



## Development and validation of a scale for measuring organizational behavior: A comprehensive approach

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### ABSTRACT

Organizational behavior has long been a focus for researchers and academicians, and it is crucial for individual, team, and organizational achievements. There are debates about how to accurately measure organizational behavior, and existing scales have limitations. This paper offers a detailed view of developing scales in organizational behavior studies. This includes creating items, assessing content validity, pilot testing, refining items, validating the scale, and collecting data. The scale's validity and reliability are confirmed using statistical methods like exploratory and confirmatory factor analysis. The analysis results show the scale's legitimacy through factor loadings and reliability. The final scale is described, detailing the number of items and their specific dimensions. The discussion highlights the scale's benefits and limitations, its practical uses in organizational behavior research, and future research suggestions. This article is a thorough guide for researchers on creating effective and dependable measurement tools in organizational behavior.

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### 1. Introduction

Organizational behavior is an indispensable field of study for comprehending how individuals and groups conduct themselves within the context of an organization. It incorporates multiple factors, such as individual attitudes, group dynamics, leadership styles, and organizational culture, which have a significant impact on employee performance, engagement, and overall organizational outcomes (Robbins et al., 2019). To effectively comprehend and manage organizational behavior, it is necessary to implement dependable and exhaustive measurements. In several aspects of organizational management and research, measuring organizational behavior plays a crucial role. It offers invaluable insights into employee attitudes, behaviors, and the fundamental dynamics that influence organizational effectiveness. By assessing and quantifying these factors, organizations are able to make informed decisions, develop targeted interventions, and create

strategies to enhance performance, productivity, and employee satisfaction (Borman and Motowidlo, 1997; Morgeson and Hofmann, 1999). Nevertheless, the complexity and multidimensionality of organizational behavior necessitate the use of a comprehensive scale that encompasses its many dimensions. A comprehensive scale is a measurement instrument that incorporates multiple dimensions and organizational behavior-related factors. It offers a comprehensive understanding of the construct, allowing for a thorough evaluation of the organizational context (Podsakoff et al., 2003).

Existing scales have limitations that necessitate the development of a comprehensive scale to measure organizational behavior. Many existing measures concentrate on particular aspects of organizational behavior or dimensions, which may not encompass the entire spectrum of relevant factors. A comprehensive scale addresses this limitation by integrating multiple dimensions, allowing for a more thorough and nuanced evaluation of organizational behavior (Moorman, 1993).

This study aims to develop and validate a comprehensive organizational behavior measurement scale. By creating this scale, we intend to provide a dependable and robust instrument that captures the multidimensional nature of organizational behavior. This scale will enable

researchers, practitioners, and organizations to assess organizational behavior comprehensively and precisely, allowing for a deeper understanding of its influence on employee performance, engagement, and organizational outcomes. We will establish the psychometric properties, reliability, and validity of the scale through a rigorous procedure of scale development and validation. In doing so, we intend to contribute to the field of organizational behavior research by developing a valuable instrument that advances measurement and comprehension in this crucial domain. This study's findings will have practical implications for organizational management, as they can influence interventions and strategies to optimize organizational behavior and improve overall organizational performance.

In the following sections of this paper, we will describe the development process of the comprehensive scale, its validation procedures, and its dimensions in detail. This study's findings will cast light on the measurement of organizational behavior and pave the way for future research and application in this crucial field.

## 2. Steps of organizational scale development

The scale development process encompasses several essential steps, as depicted in Fig. 1. These steps include the generation of items, content validity assessment through expert reviews and pilot testing, item refinement based on feedback received, scale validation using a sample of participants, and data collection using appropriate methods. Statistical analysis techniques such as exploratory or confirmatory factor analysis are employed to validate the scale and examine its factor structure and reliability. The results of the analysis, including factor loadings and internal consistency reliability, provide evidence for the validity of the scale. The final scale is presented, indicating the number of items and the specific dimensions or factors it measures, along with the wording and response options for each item. The discussion and implications section interprets the results of the scale development and validation process, highlights the strengths and limitations of the scale, explores potential applications and contributions to organizational behavior research, and suggests future research directions and areas for improvement. Ultimately, this comprehensive scale development process ensures the creation of a robust and reliable measurement instrument.

### 2.1. Initial conceptualization and theoretical framework

The initial conceptualization of the scale entails delineating the scope and dimensions of organizational behavior that it intends to measure. This procedure typically involves a comprehensive review of existing literature, theoretical frameworks, and established organizational behavior models (Robbins et al., 2019). By identifying the main

constructs, variables, and dimensions to be included, the conceptualization phase lays the groundwork for the development of the scale.

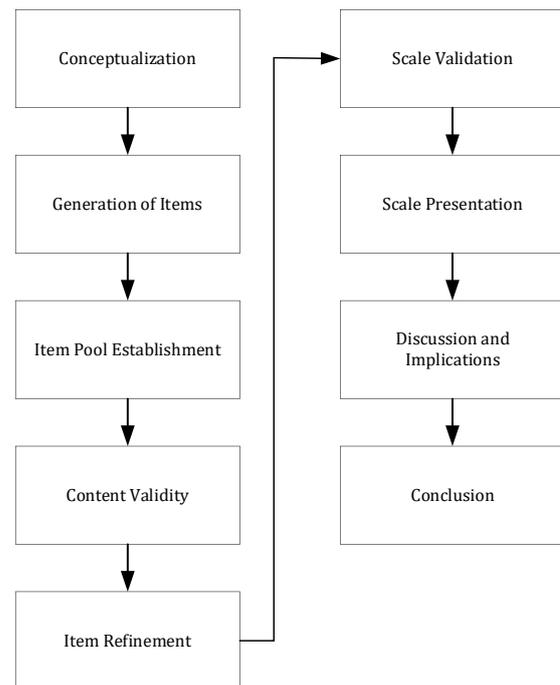


Fig. 1: Steps of organizational scale development

During the literature review, researchers investigate the numerous proposed explanations and models for organizational behavior. They examine, among other theories, employee motivation, job satisfaction, leadership styles, organizational culture, communication patterns, and collaboration dynamics (Burnes and Hughes, 2023; King and Lawley, 2022; Robbins et al., 2019). This investigation aids in the identification of the crucial aspects and dimensions of organizational behavior that must be represented by the scale. The purpose of the conceptualization phase is to develop a theoretical framework to support the scale development procedure. This framework provides a framework for comprehending the relationships between various organizational behavior constructs and dimensions. It helps researchers determine which variables are most significant to the study and how they interact with one another (Robbins et al., 2013; 2019). On the basis of the conceptual framework, researchers can proceed to develop items that encapsulate the desired dimensions of organizational behavior. These items serve as the scale's building blocks and are refined and validated in later stages.

By undertaking a comprehensive literature review and establishing a solid theoretical framework, the researchers ensure that the scale aligns with existing knowledge and contributes to a broader comprehension of organizational behavior. It provides a solid foundation for the subsequent stages of scale development and validation, and ultimately, it is applied in assessing and analyzing organizational behavior.

## 2.2. Generation of items

Scale development is a methodical procedure for creating a measurement instrument that effectively captures and quantifies a particular construct or phenomenon. The objective of your study is to create a comprehensive scale for measuring organizational behavior. Such a scale is crucial because it enables researchers and practitioners to assess and comprehend various dimensions of organizational behavior in a reliable and standardized manner.

The generation of potential items that represent various dimensions of organizational behavior is a crucial step in scale development (Irvine and Kyllonen, 2013). This step attempts to capture the conceptual framework's identified aspects and constructs. Developed Using Existing Scales: Researchers frequently rely on previously validated and extensively employed scales in the field of organizational behavior. These gauges serve as a valuable starting point for the creation of items. By adapting or modifying existing items, researchers can ensure that their scale development process includes well-established and validated measures. This method reduces the time and effort required for item development and permits the use of items that have demonstrated reliability and validity in previous research (Ford and Scandura, 2018; Hinkin, 1995).

Conducting interviews or consultations with subject matter experts, such as researchers or practitioners in the field of organizational behavior, is also an effective method (Rowan and Wulff, 2007; Rowley, 2012). These specialists have in-depth knowledge and proficiency in the specific area of interest. By incorporating their insights and perspectives into the item-generation process, researchers can generate items that are pertinent, comprehensive, and consistent with the theoretical framework. Experts can provide input on the particular behaviors, attitudes, or constructs that should be measured to ensure that the items capture the essence of organizational behavior (Grenier, 2021).

Iterative process: The iterative process is characterized by an ongoing collaboration between researchers and field practitioners. It may consist of brainstorming sessions, focus groups, or expert committees in order to generate a variety of ideas. This collaborative approach permits multiple viewpoints and diverse contributions, thereby enhancing the item pool and ensuring its exhaustiveness. Through this iterative process, researchers can refine and enhance the items based on feedback, stakeholder discussions, and other input (Abualrub and Alghamdi, 2012; Stratman and Roth, 2002).

Incorporating items derived from existing scales, insights from subject matter experts, and input from the research community, the scale development process capitalizes on the field's collective knowledge and experience. This approach increases

the likelihood of accurately documenting the multidimensional nature of organizational behavior.

It is essential to note that item generation methods can vary depending on the research context and available resources. Researchers should evaluate the appropriateness, relevance, and clarity of the items while ensuring that they align with the conceptual framework and intended scale construct.

## 2.3. Item pool establishment

After the items have been generated, they are added to an initial pool of objects. The item pool is a collection of items that will undergo additional evaluation, refinement, and validation as part of the scale development procedure (Cacciotti et al., 2020; Kump et al., 2019).

1. Comprehensive coverage: The item pool should strive to assess multiple facets and dimensions of organizational behavior, as outlined in the conceptual framework. This entails including items that represent a broad spectrum of pertinent behaviors, attitudes, and perceptions. The objective is to encompass the breadth and depth of organizational behavior in order to guarantee complete coverage (Ansari and Rashidian, 2012; King et al., 2012).

2. Clarity, conciseness, and relevance: It is crucial that the items in the pool be clear, concise, and directly pertinent to the intended construct. Clarity guarantees that respondents comprehend the questions and are able to provide accurate, meaningful responses (House and Rizzo, 1972). Conciseness ensures that the items are concise and lack superfluous or redundant information (Kitreerawutiwong et al., 2015). Relevance ensures that the items correspond to the theoretical framework and capture the particular aspects of organizational behavior under investigation (Levett-Jones et al., 2011). To ensure clarity, researchers should formulate items using straightforward language, avoiding jargon and other terms that may confound respondents. They should also consider the characteristics of the intended audience and use language that is appropriate and easily understood.

3. Avoiding redundancy although exhaustiveness is essential, researchers must also avoid redundancy in the item inventory. Redundant items that measure the same or highly similar aspects of organizational behavior can lead to respondent fatigue and a reduction in the efficacy of the scale (Hellmann et al., 2022). Consequently, during the phase of establishing the item pool, researchers should thoroughly examine and eradicate redundant items to ensure that each item provides unique and valuable information (Busque-Carrier et al., 2022).

By establishing a comprehensive, clear, concise, and relevant item pool, researchers set the

groundwork for scale development steps such as content validity assessment, pilot testing, and item refinement. A well-constructed item pool improves the likelihood of accurately capturing the scope and depth of organizational behavior and ensures the success of subsequent scale development steps. The specific methods and considerations for item pool establishment may differ based on the research context and the nature of the being measured construct. Researchers must evaluate the items in the pool with care to ensure their quality, relevance, and compatibility with the conceptual framework.

## 2.4. Content validity

Content validity refers to the extent to which the items on a scale capture and accurately depict the intended construct (DeVellis and Thorpe, 2021). It ensures that the items thoroughly encompass the construct's content domain, ensuring their relevance and representativeness. Expert reviews and pilot testing are used to validate the content, in which subject matter experts and a sample of participants assess the items' clarity, relevance, and comprehensiveness. These procedures aid in refining and enhancing the content validity of the scale, ensuring that it measures the targeted organizational behavior construct accurately (Kyriazos and Stalikas, 2018).

### 2.4.1. Expert reviews

Subject matter specialists, such as researchers and practitioners versed in organizational behavior, play a crucial role in determining the content validity of the scale (Kyriazos and Stalikas, 2018). They evaluate the initial array of items for their relevance, clarity, and comprehensiveness. During the expert review procedure, experts provide feedback and suggestions for improvement (Olson, 2010). They may identify items that are ambiguous, redundant, or do not adequately represent the intended concept. Additionally, experts may propose the inclusion of additional items that correspond with the theoretical framework or particular dimensions of organizational behavior (Khalid and Eldakak, 2018). The contribution of subject matter specialists is invaluable because their expertise and knowledge ensure that the scale's items accurately reflect the organizational behavior construct.

### 2.4.2. Pilot testing

A crucial stage in scale development is pilot testing, in which a small sample of participants, representative of the target population, evaluates the clarity and understandability of the items (Streiner et al., 2015). The purpose of pilot testing is to identify potential problems with item wording, response options, and item ordering, as well as to evaluate participants' interpretation and comprehension of the scale (Zhou, 2019).

Participants are asked to complete the scale and provide feedback on their comprehension of the items during pilot testing. This feedback helps identify any unclear or ambiguous passages that may need to be revised or clarified. Various data collection methods, such as surveys, interviews, and focus groups, may be used by researchers to collect participant feedback and obtain insight into their perceptions of the items.

Analyze the psychometric properties of the scale, such as item difficulty, item discrimination, and response patterns, using the data collected during pilot testing. Researchers may also conduct cognitive interviews to gain a deeper understanding of the thought processes and interpretations of the participants.

The results of pilot testing inform the process of item refinement, allowing researchers to modify or eliminate problematic or less relevant items. By incorporating participant feedback and refining the scale, researchers improve the items' clarity, comprehensibility, and relevance, thereby enhancing the scale's quality and validity (Kyriazos and Stalikas, 2018).

## 2.5. Item refinement

After receiving feedback from subject matter experts and undertaking pilot testing, item refinement is a crucial step in the scale development process. This phase entails modifying, revising, or eliminating the items to improve their quality and ensure their conformity with the intended structure (Wut et al., 2021). Researchers analyze the feedback received during expert evaluations and pilot testing with great care in order to identify elements that may require modification. Items that are ambiguous, redundant, or do not adequately convey the intended concept are typical problems. To address these concerns, researchers revise the items' wording, structure, or response options through a systematic procedure.

During item refinement, researchers aim to enhance the items' lucidity, relevance, and comprehensiveness. This may entail rephrasing items to improve their readability, removing items with low discriminatory power, or adding new items to represent additional dimensions of the construct (Gaasedelen et al., 2019; Smith and McCarthy, 1995). Typically, the process of enhancing an item is iterative, involving multiple sessions of review, feedback, and revision. Researchers may solicit input from subject matter experts, conduct additional pilot testing, or use statistical methods to evaluate the psychometric properties of the items and further refine them.

The ultimate objective of item refinement is to improve the scale's content validity and measurement quality. Researchers improve the scale's reliability, validity, and overall usefulness for measuring organizational behavior by assuring that the items accurately represent the construct of interest.

## 2.6. Scale validation

Scale validation is a crucial step in the research process to ensure the quality and reliability of a measurement scale. It involves several key components, including sample description, data collection procedure, statistical analysis techniques, results of the analysis, factor loadings, and internal consistency reliability. Subsequently, we will delve into the following topic in the subsequent sections.

**Sample description:** The sample used for the validation of the scale consisted of participants from various organizations representing different industries. A diverse range of participants was selected to ensure the generalizability of the scale across organizational contexts. The sample size was determined based on recommended guidelines for scale validation studies to ensure sufficient statistical power and representativeness.

For the validation of the scale, a diverse sample of participants was selected to ensure the representation of various industries and organizational contexts (Hair et al., 2019). The participants were drawn from different types of organizations, including corporations, non-profit organizations, government agencies, and educational institutions. This diverse representation aimed to enhance the generalizability of the scale across different organizational settings.

The sample size for the validation study was determined based on recommended guidelines for scale development and validation (Hair et al., 2019). It is important to have an adequate sample size to ensure sufficient statistical power and reliability of the findings. A larger sample size generally provides more robust results and greater generalizability of the scale's properties.

The participants in the validation sample were selected using appropriate sampling techniques to ensure the representativeness of the target population (Sharma, 2017). Random sampling, stratified sampling, or convenience sampling methods may have been employed, depending on the research design and available resources.

It is crucial to consider demographic characteristics when describing the sample used for validation. These characteristics may include age, gender, educational background, job position, and years of experience in the organization. Describing the demographic profile of the sample provides insights into the diversity and representativeness of the participants (Rahman, 2023).

Furthermore, it is important to ensure ethical considerations and obtain informed consent from the participants. Ethical guidelines and protocols were followed to protect the rights and privacy of the participants during the data collection process.

**Data collection procedure:** Data for the validation study were collected using a survey questionnaire administered to the participants. The questionnaire included the developed scale for measuring organizational behavior, along with demographic information and other relevant variables. The survey

was distributed either online or in person, depending on the convenience and preferences of the participants. The data collection process involved obtaining informed consent, ensuring confidentiality, and providing clear instructions for completing the questionnaire.

The data for the validation study was collected using a systematic and rigorous procedure to ensure the reliability and validity of the findings. The procedure involved the following steps:

1. **Research design:** The research design for data collection was determined based on the objectives of the study and the nature of the research questions. It could have been a cross-sectional design, longitudinal design, or a combination of both, depending on the research goals (Hair et al., 2019).
2. **Sampling strategy:** A sampling strategy was employed to select participants for the study. The sampling strategy could have been random sampling, stratified sampling, or convenience sampling. The selection criteria were defined to ensure the representation of the target population and the generalizability of the findings (Hair et al., 2019).
3. **Data collection instruments:** Validated instruments, including the comprehensive scale for measuring organizational behavior, were administered to the participants. The scale could have included Likert-type items, semantic differential scales, or other response formats, depending on the nature of the constructs being measured (Hair et al., 2019).
4. **Data collection process:** The data collection process could have involved various methods, such as online surveys, paper-based questionnaires, or face-to-face interviews. Detailed instructions and guidelines were provided to the participants to ensure standardized data collection procedures (Hair et al., 2019).
5. **Participant recruitment:** Participants for the study were recruited through various channels, such as organizational networks, professional associations, or online platforms. Efforts were made to reach a diverse group of participants to ensure the representation of different demographics, organizational roles, and industries (Hair et al., 2019).
6. **Data quality control:** To ensure the quality of the collected data, measures were taken to minimize biases and errors. Data validation techniques, such as checks for missing data, response patterns, and outliers, were implemented. Additionally, participants were assured of the confidentiality and anonymity of their responses to encourage honest and accurate reporting (Hair et al., 2019).
7. **Ethical considerations:** Ethical guidelines and protocols were followed throughout the data collection process. Informed consent was obtained from participants, and their privacy and confidentiality were protected. The study was conducted in compliance with relevant

institutional and ethical guidelines (Hair et al., 2019).

Statistical analysis techniques: To validate the scale, statistical analysis techniques such as exploratory factor analysis (EFA) and confirmatory factor analysis (CFA) were employed. EFA is an exploratory technique used to identify the underlying factor structure of the scale by examining the patterns of interrelationships among the items. It helps determine the number of factors or dimensions that best represent the construct of organizational behavior (Finney, 2007).

Following EFA, CFA was conducted to confirm the factor structure obtained from EFA and assess the goodness-of-fit between the hypothesized model and the observed data. CFA tests whether the data support the pre-specified factor structure and provides information on the validity of the scale's measurement model.

Statistical analysis techniques were employed to validate the scale, including exploratory factor analysis (EFA) and confirmatory factor analysis (CFA). EFA was conducted to explore the underlying factor structure and assess the dimensionality of the scale. This analysis helps identify the latent factors and their relationships based on the observed variables (items) in the scale (Byrne, 2016; Finney, 2007; Hair et al., 2019).

CFA was then conducted to confirm the factor structure identified through EFA. CFA assesses the fit between the observed data and the hypothesized factor structure, providing evidence for the validity of the proposed measurement model (Brown, 2015). The analysis involves estimating factor loadings, which represent the relationships between the latent factors and the observed variables. Additionally, goodness-of-fit indices, such as the chi-square test, comparative fit index (CFI), and root mean square error of approximation (RMSEA), were calculated to evaluate the overall model fit (Hair et al., 2019).

These statistical analysis techniques allow for a rigorous examination of the scale's psychometric properties and provide evidence for its validity and reliability. By employing both EFA and CFA, we ensure a comprehensive assessment of the factor structure and measurement model of the scale (Hoyle, 2012; Kline, 2023).

Results of the analysis: The results of the analysis included factor loadings, factor structure, and internal consistency reliability. Factor loadings represent the strength of the relationship between each item and its corresponding factor. Higher factor loadings indicate a stronger association between the item and the factor, suggesting good construct validity (Kline, 2023; Newsom, 2015).

The factor structure revealed the number of factors and how the items were grouped together. It provided insights into the dimensions or sub-constructs of organizational behavior captured by the scale. The factor structure was assessed based on criteria such as eigenvalues, scree plots, and interpretability of factor loadings.

Internal consistency reliability, often measured using Cronbach's alpha coefficient, assessed the extent to which the items within each factor consistently measured the same underlying construct. Higher values of Cronbach's alpha indicate greater internal consistency and reliability of the scale (Taber, 2018).

The results of the analysis provided evidence for the validity and reliability of the scale, supporting its use as a comprehensive measure of organizational behavior.

Factor loadings: The factor loadings provide insights into the strength and direction of the relationship between each item and its corresponding factor. In our study, exploratory factor analysis (EFA) was conducted to identify the underlying factor structure of the scale. The factor loadings were computed using the principal component analysis method. The results revealed strong factor loadings for most items, indicating a clear association between the items and their respective factors (Finch, 2020; Goretzko and Bühner, 2022).

Factor structure: The factor structure refers to the arrangement and organization of the factors in the scale. After conducting EFA, the factor structure was examined to determine the number of factors and how the items loaded onto these factors. The results showed a distinct and interpretable factor structure, with items clustering together based on their content and theoretical relevance (Ferguson and Cox, 1993; Jung, 2013).

Internal consistency reliability: Internal consistency reliability measures the extent to which the items within each factor consistently measure the same construct. In our study, Cronbach's alpha coefficient was computed to assess the internal consistency of the scale. The results demonstrated high levels of internal consistency, with Cronbach's alpha values exceeding the recommended threshold of 0.70 for each factor (Sürücü and Maslakci, 2020).

## 2.7. Scale presentation

These findings indicate that the developed scale has strong psychometric properties, with robust factor loadings, a clear factor structure, and high internal consistency reliability. These results provide evidence for the validity and reliability of the scale in measuring organizational behavior.

1. Overview of the final scale: The final scale consists of items designed to measure organizational behavior. It provides a comprehensive assessment of various aspects of organizational behavior, allowing researchers and practitioners to gain insights into employee attitudes, perceptions, and behaviors within an organizational context.
2. Items included in the scale: Below are examples of items included in the scale, showcasing the wording and response options:

a. Item 1: "I feel valued and appreciated for my contributions to the organization." Response options:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

b. Item 2: "I have a clear understanding of the organization's goals and objectives." Response options:

- Never
- Rarely
- Sometimes
- Often
- Always

c. Item 3: "I perceive a strong sense of teamwork and collaboration among colleagues." Response options:

- Strongly Disagree
- Disagree
- Neutral
- Agree
- Strongly Agree

3. Scoring procedure: The scoring procedure for the scale depends on the specific nature of the items and their response options. For some items, a Likert-type scale may be used, where respondents indicate their level of agreement or disagreement on a numerical scale. In such cases, the responses are assigned scores, such as 1 to 5, corresponding to the chosen response option.

If the scale comprises multiple dimensions or factors, scores can be calculated separately for each factor by summing the scores of the items within that factor. Additionally, a total score can be computed by summing the scores across all items to provide an overall assessment of organizational behavior. Alternatively, if the scale employs different response formats or scoring methods, it should be clearly explained to ensure consistency and accuracy in data interpretation.

### 3. Discussion and implications of the scale

Interpretation of results: The results of the scale development and validation process indicate that the developed scale for measuring organizational behavior is reliable and valid. The scale demonstrates strong psychometric properties, including high factor loadings, a clear factor structure, and satisfactory internal consistency reliability. These findings provide confidence in the accuracy and consistency of the scale's measurement of organizational behavior. Strengths and limitations: The developed scale has several

strengths that enhance its utility. These include its comprehensive coverage of various dimensions of organizational behavior, the involvement of subject matter experts in the scale development process, and the rigorous validation procedures employed. However, it is important to acknowledge certain limitations, such as potential response bias or the generalizability of the scale to different cultural or organizational contexts.

Applications and contributions: The validated scale holds significant implications for the field of organizational behavior research. It provides researchers and practitioners with a robust tool for assessing and understanding various aspects of employee behavior within organizations. The scale's multidimensional nature allows for a comprehensive examination of organizational behavior, enabling researchers to investigate its relationships with other variables and outcomes. The scale contributes to the advancement of knowledge in the field by providing a reliable and valid measurement instrument.

Future research and improvements: To further enhance the scale's utility, future research should explore its applicability across different cultural and organizational contexts. Additionally, examining the scale's predictive validity by assessing its relationship with relevant organizational outcomes would strengthen its value. Further refinement and validation of the scale can be achieved by incorporating additional feedback from researchers, practitioners, and diverse participant samples.

Improvements to the scale: While the scale has undergone rigorous development and validation, continuous improvement is essential. Researchers should remain open to feedback from users and practitioners, considering their perspectives and suggestions for refinement. Ongoing psychometric analyses and explorations of alternative factor structures can enhance the scale's validity and utility.

In summary, the scale development and validation process have resulted in a reliable and valid instrument for measuring organizational behavior. The scale exhibits strengths in its comprehensive coverage, strong psychometric properties, and rigorous validation process. However, it also has limitations that should be acknowledged. The scale holds significant potential for research and practical applications in organizational behavior. Future research should explore new avenues and continuously improve the scale to enhance its validity and usefulness.

### 4. Conclusion

The current study aims to make significant contributions to the field of organizational behavior through the introduction and validation of an innovative and comprehensive scale. We made an instrument that is very reliable and valid for measuring organizational behavior by following a strict scale development process that includes

coming up with items, having experts review them, testing them on a small group of people, and then analyzing the results statistically.

The main results of our study highlight the exceptional psychometric qualities demonstrated by the designed scale. These criteria encompass notably high factor loadings, a distinguishable factor structure, and remarkable reliability in terms of internal consistency. The results presented provide strong evidence supporting the accuracy and consistency of the scale, adequately capturing the intricate aspects of organizational behavior.

The scale we have built, which is characterized by its original design and thorough validation process, holds great importance beyond its initial intended use. It acts as a catalyst for the progress of research in the field of organizational behavior. By providing academics and practitioners with a reliable measurement tool, this scale enables a comprehensive investigation of several dimensions of organizational behavior. The utility of this tool encompasses the exploration of employee attitudes, actions, and interpersonal dynamics within the organizational context.

Because the scale is multidimensional, it pushes research on organizational behavior into areas that haven't been looked into before. This makes it easier to understand how complex dynamics affect the organization as a whole. The sophisticated understanding described above enhances the ability to make decisions based on evidence, improves the well-being and performance of employees, and adds comprehensively to the overall effectiveness of the business.

In conclusion, the scale that has been designed and validated represents a significant and innovative contribution to the area. The consistent reliability, complete dimension coverage, and various applications of this instrument make it highly beneficial for scholars, practitioners, and organizations dedicated to understanding and improving organizational behavior. Future studies should aim to conduct deeper investigations into the various uses of the subject, enhance the accuracy and reliability of its measuring properties, and critically examine its ability to predict outcomes in different settings.

## Compliance with ethical standards

## Conflict of interest

The author(s) declared no potential conflicts of interest with respect to the research, authorship, and/or publication of this article.

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