

**Organizational Climate in an upscale hotel group: Climate
dimensions and their impact towards employees' satisfaction
and commitment**

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Abstract

This dissertation focus on the results of a questionnaire as an instrument, in order to obtain relevant information to find whether the dimensions of the climate increase or not increase employees' commitment and job satisfaction, being this defined as the main objective of this study. It is crucial to understand what features influence commitment and job satisfaction, mainly because low levels of satisfaction and commitment have been associated to high levels of turnover, deviant workplace behaviors and lower productivity.

Literature review focuses mainly on organizational climate movements, specially focusing on the dimensions of the climate and their outcomes in the employees' satisfaction and commitment. The study developed in a correlation perspective, was supported in a methodology using quantitative methods for collection and analysis of the data. The sample for this study is composed by 3594 employees and was developed in one of the biggest hotel groups in Portugal, operating in several countries across the world. An organizational climate questionnaire developed specifically for this organization in 2017, was defined as the principal instrument for this dissertation.

The analysis of the results allowed to conclude that the dimensions of the climate, such as, leader facilitation and support, organizational image and teamwork increase employees' job satisfaction. Additionally, dimensions of the climate, such as, service quality, spirit at work and career development increase employee's commitment.

Keywords: Organizational climate; Organizational climate dimensions; Job satisfaction; Commitment

Resumo

Esta dissertação centra-se nos resultados de um questionário como instrumento, a fim de obter informações relevantes para saber se as dimensões do clima aumentam ou não aumentam o compromisso e a satisfação no trabalho dos empregados, sendo este definido como o principal objetivo deste estudo. É crucial entender quais as características que influenciam o compromisso e a satisfação no trabalho, principalmente porque baixos níveis de satisfação e de comprometimento têm sido associados a altos níveis de rotatividade dos trabalhadores, comportamentos desviantes no ambiente de trabalho e menor produtividade.

A revisão de literatura foca principalmente movimentos do clima organizacional, com especial relevância nas dimensões do clima e os seus resultados na satisfação e no compromisso. O estudo desenvolvido numa perspetiva correlacional, foi suportado numa metodologia utilizando métodos quantitativos para recolha e análise dos dados. A amostra deste estudo é composta por 3594 colaboradores e foi desenvolvido num dos maiores grupos hoteleiros de Portugal, atuando em vários países do mundo. Um questionário de clima organizacional desenvolvido especificamente para esta organização em 2017, foi definido como o principal instrumento para esta dissertação.

A análise dos resultados permitiu concluir que as dimensões do clima, tais como, facilitação e apoio do líder, imagem organizacional e trabalho em equipa, aumentam a satisfação no trabalho dos colaboradores. Adicionalmente, as dimensões do clima, tais como, qualidade do serviço, espírito de trabalho e desenvolvimento de carreira, aumentam o compromisso dos colaboradores.

Palavras-chave: Clima organizacional; Dimensões do clima organizacional; Satisfação no trabalho; Compromisso

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Introduction

The present study was carried out within the scope of the Dissertation in management course integrated in the Master's degree in management of ISCTE Business School (IBS). The purpose of this study was to understand what are the dimensions of the organizational climate that most influence employee's satisfaction and commitment in one of the biggest hotel groups in Portugal. Although, setting an organization's climate accurately is not easy because it's based on people perceptions, which goes through constant changes, there is a need for periodically evaluations with the employees in order to understand what can be done better day to day.

As for my personal motivation, the present theme emerged from my first work experience in the Human Resources department of one of the biggest hotel groups in Portugal. Regarding the pertinence of this topic, it is related to the need to develop knowledge and skills for a better understanding in the area of the Human Resources, since organizational climate has been one of the main subjects of study for organizations as it has implications for employees and ultimately for the organization.

Employee's careers and work, as emotional aspects, their relationships and organizational features play a key role when analyzing the climate of an organization, because the climate is a phenomenon that results from the interaction and the perception that employees have on these elements. It is known that a positive climate has positive implications for the organization, such as the increase on organizational performance (Dinu, 2013).

With this, it is important to understand what factors of the climate that most influence employee's behavior. Several studies address that organizational climate dimensions such as, leader facilitation and support, spirit at work, teamwork, career development, organizational image and service quality have a significant impact in employees satisfaction towards their job but also their commitment towards the organization (Bass, 1999; Loo, 2017; Abdullah, Zain, Musa, Khalid, Tajuddin, Armia, Samsudin & Nair, 2012; Kraimer, Seibert, Wayne, Liden & Bravo, 2011; Tuna, Ghazzawi, Yesiltas, Tuna & Arslan, 2016; Kaur, Sharma & Lamba, 2012).

Thus, the present Master's Dissertation begins by framing, in the Chapter 1, the theme of organizational climate, reviewing some concepts and investigations existing on the current literature. The aim is to exploit the dimensions of the organizational climate, including the consequences on the satisfaction and commitment of the employees.

In Chapter 2, the study objective is defined, the methodology used, the participants, as well as the description of the procedure and the questionnaire used. The quantitative method is the support of the research under study.

As for the Chapter 3, the results of the study as well as its entire analysis are presented, being these analyzed carefully using the IBM-SPSS program.

Chapter 4, discusses the results obtained with the existing literature.

To conclude, Chapter 5 presents the conclusions, final considerations, as well as the limitations verified by the researcher.

At the end of the work, the annexes are listed that were referred throughout the work.

Chapter 1 - Theoretical framework

1. The Organizational Climate

1.1 Concepts

Organizational climate is a subject of great importance when we talk about organizational environment, which is directly related to employee behavior (Berberoglu, 2018). To Churchill and Ford (1976), the behavior of employees in organizations is a consequence of their own characteristics in combination to the environment in which they work in, their attitudes are affected by a large number of organizational features and relationships which leads to the employees work environment.

According to Hellriegel and Slocum (1974), organizational climate has been one of the main concepts of management and since 1966 that have been a continuous effort in order to measure and utilize this concept and is seen as the perceptions that individuals have of the environment within an organization. However, Schneider and Snyder (1975) mention that organizational climate, has to be seen as a multidimensional concept, as it is based on the individual's perceptions of what the organization is with all the organizational practices that may influence these perceptions.

With this said, individuals play a key role when we talk about organizational climate as it can't exist without individuals, because perceptions of the work environment can't exist without individuals experiencing it (Beus, Smith & Taylor, 2018).

Punwatar and Verghese (2018), state that there are two main obstacles in defining organizational climate, being those how to define climate and how to measure it, the authors say that climate has to be seen according to two different approaches, being the first one the individual perception and the second regarding the work environment.

To Beus et al. (2018), organizational climate is a process that starts with individual's perceptions, which are formed because individuals look to adapt to the social organizational environment, resulted from an anxiety of social uncertainty, these individual's perceptions eventually lead group perceptions due to social relationships among members of the organization, consequently leading to organizational climates.

In addition, organizational climate can also be seen as features of an organization that differentiate one organization to another through a blend of internal and external factors which affect employees (Punwatar & Verghese, 2018).

In one of the first attempts to develop organizational climate according to individuals perceptions of the work environment, Litwin and Stringer (1968, as cited in Sims Jr & Lafollete, 1975), developed an organizational questionnaire based on nine concepts, that then led to the climate of an organization, these nine concepts are:

1. Structure, the perceptions of the extent of organizational constraints, rules and regulations;
2. Responsibility, the perception of autonomy to perform their daily work activities;
3. Reward, the perception of being rewarded and promoted justly;
4. Risk, perceptions of the degree of challenge and risk in the work situation;
5. Warmth, the feeling of a good work group atmosphere;
6. Support, the perception of helpfulness from managers and other employees;
7. Standards, the perception of the importance of the goals and performance standards of the organization;
8. Conflict, the perception that managers and other employees accept different opinions;
9. Identify, the feeling of being “one of the team”.

Another important concept when we talk about organizational environment is organizational culture, which is also defined as one of the most important aspects that influence organizational climate (Schneider, Ehrhart & Macey, 2013; Rocha & Pelagio, 2014; Iljins, Skvarciancy & Gaile-Sarkane, 2015). Along the literature the general definition most used to define organizational culture is, how things are done in each organization (Rocha & Pelagio, 2014)

In a deeper analysis of the concept, Madan and Jain (2015: 48), state that organizational culture stands for the “...*personality of the organization.*” Which is defined by the mission, behaviors, values, shared attitudes, beliefs and rules that lead to a unique environment of an organization (Madan & Jain, 2015). If there is a strong and cohesive organizational culture, changes in the organization can be difficult (Vieira, Almeida, Santos & Lira, 2014).

According to what was mentioned, organizational culture can help define the type of climate that there is present on an organization, among the several types of climate that exist, a way to define them is according to the culture of the organization (Moreno, 2015):

- People oriented climate - the main characteristic of this type of climate is that individuals represent the most important asset for an organization;

- Rule oriented climate - a climate characterized by very strict rules that must be followed by all the members of the organization;
- Innovation oriented climate - a climate characterized by the constant seek of new procedures and methods;
- Result oriented climate - a climate characterized by organizations that every procedure and method are towards achieving results.

So organizational climate and culture are concepts that are related and feed off each other, although their main difference is that climate can change pretty quickly while culture is not easy to change (Schneider *et al.*, 2013).

Organizational climate has been one of the most important concepts in order to understand the implications for individual work outcomes and for the organizational outcomes (Schneider *et al.*, 2013). In addition to this Phua (2018), affirms that organizational climate shapes employees attitudes and behaviors, which will have implications for both the individuals and the organization. For example, Lee, Chen and Chang (2018), state that if there is a good working environment, this is, if employees feel comfortable working in a determined environment and sense a considerable level of support from the managers and their coworkers it will lead to gains for themselves and for the organization.

In general, in order to understand how an organization works, organizational climate plays one of the most important roles (Kaya & Bakşaya, 2016). An organization that is driven by improving their organizational climate, is considered a successful organization (Mayer, Whitfield & Godkin, 2001).

However, organizational climate is something difficult to generalize across an organization as there is the probability to exist different climates in the same organization, for instance it can differ from department to department, this can be explained by the different perceptions among employees and their managers (Schneider, Gunnarson & Niles-Jolly, 1994; Mayer *et al.*, 2001).

Naldöken and Tengilimoğlu (2017), define three types of climate that form organizational climate, such as warm climate being characterized by the main focus of managers is having high levels of satisfaction and morale among the employees, making them feel he is at the same level as employees, however this leads to a lack of control management, consequently leading to low levels of dedication to work; innovative climate, the first approaches to this type or organizational climate came from the need of organizations to find ways of how to be more efficient, this type of climate is mainly

characterized by managers that are open to communication and do team work and the support that is given by managers to employees to be more creative, efficient and result-oriented; finally the last type of organizational climate that the authors mention is the supportive climate, defined as the perception of support that employees feel from managers.

To Schneider et al. (1994), there are three types of climate that must exist in each organization in order for them to be successful, these are:

1. Climate for innovation, in order for an organization to achieve this, there must be autonomy given to the employees by top management, a constant search in the market for what customers need and there support from all levels of the organization to the innovative procedures;
2. Climate for service excellence, exists when an organization focus on attracting new customers and retaining the current ones, there is a constant training of employees and resources are available, individuals of the organization feel part of the team and have the sense that they are being treated well;
3. Climate for citizenship, exists when there are values of helpfulness, cooperation, fairness and trust and individuals feel they are being rewarded properly for their work.

However, the authors state that the process of changing climate is long and difficult and that are risks associated with the change of the climate, for instance employees are not aware of what management wants which can lead to ambiguity and consequently to stress among employees (Schneider *et al.*, 1994).

Dinu (2013), points the importance of an health climate as it has positive impact on employee satisfaction, motivation, cooperation and attitudes, which consequently can lead to a better organizational performance. In early studies, Newman (1975) also pointed to the fact that employee attitudes were affected by both personal and organizational characteristics and that the structure of the organization could also influence employees' perceptions of their work climate.

On the other hand, Punwatkar and Verghese (2018), state that an unhealthy climate in an organization leads to low levels of satisfaction and motivation among the employees and higher absenteeism.

With this, organizations found out that they couldn't increase job performance and motivate employees without understanding the impact of organizational climate on employees behavior (Chiang & Birtch, 2011). Organizations nowadays look to improve

their organizational climate in order to improve the performance of their employees (Punwatkar & Verghese, 2018).

There are proofs in the Turkish banking of the positive relationship between team work, written policy, behavior and attitudes as components of human resource management practices and organizational climate ultimately leading to higher levels of job satisfaction (Kaya, Koc & Topcu, 2010).

Griffith (2006), also concluded that in public schools as organizations, that positive organizational climate is associated with a higher organizational performance and lower levels of employee turnover.

In accordance with Griffith (2006) conclusions, a more recent approach by Woznyi, Haggstad, Kennerly and Yap (2018), concluded that the climate was positively related to affective commitment to the organization, which consequently led to a higher job performance.

On the other hand, call-center operators proved that this type of job can easily lead to a poor organizational climate among the employees, due to the lack of autonomy, significant signs of stress, such as frustration and tension which can lead employees to exhaustion, and consequently to an overall general dissatisfaction, and all these aspects ultimately can result in employee burnout (D'Alleo & Santangelo, 2011).

For what was just mentioned it can be concluded that, the most important resource that organizations have in order to achieve a sustainable competitive advantage are the human capital, so providing a positive organizational climate is a subject of major importance for organizations (Kaya & Bakşaya, 2016).

Also it is important to mention that human resources team play a critical role in developing this competitive advantage as human resources practices, can enhance or destroy the ability to generate such advantage (Manroop, 2015). Human resources practices are defined as a set of activities implemented by the organization and must address to the well-being of employees within the organization, allowing them to fill fulfilled with themselves and their work (Tinti, Venelli-Costa, Vieira & Cappelozza, 2017).

According to Schuler and MacMillan (1984), human resources practices include:

- Appraising;
- Compensation;
- Training and development;
- Recruitment, selection and socialization;

- Human resource planning;
- Managers-Employees relationships.

By implementing the right practices, the organization is not only able to attract and retain important employees, but also to motivate them, and having motivated employees can lead to a higher organizational performance, commitment, lower costs and higher product quality and consequently to a competitive advantage (Schuler & MacMillan, 1984).

1.2 Organizational climate in the hospitality industry

It is recognized that the organizational climate is an important concept for the hospitality industry, employees in this industry represent what separates the organization from the customer, the climate created by managers to their employees directly affects the climate created by employees to the customers, so it is crucial the measurement of the climate in order to create better organizational outcomes (Manning, Davidson & Manning, 2004).

In line with this, Subramanian and Shin (2013, as cited in Datta & Singh, 2018) say that the results from an organization in the hospitality industry can be levered by a good working environment.

Gursoy, Maier and Chi (2008) state that human capital is being recognized as one of the main resources for top companies in the hospitality industry, leading to changes in the workplace, it is crucial in such industry that there is cooperation and collaboration among the employees in the workplace in order to provide the best service quality to the client.

In the hospitality industry, service quality is crucial in order to achieve competitive advantage (Davidson, 2003). In today's world clients demand an exemplary service, although the service quality or service values that employees have, not always match with those that are demanded by their customers or their organization (Chiang & Birtch, 2011).

To Davidson (2003), in order to achieve this level of service quality that is demanded by the clients and organization in the hospitality industry, a good organizational climate is essential. Because the service quality is influenced by employee perceptions about their work environment (Chiang & Birtch, 2011). Davidson (2003), also states that organizations on the hospitality industry been trying to introduce quality

management systems, but without supporting behaviors this systems are condemned to fail.

With this, employee behavior is a concept of major importance in service quality delivery in the hospitality industry, this is why constant climate measures are critical in order understand employees' behavior (Manning, Shacklock, Bell & Manning, 2012).

Nowadays, most successful companies in the hospitality industry develop and use organizational climate surveys as a key tool in order to understand employee perception of the work environment (Davidson, 2003).

As mentioned in the previous chapter, organizations must be aware of the three types of climate in order to be successful (Schneider *et al.*, 1994). With this, we can clearly associate the hotel industry to a climate for service as their main goal, although never forgetting the need for a climate for innovation and citizenship, if an organization in the hospitality industry can achieve a good organizational climate for service, innovation and citizenship then the overall organizational climate will also be good (Davidson, 2003).

Davidson (2003), in order to explain how an organization in the hospitality industry can achieve a higher organizational performance, designed a conceptual model, which is defined in Figure 1.

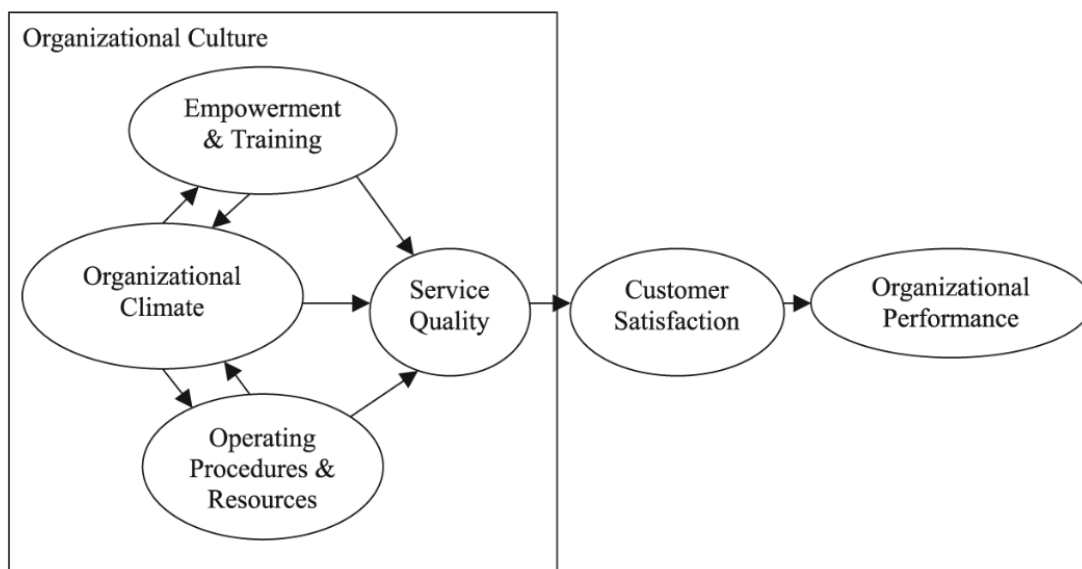


Figure 1. The relationship between organizational culture and climate, service quality and customer satisfaction, and organizational performance

Source: Davidson, 2003:212

According to the model, organizational culture connects and affects everything that happens inside the organization, also organizational climate is affected and affects the

number of empowerment/training and procedures/resources that exist within the organization, and it is according to the level of these elements that defines the impact that organizational climate has on service quality (Davidson, 2003). Lastly, by achieving the desired level of service quality, the organization must seek to achieve customer satisfaction which will lead to higher organizational performance (Davidson, 2003).

It is important to understand that human resources practices can also affect organizational performance, this is why organizations have been using these practices as a way of leveraging their human capital in order to achieve a higher organizational performance (Dawson & Abbott, 2011).

However, we need to understand that the impact of the human resources practices are different from one hotel to another, for instance upscale hotels' benefits and policies are much more defined and implemented than in low scale hotels, so this will lead to different perceptions among the employees of different hotels, which means that employees of upscale hotels perceive the climate better than those employees of low scale hotels (Davidson, Timo & Wang, 2010; Datta & Singh, 2018). For instance, among many other organizations, hospitality organizations like, Marriott International and Four season hotels were considered by Fortune to be the best companies to work for, mainly because of human resources practices like, a culture of caring for the employees, remuneration and benefits programs and an investment on career developments (Hitkin & Tracey, 2010).

Also it is important to understand that the workforce of an organization is made of different generations of workers, each generation has its own characteristics, leading to additional challenges for managers (Jiří, 2016). In order to understand what are the work values and expectations of current employees' generations that make the workforce, several focus group discussions were made with employees of a North American branded hotel (Gursoy *et al.*, 2008).

Gursoy and his coworkers (2008) divided employees into three different generations:

1. Baby boomers (1943-1960), their main concern is the continuous changing of the work force, so one of the aspects they most value is job security, they pay close attention to details, they don't perform multitasking as they didn't have to do it when they grew up, they are very loyal and respectful, and they expect that their hard work to be recognized, they can be even mentioned as workaholics;

2. Generation X (1961-1980), in contradiction to baby boomers, they are very impatient, disloyal and they work to live, they maintain a good balance between their private life and work, and are not willing to sacrifice hours of their private life to work, so they tend to find organizations that allow an independence and provide flexible schedules, their type of recognition is through monetary values and promotions;
3. Millennials Generation (1981-2000), strongly believe in group work in contradiction to generation X, however they question every action of their daily job which they believe it can be done through other ways, for this generation managers recognition and attention to their job is a core aspect of their characteristics because they believe they work hard, just like generation X, they are open for other job opportunities, however if needed, millennials have a higher chance of following new careers.

Davidson and colleagues (2010), state that there is a urgent need to understand the levels of job retention on hotels as there was a proven 39.19% turnover rate among managers, and a 50,74% turnover rate, leading to hotel turnover in general, which among many reasons one of them can be translated by a poor work environment, also it is important to mention that employees in the lower levels of an organization in the hotel industry can be easily replaceable, but the same doesn't happen with managers.

Koc and Bozkurt (2017), state that employee stress is one of the main issues that causes the increase of turnover rates among other reasons, such as workplace accidents, higher rates of absenteeism and lower levels of performance which leads to reduced profits.

In addition to this, a research developed in thirty two hotels in various parts of Turkey, concluded that expectations of future stress can define negative actions among the employees and cause burnout syndrome, meaning that stress could be an antecedent of burnout (Koc & Bozkurt, 2017). Another important finding of Koc and Bozkurt (2017), is that hotel employees tend to be happier with their job at the beginning of their careers, but as the time passes they tend to dislike their job.

It was previously mentioned, that it is crucial to achieve service quality to create competitive advantage in hospitality organizations (Davidson, 2003). But in order to create this service quality there is a need to select the right people that are more service oriented and to retain the ones who are able to provide an extraordinary customer service (Dawson & Abbott, 2011).

What is meant by this, is that firms in the hospitality industry that develop human resources practices to foster organizational culture and climate for exceptional service, such as the hiring of people that fit in the organizational culture and climate of the organization will lead to a higher organizational commitment and higher service levels which will consequently lead to an increase of customer satisfaction and loyalty, see Figure 2 (Dawson & Abbott, 2011).

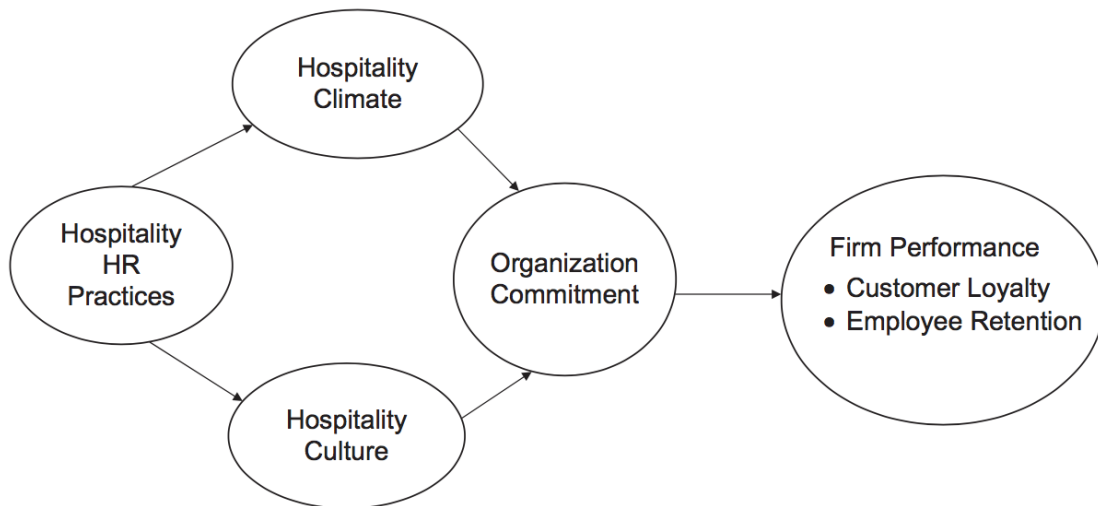


Figure 2. Conceptual model of hospitality HR practices creating climate and culture and organizational commitment toward firm performance

Source: Dawson & Abbott, 2011:291

With all this said, organizations can reduce turnover costs and improve organization performance, in terms of customer satisfaction and loyalty, by doing this firms in the hospitality field have a better chance of achieving a sustainable competitive advantage (Dawson & Abbott, 2011).

1.3 Employees' behavior

Employee's behavior is defined as an employee's reaction to a specific situation or situations at workplace and is seen as a key aspect of the organizational climate, it is their behaviors towards several features of their work that create the organizational climate (Berberoglu, 2018).

Organizational aspects, like the dimensions of the organization climate and human resources practices, play a vital role in influencing employee's behavior, such as organizational citizenship behavior, absenteeism, turnover and performance (Batistič, Černe, Kaše & Zupic, 2016). For instance, organizational citizenship behavior stands for

a supporting behavior by employees without being requested to do it, this type of behavior increases employees productivity and consequently organizational productivity (Wingate, Lee & Bourdage, 2019). Also, organizations by fostering such behavior among their employees, it will influence and affect turnover intentions by committing employees to the organization (Podsakoff, Whiting, Podsakoff & Blume, 2009).

Podsakoff et al. (2009), state that there is a negative relationship between organizational citizenship behaviors, turnover and absenteeism at an individual level, yet, at an organizational level, organizational citizenship behaviors has a positive relationship with managers' evaluation of employees' performance and customer satisfaction.

Employee performance, stands for the accomplishment of the work by the employee, after exerting the required effort on the job, through an engaged profile and according to this theory, employees are expected to adjust their behavior in the changing circumstances of the work environment in order to work successfully (Pradhan & Lena, 2016).

On the other hand, Bollman and Krings (2015), suggests two aspects of the climate relevant to understand employees counterproductive work behaviors, which is seen as a harmful behavior to the organization and has negative effects on organizational effectiveness by lowering performance and increasing the rate of turnover, being these, the rules, procedures, standards and policies of the organization and the social relationships among coworkers, like the level they considerate and care about each other, because employees anticipate sanctions for doing something wrong which in turn can lead to counterproductive work behaviors.

With all this said, organizations should adopt practices to enhance positive behaviors, by fostering conditions that increase employees' satisfaction and commitment towards the organization, because they are positively related to several measures of organizational effectiveness, such as productivity, performance, efficiency and profitability (Podsakoff *et al.*, 2009).

1.4 Commitment

Commitment has to be seen as a subject of great importance for both individuals and organizations, for instance, in the individual's perspective the sense of belonging to an organization and being committed to their job is seen as a positive aspect of their life, in the organization perspective, having commitment employees is considered as positive for an organization because of the increased performance (Mowday, 1998).

This leads us to the next concept, organizational commitment, which represents the level of belonging of an individual to an organization (Porter, Steers, Mowday & Boulian, 1974).

According to Porter et al. (1974: 606), organizational commitment can be defined by a number of factors, such as: “*A strong belief in and acceptance of the organization’s goals and values*”; “*A willingness to exert considerable effort on behalf of the organization*”; “*A definite desire to maintain organizational membership*”.

In a more recent approach, organizational commitment is seen as psychological state of an individual defined by the relation of an organization with their employees (Booth-Kewley, Dell’Acqua & Thomsen, 2017). Additionally, several researches say that organizational commitment is affected by a large number of factors, like the style of management (Meyers & Allen, 1997), performance appreciations (Ahuja, Padhy & Srivastava, 2018), responsibility, autonomy, etc. (Baron & Greenberg, 1990).

However, for Reichers (1985), organizational commitment is not easily measured because it is set by several commitments of individuals that make part of the organization, and the level of commitment may differ from an individual to another.

For Meyer and Allen (1991), commitment should be divided in to three different components, affective, continuance and normative commitment, because each of them represent a different level of commitment among employees. Affective commitment, is a result of personal characteristics, job-related characteristics, work experiences and structural characteristics, which can be translated in to the affective attachment of an individual to their organization, being this the higher level of commitment; continuance commitment is seen as the desire to stay within the organization because of the costs associated of leaving it; normative commitment is associated with a feeling of obligation to remain in the organization, representing the lower level of commitment (Meyer & Allen, 1991).

According to Meyer and Allen (1991), affective commitment theory, organizational climate plays a key role. Kaur and Randhawa (2017), in order to understand relationship between organizational climate and organizational commitment the authors decided to divide organizational climate in to a set of dimensions, as for previous researches showed that not all dimensions were positively related to organizational commitment, they concluded that the organizational climate dimensions that most influenced organizational commitment were welfare and supervisory support.

With this, according to Berberoglu (2018) and Kaur and Randhawa (2017), organizational climate has a positive relationship with organizational commitment, and that it is very significant in determining the level of organizational commitment that employees show while performing their daily tasks.

We can conclude that organizational commitment can be seen as a way to achieve a competitive advantage, which leads to organizations nowadays implement high commitment human resource strategies (Mowday, 1998). Studies also address that commitment has a negative relation with turnover, a higher commitment towards the organization will lead to lower turnover rates (Reichers, 1985; Mowday, 1998; Li, Zhu & Park, 2018). On the other hand, organizational commitment has a positive relation with job performance, a higher commitment will lead to a higher job performance (Cesário & Chambel, 2017).

1.5 Job satisfaction

Job satisfaction according to Spector (1997), is a central variable in organizational theory, thus, the dimension of the consequences that come from it, both for the organization and for the individual itself make it one of the variables most studied by organizational psychosociologist. For Čulibrk, Delić, Mitrović and Čulibrk (2018), in today's organizations satisfied employees are a success factor that differentiate success companies from the unsuccessful companies.

Through the literature review, it was verified that there are many definitions attributed to job satisfaction, and there is no standardized concept. The most cited definition of job satisfaction is the one mentioned by Locke (1976: 1300), according to which Job satisfaction is seen as a “... *pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences*”.

To Sempane, Rieger and Roodt (2002), job satisfaction can be seen as mix between an employee perception and the evaluation an employee gives to their job, being this perception explained by the unique characteristics of a person. In line with this, a study by Daryanto (2014), found out that individual characteristics and organizational characteristics directly influence job satisfaction in Indonesian school teachers.

Pritchard and Karasick (1973), in order to understand how can job satisfaction were related to organizational climate, decided to divide the climate on several aspects, such as: autonomy; conflict vs cooperation; social relations; structure; level of rewards;

performance-reward depend; achievement; status polarization; flexibility and innovation; decision centralization; supportiveness.

The author concluded that job satisfaction is influenced by the organizational climate, a strong, supportive and friendly climate that rewards its employees, that has their values well defined will lead to job satisfaction overall, although if an organization has a high performance and such characteristics are not present in the climate, job satisfaction won't be present (Pritchard & Karasick 1973). In the same line, Molina, González, Florencio and González (2014), concluded that were a relationships between a good climate and job satisfaction.

In a more recent approach by Ahmad, Jasimuddin and Kee (2018), a model was design to serve as starting point to explain how aspects of the climate influenced job satisfaction, the authors divided organizational climate in to a set of dimensions characterized as independent variables, while job satisfaction was divided in to a set of dependent variables, with employees' personality acting as a moderating variable, because different personalities might perceive the organizational climate in different ways. See Figure 3.

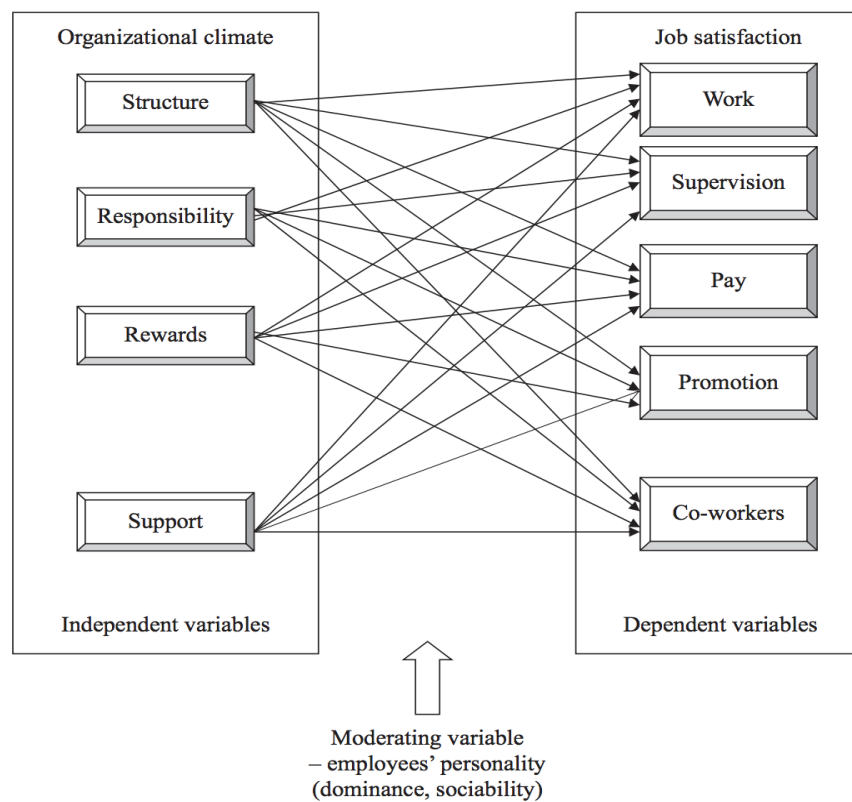


Figure 3. Research model which posits that the dimensions of organizational climate have an impact on job satisfaction

Source: Ahmad, Jasimuddin & Kee, 2018:4

Structure is referred as to the perception that employees have of the rules within an organization, more rules defined within an organization leads to lower job satisfaction; responsibility is the autonomy that employees have to carry out their work without the help of their managers, more autonomy in decision making leads to higher job satisfaction; rewards, as the financial compensations for a positive work, employees that perceive they get rewarded for their good work have a higher job satisfaction; support, is referred to the perception that employees have based on the support from their managers and their colleagues, a work group that is supportive and friendly will lead to a higher job satisfaction among employees (Ahmad *et al.*, 2018).

Choy (1995), states that temporary work represents a portion of the hospitality industry. And according to Wilkin (2013), job satisfaction is contingent on the type of employment, suggesting that part-time workers experience lower levels of job satisfaction which leads to lower task performance and higher turnover. However, the study conducted by Lee, Kim and Park (2017), in a South Korea hotel contradicts this statement, stating that nonstandard employees actually express higher levels of job satisfaction than standard employees, probably because, they might feel less pressure from managers and less competition from colleagues.

Other factors that can influence employees level of job satisfaction are, the reward systems, career development opportunities, job challenge, relationships with managers and co-workers, responsibilities and autonomy (Edwards, Bell, Arthur and Decuir, 2008).

Still, job satisfaction plays a key role in increasing customer satisfaction, employees' commitment and organizational citizenship behavior, this is, a behavior that creates and maintains a good climate within the organization (Sawitri, Suswati & Huda, 2016). This can be explained according to social cognitive theories by Fishbein and Ajzen, and Eagly and Chaiken (1975 and 1993, as cited in Edwards *et al.*, 2008), that state, employees' attitudes towards their job, such as job satisfaction, should influence employees to conduct certain behaviors towards the job.

Also, job satisfaction is seen as the basis for many theories of performance which is a very important factor for every organization (Edwards *et al.*, 2008). Susanty and Miradipta (2013), concluded that job satisfaction and job performance were highly correlated, meaning that, the more satisfied employees were the more they performed.

2. Organizational climate dimensions

2.1 Concepts and past studies

According to Davidson, Manning, Timo and Ryder (2001), the perception that employees have on several work features has been the most usual method in order to understand organizational climate. Although, there is a need to divide these work features in to dimensions of the organizational climate so they can be scored for an organization (James, Joyce & Slocum, 1988).

We need to understand that among all the industry's, that the effect of the organizational climate among the employees, will be defined by a certain number of dimensions which is different from an industry to another (Davidson *et al.*, 2001).

However, Jones and James (1979) developed a standardized measure of climate dimensions, on a first instance they applied a psychological climate questionnaire to a United States navy sample and then to two additional types of organization, being these firemen's and employees of a private health care program in order to assess dimensions generalizability.

The questionnaire of Jones and James (1979), was composed of one hundred forty-five items, representing thirty five a-priori composites (possible dimensions) identified from studies in a range of industries, an exploratory principal component analysis was conducted on the navy sample, concluding in six dimensions solution:

1. "Conflict and ambiguity", representing "... *perceived conflict in organizational goals and objectives, combined with ambiguity of organizational structure and roles...*" (Jones & James, 1979: 218)";
2. "Job challenge, importance and variety", representing "... *job perceived as challenging, important to the Navy, and involving a variety of duties, including dealing with other people.*" (Jones & James, 1979: 218)";
3. "Leader facilitation and support", representing "...*perceived leader behaviors...*" (Jones & James, 1979: 219)";
4. "Workgroup cooperation, friendliness and warmth", representing "... *relationships among group members and their pride in the workgroup.*" (Jones & James, 1979: 219)";
5. "Professional and organizational esprit", representing "... *perceptions of an open atmosphere to express one's feelings and thought, (...) combined with*

nonconflicting role expectations and reduced job pressure.” (Jones & James, 1979: 219)”;

6. “Job standards”, representing “... *the degree to which the job was seen as having rigid standards of quality and accuracy, combined with inadequate time, manpower, training and resources to complete the task.*” (Jones & James, 1979: 219)”.

When the dimensions of the organizational climate of the first sample were compared with the other two, the conclusions were that five of the six dimensions were similar in all the three samples, being “job standards“ the only one not similar. (Jones & James, 1979).

Ryder and Southey (1990), modified the instrument used by Jones and James (1979), as they criticized aspects of the instrument such as item wording, scaling and presentation format, and conducted a principal component analysis in order to identify the dimensions of organizational climate on a large public service building construction and maintenance authority in Australia, composed by four different occupational groups.

The results led to ten dimensions, despite that the conclusion was that only six of the ten dimensions were interpretable, being these: leader facilitation and support, identical to Jones and James (1979) third dimension; job variety, challenge and esprit, similar to Jones and James (1979) second dimension; conflict and pressure, similar to Jones and James (1979) first dimension; organizational planning and openness, not found in James and Jones study; workgroup reputation, cooperation, friendliness and warmth, similar to James and Jones (1979) fourth dimension; perceived equity, not found in James and Jones study (Ryder & Southey, 1990).

In conclusion four of the six dimensions developed in this study were compatible with James and Jones (1979) study characterized as leadership characteristics, organizational identification, workgroup characteristics and job characteristics (Ryder & Southey, 1990).

In a first attempt to define the dimensions of organizational climate in the hospitality industry, Davidson et al. (2001), conducted a study on four and five star Australian hotels and named it “tourism and hospitality organizational climate scale”. The instrument used for this study represents an improvement of the instrument developed by Jones and James (1979), with the improvements that Ryder and Southey (1990) developed on the instrument of Jones and James (1979), this instrument consisted on a questionnaire composed by seventy items with an anchored 7-point Likert-type scale, the

conclusions were that seven of the thirteen dimensions extracted, were believed to be interpretable (Davidson *et al.*, 2001):

1. “Leader facilitation and support”, consistent with dimensions from Jones and James (1979) and Ryder and Southey (1990) of leader facilitation and support (Davidson *et al.*, 2001);
2. “Professional and organizational esprit”, consistent with dimension from Jones and James (1979) of professional and organizational esprit (Davidson *et al.*, 2001);
3. “Conflict and ambiguity”, consistent with dimension from Jones and James (1979) of conflict and ambiguity (Davidson *et al.*, 2001);
4. “Regulations, organization, and pressure”, consistent with dimension from Ryder and Southey (1990) of conflict and pressure (Davidson *et al.*, 2001);
5. “Job variety, challenge, and autonomy”, consistent with dimension from Ryder and Southey (1990) of job variety, challenge, and esprit (Davidson *et al.*, 2001);
6. “Workgroup cooperation, friendliness, and warmth”, consistent with dimension from Jones and James (1979) workgroup cooperation, friendliness and warmth and with dimension from Ryder and Southey (1990) of workgroup reputation, cooperation, friendliness and warmth (Davidson *et al.*, 2001);
7. “Job standards”, consistent with dimension from Jones and James (1979) of job standards (Davidson *et al.*, 2001).

We can conclude that the results of this sample resemble more with the results of Jones and James (1979) U.S. sample than with those from Ryder and Southey (1990) Australian sample, concluding that the dimensions of this study are difficult associated with the Australian culture (Davidson *et al.*, 2001).

However, the order of importance of the dimensions is different, while the dimension of leader facilitation and support accounted for the third greatest proportion of variance in Jones and James (1979) study, in this study for the hospitality industry explains the greatest proportion of variance, therefore leadership is of much greater relevance for the hospitality industry, concluding that when hotels want to implement changes in the staff retention and service quality for instance, the best way for them to do that, is by investing in the selection and training of managers (Davidson *et al.*, 2001).

In another study, also with focus on the hotel industry but in India, the seventy items scale framework developed by Davidson *et al.* (2001) was adopted, but the thirty five a-priori composites used by Jones and James (1979) and Ryder and Southey (1990) were

used for loading for factor analysis (Datta & Singh, 2018). A principal component analysis was conducted for dimensions reduction, resulting in four dimensions:

1. “Esprit of profession, organization & workgroup”, similar to Jones and James (1979) and Davidson et al. (2001) dimensions of “professional and organization esprit” and “workgroup cooperation, friendliness and warmth”, and Ryder and Southey (1990) dimension of “workgroup reputation, cooperation, friendliness and warmth” (Datta & Singh, 2018);
2. “Leader facilitation & support”, similar to Jones and James (1979) Davidson et al. (2001) and Ryder and Southey (1990) dimension of “Leader facilitation and support” (Datta & Singh, 2018);
3. “Cohesion, clarity & objectivity of system”, similar to Davidson et al. (2001) and Jones and James (1979) dimensions of “job standards” and “conflict and ambiguity”, Davidson et al. (2001) dimension of “regulations, organization, and pressure” and Ryder and Southey (1990) dimension of “Organizational planning and openness” (Datta & Singh, 2018);
4. “Job challenge, variety & feedback”, similar to Davidson et al. (2001) dimension of “job variety, challenge and autonomy”, Ryder and Southey (1990) dimension of “job variety, challenge and esprit” and Jones and James (1979) dimension of “job challenge, importance and variety” (Datta & Singh, 2018).

	Leader facilitation and support	Professional and organizational esprit	Conflict and ambiguity	Regulations, organization and pressure	Job variety, challenge and autonomy	Workgroup cooperation, friendliness and warmth	Job standards	Organizational planning and openness	Perceived equity
Psychological climate: Dimensions and relationships of individual and aggregated work environment perceptions (Jones & James, 1979)	x	x	x		x	x	x		
An exploratory study of Jones and James Organisational climate scales (Ryder & Southey, 1990)	x			x	x	x		x	x
The dimensions of organizational climate in four- and five-star Australia hotels (Davidson, Manning, Timo & Ryder, 2001)	x	x	x	x	x	x	x		
Determining the dimensions of organizational climate perceived by the hotel employees (Datta & Singh, 2018)	x	x	x	x	x	x	x	x	

Table 1. Organizational climate dimensions studies
Source: Author, 2019

3. Organizational Climate Dimensions proposed on this study and hypothesis formulation

3.1 Leader facilitation and support

Stogdill (1950), defines leadership as a process of influencing tasks of a group, targeted to establish and to achieve a desired goal, although there are several conditions that must sustain in order to allow the existence of leadership, such as, a group of two or more people, a set of activities towards a goal and the differentiation of tasks among the members of the group.

It is important to mention that the one who influences these individuals' behaviors and tasks is who we call, the leader who is differentiated from the other employees, although both leader and employees are involved in the leadership process (Stogdill, 1950; Northouse, 2013).

A leader that works together with his employees and shows values such as respect, support, honesty, knowledge among other aspects has a higher chance of achieving organization goals (Porter, 1997). However, sometimes those values are not seen within the entire group, a leader can show different relationships with his employees, and consequently treat them differently among them, employees that have that perception that they are not treated the same way as the others, may originate undesirable organizational outcomes such as lower job satisfaction and lower performance (Cheung, Yeung & Wu, 2017).

Nowadays leaders have to face challenges as both internal and external environment in which they are in are constantly changing, they must adapt their behavior in order to be successful throughout this constant changes (Hannah, Avolio, Luthans & Harms, 2008).

One of these challenges, is the perception that employees have on leaders' behavior resulting in to different organizational outcomes (Porter, 1997; Hutchison, Valentino & Kirkner, 1998; Jackson, Rossi, Rickamer, Hoover & Johnson, 2012; Cheung *et al.*, 2017).

According to the literature, there are several styles of leadership, where each one can represent different organizational outcomes, despite this, there are two styles of leadership present in each leader, which are transformational and transactional leadership, but each leader presents more of one and less of the other, the main difference between these two concepts is that while a transformational leader highlights to his employees

what they can do for their organization, a transactional leader emphasizes on what the organization can do for them (Bass, 1999).

The main goal of a transformational leader is to influence his employees by inspiration, stimulation and supporting towards the organization goals, this leads to teams more concerned with achievements, the success of the organization which elevates the maturity of employees consequently resulting in higher organizational performance (Bass, 1999).

Another important aspect of transformational leadership is leader autonomy support, which is seen on leaders that provide employees autonomy in decision, and also encourage them to be autonomous, in this type of leadership leaders are not looking for external rewards in order to motivate their employees, it is by creating a climate of support and understanding that they motivate behaviors and increase job satisfaction among the employees (Slemp, Kern, Patrick & Ryan, 2018).

In the transactional leadership concept, rewards and sanctions play a crucial role, as it is the key aspect in order for the employees to comply, accept and agree with their leader, leading to a self-interest by the employees in order to achieve organization goals (Bass, Avolio, Jung & Berson, 2003).

However, there are cases where leadership isn't seen among the leaders, the called laissez-faire leadership, where the main aspect of this style of leadership is the lack of action from leader when it's needed, this leads to conflict, lower performance and dissatisfaction among the employees (Bass, 1999). Hence, I propose:

Hypothesis 1: Leader's facilitation and support increases employees' job satisfaction.

3.2 Organizational image

According to Irshad, Zaman and Kakakhel (2014), organizational image can be intentionally or unintentionally built through a rational or emotional way. In the rational way, it is according to experience lived in the organization, in the emotional way it is according to the opinions, impressions and considerations that individuals have of the organization (Irshad *et al.*, 2014).

Organizational image plays a very important role in retaining existing employees and in attracting new ones, and in normal circumstances an individual prefers to work in an organization with a good image in the market than in an organization with a poor image

in the market (Irshad *et al.*, 2014). Also, organizational image has been seen as an aspect that helps to shape employees behavior, for instance a good organizational image can help commit employees to the organization (Tuna *et al.*, 2016).

Tuna *et al.* (2016), conducted surveys on employees of five star hotels in Turkey with the goal of analyzing the relationship between organizational image, deviant workplace behavior and job satisfaction, conclusions of this study state that a positive organizational image affects negatively deviant behavior, and therefore, contributes to a positive organizational behavior. Other conclusions were that, there was a negative effect between job satisfaction and deviant behaviors, meaning that deviant behaviors are associated with job dissatisfaction, and lastly that a good organizational image positively affects job satisfaction (Tuna *et al.*, 2016). Therefore, I propose:

Hypothesis 2: Organizational image increases employees' job satisfaction.

3.3 Service quality

Service quality stands for the evaluation that a certain customer gives to a service offered by an organization, where this evaluation is given according to tangible aspects, such as the room design and intangible aspects such as the attention given to employees to customers, all this leads to the perceptions acquired during the service (Parasuraman, Zeithaml & Beryy, 1988). However, the tangible aspects are similar between competitors and it is the intangible aspects that can serve as a differentiating points between competitors (Gracia, Cifre & Grau, 2010).

The provision of high-quality services is fundamental in all sectors, especially in the hospitality industry, so there is a need, of a promotion of an organizational climate that develops service quality across all organizational members in order to increase customer satisfaction (Bellou & Andronikidis, 2009).

For Davidson (2003), there are three main topics that must be addressed at the same time in order to evaluate service quality, being these:

1. Measurement and achievement of performance standards, used to measure performance, however, cannot be used in order to tell if service quality has been achieved because it doesn't take into account external factors, such as the employee/customer interface;
2. Customer assessment of service quality, used to measure the perception that customers have on the service, yet, it must use internal assessments from

employees and customers but also external assessments, such as consumer research;

3. Employee/customer interface, in this approach the training and the understanding of employees' motivation is critical.

As previously mentioned, service quality is a key aspect in the hospitality industry and there is a need to match the service values demanded by customers and the organization with the values that employees possess (Davidson, 2003; Chiang & Birtch, 2011). Where employees' attitudes and behaviors are very important factors for the level of service quality provided (Davidson, 2003; Bellou & Andronikidis, 2009).

This is why, employees with direct contact with customers have a key role in the hospitality industry, by providing a unique service to their customers which can be seen as a way of achieving competitive advantage in this industry (Mansour & Mohanna, 2017).

A good service and good relationships with customers, are critical to have an impact on customers' evaluations of the company (Subramony, Beehr & Johnson, 2017).

Boundary employees', have the main advantage of becoming aware of what is the perception of the customers on the service that he is providing, allowing them to understand what are the values that really match the customer needs (Gracia *et al.*, 2010).

In tourist hotels in Taiwan, Tsaur and Lin (2004), have found that the training and development of boundary employees were the most efficient human resources management practices, that improve service behavior and facilitate a better service quality.

Across several hotels in France, Mansour and Mohanna (2017), have proven that due to the high requirements of work in the hospitality industry, such as meeting the needs of service quality, employees lose valuable aspects of life, like time and energy, this will lead to employees unable to meet their professional roles, which develops stress, eventually by developing stress, employees will decrease the quality of service provided to customers.

So, service quality is in part influenced by employees' perception of service quality (Chiang & Birtch, 2011). Employees perceptions of service quality, is seen as their perceptions of achieving and exceeding the service-related expectations of both customers and the firm (Gracia *et al.*, 2010; Subramony *et al.*, 2017).

Additionally, Kaur *et al.* (2012), state that if an organization promotes a climate for service quality, this is, if employees perceive that the organization engages in crucial

elements towards a vision of delivering high-quality services to customers, this will lead to a higher organizational commitment. Therefore, I propose:

Hypothesis 3: Service quality increases employees' commitment.

3.4 Spirit at work

There are no clear evidences of spirit at work among European studies, whereas various studies from other cultures (e.g., Kinjerski & Skrypnek, 2004; Loo, 2017; Nair & Sivakumar, 2018) address to how important this concept is for individuals and for the organization.

To Kinjerski and Skrypnek (2004), spirit at work at the individual level is seen as the experience by employees who feel they can express themselves at work, love their work, feel there is a connection with his coworkers and find a reason in what they do, and the more employees find a purpose in what they do, the more committed they are to the organization, the authors also state that this term at the organizational level can be seen as an organizational culture that promotes a certain number of aspects that lead into employees feel what was just mentioned, both organizational spirit and individual spirit at work lead to benefits for the organization and for the individual.

With this said we can clearly define organizational conflict as the opposite of organizational spirit, according to Shweta and Jha (2010), conflicts at workplace can be ranked into four dimensions, such as:

1. Individual differences, because each employee or manager has its own personality and can response to each situation differently;
2. Interpersonal issues, because each employee or manager expects to be respected, when there is absence of such behavior it can lead to interpersonal issues;
3. Organizational factors, because aspects within the organization such as, a structure with rigid rules, perceived organizational injustice, harassment and bullying can lead to conflicts;
4. Extra-organizational issues, because aspects out of the organization, such as conflicts at home, exclusion from the society can lead to conflicts in the organization indirectly.

With this, according to Gilin Oore, Leiter and LeBlanc (2015), organizations must have economic and human motivations to solve conflicts at the workplace, some of the methods used are:

- Training, used to help to handle the conflict at his early stage;
- Work group conflict interventions, aimed to the whole team which helps to shape work group norms, by defining what is right and what is wrong;
- Coaching and mediation, used to facilitate conversion between the two or more parties in conflict;

In the particular case of the hospitality industry, employees must be able to work in bustling business environment, with lots of pressure and rapid rates of new technologies, this leads to an environment more conducive to conflict (Benitez, Medina & Munduate, 2018). At a moderate level, conflicts are actually seen as a sign of dynamic work culture, however, in higher levels, they are seen as something harmful for the individual, the team and for the organization and the overall impact of conflicts within an organization may lead into deteriorating organizational climate, by leading to a higher employee turnover, attrition, lack of trust and lower organizational commitment (Shweta & Jha, 2010).

Another concept that is given to spirit at work is workplace spirituality, that is fostering interest as it has benefits not only for individuals but also for the organization, it stands for the desire that an individual has on attaching with others and feel part of the team, having in mind that individuals have a spirit and a mind in order to pursue the reason why they are performing their job (Nair & Sivakumar, 2018).

According to Kinjerski and Skrypnek (2006), some of the organizational conditions that foster spirit at work are:

- A strong organizational foundation;
- Flexibility and autonomy;
- Organizational integrity;
- Positive workplace culture;
- Opportunities for personal fulfillment, continuous learning and development;
- Appreciation and regard for employees and their contribution.

Jurkiewicz and Giacalone (2004), divided workplace spirituality into a set of values framework, such as trust, responsibility, respect, receptivity, mutuality, justice, integrity, humanism, generativity and benevolence and concluded that these values affect organizational climate by positively influencing employees' aspects like motivation, commitment and adaptability and ultimately lead to a higher organizational performance. Additionally Loo (2017), reinforces this by stating that an organization that achieves the

spirituality needs of his employees can lead to a higher brand reputation, a higher customer loyalty but as well employees' retention. Therefore, I suggest:

Hypothesis 4: Spirit at work increases employees' commitment.

3.5 Teamwork

According to Driskell, Salas and Driskell (2018), teamwork stands for the method that individuals support each other in order to achieve success on their task. Some characteristics of teamwork are, it has to be constituted by at least two individuals, all the individuals part of that team must work and make decisions towards the same goal and are part of an organization, everyone has well defined tasks and responsibilities, there is communication and the capability to adjust to new situations (Fernandez, Kozlowski, Shapiro & Salas, 2008; Cooper, 2016).

Organizations are finding out that by been giving their employees more team tasks than individual tasks, there is a higher organizational performance, despite this, organizations need to provide supportive conditions in order to teamwork be effective by communicating the high value of teamwork (Salas, Reyes & McDaniel, 2018).

Also, team development interventions are used in order to improve teamwork effectiveness, four methods were developed in order to explain this (Lacerenza, Marlow, Tannenbaum & Salas, 2018). See figure 4.

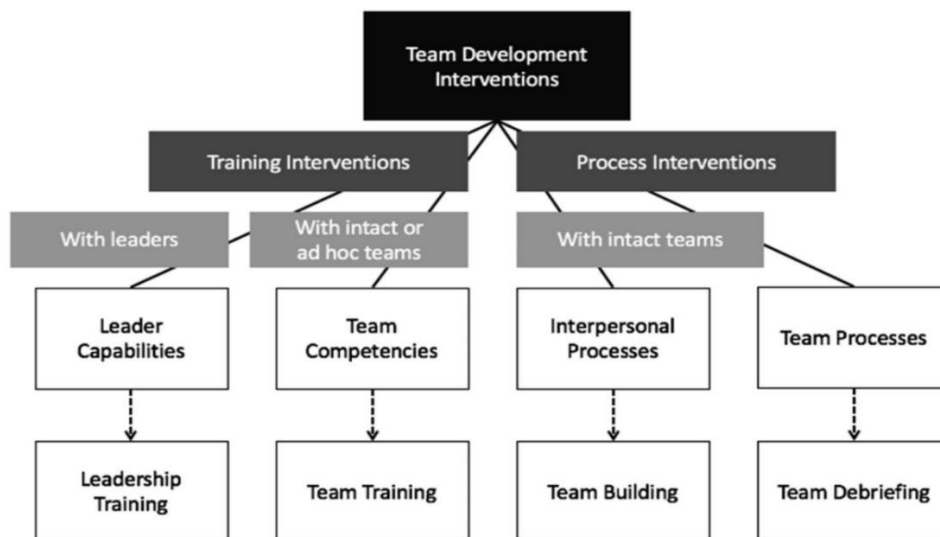


Figure 4. Team development interventions. This figure illustrates the four methods of team development interventions

Source: Lacerenza, Marlow, Tannenbaum and Salas, 2018:520

Leadership training plays a crucial role in teamwork effectiveness because it is based on what result the organization wants to achieve and what behaviors the leader expects from his employees, while team training is a process with the goal of improving team competencies and enhance teamwork (Lacerenza *et al.*, 2018).

Team building ultimate goal is to develop group cohesion, by improving the climate where the team operates and by improving team performance, team debriefing can result in into a global comprehension among the team members of what's expected, such as the results desired to achieve, tasks assigned to each member and also solve team disagreements (Lacerenza *et al.*, 2018).

In the case of the hospitality industry, Richards, Chillas and Marks (2012), in a study conducted in an hotel's restaurant found that hospitality employees see teamwork as a way of control which consequently develops stress. On the other hand, Abdullah et al. (2012), concluded that in the hospitality industry teamwork actually increases job satisfaction among employees.

Also, several authors (Hanaysha & Tahir, 2016; Dahlke, Stahlke & Coatsworth-Puspoky, 2018) address to the fact that by teamworking, employees in organizations feel that as being part of the team and share common goals, which consequently leads to a higher job satisfaction Hence, I propose:

Hypothesis 5: Teamwork increases employees' job satisfaction.

3.6 Career development

Another very important aspect that employees look for in a job is career development (Ismail & Rishani, 2018). McDonald and Hite (2005), define career development as a continuous process that involves both the employee and the organization, in the perspective that employees' plan their career and organizations support and provide opportunities. In addition to this Gachunga and Wamoto (2012), state that career development is a process that is possible to achieve in any job, any career path and in any organization.

McDonald and Hite (2005), explains how professionals should implement and integrate career development into the organization, it is based on three components, evaluation process, organizational support mechanism and learning activities, and each one will influence and be influenced by the other. For instance, the evaluation process should define if the organizational support mechanisms are helping in achieving career

development objectives, while the organizational support mechanisms will define what learning activities are implemented in the organization (McDonald & Hite, 2005). See figure 5.

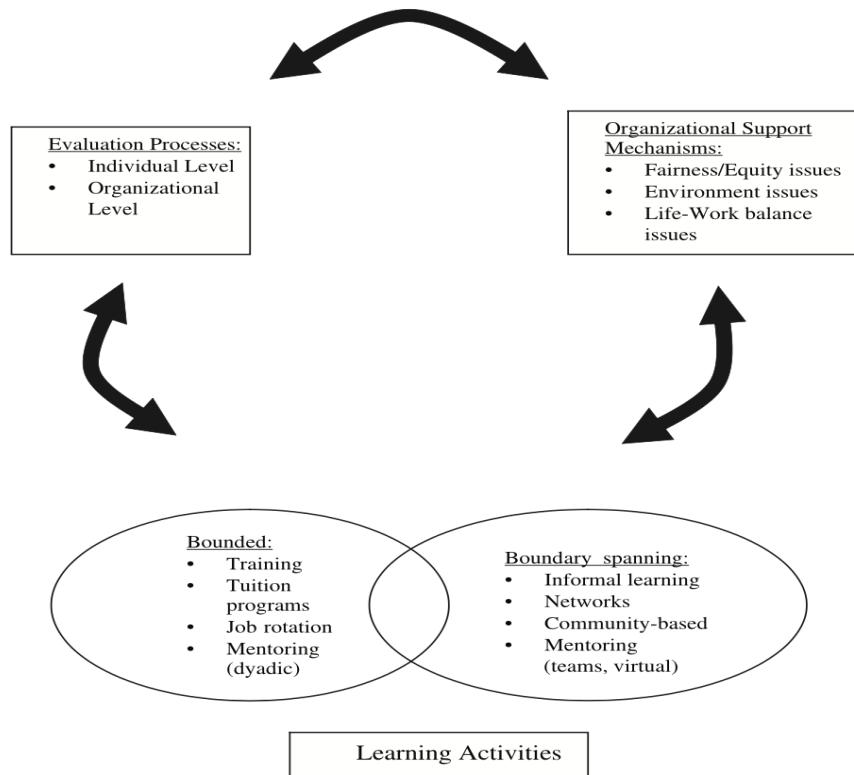


Figure 5. A Strategic Human Resource Development Framework for Career Development
Source: McDonald and Hite, 2005:425

Gachunga and Wamoto (2012), define three activities that are part of career development:

1. Mentoring - The process where a mentor provides career related support and psychosocial support to the mentored;
2. Coaching – The process where the objective is to improve performance of the employee in a specific situation by teaching, developing skills and constant feedback;
3. Training – The process where the main goal is to develop a self-interest in a subject for the employee.

Gachunga and Wamoto (2012), then adopted a descriptive research design in two hundred and seventy one employees in an organization in Kenya, in order to understand how these career development variables could influence employee performance. The conclusions were that mentoring, coaching and training had a strong and positive effect

on employee performance, meaning overall that there is a positive relationship between career developments on employee performance (Gachunga & Wamoto, 2012).

In line with this, Kraimer et al. (2011), stated that mentoring and training increases employee's perception of organizational support for development which will lead them to increase their effort and commitment to the organizational goals, which consequently is associated with higher organizational performance and lower turnover. Additionally, Aryee and Chen (2004), concluded that career growth opportunities were positively related to trust in employee, because it signals an organization's trustworthiness in his employees, this will lead to a felt obligation on the employees to perform more and better. Therefore, I propose:

Hypothesis 6: Career development increases employees' commitment.

Chapter 2 – Methodology

1. Type of study, objectives and method

All research is performed with a goal, and because of that, it is an action that is carried out with one or more objectives, as they indicate the reason for the investigation.

According to Fortin (2003: 372), the research methodology is "...*the set of methods and techniques that guide the elaboration of the process of scientific investigation.*"

This was a study conducted towards a specific organization, with a specific sample from that organization with organizational objectives. As for the type of study that was carried out, it was chosen correlation study. The main objective of this study was to understand what features of the organizational climate, such as individual and organizational characteristics that most influence employees' job satisfaction and commitment. As for other objectives, the following were defined:

- Obtain information about the organizational climate;
- Identify strong areas and areas for improvement in the organizational climate;
- Provide suggestions to develop improvement plans in the organizational climate.

Bell (2004: 19-20), states that "...*quantitative researchers collect the facts and study the relationship between them...*". In this study, a quantitative methodology was chosen, considering the use of instruments such as the questionnaire.

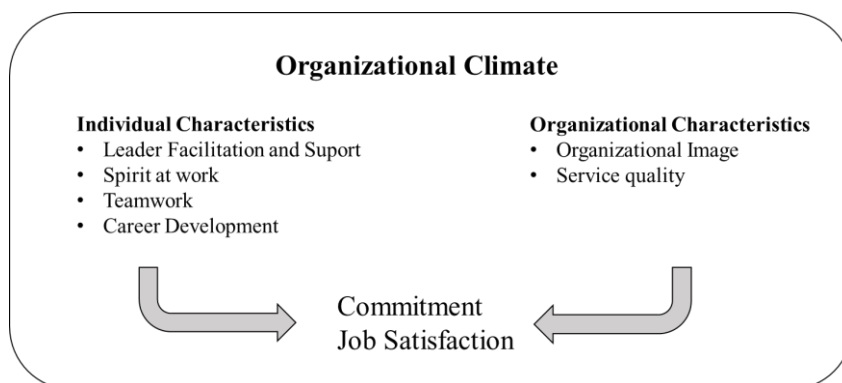


Table 2. Study design
Source: Author, 2019

2. Data sample

One of the biggest hotel groups in Portugal was defined as the unit of analysis for this research study. Sirotnik (1980), according to the between approach, the group is

defined as the group of analysis. The group were the most appropriate unit of analysis for this research study because what is being assessed is the correlation between features of the organizational climate, which is intrinsic to the group. Sirotnik (1980: 246) refers that *“In essence, if the property is viewed as fundamentally systemic, (i.e., intrinsic to the group) then the between analysis is most appropriate.”*

The group is present in Portugal, Spain, England, Germany, Morocco, Cabo Verde, Mozambique, South Africa, São Tomé e Príncipe, United States, Brazil, Venezuela, and Argentina, and is divided into 112 units and all of them participated in this study, being these, 89 hotels, 2 real estates, 1 restaurant and 20 management departments, with the number of employees ranging from 157, the highest number of employees within a particular unit of the group, to 1, the lowest number of employees within a particular unit of the group that participated in this study.

A total of 4179 employees were given surveys to complete, out of which 3634 were delivered. After rejecting the incomplete questionnaires, the number of employees that completed the survey was 3594, expressing a participation rate of 86%.

The characterization of the employees shows that they are relatively gender balanced 2085 males and 1509 females, as can be seen from table 3, and a young team (44% of the task force is up to 35 years old and 70% is up to 45 years old), as can be seen from table 4. As for the antiquity, 62% of the employees work in the group for less than 10 years, and 38% work in the group for at least 10 years, according to table 5 (Annex 1).

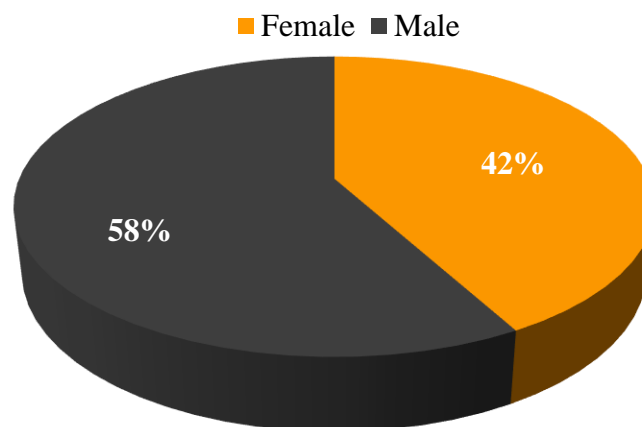


Table 3. Gender
Source: Author, 2019

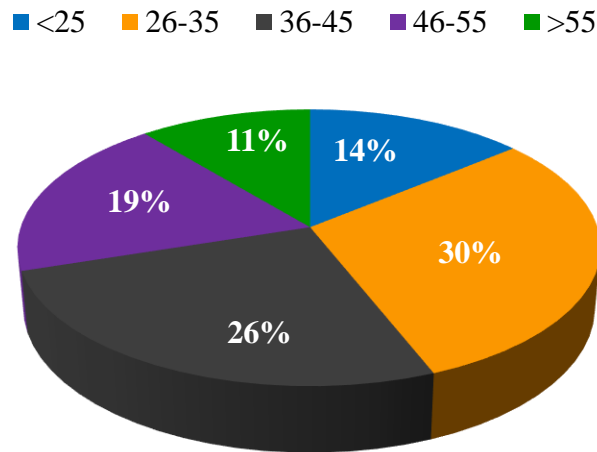


Table 4. Age
Source: Author, 2019

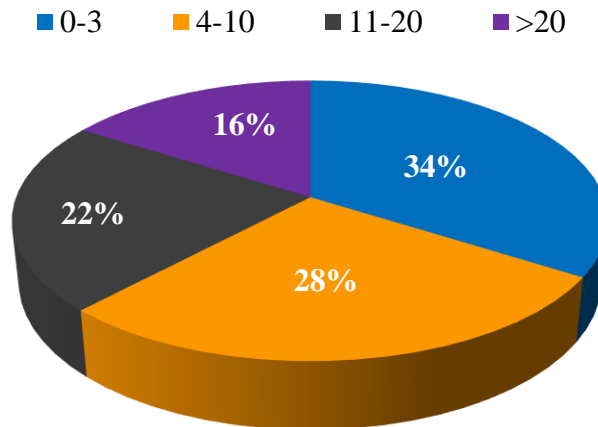


Table 5. Antiquity
Source: Author, 2019

3. Data collection procedures

The questionnaires were distributed since 19th of June until 15th of July of 2017, through email with a link and an access code for each employee, participation was voluntary and employees' anonymity was ensured because no name were required and accepted in the questionnaire.

Data was collected from 89 hotels, 2 real estates, 1 restaurant and 20 management departments that make up the group, from Portugal, Spain, England, Germany, Morocco, Cabo Verde, Mozambique, South Africa, São Tomé e Príncipe, United states, Brazil, Venezuela, and Argentina. After the completion of the questionnaire by the employees, all the information was gathered by the information technology department and delivered to the researcher and the human resources team.

4. Instrumentation

The questionnaire used in this study was built due to an organizational request for organizational purposes by the researcher and the human resources team, with permission from the Human Resources director, questionnaire and consequent data was used for this dissertation as long as anonymity of the group was ensured. All the questions on the questionnaire that contained the name of the group, the name was replaced by an “X” in order to ensure anonymity (Annex 2).

The questionnaire was defined as the main instrument used throughout this study, and consisted of:

- 50 questions with a Likert scale from 1 to 10 (where the lowest score 1, represents totally disagrees and highest score 10, represents totally agrees), employees were also give the possibility to answer N/A, when they had no opinion about the subject.

Due to the fact that the questionnaire was built for organizational purposes, it wasn't used a standardized instrument, so in order to validate the instrument and define the structure an exploratory factor analysis was performed, see table 5 (Annex 3).

Component	C1	C2	C3	C4	C5	C6	C7	C8	C9	C10	C11	C12
	Leader Facilitation and Support	Organizational Image	Service Quality	Commitment	Spirit at Work	Leader Facilitation and Support	Teamwork	Spirit at Work	Spirit at Work	Job Satisfaction	Career Development	Commitment
Rotated Component Matrix^a												
Q41. I trust my manager	0,705											
Q18. It is easy to contact and dialogue with my manager	0,688											
Q12. My manager tries to understand my difficulties and support me	0,672											
Q5. I have a good relationship with my manager	0,658											
Q6. My manager encourages my professional development	0,580											
Q27. My manager keeps me informed about decisions that impact my activity	0,569											
Q34. There is openness on the part of my manager to adjust my schedule on a timely basis for family reasons	0,566											
Q47. My manager is interested in me as a person	0,546											
Q36. I identify the different brands as part of Group X		0,761										
Q43. The reorganization of the brands within Group X was well understood by all		0,737										
Q29. Whenever I can, I recommend Group X hotels and inns as very good hotel units		0,617										
Q39. In my team we celebrate the successes		0,538										
Q14. Group X is concerned with the quality in services provided to the customers			0,775									
Q7. Everyone in Group X has a clear customer orientation			0,747									
Q1. I consider Group X innovative in the services provided to its customers			0,637									
Q22. In general, Group X effectively solves Customer complaints			0,573									
Q30. I am committed to the success of Group X				0,605								
Q28. I feel that I have possibilities to grow in my career in Group X				0,529								
Q16. I feel that I am respected in my daily life					0,575							
Q21. Managers are receptive to new ideas and new working methods						0,645						
Q26. In general, managers recognize well done job and the effort of each one						0,516						
Q10. We have a good environment in my team							0,738					
Q17. In my team there is a good spirit of collaboration between all							0,707					
Q8. I am proud to work in Group X								0,727				
Q9. I have confidence in the future of Group X								0,647				
Q40. There is openness in Group X so that everyone can express their ideas and suggestions									0,609			
Q46. In general, there is a good spirit of collaboration between the various departments /units of Group X									0,570			
Q50. In general, I feel satisfied in Group X										0,633		
Q44. In general, I feel fulfilled with what I do in Group X										0,594		
Q37. I feel that what I do is important and has a special meaning for me										0,578		
Q13. My manager facilitates that I attend training courses											0,704	
Q20. Group X provides me with the training I need and values me professionally											0,674	
Q45. At this moment, I consider leaving Group X												0,765
Q23. I prefer to work in Group X than in another organization, under the same conditions												0,549
Total Variance Explained												
Initial Eigenvalues -% of Variance	24,110	5,537	4,545	3,461	3,178	2,682	2,618	2,214	2,145	2,128	2,054	2,022
Initial Eigenvalues-Cumulative %	24,110	29,647	34,193	37,653	40,832	43,514	46,132	48,346	50,492	52,620	54,674	56,696
Cronbach's Alpha	0,831	0,690	0,689	0,435	na	0,507	0,680	0,689	0,469	0,607	0,579	0,231

Table 6. Factor analysis by the principal components extraction method and Cronbach's Alpha
Source: Author, 2019

However, components 6, 8 and 9 do not have their own identity, as can be seen by the items that each includes, so they have been incorporated into other existing components. Component 6 has been incorporated into component 1 and components 8 and 9 have been incorporated into component 5. As for component 12, it has been incorporated into component 4, due to the value of Cronbach's alpha was poorly explanatory and all the items for both factors are related to a same construct. To conclude, the final structure of this study is composed by 8 components, being defined as:

#	Component	Items	Cronbach's alpha
1	Leader Facilitation and suport	5, 6, 12, 18, 21, 26, 27, 34, 41, 47	.840
2	Organizational image	29, 36, 39, 43	.690
3	Service quality	1, 7, 14, 22	.689
4	Commitment	23, 28, 30, 45	.356
5	Spirit at work	8, 9, 16, 40, 46	.622
6	Teamwork	10, 17	.680
7	Job satisfaction	37, 44, 50	.607
8	Career development	13, 20	.579

Table 7. Study structure
Source: author, 2019

The 8 components were divided into three separate constructs, being these:

1. Individual characteristics of employees' job – Leader facilitation and support; Spirit at work; Teamwork; Career development;
2. Organizational characteristics – Organizational image; Service quality;
3. Organizational involvement – Commitment; Job satisfaction.

To assess the variables of leaders facilitation and support, spirit at work, teamwork, career development, organizational image, service quality, commitment and job satisfaction, the questionnaire was used and then the average of the questions for each dimensions was calculated (Annex 4).

5. Statistical analyses

After gathering all the data, the answers from the employees to the questionnaires were entered into IBM SPSS (Statistical Package for Social Sciences, version 25). In the analysis performed, we assume that the different distributions fulfill the normality

assumption of the parametric tests, since our sample has a sufficiently high dimension ($n=3594$).

Exploratory factor analysis is a technique which aims to discover and analyze the structure of a set of variables interrelated, with the purpose of constructing a measurement scale for factors, that in some way control the original variables (Marôco, 2011). Also, exploratory factor analysis can be used as procedure to legitimize the contrast validity, when the researcher does not have sufficient evidence to explain how the items of a given instrument should be grouped and evaluated, as well as when the researcher tries to confirm or deny the factorial structure of the instrument (Brown, 2015). So, this technique was used in order to validate the instrument and to identify the structure which turned several number of variables into a few underlying factors. By performing an exploratory factor analysis by the extraction of the principal components, and Varimax method a structure of 12 factors was found. Items with values $\geq 0,5$ were accepted as being part of each factor, because it means that the factor had strong loading on these items. To conclude, to test the internal reliability of the components, Cronbach's alpha was used (Annex 5 and 6). To assess the value of the variables defined in this study descriptive statistics were calculated. To understand if there were significant differences between means of the social demographic variable gender, t-test was performed. To understand if there were significant differences between means of the social demographic variables antiquity and age ANOVA was performed. T-test and ANOVA allow the researcher to assess group differences (Hair Jr, Black, Babin & Anderson, 2014). After performing the t-test (Annex 7) no significant differences were found on the social demographic variable gender. In the ANOVA test, the first step is to test the homogeneity of variance, and if $p < 0,05$ the homogeneity of variance is not confirmed, therefore the researcher must perform a Brown-Forsythe test, and if $p < 0,05$ there are statistically significant differences (Hair Jr *et al.*, 2014). Lastly, in order to understand the differences between the independent variables a Tukey's HSD procedure must be performed, if $p < 0,05$, statistically significant differences are found. Significant differences were found on the social demographic variables antiquity and age (Annex 8 and 9).

In order to test the 6 hypothesis, a Pearson's correlation was performed (Annex 10). This type of correlation analysis indicates how two variables vary together, measuring the intensity and direction of the relationship between them (Marôco, 2011).

Then to understand whether individual characteristics of employees' job or organizational characteristics best predicted job satisfaction and commitment and to

know the explanatory value on the organizational involvement variables, the analysis of regression was used, which allows to evaluate the functional relationship between variables, making it possible to establish cause and effect relationships (Marôco & Bispo, 2005). For the regressions performed, the stepwise method was chosen, because it allows to remove all the independent variables that do not contribute to the model (Hair Jr *et al.*, 2014). It should also be noted that, for all hypothesis tests that will be presented in this study, a confidence level of 99% was considered (the significance associated with the test is 0.01).

Chapter 3 – Results

To test if there were significant differences on the social demographic variables antiquity and age ANOVA tests were performed on the independent variables antiquity and age, with leader facilitation and support, organizational image, service quality, commitment, spirit at work, teamwork, job satisfaction and career development as dependent variables.

With the main objective of understanding what individual/ job related and organizational characteristics most influence employees satisfaction and commitment, 3594 employees from a particular organization present in several countries participated in this study. Given the sample size, the normal distribution of results was assumed and therefore, Pearson's correlation were run on the variables of Leader facilitation and support, organizational image, service quality, commitment, spirit at work, teamwork, job satisfaction and career development. Lastly, interpretative models of the different relationships found were designed in order to understand what dimension (individual/job related characteristics or organizational characteristics) had the most explanatory value on the organizational involvement variables, job satisfaction and commitment.

1. Social demographic variables

In order to test if there were significant differences between means of the social demographic variable antiquity, ANOVA test was conducted. According to the Levene's test of homogeneity of variance, all dependent variables have a $p < 0,05$, this indicates that the assumption of the homogeneity was not met (Table 8). Since the assumption of homogeneity of variance was not met for this data, *Brown-Forsythe* test was used (Table 9), according to the results of this test all dependent values have a $p < 0,05$ except teamwork, $F(5, 3254.557) = 2.098, p > 0,05$. Post hoc comparisons using the Tukey's HSD procedure, were conducted and the conclusions were that there were statistically significant differences in the antiquity levels for the dependent variables organizational image, service quality, commitment, spirit of work, job satisfaction and career development (Table 10).

	Levene Statistic	df1	df2	Sig.
Leader facilitation and support	3,616	5	3580	0,003
Organizational image	6,826	5	3554	0
Service quality	5,275	5	3570	0
Commitment	6,11	5	3579	0
Spirit at work	4,779	5	3583	0
Teamwork	3,48	5	3574	0,004
Job satisfaction	7,463	5	3579	0
Career development	10,529	5	3532	0

Table 8. Test of Homogeneity of Variances (Antiquity)
Source: Author, 2019

		Statistica	df1	df2	Sig.
Leader facilitation and support	Brown-Forsythe	2,908	5	3309,045	0,013
Organizational image	Brown-Forsythe	2,517	5	3183,402	0,028
Service quality	Brown-Forsythe	5,998	5	3161,35	0
Commitment	Brown-Forsythe	2,735	5	3265,761	0,018
Spirit at work	Brown-Forsythe	3,86	5	3264,278	0,002
Teamwork	Brown-Forsythe	2,098	5	3254,557	0,063
Job satisfaction	Brown-Forsythe	9,312	5	3219,061	0
Career development	Brown-Forsythe	7,176	5	3023,148	0

Table 9. Robust Tests of Equality of Means (Antiquity)
Source: Author, 2019

Tukey HSD							
Dependent Variable	Antiquity (I)	Antiquity (J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Organizational image	<1	>20	-,369*	0,106	0,007	-0,672	-0,066
Service quality	<1	>20	-,407*	0,104	0,001	-0,705	-0,110
Service quality	1-3	>20	-,521*	0,101	0,000	-0,809	-0,233
Service quality	3-5	>20	-,404*	0,118	0,008	-0,741	-0,067
Service quality	10-20	>20	-,279*	0,097	0,047	-0,555	-0,002
Commitment	<1	>20	-,313*	0,108	0,042	-0,620	-0,006
Commitment	5-10	>20	-,305*	0,105	0,044	-0,606	-0,005
Commitment	10-20	>20	-,288*	0,100	0,047	-0,573	-0,002
Spirit at work	<1	>20	-,289*	0,101	0,047	-0,576	-0,002
Spirit at work	1-3	>20	-,383*	0,097	0,001	-0,660	-0,105
Spirit at work	3-5	>20	-,330*	0,114	0,044	-0,656	-0,005
Spirit at work	5-10	>20	-,349*	0,099	0,006	-0,630	-0,068
Spirit at work	10-20	>20	-,289*	0,094	0,025	-0,556	-0,022
Job satisfaction	<1	5-10	-,312*	0,103	0,031	-0,606	-0,017
Job satisfaction	<1	10-20	-,281*	0,098	0,049	-0,561	-0,001
Job satisfaction	<1	>20	-,597*	0,105	0,000	-0,895	-0,298
Job satisfaction	1-3	5-10	-,291*	0,100	0,042	-0,575	-0,006
Job satisfaction	1-3	>20	-,575*	0,101	0,000	-0,864	-0,286
Job satisfaction	3-5	>20	-,481*	0,119	0,001	-0,820	-0,143
Job satisfaction	10-20	>20	-,315*	0,097	0,016	-0,593	-0,038
Career development	<1	3-5	,533*	0,154	0,007	0,093	0,973
Career development	1-3	>20	-,587*	0,131	0,000	-0,959	-0,215
Career development	3-5	10-20	-,431*	0,146	0,037	-0,847	-0,015
Career development	3-5	>20	-,820*	0,153	0,000	-1,257	-0,383
Career development	5-10	>20	,488*	0,132	0,003	-0,865	-0,112
Career development	10-20	>20	-,389*	0,126	0,025	-0,748	-0,030

Note: * The mean difference is significant at the 0,05 level

Table 10. Multiple Comparisons (Antiquity)

Source: Author, 2019

In order to test if there were significant differences between means of the social demographic variable age, ANOVA test was conducted. According to the Levene's test of homogeneity of variance, all dependent variables have a $p < 0,05$, this indicates that the assumption of the homogeneity was not met (Table 11). Since the assumption of homogeneity of variance was not met for this data, *Brown-Forsythe* test was used (Table 12), according to the results of this test all dependent values have a $p < 0,05$. Post hoc comparisons using the Tukey's HSD procedure, were conducted and the conclusions were that there were statistically significant differences in the age levels for the dependent variables leader facilitation and support, organizational image, service quality, commitment, spirit of work, teamwork, job satisfaction and career development (Table 13).

	Levene Statistic	df1	df2	Sig.
Leader facilitation and support	6,73	4	3581	0
Organizational image	9,099	4	3555	0
Service quality	9,543	4	3571	0
Commitment	9,242	4	3580	0
Spirit at work	13,221	4	3584	0
Teamwork	8,021	4	3575	0
Job satisfaction	13,781	4	3580	0
Career development	17,257	4	3533	0

Table 11. Test of Homogeneity of Variances (Age)
Source: Author, 2019

		Statistic ^a	df1	df2	Sig.
Leader facilitation and support	Brown-Forsythe	7,632	4	3214,42	0
Organizational image	Brown-Forsythe	9,554	4	2853,24	0
Service quality	Brown-Forsythe	22,726	4	3094,63	0
Commitment	Brown-Forsythe	8,838	4	3067,34	0
Spirit at work	Brown-Forsythe	20,761	4	3008,69	0
Teamwork	Brown-Forsythe	2,873	4	3104,31	0,022
Job satisfaction	Brown-Forsythe	26,987	4	2913,92	0

^a. Asymptotically F distributed

Table 12. Robust Tests of Equality of Means (Age)
Source: Author, 2019

Tukey HSD							
Dependent Variable	Idade (I)	Idade (J)	Mean Difference	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Leader facilitation and support	26-35	46-55	-,288*	0,095	0,021	-0,548	-0,028
Leader facilitation and support	26-35	>55	-,540*	0,113	0,000	-0,847	-0,233
Leader facilitation and support	36-45	>55	-,460*	0,115	0,001	-0,774	-0,146
Organizational image	16-25	>55	-,383*	0,119	0,012	-0,708	-0,057
Organizational image	26-35	36-45	-,262*	0,081	0,011	-0,484	-0,040
Organizational image	26-35	46-55	-,453*	0,089	0,000	-0,694	-0,211
Organizational image	26-35	>55	-,469*	0,105	0,000	-0,754	-0,184
Organizational image	46-55	16-25	-,367*	0,106	0,005	0,078	0,654
Service quality	16-25	26-35	,280*	0,095	0,027	0,021	0,538
Service quality	16-25	46-55	-,334*	0,103	0,011	-0,615	-0,052
Service quality	16-25	>55	-,504*	0,117	0,000	-0,823	-0,186
Service quality	26-35	46-55	-,613*	0,086	0,000	-0,849	-0,377
Service quality	26-35	>55	-,783*	0,102	0,000	-1,063	-0,504
Service quality	36-45	46-55	-,432*	0,089	0,000	-0,676	-0,189
Service quality	36-45	>55	-,603*	0,105	0,000	-0,888	-0,317
Commitment	16-25	46-55	-,334*	0,107	0,017	-0,622	-0,038
Commitment	16-25	>55	-,360*	0,121	0,025	-0,689	-0,030
Commitment	26-35	46-55	-,433*	0,090	0,000	-0,677	-0,188
Commitment	26-35	>55	-,462*	0,106	0,000	-0,751	-0,173
Commitment	36-45	46-55	-,279*	0,092	0,022	-0,531	-0,026
Commitment	36-45	>55	-,308*	0,108	0,036	-0,604	-0,013
Spirit at work	16-25	46-55	-,365*	0,099	0,002	-0,636	-0,094
Spirit at work	16-25	>55	-,577*	0,112	0,000	-0,884	-0,270
Spirit at work	26-35	36-45	-,231*	0,076	0,022	-0,440	-0,022
Spirit at work	26-35	46-55	-,546*	0,083	0,000	-0,774	-0,319
Spirit at work	26-35	>55	-,758*	0,099	0,000	-1,027	-0,489
Spirit at work	36-45	26-35	,231*	0,076	0,022	0,022	0,440
Spirit at work	36-45	46-55	-,315*	0,086	0,002	-0,550	-0,081
Spirit at work	36-45	>55	-,527*	0,101	0,000	-0,802	-0,252
Teamwork	26-35	>55	-,363*	0,117	0,017	-0,682	-0,043
Job satisfaction	16-25	36-45	-,360*	0,098	0,002	-0,626	-0,094
Job satisfaction	16-25	46-55	-,715*	0,104	0,000	-0,998	-0,432
Job satisfaction	16-25	>55	-,826*	0,117	0,000	-1,145	-0,506
Job satisfaction	26-35	36-45	-,294*	0,080	0,002	-0,512	-0,077
Job satisfaction	26-35	46-55	-,649*	0,087	0,000	-0,886	-0,412
Job satisfaction	26-35	>55	-,760*	0,103	0,000	-1,040	-0,480
Job satisfaction	36-45	46-55	-,355*	0,090	0,001	-0,600	-0,110
Job satisfaction	36-45	>55	-,466*	0,105	0,000	-0,752	-0,180
Career development	16-25	26-35	,367*	0,123	0,024	0,032	0,702
Career development	16-25	46-55	-,401*	0,134	0,024	-0,766	-0,035
Career development	16-25	>55	-,579*	0,152	0,001	-0,993	-0,163
Career development	26-35	36-45	-,313*	0,103	0,020	-0,594	-0,032
Career development	26-35	46-55	-,767*	0,113	0,000	-1,074	-0,459
Career development	26-35	>55	-,945*	0,134	0,000	-1,310	-0,580
Career development	36-45	46-55	-,454*	0,116	0,001	-0,771	-0,137
Career development	36-45	>55	-,632*	0,137	0,000	-1,005	-0,259

* The mean difference is significant at the 0,05 level

Table 13. Multiple Comparisons (Age)

Source: Author, 2019

2. Hypothesis testing

The correlations are given in table 14 (Annex 10). Significant and positive association is seen between all variables. To test the 6 hypothesis correlations analyzes were run on each 4 variables of individual/job related characteristics (leader facilitation and support, spirit at work, teamwork and career development), 2 variables of organizational characteristics (organizational image and service quality) and 2 variables of organizational involvement (commitment and job satisfaction).

	Mean	Standard Deviation	Leader facilitation and support	Organizational image	Service quality	Commitment	Spirit at work	Teamwork	Job satisfaction	Career development
Leader facilitation and support	8,022	1,947	1							
Organizational image	7,789	1,806	,669**	1						
Service quality	7,808	1,780	,573**	,663**	1					
Commitment	7,746	1,833	,602**	,671**	,580**	1				
Spirit at work	7,891	1,717	,762**	,789**	,757**	,724**	1			
Teamwork	8,044	2,020	,649**	,545**	,484**	,460**	,647**	1		
Job satisfaction	8,166	1,794	,651**	,723**	,660**	,721**	,795**	,533**	1	
Career development	7,388	2,298	,765**	,629**	,612**	,601**	,715**	,535**	,633**	1

Note: ** Correlation is significant at the 0.01 level (2-tailed), N=3594

Table 14. Correlation Matrix

Source: Author, 2019

In order to test the first hypothesis, correlation analysis was performed between the variables, leader facilitation and support, and job satisfaction. The average score for leader facilitation and support variable was 8.022, ($\sigma = 1,947$) which means that employees perceive a quite high level of leader facilitation and support on their daily work. Results of the Pearson correlation indicated that there was a significant and positive association between the variables, leader facilitation and support and job satisfaction, $r(3584) = .651, p < .01$. Implying, that the more leader facilitation and support is perceived as positive, the higher the levels of job satisfaction are produced among employees. This results point to the confirmation of the hypothesis 1.

H1: Leader facilitation and support increases employees' job satisfaction.

For the second hypothesis, correlation analysis was performed between the variables, organizational image and job satisfaction. The average score for organizational image variable was 7.789, ($\sigma = 1.806$), meaning that there is an overall perception of a good image within the group. There was a significant and positive association between the variables, organizational image and job satisfaction, $r(3558) = .723, p < .01$. Meaning,

that the more organizational image is perceived as positive, the higher levels of job satisfaction are produced among employees. This results point to the confirmation of the hypothesis 2.

H2: Organizational image increases employees' job satisfaction.

As for the third hypothesis, Pearson's correlation analysis was performed between the variables, service quality and commitment. The average score for service quality variable was 7.808, ($\sigma = 1.780$), meaning that there is an overall perception of high service quality standards within the group. There was a significant and positive association between the variables, service quality and commitment, $r(3575) = .580$, $p < .01$. Therefore, it can be concluded that the more service quality standards within the organization are perceived as positive, the higher the levels of commitment exist among the employees. This results point to the confirmation of the hypothesis 3.

H3: Service quality increases employees' commitment.

For the fourth hypothesis, correlation analysis was performed between the variables, spirit at work and commitment. The average score for spirit at work variable was 7.891, ($\sigma = 1.717$), meaning that there is a perception of a good spirit on the daily work of the employees. Significant and positive association is seen between the variables, spirit at work and commitment, $r(3587) = .724$, $p < .01$. Therefore, this study found that the more spirit at work is perceived as positive, the higher the levels of commitment exist among the employees. This results point to the confirmation of the hypothesis 4.

H4: Spirit at work increases employees' commitment.

In order to test the fifth hypothesis, correlation analysis was performed between the variables, teamwork and job satisfaction. The average score for teamwork variable was 8.044, ($\sigma = 1.202$), meaning that there is an overall perception of a good teamwork on the daily work of the employees. Significant and positive association is seen between the variables, teamwork and job satisfaction, $r(3578) = .533$, $p < .01$. Meaning, that the more teamwork is perceived as positive, the higher the levels of job satisfaction are produced among the employees. This results point to the confirmation of the hypothesis 5.

H5: Teamwork increases employees' job satisfaction.

To test the last and sixth hypothesis, correlation analysis was performed between the variables career development and commitment. The average score for career development variable was 7.388, ($\sigma = 2.28$), meaning that there is an overall good perception of career development in the job of the employees. Significant and positive association is seen between the variables, career development and commitment, $r(3536) = .601, p < .01$. Therefore, this study concluded that the more career development is perceived as positive, the higher the levels of commitment exist among employees. This results point to the confirmation of the hypothesis 6.

H6: Career development increases employees' commitment.

H1: Leader facilitation and support increases employees' job satisfaction	✓
H2: Organizational image increases employees' job satisfaction	✓
H3: Service quality increases employees' commitment	✓
H4: Spirit at work increases employees' commitment	✓
H5: Teamwork increases employees' job satisfaction	✓
H6: Career development increases employees' commitment	✓

Table 15. Hypothesis summary
Source: Author, 2019

3. Regressions

All the associations were highly correlated so in order to understand the explanatory value, regressions were made. Job satisfaction and commitment were regressed on the following predictor variables: Leader facilitation and support, organizational image, service quality, spirit at work, teamwork, career development, age and antiquity. Two models were designed, with individual characteristics of employees' job and socio-demographic variables as predictor/independent variables and job satisfaction and commitment as dependent variables. Additionally, two more models were designed, with organizational characteristics and socio-demographic variables as predictor/independent variables and job satisfaction and commitment as dependent variables. The main

objective of this regressions, was to define the optimal model in predicting organizational involvement variables, job satisfaction and commitment.

Before proceeding to the multiple linear regression analysis, it is necessary to verify some assumptions:

1. Assumption of the normal distribution of errors/residues: This assumption is verified by the visual analysis of a normal probability plot. When the residuals have normal distribution, the values represented in the graph are distributed more or less on the main diagonal (Marôco, 2011);
2. Assumption of the independence of errors/residues: This assumption is verified according to Durbin-Watson test. When the value $d \approx 2$, it can be concluded that there is no autocorrelation between errors (Marôco, 2011);
3. Assumption of the homoscedasticity of errors/residues: This assumption is verified by the visual analysis of a scatterplot. A distribution is assumed to be homoscedastic when the pattern of distribution of points against the line does not show a clear pattern (Hair Jr *et al.*, 2014);
4. Assumption of the absence of multicollinearity: This assumption is verified according to the VIF value in the coefficients table. If the value is < 10 the existence of multicollinearity is low (Hair Jr *et al.*, 2014).

After all the assumptions regarding the first model were analyzed and verified (Annex 11) the multiple regression model was performed. The first model, defined individual characteristics of employees' job (leader facilitation and support, spirit at work, teamwork and career development) and socio-demographic variables (age and antiquity) as predictor/independent variables and job satisfaction as dependent variable.

Model	β	Overall F	R^2_a
4 (Constant)		1604.013	.646
Spirit at work	.669**		
Career development	.104**		
Antiquity	.069**		
Leader facilitation and support	.063**		

Note: ** $p < .01$

Table 16. Stepwise regression analysis for job satisfaction with spirit at work, career development, antiquity and leader facilitation and support as predictor variables
Source: Author, 2019

According to table 16 (Annex 12), the linear regression results by the stepwise method, show that 64,6% of the total variability of job satisfaction is explained by the

model that has leader facilitation and support, spirit at work, career development and antiquity as predictor variables. So according to the linear regression analysis by the stepwise method, the independent variables, teamwork and age didn't contribute to the model. A significant regression model was found, $F(4,3516) = 1604.013$, $p < .01$. Additionally, the results show that spirit at work is the predictor variable that has the highest statistically significant impact in job satisfaction ($\beta = .669$; $p < .01$). As for the predictor variable, career development, the results show a statistically significant impact in job satisfaction as well ($\beta = .104$; $p < .01$). Antiquity, also has a statistically significant impact in job satisfaction ($\beta = .069$; $p < .01$). For the last predictor variable, leader facilitation and support a statistically significant impact was also found ($\beta = .063$; $p < .01$).

After all the assumptions regarding the second model were analyzed and verified (Annex 13) the multiple regression model was performed. The second model, defined individual/job related characteristics (leader facilitation and support, spirit at work, teamwork and career development) and socio-demographic variables (age and antiquity) as predictor/independent variables and commitment as dependent variable.

Model	β	Overall F	R^2_a
4 (Constant)		1028.07	.539
Spirit at work	.599**		
Career development	.148**		
Teamwork	-.051**		
Leader facilitation and support	.067**		

Note: ** $p < .01$

Table 17. Stepwise regression analysis for commitment with spirit at work, career development, teamwork and leader facilitation and support as predictor variables
Source: Author, 2019

According to table 17 (Annex 14), the linear regression results by the stepwise method, show that 53,9% of the total variability of commitment is explained by the model that has leader facilitation and support, spirit at work, teamwork and career development as predictor variables. So according to the linear regressions analysis by the stepwise method, the independent variables, age and antiquity didn't contribute to the model. A significant regression model was found, $F(4,3515) = 1028.07$, $p < .01$. Additionally, the results show that spirit at work is the predictor variable that has the highest statistically significant impact in commitment ($\beta = .599$; $p < .01$). As for the predictor variable career development, the results show a statistically significant impact in commitment ($\beta = .148$;

$p < .01$). Teamwork has a negative statistically significant impact in commitment ($\beta = -.051$; $p < .01$). For the last predictor variable, leader facilitation and support, a statistically significant impact was also found ($\beta = .067$; $p < .01$).

After all the assumptions regarding the third model were analyzed and verified (Annex 15) the multiple regression model was performed. The third model, defined organizational characteristics (organizational image and service quality) and socio-demographic variables (age and antiquity) as predictor/independent variables and job satisfaction as dependent variable.

Model	β	Overall F	R^2_a
3 (Constant)		1662.472	.584
Organizational image	.513**		
Service quality	.315**		
Antiquity	.055**		

Note: ** $p < .01$

Table 18. Stepwise regression analysis for job satisfaction with organizational image, service quality and antiquity as predictor variables

Source: Author, 2019

According to table 18 (Annex 16), the linear regression results by the stepwise method, show that 58,4% of the total variability of job satisfaction is explained by the model that has organizational image, service quality and antiquity as predictor variables. So according to the linear regressions analysis by the stepwise method, the independent variable, age didn't contribute to the model. A significant regression model was found, $F(3,3542) = 1662.472$, $p < .01$. Additionally, the results show that organizational image is the predictor variable that has the highest statistically significant impact in job satisfaction ($\beta = .513$; $p < .01$). For the predictor variable, service quality, a statistically significant impact in job satisfaction was also found ($\beta = .315$; $p < .01$). For the last predictor variable, antiquity, a statistically significant impact in job satisfaction was found ($\beta = .055$; $p < .01$).

After all the assumptions regarding the fourth model were analyzed and verified (Annex 17) the multiple regression model was performed. For the fourth and last model, organizational characteristics (organizational image and service quality) and socio-demographic variables (age and antiquity) were defined as predictor/independent variables and commitment as dependent variable.

Model	β	Overall F	R^2_a
2 (Constant)		1651.881	.482
Service quality	.515**		
Antiquity	.237**		

Note: ** $p < .01$

Table 19. Stepwise regression analysis for commitment with organizational image and service quality as predictor variables

Source: Author, 2019

According to table 19 (Annex 18), the linear regression results by the stepwise method, show that 48,2% of the total variability of commitment is explained by the model that has organizational image, and service quality predictor variables. So according to the linear regressions analysis by the stepwise method, the independent variables, organizational image and age didn't contribute to the model. A significant regression model was found, $F(2,3543) = 1651.881$, $p < .01$. Additionally, the results show that service quality is the predictor variable that has the highest statistically significant impact in commitment ($\beta = .515$; $p < .01$). For the last predictor variable, antiquity, a statistically significant impact in commitment was also found ($\beta = .237$; $p < .01$).

To conclude, the linear regressions results by the stepwise method, give us high explanatory values for job satisfaction and commitment. According to the first model, individual characteristics of employees' job (leader facilitation and support, spirit at work and career development) and antiquity as predictor variables, explain 64,6% of the total variability of job satisfaction. The second model, explains 53,9% of the total variability of commitment with leader facilitation and support, spirit at work, teamwork and career development as predictor variables. The third model, has organizational characteristics (organizational image and service quality) and antiquity as predictor variables, as they explain 58,4% of the total variability of job satisfaction. The fourth and last model, explains 48,2% of the total variability of commitment with service quality and antiquity as predictor variables.

To sum up, the strongest model for job satisfaction is the one with leader facilitation and support, spirit at work, career development and antiquity as predictor variables, as they explain 64,6% of the total variability of job satisfaction. As for commitment, the strongest model is the one that has leader facilitation and support, spirit at work,

teamwork and career development as predictor variables, as they explain 53,9% of the total variability of commitment.

Chapter 4 – Discussion of the results

In the last chapter, the results were presented for each of the hypothesis proposed on this study, as well as the comparison between models including individual characteristics and organizational characteristics as predictor variables in influencing employees' satisfaction and commitment towards their daily work. This chapter aims to synthesize the relationship between the results obtained and the objectives proposed for this study.

1. Leader facilitation and support, organizational image, teamwork and job satisfaction

The first dimension found in this study, leader facilitation and support, is in accordance with the dimension of “leader facilitation and support” found by, Jones and James (1979), Ryder and Southey (1990), Davidson et al. (2001) and Datta and Singh (2018), on their organizational climate dimension studies. Leader facilitation and support variable was defined in this study as individual characteristics, because the items that make up this variable are referred to the single perception that an individual has on his leader. Throughout this research, leader facilitation and support has been seen as a variable that affects organizational outcomes (Porter, 1997; Hutchison *et al.*, 1998; Jackson *et al.*, 2012; Cheung *et al.*, 2017). With this, the first research question proposed in Chapter 1, asked that if leader facilitation and support increases job satisfaction of the employees. The results from this study are in accordance with the first hypothesis, a significant and positive correlation between leader facilitation and job satisfaction was found within the organization that participated in this study, meaning that the employees in this organization perceive a positive facilitation and support from their leaders, that can be seen according to the high value of leader facilitation and support variable (8,022), which consequently increases their satisfaction towards their work. This results are supported by the literature, as studies found that the lack of action by the leader increases dissatisfaction among employees and that leaders who support and facilitate employees in their actions, increase job satisfaction among employees (Bass, 1999; Slemp *et al.*, 2018). One explanation for this results can be the constant development and training that this organization provides to their leaders, which aids them in dealing with several and constant situations on their daily work.

Also worth mentioning, that some authors found positive relationships between leader facilitation and support and organizational performance (Porter, 1997; Bass, 1999), which can be explained by the fact that leader facilitation and support increases job satisfaction. And according to Susanty and Miradipta (2013), job satisfaction increases organizational performance. However this relationship is only hypothetical and should be studied in future investigations.

As for organizational image, Zaman and Kakakhel (2014), state that the image of the organization can be built through the experience lived in the organization or through the opinions that individuals have of the organization, in the particular case of this organization, the image was built through the experience lived, as the items that are part of the variable organizational image only account for the experience lived by the employees and not the opinion that individuals have of the organization. The significant and positive relationship between organizational image and job satisfaction is supported by the literature, as Tuna et al. (2016), found out that in the hospitality industry a good organizational image was associated with higher levels of job satisfaction among the employees. Despite the fact that there was limited literature in providing evidences of a positive organizational image and job satisfaction, it is known that an individual prefer to work in an organization with a good image than in an organization with a poor image in the market (Irshad *et al.*, 2014). As the organization defined in this study is one of the biggest hotel groups in Portugal and situated in 13 countries and known across the world with rules and brands of the group well structured, these aspects can explain why it is seen by the employees as an organization with a positive image where individuals want to work, which consequently increases the levels of job satisfaction of the employees in this organization.

Even though, the relationship between organizational image and commitment was not the goal of the second hypothesis of this research study, according to the correlation matrix (Table 6), we can see a positive relationship between this two variables, which is in accordance with Irshad et al. (2014), and Tuna et al. (2016), who state that a good organizational image is a key aspect in an organization in order to commit employees.

Lastly, teamwork dimension found in this study is similar to the dimension of “Workgroup cooperation, friendliness and warmth” by Jones and James (1979), Ryder and Southey (1990), Davidson et al. (2001) and Datta and Singh (2018), on their organizational climate dimensions studies. Once again, this dimension was defined as individual characteristics because the items that make up this dimension reflect the

perception that each employee has on how the team of his or her department works. Significant and positive association is seen between the variables of teamwork and job satisfaction, who pointed to the confirmation of the fifth hypothesis that stated that teamwork increases job satisfaction. This conclusion is supported by the literature, in the particular case of the hospitality industry that states that teamwork increases job satisfaction among employees (Abdullah *et al.*, 2012). Additionally, several researchers with studies concluded across other organizations, also concluded that employees feel teamwork as sharing common goals and being part of the team, which consequently increases their levels of job satisfaction.

Although, Richards et al. (2012), in a study conducted in an hotel restaurant, concluded that employees see teamwork as a way of control which consequently develops stress, despite this we cannot take conclusions from this assumption as the study carried out in this organization includes not only hotel restaurants, but many other departments, so this assumption should be studied in future investigations targeting only hotels restaurants. Nevertheless, teamwork has been found to be the variable with the highest score (8,044) within the variables of individual characteristics and organizational characteristics, which reflects that employees perceive a high level of teamwork within their departments.

To conclude, this organization must keep on improving the development and training of its leaders, through monthly sessions conducted by an HR specialist that demonstrates the importance of a leader that works closely to its employees. In addition, leaders should be motivated to assign more team tasks, than individual tasks, given the benefits this brings to the satisfaction of employees. Also, team building, through monthly meetings, in a more convivial and less informal situation, with all employees, should be made to foster team spirit and improve the image of the organization.

2. Service quality, spirit at work, career development and commitment

Service quality is seen throughout this research, as a critical aspect in any hospitality organization, any organization that wants to be successful in this industry, must achieve a climate for service excellent (Schneider, 1994; Davidson, 2003). Just like the variable organizational image, service quality was defined as organizational characteristics and not an individual characteristics, because the items that make part of the service quality variable are referred to the quality offered by the group and not the individual.

Also, the perception that employees have on the standards of service quality of the organization is seen as having implications not only for the individual but also for the organization (Kaur *et al.*, 2012; Mansour & Mohanna, 2017). With this the third hypothesis presented in this study, stated that service quality increases employees commitment. A significant and positive correlation between service quality and commitment was found within the organization that participated in this study. The results from this study point to the confirmation of the third hypothesis. Where the results were also supported by the literature, Kaur *et al.* (2012), asserts in his research study that the promotion of a climate for service quality leads to a higher organizational commitment. The fact that the organization present in this study only has four and five star hotels, it is expected to have high standards of service quality, which can be seen by the value of the variable service quality (7,808). So according to this results, employees perceive high standards of service quality which in turn, results in a higher commitment. However, according to Mansour and Mohanna (2017) the high requirements of meeting the needs of service quality, leads to a higher stress among the employees, even though that his research study was carried out in French hotels, where the organization in this study is not present, this is a relationship that should be studied in future investigations. Also worth mentioning, that boundary employees, this is, the ones that are in direct contact with customers have a higher perception of the level of service quality offered to customers, where employees, such as the ones in the back office don't have the same perception (Gracia *et al.*, 2010). This can lead to different levels of commitment among the employees, however this differences are only hypothetical and should be studied in future investigations.

Spirit at work dimension found in this study is similar to the dimension of "Professional and organizational spirit" by Jones and James (1979), Davidson *et al.* (2001) and Datta and Singh (2018) on their organizational climate dimension studies. This dimension was defined as individual characteristics, because the items that make up this dimension are referred to the single perception that employees have of their work. The fourth research question presented in Chapter 1, asked if spirit at work increases employees commitment. The results from this study, seem to suggest yes, that the perception that employees have on spirit at work increases their commitment towards the organization. Literature supports this, stating that employees who feel they can express themselves, love their work and find a connection with their coworkers will lead to a higher commitment among them (Kinjerski & Skrpnek, 2004; Jurkiewicz & Giacalone,

2004; Loo, 2017). These results point to the conclusion that the employees within this organization, perceive a positive spirit at work, which consequently increases their commitment towards the organization. One factor that could have contributed to this results is the fact that this organization promotes a culture that leads employees to perceive a high spirit at work. This factor is in accordance with Kinjerski and Skrypnek (2004), who state that, spirit at work at an organizational level can be seen as an organizational culture that promotes certain aspects that leads to employees' to perceive a high spirit at work.

Nevertheless, Benitez et al. (2018), point to the fact that in the case of the hospitality industry, employees work in an environment of lots of pressure which consequently is more conducive to conflict. Where Shweta and Jha (2010), state that conflicts at higher levels lead to a lower organizational commitment. Therefore, it is crucial that this organization continues to promote a culture that leads its employees to perceive a high level of spirit at work.

At last, career development is seen throughout this work as having implications not only for the individual but also for the organization, namely increasing their commitment and consequently linked to a higher organizational performance and lower turnover (Gachunga & Wamoto, 2012). With this, the sixth and last hypothesis proposed in Chapter I, asked if career development increases employees commitment towards the organization. The results from this study confirm the sixth hypothesis, a significant and positive correlation was found between the variables of career development and commitment, meaning that the perception of career development in their careers increases their commitment within the organization that participated in this study. This results are supported by several researchers, as studies found that career growth opportunities, signals an organization's trustworthiness in his employees and increases employees perception of organizational support for development, which in turn, leads to employees to commit to the organization and to perform more and better (Aryee & Chen, 2004; Kraimer *et al.*, 2011). Despite the fact, that career development is part of the individual characteristics, because the items that make up this variable are referred to the perception that employees have of career development opportunities in their job. McDonald and Hite (2005), point to the fact that career development is a process that involves not only the organization, in the perspective that the organization must provide support and opportunities to their employees, but also the individual, in the perspective that individuals plan their careers. Therefore, there must be a combination of both aspects,

organizational opportunities and willingness on the part of the employees in order to develop and progress their careers.

Even though, career development variable has been found to have the lowest value (7,388) across the variables within this study, this value still represents that employees perceive a positive career development in their careers. According to Choy (1995), temporary work represents a portion of the hospitality industry, that can explain the lowest score for career development variable, because it can lead employees to have no career development aspirations in this organization, yet, this relationship is only hypothetical and should be studied in future investigations.

In conclusion, this organization must keep on showing the importance of high quality standards to its employees, by adding signs in employees areas that contain the high standards of the organization. Also, by offering quality training monthly courses to boundary employees, signs that the organization is investing in the development of the career of its employees. Additionally, when hiring, this organization should look internally for job positions rather than externally, when possible, as this signs that the organizations trusts and looks to develop internal employees. Efforts must also be made to prevent conflicts at work and to develop a culture that fosters spirit at work, by holding weekly team meetings, where employees can express themselves, what went well and what could have gone better.

3. Best models predicting job satisfaction and commitment

After presenting the results on Chapter 3, it was found that the best model predicting job satisfaction, was the one with individual characteristics of employees' job (leader facilitation and support, spirit at work and career development) and the antiquity as predictor variables, as they had a positive impact on job satisfaction, explaining 64,6% of its variance. Positive relationships were found between all the variables and job satisfaction, meaning that an increase in these variables causes an increase in employees' job satisfaction. Spirit at work, is seen as the predictor variable with the highest positive statistically impact on job satisfaction. Koc and Bozkurt (2017) state that hotel employees tend to be happier with their job at the beginning of their careers, but as the time passes they tend to dislike their job. This statement is not in accordance with the findings of the multiple regression model that shows as the antiquity of employees' increases within this organization, their job satisfaction seem to increase as well. Even though, it was found in this study that teamwork increases job satisfaction, it seems that teamwork doesn't have

a statistically significant impact in job satisfaction, when individual characteristics of employees' job were defined as predictor variables for job satisfaction.

As for the best model for commitment, the conclusion were that individual characteristics of employees' job (leader facilitation and support, spirit at work, teamwork and career development) were the variables that best predicted commitment, as they explained 53,9% of its variance. Positive relationships were found between variables of leader facilitation and support, spirit at work and career development, and commitment meaning that an increase in these variables causes an increase in employees' commitment. As for the variable teamwork, a negative relationship was found, meaning that in this model, and increase in teamwork decreases employees commitment. Once again, spirit at work, was defined as the predictor variable with the highest statistically impact in commitment.

Efforts should be done in improving individuals' characteristics of employees' job in order to get better results in increasing the levels of job satisfaction and commitment among employees, despite this, when individual characteristics of employees' job are defined as whole in order to improve job satisfaction and commitment, efforts in improving teamwork among employees should be dropped.

Chapter 5 – Final considerations

Conclusion

This research allowed to confirm that dimensions of the organizational climate, such as the positive perception that employees have on leader facilitation and support, organizational image, and teamwork increase job satisfaction among employees. Additionally, dimensions of the climate, such as the positive perception on service quality, spirit at work and career development increase employees commitment towards the organization.

Furthermore, this research allowed to understand that organizations in the hospitality industry should put more effort on improving the individual characteristics of employees' job (leader facilitation and support, spirit at work and career development) in order to get better results of satisfaction and commitment among employees, with a special attention in creating and developing a culture that enhances spirit at work among employees. Although, efforts on developing positive perceptions on organizational characteristics (organizational image and service quality) should be done too, as it was found the impact that they have on job satisfaction and commitment as well.

Thus, there are reasons in this study for organizations in the hospitality industry to create and develop a work environment, that enhances job satisfaction and employees commitment, as it is known, the benefits that the more satisfied and committed employees are with their organization, namely on the organizational performance, which is the ultimate goal in any organization in the hospitality industry.

Limitations

The present study has some limitations that should be considered in future investigations. The first limitation concerns the place of application of the questionnaire, the fact that it was completed during work time, implying the presence of colleagues and managers in the same place. As such, the employees may have indirectly felt some pressure to respond in a more socially acceptable way.

Another limitation of this study is the fact that the response date was not the same for every employee, which may imply different perceptions of the climate due to any particular organizational situation.

Additionally, the fact that the organization in this study is present in several countries it can lead to different perceptions of the climate due to the geographical location of the employees.

Finally, the instrument used on this study was built due to an organizational request for organizational purposes by the researcher and the human resources team, so it wasn't used a standardized instrument made by specialists.

Practical Applications

This research serves as reference to the hospitality industry world, to encourage the cultivation of a positive organizational climate, based on the following general conclusions: 1) leader's facilitation and support increases employees job satisfaction; 2) organizational image increases employees job satisfaction; 3) service quality increases employees commitment; 4) spirit at work increases employees commitment; 5) teamwork increases employees job satisfaction; 6) career development increases employees commitment.

With this, the human resources management team, should do constant measures of the climate in order to understand the implications that the dimensions of the climate have on employees' satisfaction and commitment towards their job. It was found that perceptions of a positive leader facilitation and support, organizational image and teamwork increase the levels of job satisfaction among employees. Therefore, organizations should look for actions and training of their leaders, in order to promote a facilitating and supportive behavior. Actions should also be made in developing a better organizational image and in promoting teamwork among employees.

Additionally, positive perceptions on service quality, spirit at work and career development have been linked to an increase in employees' commitment. Thereby, organizations must be able to create and develop a culture that enhances spirit at work, promotes the career of their employees and show the importance of high service quality standards to its employees.

With that said, if an organization diagnoses its climate as negative, it should look for actions and training that guide employees for attitudes and behaviors more focused on positive climate, perceived as a source of well-being and unity among employees.

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Annexes**Annex 1 – Sample descriptive analysis**

Gender				
	Frequency	Percentage	Valid percentage	Cumulative percentage
Female	1 509	42%	42%	42%
Male	2 085	58%	58%	100%
Total	3 594	100%	100%	

Age				
	Frequency	Percentage	Valid percentage	Cumulative percentage
<25	503	14%	14%	14%
26-35	1 078	30%	30%	44%
36-45	934	26%	26%	70%
46-55	683	19%	19%	89%
>55	395	11%	11%	100%
Total	3 593	100%	100%	

Antiquity				
	Frequency	Percentage	Valid percentage	Cumulative percentage
0-3	1 222	34%	34%	34%
4-10	1 006	28%	28%	62%
11-20	791	22%	22%	84%
>20	575	16%	16%	100%
Total	3 594	100%	100%	

Annex 2 – Organizational Climate Questionnaire

Questionnaire

This questionnaire was built for all employees within the organization, with the goal to evaluate the organizational climate in Group x.

The results obtained, will be used by the Human Resources Department and will be disclosed across all organization.

Anonymity is ensured, so please don't put your identification or sign anywhere in this Questionnaire. The answers must represent your own opinion, so there isn't correct or incorrect answers, so you should answer sincerely and spontaneously.

Thank you in advance, for your participation.

Personal Data

Gendar	<input type="checkbox"/>	Male	Age	<input type="checkbox"/>	16-25
	<input type="checkbox"/>	Female		<input type="checkbox"/>	26-35
Antiquity	<input type="checkbox"/>	0-3	<input type="checkbox"/>	36-45	
	<input type="checkbox"/>	4-10	<input type="checkbox"/>	46-55	
	<input type="checkbox"/>	11-20	<input type="checkbox"/>	>55	
	<input type="checkbox"/>	>20			
	<input type="checkbox"/>				

Questions

	1	2	3	4	5	6	7	8	9	10	N/A
	Total disagrees					Total agrees					
1 I consider Group X innovative in the services provided to its customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 I would recommend to a friend, Group X as good place to work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3 New employees are welcomed and effectively integrated into teams and in Group X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4 I feel that Group X has a strategy adapted to the new challenges of the sector	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5 I have a good relationship with my manager	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6 My manager encourages my professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7 Everyone in Group X has a clear customer orientation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8 I am proud to work in Group X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9 I have confidence in the future of Group X	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10 We have a good environment in my team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11 I have autonomy to do my work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12 My manager tries to understand my difficulties and support me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13 My manager facilitates that I attend training courses	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14 Group X is concerned with the quality in services provided to the customers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15 I feel motivated with the work I do	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16 I feel that I am respected in my daily life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17 In my team there is a good spirit of collaboration between all	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	1	2	3	4	5	6	7	8	9	10	N/A
	Total disagrees					Total agrees					
18 It is easy to contact and dialogue with my manager											
19 In general, managers involve employees in decisions that relate to their areas											
20 Group X provides me with the training I need and values me professionally											
21 Managers are receptive to new ideas and new working methods											
22 In general, Group X effectively solves Customer complaints											
23 I prefer to work in Group X than in another organization, under the same conditions											
24 In general, there is adequate communication in Group X that reaches all employees											
25 In Group X, everyone is treated with respect, regardless of age, race, gender or educational level											
26 In general, managers recognize well done job and the effort of each one											
27 My manager keeps me informed about decisions that impact my activity											
28 I feel that I have possibilities to grow in my career in Group X											
29 Whenever I can, I recommend Group X hotels and inns as very good hotel units											
30 I am committed to the success of Group X											
31 In general, employees receive a salary and have benefits appropriate to their role											
32 I have working conditions (space, equipment, technology, hygiene and safety) necessary to perform my work											
33 Managers support employees even when something goes wrong											
34 There is openness on the part of my manager to adjust my schedule on a timely basis for family reasons											
35 In general, promotions in Group X are fair											
36 I identify the different brands as part of Group X											
37 I feel that what I do is important and has a special meaning for me											
38 In Group X we have better perks than in other hotel groups											
39 In my team we celebrate the successes											
40 There is openness in Group X so that everyone can express their ideas and suggestions											
41 I trust my manager											
42 I know my manager assessment of my performance											
43 The reorganization of the brands within Group X was well understood by all											
44 In general, I feel fulfilled with what I do in Group X											
45 At this moment, I consider leaving Group X											
46 In general, there is a good spirit of collaboration between the various departments /units of Group X											
47 My manager is interested in me as a person											
48 I feel in my daily life that I am part of Group X											
49 In general, I can reconcile my work with my personal life											
50 In general, I feel satisfied in Group X											

Thank you for your participation!

Annex 3 – Factor Analysis of the instrument

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12,055	24,11	24,11	12,055	24,11	24,11	4,636	9,273	9,273
2	2,768	5,537	29,647	2,768	5,537	29,647	2,776	5,553	14,826
3	2,273	4,545	34,193	2,273	4,545	34,193	2,652	5,304	20,13
4	1,73	3,461	37,653	1,73	3,461	37,653	2,428	4,855	24,985
5	1,589	3,178	40,832	1,589	3,178	40,832	2,36	4,72	29,704
6	1,341	2,682	43,514	1,341	2,682	43,514	2,177	4,354	34,059
7	1,309	2,618	46,132	1,309	2,618	46,132	2,16	4,32	38,379
8	1,107	2,214	48,346	1,107	2,214	48,346	2,046	4,092	42,471
9	1,073	2,145	50,492	1,073	2,145	50,492	2,038	4,076	46,546
10	1,064	2,128	52,62	1,064	2,128	52,62	1,959	3,919	50,465
11	1,027	2,054	54,674	1,027	2,054	54,674	1,807	3,615	54,08
12	1,011	2,022	56,696	1,011	2,022	56,696	1,308	2,616	56,696
13	0,952	1,905	58,601						
14	0,895	1,791	60,392						
15	0,868	1,736	62,127						
16	0,847	1,695	63,822						
17	0,803	1,605	65,427						
18	0,794	1,588	67,016						
19	0,763	1,527	68,542						
20	0,749	1,498	70,041						
21	0,729	1,459	71,499						
22	0,724	1,448	72,947						
23	0,688	1,375	74,322						
24	0,671	1,341	75,663						
25	0,645	1,29	76,953						
26	0,63	1,26	78,213						
27	0,608	1,215	79,429						
28	0,603	1,206	80,635						
29	0,601	1,201	81,836						
30	0,581	1,163	82,999						
31	0,568	1,137	84,136						
32	0,564	1,128	85,263						
33	0,553	1,106	86,37						
34	0,532	1,063	87,433						
35	0,529	1,058	88,492						
36	0,49	0,98	89,472						
37	0,463	0,925	90,397						
38	0,451	0,903	91,3						
39	0,445	0,889	92,189						
40	0,43	0,86	93,049						
41	0,419	0,837	93,886						
42	0,408	0,817	94,703						
43	0,405	0,811	95,514						
44	0,382	0,763	96,277						
45	0,365	0,729	97,006						
46	0,355	0,71	97,717						
47	0,316	0,631	98,348						
48	0,293	0,587	98,934						
49	0,269	0,539	99,473						
50	0,263	0,527	100						

Extraction Method: Principal Component Analysis.

Organizational Climate in an upscale hotel group

Rotated Component Matrix^a

	Component											
	1	2	3	4	5	6	7	8	9	10	11	12
Q41. I trust my manager	0,705	0,012	0,022	0,165	0,026	0,059	0,063	0,068	0,092	0,137	0,011	0,016
Q18. It is easy to contact and dialogue with my manager	0,688	0,027	0,036	0,095	0,213	0,202	0,145	0,167	-0,017	0,045	0,121	-0,072
Q12. My manager tries to understand my difficulties and support me	0,672	0,005	0,07	0,073	0,067	-0,01	0,321	0,089	0,085	0,106	0,248	0,011
Q5. I have a good relationship with my manager	0,658	0,028	0,11	0,078	0,129	0,18	0,213	0,283	-0,043	-0,028	0,034	-0,027
Q6. My manager encourages my professional	0,58	0,036	0,122	0,052	-0,026	0,053	0,144	0,181	0,031	0,014	0,412	-0,061
Q27. My manager keeps me informed about decisions that impact my activity	0,569	0,005	0,06	0,16	0,084	0,418	0,032	0,143	0,026	-0,032	0,067	-0,049
Q34. There is openness on the part of my manager to adjust my schedule on a timely basis for family reasons	0,566	0,11	0,132	0,205	0,117	0,106	0,025	-0,048	0,08	0,013	-0,112	0,079
Q47. My manager is interested in me as a person	0,546	0,169	0,07	-0,009	0,085	0,045	-0,07	-0,016	0,25	0,17	0,091	0,156
Q42. I know my manager assessment of my performance	0,479	0,18	0,107	-0,099	0,099	-0,053	0,055	-0,032	0,255	0,117	0,157	0,143
Q33. Managers support employees even when something goes wrong	0,458	0,121	0,056	0,398	-0,044	0,302	0,062	0,001	-0,037	0,102	0,028	0,127
Q36. I identify the different brands as part of Group X	0,061	0,761	0,061	0,099	0,102	0,031	-0,044	-0,011	0,052	0,072	0,023	-0,061
Q43. The reorganization of the brands within Group X was well understood by all	0,063	0,737	0,165	0,051	0,003	-0,009	0,037	-0,026	0,152	0,038	0,129	-0,007
Q29. Whenever I can, I recommend Group X hotels and inns as very good hotel units	0,077	0,617	0,116	0,237	0,226	0,021	-0,025	0,142	-0,074	0,005	-0,118	-0,01
Q39. In my team we celebrate the successes	0,154	0,538	-0,04	0,029	0,016	0,102	0,311	-0,019	0,076	0,149	0,029	0,06
Q38. In Group X we have better perks than in other hotel groups	0,008	0,498	0,032	0,007	-0,211	0,091	0,026	0,21	0,148	0,037	0,16	0,292
Q35. In general, promotions in Group X are fair	0,037	0,477	0,2	0,039	-0,081	0,145	-0,007	0	0,165	0,023	0,363	0,199
Q14. Group X is concerned with the quality in services provided to the customers orientation	0,127	0,048	0,775	0,072	0,124	-0,021	0,155	0,042	0,018	0,103	0,078	0,073
Q1. I consider Group X innovative in the services provided to its customers	0,142	0,09	0,637	0,078	0,227	0,182	-0,015	0,228	0,165	-0,048	-0,028	-0,017
Q22. In general, Group X effectively solves Customer complaints	0,068	0,243	0,573	0,173	-0,117	0,167	0,046	-0,124	-0,026	0,124	0,124	0,13
Q30. I am committed to the success of Group X	0,151	0,251	0,175	0,605	0,147	-0,022	0,01	0,082	0,04	0,072	0,027	-0,011
Q28. I feel that I have possibilities to grow in my career in Group X	0,116	0,063	0,079	0,529	0,025	0,057	0,021	0,046	0,246	0,051	0,283	0,077
Q32. I have working conditions (space, equipment, technology, hygiene and safety) necessary to perform my work	0,204	0,09	0,051	0,482	0,348	0,139	0,367	0,072	0,078	0,039	-0,032	0,146
Q25. In Group X, everyone is treated with respect, regardless of age, race, gender or educational level	0,186	0,105	0,063	0,436	0,339	0,205	0,095	0,19	0,274	0,029	0,072	0,002
Q16. I feel that I am respected in my daily life	0,245	0,033	0,092	0,183	0,575	0,092	0,3	0,231	0,08	0,109	0,123	-0,033
Q49. In general, I can reconcile my work with my personal life	0,171	0,021	0,036	0,188	0,494	-0,012	0,105	0,151	0,123	0,294	-0,019	0,206
Q11. I have autonomy to do my work	0,01	0,082	0,155	0,022	0,491	0,347	0,192	-0,052	-0,089	0,296	0,178	-0,058
Q48. I feel in my daily life that I am part of Group X	0,242	0,129	0,047	0,014	0,485	-0,069	0,041	0,106	0,335	0,27	0,031	0,173
Q15. I feel motivated with the work I do	0,241	0,03	0,076	0,219	0,457	0,063	0,227	0,352	-0,014	0,255	0,2	-0,014
Q21. Managers are receptive to new ideas and new working methods	0,268	0,116	0,011	-0,004	-0,014	0,645	0,031	-0,012	0,145	0,194	0,092	0,11
Q26. In general, managers recognize well done job and the effort of each one	0,315	0,037	0,059	0,482	0,022	0,516	0,063	0,058	0,044	0,166	0,019	-0,006
Q19. In general, managers involve employees in decisions that relate to their areas	0,248	0,093	0,137	0,227	0,093	0,476	0,126	-0,08	0,112	0,068	0,234	-0,011
Q3. New employees are welcomed and effectively integrated into teams and in Group X	0,14	0,001	0,29	0,144	0,263	0,473	0,202	0,217	0,283	-0,038	0,005	0,032
Q10. We have a good environment in my team	0,162	0,056	0,062	0,057	0,125	0,076	0,738	0,169	0,072	0,078	0,042	-0,029
Q17. In my team there is a good spirit of collaboration between all	0,228	0,016	0,12	0,01	0,195	0,049	0,707	0,07	0,103	0,045	0,049	0,005
Q8. I am proud to work in Group X	0,207	0,046	0,114	0,098	0,104	-0,023	0,122	0,727	-0,026	0,265	0,044	0,031
Q9. I have confidence in the future of Group X	0,177	0,06	0,127	0,057	0,184	0,015	0,125	0,647	0,199	0,164	0,05	-0,027
Q2. I would recomend to a friend, Group X as good place to work	0,139	0,051	0,289	0,139	0,282	0,213	0,245	0,371	0,106	-0,052	-0,126	0,157
Q40. There is openness in Group X so that everyone can express their ideas and suggestions	0,168	0,261	0,064	0,117	0,094	0,159	0,117	0,111	0,609	-0,052	0,044	0,045
Q46. In general, there is a good spirit of collaboration between the various departments /units of Group X	0,115	0,051	0,127	0,203	0,029	0,045	0,143	-0,018	0,57	0,288	0,091	0,02
Q24. In general, there is adequate communication in Group X that reaches all employees	0,094	0,086	0,139	0,407	0,148	0,184	-0,045	0,105	0,44	0,197	0,058	-0,006
Q4. I feel that Group X has a strategy adapted to the new challenges of the sector	0,044	0,152	0,384	-0,07	0,267	0,368	0,03	0,173	0,397	-0,101	0,143	-0,047
Q31. In general, employees receive a salary and have benefits appropriate to their role	0,067	0,07	0,112	0,34	-0,179	0,113	0,368	0,068	0,381	0,208	0,102	0,122
Q50. In general, I feel satisfied in Group X	0,195	0,004	0,016	0,252	0,242	0,004	-0,068	0,244	0,126	0,633	0,053	0,128
Q44. In general, I feel fulfilled with what I do in Group X	0,1	0,102	0,165	0,051	0,145	0,134	0,012	0,153	0,187	0,594	-0,054	-0,026
Q37. I feel that what I do is important and has a special meaning for me	0,084	0,169	0,089	0,021	0,098	0,136	0,316	0,092	-0,019	0,578	0,01	0,012
Q13. My manager facilitates that I attend training courses	0,307	0,157	0,023	-0,007	0,09	0,096	0,032	0,01	-0,015	-0,027	0,704	0,022
Q20. Group X provides me with the training I need and values me professionally	0,094	0,059	0,181	0,266	0,111	0,114	0,059	0,065	0,186	0,027	0,674	0,061
Q45. At this moment, I consider leaving Group X	0,118	0,021	0,068	0,027	0,171	-0,049	-0,035	-0,106	0,025	0,002	-0,01	0,765
Q23. I prefer to work in Group X than in another organization, under the same conditions	-0,062	0,128	0,058	0,138	-0,101	0,232	0,088	0,327	0,051	0,108	0,15	0,549

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.^a
 a. Rotation converged in 17 iterations.

Annex 4 – Variables descriptive statistics

Descriptive Statistics					
	N	Minimum	Maximum	Mean	Std. Deviation
Leader facilitation and support	3586	1	10	8,022	1,947
Organizational image	3560	1	10	7,789	1,806
Service quality	3576	1	10	7,808	1,780
Commitment	3585	1	10	7,746	1,833
Spirit at work	3589	1	10	7,891	1,717
Teamwork	3580	1	10	8,044	2,020
Job satisfaction	3585	1	10	8,166	1,794
Career development	3538	1	10	7,388	2,298
Valid N (listwise)	3482				

Annex 5 – Reliability analysis by the Cronbach's Alpha

Leader facilitation and support Cronbach's Alpha (Component 1)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,831	0,851	8

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5. I have a good relationship with my manager	-78,82	427808,996	0,65	0,482	0,803
Q6. My manager encourages my professional development	-66,88	401385,023	0,557	0,376	0,811
Q12. My manager tries to understand my difficulties and support me	-75,97	417127,681	0,658	0,474	0,8
Q18. It is easy to contact and dialogue with my manager	-78,35	422523,319	0,682	0,531	0,8
Q27. My manager keeps me informed about decisions that impact my activity	-75,27	426282,989	0,574	0,351	0,81
Q34. There is openness on the part of my manager to adjust my schedule on a timely basis for family reasons	-68,86	419229,44	0,474	0,244	0,823
Q41. I trust my manager	-73,07	413077,078	0,602	0,372	0,805
Q47. My manager is interested in me as a person	-50,83	381474,01	0,46	0,215	0,839

Organizational Image Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,69	0,693	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q36. I identify the different brands as part of Group X	-152,06	259396,763	0,576	0,352	0,553
Q43. The reorganization of the brands within Group X was well understood by all	-142,08	253206,968	0,553	0,33	0,575
Q29. Whenever I can, I recommend Group X hotels and inns as very good hotel units	-204,62	371568,763	0,437	0,199	0,654
Q39. In my team we celebrate the successes	-204,21	384357,444	0,382	0,153	0,68

Service Quality Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,689	0,739	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q14. Group X is concerned with the quality in services provided to the customers	-51,86	118627,717	0,598	0,38	0,575
Q7. Everyone in Group X has a clear customer orientation	-45,89	110426,593	0,548	0,36	0,581
Q1. I consider Group X innovative in the services provided to its customers	-52,28	128359,369	0,48	0,284	0,636
Q22. In general, Group X effectively solves Customer complaints	-19,2	82897,39	0,425	0,195	0,735

Commitment Cronbach's Alpha (Component 4)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,435	0,439	2

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q30. I am committed to the success of Group X	-22,24	28726,817	0,281	0,079	.
Q28. I feel that I have possibilities to grow in my career in Group X	-13,21	21567,586	0,281	0,079	.

Leader facilitation and support Cronbach's Alpha (Component 6)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,507	0,521	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q21. Managers are receptive to new ideas and new working methods	-4,15	11711,564	0,352	0,124	.
Q26. In general, managers recognize well done job and the effort of each one	-12,83	20173,636	0,352	0,124	.

Teamwork Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,68	0,68	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q10. We have a good environment in my team	0,07	7844,237	0,515	0,266	.
Q17. In my team there is a good spirit of collaboration between all	0,89	7291,775	0,515	0,266	.

Spirit at work Cronbach's Alpha (Component 8)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,689	0,705	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q8. I am proud to work in Group X	-1,48	10074,415	0,544	0,296	.
Q9. I have confidence in the future of Group X	2,62	5901,984	0,544	0,296	.

Spirit at work Cronbach's Alpha (Component 9)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,469	0,474	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q40. There is openness in Group X so that everyone can express their ideas and suggestions	-11,91	18800,928	0,31	0,096	.
Q46. In general, there is a good spirit of collaboration between the various departments /units of Group X	-19,19	25796,765	0,31	0,096	.

Job satisfaction Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,607	0,608	3

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q50. In general, I feel satisfied in Group X	-4,41	27000,314	0,458	0,212	0,447
Q44. In general, I feel fulfilled with what I do in Group X	-2,21	24814,956	0,431	0,194	0,489
Q37. I feel that what I do is important and has a special meaning for me	-6	30597,362	0,365	0,135	0,576

Career development Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,579	0,596	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q13. My manager facilitates that I attend training courses	-19,26	25793,201	0,424	0,18	.
Q20. Group X provides me with the training I need and values me professionally	-39,85	45694,803	0,424	0,18	.

Commitment Cronbach's Alpha (Component 12)

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,231	0,271	2

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q23. I prefer to work in Group X than in another organization, under the same conditions	-161,32	140951,827	0,157	0,025	.
Q45. At this moment, I consider leaving Group X	-33,63	40323,654	0,157	0,025	.

Annex 6 – Reliability Analysis by the Cronbach's Alpha in new components**Leader facilitation and support Cronbach's Alpha**

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,84	0,856	10

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q5. I have a good relationship with my manager	-95,8	606902,954	0,642	0,483	0,819
Q6. My manager encourages my professional development	-83,86	577790,616	0,546	0,381	0,825
Q12. My manager tries to understand my difficulties and support me	-92,96	596893,512	0,635	0,478	0,818
Q18. It is easy to contact and dialogue with my manager	-95,34	599379,711	0,682	0,535	0,816
Q27. My manager keeps me informed about decisions that impact my activity	-92,25	599358,598	0,604	0,403	0,82
Q21. Managers are receptive to new ideas and new working methods	-85,3	612898,572	0,401	0,191	0,839
Q26. In general, managers recognize well done job and the effort of each one	-93,98	626009,712	0,494	0,303	0,83
Q34. There is openness on the part of my manager to adjust my schedule on a timely basis for family reasons	-85,84	594917,066	0,484	0,256	0,831
Q41. I trust my manager	-90,05	587420,363	0,61	0,384	0,819
Q47. My manager is interested in me as a person	-67,81	552631,124	0,465	0,22	0,842

Commitment Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
0,356	0,44	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q23. I prefer to work in Group X than in another organization, under the same conditions	-196,77	230678,102	0,233	0,06	0,256
Q28. I feel that I have possibilities to grow in my career in Group X	-208,16	247826,462	0,233	0,099	0,272
Q30. I am committed to the success of Group X	-217,2	259020,405	0,236	0,096	0,284
Q45. At this moment, I consider leaving Group X	-69,08	125834,312	0,184	0,035	0,42

Spirit at work Cronbach's Alpha

Reliability Statistics

Cronbach's Alpha		
Cronbach's Alpha	Based on Standardized Items	N of Items
0,622	0,678	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
Q8. I am proud to work in Group X	-29,82	104439,86	0,42	0,317	0,567
Q9. I have confidence in the future of Group X	-25,72	92790,325	0,463	0,367	0,531
Q16. I feel that I am respected in my daily life	-29,96	104968,789	0,441	0,232	0,564
Q40. There is openness in Group X so that everyone can express their ideas and suggestions	-8,01	74748,683	0,349	0,132	0,618
Q46. In general, there is a good spirit of collaboration between the various departments /units of Group X	-15,29	82553,389	0,379	0,151	0,572

Annex 7 – T-test for gender

		Independent Samples Test									
		Levene's Test for Equality of Variances				t-test for Equality of Means					
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference		
										Lower	Upper
Leader facilitation and support	Equal variances assumed	0,243	0,622	-0,457	3584	0,648	-0,030	0,066	-0,159	0,099	
	Equal variances not assumed			-0,455	3147,04	0,649	-0,030	0,066	-0,160	0,100	
Organizational image	Equal variances assumed	0,097	0,756	-1,494	3558	0,135	-0,092	0,061	-0,212	0,029	
	Equal variances not assumed			-1,495	3189,45	0,135	-0,092	0,061	-0,212	0,029	
Service quality	Equal variances assumed	0,419	0,517	0,942	3574	0,346	0,057	0,060	-0,062	0,175	
	Equal variances not assumed			0,937	3126,43	0,349	0,057	0,061	-0,062	0,176	
Commitment	Equal variances assumed	0,18	0,671	0,215	3583	0,83	0,013	0,062	-0,108	0,135	
	Equal variances not assumed			0,215	3180,72	0,83	0,013	0,062	-0,109	0,135	
Spirit at work	Equal variances assumed	0,005	0,941	0,288	3587	0,773	0,017	0,058	-0,097	0,131	
	Equal variances not assumed			0,288	3201,41	0,773	0,017	0,058	-0,097	0,131	
Teamwork	Equal variances assumed	0,432	0,511	1,222	3578	0,222	0,084	0,068	-0,051	0,218	
	Equal variances not assumed			1,221	3199,23	0,222	0,084	0,069	-0,051	0,218	
Job satisfaction	Equal variances assumed	0,307	0,58	-0,637	3583	0,524	-0,039	0,061	-0,158	0,081	
	Equal variances not assumed			-0,638	3225,48	0,523	-0,039	0,061	-0,158	0,080	
Career development	Equal variances assumed	0,001	0,975	-0,539	3536	0,59	-0,042	0,078	-0,196	0,111	
	Equal variances not assumed			-0,539	3145	0,59	-0,042	0,079	-0,196	0,112	

Annex 8 – ANOVA test for antiquity

Test of Homogeneity of Variances					
		Levene Statistic	df1	df2	Sig.
Leader facilitation and support	Based on Mean	3,616	5	3580	0,003
	Based on Median	2,219	5	3580	0,05
	Based on Median and with adjusted df	2,219	5	3523,7	0,05
	Based on trimmed mean	3,083	5	3580	0,009
Organizational image	Based on Mean	6,826	5	3554	0
	Based on Median	5,768	5	3554	0
	Based on Median and with adjusted df	5,768	5	3449,4	0
	Based on trimmed mean	6,221	5	3554	0
Service quality	Based on Mean	5,275	5	3570	0
	Based on Median	4,734	5	3570	0
	Based on Median and with adjusted df	4,734	5	3532,1	0
	Based on trimmed mean	5,09	5	3570	0
Commitment	Based on Mean	6,11	5	3579	0
	Based on Median	5,033	5	3579	0
	Based on Median and with adjusted df	5,033	5	3471,1	0
	Based on trimmed mean	5,467	5	3579	0
Spirit at work	Based on Mean	4,779	5	3583	0
	Based on Median	3,62	5	3583	0,003
	Based on Median and with adjusted df	3,62	5	3512	0,003
	Based on trimmed mean	4,248	5	3583	0,001
Teamwork	Based on Mean	3,48	5	3574	0,004
	Based on Median	3,283	5	3574	0,006
	Based on Median and with adjusted df	3,283	5	3529	0,006
	Based on trimmed mean	3,259	5	3574	0,006
Job satisfaction	Based on Mean	7,463	5	3579	0
	Based on Median	6,135	5	3579	0
	Based on Median and with adjusted df	6,135	5	3509,5	0
	Based on trimmed mean	7,15	5	3579	0
Career development	Based on Mean	10,529	5	3532	0
	Based on Median	7,762	5	3532	0
	Based on Median and with adjusted df	7,762	5	3456,2	0
	Based on trimmed mean	10,254	5	3532	0

Robust Tests of Equality of Means

		Statistica	df1	df2	Sig.
Leader facilitation and support	Brown-Forsythe	2,908	5	3309,045	0,013
Organizational image	Brown-Forsythe	2,517	5	3183,402	0,028
Service quality	Brown-Forsythe	5,998	5	3161,35	0
Commitment	Brown-Forsythe	2,735	5	3265,761	0,018
Spirit at work	Brown-Forsythe	3,86	5	3264,278	0,002
Teamwork	Brown-Forsythe	2,098	5	3254,557	0,063
Job satisfaction	Brown-Forsythe	9,312	5	3219,061	0
Career development	Brown-Forsythe	7,176	5	3023,148	0

Multiple Comparisons

Tukey HSD

Dependent Variable	Antigüedad (I)	Antigüedad (J)	Mean Diferencia (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Leader facilitation and support	<1	1-3	0,105	0,111	0,935	-0,212	0,422
		3-5	0,267	0,130	0,311	-0,103	0,638
		5-10	0,268	0,113	0,165	-0,054	0,589
		10-20	0,290	0,107	0,073	-0,015	0,595
		>20	0,009	0,114	1,000	-0,317	0,334
	1-3	<1	-0,105	0,111	0,935	-0,422	0,212
		3-5	0,162	0,127	0,796	-0,199	0,523
		5-10	0,163	0,109	0,668	-0,148	0,473
		10-20	0,185	0,103	0,465	-0,108	0,479
		>20	-0,096	0,110	0,954	-0,411	0,219
	3-5	<1	-0,267	0,130	0,311	-0,638	0,103
		1-3	-0,162	0,127	0,796	-0,523	0,199
		5-10	0,000	0,128	1,000	-0,365	0,366
		10-20	0,023	0,123	1,000	-0,328	0,374
		>20	-0,258	0,129	0,345	-0,627	0,111
	5-10	<1	-0,268	0,113	0,165	-0,589	0,054
		1-3	-0,163	0,109	0,668	-0,473	0,148
		3-5	0,000	0,128	1,000	-0,366	0,365
		10-20	0,023	0,105	1,000	-0,276	0,321
		>20	-0,259	0,112	0,190	-0,578	0,061
	10-20	<1	-0,290	0,107	0,073	-0,595	0,015
		1-3	-0,185	0,103	0,465	-0,479	0,108
		3-5	-0,023	0,123	1,000	-0,374	0,328
		5-10	-0,023	0,105	1,000	-0,321	0,276
		>20	-0,281	0,106	0,086	-0,584	0,022
	>20	<1	-0,009	0,114	1,000	-0,334	0,317
		1-3	0,096	0,110	0,954	-0,219	0,411
		3-5	0,258	0,129	0,345	-0,111	0,627
5-10		0,259	0,112	0,190	-0,061	0,578	
10-20		0,281	0,106	0,086	-0,022	0,584	
Organizational image	<1	1-3	-0,209	0,103	0,330	-0,503	0,086
		3-5	-0,235	0,121	0,379	-0,580	0,111
		5-10	-0,252	0,105	0,157	-0,551	0,048
		10-20	-0,232	0,100	0,182	-0,517	0,052
		>20	-,369*	0,106	0,007	-0,672	-0,066
	1-3	<1	0,209	0,103	0,330	-0,086	0,503
		3-5	-0,026	0,118	1,000	-0,362	0,310
		5-10	-0,043	0,101	0,998	-0,332	0,246
		10-20	-0,024	0,096	1,000	-0,297	0,250
		>20	-0,160	0,103	0,625	-0,453	0,132
	3-5	<1	0,235	0,121	0,379	-0,111	0,580
		1-3	0,026	0,118	1,000	-0,310	0,362
		5-10	-0,017	0,119	1,000	-0,358	0,323
		10-20	0,002	0,115	1,000	-0,325	0,330
		>20	-0,134	0,120	0,876	-0,478	0,209
	5-10	<1	0,252	0,105	0,157	-0,048	0,551
		1-3	0,043	0,101	0,998	-0,246	0,332
		3-5	0,017	0,119	1,000	-0,323	0,358
		10-20	0,020	0,098	1,000	-0,259	0,298
		>20	-0,117	0,104	0,873	-0,414	0,180
	10-20	<1	0,232	0,100	0,182	-0,052	0,517
		1-3	0,024	0,096	1,000	-0,250	0,297
		3-5	-0,002	0,115	1,000	-0,330	0,325
		5-10	-0,020	0,098	1,000	-0,298	0,259
		>20	-0,136	0,099	0,739	-0,419	0,146
	>20	<1	-,369*	0,106	0,007	0,066	0,672
		1-3	0,160	0,103	0,625	-0,132	0,453
		3-5	0,134	0,120	0,876	-0,209	0,478
5-10		0,117	0,104	0,873	-0,180	0,414	
10-20		0,136	0,099	0,739	-0,146	0,419	

Service quality	<1	1-3	0,114	0,102	0,872	-0,175	0,404	
		3-5	-0,003	0,119	1,000	-0,342	0,335	
		5-10	-0,133	0,103	0,790	-0,426	0,161	
		10-20	-0,129	0,098	0,776	-0,407	0,150	
		>20	-,407*	0,104	0,001	-0,705	-0,110	
	1-3	<1	-0,114	0,102	0,872	-0,404	0,175	
		3-5	-0,118	0,116	0,913	-0,447	0,212	
		5-10	-0,247	0,100	0,130	-0,531	0,037	
		10-20	-0,243	0,094	0,103	-0,511	0,026	
		>20	-,521*	0,101	0,000	-0,809	-0,233	
	3-5	<1	0,003	0,119	1,000	-0,335	0,342	
		1-3	0,118	0,116	0,913	-0,212	0,447	
		5-10	-0,129	0,117	0,879	-0,463	0,204	
		10-20	-0,125	0,112	0,876	-0,445	0,195	
		>20	-,447*	0,118	0,008	-0,741	-0,067	
	5-10	<1	0,133	0,103	0,790	-0,161	0,426	
		1-3	0,247	0,100	0,130	-0,037	0,531	
		3-5	0,129	0,117	0,879	-0,204	0,463	
		10-20	0,004	0,096	1,000	-0,268	0,277	
		>20	-0,274	0,102	0,079	-0,566	0,017	
	10-20	<1	0,129	0,098	0,776	-0,150	0,407	
		1-3	0,243	0,094	0,103	-0,026	0,511	
		3-5	0,125	0,112	0,876	-0,195	0,445	
		5-10	-0,004	0,096	1,000	-0,277	0,268	
		>20	-,279*	0,097	0,047	-0,555	-0,002	
	>20	<1	,407*	0,104	0,001	0,110	0,705	
		1-3	,521*	0,101	0,000	0,233	0,809	
		3-5	,404*	0,118	0,008	0,067	0,741	
		5-10	0,274	0,102	0,079	-0,017	0,566	
		10-20	-,279*	0,097	0,047	0,002	0,555	
	Commitment	<1	1-3	-0,029	0,105	1,000	-0,328	0,269
			3-5	0,032	0,122	1,000	-0,317	0,381
5-10			-0,008	0,106	1,000	-0,310	0,295	
10-20			-0,025	0,101	1,000	-0,313	0,262	
>20			-,313*	0,108	0,042	-0,620	-0,006	
1-3		<1	0,029	0,105	1,000	-0,269	0,328	
		3-5	0,062	0,119	0,995	-0,278	0,402	
		5-10	0,022	0,102	1,000	-0,270	0,314	
		10-20	0,004	0,097	1,000	-0,272	0,280	
		>20	-0,284	0,104	0,070	-0,580	0,013	
3-5		<1	-0,032	0,122	1,000	-0,381	0,317	
		1-3	-0,062	0,119	0,995	-0,402	0,278	
		5-10	-0,040	0,121	0,999	-0,384	0,304	
		10-20	-0,058	0,116	0,996	-0,388	0,273	
		>20	-0,345	0,122	0,053	-0,693	0,002	
5-10		<1	0,008	0,106	1,000	-0,295	0,310	
		1-3	-0,022	0,102	1,000	-0,314	0,270	
		3-5	0,040	0,121	0,999	-0,304	0,384	
		10-20	-0,018	0,098	1,000	-0,298	0,263	
		>20	-,3052*	0,105	0,044	-0,606	-0,005	
10-20		<1	0,025	0,101	1,000	-0,262	0,313	
		1-3	-0,004	0,097	1,000	-0,280	0,272	
		3-5	0,058	0,116	0,996	-0,273	0,388	
		5-10	0,018	0,098	1,000	-0,263	0,298	
		>20	-,288*	0,100	0,047	-0,573	-0,002	
>20		<1	,313*	0,108	0,042	0,006	0,620	
		1-3	0,284	0,104	0,070	-0,013	0,580	
		3-5	0,345	0,122	0,053	-0,002	0,693	
		5-10	,305*	0,105	0,044	0,005	0,606	
		10-20	,288*	0,100	0,047	0,002	0,573	

Spirit at work	<1	1-3	0,093	0,098	0,932	-0,186	0,372	
		3-5	0,041	0,115	0,999	-0,285	0,368	
		5-10	0,060	0,099	0,991	-0,223	0,343	
		10-20	-0,001	0,094	1,000	-0,269	0,268	
		>20	-.289*	0,101	0,047	-0,576	-0,002	
	1-3	<1	-0,093	0,098	0,932	-0,372	0,186	
		3-5	-0,052	0,112	0,997	-0,371	0,266	
		5-10	-0,034	0,096	0,999	-0,307	0,240	
		10-20	-0,094	0,091	0,906	-0,353	0,165	
		>20	-.383*	0,097	0,001	-0,660	-0,105	
	3-5	<1	-0,041	0,115	0,999	-0,368	0,285	
		1-3	0,052	0,112	0,997	-0,266	0,371	
		5-10	0,018	0,113	1,000	-0,303	0,340	
		10-20	-0,042	0,108	0,999	-0,351	0,268	
		>20	-.330*	0,114	0,044	-0,656	-0,005	
	5-10	<1	-0,060	0,099	0,991	-0,343	0,223	
		1-3	0,034	0,096	0,999	-0,240	0,307	
		3-5	-0,018	0,113	1,000	-0,340	0,303	
		10-20	-0,060	0,092	0,987	-0,323	0,203	
		>20	-.349*	0,099	0,006	-0,630	-0,068	
	10-20	<1	0,001	0,094	1,000	-0,268	0,269	
		1-3	0,094	0,091	0,906	-0,165	0,353	
		3-5	0,042	0,108	0,999	-0,268	0,351	
		5-10	0,060	0,092	0,987	-0,203	0,323	
		>20	-.289*	0,094	0,025	-0,556	-0,022	
	>20	<1	-.289*	0,101	0,047	0,002	0,576	
		1-3	,383*	0,097	0,001	0,105	0,660	
		3-5	,330*	0,114	0,044	0,005	0,656	
		5-10	,349*	0,099	0,006	0,068	0,630	
		10-20	-.289*	0,094	0,025	0,022	0,556	
	Teamwork	<1	1-3	-0,222	0,115	0,387	-0,551	0,107
			3-5	-0,161	0,135	0,841	-0,547	0,224
5-10			-.335*	0,117	0,049	-0,669	-0,001	
10-20			-0,079	0,111	0,980	-0,396	0,238	
>20			-0,100	0,119	0,960	-0,438	0,238	
1-3		<1	0,222	0,115	0,387	-0,107	0,551	
		3-5	0,061	0,132	0,997	-0,315	0,436	
		5-10	-0,113	0,113	0,918	-0,435	0,209	
		10-20	0,143	0,107	0,765	-0,162	0,447	
		>20	0,122	0,115	0,895	-0,205	0,449	
3-5		<1	0,161	0,135	0,841	-0,224	0,547	
		1-3	-0,061	0,132	0,997	-0,436	0,315	
		5-10	-0,174	0,133	0,783	-0,553	0,206	
		10-20	0,082	0,128	0,988	-0,283	0,447	
		>20	0,061	0,135	0,998	-0,322	0,445	
5-10		<1	,335*	0,117	0,049	0,001	0,669	
		1-3	0,113	0,113	0,918	-0,209	0,435	
		3-5	0,174	0,133	0,783	-0,206	0,553	
		10-20	0,255	0,109	0,173	-0,054	0,565	
		>20	0,235	0,116	0,331	-0,097	0,567	
10-20		<1	0,079	0,111	0,980	-0,238	0,396	
		1-3	-0,143	0,107	0,765	-0,447	0,162	
		3-5	-0,082	0,128	0,988	-0,447	0,283	
		5-10	-0,255	0,109	0,173	-0,565	0,054	
		>20	-0,021	0,110	1,000	-0,335	0,294	
>20		<1	0,100	0,119	0,960	-0,238	0,438	
		1-3	-0,122	0,115	0,895	-0,449	0,205	
		3-5	-0,061	0,135	0,998	-0,445	0,322	
		5-10	-0,235	0,116	0,331	-0,567	0,097	
		10-20	0,021	0,110	1,000	-0,294	0,335	

Job satisfaction	<1	1-3	-0,021	0,102	1,000	-0,312	0,269
		3-5	-0,115	0,119	0,929	-0,455	0,225
		5-10	-,312*	0,103	0,031	-0,606	-0,017
		10-20	-,281*	0,098	0,049	-0,561	-0,001
		>20	-,597*	0,105	0,000	-0,895	-0,298
	1-3	<1	0,021	0,102	1,000	-0,269	0,312
		3-5	-0,094	0,116	0,966	-0,425	0,238
		5-10	-,291*	0,100	0,042	-0,575	-0,006
		10-20	-0,260	0,094	0,066	-0,529	0,010
		>20	-,575*	0,101	0,000	-0,864	-0,286
	3-5	<1	0,115	0,119	0,929	-0,225	0,455
		1-3	0,094	0,116	0,966	-0,238	0,425
		5-10	-0,197	0,118	0,548	-0,532	0,138
		10-20	-0,166	0,113	0,684	-0,488	0,156
		>20	-,481*	0,119	0,001	-0,820	-0,143
	5-10	<1	,312*	0,103	0,031	0,017	0,606
		1-3	,291*	0,100	0,042	0,006	0,575
		3-5	0,197	0,118	0,548	-0,138	0,532
		10-20	0,031	0,096	1,000	-0,243	0,305
		>20	-0,284	0,103	0,063	-0,578	0,009
	10-20	<1	,281*	0,098	0,049	0,001	0,561
		1-3	0,260	0,094	0,066	-0,010	0,529
		3-5	0,166	0,113	0,684	-0,156	0,488
		5-10	-0,031	0,096	1,000	-0,305	0,243
		>20	-,315*	0,097	0,016	-0,593	-0,038
	>20	<1	,596*	0,105	0,000	0,298	0,895
		1-3	,575*	0,101	0,000	0,286	0,864
		3-5	,481*	0,119	0,001	0,143	0,820
		5-10	0,284	0,103	0,063	-0,009	0,578
		10-20	,315*	0,097	0,016	0,038	0,593
Career development	<1	1-3	0,300	0,132	0,204	-0,076	0,677
		3-5	,533*	0,154	0,007	0,093	0,973
		5-10	0,202	0,134	0,658	-0,179	0,582
		10-20	0,102	0,127	0,967	-0,261	0,465
		>20	-0,287	0,136	0,280	-0,674	0,100
	1-3	<1	-0,300	0,132	0,204	-0,677	0,076
		3-5	0,233	0,150	0,631	-0,195	0,660
		5-10	-0,099	0,128	0,973	-0,465	0,267
		10-20	-0,198	0,122	0,582	-0,546	0,150
		>20	-,587*	0,131	0,000	-0,959	-0,215
	3-5	<1	-,533*	0,154	0,007	-0,973	-0,093
		1-3	-0,233	0,150	0,631	-0,660	0,195
		5-10	-0,331	0,151	0,243	-0,763	0,100
		10-20	-,431*	0,146	0,037	-0,847	-0,015
		>20	-,820*	0,153	0,000	-1,257	-0,383
	5-10	<1	-0,202	0,134	0,658	-0,582	0,179
		1-3	0,099	0,128	0,973	-0,267	0,465
		3-5	0,331	0,151	0,243	-0,100	0,763
		10-20	-0,100	0,124	0,967	-0,452	0,253
		>20	,488*	0,132	0,003	-0,865	-0,112
	10-20	<1	-0,102	0,127	0,967	-0,465	0,261
		1-3	0,198	0,122	0,582	-0,150	0,546
		3-5	,431*	0,146	0,037	0,015	0,847
		5-10	0,100	0,124	0,967	-0,253	0,452
		>20	-,389*	0,126	0,025	-0,748	-0,030
	>20	<1	0,287	0,136	0,280	-0,100	0,674
		1-3	,587*	0,131	0,000	0,215	0,959
		3-5	,820*	0,153	0,000	0,383	1,257
		5-10	,489*	0,132	0,003	0,112	0,865
		10-20	-,389*	0,126	0,025	0,030	0,748

* The mean difference is significant at the 0,05 level

Annex 9 – ANOVA test for age

Test of Homogeneity of Variances

		Levene Statistic	df1	df2	Sig.
Leader facilitation and support	Based on Mean	6,73	4	3581	0
	Based on Median	4,455	4	3581	0,001
	Based on Median and with adjusted df	4,455	4	3543,216	0,001
	Based on trimmed mean	6,058	4	3581	0
Organizational image	Based on Mean	9,099	4	3555	0
	Based on Median	8,188	4	3555	0
	Based on Median and with adjusted df	8,188	4	3489,877	0
	Based on trimmed mean	8,763	4	3555	0
Service quality	Based on Mean	9,543	4	3571	0
	Based on Median	8,608	4	3571	0
	Based on Median and with adjusted df	8,608	4	3522,928	0
	Based on trimmed mean	9,332	4	3571	0
Commitment	Based on Mean	9,242	4	3580	0
	Based on Median	7,513	4	3580	0
	Based on Median and with adjusted df	7,513	4	3503,034	0
	Based on trimmed mean	8,106	4	3580	0
Spirit at work	Based on Mean	13,221	4	3584	0
	Based on Median	10,742	4	3584	0
	Based on Median and with adjusted df	10,742	4	3515,789	0
	Based on trimmed mean	12,458	4	3584	0
Teamwork	Based on Mean	8,021	4	3575	0
	Based on Median	5,458	4	3575	0
	Based on Median and with adjusted df	5,458	4	3514,616	0
	Based on trimmed mean	7,377	4	3575	0
Job satisfaction	Based on Mean	13,781	4	3580	0
	Based on Median	11,354	4	3580	0
	Based on Median and with adjusted df	11,354	4	3494,992	0
	Based on trimmed mean	12,798	4	3580	0
Career development	Based on Mean	17,257	4	3533	0
	Based on Median	12,953	4	3533	0
	Based on Median and with adjusted df	12,953	4	3477,201	0
	Based on trimmed mean	16,81	4	3533	0

Robust Tests of Equality of Means

		Statistic ^a	df1	df2	Sig.
Leader facilitation and support	Brown-Forsythe	7,632	4	3214,421	0
Organizational image	Brown-Forsythe	9,554	4	2853,241	0
Service quality	Brown-Forsythe	22,726	4	3094,627	0
Commitment	Brown-Forsythe	8,838	4	3067,338	0
Spirit at work	Brown-Forsythe	20,761	4	3008,688	0
Teamwork	Brown-Forsythe	2,873	4	3104,31	0,022
Job satisfaction	Brown-Forsythe	26,987	4	2913,916	0
Career development	Brown-Forsythe	19,463	4	3106,501	0

^a. Asymptotically F distributed

Multiple Comparisons

Tukey HSD

Dependent Variable	Idade (I)	Idade (J)	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
						Lower Bound	Upper Bound
Leader facilitation and support	26-35	36-45	-0,080	0,087	0,892	-0,318	0,159
		46-55	-,288*	0,095	0,021	-0,548	-0,028
		16-25	-0,274	0,104	0,066	-0,559	0,011
		>55	-,540*	0,113	0,000	-0,847	-0,233
	36-45	26-35	0,080	0,087	0,892	-0,159	0,318
		46-55	-0,209	0,098	0,210	-0,477	0,060
		16-25	-0,194	0,107	0,366	-0,486	0,098
		>55	-,460*	0,115	0,001	-0,774	-0,146
	46-55	26-35	,288*	0,095	0,021	0,028	0,548
		36-45	0,209	0,098	0,210	-0,060	0,477
		16-25	0,015	0,114	1,000	-0,295	0,325
		>55	-0,252	0,121	0,231	-0,582	0,079
	16-25	26-35	0,274	0,104	0,066	-0,011	0,559
		36-45	0,194	0,107	0,366	-0,098	0,486
		46-55	-0,015	0,114	1,000	-0,325	0,295
		>55	-0,266	0,128	0,232	-0,617	0,084
	>55	26-35	,540*	0,113	0,000	0,233	0,847
		36-45	,460*	0,115	0,001	0,146	0,774
		46-55	0,252	0,121	0,231	-0,079	0,582
		16-25	0,266	0,128	0,232	-0,084	0,617
Organizational image	26-35	36-45	-,262*	0,081	0,011	-0,484	-0,040
		46-55	-,453*	0,089	0,000	-0,694	-0,211
		16-25	-0,086	0,097	0,900	-0,351	0,178
		>55	-,469*	0,105	0,000	-0,754	-0,184
	36-45	26-35	,262*	0,081	0,011	0,040	0,484
		46-55	-0,191	0,091	0,225	-0,440	0,059
		16-25	0,175	0,100	0,396	-0,096	0,447
		>55	-0,207	0,107	0,298	-0,499	0,085
	46-55	26-35	,453*	0,089	0,000	0,211	0,694
		36-45	0,191	0,091	0,225	-0,059	0,440
		16-25	-,367*	0,106	0,005	0,078	0,654
		>55	-0,016	0,112	1,000	-0,323	0,291
	16-25	26-35	0,086	0,097	0,900	-0,178	0,351
		36-45	-0,175	0,100	0,396	-0,447	0,096
		46-55	-0,367	0,106	0,005	-0,654	-0,078
		>55	-,383*	0,119	0,012	-0,708	-0,057
	>55	26-35	,469*	0,105	0,000	0,184	0,754
		36-45	0,207	0,107	0,298	-0,085	0,499
		46-55	0,016	0,112	1,000	-0,291	0,323
		16-25	,383*	0,119	0,012	0,057	0,708
Service quality	26-35	36-45	-0,181	0,079	0,152	-0,398	0,036
		46-55	-,613*	0,086	0,000	-0,849	-0,377
		16-25	-0,279	0,095	0,027	-0,538	-0,021
		>55	-,783*	0,102	0,000	-1,063	-0,504
	36-45	26-35	0,181	0,079	0,152	-0,036	0,398
		46-55	-,432*	0,089	0,000	-0,676	-0,189
		16-25	-0,098	0,097	0,850	-0,364	0,167
		>55	-,603*	0,105	0,000	-0,888	-0,317
	46-55	26-35	,613*	0,086	0,000	0,377	0,849
		36-45	,432*	0,089	0,000	0,189	0,676
		16-25	,334*	0,103	0,011	0,052	0,615
		>55	-0,170	0,110	0,532	-0,471	0,130
	16-25	26-35	,280*	0,095	0,027	0,021	0,538
		36-45	0,098	0,097	0,850	-0,167	0,364
		46-55	-,334*	0,103	0,011	-0,615	-0,052
		>55	-,504*	0,117	0,000	-0,823	-0,186
	>55	26-35	,783*	0,102	0,000	0,504	1,063
		36-45	,613*	0,105	0,000	0,317	0,888
		46-55	0,170	0,110	0,532	-0,130	0,471
		16-25	,504*	0,117	0,000	0,186	0,823

Commitment	26-35	36-45	-0,154	0,082	0,330	-0,379	0,070
		46-55	-,433*	0,090	0,000	-0,677	-0,188
		16-25	-0,103	0,098	0,833	-0,371	0,165
		>55	-,462*	0,106	0,000	-0,751	-0,173
	36-45	26-35	0,154	0,082	0,330	-0,070	0,379
		46-55	-,279*	0,092	0,022	-0,531	-0,026
		16-25	0,051	0,101	0,986	-0,224	0,326
		>55	-,308*	0,108	0,036	-0,604	-0,013
	46-55	26-35	,433*	0,090	0,000	0,188	0,677
		36-45	,279*	0,092	0,022	0,026	0,531
		16-25	,334*	0,107	0,017	0,038	0,622
		>55	-0,029	0,114	0,999	-0,341	0,282
	16-25	26-35	0,103	0,098	0,833	-0,165	0,371
		36-45	-0,051	0,101	0,986	-0,326	0,224
		46-55	-,334*	0,107	0,017	-0,622	-0,038
		>55	-,360*	0,121	0,025	-0,689	-0,030
	>55	26-35	,462*	0,106	0,000	0,173	0,751
		36-45	,308*	0,108	0,036	0,013	0,604
		46-55	0,029	0,114	0,999	-0,282	0,341
		16-25	,359*	0,121	0,025	0,030	0,689
Spirit at work	26-35	36-45	-,231*	0,076	0,022	-0,440	-0,022
		46-55	-,546*	0,083	0,000	-0,774	-0,319
		16-25	-0,181	0,091	0,274	-0,431	0,068
		>55	-,758*	0,099	0,000	-1,027	-0,489
	36-45	26-35	,231*	0,076	0,022	0,022	0,440
		46-55	-,315*	0,086	0,002	-0,550	-0,081
		16-25	0,050	0,094	0,984	-0,206	0,305
		>55	-,527*	0,101	0,000	-0,802	-0,252
	46-55	26-35	,546*	0,083	0,000	0,319	0,774
		36-45	,315*	0,086	0,002	0,081	0,550
		16-25	,365*	0,099	0,002	0,094	0,636
		>55	-0,212	0,106	0,267	-0,502	0,078
	16-25	26-35	0,181	0,091	0,274	-0,068	0,431
		36-45	-0,050	0,094	0,984	-0,305	0,206
		46-55	-,365*	0,099	0,002	-0,636	-0,094
		>55	-,577*	0,112	0,000	-0,884	-0,270
	>55	26-35	,758*	0,099	0,000	0,489	1,027
		36-45	,527*	0,101	0,000	0,252	0,802
		46-55	0,212	0,106	0,267	-0,078	0,502
		16-25	,577*	0,112	0,000	0,270	0,884
Teamwork	26-35	36-45	-0,047	0,091	0,986	-0,295	0,201
		46-55	-0,170	0,099	0,426	-0,441	0,101
		16-25	-0,078	0,109	0,953	-0,374	0,219
		>55	-,363*	0,117	0,017	-0,682	-0,043
	36-45	26-35	0,047	0,091	0,986	-0,201	0,295
		46-55	-0,123	0,102	0,750	-0,402	0,156
		16-25	-0,030	0,111	0,999	-0,334	0,274
		>55	-0,315	0,120	0,064	-0,642	0,011
	46-55	26-35	0,170	0,099	0,426	-0,101	0,441
		36-45	0,123	0,102	0,750	-0,156	0,402
		16-25	0,093	0,118	0,936	-0,230	0,416
		>55	-0,192	0,126	0,546	-0,537	0,152
	16-25	26-35	0,078	0,109	0,953	-0,219	0,374
		36-45	0,030	0,111	0,999	-0,274	0,334
		46-55	-0,093	0,118	0,936	-0,416	0,230
		>55	-0,285	0,134	0,206	-0,650	0,080
	>55	26-35	,363*	0,117	0,017	0,043	0,682
		36-45	0,315	0,120	0,064	-0,011	0,642
		46-55	0,192	0,126	0,546	-0,152	0,537
		16-25	0,285	0,134	0,206	-0,080	0,650

Job satisfaction	26-35	36-45	-,294*	0,080	0,002	-0,512	-0,077
		46-55	-,649*	0,087	0,000	-0,886	-0,412
		16-25	0,066	0,095	0,958	-0,194	0,326
		>55	-,760*	0,103	0,000	-1,040	-0,480
	36-45	26-35	,294*	0,080	0,002	0,077	0,512
		46-55	-,355*	0,090	0,001	-0,600	-0,110
		16-25	,360*	0,098	0,002	0,094	0,626
		>55	-,466*	0,105	0,000	-0,752	-0,180
	46-55	26-35	,649*	0,087	0,000	0,412	0,886
		36-45	,355*	0,090	0,001	0,110	0,600
		16-25	,715*	0,104	0,000	0,432	0,998
		>55	-0,111	0,111	0,853	-0,413	0,191
	16-25	26-35	-0,066	0,095	0,958	-0,326	0,194
		36-45	-,360*	0,098	0,002	-0,626	-0,094
		46-55	-,715*	0,104	0,000	-0,998	-0,432
		>55	-,826*	0,117	0,000	-1,145	-0,506
	>55	26-35	,760*	0,103	0,000	0,480	1,040
		36-45	,466*	0,105	0,000	0,180	0,752
		46-55	0,111	0,111	0,853	-0,191	0,413
		16-25	,826*	0,117	0,000	0,506	1,145
Career development	26-35	36-45	-,313*	0,103	0,020	-0,594	-0,032
		46-55	-,767*	0,113	0,000	-1,074	-0,459
		16-25	-,367*	0,123	0,024	-0,702	-0,032
		>55	-,945*	0,134	0,000	-1,310	-0,580
	36-45	26-35	,313*	0,103	0,020	0,032	0,594
		46-55	-,454*	0,116	0,001	-0,771	-0,137
		16-25	-0,054	0,126	0,993	-0,398	0,290
		>55	-,632*	0,137	0,000	-1,005	-0,259
	46-55	26-35	,767*	0,113	0,000	0,459	1,074
		36-45	,454*	0,116	0,001	0,137	0,771
		16-25	,401*	0,134	0,024	0,035	0,766
		>55	-0,178	0,144	0,730	-0,571	0,215
	16-25	26-35	,367*	0,123	0,024	0,032	0,702
		36-45	0,054	0,126	0,993	-0,290	0,398
		46-55	-,401*	0,134	0,024	-0,766	-0,035
		>55	-,579*	0,152	0,001	-0,993	-0,163
	>55	26-35	,945*	0,134	0,000	0,580	1,310
		36-45	,632*	0,137	0,000	0,259	1,005
		46-55	0,178	0,144	0,730	-0,215	0,571
		16-25	,578*	0,152	0,001	0,163	0,993

* The mean difference is significant at the 0,05 level

Annex 10 – Pearson’s correlations between all variables

	Leader facilitation and support		Organizational image		Service quality		Commitment	
	Pearson Correlation	N	Pearson Correlation	N	Pearson Correlation	N	Pearson Correlation	N
Leader facilitation and support	1	3586	,669**	3556	,573**	3572	,602**	3581
Organizational image	,669**	3556	1	3560	,663**	3549	,671**	3556
Service quality	,573**	3572	,663**	3549	1	3576	,580**	3572
Commitment	,602**	3581	,671**	3556	,580**	3572	1	3585
Spirit at work	,762**	3585	,789**	3560	,757**	3576	,724**	3584
Teamwork	,649**	3576	,545**	3551	,484**	3567	,460**	3575
Job satisfaction	,651**	3581	,723**	3557	,660**	3572	,721**	3581
Career development	,765**	3534	,629**	3511	,612**	3527	,601**	3533

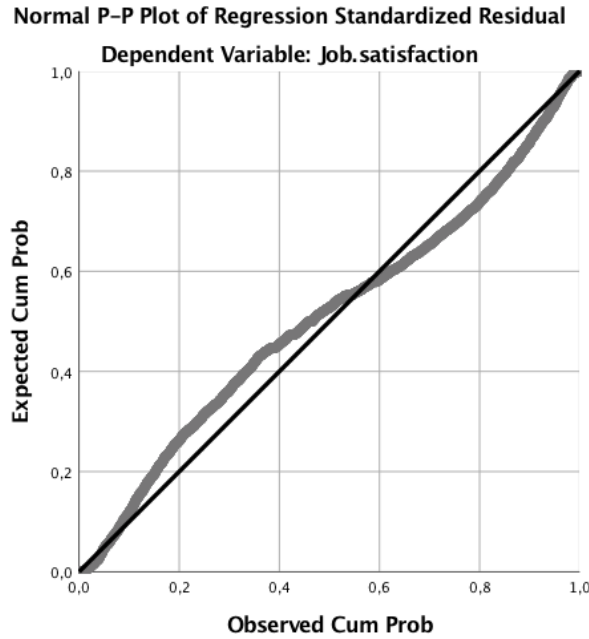
** Correlation is significant at the 0.01 level (2-tailed)

	Spirit at work		Teamwork		Job satisfaction		Career development	
	Pearson Correlation	N	Pearson Correlation	N	Pearson Correlation	N	Pearson Correlation	N
Leader facilitation and support	,762**	3585	,649**	3576	,651**	3581	,765**	3534
Organizational image	,789**	3560	,545**	3551	,723**	3557	,629**	3511
Service quality	,757**	3576	,484**	3567	,660**	3572	,612**	3527
Commitment	,724**	3584	,460**	3575	,721**	3581	,601**	3533
Spirit at work	1	3589	,647**	3580	,795**	3585	,715**	3538
Teamwork	,647**	3580	1	3580	,533**	3576	,535**	3529
Job satisfaction	,795**	3585	,533**	3576	1	3585	,633**	3534
Career development	,715**	3538	,535**	3529	,633**	3534	1	3538

** Correlation is significant at the 0.01 level (2-tailed)

Annex 11 – Assumptions for the multiple linear regression model for job satisfaction with leader facilitation and support, spirit at work, career development and antiquity as predictor variables

Assumption of the normal distribution of errors



Assumption of the independence of errors

Model Summary^e

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		df1	df2	Sig. F Change	Durbin-Watson
					R Square	F Change				
1	,795 ^a	0,632	0,632	1,086	0,632	6035,308	1	3519	0	
2	,800 ^b	0,641	0,64	1,073	0,009	86,745	1	3518	0	
3	,803 ^c	0,645	0,644	1,067	0,004	41,314	1	3517	0	
4	,804 ^d	0,646	0,646	1,065	0,001	12,649	1	3516	0	1,981

a. Predictors: (Constant), Spirit at work

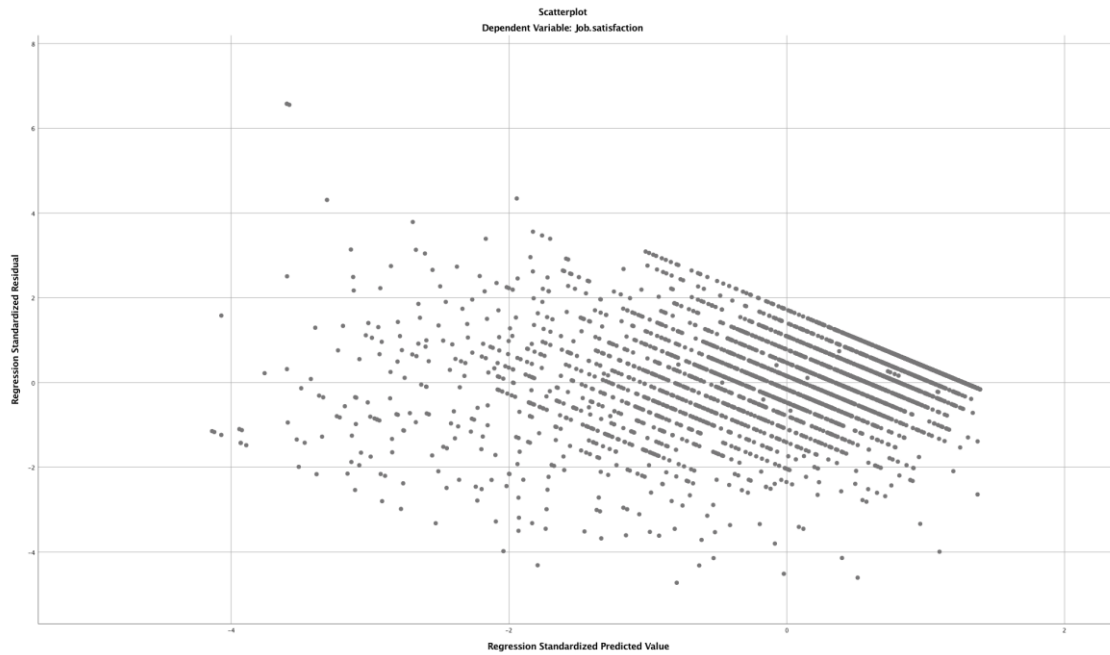
b. Predictors: (Constant), Spirit at work, Career development

c. Predictors: (Constant), Spirit at work, Career development, Antiquity

d. Predictors: (Constant), Spirit at work, Career development, Antiquity, Leader facilitation and support

e. Dependent Variable: Job satisfaction

Assumption of the homoscedasticity of errors



Assumption of the absence of multicollinearity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,603	0,086		18,532	0		
Spirit at work	0,832	0,011	0,795	77,687	0	1	1
2 (Constant)	1,624	0,085		19,001	0		
Spirit at work	0,731	0,015	0,698	48,253	0	0,488	2,05
Career development	0,105	0,011	0,135	9,314	0	0,488	2,05
3 (Constant)	1,407	0,091		15,379	0		
Spirit at work	0,73	0,015	0,697	48,421	0	0,488	2,05
Career development	0,103	0,011	0,133	9,219	0	0,488	2,051
Antiquity	0,067	0,01	0,065	6,428	0	0,997	1,003
4 (Constant)	1,319	0,095		13,932	0		
Spirit at work	0,7	0,017	0,669	40,881	0	0,376	2,66
Career development	0,081	0,013	0,104	6,3	0	0,37	2,702
Antiquity	0,071	0,01	0,069	6,78	0	0,986	1,014
Leader facilitation and support	0,059	0,016	0,063	3,556	0	0,317	3,157

a. Dependent Variable: Job satisfaction

Annex 12 - Multiple linear regression model by the stepwise method for job satisfaction with leader facilitation and support, spirit at work, career development and antiquity as predictor variables

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Spirit at work	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Career development	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
3	Antiquity	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
4	Leader facilitation and support	.	Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Job satisfaction

Model Summary ^e										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,795 ^a	0,632	0,632	1,086	0,632	6035,308	1	3519	0	
2	,800 ^b	0,641	0,64	1,073	0,009	86,745	1	3518	0	
3	,803 ^c	0,645	0,644	1,067	0,004	41,314	1	3517	0	
4	,804 ^d	0,646	0,646	1,065	0,001	12,649	1	3516	0	1,981

a. Predictors: (Constant), Spirit at work

b. Predictors: (Constant), Spirit at work, Career development

c. Predictors: (Constant), Spirit at work, Career development, Antiquity

d. Predictors: (Constant), Spirit at work, Career development, Antiquity, Leader facilitation and support

e. Dependent Variable: Job satisfaction

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	7114,211	1	7114,211	6035,308	,000 ^b
Residual	4148,074	3519	1,179		
Total	11262,285	3520			
2 Regression	7214,031	2	3607,015	3134,556	,000 ^c
Residual	4048,255	3518	1,151		
Total	11262,285	3520			
3 Regression	7261,034	3	2420,345	2127,422	,000 ^d
Residual	4001,252	3517	1,138		
Total	11262,285	3520			
4 Regression	7275,376	4	1818,844	1604,013	,000 ^e
Residual	3986,909	3516	1,134		
Total	11262,285	3520			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Spirit at work

c. Predictors: (Constant), Spirit at work, Career development

d. Predictors: (Constant), Spirit at work, Career development, Antiquity

e. Predictors: (Constant), Spirit at work, Career development, Antiquity, Leader facilitation and support

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,603	0,086		18,532	0		
Spirit at work	0,832	0,011	0,795	77,687	0	1	1
2 (Constant)	1,624	0,085		19,001	0		
Spirit at work	0,731	0,015	0,698	48,253	0	0,488	2,05
Career development	0,105	0,011	0,135	9,314	0	0,488	2,05
3 (Constant)	1,407	0,091		15,379	0		
Spirit at work	0,73	0,015	0,697	48,421	0	0,488	2,05
Career development	0,103	0,011	0,133	9,219	0	0,488	2,051
Antiquity	0,067	0,01	0,065	6,428	0	0,997	1,003
4 (Constant)	1,319	0,095		13,932	0		
Spirit at work	0,7	0,017	0,669	40,881	0	0,376	2,66
Career development	0,081	0,013	0,104	6,3	0	0,37	2,702
Antiquity	0,071	0,01	0,069	6,78	0	0,986	1,014
Leader facilitation and support	0,059	0,016	0,063	3,556	0	0,317	3,157

a. Dependent Variable: Job satisfaction

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics		
					Tolerance	VIF	Minimum Tolerance
1 Leader facilitation and support	,109 ^b	6,973	0	0,117	0,42	2,38	0,42
Teamwork	,028 ^b	2,058	0,04	0,035	0,578	1,731	0,578
Career development	,135 ^b	9,314	0	0,155	0,488	2,05	0,488
Antiquity	,067 ^b	6,561	0	0,11	0,998	1,002	0,998
Age	-,002 ^b	-0,161	0,872	-0,003	0,986	1,014	0,986
2 Leader facilitation and support	,051 ^c	2,834	0,005	0,048	0,32	3,121	0,32
Teamwork	,011 ^c	0,845	0,398	0,014	0,567	1,762	0,388
Antiquity	,065 ^c	6,428	0	0,108	0,997	1,003	0,488
Age	-,006 ^c	-0,624	0,533	-0,011	0,983	1,017	0,487
3 Leader facilitation and support	,063 ^d	3,556	0	0,06	0,317	3,157	0,317
Teamwork	,015 ^d	1,096	0,273	0,018	0,567	1,765	0,388
Age	-,019 ^d	-1,886	0,059	-0,032	0,948	1,055	0,487
4 Teamwork	,001 ^e	0,048	0,961	0,001	0,517	1,934	0,289
Age	-,019 ^c	-1,839	0,066	-0,031	0,948	1,055	0,317

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Spirit at work

c. Predictors: (Constant), Spirit at work, Career development

d. Predictors: (Constant), Spirit at work, Career development, Antiquity

e. Predictors: (Constant), Spirit at work, Career development, Antiquity, Leader facilitation and support

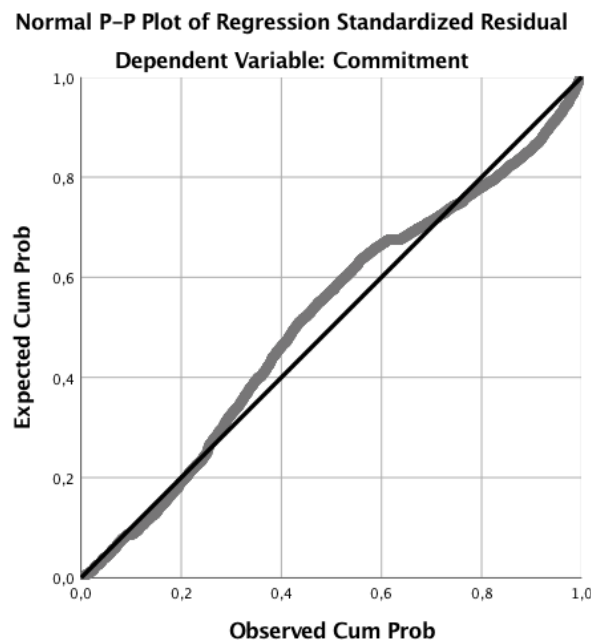
Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,230	10,143	8,167	1,441	3530
Residual	-5,011	6,999	-0,001	1,065	3530
Std. Predicted Value	-4,132	1,372	-0,003	1,003	3530
Std. Residual	-4,706	6,573	0	1,001	3530

a. Dependent Variable: Job satisfaction

Annex 13 - Assumptions for the multiple linear regression model for commitment with leader facilitation and support, spirit at work, teamwork and career development as predictor variables

Assumption of the normal distribution of errors



Assumption of the independence of errors

Model Summary^e

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		df1	df2	Sig. F Change	Durbin-Watson
					R Square	F Change				
1	,723 ^a	0,523	0,523	1,262	0,523	3855,46	1	3518	0	
2	,733 ^b	0,537	0,537	1,244	0,014	107,882	1	3517	0	
3	,733 ^c	0,538	0,537	1,243	0,001	5,781	1	3516	0,016	
4	,734 ^d	0,539	0,539	1,241	0,001	10,001	1	3515	0,002	1,999

a. Predictors: (Constant), Spirit at work

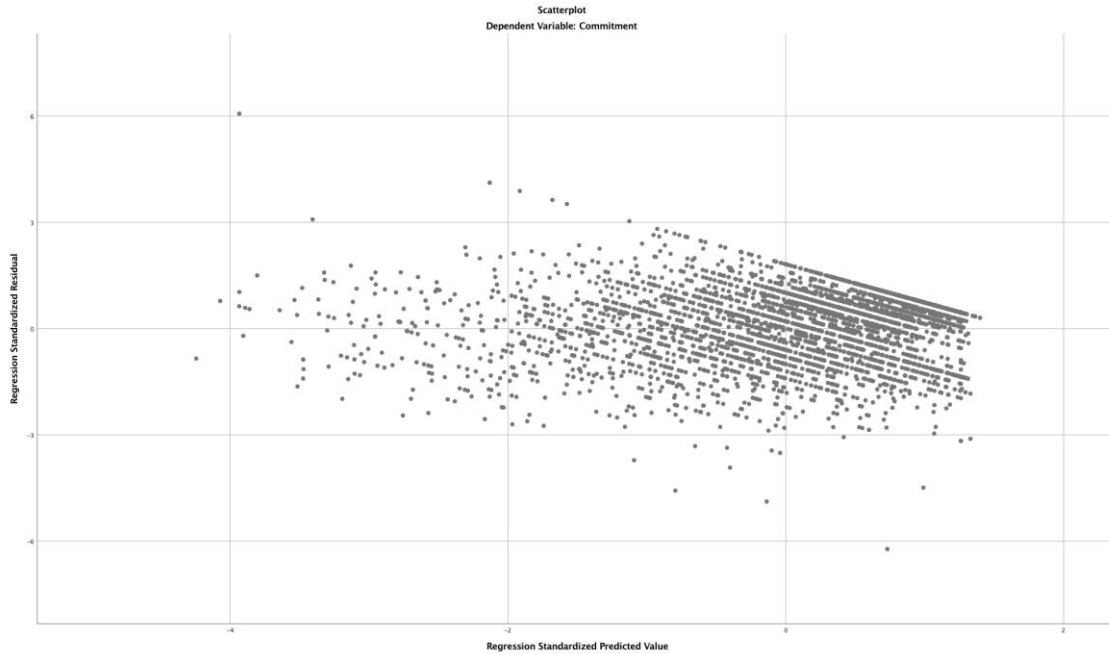
b. Predictors: (Constant), Spirit.at.work, Career.development

c. Predictors: (Constant), Spirit at work, Career development, Teamwork

d. Predictors: (Constant), Spirit at work, Career development, Teamwork, Leader facilitation and support

e. Dependent Variable: Commitment

Assumption of the homoscedasticity of errors



Assumption of the absence of multicollinearity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,651	0,1		16,437	0		
Spirit at work	0,772	0,012	0,723	62,092	0	1	1
2 (Constant)	1,678	0,099		16,949	0		
Spirit at work	0,642	0,018	0,601	36,584	0	0,488	2,05
Career development	0,136	0,013	0,171	10,387	0	0,488	2,05
3 (Constant)	1,746	0,103		16,967	0		
Spirit at work	0,663	0,02	0,621	33,795	0	0,39	2,567
Career development	0,14	0,013	0,176	10,623	0	0,479	2,088
Teamwork	-0,033	0,014	-0,037	-2,404	0,016	0,569	1,756
4 (Constant)	1,693	0,104		16,27	0		
Spirit at work	0,64	0,021	0,599	30,616	0	0,342	2,922
Career development	0,118	0,015	0,148	7,907	0	0,373	2,679
Teamwork	-0,046	0,014	-0,051	-3,217	0,001	0,522	1,915
Leader facilitation and support	0,063	0,02	0,067	3,162	0,002	0,294	3,396

a. Dependent Variable: Commitment

Annex 14 - Multiple linear regression model by the stepwise method for commitment with leader facilitation and support, spirit at work, teamwork and career development as predictor variables

Model	Variables Entered	Variables Removed	Method
1	Spirit at work		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Career development		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
3	Teamwork		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
4	Leader facilitation and support		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Commitment

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		df1	df2	Sig. F Change	Durbin-Watson
					R Square Change	F Change				
1	,723 ^a	0,523	0,523	1,262	0,523	3855,46	1	3518	0	
2	,733 ^b	0,537	0,537	1,244	0,014	107,882	1	3517	0	
3	,733 ^c	0,538	0,537	1,243	0,001	5,781	1	3516	0,016	
4	,734 ^d	0,539	0,539	1,241	0,001	10,001	1	3515	0,002	1,999

a. Predictors: (Constant), Spirit at work

b. Predictors: (Constant), Spirit.at.work, Career.development

c. Predictors: (Constant), Spirit at work, Career development, Teamwork

d. Predictors: (Constant), Spirit at work, Career development, Teamwork, Leader facilitation and support

e. Dependent Variable: Commitment

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	6144,563	1	6144,563	3855,46	,000 ^b
Residual	5606,743	3518	1,594		
Total	11751,307	3519			
2 Regression	6311,429	2	3155,715	2040,239	,000 ^c
Residual	5439,878	3517	1,547		
Total	11751,307	3519			
3 Regression	6320,359	3	2106,786	1363,935	,000 ^d
Residual	5430,948	3516	1,545		
Total	11751,307	3519			
4 Regression	6335,767	4	1583,942	1028,07	,000 ^e
Residual	5415,54	3515	1,541		
Total	11751,307	3519			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Spiri at work

c. Predictors: (Constant), Spirit at work, Career development

d. Predictors: (Constant), Spirit at work, Career development, Teamwork

e. Predictors: (Constant), Spirit at work, Career development, Teamwork, Leader facilitation and support

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	1,651	0,1		16,437	0		
Spiri at work	0,772	0,012	0,723	62,092	0	1	1
2 (Constant)	1,678	0,099		16,949	0		
Spirit at work	0,642	0,018	0,601	36,584	0	0,488	2,05
Career development	0,136	0,013	0,171	10,387	0	0,488	2,05
3 (Constant)	1,746	0,103		16,967	0		
Spirit at work	0,663	0,02	0,621	33,795	0	0,39	2,567
Career development	0,14	0,013	0,176	10,623	0	0,479	2,088
Teamwork	-0,033	0,014	-0,037	-2,404	0,016	0,569	1,756
4 (Constant)	1,693	0,104		16,27	0		
Spirit at work	0,64	0,021	0,599	30,616	0	0,342	2,922
Career development	0,118	0,015	0,148	7,907	0	0,373	2,679
Teamwork	-0,046	0,014	-0,051	-3,217	0,001	0,522	1,915
Leader facilitation and support	0,063	0,02	0,067	3,162	0,002	0,294	3,396

a. Dependent Variable: Commitment

Excluded Variables ^a							
Model	Beta In	t	Sig.	Partial Correlatio	Collinearity Statistics Tolerance	VIF	Minimum Tolerance
1 Leader facilitation and suppor	,125 ^b	7,009	0	0,117	0,419	2,384	0,419
Teamwork	-,015 ^b	-0,962	0,336	-0,016	0,58	1,724	0,58
Career development	,171 ^b	10,387	0	0,173	0,488	2,05	0,488
Antiquity	,009 ^b	0,798	0,425	0,013	0,998	1,002	0,998
Age	-,015 ^b	-1,275	0,202	-0,021	0,986	1,014	0,986
2 Leader facilitation and suppor	,047 ^c	2,331	0,02	0,039	0,321	3,114	0,321
Teamwork	-,037 ^c	-2,404	0,016	-0,041	0,569	1,756	0,39
Antiquity	,007 ^c	0,579	0,562	0,01	0,997	1,003	0,487
Age	-,021 ^c	-1,808	0,071	-0,03	0,983	1,017	0,487
3 Leader facilitation and suppor	,067 ^d	3,162	0,002	0,053	0,294	3,396	0,294
Antiquity	,006 ^d	0,489	0,625	0,008	0,996	1,004	0,389
Age	-,022 ^d	-1,926	0,054	-0,032	0,981	1,019	0,388
4 Antiquity	,009 ^e	0,813	0,416	0,014	0,986	1,014	0,291
Age	-,022 ^e	-1,864	0,062	-0,031	0,981	1,02	0,294

a. Dependent Variable: Commitment

b. Predictors in the Model: (Constant), Spirit at work

c. Predictors in the Model: (Constant), Spirit at work, Career development

d. Predictors in the Model: (Constant), Spirit at work, Career development, Teamwork

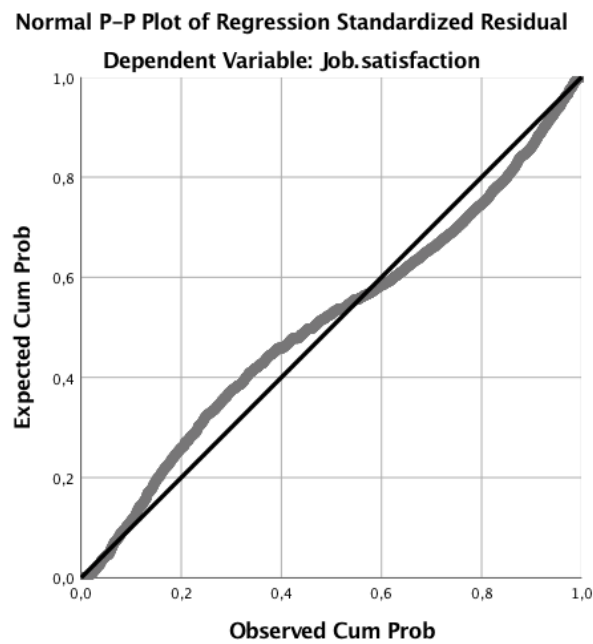
e. Predictors in the Model: (Constant), Spirit at work, Career development, Teamwork, Leader facilitation and support

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,051	9,623	7,746	1,342	3520
Residual	-7,727	7,532	0	1,241	3520
Std. Predicted Value	-4,244	1,398	0	1,000	3520
Std. Residual	-6,225	6,068	0	0,999	3520

a. Dependent Variable: Commitment

Annex 15 - Assumptions for the multiple linear regression model for job satisfaction with organizational image, service quality and antiquity as predictor variables

Assumption of the normal distribution of errors



Assumption of the independence of errors

Model Summary^d

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,724 ^a	0,525	0,525	1,237	0,525	3914,263	1	3544	0	
2	,763 ^b	0,582	0,582	1,160	0,057	482,371	1	3543	0	
3	,765 ^c	0,585	0,584	1,156	0,003	25,307	1	3542	0	1,965

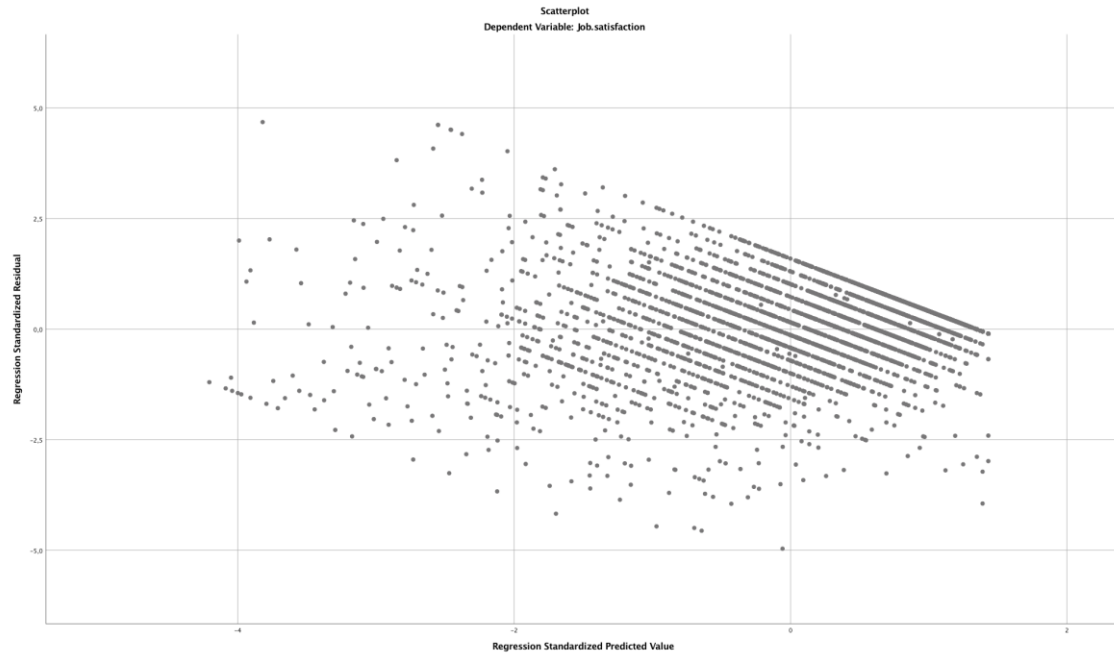
a. Predictors: (Constant), Organizational image

b. Predictors: (Constant), Organizational image, Service quality

c. Predictors: (Constant), Organizational image, Service quality, Antiquity

d. Dependent Variable: Job satisfaction

Assumption of the homoscedasticity of errors



Assumption of the absence of multicollinearity

Coefficients^a

Model	Unstandardized Coefficients		Standardized	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,547	0,092		27,666	0		
Organizational image	0,72	0,012	0,724	62,564	0	1	1
2 (Constant)	1,675	0,095		17,621	0		
Organizational image	0,51	0,014	0,513	35,362	0	0,561	1,784
Service quality	0,322	0,015	0,319	21,963	0	0,561	1,784
3 (Constant)	1,505	0,101		14,963	0		
Organizational image	0,51	0,014	0,513	35,472	0	0,561	1,784
Service quality	0,317	0,015	0,315	21,721	0	0,559	1,79
Antiquity	0,057	0,011	0,055	5,031	0	0,994	1,006

a. Dependent Variable: Job satisfaction

Annex 16 - Multiple linear regression model by the stepwise method for job satisfaction with organizational image, service quality and antiquity as predictor variables

Model	Variables Entered	Variables Removed	Method
1	Organizational image		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Service quality		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
3	Antiquity		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Job satisfaction

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,724 ^a	0,525	0,525	1,237	0,525	3914,26	1	3544	0	
2	,763 ^b	0,582	0,582	1,160	0,057	482,371	1	3543	0	
3	,765 ^c	0,585	0,584	1,156	0,003	25,307	1	3542	0	1,965

a. Predictors: (Constant), Organizational image

b. Predictors: (Constant), Organizational image, Service quality

c. Predictors: (Constant), Organizational image, Service quality, Antiquity

d. Dependent Variable: Job satisfaction

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	5985,117	1	5985,117	3914,263	,000 ^b
Residual	5418,964	3544	1,529		
Total	11404,081	3545			
2 Regression	6634,486	2	3317,243	2464,149	,000 ^c
Residual	4769,595	3543	1,346		
Total	11404,081	3545			
3 Regression	6668,323	3	2222,774	1662,472	,000 ^d
Residual	4735,758	3542	1,337		
Total	11404,081	3545			

a. Dependent Variable: Job satisfaction

b. Predictors: (Constant), Organizational image

c. Predictors: (Constant), Organizational image, Service quality

d. Predictors: (Constant), Organizational image, Service quality, Antiquity

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Coefficients			Tolerance	VIF
1 (Constant)	2,547	0,092			27,666	0		
Organizational image	0,72	0,012	0,724		62,564	0	1	1
2 (Constant)	1,675	0,095			17,621	0		
Organizational image	0,51	0,014	0,513		35,362	0	0,561	1,784
Service quality	0,322	0,015	0,319		21,963	0	0,561	1,784
3 (Constant)	1,505	0,101			14,963	0		
Organizational image	0,51	0,014	0,513		35,472	0	0,561	1,784
Service quality	0,317	0,015	0,315		21,721	0	0,559	1,79
Antiquity	0,057	0,011	0,055		5,031	0	0,994	1,006

a. Dependent Variable: Job satisfaction

Excluded Variables ^a							
Model	Beta In	t	Sig.	Partial Correlatio	Collinearity Statistics Tolerance	VIF	Minimum Tolerance
1 Antiquity	,068 ^b	5,881	0	0,098	0,997	1,003	0,997
Age	,045 ^b	3,912	0	0,066	0,996	1,004	0,996
Service quality	,319 ^b	21,963	0	0,346	0,561	1,784	0,561
2 Antiquity	,055 ^c	5,031	0	0,084	0,994	1,006	0,559
Age	,017 ^c	1,589	0,112	0,027	0,982	1,019	0,553
3 Age	,007 ^a	0,634	0,526	0,011	0,945	1,058	0,552

a. Dependent Variable: Job satisfaction

b. Predictors in the Model: (Constant), Organizational image

c. Predictors in the Model: (Constant), Organizational image, Service quality

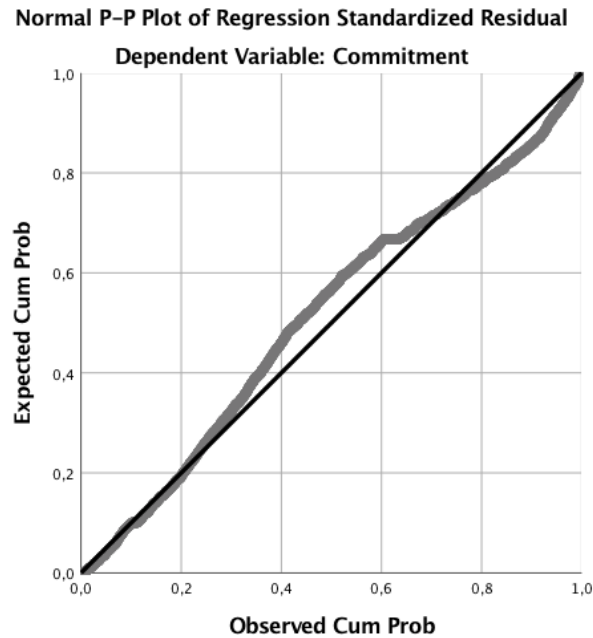
d. Predictors in the Model: (Constant), Organizational image, Service quality, Antiquity

Residuals Statistics ^a					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,389	10,120	8,158	1,372	3546
Residual	-5,745	5,415	0	1,156	3546
Std. Predicted Value	-4,206	1,431	0	1	3546
Std. Residual	-4,968	4,683	0	1	3546

a. Dependent Variable: Job satisfaction

Annex 17 - Assumptions for the multiple linear regression model for commitment with organizational image and service quality as predictor variables

Assumption of the normal distribution of errors



Assumption of the independence of errors

Model Summary^c

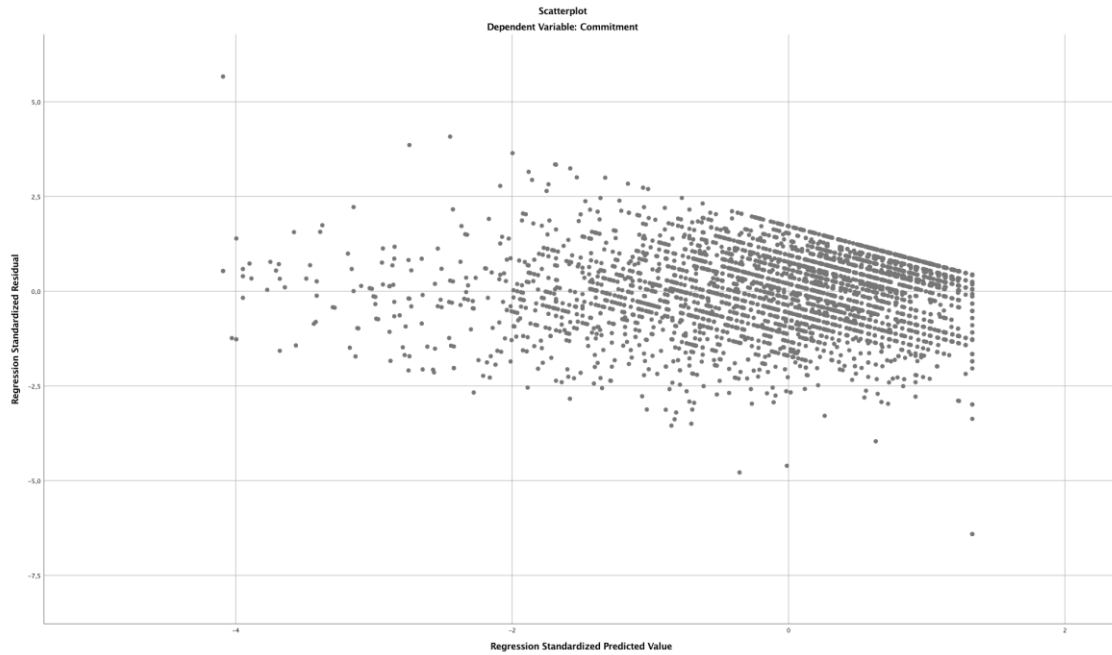
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	Change Statistics F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,672 ^a	0,451	0,451	1,355	0,451	2912,735	1	3544	0	
2	,695 ^b	0,483	0,482	1,315	0,031	215,08	1	3543	0	1,992

a. Predictors: (Constant), Organizational image

b. Predictors: (Constant), Organizational image, Service quality

c. Dependent Variable: Commitment

Assumption of the homoscedasticity of errors



Assumption of the absence of multicollinearity

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
1 (Constant)	2,443	0,101		24,228	0		
Organizational image	0,681	0,013	0,672	53,97	0	1	1
2 (Constant)	1,783	0,108		16,542	0		
Organizational image	0,522	0,016	0,515	31,887	0	0,561	1,784
Service quality	0,243	0,017	0,237	14,666	0	0,561	1,784

a. Dependent Variable: Commitment

Annex 18 - Multiple linear regression model by the stepwise method for commitment with organizational image and service quality as predictor variables

Variables Entered/Removed ^a			
Model	Variables Entered	Variables Removed	Method
1	Organizational image		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).
2	Service quality		Stepwise (Criteria: Probability-of-F-to-enter <= ,050, Probability-of-F-to-remove >= ,100).

a. Dependent Variable: Commitment

Model Summary ^c										
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics R Square	F Change	df1	df2	Sig. F Change	Durbin-Watson
1	,672 ^a	0,451	0,451	1,355	0,451	2912,735	1	3544	0	
2	,695 ^b	0,483	0,482	1,315	0,031	215,08	1	3543	0	1,992

a. Predictors: (Constant), Organizational image

b. Predictors: (Constant), Organizational image, Service quality

c. Dependent Variable: Commitment

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5343,884	1	5343,884	2912,735	,000 ^b
	Residual	6502,043	3544	1,835		
	Total	11845,927	3545			
2	Regression	5716,005	2	2858,002	1651,881	,000 ^c
	Residual	6129,923	3543	1,73		
	Total	11845,927	3545			

a. Dependent Variable: Commitment

b. Predictors: (Constant), Organizational image

c. Predictors: (Constant), Organizational image, Service quality

Coefficients ^a								
Model	Unstandardized Coefficients			Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta	Tolerance			VIF	
1 (Constant)	2,443	0,101			24,228	0		
Organizational image	0,681	0,013	0,672		53,97	0	1	1
2 (Constant)	1,783	0,108			16,542	0		
Organizational image	0,522	0,016	0,515		31,887	0	0,561	1,784
Service quality	0,243	0,017	0,237		14,666	0	0,561	1,784

a. Dependent Variable: Commitment

Excluded Variables^a

Model	Beta In	t	Sig.	Partial Correlatio	Collinearity Statistics Tolerance	VIF	Minimum Tolerance
1 Antiquity	,002 ^b	0,19	0,849	0,003	0,997	1,003	0,997
Age	,028 ^b	2,256	0,024	0,038	0,996	1,004	0,996
Service quality	,237 ^b	14,666	0	0,239	0,561	1,784	0,561
2 Antiquity	-,008 ^c	-0,629	0,529	-0,011	0,994	1,006	0,559
Age	,007 ^c	0,596	0,551	0,01	0,982	1,019	0,553

a. Dependent Variable: Commitment

b. Predictors in the Model: (Constant), Organizational image

Residuals Statistics^a

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2,548	9,432	7,744	1,270	3546
Residual	-8,432	7,452	0	1,315	3546
Std. Predicted Value	-4,092	1,329	0	1	3546
Std. Residual	-6,411	5,666	0	1	3546

a. Dependent Variable: Commitment