Supplementary Tables

Table S1. Audit of alternative perceived-organizational-support specifications.

Specification	Purpose	CFI	TLI	RMSEA (90% CI)	SRMR	Decision
36-item one-factor model	Original unidimensional item pool	.805	.793	.446 [.441, .451]	.316	Rejected: severe misfit
Two wording-aligned factors	Positive versus negative wording	.987	.987	.114 [.108, .119]	.091	Not interpreted substantively; absolute misfit and wording confound
18 positive items	Remove all negative wording	.996	.995	.108 [.097, .119]	.058	Inadmissible information matrix; not retained
Final 10-item POS within six-factor CFA	Unidimensional POS; POS1 ~~ POS4	.977	.975	.064 [.058, .070]	.062	Retained within full measurement model; POS loadings .790-.964, AVE .768, CR .971

Note. The final row reports global fit for the full six-factor CFA in which the final POS factor was embedded; it is not a direct single-factor fit comparison. Early JASP models were audited and re-estimated in R/lavaan for the final analysis where possible.

Table S2. Item disposition and rationale after the measurement audit.

Construct	Items	Status	Rationale
POS	POS1, POS4, POS8, POS9, POS10, POS20, POS21, POS25, POS27, POS35	Retained	Strong content coverage and standardized loadings .790-.964; POS1-POS4 residual covariance retained because of closely overlapping valuation content.
POS	POS2, POS3, POS6, POS7, POS11, POS12, POS14, POS15, POS16, POS17, POS19, POS22, POS23, POS26, POS28, POS31, POS32, POS34	Excluded	Negatively worded items formed a wording-aligned factor and were not interpreted as a separate negative-support construct; retaining them did not yield a defensible unidimensional solution.
POS	POS5, POS13, POS18, POS24, POS29, POS30, POS33, POS36	Excluded	Not retained in the theory-guided reduced model because weaker/less stable performance and context-specific or redundant content did not

			improve the measurement solution. Deletion is sample-specific and requires replication.
Employee resilience	ER1-ER9	Retained	All standardized loadings .851-.963; AVE .866; CR .983.
Productivity	P1-P5	Retained	Loadings .778-.992. P5 showed a ceiling effect but was retained because its deletion did not materially improve fit; a no-P5 sensitivity model was reported.
Workplace social climate	WSC1-WSC4	Retained	Loadings .836-.905; AVE .774; CR .932.
Work control	WC1-WC5	Retained	Loadings .718-.925; AVE .656; CR .904.
Self-efficacy	S2-S5	Retained	Loadings .780-.971; AVE .790; CR .937.
Self-efficacy	S1	Excluded	Weak loading in the ordinal CFA and limited contribution to the factor; exclusion improved interpretability.
Health	C1-C4	Excluded as a dimension	The items combined enjoyment, physical safety, pain, and stress and showed inadequate internal consistency (alpha = .412). No health item was reassigned in the final model.

Table S3. Full traditional HTMT matrix.

Construct	POS	ER	Productivity	WSC	Work control	Self-efficacy
POS	1.000					
ER	.470	1.000				
Productivity	.386	.608	1.000			
Workplace social climate	.685	.593	.811	1.000		
Work control	.507	.478	.658	.752	1.000	
Self-efficacy	.369	.611	.812	.717	.705	1.000

Note. All values were below the conservative .85 criterion. HTMT2 for ER–self-efficacy was .605.

Table S4. Robust comparison tests for key alternative models.

Comparison	Robust delta chi-square	df	p	Interpretation
Six correlated factors vs. ER/self-efficacy combined	96.405	5	< .001	Separate ER and self-efficacy
Six correlated factors vs. second-order sustainable employability	84.404	8	< .001	Correlated model fits better; second-order model retained for parsimonious structural outcome

Table S5. Structural sensitivity analyses.

Specification	Treatment	a	b	c'	Indirect	Total	Conclusion
Primary WLSMV	Ordinal latent	.469	.498	.374	.234 [.161, .306]	.608	Primary model; Monte Carlo unstandardized CI [.209, .519]
WLSMV without P5	Ordinal latent	.469	.484	.393	.227	.621	Same conclusion
MLR	Continuous approximation	.413	.498	.329	.205 (p = .007)	.534	Same direction and significance
Demographic controls	Observed-score robustness	.459	.402	.324	B = .185 [.077, .310]	.508	Controls: age, tenure, gender, education, university-type code

Table S6. Content-validity summary.

Instrument	Aiken V range	Expert-judgment conclusion
Perceived organizational support	.89-.91	Relevant/representative/clear
Employee resilience	.86-.87	Relevant/representative/clear
Sustainable employability	.89-.90	Relevant/representative/clear