



Perception of Organizational Support in the Superintendence of Management of Public Administrative Expenses of the Government of the State of Rondônia

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Abstract

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1 INTRODUCTION

Public Policies constitute State actions formulated with the objective of fulfilling their institutional and non-delegable role of promoting the well-being of all, especially by ensuring and universalizing basic rights to citizenship, such as education, health, housing, sanitation, urbanization, sport, culture, leisure, professionalization and, in a supplementary nature, social assistance. However, so that you can achieve these goals, it is necessary the performance of several servants, managers and the good functioning of the public machine. Santos (2003) states that in the subjective sense, public administration encompasses the set of bodies and legal entities that exercise administrative functions of the State assigned by law.

Based on this assumption, this research was developed to assess the relationship between the organizational support offered by SUGESP and the perception of employees, and also the understanding of the sustainability concepts of employees who work with the essential services of the Government of the State of Rondônia. Since the creation of the Superintendence there was an increase in the results obtained with is the public policy: based on Economy reports there is a reduction in consumer spending of over 20% in recent years. Thus, it can be inferred that this study is essential to maintain the satisfaction of the servants, since without their dedication the results can change.

During the studies and theoretical surveys, the existence of scientific research that addressed the theme of Perception of Organizational Support was identified with the CAPES journal, the most relevant being the Doctoral Thesis entitled “Organizational Support Perceived in the Brazilian Navy: In search of the Sacred Fire” by Pereira (2016), who investigated the different ways that members of the military organization perceive support in the workplace and obtained as a result: that the perception of individuals “shield” the institution and that there are flaws in training or character of isolated individuals.

When addressing aspects of Organizational Support, it is necessary to study the Theory of Organizational Support, which in Eisenberg's view (1986) is the set of general beliefs that employees of an institution regarding the valorization of the organization and its contributions to employee well-being. This theory considers the development of employees, the nature and the results obtained from the perceptions as crucial points for the development and supply of the organizations' needs. The relationship between employer-employee, the basis of the reciprocity norm, the commercial effort spent by workers and the dedication to tangible, intangible and remuneration incentives work as socio-emotional incentives, of approval and care of the institution with employees (EISENBERG et al., 1986).

Laswell (1936/1958) defines that public policies are based on answering questions such as: who wins what, why and what difference does it make. At this point, we identified that for the Public Policy to Control Expenses with Essential Services, the environment gains indirectly from the economy, as there is less pollution and greater care with “waste” and the big difference will be found in the economic and social aspects, as there will be less expenditure on essential expenses (sometimes unnecessary) and these may be directed towards a social purpose of the State Government.

Sustainable Development based on public policies needs these to be based on the triple bottom line (TBL), which reflects on the need to consider in its strategic decisions the economic bottom line, the social bottom line and the environmental bottom line (ELKINGTON, 1997). Nascimento (2012) states that sustainable development, apparently, presupposes an intellectual and moral reform in order to welcome and encourage the adoption of new technologies and new ways of living. Suggesting that sustainability, in its essence, should not only have “three leaves”, should not forget the political issue and will have as a transversal line the solidarity ethics to the excluded today, so that there will be no excluded tomorrow.

In this study we adopted a hybrid method based on the Organizational Support Theory of Eisenberg et al. (1986) and the concepts of sustainability, being divided into five stages: assumptions, theoretical support, data collection, tabulation and analysis. In the first stage, the assumptions, general and specific objectives that guided the studies were defined. In the second, the theoretical survey was elaborated about the theories and instruments that supported the collection and analysis of the data.

In the third stage, data was collected with SUGESP public servants regarding the perception of

organizational support (questionnaire I) and with Managers regarding the organizational support offered (questionnaire II, adapted from the Theory of Organizational Support by Eisenberger et al, 1986). In the fourth, all collected data was tabulated to support the completion of the fifth stage. Finally, the fifth stage was based on the interpretation of the tabulated data and on the analysis of the sustainability concepts that the interviewed employees answered in the questionnaires, in an essay.

Considering that the Public Policy Control with Essential Expenses directly impact across the population of the state of Rondônia, the following question arises: What is the relations between the effective organizational support provided by the Office of the Public Administrative Expenses Management - SUGESP to its servants with the perception of organizational support by the servants?

The general objective of this research is to evaluate the relationship between the organizational support offered by SUGESP and the perception of the employees. Which was subdivided into three specific objectives: verify what is the Perception of Organizational Support that SUGESP's employees have; study the perception of employees of the superintendence of sustainability concepts; and identify what is the relationship between the perception of organizational support by the employees and the organizational support offered by managers.

2 THEORETICAL FRAMEWORK

This chapter comprises aspects such as Theory of Organizational Support, Importance of employee satisfaction for the success of organizations, Public Administration, Sustainability and other theoretical aspects that are necessary for the development of research, problem response and achievement of objectives.

2.1 Theory of Organizational Support

The Theory of Organizational Support had its main insights originated in the work of Eisenberger et al. (1986) through the concept of Perception of Organizational Support (POS), currently developed by Baran et al. (2011). Based on the initial definition of the Theory, POS is understood as the set of general beliefs that employees of an institution have in relation to the valorization of the organization and its contributions to the well-being of employees. Taking this concept as a starting point, the entire development of the theoretical construct follows.

Eisenberger, Huntington, Hutchison and Sowa in 1986 started studies on the Theory of Organizational Support and, from the beginning, the Perception of Organizational Support was studied through their own questionnaires, forming a construct of high reliability indexes: as it had questionnaires with composition of 36 items, which presented Cronbach's Alpha of .97 in the work carried out in 1986 by Eisenberger et al, and in 1990, with the same author, the Alpha ranged from .74 to .95. The table below shows the 36 statements in Table 1 - Survey of Organizational Support Perceived in the work carried out by Eisenberger et al in 1986.

Table 1 – Survey of Perceived Organizational Support

QS	Affirmation
1	The organization values my contributions to well-being.
2	If the organization could hire someone to replace me with a lower salary it would do that.
3	The organization fails to recognize any extra effort on my part.
4	The organization strongly considers my personal goals and values.
5	The organization would comprehend a long period of absence due to illness.
6	The organization would ignore any complaints from me.
7	The organization does not care about my interests when it makes decisions that affect me.
8	When I have problems, the organization offers help.
9	The organization really cares about my well-being.
10	The organization is trying to expand to help me do my job and leverage my skills.
11	The organization fails to understand my absences due to personal problems.
12	If the organization finds a more efficient way to get my job done, it will replace me.
13	The organization would forgive a mistake without deception on my part.
14	It would take a small drop in my performance for the organization to want to replace me.
15	The organization thinks there is little to be gained by keeping me employed for the rest of my career.
16	The organization offers me few opportunities to continue being promoted.
17	Even if I did the best job possible, the organization would fail to notice.
18	The organization would lovingly consider a request to change my working conditions.
19	If I got fired, the organization would rather hire someone new than have me back.
20	The organization is always willing to help me when I need a special favor.
21	The organization is concerned with my overall job satisfaction.
22	If it had the chance, the organization would take advantage of me.
23	The organization shows little concern for me.
24	If I decide to resign, the organization will try to persuade me to stay.
25	The organization cares about my opinions.
26	The organization thinks that hiring me was a mistake.
27	The organization is proud of my achievements at work.
28	The organization is more concerned with achieving results than with me.
29	The organization would understand if I was unable to finish a task in time.
30	If the organization has an expansion, it will consider increasing my salary.
31	The organization thinks that anyone can do my job as well as I can.
32	The organization is not concerned with paying what I deserve.
33	The organization wants to give me the best job that I'm qualified to do.
34	If my job goes extinct, the organization would rather fire me than transfer me to another position.
35	The organization tries to make my work as interesting as possible.
36	My supervisors are proud that I am part of the organization.

Source: Elaborated by the author (2018), adapted from Eisenberger et al (1986).

Among the studies found related to the theme of Organizational Support, we highlight the one carried out by Hochwarter et al. (2006) that addresses Job performance, that is, job performance being used as a parameter for the development of this research and for the analysis of social exchanges, since the interest of the organization will be reached when the recognition of employees obtains the same degree of importance.

Still in the seminal study developed by Eisenberg et al. (1986), a Perception of Organizational Support questionnaire was presented to identify which aspects would influence the perception of this support: company satisfaction in having him as an employee; valuing the employee's extra effort; satisfaction with employee performance; anticipation of the employee's future value; concern with employees' opinions and goals; the organization's concern about making a fair payment; job enrichment; job satisfaction; and also the measures that the organization would take in the various hypothetical situations proposed (replacement of employees with less costly ones, response to complaints, acceptance of delays and failures, increase of wages due to increased profitability).

After applying these questionnaires, reliability and validity tests were performed, obtaining 93.9% of common variance and 48.3% of total variance, and through the analysis it was concluded that the 36 questions had a load above 60% and it was suggested that all of them remain (EISENBERG ET AL., 1986). In the view of Pereira (2016), all research that was located on this topic made use of an instrument translated and validated by Siqueira (2003), which validated the use of a questionnaire with a reduced scale of 6 items.

Before the theory was created, Levinson (1965) made observations regarding the actions taken by the agents of the organizations that are often understood as the mirror of the main intentions, that is, the organization's guidelines and not attributed solely to the personal reasons of each of the agents. These perceptions are directly influenced by the legal, moral and financial responsibility of the organization and the actions of its agents, by organizational policies, norms and culture that provide continuity and prescribe role behaviors, or even by the power that the agents of the organizations exercise over individual employees.

It is difficult to find study of the Theory of Organizational Support in an individualized way, being mostly linked to studies of psychological contract, theories of social support, employee turnover, job performance, employee well-being, commitment and others. This situation is explained by means of the Social Exchange Theory, which states that “effort and loyalty are the result of tangible benefits or socially recognized awards” (RHOADES and EISENBERGER, 2002). Thus, behavioral analysis and all the other studies mentioned above are always looking for a better understanding of POS and the justification for the satisfaction of valuation through tangible elements (salary increases and bonuses) and intangible elements (recognition and respect).

The Theory of Social Exchanges also states that there must be a pair of elements that will interact in a compensatory way, that is, it will resemble the law of physics of action and reaction, and there should be a reciprocity to each job well performed by one of the parties. Cropanzano and Mitchell (2005) detail the rules of reciprocity in three types: reciprocity as a pattern of interdependence; reciprocity as a culture belief; and reciprocity as a normative or personal moral issue. Therefore, it is observed that it is a cyclical and continuous process of reciprocity, where the action of one agent will be directly related to the action of the other, explaining the interdependence relationship classified in the first type of reciprocity. The

second type is linked to the cultural issue, as it will be motivated by the sense of justice in the long term, being recognized and given an answer in relation to the first action taken. And in the latter type are normative questions, that is, goals must be met and actions taken in exchange for punishments for non-compliance.

Emerson (1976) warns that the Exchange Theory focuses on the movement (exchange) of resources through social processes and assumes that a given resource will only continue to flow if, and only if, it obtains an equally valued return. This return should not necessarily be monetary, but must be linked to issues of reciprocity, according to one of the three types mentioned above, and must be defined according to the pre-established relationship.

Based on the Theory of Organizational Support and the studies of Rhoades and Eisenberger (2002) it appears that there are three ways to observe the existence of this support within organizations, namely: awards and working conditions, justice and support from the supervisor. In addition to the three mentioned, there are also issues that are linked to personality traits and personal characteristics of employees, such as: age, education, gender and time working in the organization. In addition to the Theory of Organizational Support, there needs to be an effective perception of this support.

2.1.1 Perceived organizational support

The first way of perception mentioned is linked to awards and working conditions that can occur in different sectors of the company and to demonstrate to employees the existence of this organizational support, namely recognition, salary, promotions, stability, autonomy and training.

The concept of perceived support according to the Social Exchange Theory will only be maintained if there is constant reinforcement at all levels, whether micro or macro, that is, there is a need for social interactions (different conditions, salaries, promotions and enrichment of the that create mutual obligations (EMERSON, 1976). Another aspect is addressed by Rhoades and Eisenberger (2002), which are the personality traits - positive or negative view of the world -, and the despotic performance of the company, influence as moderators of the formation of perception.

The second way of perception is through justice, which is subdivided into four dimensions according to Colquitt et al. (2013), which are:

- Procedural justice: will reflect the perception of how the decision-making process is immaculate and to what extent conscious, accurate and open to opinions;
- Distributive justice: it will reflect the perception of how fair the result of the decisions, in greater emphasis the degree of equivalence of the results;
- Interpersonal justice: will reflect justice in the implementation of decisions taken;
- Informational justice: will reflect the quality and ownership of communications.

Rhoades and Eisenberger (2002) stated that justice is directly linked to the way of treating and respecting the employees of the institutions, to the reward systems and also to the procedures, rules and policies for the distribution of resources. In view of this, it is observed that the employee's satisfaction with some award received is not a sign of a sense of justice and of agreement with the awards made by the system. For these reasons, greater detail and perception on the part of superiors is necessary in the analysis of the existence or not of organizational support in the institutions.

Therefore, the perception of procedural fairness is what defines the support that the institution provides, influencing with subjective reasons the way that employees understand to be treated. When situations are widely perceived that there is a demonstration of concern for the well-being of employees, they are always taken to future attitudes, as there is a probability of provoking greater productivity in the individual and also a social exchange of action and reaction.

The supervisor's support is closely related to the concept of support perceptions, since similarly the perceptions that occur in relation to organizations, there is with the supervisors and a concern with them. On the other hand, there is a responsibility for organizational actions, which is attributed to the fact that it is the first element to have contact with employees, and also as a consequence of the actions taken by them.

These relationships can be good or bad, because if there is an aggressive behavior by supervisors and the employees notice that there is a hostile feeling, verbal or non-verbal aggressions, which damages these relationships will generate unproductive impacts and consequently compromise the company's results. Another relevant aspect is the organizational support that the supervisor himself receives from his superiors, because if this support is influenced in a positive way, he will be feeling more confident and supported to influence his subordinates and the interaction rates will be increasingly higher.

Figure 1 shows the relationship and the existing cause and effect situation between the way of treating the employee, the way of providing existing support and the result obtained with the perceived support.

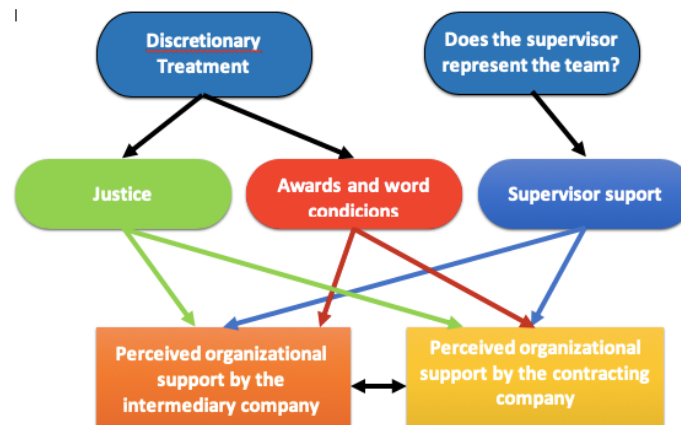


Figure 1 – Theoretical model of perception of organizational support – Outsourced companies

Source: Elaborated by the author. Adapted from Baran et. al. (2011)

2.1.2 The marginal view vs. the humanistic view

Within the study of the Theory of Organizational Support. Eisenberger and Stinglhamber (2011) classified that in modern organizations there are two distinct visions to managing people: marginal and humanistic vision sight. The marginal view is based on the premise that employees do not have a natural talent for the activities they perform, are unmotivated and ignorant and still generate a very high cost for the institution in exchange for low added value. The humanistic view, on the other hand, is contrary to seeing natural talent, believing that with training and motivation employees are able to become effective and still see them as the pillar for organizational success. These assumptions cause consequences in the managing people in each of the views.

In the marginal view, training is focused on the performance of specific tasks, the skills of employees are standardized and in a simple way, low wages, work overload, there are no awards as motivation, but punishments when failures occur and safety at work is almost null, as these are discarded as soon as the company finds technologies that replace or cheaper labor.

In the humanistic view, from a social point of view, the consequences are milder, as the training is carried out to develop the personal and professional skills and the talent of each of the employees. Personal skills are used to advance organizational goals, that is, there is an appreciation on the part of the organization. And professional experiences are recognized for superior performance and the identification of the employee with the organization's interests is cultivated, with no professional discarding, but an increasing investment to make it human capital.

It is noted that the two views are very different in relation to the of the organization's interest on the employee. In the marginal view, there is an enormous demand on the part of the employees without the minimum remuneration, leaving them totally marginalized. The humanistic view, on the other hand, gives all the necessary support and makes the employee feel motivated to stay at the institution, contribute to success, give all the necessary support. It is through this reciprocity that Eisenberger et al. (2002) state that the Perception of Organizational Support will emerge in the environment of mutual obligations.

2.1.3 Reflexes of the perception of organizational support

Rhoades and Eisenberger (2002) stated that the perceptions of organizational support presented are classified in seven: organizational commitment, affection for work, involvement with work, performance, reaction of aversion, desire to stay or quit work. Later, Baran et al. (2011) complemented with worker safety, commitment to the company in the case of outsourced or temporary workers, and cultural values as a mediator of commitment and performance. The seven perceptions in the authors' view are detailed below.

Organizational commitment: this perception will be composed of affective feelings, an emotional connection between the individual and the organization; continued, when dealing with rational relationships involving cost-benefit analysis for remaining in the organization; and normative, comply with all contractual rules to remain in the organization. When there is interference by an intermediary agent, in the case of outsourced contracts, there is a need for greater concern, as it will require that organizational commitment relationships occur in two ways.

Affection at Work is understood as the set of feelings and emotions that the employee may feel, whether positive or negative. When there is a great perception of organizational support, there will be a direct impact, for the better, on the worker's mood and satisfaction.

Involvement with work: it is directly related to personal interest in the performance of work activities. When employees' perception of competence increases, interest in doing the job will increase.

Performance: these are the behaviors that employees develop beyond normal, that is, stressors that influence situations such as stress level or desire to stay or leave the organization. These influences are natural and modified according to each degree of incidence and can help the organization in its growth.

Aversion Reaction: Support measures can reduce aversion reactions, that is, the tensions that employees develop in relation to stressors, indicating the possibilities of help, both material and emotional,

that they will need to increase their demands and results. The consequences of these aversions are directly related to fatigue, anxiety and headaches.

Desire to stay or quit work: When employees are likely to leave the organization, they are motivated to stay as a result of receiving higher wages and high costs if they choose to leave. Thus, the influence of the POS can be clearly seen. Withdrawal behavior occurs when employees stop actively participating in the organization and POS will work to reduce possible delays, absenteeism and voluntary employee turnover, changing this thinking.

In order to apply the aforementioned Theory and obtain the greatest success, the study of the concepts of public administration and sustainability was carried out so that it was possible to establish links and better interpret the results achieved.

2.2 Superintendence of management of public administrative expenses - SUGESP

SUGESP was instituted and created initially by Complementary Law No. 706, of April 10, 2013. Among the incorporated duties, are found in art. 3 of CL No. 706/2013 the coordination, operation, technical advice and standardization of activities related to official transport; general protocol and general services; and control of spending on essential services. It should be noted that in 2013 the control and implementation of the Public Policy for the Control of Essential Expenses began, through SUGESP.

Subsequently, in 2015, Complementary Law No. 827, of July 15, 2015, which provides for the organizational structure and functioning of the State Public Administration, incorporating organs of the State Executive Branch and takes other measures under this law. SUGESP became part of the Governance structure, providing support, control, advice and representing the government.

In art. 58, § 1 of Complementary Law No. 827/2015, it is emphasized that the Office of the State Governor will have its own organizational structure and will be complemented with technical and operational support from SUGESP. Thus, demonstrating its importance for the structure and smooth running of the public service. And Art. 70, makes it clear that it is a body of “governmental management, as an instrument for planning, coordinating and executing middle activities, related to expenses of an essential nature, logistics, assets and maintenance of administrative units of the Executive Power, under the terms of the Complementary Law n. 706, of April 10, 2013 ”.

In November 2015, there was one more amendment through Complementary Law No. 841, of November 27, 2015 that Amends and adds provisions of Complementary Laws n. 827, of July 15, 2015; n. 622, of July 11, 2011; n. 447, of June 2, 2008; n. 68, of December 9, 1992, and Law no. 2,981, of March 5, 2013; repeals Complementary Law no. 706, of April 10, 2013, and article 47, of Complementary Law no. 827, of July 15, 2015, and changes the name of the Superintendence of Supply Management, Logistics and Essential Public Spending - SUGESPE and other provisions. Thus, passing the name of the Superintendence of Management of Supplies, Logistics and Essential Public Spending - SUGESPE to Superintendence of Management of Public Administrative Spending - SUGESP.

After all these changes, it was confirmed that SUGESP is a management body and instrumental in supporting, controlling, advising and governmental representation. And its objective is the planning, standardization, control and coordination of the middle activities, related to the quality of the administrative

expenses and the logistics of the Executive Branch, including all the bodies that make up the direct State Public Administration, and also, in the same scope:

- Propose policies, schedule and monitor the activities of using and moving logistical resources, supplies and contracting services, acquiring and disposing of movable assets, acting as the central organ of the logistical system and of controlling activity costs in the structure of the Executive power;
- Implement, standardize, coordinate, supervise, guide and improve operational management practices involving expenses with transportation logistics, administrative services in general and documents, including general protocol;
- Promote transparency, control and increase the level of efficiency in the quality of public spending on supplies, logistics and administrative structure services;
- Increase the quality and economy of the purchases and contracting of services aimed at supporting the operationalization of the Executive Branch's activities;
- Make corporate acquisitions and contracts, generating efficiency gains, economies of scale and logistical organization, expanding the list and fostering the competitiveness of state suppliers;
- Provide administrative, financial and logistical support to the offices of the Governor, the Vice-Governor, the Military House and the Civil House, including regarding ceremonial, official press, ombudsman, legislative and public relations activities;
- Ensure the efficient management of the fleet of official vehicles;
- Provide administrative, financial and logistical support to the offices of the Governor, the Vice-Governor, the Military House and the Civil House, including regarding ceremonial, official press, ombudsman, legislative and public relations activities;
- Advising the Governor, the Vice-Governor and the Chief Secretary of the Chief of Staff in their respective areas of competence;
- Directly assist the administration of the state departments used as headquarters by the State Governor, including their residence;
- Plan, coordinate and execute processes for central acquisition of goods and contracting of services inherent to the operation of Palácio Rio Madeira and its annexes, as well as managing contracts, considering the levels of services associated with them, with a view to optimizing logistics / operations and the public spending;
- Manage the maintenance of the official fleet, whether owned or leased;
- Manage the supply of essential water, energy and telephone services, within the scope of the State Executive Branch;
- Standardize and operate the core of travel and daily allowances for public servants and occasional employees of the Executive Branch, with a view to control, economy, safety and efficiency, centralizing the receipt, analysis and deliberation of requests from the Holders of the bodies, in accordance with the guidelines defined by the Chief Executive, promoting, when authorized: the indication of the appropriate means of transportation, cost collection, ticket issuance, traffic authorization and preparation of travel

decrees, following the publication in the State Official Gazette and compliance with the objectives.

To act in cooperation with all bodies that make up the direct and indirect State Public Administration,

It also aims to comply with and enforce the provisions of Decree 19.462, of January 20, 2015, which establishes rules and measures for the efficiency of public spending, within the scope of the Executive Branch, with SUGESP coordinating and supervising the logistics of the goals passed on to each within its scope of action.

In view of the above, we can see that the macro objective is to comply with and enforce the Public Policy for the Control of Essential Expenses so that the sustainable development of the State of Rondônia can be achieved, with economically viable, environmentally correct and socially just actions.

3 Methodological procedures of research

The research was divided into five stages, in the first one, the assumptions, general and specific objectives were defined, guiding the studies. In the second, a theoretical survey was elaborated about the theories and instruments that supported the collection and analysis of the data. In the third stage, data collection was carried out with SUGESP public servants regarding the perception of organizational support (questionnaire I) and with the Managers regarding the organizational support offered (questionnaire II). In the fourth, all collected data was tabulated to support the completion of the fifth stage. Finally, the fifth stage was based on the interpretation of the tabulated data and on the analysis of the sustainability concepts that the interviewed employees answered in the questionnaires, in an essay.

3.1 Research classification

Classified as a survey of mixed methods, it combines the predetermined methods of quantitative research with emerging methods of qualitative as well as open and closed questions, with multiple forms of data covering all possibilities, including statistical analysis and textual analysis. In this case, the data collection instruments can be expanded with open observations, the researcher bases the investigation on the assumption that the collection of different types of data guarantees a better understanding of the researched problem (CRESWELL, 2007, p. 34-35). The research was carried out in the natural environment of the respondents, the researcher was the fundamental instrument for development, using a theoretical lens and collecting data by means of a questionnaire, characteristics that are substantiated by Creswell (2010).

Using documents to support this research, it characterizes as a documentary analysis, as it seeks to identify factual information in the documents from questions and hypotheses of interest (CAULLEY apud LÜDKE and ANDRE, 1986). “The documentary technique uses original documents, which have not yet received analytical treatment by any author. [...] it is one of the decisive techniques for research in social and human sciences” (HELDER, 2006)

In the view of Ander Egg (1978), research can be defined as applied when “it pursues direct and immediate application, however, it is related to the discoveries and advances of basic research”, so it is stated that this dissertation resulted in a research of an applied nature that after carrying out the theoretical

contribution, a questionnaire was applied to collect data, according to the specific methodology of the theory, and the analysis of the results was carried out based on the theories presented and on the results found from the documentary analysis of the Essential Expenses Control reports.

Regarding the procedures, in the first moment bibliometrics was carried out, which according to Vanti (2002) “is the study of the quantitative aspects of the production, dissemination and use of registered information, which develops mathematical models and patterns to measure these processes, using their results to prepare forecasts and support decision-making”. This method was chosen in order to compose a theoretical framework that is of fundamental importance for understanding the theories and analyzes of the data collected.

According to Mazzotti (2006) "in the collective case study the researcher jointly studies some cases to investigate a given phenomenon, which can be seen as an instrumental study extended to several cases". Based on this statement, it appears that this procedure is fundamental for the development of the proposed research and was adopted in the second stage of the work as a research strategy. Demo (1995) corroborates this procedure, stating that it is a very specific research modality, as it requires a deep and exhausted study of a particular case that is strongly linked to the context and its result cannot be generalized.

One of the objectives of this research is to carry out a descriptive analysis of the data, which according to Creswell (2010) is used for the variables in a study that includes the description of the results by means of means, standard deviations and variation of scores, thus defining regarding the typology as a descriptive research.

3.2 Population and sample

The initial population of data collection from the servants was based on the fifty servants that work in the administrative part of the Superintendence, however we only got responses from thirty-two servants, composed of commissioned and effective staff. In the case of managers, the population would be the Superintendent and Executive Director, however only this one answered the questionnaire. The application of two questionnaires is based on the need to analyze the effective Organizational Support in a comparative way between that offered by the Managers and that perceived by the employees. During the execution of the research, a sample of thirty-three people was completed for the application of questionnaires I and II, as detailed below.

3.3 Instruments used

To collect data from the servants, a self-administered questionnaire was used, composed of 36 statements that were placed on the Likert scale, where the respondents needed to mark only the fixed points stipulated in the line, in a system of seven response categories (points) that range from “totally disagree” to “totally agree” (LIKERT, 1932).

The statements that were part of the questionnaire originated from the 36 items proposed in the Organizational Support theory itself, as expressed in topic 2 Theoretical Reference. In addition to these statements, Questionnaire I was also made up of questions about the level of education, gender, age, marital status, whether you have a leadership role and time working at the institution. In order to make a posteriori

comparison, in terms of knowledge of sustainability, an essay question about the interviewee's understanding of Sustainability was included at the end of the questionnaire.

For the elaboration of Questionnaire II, an adaptation of Questionnaire I was made, as it deals with the perception on the part of the server and the one was created to identify what managers think they are offering support. The questionnaire methodology remained the same, that is, composed of 36 statements that were placed on the Likert scale, so that respondents needed to mark only the fixed points stipulated in the line, in a system of seven response categories (points) ranging from “totally disagree” to “totally agree” (LIKERT, 1932). He contemplated questions about the level of education, gender, age, marital status and time that the role of gestures plays within the institution.

3.4 Data collection

The data collection made with the SUGESP servants, was based on the forwarding of the electronic questionnaire to the personal and corporate e-mail of all fifty servants, using the Google Forms platform. For the collection of data with the managers who work in the Superintendence (members of the Office - Superintendent and Executive Director), the same electronic platform and the mechanism of distribution of the access link by e-mail were used, as described in item 3.2 Population and Sample and in item 3.3 Instruments Used.

3.5 Data analysis

When the questionnaires were applied, all results were tabulated individually, using the SPSS software, version 22 for IOS, considering a 95% confidence level and a 5% risk of statistical inference. The responses that were linked to the Likert scale were thus transcribed for the program and the rest were used to stratify the collected data and perform comparative analyzes.

Within the statistics of the factor analysis, the Bartlett's Sphericity Test was performed, which is a test statistic used to examine the hypothesis that the variables are not correlated in the population, that is, the population correlation matrix is an identity matrix, where each variable correlates perfectly with itself ($r = 1$), but has no correlation with the other variables ($r = 0$). The KaiserMeyer - Olkin Adequacy Measure (KMO) is the Index used to assess the adequacy of factor analysis. The values obtained through this test vary between 0 and 1, where 0.80 or above is admirable; 0.70 or above, median; 0.60 or above, mediocre; 0.50 or above, bad; and below 0.50, unacceptable (MALHOTRA, 2001)

According to Hair et al. (2005), the net effect of rotate r factorial matrix is to redistribute the variance of the first factors to the last in order to achieve a simpler and more significant factor standard. There are different types of possible application speeds. The orthogonal rotation used was called VARIMAX, which concentrates the maximum simplification of the columns of the factorial matrix by maximizing the sum of variances of loads required from the factorial matrix.

The results found on the perception of the servants were also compared with the perception of the managers, so that it was possible to identify the difference between the view of those who offer support and those of those who receive it. It should be noted that the questionnaire was only answered by the Executive Director, given that it is not possible to perform Factor Analysis and not even establish the correlation matrix.

Therefore, we proceeded with the comparison between the average response of the servants and the response of the executive director so that we could confront and demonstrate the support offered with the support perceived by the servants.

4 Data results and discussions

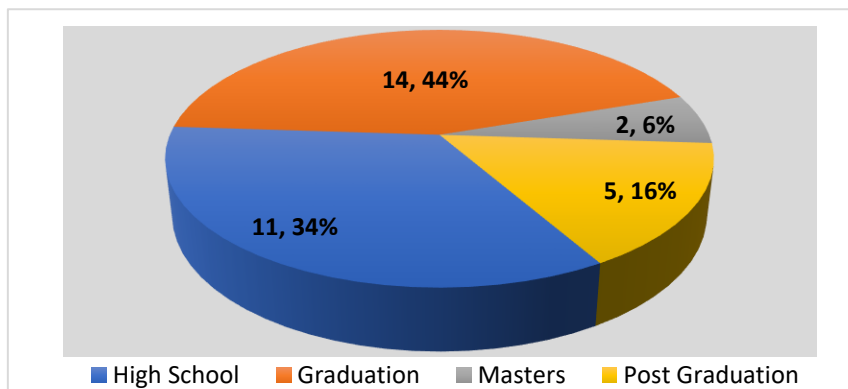
In this chapter, all the results obtained after processing all the material collected during the research and which supported the assessment of the relationship between the organizational support offered by SUGESP and the perception of employees and the concept of sustainability will be addressed.

4.1 Organizational support – Servants

In order to analyze and discuss the data, the sample was initially detailed, which was done using a descriptive frequency statistic, composed of the minimum, maximum, average and standard deviation, according to the analysis that each variable allows. When tabulating the data, we observe that the average time in which the employees act in the Superintendence is 3.58 years, with a standard deviation of time oscillating in 2.64 years more or less in relation to the average.

Regarding the age of these employees, it is observed that they range from 21 to 60 years old, with an average of 36.34 years, and has a standard deviation of 10.80 years more or less in relation to the average. Detailing the profile of all the employees who answered the questionnaire, 22% had a leadership position, while the other 78% did not. Graph 1 shows the stratification of the sample of servants according to the Degree of Instruction declared at the time of answering the questionnaire.

Graph 1 - Degree of Instruction of Servants



Source: Elaborated by the author (2018)

Among the respondents, 14 (44%) had only graduation as a maximum level of education, 11 (34%) had high school, 5 (16%) Post-Graduation and 2 (6%) masters.

The first inference that can be made with the data is the detailing of the Correlation Matrix, which presented as the highest positive correlation found of 0.853 between statements QS35 and QS21, demonstrating that the servants have a perception bias according to the predicted in theory. Because if there is an interpretation that the organization is concerned with the general satisfaction of each server with the work developed, there is also a concern to make the work as interesting as possible.

In addition to the greatest positive correlation, we also found the greatest negative correlation, which reached the level of -0.807, between variables QS21 and QS16, also demonstrating adherence in responses, since these variables must be analyzed in reverse. Because if the organization is concerned with the general satisfaction of its servants, it is normal for it to provide more opportunities for the servants to be promoted, corroborating the negative correlation found.

When separating the claims according to the form of analysis (forward or reverse), we conclude that is divided in half, i.e. eighteen claims Direct analysis (closer 7 = totally agree will be better) and eighteen claims that the analysis should be done in reverse (the closer to 1 = completely disagree the better). The table below shows the statements that are analyzed directly with their respective averages of the answers given by the servants, according to the analysis of Descriptive Statistics performed with the data.

Table 2 - Statements analyzed directly

QS	Affirmations	Average
1	The organization values my contributions to well-being.	5.28
4	The organization strongly considers my personal goals and values.	4.47
5	The organization would comprise a long period of absence due to illness.	4.91
8	When I have problems, the organization offers help.	4.16
9	The organization really cares about my well-being.	4.75
10	The organization is trying to expand to help me do my job to leverage my skills.	4.38
13	The organization would forgive a mistake without deception on my part.	4.53
18	The organization would lovingly consider a request to change my working conditions.	4.34
20	The organization is always willing to help me when I need a special favor.	4.47
21	The organization is concerned with my overall job satisfaction.	4.34
24	If I decide to resign, the organization will try to persuade me to stay.	3.28
25	The organization cares about my opinions.	4.31
27	The organization is proud of my achievements at work.	5.56
29	The organization would understand if I were unable to finish a task in time.	4.22
30	If the organization has an expansion, it will consider increasing my salary.	4.34
33	The organization wants to give me the best job that I'm qualified to do.	4.88
35	The organization tries to make my work as interesting as possible.	4.28
36	My supervisors are proud that I am part of the organization.	6.09
Overall average of 18 statements		4.59

Source: Elaborated by the author (2018)

If we observe the statements in table 2, we can see that the overall average was 4.59, so it is understood that it is between four and five, where four is understood as indifferent and five partially agree. In view of this, it appears that the servants partially agree that they have effective organizational support.

The pride that supervisors feel (QS36) is the aspect that has the greatest agreement, corroborating the theory of Organizational Support when it states that the recognition by the Supervisor is one of the

points that must be taken into account at the time of recognition and to achieve the perception of organizational support. As expressed by the author in Figure 1 - Theoretical Model of Perception of Organizational Support - Outsourced Companies, which can be applied to a direct relationship between Superintendent, supervisors (managers) and employees.

The uncertainty that the employees would be persuaded to remain, if they asked to resign (QS24), represents the aspect in which the employees disagreed most with the statement, that is, they do not feel safe or do not perceive effective organizational support in this regard.

The table below shows the eighteen statements that should be analyzed inversely according to the Theory of Organizational Support and their respective average responses given by the employees.

Table 3 - Affirmations analyzed inversely

QS	Affirmations	Average
2	If the organization could hire someone to replace me with a lower salary it would do that.	4.06
3	The organization fails to recognize any extra effort on my part.	3.56
6	The organization would ignore any complaints from me.	3.47
7	The organization does not care about my interests when it makes decisions that affect me.	4.06
11	The organization fails to understand my absences due to personal problems.	2.66
12	If the organization finds a more efficient way to get my job done, it will replace me.	5.16
14	It would take a small drop in my performance for the organization to want to replace me, that is, it is satisfied with me.	4.16
15	The organization thinks there is little to be gained by keeping me employed for the rest of my career.	2.56
16	The organization offers me few opportunities to continue being promoted.	4.03
17	Even if I did the best job possible, the organization would fail to notice.	3.53
19	If I got fired, the organization would rather hire someone new than have me back.	3.75
22	If I get the chance, the organization would take advantage of me.	3.72
23	The organization shows little concern for me.	3.03
26	The organization thinks that hiring me was a mistake.	1.78
28	The organization is more concerned with achieving results than with me.	4.00
31	The organization thinks that anyone can do my job as well as I can.	3.72
32	The organization is not concerned with paying what I deserve.	3.22
34	If my job goes extinct, the organization would rather fire me than transfer me to another position.	3.59
Overall average of 18 statements		3.56

Source: Elaborated by the author (2018)

If we observe the statements in Table 3, we can see that the overall average was 3.56, so it is understood that it is between three and four, where three represents partially disagree and four is understood as indifferent. In view of this, it is inferred that the servants either disagree with the negative statements or are indifferent to them, as it is an inverse analysis, it is necessary to interpret it in the opposite way, so the more they disagree the better the results and the perceived support will be. .

The feeling of error at the time of hiring (QS26) is the one they most disagree with, that is, they feel that they are well accepted by the organization. However, they do not feel support on the personal issue, as they agree that if the organization can replace them with someone who does the job more efficiently, they will do it (QS12).

After the elaboration of the Correlation Matrix, a Factorial Analysis was performed, of the variables that are analyzed directly (Chart 2), with the objective of identifying a smaller number of new alternative variables, not correlated and that, in some way, summarize the main information of the original variables finding the latent factors or variables (MINGOTI, 2005).

To verify the application of Factor Analysis, the KMO test of sample adequacy was used. The result expressed in this test (0.765) demonstrates a median degree of adjustment for the application of the multivariate Factor Analysis technique, being ratified by the Bartlett Sphericity test at the 0.000 level of significance, which according to Malhotra (2001) this cannot be greater than 0.05.

Ahead, it is necessary to detail which variables will compose each of the five specific factors generated through the Rotating Component Matrix (Varimax rotation with Kaiser Normalization) with Principal Component Analysis, as an extraction method. Table 4 shows which variables will compose each factor, that is, when the correlation of the variable-factor is closer to 1, indicating a positive association between the variable and the factor, while close to 0 indicates a lack of association.

Table 4 - Rotating component matrix^a

QS	Affirmation	Component				
		1	2	3	4	5
36	My supervisors are proud that I am part of the organization.			0.794		
1	The organization values my contributions to well-being.		0.312	0.785		
27	The organization is proud of my achievements at work.			0.836		
4	The organization strongly considers my personal goals and values.		0.668	0.371		
25	The organization cares about my opinions.	0.345		0.496	0.589	
35	The organization tries to make my work as interesting as possible.	0.844		0.366		
33	The organization wants to give me the best job that I'm qualified to do.				0.841	

21	The organization is concerned with my overall job satisfaction.	0.846			0.332	
9	The organization really cares about my well-being.	0.622		0.368	0.523	
10	The organization is trying to expand to help me do my job to leverage my skills.	0.735	0.322	0.318		
13	The organization would forgive a mistake without deception on my part.		0.760			
18	The organization would lovingly consider a request to change my working conditions.		0.322	0.509	0.320	0.470
20	The organization is always willing to help me when I need a special favor.					0.782
24	If I decide to resign, the organization will try to persuade me to stay.		0.797			
29	The organization would understand if I were unable to finish a task in time.		0.617		0.462	0.447
5	The organization would comprise a long period of absence due to illness.					0.778
8	When I have problems, the organization offers help.	0.672	0.422			0.420
30	If the organization has an expansion, it will consider increasing my salary.	0.490	0.704			

a. Rotation converged in 8 iterations.

Source: Elaborated by the author (2018)

Factor 1 is made up of statements QS 35 (The organization tries to make my work as interesting as possible.), QS 21 (The organization is concerned with my overall job satisfaction.), QS 9 (The organization really cares about my well-being.), QS 10 (The organization is trying to expand to help me do my job to leverage my skill.) and QS 8 (When I have problems, the organization offers help.), who will be appointed as Relationship of the Organization with the Server, considering that these five statements refer to the concern that the organization has with the work developed by the servants and their well-being.

Factor 2 consists of statements QS 4 (The organization strongly considers my personal goals and values.), QS 13 (The organization would forgive a mistake without deception on my part.), QS 24 (If I decide to resign, the organization will try persuade me to stay.), QS 29 (The organization would understand if I were unable to finish a task in time.) and QS 30 (If the organization has an expansion, it will consider increasing my salary.), which will be named as Personal Recognition, considering that these five statements relate to problems, mistakes and personal desires of your employees.

Factor 3 is made up of statements QS 36 (My supervisors are proud that I am part of the organization.), QS 1 (The organization values my contributions to well-being.), QS 27 (The organization is proud of my achievements at work.) and QS 18 (The organization would lovingly consider a request to change my working conditions.), which will be called Personal Satisfaction, considering that these four statements relate to the organization's satisfaction with personal development and growth each server.

Factor 4 is made up of statements QS 25 (The organization cares about my opinions.) And QS 33 (The organization wants to give me the best job I am qualified to do.), Which will be named Server Talent, considering that these two statements concern the opinion and qualification of the work developed by each server, according to their potential.

Finally, Factor 5 is made up of statements QS 20 (The organization is always willing to help me when I need a special favor.) And QS 5 (The organization would understand a long period of absence due to illness.), which will be called the Special Request of the Servants, considering that these two statements concern the solution of personal problems and that the organization would not be obliged to comply.

Thus, there are five factors that generalize the statements and guide the understanding of the statements that were in the questionnaire: Factor 1 - Relationship between the Organization and the Server; Factor 2 - Personal Recognition; Factor 3 - Personal Satisfaction; Factor 4 - Server Talent; and Factor 5 - Special Server Request.

After defining and naming the factors based on the Rotating Component Matrix - Table 4, it is necessary to include the statements that are inversely analyzed in each of the pre-established factors, according to the existing relationship, since it wasn't identified disagreement between direct and inverse statements. Based on this question, we present in the table below the statements allocated to each of the factors.

Table 5 - Classification of Affirmations in Factors

Factors	QS	Affirmations - Direct	QS	Affirmations - Reverse
Factor 1 - Organization's Relationship with the Server	35	The organization tries to make my work as interesting as possible.	2	If the organization could hire someone to replace me with a lower salary it would do that.
	21	The organization is concerned with my overall job satisfaction,	7	The organization does not care about my interests when it makes decisions that affect me.
	9	The organization really cares about my well-being.	22	If I get the chance, the organization would take advantage of me.
	10	The organization is trying to expand to help me do my job to leverage my skills.	23	The organization shows little concern for me.
	8	When I have problems, the organization offers help.	28	The organization is more concerned with achieving results than with me.
Factor 2 - Personal Recognition	4	The organization strongly considers my personal goals and values.	3	The organization fails to recognize any extra effort on my part.
	13	The organization would forgive a mistake without deception on my part.	12	If the organization finds a more efficient way to get my job done, it will replace me.

	24	If I decide to resign, the organization will try to persuade me to stay.	15	The organization thinks there is little to be gained by keeping me employed for the rest of my career.
	29	The organization would understand if I were unable to finish a task in time.	16	The organization offers me few opportunities to continue being promoted.
	30	If the organization has an expansion, it will consider increasing my salary.	32	The organization is not concerned with paying what I deserve.
			26	The organization thinks that hiring me was a mistake.
Factor 3 - Personal Satisfaction	36	My supervisors are proud that I am part of the organization.	6	The organization would ignore any complaints from me.
	1	The organization values my contributions to well-being.	14	It would take a small drop in my performance for the organization to want to replace me, that is, it is satisfied with me.
	27	The organization is proud of my achievements at work.	19	If I got fired, the organization would rather hire someone new than have me back.
	18	The organization would lovingly consider a request to change my working conditions.	31	The organization thinks that anyone can do my job as well as I can.
Factor 4 - Server Talent	25	The organization cares about my opinions.	17	Even if I did the best job possible, the organization would fail to notice.
	33	The organization wants to give me the best job that I'm qualified to do.	34	If my job goes extinct, the organization would rather fire me than transfer me to another position.
Factor 5 - Special Server Request	20	The organization is always willing to help me when I need a special favor.	11	The organization fails to understand my absences due to personal problems.
	5	The organization would comprise a long period of absence due to illness		

Source: Elaborated by the author (2018)

After performing the analysis and interpretation of the questionnaire data applied to the servants, it is necessary to proceed with the interpretation of the managers' response, so that we can compare the effective organizational support offered by the institution and that perceived by the servants. However, we found an obstacle, since the managers of the superintendence are composed of a Superintendent and an

Executive Director and only the last one answered the questionnaire. In the following item, we present the data regarding the response of the Executive Director of SUGESP.

4.2 Organizational support - Managers

In order to analyze and discuss the data, we first need to detail the sample. In this case, the initial objective was to collect information from the Superintendent and the Executive Director, however, as mentioned earlier, he did not answer the questionnaire. The Executive Director had been in that position for approximately 4 months (0.34 years), is 40 years old, is single and has a graduation degree as a maximum educational level.

By separating the statements according to the form of analysis (direct or inverse) we find that they are divided half and half, that is, there are eighteen statements with direct analysis (the closer to 7 = I totally agree will be better) and eighteen statements that the analysis should be done in reverse (the closer to 1 = completely disagree the better), also found in the analysis of servants presented in topic 4.1. The table below shows the statements that are analyzed directly with their respective response.

Table 6 - Statements analyzed directly - Manager

QM	Affirmations	Answer
1	The organization values individual contributions to the welfare of its employees.	5.00
4	The organization strongly considers the objectives and personal values of its employees.	5.00
5	The organization would comprise a long period of absence due to illnesses of its employees.	6.00
8	When servants have problems, the organization offers help.	4.00
9	The organization really cares about the individual welfare of its employees.	4.00
10	The organization is trying to expand in order to help perform the work of the servants to leverage their skills.	5.00
13	The organization would forgive a mistake without deception on the part of its employees.	4.00
18	The organization would lovingly consider an individual request to change the working conditions of its employees.	7.00
20	The organization is always willing to help when its servants need a special favor.	2.00
21	The organization is concerned with the general satisfaction of its employees at work.	4.00
24	If any employee decides to resign, the organization will try to persuade him to stay.	4.00
25	The organization is concerned with the individual opinions of its employees.	5.00
27	The organization prides itself on the individual achievements of its employees at work.	6.00
29	The organization would understand if a server was unable to complete a task in time.	4.00
30	If the organization has an expansion, it will consider increasing the salary of its employees.	4.00
33	The organization wants to do the best job that each server is qualified to do.	4.00
35	The organization does not try to make the work of its servants as interesting as possible.	1.00
36	The organization is proud of the servants that are part of it.	4.00
Overall average of 18 statements		4,33

Source: Elaborated by the author (2018)

If we observe the statements in table 6, we can see that the overall average was 4.33, so it is understood that it is between four and five, where four is understood as indifferent and five partially agree. In view of this, it appears that the manager's view is that he partially agrees that effective organizational support is offered to his employees.

Being the individual request to change the working conditions of their employees (QM 18) the aspect that has the greatest agreement (7), corroborating with the theory of the humanistic vision that sees the employees' natural talent, believes that with training and motivation they are capable of becoming very effective and still see them as the cornerstone for organizational success. Thus, the organization carefully reflects on the request of its employees so that they can perform their work better, taking a humanistic view.

The fact that the organization does not try to make the work of its employees as interesting as possible (QM 35), is the aspect in which the manager most disagrees with the statement, that is, they understand that their servants, whenever possible, have the attractive and interesting work to be performed.

The table below shows the eighteen statements that must be analyzed inversely according to the Theory of Organizational Support and their respective answer given by the Executive Director of SUGESPP.

Table 7 - Affirmations analyzed inversely - Manager

QM	Affirmations	Answer
2	If the organization could hire someone to replace a server for a lower salary, it would do so.	4.00
3	The organization fails to recognize any extra individual effort from its servants.	1.00
6	The organization would ignore individual complaints from its servants.	1.00
7	The organization does not care about the interests of its employees when they make decisions that affect them.	2.00
11	The organization fails to understand the absences of its employees due to personal problems.	1.00
12	If the organization finds a more efficient way to get the job done, it will replace its servants.	2.00
14	It would take a small drop in server performance for the organization to want to replace them, that is, it is satisfied with the servants it owns.	2.00
15	The organization thinks there is little to be gained if it keeps its employees for the rest of their careers.	2.00
16	The organization offers few opportunities for its servants to continue being promoted.	4.00
17	The organization fails to realize the best work done by its employees.	3.00
19	If a server were fired, the organization would rather hire someone new than try to get him back,	2.00
22	If given the opportunity, the organization would take advantage of its servants.	1.00
23	The organization shows little concern for its servants.	1.00
26	The organization makes mistakes when hiring its servants.	4.00

28	The organization is more concerned with achieving results than with servants	1.00
31	The organization thinks that anyone can do the other's job as well as he can.	5.00
32	The organization is not concerned with paying what each server deserves.	1.00
34	If any jobs go extinct, the organization would rather fire its employees than transfer them to another role.	1,00
Overall average of 18 statements		2,11

Source: Elaborated by the author (2018)

If we observe the statements in table 7, we can see that the general average obtained was 2.11, so it is understood that it is between two and three, where two represents disagree and three represents partially disagree. In view of this, it appears that the managers disagree with the negative statements or have little agreement, because it is an inverse analysis, it is necessary to interpret it in the opposite way, so the more they disagree the better the results and the support offered.

The organization thinks that anyone can do the work of the other as well as he (QM 31), it was the aspect that stood out most among the statements analyzed inversely, meaning that the managers partially agree with this aspect. Thus, presenting a corroboration with the marginal view presented in the topic of the theoretical framework, which states that work safety is almost nil, as employees are discarded as soon as the company finds technologies that replace them or cheaper labor.

There are several statements that the manager totally disagrees with (QM 3, QM 6, QM 11, QM 22, QM 23, QM 28, QM 32 and QM 34), if we are going to create a group that represents all these statements we will realize that they are all linked to the Personal and Individual Aspects of the Servants, therefore, we can understand that the organization believes that it provides the necessary support. As in personal matters, recognition of extra efforts in the development of functions, individual concern for each employee, always keeping them well paid and within the staff.

4.3 Comparison of Organizational Support - Servants x Manager

After the individual analysis of the responses of the servants and managers, it is necessary to carry out a comparison between them, so that we can identify step by step, what support is offered with what is really perceived.

Table 8 - Comparison of Answers - Servants x Manager - Directly

QS	Average Servants	QM	Response Manager
1	5,28	1	5,00
4	4,47	4	5,00
5	4,91	5	6,00
8	4,16	8	4,00
9	4,75	9	4,00
10	4,38	10	5,00
13	4,53	13	4,00

18	4,34	18	7,00
20	4,47	20	2,00
21	4,34	21	4,00
24	3,28	24	4,00
25	4,31	25	5,00
27	5,56	27	6,00
29	4,22	29	4,00
30	4,34	30	4,00
33	4,88	33	4,00
35	4,28	35	1,00
36	6,09	36	4,00
Overall average of 18 statements	4.59	Overall average of 18 statements	4.33

Source: Elaborated by the author (2018)

Looking at Table 8, we find that the general average of the eighteen statements that are analyzed directly is within the same quadrant, that is, between four and five. However, when detailing the statements, we will notice that there are some that are very disparate, such as the QS18 and the QM18, where the first has an average response of 4.34 and the second 7. It can be inferred then that there is a divergence between the support that the organization believes it offers and that which the server perceives, since they do not feel safe to ask for an exchange in their working conditions, as they partially agree that their requests would be accepted. When the organization states that it would totally consider an individual request to change the working conditions of its employees.

In QS20 and QM20, the situation is reversed, as the organization disagrees (2.00) that it is always willing to help when its servants need a special favor and the servants partially agree that the organization is always willing to help them when they need a special favor. Bringing a false support, because the server feels that it is well interpreted when it needs a special favor, when in reality it is not so well accepted, since there was a disagreement with this provision to help when they need a special favor.

In QS35 and QM35 it is understood that there is a disagreement in perception, when the server once again believes that it has support, as the average response is between indifferent and partially agree (4.28) and the institution disagrees completely (1.00) that doesn't try to make your server's work as interesting as possible. As can be seen, the statement that belongs to the questionnaire of the employees must be analyzed directly (The organization tries to make my work as interesting as possible.) And the one in the manager's questionnaire must be analyzed inversely, because when more disagree that it does not try making the work of the server as interesting as possible, means that she does make this effort.

Analyzing the QS36 and QM36 there is also a divergence, when the servants agree and the manager is indifferent in his response. Detailing the statement, we will understand that the employees agree that their supervisors are proud to have them as part of the organization, when the manager is indifferent, that is, he does not and does not stop being proud of his employees.

After analyzing the responses to the statements that were designed to be analyzed directly, with the exception of the QM35, we will now compare the statements that should be analyzed inversely, as shown in the table below.

Table 9 - Comparison of Answers - Servants x Manager - Inversely

QS	Average Servants	QM	Manager Response
2	4,06	2	4,00
3	3,56	3	1,00
6	3,47	6	1,00
7	4,06	7	2,00
11	2,66	11	1,00
12	5,16	12	2,00
14	4,16	14	2,00
15	2,56	15	2,00
16	4,03	16	4,00
17	3,53	17	3,00
19	3,75	19	2,00
22	3,72	22	1,00
23	3,03	23	1,00
26	1,78	26	4,00
28	4,00	28	1,00
31	3,72	31	5,00
32	3,22	32	1,00
34	3,59	34	1,00
Overall average of 18 statements	3,56	Overall average of 18 statements	2,11

Source: Elaborated by the author (2018)

Looking at Table 9, we find that the general average of the eighteen statements that are analyzed inversely are within very close quadrants, since the response of the servants had an average of 3.56, which represents partially disagree, while the general average of the Manager was of 2.11, that is, disagrees. However, when detailing the statements, we will notice that there are some that are very disparate, such as the QS28 and the QM28, where the first has an average response of 4 and the second 1. It can be inferred that there is a greater divergence between the support that the organization believes it offers and the one that the server perceives, since the organization does not agree that it is more concerned with achieving results than with its servants and the servants think that this concern is indifferent.

Another statement that has divergence is QS3 and QM3, where the first has a response average of 3.56, while the second has response 1. Demonstrating that the servants partially agree that the organization fails to recognize any extra effort from them and from another turning the manager totally disagrees that

he fails to recognize the individual efforts of his servants. It is concluded once again that there are situations in which the organization believes to provide support and that the server does not feel the way it is theoretically passed on.

In the same level of difference presented in questions three, are QS6 (3.47) and QM6 (1), while the servants partially disagree that the organization would ignore any complaints from them, that is, they partially agree their complaints are taken into account. The manager, on the other hand, says he totally disagrees with the hypothesis of ignoring the complaint of his servants, that is, he totally agrees that they are always taken into consideration. Another case that there is a false perception, because the server does not feel what is theoretically passed on by the organization.

Comparing the QS12 with the QM12, there is a difference in scale of 3.16, where the latter partially agrees and disagrees, thus representing an insecurity for the server, as he feels that if the organization finds a more efficient way to achieve the results that the server offers, it will be replaced. While the manager disagrees, stating that he will not replace his servants with more than he finds a more efficient way to get their work.

When analyzing the QS31 and QM31, it is concluded that the organization agrees that anyone can do the work of the other effectively (answer 5), on the other hand the servants partially disagree with this statement, thus generating false support. While they feel that their work is valued, the organization has the stance that they are replaceable.

Within the observations made in table 9, there are two statements that had almost the same answer, regardless of QS or QM, being they QS2, QM2, QS16 and QM16, all were indifferent in their answers. So, both the servants and the manager do not agree or disagree that if the organization could hire someone to replace a server with one with a lower salary it would do and even though the organization offers few opportunities for its servants to be promoted. In view of this indifference in the responses, we can see that there is no investment on the part of the organization with regard to the progression of salaries and not even in relation to a guarantee of employment, making the server work a little dissatisfied and with no prospect of professional growth.

5 Conclusions and insights

The study of the Theory of Organizational Support begins with the premise of the influence of the behavior of employees on the results of the organization. Over the years, this premise began to be based on the way that employees felt they had support from their supervisors. In the course of the theory, it is observed that there are three main methods to identify the perceived organizational support, namely: justice, work awards and conduct and supervisor support. However, in addition to these supports, there are also personality and demographic characteristics such as age, education and time of organization, which acted as moderators for this perception.

Based on this theoretical contribution and the results achieved, we can conclude that in the statements analyzed directly, the servants and the manager presented responses within the same quadrant (QS - 4.59 and QM - 4.33), both between indifferent and partially agree with the presence of organizational support. Another aspect that can be concluded is that in the questions analyzed directly, the servants have

a higher POS than the manager believes to offer. In the questions that are analyzed inversely, we find a greater divergence, since the response of the servants had an average of 3.56, which represents partially agree, while the general average of the Manager was 2.11, that is, he agrees. In this difference of 1.45 in the average response, it appears that the manager believes that he offers greater support than that effectively perceived by the employees.

Another aspect that can be concluded with the research is that the employees are unaware of the importance of their activities, not even how much they reflect on the sustainability and the result of the Public Policy for the Management of Essential Expenses, that is, they cannot measure that the bureaucratic work that is performed by them is directly linked to economics, social and environmental issues. Among the assumptions included at the beginning of the research that was proven is the partial existence of an effective organizational support perceived by the employees, with that offered by the agency.

It should be noted that the research found the limitation while the Superintendent initially made himself available to answer the questionnaire, but did not do so, therefore, the positioning of the Managers started from the statements of the Executive Director. Therefore, we cannot limit this study to the objectives specified in this research, and the comparison of the results achieved with the Public Policy of Essential Expenses and the governance style present in each manager who passed through the Superintendence is a suggestion for future research.

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