Joana da Palma Campos

HRM in employees' centered outcomes: a pharmaceutical company analysis

Relatório de Estágio de Mestrado em Gestão, apresentado à Faculdade de
Economia da Universidade de Coimbra para obtenção do grau de Mestre

Setembro, 2014

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Universidade de Coimbra

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FEUC FACULDADE DE ECONOMIA
UNIVERSIDADE DE COIMBRA

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Resumo

O presente relatório foi elaborado como parte integrante do Mestrado em Gestão da Faculdade de Economia da Universidade de Coimbra no âmbito de um estágio curricular com duração de cinco meses desenvolvido durante o 2º semestre de 2014 no departamento de Recursos Humanos da Bluepharma, Indústria Farmacêutica S.A.

Esta actividade de formação e desenvolvimento contemplou um conjunto de actividades, entre as quais destacamos a organização de registos de formação e gestão administrativa de recursos humanos. Para além disto, foi conduzido um estudo empírico focado nas percepções dos trabalhadores sobre atitudes e comportamentos no trabalho. Fazendo uso de um questionário e contando com a colaboração de 38 trabalhadores, foi feita uma avaliação de vários indicadores-chave, nomeadamente a intenção de saída, e o estado de bem-estar no trabalho, que ajudam a medir não só a satisfação no trabalho como também as perspectivas futuras de carreira.

Mais ainda, foram analisadas as correlações entre as práticas de recursos humanos em conjunto com outras variáveis e a satisfação com o trabalho, com a carreira e com a vida, com o intuito de perceber em que ponto é que os inquiridos se encontravam em cada uma destas dimensões.

Concluímos que as práticas de RH influenciam positivamente a satisfação dos trabalhadores em relação ao seu trabalho, à sua carreira e à sua vida. No entanto, o resultado desta análise disse-nos que há uma percentagem de inquiridos com excesso de horas de trabalho e níveis significativos de stress. O resultado mais surpreendente desta análise é a lealdade esperada pelos inquiridos com maior grau académico, pois são estes que possuem mais intenção de saída.

Palavras-chave: Práticas de Recursos Humanos, Intenção de saída, Bem-estar, Satisfação no trabalho, Grau académico

Abstract

The following report comes as part of the Master's degree in Management in the Faculty of Economics of the University of Coimbra in the course of a five months internship which was developed throughout the second semester of 2014 in the Human Resource department of Bluepharma, Indústria Farmacêutica S.A.

This training activity included a variety of activities, among which the organization of training records and administrative human resource management. In addition, an empirical study conducted focused on employees' perceptions on attitudes and behaviors at work. Applying a survey and counting with the collaboration of 38 employees, an assessment of several key-indicators, such as turnover intention, and state of well-being at work, helped to measure employees' overall job satisfaction as well as future job perspective.

Furthermore, the correlations between human resource management practices along with other variables which are statistically correlated to ones' job, career and life satisfaction were analyzed in order to understand how employees' feel considering each of these dimensions.

The HRM practices are a highly matter that can influence positively employees' satisfaction towards their job, their career and their life. However, as a result of this analysis we concluded that there is a percentage of respondents who exceed their working hours and have a significant stress level. The most surprising result was the expected loyalty of respondents with higher academic degree, since these were the ones with more intention to quit the organization.

Keywords: Human Resource Management practices, Turnover Intention, Well-being, Job satisfaction, Academic degree

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Acronyms

SPSS – Statistical Package for the Social Sciences

HPWP - High Performance Work Practice

KAS- Knowledge, Abilities and Skills

LMX Theory - Leader- Member Exchange Theory

HR - Human Resource

HRM - Human Resource Management

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Introduction

It is now commonly accepted that a sound Human Resource Management (HRM) is linked to a favorable individual and organizational outcomes. In recent papers, a lot of discussion has been made on which HRM process one should adopt. On the one hand, there is a sense that HRM should focus solely on the employee-centered outcomes, that is to say for instance, the employees' levels of well-being and satisfaction. This view on HRM has been gaining more advocates on the literature. On the other hand, there is the organizational perspective, which worries most about the overall performance of the organization.

In this report it will be discussed and analyzed a study made on a Portuguese pharmaceutical company. In this sense, this report will be divided into a theoretical and practical section. This decision to allocate a section to explain some theoretical concept is not to provide universal definitions but rather to explain what interpretations were used in this particular study, since we are talking about very subjective concepts like motivation and satisfaction.

As far as the empirical section is concerned, it is based on a written questionnaire where 38 employees anonymously answered. The answers provided were analyzed using the statistical program Statistical Package for the Social Sciences (SPSS). This study aimed to analyze employees' satisfaction at work, regarding their commitment towards the organization, evaluating their level of stress and understanding their willingness to leave the organization in the near future. Moreover, their career orientation and global satisfaction were studied.

It is important to emphasize however, that the pharmaceutical industry is booming and as a result there is a lot of competition in attracting the best, which may ultimately lead to fulfill their psychological contract which may involve offering higher salaries to those practiced at the moment.

Part I – Theoretical Framework

1. Human Resource Management

The competitive dynamics of markets has been creating the urge for organizations to develop strategies and management practices that allow them to positively stand out concerning their competitive relationship. From this perspective, an effective organization managing valuable and scarce resources can derive competitive advantages, which consequently result on highly positive outcomes (Mahoney & Pandian, 1992).

Human capital is a resource which can differentiate organizational competitiveness, being more noticeable the greater are the specificities of the core organizations' know-how (Hitt, Bierman, Shimizu, & Kochhar, 2001).

Therefore, the human component has been assuming an increasing position in the centrality of the strategic development of organizations. Indeed, it has been target of prevailing attention within the management context, particularly regarding the strategies of Human Resource Management (HRM) (Rose & Kumar, 2006).

The HRM is a relatively recent topic in the literature, having its research started in the 1990s (Guest, 2011). The initial phase of inquiry focused on the link between HRM and organizational performance, and only later researchers investigated the effects of HR practices on employees' well-being, attitudes and behavior at work. Hence, nowadays it is possible to identify a wide range of research examining not only the effects of HRM on the firms' performance, but also on employees' well-being and outcomes.

"Human Resource Management is the process of acquiring, training, appraising, and compensating employees, attending to their labor reactions, health and safety, and fairness concerns " (Pina e Cunha, Rego, Campos e Cunha, & Cabral-Cardoso, 2006).

Contemporary research on this matter states that organizations offer resources and opportunities that increase motivation and improve employees' skills, attitudes and behaviors (Kuvaas, 2008). According to Pfeffer & Veiga (1999), "people work harder because of the increased involvement and commitment that comes from having more control and say in their work; people work smarter because they are encouraged to build skills and competence; and people work more responsible because more responsibility is placed in hands of the employees farther down in the organization."

In the same way, Combs, Liu, Hall, & Ketchen (2006) indicate that high performance work practice (HPWP) is moderated not only by increasing employees' knowledge, skills and abilities (KASs) but also by empowering employees to act, along with motivating them to do so.

However, there are some recent studies which state that the relationship between performance appraisal reactions and work performance, along with perceived training opportunities and organizational citizenship behavior are both mediated by motivation. These researchers suggest that there are positive relationships for high motivated employees' whilst for low motivated ones there are no relationships (Dysvik & Kuvaas, 2008).

The HR practices have a significant impact on performance and on individual achievement, and therefore on productivity and global performance of any organization. On one hand, its capacity for innovation depends on creating an enabling and supportive environment which in turn, depends on the existence of innovative people. On the other hand, the quality of strategic decisions is linked to human capitals' quality, as well as the successful implementation of the strategic objectives depends to a large extent on the HRM system (Bilhim, 2006).

1.1.HRM and Turnover

Turnover intentions regard the voluntary departure of employees of the organization and are the final stage of a process by which employees develop a set of activities aimed at creating specific physical or psychological deviation from their workplace (Loi, Hang-yue & Foley, 2006).

The importance of attracting and retaining employees to improve organizations' efficacy and consistent competitive advantage has become a growing pattern due to the competitive markets' dynamics. Ultimately, it is essential for an organization to be capable of anticipating and counteract ones' willingness of leaving, being this a key factor for HR practices (Huselid, 1995).

Furthermore, the perceptions that employees have towards HR practices being implemented in the organization is very important. According to Whitener (2001), even if the HR practices perceived by employees do not correspond entirely to what it is in reality, might influence their responses and behaviors towards the organization. Thus, it becomes crucial the understanding to what extent do employees feel satisfied with HRM practices and how are they linked to their intentions of leaving the organization.

1.2. HRM and Well-being

According to Peccei's (2004) optimistic perspective on the effects of HRM, both the organization and employees indicate positive outcomes influenced by management practices.

Furthermore, the “Behavioral Perspective” states that HRM practices are adopted in order to stimulate and control employees' behaviors which contribute to overall organizational performance (Wright & MachMahan, 1992).

As for Whitener's (2001) point of view concerning this matter, he suggests that employees perceive HRM practices as support and concern from the organization, so in return they increase commitment satisfaction and their trust.

A last view on this topic states that the adoption of HRM practices increases employees' abilities, by providing participation opportunities and enhancing ones' motivation. According to this perspective, these management activities influence not only the increase on job satisfaction, commitment and trust, but also diminish ones' level of stress, positively affecting organizational performance (Appelbaum *et al., apud* Van de Voorde, J. *et al*. 2012).

2. The Psychological contract and Transformational Leadership

Some studies have shown the importance of the employee's organizational identity, being this a cohesion factor and a key-ingredient for organizational success. This said, employees who identify themselves with the organization, are more likely to show a favorable attitude towards it and make decisions accordingly to the organization's goals.

The psychological contract is understood as being "The perception of both parties to the employment relationship, organization, and individual, of the obligations implied in the relationship. Psychological contracting is the process whereby these perceptions are arrived at" (Conway & Briner, 2005). That is, an implicit agreement between the individual and the organization, where the employee believes that a promise has been made with an exchange for it, forcing the parties to a set of reciprocal obligations.

Considering the current economic conditions, the sense of connection between the employees and the organization becomes a critical factor for the organization's survival and effectiveness. However, the "traditional" promise of job security, promotional opportunities and salary increases have now been eroded by the organizational practices currently in force, such as downsizing, delayering and redundancy (Guest D. , 1998).

The psychological breach is probably the most relevant idea in the present theory since it allows us to understand in which way it affects employees' feelings, attitudes and behaviors. Therefore, "a breach of the psychological contract occurs similarly when one party in a relationship perceives another to have failed to fulfil promised obligation(s)" (Conway & Briner, 2005). In other words, breach is the perceived discrepancy between what has been promised and what is delivered.

Researchers have found that the psychological contract breach is the most important way employees evaluate the state of their contract and the main way of explaining in which way does it affect outcomes. Thus, there is a relation between breach and low employee well-being, negative attitudes towards the job and the organization, like job dissatisfaction, low organizational commitment, low job performance, reduced level of organizational citizenship behavior, and increased withdrawal behaviors such as leaving the organization (Turnley et al. 2013).

2.1.Transformational Leadership

Leadership is perceived as an essential factor for achieving organizational success.

Since 1990, the theory of transformational leadership has sparked widespread attention from authors, who have done more research on this theory than on any other leadership theory. Initially, leadership was conceptualized as either being transactional or transformational. Transactional leadership is led by social exchange, financially rewarding productivity or punishing for lack of productivity. Basically, this exchange regards specific requirements that will be rewarded if fulfilled. On the other hand, transformational leadership is known for stimulating and inspiring its followers, with the intent of obtaining positive outcomes and developing leadership skills. Transformational leaders do this by aligning follower's goals with the organization's goals, stimulating commitment and innovative problem solving (Bass, 1999).

According to Kovjanic *et al.,* (2012), this leadership theory is claimed to generate positive results and employee satisfaction, as it focuses on three needs that must be explored. To do so, we focus on the self-determination theory, which "posits the existence of three universal needs: need for autonomy, for competence and for relatedness". The SDT is a "motivational framework that rests on the assumption that individuals possess and innate desire for personal growth.

The need of autonomy refers to a sense of choice and a feeling of not being controlled by others, to value individual contribution during decision-making and results assessment. Regarding competence, transformational leaders strive to improve employee's KASs', which require an understanding about employee's individual needs. Finally, the relatedness concerns a feeling of connection and association towards the organization, which requires a concern for the identification with the group work and sharing their goals.

Taking into account past investigations that were carried out, it can be stated that transformational leadership is related to a variety of positive outcomes, such as performance, self-esteem and organizational commitment (Bass, 1999).

Considering these needs, and their fulfillment, it will be possible to conclude whether the sample faces characteristics of a transformational leadership.

Furthermore, the leader-member exchange theory (LMX theory) suggests that the relationship developed by leaders with their employees differ when it comes to the exchange of resources, information and support. While low-quality relationships are characterized by low levels of trust and obligation, where employees only do what is designated in their job description, high-quality relationships show mutual trust, respect, liking and reciprocal influence.

Thus, leadership has been defined as a key driver of employee engagement, whereas studies suggest that transformational leadership, charismatic leadership and authentic leadership directly relate to the extent to which an individual is engaged to his job.

Therefore, in high-quality LMX relationships, individuals not only trust their managers but also interpret management activities positively, consequently directing their energies in showing Organizational Citizenship Behaviors. Additionally, their intention to remain in the organization might increase since they feel the support and trust from their leaders (Alfes, Shantz, Truss, & Soane, 2013).

2.2. Motivation and Satisfaction

The definition of motivation is one of the most targeted for research in the Social Sciences, aiming for understanding one's reasons for acting in a certain way when confronted with different situations According to the epistemological origin of the word, the concept of motivation derives from the Latin *movere* which means "to move" (Kretiner & Kinicki 1998*, apud* Ramlall, 2004).

Motivation can be described as an internal and individual, intentional and dynamic state. It is an internal and individual condition because it occurs within each individual and every individual has different needs and goals. It is intentional insofar where the behaviors that stem from it are volunteers. In turn, it is dynamic because it results from the influence of individual and situational factors. Being an internal and individual state, there is no manager able to force someone to be motivated. Since motivation emerges within the individual, authors suggest that the strategy to adopt must be removing the barriers to motivation (Wiley, 1997).

At the source of motivation there is always an unmet need which leads to a tension to act. To satisfy this need and thus, to reduce tension, the individual behaves in a certain way in order to achieve certain goals. In general, it can be understood that motivation reflects the degree to which an individual decides to commit to certain behaviors, transforming the satisfaction of needs in an obtainable goal. This process encourages the individual to perform certain actions that help achieve efficiency in a task and to cement his commitment to the organization (Saleem & Mahmood, 2010).

According to (Mitchell, 1982), motivation is multifaceted because it includes a set of processes, which are excitement (energy boost), the direction (choice) and persistence. In addition to these, motivation can be intrinsic or extrinsic. While attempting to clarify this dichotomy, some authors explain that intrinsic motivation is when an individual's behavior is oriented to the satisfaction of innate psychological needs (Ryan & Deci, 2000), or simply associated with the pleasure in carrying out the task itself (Deci *et al*, 1989, *apud* Saleem & Mahmood, 2010). The extrinsic motivation comes when individuals try to meet their needs in an indirect way, e.g., more specifically through monetary or material rewards (Osterloh *et al*. 2002). The intrinsic factors consist of performance, recognition, work itself, responsibility, growth; and the extrinsic factors consist of organizational policies, supervision, interpersonal relations, working conditions, the status, remuneration and security. Sekaran, (1989) adds as motivating factors, the individual's involvement in decision making regarding his job level and the existence of positive reinforcement for his performance. Regardless of establishing this division, Mitchell (1982) argues that individuals can be motivated by intrinsic and extrinsic factors simultaneously, provided that both meet his perceptions of satisfaction.

Similarly to motivation, job satisfaction is one of the variables most investigated in organizational psychology (Grandey, Cordeiro, & Crouter, 2005).

Some authors consider it as an attitude towards certain aspects of work, while others argue that this concept must be understood as a generalized attitude towards work.

An example of the first perspective is the definition of Melnyk (2006), according to which, job satisfaction is a workers' positive or negative attitude towards: the work itself, the supervisor, the team work, the organization and life. Moreover, an example of the second perspective is referenced by Warr *et al.* (1979), in which he states that job satisfaction is the extent to which individuals feel satisfied with their work (Lise, Saari and Timothy, & Judge, 2004).

Although some authors state that the differences in satisfaction among workers may be caused by differences in their temperament or provisions, it appears that there is not enough information in the literature that dictates which exact measures affect satisfaction.

In the literature, job satisfaction is described as affective or cognitive since it is based on the emotional assessment of work or in a logical and rational assessment conditions, opportunities or job results (Organ & Near, 1985).

The issue behind the conception of satisfaction seen as an attitude is that this is defined as consisting of three components: cognitive, affective and behavioral.

However, researchers tend to study only the cognitive and affective satisfaction, thus, neglecting the behavioral component.

Generally, HR practitioners believe that the work situation causes employees’ attitudes, being this is an area that HR can influence through organizational programs and management practices (Lise, Saari and Timothy, & Judge, 2004).

A number of studies have demonstrated the influences of ones’ disposition on job satisfaction. In fact, research evidence indicates that differences in job satisfaction across employees can be outlined through the differences in their dispositions or temperaments (House & Herold, *apud* Lise M. *et al*., 2004).

Moreover, several studies state that dissatisfied employees are more likely to quit their jobs or be absent than satisfied employees, also pointing out the relation between job satisfaction and other withdrawal behavior such as lateness and decision to retire (Lise, Saari and Timothy, & Judge, 2004).

A wide range of scientific studies that seek to explain the relationship between motivation and other organizational variables state that motivation is regarded as a promoter of behaviors that contribute to increased individual and organizational effectiveness, such as punctuality, effort, job involvement, commitment, creativity, retention and performance (Mitchell, 1982).

As to the effects of job satisfaction, the literature is persistent in associating this variable to individual performance and organizational performance. However, most research about the nature of this association does not provide sufficient evidence that it exists at the level that managers believe, that is, a satisfied worker is a productive worker (Lise, Saari and Timothy, & Judge, 2004).

Part II – The Internship

1. History of Bluepharma

Bluepharma - Indústria Farmacêutica, S.A. is a pharmaceutical company based in Coimbra. It was founded in February 28th, 2001, with Portuguese capital only, by a group of Portuguese professionals who acquired Bayer's industrial unit. Bluepharma initiated its activity as a contract manufacturing organization, by manufacturing bulk or finished product to other pharmaceutical companies.

With eyes on the future, Bluepharma broaden its horizons and goals setting up a new strategy, adding to the production of pharmaceutical medicinal products the investment in investigation and development of new technologies as a contract research organization. In the year of 2003, Bluepharma not only created a Research & Development department but also its first affiliate Bluepharma Genéricos – Comércio de Medicamentos, S.A.

Nowadays, Bluepharma not only maintains the manufacturing of medicinal products for other companies and for itself, but also develops products and/or technologies and provides services to an array of clients. The company offers licensing-out[1], which consists on a creation of a new product/process with the consequent use of a third party to make these available in the appropriate market. Although using a third party, the creator maintains his ownership of the new product with the relief of not carrying the burdens of commercialization, benefiting from its market value.

The main business activities of Bluepharma are the following:

- Production of medicinal products for other companies;
- Production and commercialization of own brand of generic medicinal products – Bluepharma Genéricos – Comércio de Medicamentos, S.A.
- Research, development and registration of pharmaceutical medicinal products;
- Licensing of new technologies.

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[1] http://www.genomicslawreport.com/index.php/2010/01/19/the-license-out-as-a-business-model/; accessed on June 30th, 2014

Bluepharma is a Good Manufacturing Practice (GMP) certificated company by INFARMED, I.P., obtained an environmental certificate Eco-Management and Audit Scheme and in 2009, and most significantly, became the first Portuguese pharmaceutical company to obtain the Food and Drug Administration certification.[2]

The company consists of the following departments:

- Research & Development;
- Business & Development;
- Production & Packaging;
- Quality Control;
- Product Quality & Compliance;
- Quality Management;
- Finance;
- Planning and management of purchases;

I developed my internship in the Human Resources department, which team consists of two collaborators, the sector's official and a technical assistant. The team is in charge of dealing with the process of hiring employees, running the social balance, the activity reports, staff map and other personal legal obligations. Thus, there is responsibility of notifying the board and directors on legal updates and legislation impacting on labor contracts.

Moreover, the HR team is in charge of performing all legal communications to Social Security, signing in the collaborators and reporting the remuneration value of each one. Also the payroll process is performed monthly. All of the records related to the personal management are updated into database.

With regard to the Holiday Plan, in this department is performed the monitoring of the enjoyment of holidays, complemented with the correspondent map in coordination with each directors.

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[2] History of Bluepharma on https://www.bluepharma.pt/ accessed on June 30th 2014

Concerning its strategic plan, Bluepharma invests annually 62.000 € in training needs, being the Investigation department the more invested. The Human Resource department is in charge of applying training needs survey with the intent of preparing the annual training plan and the follow-up of compliance.

Since Bluepharma is a certified company, the integration of new employees complies with determined requirements, such as training and information sessions concerning the principles of the different departments. Therefore, each new collaborator is given the company's quality manual and internal Standard Operating Procedures, and is provided with training sessions throughout his course.

Regarding the annual report concerning disclosure of the social activity of the company, the Single Report[3], the regulations of the Labor Code created a unique obligation for the employers, by annually reporting on the social activity of the company, having the content and the timing of its presentation regulated by law.

Thus, in order to obtain information to complete this report, there are two documents in force: the Registration of Participants and the Registration of Individual Training. The first document that was mentioned above exists to control the attendance of the employees at a training session. It fully describes the name of the session, its goals and the trainers – who are more commonly Directors. However, the HR department is in charge of being in contact with external entities to provide training when necessary. As to the second document, its purpose is to report the training sessions that each collaborator individually attended to, recording their sum of training hours.

1.1. Internship's Tasks and Goals

Concerning the training management, it was my responsibility to support the organization of information used in the Single Report by arranging the annual training records. By inserting the information contained both in the Registration of Individual Training and Registration of Participants in the database on Excel, I could calculate how many training sessions were developed and then number of participants who attended to them. The number of training hours was also calculated. All this information was then conveniently organized in order to allow a global vision of the training management provided by the organization.

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[3] http://www.gep.msess.gov.pt/destaques/perguntasru.php accessed on June 30th 2014

Moreover, I was in charge of the administrative organization and management of the HR files, as so for the rearrangement of the personal records and digital file. When a new collaborator was hired, I was in charge of preparing the confidentiality agreement and the admission contract in order to insert it along with his academic and professional information in a his personal file that was previously arranged.

Furthermore, regarding the Labor Medicine, I frequently treated the information related to employees' health costs who receive health insurance provided by the company. I filled in the Health's Costs Statement with the appropriate information regarding the employee and his health issue. Additionally, when an employee attended to the Labor Medicine's appointment, I was in charge of informing by e-mail the employees' supervisor about the doctor's recommendations.

Finally, I had the opportunity attend to meetings regarding the HR management. For instance, HR consultants frequently ask to submit management proposals, and my task was to inform them of how the HR management worked in Bluepharma.

In conclusion, I had the opportunity to develop essential skills for a professional in the area of HR and administrative management, applying knowledge and skills acquired at school and to interact with other professionals, learning from their experiences. Essentially, I developed fundamental skills to perform well in the labor context, in particular the confidentiality of information, accountability, versatility, autonomy, teamwork and creativity.

2. Data

2.1. Methodology

This research was carried out in Bluepharma Indústria Farmacêutica, S.A., and counted with the collaboration of thirty-eight employees, who individually answered a query about the organization they work in. To note that the questionnaire was not own elaboration, it was already prepared.

This study aimed to analyze employees' satisfaction at work, regarding their commitment towards the organization, evaluating their level of stress and understating their willingness to leave the organization in the near future. Moreover, their career orientation and their global satisfaction were studied.

All the collected data was inserted in SPSS in order to generate a data base which allowed the creation of correlations and association patterns between the different variables under analysis.

In order to assess these matters, the respondents were asked to grade in a Likert scale, 1 (totally disagree) to 5 (totally agree), a few sentences about each of these dimensions. As there are many sentences used, only the most important ones, from my point of view, were chosen to take part this report. Then, looking at the results given by SPSS, which are tables contained in the Annex, it was possible to calculate the average agreement concerning one dimension for each of them that are being studied. This average was calculated concerning the average answer respondents gave to each sentence. All the data processing in SPSS is contained in Annex C.

It is important to note that, due to the amount of correlations existent between variables, only the statistically highly correlated variables and relevant ones linked to HRM practices were chosen to take part of this report.

In order to have an easier reading, all the tables indicate the sentences' number in the questionnaire.

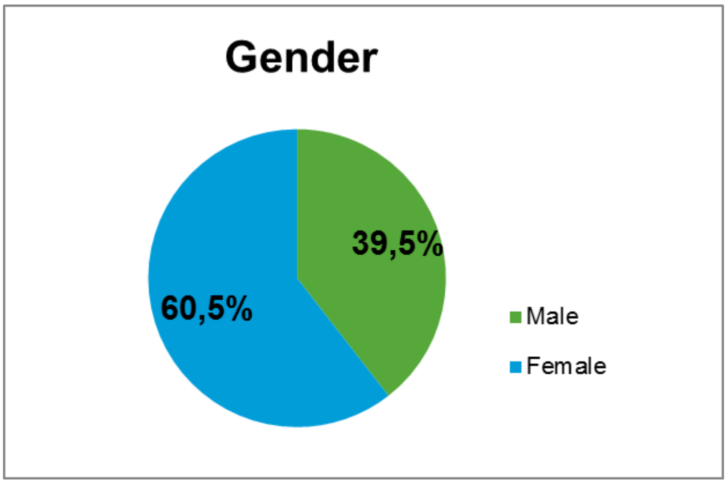
Nevertheless, all the remaining information could be of much interest, since there is an immensity of literature concerning the organizational behavior and performance.

Moreover, concerning the sentences that respondents had to grade, a few were written in the negative way (e.g. "I do not feel part of this organization"), being worthy to mention that this information was conveniently addressed by SPSS.

2.2. Sample Characterization

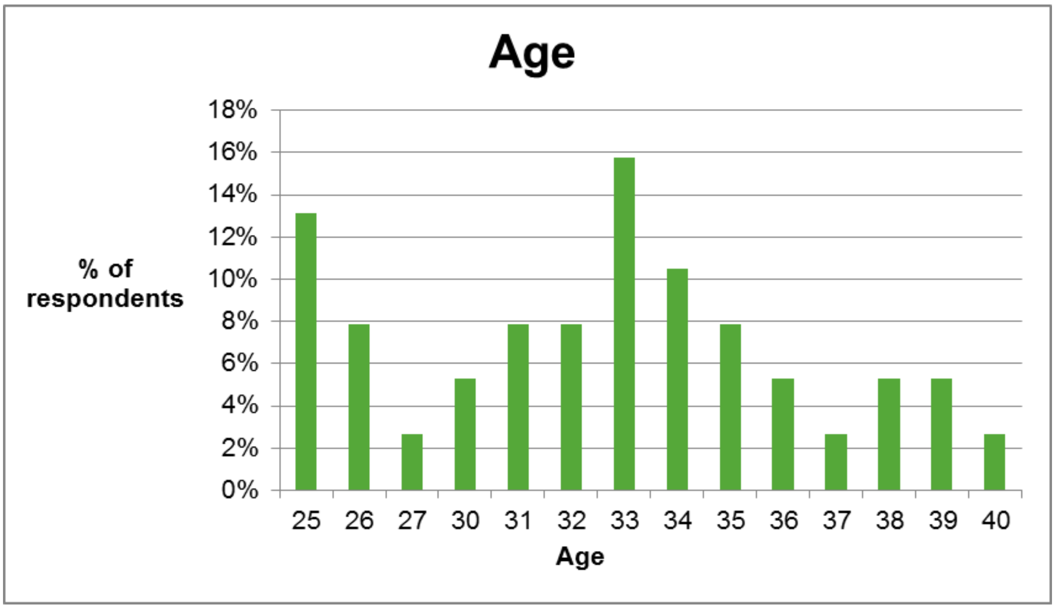
The sample consists of thirty-eight respondents. As shown in Graphic 1, 60.5% of the respondents are female and 39.5% are male. Regarding respondents' age, as demonstrated in Graphic 2, we can see that age ranges from 25 to 40, the average being 30. Concerning the respondents' job category, as illustrated in Table 1, we can see that the majority is part of the intermediate management and administrative categories. Moreover, when it comes to seniority, that is, for how long these respondents have worked in the organization, we can see through Table 2 that 55.3% have been working less than six years in the organization, and 44.7% have been working for more than six years. Commonly, employees work 40 hours per week, however, looking at Graphic 3 we can see that almost 20% work 45 hours and more than 15% work 50 hours. This is a relevant statistic, since the worked hours per week influences the dimension that we are studying in this report. Lastly, regarding Graphic 4, it is notable that 92.1% of the respondents are highly qualified, having a graduate or master's degree, while 7.9% holds the 12th grade.

Graphic 1 - Respondents' Gender



Source: Own elaboration

Graphic 2 - Percentage of respondents' age



Source: Own elaboration

Table 1 - Respondents' Job Category

Job Category	Total
Director of the company	1
Top Manager	6
Intermediate Management	15
Administrative	12
Operator	2

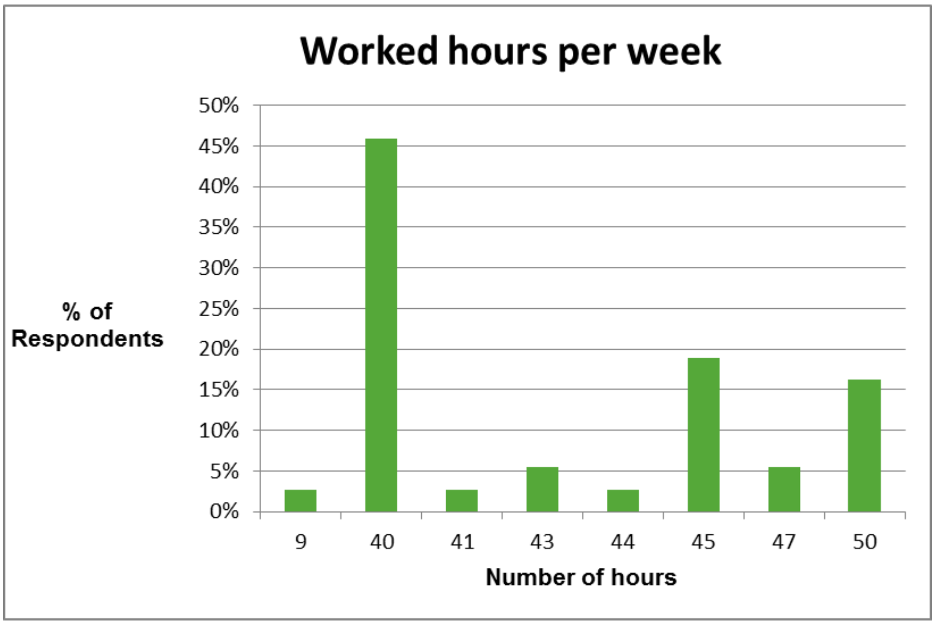
Source: Own elaboration

Table 2 - Percentage of respondents' seniority

Years	Total
Less than 2	23,70%
3 to 5	31,60%
6 to 10	28,90%
More than 10	15,80%

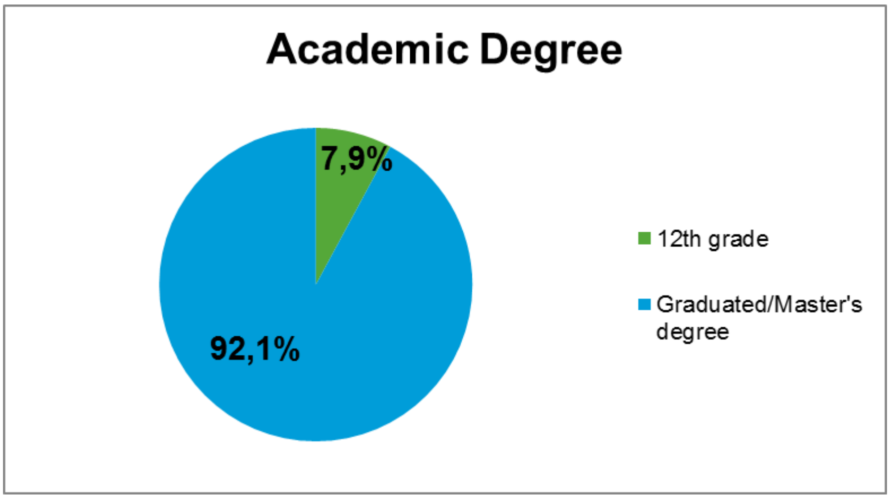
Source: Own elaboration

Graphic 3 - Percentage of respondents' working hours per week



Source: Own elaboration

Graphic 4 - Respondents' Academic Degree



Source: Own elaboration

2.3. Subordinates' Results

The present survey was structured in order to evaluate subordinates' level of satisfaction towards different aspects in their lives. For instance, how they feel about their job and their career, how they evaluate their well-being in the past months, and what vision do they have towards the organization and the HRM practices.

2.3.1. Life Satisfaction

For the purpose of analyzing subordinates' satisfaction towards life, they graded ten sentences regarding how they felt in their lives and how have they been feeling for the last four weeks. Table 3 shows us the average agreement with the sentences that express life satisfaction.

Table 3 - Assessing Life Satisfaction

	Life Satisfaction - Sentences	**Mean**
1	I am satisfied with my life	3,5
2	If I could go back in time, I would not change anything in my life	
3	I recently felt depressed	
2	I recently felt worried	
3	I recently felt calm	
7	I recently felt optimistic	

Source: Own elaboration

Considering the Table above, the average agreement towards the stated sentences is 3.5, meaning that the respondents do not feel completely satisfied nor dissatisfied with their lives and well-being.

2.3.2. Career Satisfaction

Subordinates’ satisfaction towards their career was assessed taking into account the following sentences shown in Table 4, which also demonstrates us the average agreement on these.

Table 4 - Assessing Career Satisfaction

	Career Satisfaction - Sentences	**Mean**
1	In general, I am satisfied with my career until now	3,75
2	I am satisfied with the progress I made to achieve my career goals	
3	Globally, I am satisfied with the progresss I did in my career	

Source: Own elaboration

Considering the results shown above, it is possible to state that respondents are positively satisfied with what they achieved and what stage they are in they career.

2.3.3. Job Satisfaction and Organizational Identity

Job satisfaction can be described as the degree of well-being experienced at work or in the work situation. The most common definition used by researches defines job satisfaction as a positive emotional state that results from the evaluation of the work experiences provided by labor. In other words, it is the workers’ emotional response assessing to what extent is he satisfied with his job.

Organizations with satisfied employees tend to have a lower turnover rate, as for dissatisfied employees are more likely to leave their jobs or showing a higher rate of absenteeism. (Saari & Judge, 2004)

Therefore, we will evaluate the average agreement on job satisfaction, stress, organization commitment and intention to quit the organization taking into account the subsequent tables:

Table 5 - Assessing Job Satisfaction

Job Satisfaction - Sentences		Mean
1	In general, I like to work here	4,32
4	In general, I do not like my job	
7	Globally, I am satisfied with my job	

Source: Own elaboration

Looking at Table 5 it is possible to conclude that respondents are significantly satisfied with their job, since the average is 4.32.

Table 6 - Assessing Level of Stress

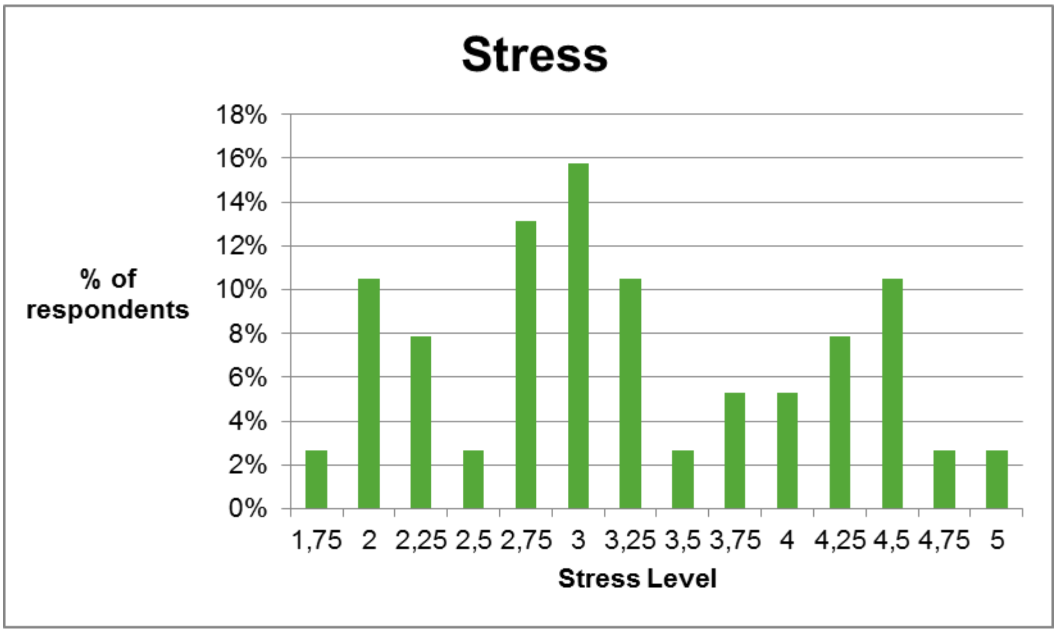
Stress - Sentences		Mean
3	I always have lots of work to do	3,24
6	I struggle to deal with the tasks I have to do	
9	I am forced to work intensively in order to complete my tasks	
10	I work under pressure	

Source: Own Elaboration

Concerning the level of stress felt by subordinates, Table 6 shows us that the average agreement on this matter is 3.24; however, when analyzing the frequency table resulting from SPSS, we concluded that this average did not truly demonstrate the actual feeling that subordinates had towards this matter.

Therefore, the following graphic will indicate a more precise vision of subordinates’ feelings when it comes to their stress level:

Graphic 5 - Stress Level felt by Respondents



Source: Own Elaboration

When observing the results on the graphic above, and looking at the sentences used to measure this variable, it is possibly to state that 52.6% of the employees graded their level of stress from a level of 1 to 3 while the other 47.4% from 3,25 to 5. These results indicate that more than half of the respondents feel quite stressed, which obviously is not a good influence on their satisfaction. This tells us that employees do not feel comfortable with the intensity of work they are asked to perform.

The organizational link between an individual and an institution is referred to as organizational commitment. The affective organizational commitment is a state in which an individual identifies himself with both the organization and its goals, and feels the urge to remain connected to it. Additionally, this type of commitment is related to loyalty, willingness to contribute to the organization and feel proud working in it (Katou & Budwhar, 2006).

Table 7 - Assessing Organizational Commitment

	Commitment -Sentences	**Mean**
2	I do not feel part of my organization	4,1
5	This organization has personal meaning for me	
11	I do not feel emotionally connected to my organization	

Source: Own elaboration

Regarding the commitment established by employees, the average agreement of 4.1 shown on Table 7 tells us that these are highly committed to the organization, seeing that there is an emotional connection and personal significance stated.

The turnover intention refers to the perception of an individual in relation to the possibility of leaving an organization by their own will in the near future. Work pressure, lack of promotion opportunities, working hours and the work-life balance are all factors that might lead an employee to leave the organization. Factors that combat this feeling are mostly HRM practices, such as financial incentives, recruitment strategies and good opportunities for promotion and career development (Loi, Hang-yue, & Foley, 2006).

Table 8 - Assessing Turnovers' Intention

	Intention to quit - Sentences	**Mean**
8	I would leave the organization today if it were possible	1,9
12	During the next year, I will search for another job at another organization	
13	I am seriously considering changing of organization	

Source: Own elaboration

Finally, Table 8 indicates that 1.9 is the average agreement on the intention to quit the organization during the near future. This amount points out the low intention of leaving the organization in the near future.

Overall, when it comes to job satisfaction, it can be concluded that respondents are positively satisfied with their job, although showing a significant level of stress when dealing with their tasks. Stress level aside, there is a high level of commitment to the organization which consequently diminishes their intention of quitting.

3. Influence of HRM practices in Satisfaction

In order to understand in which way do the HRM practices of this organization influence respondents' level of satisfaction towards their job, their life and their career, subordinates were asked to grade twenty-five sentences regarding these practices. Since these sentences are correlated with each dimension that we are studying, we will present a number of Tables[4] demonstrating the levels of significance between them, and explain the influence that each of them has. Due to the size of the information provided by SPSS, only the most significant values were pointed out.

For an easier reading, all the sentences' numbers that correspond in the questionnaire are shown next to the tables.

Additionally, the correlation index that was calculated was the Pearson's correlation.

3.1. HRM practices and Career Satisfaction

Regarding career satisfaction, it was formerly measured that the average level of agreement was significantly positive, meaning that respondents are satisfied with the stage they are in their career.

The following table indicates us the significance between the correlations of HR practices and career satisfaction.

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[4] In all our tables, * and ** indicate statistical significance at 5% and 1%, respectively. All our statistical tests are bilateral.

Table 9 - Correlated variables to Career Satisfaction

	Variables	
	HR Practices	**Career Satisfaction**
1	I get the training in areas directly related to the performance of my duties	,324*
6	Increases on my salary / promotions are based on my performance	,420**
10	My organization holds as a policy the avoidance of layoffs	,384*
14	I have the opportunity to express my opinions amongst my superiors	,536**
15	In the workplace there are very few visible differences in status between groups of workers	,475**
19	When a new employee is recruited, the organization highlights which opportunities for personal and professional development are provided	,346*
20	I have a clearly defined career in my organization	,375*
21	I have the opportunity for promotions in my organization	,506**
22	I have the opportunity to perform different tasks in order to develop a broader set of skills	,409*
	Others	
	Commitment	,595**
	Turnover Intention	-,528**
	Traditional	,551**

Source: Own elaboration

The training directly related to employees' duties provided by the organization and the possibility of performing different tasks enhancing skills among with the opportunities for personal and professional development which come along when a new employee is recruited, are positively correlated to career satisfaction. The vision of having a clearly defined career along with the policy held by the organization which avoids layoffs also contributes positively for the satisfaction towards ones' career.

Moreover, it is perceived by the respondents that there are few differences in status among groups of workers which consequently provides the opportunity to express personal opinions amongst their superiors without any constraint. Adding to these, respondents' vision of opportunities for promotions and increases on salary based on performance are practices that are highly correlated to career satisfaction.

Finally, considering that employees feel comfortable expressing their opinions and perceive low hierarchical differences allow them to work in a pleasant environment where they can participate and provide suggestions concerning the organization's goals. Additionally, since they feel their performance is the key trigger to increases in salary and opportunities of being promoted, they will consequently work harder in order to achieve these rewards, enhancing their career satisfaction.

Lastly, the other variables statistically highly correlated to job satisfaction in a positive way are the extent to which one is committed to their job and the vision of having a traditional career in the organization. Negatively correlated variable is the feeling of not wanting to belong in the organization and leaving it.

3.2. HRM practices and Job Satisfaction

As it was previously stated, job satisfaction was measured considering respondents level of commitment, stress and intention to quit. We concluded that respondents were significantly satisfied with their job, considering that they perceived a low level of stress due to workload, consequently showing a high level of commitment and quite low intention of leaving the organization in the near future. Thus, we will now analyze the correlations of each of these parameters and understand in which way job satisfaction is influenced by HR practices.

3.2.1. Commitment

The following table will show us the correlations statistically associated to commitment.

Table 10 - Correlated variables to Commitment

Variables

	HR Practices	**Commitment**
20	I have a clearly defined career in my organization	,322*
15	In the workplace there are very few visible differences in status between groups of workers	,498**
14	I have the opportunity to express my opinions amongst my superiors	,497**
21	I have the opportunity for promotions in my organization	,489**
7	I am regularly informed on the objectives, strategy and results of my organization	,336*
10	My organization holds as a policy the avoidance of layoffs	,400*
	Others	
	Job satisfaction	,679**
	Traditional	,432**
	Intention to quit	-,634**
	Career satisfaction	,595**
	Seniority	,320*
	Salary	,364*

Source: Own elaboration

It can be seen through Table 10 that seniority, salary, the opportunity to express opinions amongst superiors and the policy held by the organization which avoids layoffs are positively associated correlations to commitment. The longer an individual has been working in the organization, the more he perceives salary as an important factor and the more he is informed of goals and results, than the higher he will be committed to the organization.

As to highly significant correlations, we can see that the vision of opportunity for promotions and the confidence to express opinions are of high influence in career satisfaction. Moreover, having a career managed and dependent on the organization where employees appreciate the stability of working in the same place – traditional career – is a highly correlated fact to satisfaction, along with job and career satisfactions.

Finally, the only negatively correlated variable is the turnover intention, meaning that the more highly motivated subordinates are to leave the organization, the less committed they will be to their job.

3.2.2. Job Demands

Concerning the intensity of workload it was stated to be an average level of agreement indicating significant satisfaction when it comes to managing the tasks within employees' jobs.

Table 11 - Correlated variables to Stress Level

Variables

HR Practices	Stress
Job category	-,353*
Academic degree	,328*
Independent	,385*
Well-being	-,614**
Traditional	,327*

Source: Own elaboration

According to Table 11, the level of stress is positively associated to the level of academic degree, the vision of an independent and traditional career. When demonstrated the sample characterization, we concluded that 92.1% of the respondents were graduated or had a master's degree, and considering the correlation stated above it is possible to conclude that the higher the academic degree, higher will be the level of stress.

As to the vision of and independent career managed by the individual itself and independent of the organization, we can see that the more an employee sees the success or failure of his career dependent on himself, the more he will level up his stress.

Last positively correlated variable is the career which is dependent of the organization and managed by it. The more one perceives he has a stable career the higher will be his level of stress, since he appreciates working in the organization and feels more pressured when performing tasks because leaving the his job would make him feel helpless.

When it comes to job category and well-being, these are negatively correlated to stress. For instance, an employee who is in a hierarchically lower position feels more stress handling his tasks because he might envision a hierarchic progress in the future. However, this conclusion might be in contradiction with what is typically thought to happen in organizations: the higher the job category, the greater is the responsibility of tasks and consequently the higher is the level of stressed felt.

Finally, the less an individual feels good, either with the environment surrounding him or with his life, the more he will struggle with the work he has to do.

3.2.3. Turnover Intention

Formerly it was indicated that respondents' intention of quitting the organization was significantly low. Analyzing Table 12 we can understand what influences this desire.

Table 12 - Correlated variables to Turnover intentions

Variables

	HRM practices	**Turnover Intention**
1	I get the training in areas directly related to the performance of my duties	-,333*
7	I am regularly informed on the objectives, strategy and results of my organization	-,348*
6	Increases on my salary / promotions are based on my performance	-,357*
10	My organization holds as a policy the avoidance of layoffs	-,338*
14	I have the opportunity to express my opinions amongst my superiors	-,463**
15	In the workplace there are very few visible differences in status between groups of workers	-,423**
21	I have the opportunity for promotions in my organization	-,448**
	My organization manages my career	-,336*
	Others	
	Job satisfaction	-,767**
	Commitment	-,634**
	Academic degree	,380*

Source: Own elaboration

According to Table 12, the correlated variables are negatively associated with turnover intentions. Therefore, the less training in areas directly related to ones’ job, the less information about the organizations’ perspective, the less envision of promotion opportunities and increases on salary, the more likely is ones’ intention of leaving the organization higher. In addition to these, the less a career is managed by the organization along with a less policy that avoids layoffs the higher will be the desire to quit the organization.

Additionally, also negatively correlated to turnover intentions are ones’ satisfaction towards his job and the commitment to the organization. Demonstrating low satisfaction when it comes to his job will evidently pull the trigger to leave the organization in the near future, and consequently in the same way the less committed an employee is towards his workplace, the more desire he will show in leaving the organization.

Finally, and most importantly to note, this table shows us that individuals with more academic degree are the ones who feel the urge to leave the organization. This result alerts us to the fact that employees with more responsibility are not satisfied and intend to quit. This fact goes against what is expected regarding literature, which are the least qualified people have more turnover intentions.

3.3. HRM and Life Satisfaction

When the average level of agreement towards life satisfaction was measured above, it was calculated taking into account the level of well-being that respondents felt. For the purpose of analyzing the correlations between HR practices and life satisfaction and well-being, we will indicate separately these results in the following two tables.

Table 13 - Correlated variables to Well-being

Variables

	HRM practices	**Well-being**
9	My organizations assures me job security	,441**
	Others	
	Hours	-,409*
	Stress	-,614**
	Life satisfaction	,401*

Source: Own elaboration

Looking at Table 13 it is possible to analyze not only positively correlated variables to well-being but also negatively ones. The assurance of job security provided by the organization along with satisfaction towards life are positively and highly correlated to well-being in the way that the more an employee feels stability and security in his job the more it contributes for his sense of well-being. Additionally, some other aspects of his life beyond work, such as family, friends and relationships, are significantly correlated to well-being as well.

Moreover, the amount of hours worked per week is a negatively correlated variable to well-being in the way that the less number of hours worked contribute for a higher state of positive feelings. As far as stress, this obviously provokes tension and negative feelings when struggling with workload, therefore, the lower ones' level of stress the better he will feel.

Table 14 - Correlated variables to Life Satisfaction

Variables

	HRM practices	**Life satisfaction**
10	My organization holds as a policy the avoidance of layoffs	,493**
14	I have the opportunity to express my opinions amongst my superiors	,545**
20	I have a clearly defined career in my organization	,398*
25	My organization encourages me to manage my own career	,359*
	Others	
	Hours	-,492**
	Job Satisfaction	,370*
	Well-being	,401*
	Commitment	,353*

Source: Own elaboration

Regarding employees' satisfaction towards life, we can conclude by looking at Table 14 that how they envision the management of their career encouraged by the organization or defined by it is positively correlated variables. In addition to these, the satisfaction felt with their jobs seem to have significant correlation with life satisfaction, along with the well-being felt by the respondents. The policy held by the organization avoiding layoffs is a highly correlated variable which contributes for life satisfaction, giving stability to employees' job and offering more better feelings as well.

Finally, the less hours worked by employees highly affect satisfaction towards life. Respondents seem to feel more positive about life and their well-being when dealing with low stress and working for less hours.

3.4. Summary of Results

All the results obtained during the course of the report are in compliance with the literature that was cited throughout. The HRM practices are a highly matter that can influence positively employees' satisfaction towards their job, their career and their life.

However, it was stated that 15% of respondents work up to 50 hours, contradicting the common 40 worked hours per week. In addition, 92.1% of them are highly qualified, holding a graduation or a masters' degree.

When looking at the stress level felt by employees, we found that 52.6% are struggling with workload, and feel great pressure when working intensively to complete their tasks.

Moreover, the average agreement on leaving the organization is 1.9. Nevertheless, when looking at the table related to turnover intentions contained in the Annex, we can see that 21.1% think about leaving the organization in the near future.

Additionally, when looking at the correlation tables, it is notable once again that employees' give much importance to HRM practices, such as feeling comfortable to express their opinions among superiors, to perceive promotion and salary opportunities, to get training related to their duties, and having a clearly defined career in the organization.

The turnover intentions' table indicates us that the less satisfied and committed one feels, the higher is the intention quit the organization. The most noteworthy result we will focus is the one indicating us that the higher the qualifications one has, the greater is the intention to leave.

Part III – Conclusion

1. Critical Analysis

As it was seen in the previous sections, there are several key indicators, namely the turnover intention, and feeling of well-being at work, that can help measuring the employees' overall job satisfaction as well as future job perspective. As a result, the empirical study conducted focused on applying a questionnaire that would help as a benchmark to measure these concepts at the inside of Bluepharma.

The results obtained were in general as expected according to the main literature on the matter. HRM practices influence ones' job satisfaction, commitment and trust, diminishing their level of stress, which positively affects the organizations' performance (Appelbaum *et al. apud* Van de Voorde, J., & M., 2012).

Moreover, employees who identify themselves with the organization tend to demonstrate positive attitudes towards it, being this is a cohesion factor and key-ingredient for the organizations' success. Regarding the psychological contract, which is an implicit agreement between the individual and the organization, where the employee believes that a promise has been made forcing the parties to a set of reciprocal obligations, its breach can affect employees' feelings. The psychological contract breach comes as the perceived discrepancy between what has been promised and what is delivered (Conway & Briner, 2005). Authors suggest that there is a relation between breach and low employee well-being, negative attitudes towards the job and the organization, and increased withdrawal behaviors such as leaving the organization (Turnley *et al*., 2013).

However, the expected loyalty of the higher educated turns out to be surprisingly disappointing. There are several reasons to interpret this result. Before any explanation, it is important to highlight that in the country where Bluepharma is located, Portugal, it is a very common practice to hire interns for a small period of time with a low probability of having their contract renewed. Therefore, it could be the case that intern workers anticipating a non-renewal, choose to leave earlier to another firm. Notwithstanding, it was seen that the turnover intentions come not only from the temporary jobs but also from the effective ones. Since the reason explaining the departure of the interns does not apply to the effectives, there are other factors that need to be discussed.

In the study conducted there was no significant correlation between higher salary and intention to quit. Nevertheless, one cannot discard this explanation so lightly. It is quite hard to believe that a higher salary doesn't play a key role in deciding where to work. Therefore, one could imagine that perhaps the individuals who answered the questionnaire were afraid of being considered greedy; bearing in mind the situation of the Portuguese economy they are well off relatively to the common population. Another possible explanation for high turnover intentions among the graduate workers could be the view of a stagnated career prospective inside the company, and since the pharmaceutical industry is very live and competitive is quite easy to change to another company with better prospects.

Additionally, another result from the study showed that the higher educated workers reported a higher level of stress as well as responsibility. This could also influence the decision to leave the firm. Moreover, and although a more an intuitive argument, it can be said that since there are more workers leaving than those being hired, the level of stress, workload and responsibility will increase for those who remain in the firm, leading to a higher intention to quit and hence a vicious circle.

All these reasons, mentioned and discussed ultimately may lead to the feeling of the break-up of the psychological contract as well as show that the leaders are not ambitious enough to take Bluepharmas' employees to another level. These two also contribute to the high turnover rates.

During the course of this report it was stated that according to Loi, Hang-yue & Foley (2006), factors such as work pressure, lack of promotion activities and the number of working hours influence individuals' perception regarding his loyalty towards the organization. Although, when having HRM practices such as financial incentives and good opportunities for promotion and career development, it is possible to combat ones' willingness to quit.

Therefore, after analyzing all these factors, this study recommends the implementation of an individual performance assessment, where level of responsibility as well as work load is taken into consideration, so that salary and other non-wage incentives may be given to the worker and hence improves the level of well-being and loyalty to the firm.

Nowadays no one discusses the importance of human capital, either in the micro level and the macro level of the economy. As a result, and bearing in mind the importance of the production factor in the performance and productivity it is of an extreme importance to design policies that help obtaining the maximum output of each individual.

In this report it was studied some of the employee- centered policies in which we firstly defined some concepts of well-being and satisfaction, as well as ways to measure and study them. After developing or at least explaining the theoretical framework used, an empirical study was made to see how theory helps explains practice. As it was seen the previous section, the results go in line with the current theory, except for some nuances, which potential explanations were given.

As far as the experience of working in the firm is concerned, it raised some awareness of how difficult it is do deal with individuals' expectations, especially when they all are so different. Therefore, it made me understand that there is still a lot of room for improvement in the HRM, especially knowing that it such a multifaceted field. Since the world we live in is extremely complex, it is impossible to personalize HRM to an individual level, but to a departmental and organizational one. The challenge for the future is to find shared characteristics and beliefs and adopt policy aimed at them.

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Annex

Annex –A: Subordinates' Query

QUESTIONÁRIO

O papel da gestão de recursos humanos na carreira, no bem-estar e no desempenho dos trabalhadores e organizações em Portugal

A. SOBRE O SEU TRABALHO E A SUA ORGANIZAÇÃO

1. As afirmações sequintes são sobre o modo como se sente no seu trabalho e na sua organização. Por favor, indique em que medida concorda ou discorda de cada uma delas.

	(Escolha a opção apropriada)	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
1.	Em geral, gosto de trabalhar aqui	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Não sinto que faça parte integrante da minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Tenho sempre demasiado trabalho para fazer	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.	Em geral, não gosto do meu trabalho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5.	Esta organização tem um grande significado pessoal para mim	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6.	Tenho dificuldade em gerir a quantidade de trabalho que tenho para fazer	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7.	Globalmente, estou satisfeito(a) com o meu trabalho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.	Se pudesse saia hoje da minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.	Sou obrigado a trabalhar com grande intensidade para conseguir acabar as minhas tarefas	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.	Trabalho sob pressão	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
11.	Não me sinto emocionalmente ligado à minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
12.	Durante o próximo ano penso procurar um emprego noutra organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
13.	Estou seriamente a considerar mudar de organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
14.	A minha organização tem orgulho no meu trabalho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
15.	A minha organização preocupa-se com o meu bem-estar	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
16.	A minha organização tem em consideração os meus valores e objectivos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

2. Abaixo encontra uma lista de práticas de gestão de recursos humanos habitualmente utilizadas pelas organizações. Por favor, indique em que medida concorda que estas práticas são utilizadas na sua empresa.

	(Assinale a opção que melhor traduz a sua opinião)	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
1.	Recebo formação em áreas directamente relacionadas com o desempenho das minhas funções	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Tenho formação em áreas não directamente relacionadas com as minhas funções	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Recebo regularmente informação relativa aos objectivos, estratégia e resultados da minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.	O meu salário está acima da média em comparação com pessoas a desempenharem funções idênticas noutras organizações	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5.	O meu desempenho é avaliado formalmente pelo menos uma vez por ano	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6.	Os meus aumentos salariais/promoções têm por base o meu desempenho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7.	Recebo regularmente informação sobre o meu desempenho do meu superior hierárquico	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.	A minha organização oferece-me a possibilidade de trabalhar de modo flexível (ex. horário flexível, trabalhar em part-time, etc.)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.	A minha organização oferece-me segurança no emprego	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.	A minha organização tem como política evitar despedimentos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
11.	Tenho autonomia para tomar decisões relativas ao modo como faço o meu trabalho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
12.	A minha organização procura preencher novas vagas internamente antes de recorrer a candidatos externos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

Continuação *(Assinale a opção que melhor traduz a sua opinião)*	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
13. Trabalho integrado numa equipa	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
14. Tenho oportunidades para expressar as minhas opiniões junto dos meus superiores hierárquicos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
15. Onde trabalho há muito poucas diferenças de estatuto visíveis entre grupos de trabalhadores	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
16. A minha organização tem procedimentos formais que me permitem reclamar de decisões que afectem o meu trabalho e carreira (ex. avaliação de desempenho)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
17. Controlo o modo como desempenho as minhas funções	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
18. A minha organização utiliza várias práticas de recrutamento e seleção, incluindo uma variedade de testes e entrevistas.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
19. Quando a minha organização recruta um novo colaborador salienta as oportunidades de desenvolvimento pessoal e profissional que proporciona.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
20. Tenho uma carreira bem definida na minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
21 Tenho possibilidades de promoção dentro da minha organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
22. Tenho oportunidades de rodar e desempenhar funções diferentes de modo a desenvolver un conjunto mais alargado de competências	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
23. A minha organização dá-me formação com o objectivo específico de desenvolver a minha capacidade de trabalhar em equipa	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
24. A minha organização gere a minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
25. A minha organização encoraja-me a gerir a minha própria carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

B. SOBRE A SUA CARREIRA

1. Indique em que medida concorda com as seguintes afirmações relativamente à sua carreira:

(Escolha a opção apropriada)	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
1. Sinto que posso mudar de organização de tempos a tempos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2. Sinto que posso mudar de ocupação/profissão com alguma frequência	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3. Existe uma fronteira clara entre o meu trabalho/carreira e a minha vida pessoal/familiar	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4. Seria difícil sair do local onde vivo mesmo se me oferecessem uma boa oportunidade de trabalho/carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5. Sinto que é possível mudar de setor/indústria de tempos a tempos	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6. Seria muito difícil para mim mudar para outra organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7. Mudar de ocupação/profissão seria muito difícil para mim	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8. É muito dificil conseguir separar o meu trabalho/carreira da minha vida pessoal/familiar	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9. Poderia facilmente sair do local onde vivo para aproveitar uma oportunidade de trabalho/carreira noutro lado qualquer	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10. Trabalhar noutro setor/indústria seria difícil	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
11. É-me indiferente ficar muito tempo na mesma organização ou mudar de organização frequentemente	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
12. A grande prioridade da minha carreira é trabalhar sempre na minha ocupação/profissão	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
13. A minha vida pessoal/familiar é mais importante para mim do que o meu trabalho/carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
14. Uma das grandes prioridades na minha carreira é trabalhar perto do local onde vivo.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
15. Continuar a trabalhar neste setor/indústria é muito importante para mim	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
16. Uma das minhas prioridades é conseguir trabalhar continuamente na mesma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

	Continuação *(Escolha a opção apropriada)*	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
17.	É-me indiferente trabalhar nesta ou noutra qualquer ocupação/profissão.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
18.	A minha vida pessoal/familiar tem prioridade sobre o meu trabalho e carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
19.	É-me indiferente viver aqui ou noutro lado qualquer desde que consiga encontrar boas oportunidades de trabalho/carreira.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
20.	É-me indiferente trabalhar neste ou em qualquer outro setor/indústria	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
21.	Eu sempre quis fazer toda a minha carreira na mesma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
22.	Sempre quis trabalhar na minha ocupação/profissão	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
23.	A minha vida pessoal/familiar sempre foi mais importantes para mim do que o meu trabalho/carreira.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
24.	Viver e trabalhar perto do local onde vivo sempre foi muito importante para mim	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
25.	Eu preferia trabalhar no mesmo setor/indústria durante toda a minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
26.	Se depender inteiramente de mim ficarei sempre na mesma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
27.	Se depender inteiramente de mim nunca deixarei a minha ocupação/profissão	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
28.	Colocarei sempre a minha vida pessoal/familiar à frente do meu trabalho/carreira.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
29.	Nunca consideraria aceitar uma oportunidade de trabalho/carreira se tivesse de sair do local onde vivo.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
30.	Se puder, trabalharei sempre neste setor/indústria	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

2. Por favor, indique até que ponto concorda ou discorda com cada uma das seguintes afirmações:

	(Assinale a opção que melhor traduz a sua opinião)	**Discordo fortemente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo Plenamente**
1.	Eu sou responsável pela minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Aprecio a estabilidade inerente a trabalhar continuamente na mesma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Quero ter uma carreira em que possa progredir até ao topo da hierarquia de uma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.	A minha carreira não é um aspecto central na minha vida	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5.	Em última análise, dependo de mim mesmo(a) para atingir os objectivos a que me proponho na minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6.	Sentir-me-ia muito perdido(a) se não pudesse continuar a trabalhar na mesma organização	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7.	Se sinto que não estou a progredir na minha carreira começo imediatamente a procurar um novo emprego.	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
8.	Ter sucesso na carreira não é muito importante para mim	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
9.	Eu sou responsável pelo sucesso ou fracasso da minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
10.	Se a minha organização me oferecesse emprego para toda a vida nunca procuraria outra organização para trabalhar	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
11.	Meço o sucesso da minha carreira pela progressão que tenho	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
12.	Escolheria a reforma antecipada a continuar a trabalhar enquando pudesse	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
13.	Em geral tenho uma carreira independente e auto-gerida	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
14.	Gostaria de poder trabalhar na mesma organização durante toda a minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
15.	Eu escolho trabalhar para empresas onde possa progredir hierarquicamente	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
16.	Não me defino pela minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

3. A questão seguinte é sobre a sua história de carreira no que diz respeito às últimas 5 funções que exerceu. Antes de responder gostariamos que prestasse atenção às seguintes instruções:

a) Entendemos por função um conjunto de tarefas. Isto significa que pode ter tido várias funções dentro da mesma organização (por exemplo se passou de vendedor a diretor comercial);

b) A nossa questão pretende captar transições significativas na sua carreira. Isto significa que se a designação da sua função se alterou (por exemplo, de auxiliar de educação para assistente de acção educativa) mas as suas tarefas, reporte hierárquico, remuneração, etc. se mantiveram, deverá considerar que desempenhou apenas uma função.

c) Preencha a tabela seguinte linha a linha começando pela sua função atual. Para cada função indique quais as alterações relativamente às funções previamente desempenhadas (se mudou de organização, de ocupação ou profissão, de residência, e de indústria ou setor de actividade). Indique igualmente quantas horas em média trabalhava por semana e durante quanto tempo exerceu essas funções. Se tiver desempenhado menos de 5 funções durante a sua carreira indique, na linha adequada, quais as funções com que iniciou a sua carreira e deixe em branco as linhas de que não necessitar.

História de Carreira	**Quando assumiu estas funções mudou de organização?**	**Esta mudança envolveu uma mudança de ocupação ou profissão?**	**Esta mudança envolveu uma alteração de residência?**	**Esta mudança envolveu uma alteração de indústria ou setor?**	**Em média quantas horas por semana trabalhava quando exercia estas funções?**	**Durante quanto tempo exerceu estas funções?**	**Estas foram as primeiras funções que desempenhou na sua carreira?**
Funções atuais ⇨	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	_______ Horas	______ Anos ______ Meses	Sim ☐1 Não ☐2
Funções anteriores ⇨	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	_______ Horas	______ Anos ______ Meses	Sim ☐1 Não ☐2
Funções anteriores ⇨	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	_______ Horas	______ Anos ______ Meses	Sim ☐1 Não ☐2
Funções anteriores ⇨	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	_______ Horas	______ Anos ______ Meses	Sim ☐1 Não ☐2
Funções anteriores ⇨	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	Sim ☐1 Não ☐2	_______ Horas	______ Anos ______ Meses	Sim ☐1 Não ☐2

4. Por favor, indique até que ponto concorda ou discorda com cada uma das seguintes afirmações:

	(Escolha a opção apropriada)	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
1.	Em geral, estou satisfeito(a) com a minha carreira até hoje	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Estou satisfeito(a) com o progresso que fiz no sentido de atingir os meus objectivos de carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Globalmente, estou satisfeito(a) com o progresso que fiz na minha carreira	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

C. SOBRE VOCÊ

1. Como é que se sente na sua vida? Por favor, indique até que ponto concorda ou discorda com cada uma das seguintes afirmações:

	(Escolha a opção apropriada)	**Discordo totalmente**	**Discordo**	**Nem concordo nem discordo**	**Concordo**	**Concordo plenamente**
1.	Na sua globalidade acho que a minha vida é praticamente ideal	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Estou satisfeito com a minha vida	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Se pudesse voltar atrás não mudava quase nada na minha vida	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

2. As questões seguintes são sobre o modo como se tem sentido ao longo das últimas 4 semanas. Por favor indique com que frequência se sentiu…

	(Escolha a opção apropriada)	Nunca	Poucas vezes	De vez em quando	Muitas vezes	Sempre
1.	Tenso(a)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
2.	Preocupado(a)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
3.	Calmo(a)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
4.	Relaxado(a)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
5.	Deprimido(a)	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
6.	Triste	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5
7.	Otimista	☐ 1	☐ 2	☐ 3	☐ 4	☐ 5

1. Sexo: Masculino ☐ 1 Feminino ☐ 2

2. Idade : _____ anos

3. Estado Civil: Casado(a)/União de facto ☐ 1 Solteiro/viúvo/divorciado(a) ☐ 2

4. Categoria Profissional: Director de Empresa ☐ 1 Quadro Superior ☐2 Quadro intermédio ☐3 Administrativo ☐4

Trabalhador Não Qualificado/Manual ☐4 Outra? ☐5 Qual?_______________________

5. Há quanto tempo aproximadamente está na sua empresa? ____Anos ____ Meses

6. Em média quantas horas trabalha por semana? ______ horas

7. O seu contrato de trabalho é: Sem termo (efectivo) ☐1 A termo incerto ☐2 A termo certo (a prazo) ☐3

Outro? ☐4 Qual?________________

8. O seu contrato de trabalho é: A tempo inteiro ☐1 A tempo parcial ☐2

9. Você é: Trabalhador por conta própria ☐1 Trabalhador por conta de outrem ☐2 Trabalhador independente ☐3

10. O seu salário mensal (bruto) é: Menos de 500€ ☐1 Entre 501€ e 1000€ ☐2 Entre 1001€ e 1500€ ☐3

Entre 1501€ e 2000€ ☐4 Entre 2001€ e 3000€ ☐5 Mais de 3001€ ☐6

11. Habilitações Académicas: Até ao 9º ano de escolaridade ☐ 1 12º ano ☐ 2 Licenciatura/Mestrado ☐ 3

12. Nacionalidade: Portuguesa ☐1 Outra ☐2 Qual? ________________________

Continuação no estudo

A FEUC irá dar continuidade ao estudo sobre as atitudes dos trabalhadores face ao trabalho e à carreira e gostaríamos, desde já, de o(a) convidar a participar. Para tal solicitamos-lhe que nos faculte um contacto de email para que o(a) possamos contactar no futuro onde quer que esteja. Não nos indique o seu nome de modo a manter a sua participação anónima e confidencial.

☐ Sim, gostaria de continuar a participar e o meu email é___________________________________

Mais uma vez, agradeço a sua colaboração.

Annex – B: SPSS Tables

satvida

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,00	1	2,4	2,6	2,6
	2,67	4	9,8	10,5	13,2
	3,00	10	24,4	26,3	39,5
	3,33	2	4,9	5,3	44,7
	3,67	5	12,2	13,2	57,9
	4,00	11	26,8	28,9	86,8
	4,33	3	7,3	7,9	94,7
	4,67	1	2,4	2,6	97,4
	5,00	1	2,4	2,6	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

satcarreira

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	2,00	2	4,9	5,3	5,3
	2,33	2	4,9	5,3	10,5
	3,00	2	4,9	5,3	15,8
	3,33	3	7,3	7,9	23,7
	3,67	10	24,4	26,3	50,0
	4,00	13	31,7	34,2	84,2
	4,33	1	2,4	2,6	86,8
	4,67	1	2,4	2,6	89,5
	5,00	4	9,8	10,5	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

sattrab

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3,33	1	2,4	2,6	2,6
	3,67	4	9,8	10,5	13,2
	4	12	29,3	31,6	44,7
	4,33	6	14,6	15,8	60,5
	4,67	9	22,0	23,7	84,2
	5	6	14,6	15,8	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

stress

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,75	1	2,4	2,6	2,6
	2	4	9,8	10,5	13,2
	2,25	3	7,3	7,9	21,1
	2,5	1	2,4	2,6	23,7
	2,75	5	12,2	13,2	36,8
	3	6	14,6	15,8	52,6
	3,25	4	9,8	10,5	63,2
	3,5	1	2,4	2,6	65,8
	3,75	2	4,9	5,3	71,1
	4	2	4,9	5,3	76,3
	4,25	3	7,3	7,9	84,2
	4,5	4	9,8	10,5	94,7
	4,75	1	2,4	2,6	97,4
	5	1	2,4	2,6	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

comprometimento

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	3	2	4,9	5,3	5,3
	3,33	4	9,8	10,5	15,8
	3,67	8	19,5	21,1	36,8
	4	9	22,0	23,7	60,5
	4,33	5	12,2	13,2	73,7
	4,67	6	14,6	15,8	89,5
	5	4	9,8	10,5	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

intsaida

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	10	24,4	26,3	26,3
	1,33	2	4,9	5,3	31,6
	1,67	4	9,8	10,5	42,1
	2,00	9	22,0	23,7	65,8
	2,33	5	12,2	13,2	78,9
	2,67	2	4,9	5,3	84,2
	3,00	6	14,6	15,8	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

bemestar

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1,00	1	2,4	2,6	2,6
	1,86	1	2,4	2,6	5,3
	2,29	1	2,4	2,6	7,9
	2,57	2	4,9	5,3	13,2
	2,71	1	2,4	2,6	15,8
	2,86	2	4,9	5,3	21,1
	3,00	3	7,3	7,9	28,9
	3,29	5	12,2	13,2	42,1
	3,43	6	14,6	15,8	57,9
	3,57	5	12,2	13,2	71,1
	3,71	5	12,2	13,2	84,2
	3,86	2	4,9	5,3	89,5
	4,14	2	4,9	5,3	94,7
	4,29	2	4,9	5,3	100,0
	Total	38	92,7	100,0	
Missing	System	3	7,3		
Total		41	100,0		

Annex C – Data Processing in SPSS

* Este ficheiro contém um conjunto de comandos que permitem: a) recodificar os itens invertidos; b) criar as variáveis necessárias à análise a partir dos itens do questionário; produzir tabelas de frequências e gráficos para descrever a empresa, a amostra e a distribuição de algumas variáveis chave; d) produzir a tabela de correlações indicando a associação entre as variáveis. * Antes de executar a syntax certifique-se que a base de dados em SPSS está aberta.* De modo a executar o ficheiro correctamente a syntax não pode ser executada de uma só vez. O primeiro bloco recodifica os itens invertidos e tem de ser executado em primeiro lugar. *O segundo bloco cria as variáveis necessárias à analise e tem de ser executado em segundo lugar. Os blocos 2 e 3 podem ser executados simultaneamente.* Para executar a syntax de um bloco seleccione o código com o rato (tal como se seleciona texto no word) e clique no triangulo verde (run selection) na barra de ferramentas acima. Quando executa um bloco o SPSS abre 1 ficheiro output. *Depois de executar os blocos 1 e 2 grave a base de dados em SPSS

*BLOCO 1

* Os comandos seguintes recodificam as variáveis invertidas. Este bloco tem de ser o primeiro a ser executado. Depois de correr a syntax grave a base de dados em SPSS

```
DATASET ACTIVATE DataSet1.

RECODE Orgcom1R Jobsat2R compOrg3R (1=5) (2=4) (3=3) (4=2) (5=1) INTO
Orgcom1 Jobsat2 orgcom3.

EXECUTE.

RECODE BE1R BE2R BE5R BE6R (1=5) (2=4) (3=3) (4=2) (5=1) INTO BE1 BE2
BE5 BE6.

EXECUTE.
```

*BLOCO 2

os comandos abaixo criam as seguintes variáveis a partir dos itens do questionário - satisfação no trabalho, comprometimento com a organização, stress, intensão de saída da organização, desempenho nas funções,comportamentos de cidadania rganizacional,orientação carreira independente, orientaçãocarreira tradicional, satisfação com a carreira,satisfação com a vida, e bem estar. Depois de executar o bloco 2 o SPSS acrescenta as variáveis criadas no ficheiro de dados. Pode verificar se correu a syntax correctamente observando a lista de variáveis (ver em data vew ou variable view no ficheiro de dados). * Depois de correr o bloco grave o ficheiro de dados em SPSS de modo a manter as variáveis criadas.

```
COMPUTE sattrab=MEAN(JobSat1,Jobsat2,JobSat3).

EXECUTE.

COMPUTE comprometimento=MEAN(Orgcom1,Orgcom2,orgcom3).

EXECUTE.

COMPUTE stress=MEAN(JobDem1,JobDem2,JobDem3,JobDem4).

EXECUTE.

COMPUTE intsaida=MEAN(itq1,itq2,itq3).

EXECUTE.

COMPUTE
desempenho=MEAN(TaskP1,TaskP2,TaskP3,TaskP4,TaskP5,TaskP6,TaskP7).

EXECUTE.

COMPUTE
cidadania=MEAN(ExtrRP1,ExtrRP2,ExtrRP3,ExtrRP4,ExtrRP5,ExtrRP6,ExtrRP7,
ExtrRP8).

EXECUTE.

COMPUTE independente=MEAN(indc1,indc2,indc3,indc4).

EXECUTE.

COMPUTE tradicional=MEAN(tradc1,tradc2,tradc3,tradc4).

EXECUTE.

COMPUTE satcarreira=MEAN(CarSat1,CarSat2,CarSat3).

EXECUTE.

COMPUTE satvida=MEAN(Lifesat1,Lifesat2,Lifasat3).

EXECUTE.

COMPUTE bemestar=MEAN(BE1,BE2,BE3,BE4,BE5,BE6,BE7).

EXECUTE.

COMPUTE Cindepend=MEAN(indc1, indc2, indc3, indc4).

EXECUTE.

COMPUTE Ctradicional=MEAN(tradc1, tradc2, tradc3, tradc4).

EXECUTE.

COMPUTE Chierarquic=MEAN(progc1, progc2, progc3, progc4).
```

```
EXECUTE.

COMPUTE Cdiseng=MEAN(cdise1, cdise2, cdise3, cdise4).

EXECUTE.

*BLOCO 3

*Os comandos abaixo criam uma série de tabelas de frequências, medias e
desvios padrão das variáveis assim como gráficos de frequências com curvas de
normalidade. Quando executar a syntax o SPSSvai abrir um ficheiro de output. Se
desejar´pode gravá-lo no disco. Pode igualmente correr a syntax sempre que
desejar (para os blocos 3 e 4). As tabelas e gráficos do output podem ser
copiadas facilmente para o word (copy and paste)* Não esquecer: corra esta
syntax apenas depois de correr os blocos 1 e 2FREQUENCIES
VARIABLES=Sexo Idade Ecivil CatProf Antig Horas Contrato FTPT SitProf Salario
Acad HRM1 HRM2     HRM3 HRM4 HRM5 HRM6 HRM7 HRM8 HRM9 HRM10
HRM11 HRM12 HRM13 HRM14 HRM15 HRM16 HRM17 HRM18 HRM19
HRM20 HRM21 HRM22 HRM23 HRM24 HRM25 sattrab comprometimento  stress
intsaida desempenho cidadania independente tradicional satcarreira satvida
bemestar Cindepend Ctradicional Chierarquic Cdiseng   /ORDER=ANALYSIS.

CORRELATIONS

  /VARIABLES=Sexo Idade Ecivil CatProf Antig Horas Contrato FTPT SitProf
Salario Acad HRM1 HRM2

    HRM3 HRM4 HRM5 HRM6 HRM7 HRM8 HRM9 HRM10 HRM11 HRM12
HRM13 HRM14 HRM15 HRM16 HRM17 HRM18 HRM19

    HRM20 HRM21 HRM22 HRM23 HRM24 HRM25 sattrab comprometimento
stress  intsaida desempenho cidadania independente tradicional satcarreira
satvida bemestar Cindepend Ctradicional Chierarquic Cdiseng

  /PRINT=TWOTAIL NOSIG

  /MISSING=PAIRWISE.
```