inhibiting the organizational cultural versus DASS-21 relationship, the mediational model was elaborated, for which, the influence of organizational culture, explains of the perception of worker's mental health (in the DASS-21), when mediated by the positive psychological capital; in this context, both Lambdas relationships were high, and significant (see table 1), either in the theoretical set of organizational cultural as a whole, or in the organizational practices or values. This condition allows us to infer, parsimoniously, that probably, positive psychological capital has an important contribution to work health, especially, to mild mental disorder, when, if and only if, it is structured in the organizational culture.

It is reflected thus, that those workers who are able to assess the level of development in front of the emotional investment, probably, will have its implication [in the quality of work and life of this; to consider these associations, it is stressed that the positive psychological capital does not emerge as a simple variable for decision making and problem solving, but, as part of the organizational culture (either in values or in practice), may be established by the Human Resources of the organizations.

The reflection above is very timely, especially when it comes to the evaluation of the Analysis of Variance between the constructs related to the sample. Such results converge with the study of Formiga and Guimarães (2019) with physicians; according to these authors, if a professional is in a state of risk alert for emotional health, when considering the measure of emotional disorder (anxiety, depression, and stress), the

psychological dimensions of positive psychological capital, contributed greatly towards a lower risk for their socio-professional health.

Thus, in the conception of Formiga and Guimarães (2019), when considering that CPPT, which is a "positive psychological state of an individual and is characterized by: (1) having confidence (self-efficacy) to cope with and employ the effort required to succeed in challenging tasks; (2) making a positive attribution (optimism) about achieving success in the present and future; (3) making progress toward goals and, when necessary, redirecting efforts toward goals (hope) in order to overcome; and (4) when confronted by problems and difficulties, enduring and recovering and going above and beyond (resilience) to succeed" (Viseu, Jesus, Rus, Nunes, Lobo, & Cara-Linda, 2012, p. 5), this would contribute to the likelihood that professionals invest more in this construct in their lives and profession to intervene and maintain a lower emotional distress and higher quality and satisfaction at work, thus generating a state of happiness and professional commitment that may contribute to labor productivity.

A main point in this chapter was to offer an evaluative and interventive solution for the personal and professional emotional adjustment of the employees; but, not as some kind of magic or something instantaneous. We intended to contemplate, presenting as one more piece of the puzzle of studies in the world of work, that the health of the worker is not exclusive to a company with a structured and functional culture, which, in turn, may interfere in the psychological mechanisms that the worker may assimilate and develop as a protective factor.

Both in terms of quality and safety of the results, the analytical proposal of the study is to enhance psychological tools for the management of the psychic structure and functionality of healthy workers. This condition aims at the elaboration and organization of functional and labor events capable of transforming the social and organizational reality in face of the economic and work environment demands, which may deflagrate the psychic risks that these professionals are experiencing, but also the need for more attention to the medical practice in mental health.

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