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Integration and Organizational Commitment for the Qualified Immigrants in Portugal

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Master in Human Resources Management and Organizational Consulting

Supervisor:
PhD. Carla Alexandra Silva Rebelo, Associate Professor, ISCTE-IUL

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Department of Human Resources And Organizational Behavior

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Resumo

O processo de globalização foi um fator contributivo para a intensificação do fenómeno da mobilidade de indivíduos entre países. Este acontecimento, constante nos últimos anos, desvendou vindas e permanências de imigrantes academicamente qualificados entre diferentes nações. Consequentemente, a sua participação ativa no mercado de trabalho, revela-se uma mais valia e uma contribuição ao desenvolvimento da economia dos países de destino. Assim, e dada esta relevância, é essencial garantir uma integração forte e eficaz, através de medidas e políticas, destes indivíduos nas organizações, de modo a retê-los e atraí-los. Esta investigação, que contou com a participação de 256 indivíduos, revelando o impacto da integração no compromisso organizacional, revela também que esta correlação entre imigrantes nas organizações portuguesas, não é tão forte quanto a de indivíduos nacionais, o que demonstra que as políticas de integração nas empresas e no mercado de trabalho em Portugal ainda não são tão fortes quanto desejáveis.

Abstract

The globalization process has been a contributing factor to the intensification of the phenomenon of mobility of individuals between countries. This event, constant in recent years, has unveiled comings and goings of academically qualified immigrants between different nations. Consequently, their active participation in the labor market proves to be an added value and a contribution to the development of the economy of the destination countries. Thus, and given this relevance, it is essential to ensure a strong and effective integration, through measures and policies, of these individuals in organizations, in order to retain and attract them. This research, with the participation of 256 individuals, revealing the impact of integration on organizational commitment, also reveals that this correlation among immigrants in Portuguese organizations is not as strong as that of national individuals, which shows that integration policies in companies and in the labor market in Portugal are not yet as strong as desirable.

JEL classification: F02; O15

Keywords: integration, organizational commitment, skilled immigration, policies, organizations

Agenda

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1.   Introduction:

Since 2015, immigration is identified as one of the central issues of the European Union (58% of the respondents from the Standard Eurobarometer). In Portugal, the topic never really stood up as an important issue that the country should deal with. On the other hand, economy, finance and labor market are the topics that normally stand out. Besides this fact, Portugal is, one of the few countries that, by inquiry, considers immigration more of an opportunity than a problem (Oliveira, 2020).

At some point in time, the typical immigrant profile was no longer, uniquely, the low-skilled individual who came from the South to the North, looking for better living conditions (Costa e Silva et al., 2019). Until end of the 20th century, the occurred movements were related to historical, cultural and economic relations (Baganha, Marques, & Góis, 2004: 24). Globalization and the actual state of inequalities related to the development of countries, brought the need for certain individuals, with certain qualifications, to migrate around the world, sharing knowledge and bringing investment to the destination countries. At the same time, the immigrants present themselves, as more enterprising individuals than nationals in Portugal, which consequently generates more work, and is a benefit for the economy (Oliveira, 2010, 2014 & 2019). Thus, if there is more investment in policies to attract qualified immigrants, there is more economic benefits generated for the country (Borjas, cited in Ruhs & Silva, 2020).

Portugal was an emigration country that had almost no immigration policies (Padilla & França, 2016). Between the various challenges related to the qualified immigration in Portugal, such as: bureaucracy in the processes of recognition of qualifications, difficulties in entering the specific labor sectors for which they are truly qualified or even the technological development, the integration policy adjacent to this issue is also a major challenge to be observed (Góis & Marques, 2014).

Integration is considered a multidimensional process (Zaragoza Declaration, 2010). This perspective also frames immigration' integration in a new country through 4 indicators: work, education, social inclusion and active citizenship. In 2020, the European Commission raises a new Action Plan on Integration and Inclusion to be implemented between 2021-2027. The plan raises the importance to monitor the migrants integration in the European territory and Member-states to create policies based on evidence and hard data. For this purpose, the plan also reiterated the importance of developing work on these themes, which consequently can serve

as incentives for the creation of new integration policies (Oliveira, 2020). As a multidimensional process, the immigrant integration raises other important questions about the assimilation of immigrants, in this case qualified immigrants, into the labor market. One of these important topics is their identification and their involvement in the organizations, which has not been sufficiently addressed.

Again, the globalization factor, brought the need to review, weather being an immigrant, on opposite of being a native, relates to certain organizational attitudes and behaviors (Glazer & Rosa, 2006). This high mobility environment we face today, in which companies are intrinsic parts of industrialized nations, and the importance to understand how immigrant status relates to individual's attitudes in relation to the organizations (Glazer & Rosa, 2008) can be a benefit for employers to better achieve their employees needs, which consequently, ca be an indicator to the creation of new policies, as the Action Plan on Integration and Inclusion mentioned. It is a fact that works on the qualified immigration topic and its benefits for a country are scarce in the literature' world, also because the available data is limited and of hard access. (Lomba 2014, in Góis & Marques, 2014).

Therefore, the development of this dissertation comes from this need to expand the work carried out on this topic, with the objective of improving social integrative measures in the workplace for the immigrant community, and to add social integration as a topic addressed in the literature, since it has been very little addressed in recent times. In the socialization literature, several theories purpose and approach the impact of integration socialization tactics on organizational commitment, other, on the contrary, believe that this relation is quite limited. (Yozgata & Güngörmezb, 2015). By reviewing the importance of the immigrant´ integration in the workplace and, subsequently, the effects of globalization and the crossing of migrants to new countries (Glazer & Rosa, 2008), this work aims to reveal if these important variables of socialization (integration and organizational commitment) in the workplace are related and, if being an immigrant with high qualifications has an impact in this relation. These findings will then permit the establishment of new social and integrative measures and policies for the immigrant professionally active community. Whatever exploratory initiative on the integration of immigrants, is an attempt to cooperate with human resources professionals, community activists, educators, labor activists, and professionals in the public workforce system, pursue and establish solutions to real-life challenges of integrating immigrants in the workplace (Creticos, et al.,2006).

2.   Literature Review

Firstly, we should start by mentioning the difficulties on the development of this work by the lack of treatment and attention given to the qualified immigrants' subject by the literature and overall analysis over time. For example, there is an insufficiency care of treatment and publication of information on this topic, by the Foreigners and Borders Service, which constitutes the central source of data on the entry and stay of immigrants in Portugal (Gois & Marques, 2014). Which we could consider, not only a limitation to the development of this review, as a limitation to the general knowledge of the subject.

For the first objective of the literature review, the articles and essays revised were mostly provided by the Migration Observatory (Observatório da Migração), which constitutes a project team for the High Commissioner for Migration (Alto Comissariado) (ACM, IP), responsible to study and monitor information about migrations, studies and works from various authors. Since 2007, the Migration Observatory releases a Statistic Annual Report on Immigration Integration (Relatório Estatístico Anual 2020) which aims to "collect, systematize and analyze statistical and administrative information from national and international sources regarding the phenomenon of immigration, namely, the indicators of integration of immigrants and refugees" (subparagraph a) of article 2 of Resolution 1243/2016, of 8 August). This report could also represent and take care of the statistical immigrant situation in the labor market, by providing the statistics of recognized qualified foreign citizens, even if we consider the fact that, the distribution of foreign citizens throughout professional groups in the labor market doesn´t always reflect their qualifications, which makes it difficult to access concrete data about where they are located and whether their qualifications are adapted. (Oliveira, 2020). In addition, for the statistical side of the report, the author also mentions the statistical analysis prevenient form the Eurobarometer, which "is the polling instrument used by the European Commission, the European Parliament and other EU institutions and agencies to regularly monitor the state of public opinion in Europe on issues related to the European Union as well as attitudes on subjects of political or social nature. The aim of the Eurobarometer is also to provide quality and relevant data for experts in public opinion and the general public alike." and from which we can take pictures and representations to define public policies of integration (Oliveira, 2020).

Therefore, the following literature review has two objectives. The first objective is to contextualize and put in perspective, the topics on "Immigration" and "Qualified Immigration" in Portugal, and its Effects in the Labor Market.   The second objective is to clarify the

importance of the immigrant socialization in the workplace, through the contextualization of the variables of Integration and Organizational Commitment.

2.1) Effects *of* Qualified *Immigration in the Labor Market*

As mentioned by Zimmerman (2009), there are some issues such as, demographic development (population-ageing), the stagnation of economic growth, the limitations of social security systems and the scarcity of innovation potential and skilled workforces, that highlight the importance of the dynamics of highly skilled immigration. Also, the capacity of different countries in attracting and integrating qualified professionals, is very much related to the improvement of the qualified labor market. As mentioned in the beginning, Portugal is one of the few European countries that, by inquiry, define immigration more of an opportunity than a problem (Oliveira, 2020). Various studies, demonstrate that immigrants have a very important role in improving the labor markets (Münz et al., 2006: 37). In fact, a number of studies have mentioned that immigration has very small or no effects on higher unemployment or inactivity among local workers, which also proves to be a benefit rather than a loss. (Ruhs & Silva, 2020). In an article published by The National Academies Press, on the economic, demographic and physical effects of immigration, they claim the economy as being a systems that combines two lessons: the fact that immigrants are good substitutes, and positive complements, in order to develop a final result of gross domestic product (GDP) (The National Academies Press, 1997). Following this reasoning, it would be important to note that the effects of immigration on the labor market are also related to their qualifications, the qualifications of local workers, and the characteristics of the local market (Ruhs & Silva, 2020).

2.2) Qualified *Immigration in Portugal*

At the end of the 20th century, Portugal shifted from a country where its citizens migrated from, to an immigration country, where foreign people migrated to. (Oliveira & Fonseca, 2013). It is a complex and dense reality that presents a great diversity, that not always was given the right amount of attention by the literature (Góis & Marques, 2008). The migratory profile in Portugal has been suffering changes across time. In the 90's, the number of immigrants who looked for Portugal as a destination to work, outgrew exponentially, due to the public works that had increased the supply of employment in this sector of activity (Góis & Marques, 2014). The globalization also contributed to the adjustment of the immigrant profile, which no longer only reflected the immigrant from the south who is looking for better living conditions in the north but, instead, we can observe, on a world scale, a number of qualified professionals and potentially qualified that are inserted in different categories as: expatriate managers of

multinational companies, project technicians, specialized workers, non-governmental organizations, researchers, academics, international students, consultants, creative artists, entrepreneurs, retirees, etc (Góis & Marques, 2014).

As one may not think, the immigrant profile doesn´t always have to reflect a sub qualified individual who enters a country to occupy the most undesirable jobs, instead, the host countries can also receive high qualified immigrants (Góis & Marques, 2014). Statistically speaking, the qualified migratory system is almost null, representing 1 in each 5 migrants that choose Portugal as a destination to live (Carneiro, 2014, cited in Góis & Marques, 2014).

As mentioned before, the data about the Qualified Immigrant Community is a topic that has not been sufficiently explored and cared until these days. Therefore, the Statistic Annual Report on Immigration Integration (Oliveira, 2020) is what can most provide information and data about what this community operates. The difficulty in accessing these numbers is due to a simple statistic: 20% (aprox.) of immigrant community in Portugal has a superior qualification. Of these, less than 20% is able to achieve jobs compatible to their qualification (Carneiro, 2007, cited in Góis & Marques, 2007). Therefore, as an example of data, we can verify at the Statistic Annual Report on Immigration Integration, the last available numbers in the Integration about the entrance of qualified immigrants in Portugal: between the years of 2018 and 2019, 2211 qualified individuals requested a resident visa for high qualified activity, from these, 78,2% were Men, and 21,8% were Women. Looking at Fig.1, we can also access the percentage of employees by professional group from the 10 main nationalities, in 2018, which provides us a perspective on what professions are being held by these communities.
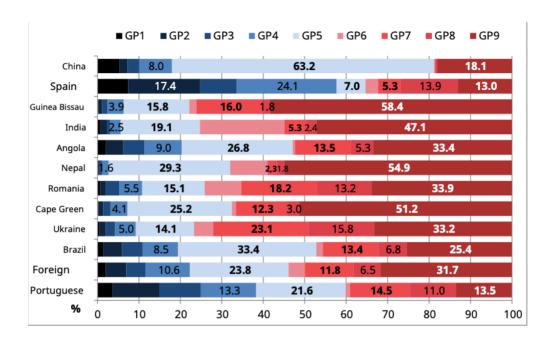
Figure 2 1 - *Employees per professional group for the top ten nationalities in 2018 (%) Portugal*

Source: Quadros de Pessoal, GEP/MTSSS (author's systematization and calculations).

Note: Professional Groups: GP1-Representatives of the legislative power and executive bodies, directors, directors and executive managers; GP2- Specialists in intellectual and scientific activities; GP3-Intermediate level technicians and professions; GP4-Administrative staff; GP5-Personal, protection and security services workers and vendors; GP6-Farmers and skilled workers in agriculture, fisheries and forestry; GP7-Skilled workers in industry, construction and craftsmen; GP8-Facility and machine operators and assembly workers; GP9-Unskilled workers.

Considering the distribution of employees registered in the graph above, we can also observe a clear difference, associated with economic activities, between Portuguese and foreign workers. Again, the insertion of foreign workers in the different professional groups and economic activities of the Portuguese labor market does not necessarily reflect the qualification and professional experience of those workers (Góis & Marques, 2007; Oliveira, 2020). In Portugal there have been some situations of under-qualification of foreign workers in relation to the activities they carry out in the national labor market, that is, it is observed that there are foreigners who are performing functions below the level of their qualifications (Peixoto, 2008; Oliveira & Fonseca, 2013; Góis & Marques, 2014). The concentration of foreign workers in the lowest-status and lower-level professions leads to much less qualified work than their qualifications could ascend or expect (Oliveira, 2020).

The concentration of literature or studies produced on the qualified immigration topic, was and is almost always related to the non-qualified immigrant community' integration in the labor market, for two reasons: first, the non-qualified immigration is larger comparing to the qualified

group, and second, the access to trustable data in Portugal is most of the times, almost impossible, either for lack of it, or for the absurd values that are presented to obtain them. The same happens regarding social work-related questions, the authors affirmed: "very little effort has been placed in the analysis of the situation of highly qualified immigrants, in the search for active solutions to their problems" (Góis & Marques, 2014). Contrary, international studies demonstrate that, not only the attraction and retention of immigrants with great potential has a very positive effect on the economy, as also, an active migration policy that allows the attraction of qualified immigrants will influence the retention of younger qualified individuals (Lomba, cited in Góis & Marques, 2014). Contrary, there is an absence of a coherent and articulated political intervention on the part of the Portuguese state regarding the integration of immigrants, prevailing, above all, the intention to show that one is intervening in the area (Costa, PM, 2019).

2.3) Integration

Paulo Manuel Costa (2016) explains that integration is a controversial concept that reveals a non-consensual meaning. Generally, the integration concept defines the political measures that aim to foster social cohesion by bringing together the living conditions of all residents, while at the same time seeking to promote their identification with the political community, namely through generation, strengthening bonds of unity and sharing values and practices among all (Costa, 2015) Therefore, after long years of discussion, a consensual meaning was reached at the European Debate (Zaragoza Declaration, 2010) clarifying that integration is a multidimensional process in which four indicators of integration are present: jobs, educations, social inclusion, and active citizenship. (Oliveira, 2020). Mirotshnik (2008) affirms, that the process of integration for an immigrant, explains a construction of common aspects related to the receptive society, therefore, is it a process that an immigrant can go through, in order to achieve common aspects with those of the receiving society, this includes two complementary aspects: a) the cultural, in which cultural values and patterns are assimilated and b) the social aspect, from where an individual assimilates the social conduct structure throughout norms and rules at its base.

The European Commission revealed, in 2020, a new Action Plan on Integration and Inclusion which high stands the importance to monitor migrant integration in European countries and the necessity to develop new inclusion policies. For this purpose, the incentives were: the State-members, combat the lack evidence of the impact of existence measures and policies, develop systems of monitorization of integration, to, consequently, unravel the necessities and challenges of their immigrant communities in order to achieve a positive host

(Oliveira, 2020). In Portugal, part of plan consisted in delivering the Immigrant Integration Indicator' Annual Statistical Report - the Migration Observatory, entity responsible to "collect, systematize and analyze statistical and administrative information from national and international sources on the phenomenon of immigration, including indicators of integration for immigrants and refugees", delivers the this report which disposes the course of situation of foreign living in Portugal, exposing 15 different dimensions of their integration process in the country: demography, education and qualifications, learning the Portuguese language, work, inclusion and social protection, housing conditions, health, access to nationality, voter registration, justice system, racial and ethnic discrimination, and remittances (Oliveira, 2020).

The report raises some important questions regarding integration measures and their results. For example, in the Labor Market section, one of the studies analyses how immigrants have higher activity rates than nationals, although, compared to nationals, immigrants are more represented in the professional groups of the base (lower or zero qualifications with tougher working conditions and high levels of insecurity) (Oliveira, 2020). Another example would be how the labor insertion of immigrants in Portugal continues to reflect the incompatibility of employment with acquired skills (Peixoto, 2008; Oliveira & Fonseca, 2013; Góis & Marques, 2014) For Góis and Marques (2014) this could be conceptualized as "deskilling". These raised questions will then, permit the creation of new measures to improve the integration system. (Oliveira, 2020). Within the range of issues and comparisons raised in the labor market section, social issues, such as social integration or organizational commitment in the workplace, are left out.

2.3.1) Social Integration in the Workplace

As mentioned by Gois and Marques (2014), an active migration policy will bring benefits in attracting and retaining skilled individuals, who, consequently, as reviewed in the chapter 2.1, can bring several positive aspects to the economy and overall development of a country. The immigrant community faces several difficulties regarding his/her integration in the labor market: bureaucracy in the processes of recognition of qualifications, difficulties in entering the specific labor sectors adapted to their qualifications or even the technological development and, the integration policy, an all that includes, adjacent to this issue (Góis & Marques, 2014). Immigrants are a significant part of a promptly fast-growing number of labor markets. Their integration needs to be a major component of an area's workforce strategy (Creticos, et al. 2006).

It is a fact that being an immigrant in a new country can be stressful and challenging (Milleretal.,2002;Trang,1999;Wong,2002, cited in Glazer & Rosa, 2008). Immigrants are typically thought of as relatively poor newcomers (Logan, 2003) but as mentioned, this perspective has suffered changes across time - today we can look at a qualified migrant who comes to a new country trying to look for a new opportunity in his/her area of expertise (Góis & Marques, 2014).

Being a newcomer is process associated with an uncertainty that can vanish by making sense of the new environment, which is called the social integration (Cooper Thomas, et al., 2019). Therefore, in the act of socialization in the workplace, can be achieved both through actions of the organization itself, and of the individua (Van Maanen & Schein, 1979). Consequently, these actions will permit newcomers to: grow knowledge about their new role and organization; build relationships with colleagues; to improve job performance, wellbeing, job satisfaction, performance, diminish intention to leave, turnover and organizational commitment (Bauer, Bodner, Erdogan, Truxillo, & Tucker, 2007; Bauer & Erdogan, 2014; Klein & Heuser, 2008; Klein & Weaver, 2000; Saks & Ashforth, 1997b). In a study carried out by Yozgata and Güngörmezb (2015), on Turkish workers, it is recorded that the socialization process is an essential and positive way to reach the full state of organizational commitment, on several fronts.

2.4) Organizational Commitment

In the socialization integration literature, there are several empirical studies that suggest the impact of organizational socialization tactics on organizational commitment (Yozgata & Güngörmezb, 2015).

The most used literature on Organizational Commitment (Meyer & Allen, 1991, cited in Glazer & Rosa, 2008) reveals the concept of Organizational Commitment as a psychological attitude between an individual and his/her company, this attitude can define and influence, for example, the feeling of wanting to leave the company. Consequently, the intensity of this psychological status can be defined by the commitment profile the individual will assume. This development can go through three dimensions of the organizational commitment: 1) the affective commitment, 2) continuance commitment and 3) normative commitment. The first dimension refers to the emotional attachment of the individual to the organization. The second level, the affective, explains the situation of a continuous commitment that can generate a feeling of obligation to stay at the organization due to the costs that would bring if leaving.

Finally, the normative dimension, reflects the sense of a moral obligation to stay at the organization (Meyer & Allen 1991, cited in Glazer & Rosa, 2008).

In 2008, Sharon Glazer and Gabriel Rosa, developed a study for the International Journal of Cross-Cultural Management, stating that, multinationalism of nations and organizations, as well as the circulation of immigrants, has raised importance to the issue about immigrant status versus national status, and what this implies in the attitudes and behaviors of an individual in relation to the organization in which they work.

Other mechanisms by which the immigrant status can be related to organizational commitment were Social Support and Perceived Employment. The first one explains that if an individual perceives to be part of a social group, this will contribute to her or his well-being (Cohen & Wills, 1985), therefore will also influence her or his organizational outcomes, like organizational commitment. The latter, exposes the fact that an immigrant will have greater difficulties finding jobs, because of the language or lack of work experience in the host country labor market (Aycan & Berry, 1996).Thus, someone who understands and recognizes their place in the host country's market, will have less difficulty leaving the company than a newly arrived immigrant who is unaware of the alternatives that may exist. Therefore, the immigrant perception of the effects of leaving their company will play a great influence on his or her level of organizational commitment (Glazer & Rosa, 2008).

The literature (Randall, 1993) shows how cultural values can influence the level of a person's organizational commitment. Therefore, in the study of Glazer and Rosa (2008), they tested and examined the influence of the immigrant status on organizational commitment (affective and continuance), and conclude that, not only the immigrant status is an important and significant correlate to organizational commitment, as also, the number of years living in the host country has a great impact as well.

Yozgata and Güngörmezb, (2015) stated that Turkish newcomers who can accomplish social integration are more likely to embrace their responsibilities as employees, and, at a final stage, to commit to an organization. Therefore, Organizational Commitment is an indicator of social adjustment (Cooper-Thomas & Anderson, 2002; Haueter et al., 2003; Taormina, 2004),

3.   **Research Model and Hypothesis**

Supported by the literature review, this study aims to demonstrate if the level of integration of a immigrant in the workplace in Portugal, in this case a qualified immigrant, can have an impact on the level of organizational commitment, also if the possible statistical correlation between the two variables is higher or lower taking it in to account being a local Portuguese worker or

an immigrant worker or having higher qualifications. With this goal, the following hypothesis were formulated:

H1: We can verify a positive correlation between the level of organizational integration and the level of organizational commitment.

H2. Individuals with Portuguese nationality have higher levels of integration and organizational commitment than individuals of other nationalities.

H3: Individuals with higher qualifications have higher levels of integration and organizational commitment.
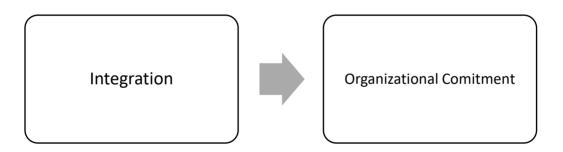
Figure 2 2 - Research Model

Figure 2 3 - Research Model

4.   **Methodology**

The following chapter will be focused on the methodology of the research: sample collected and characterized, and procedure of the data collection.

4.1) The Sample

The eligibility criteria for participation in this study focused on individuals who were working, who have worked in Portugal and, naturally, who were at least 18 years old.

The sampling process for this study is non-probability, since it does not ensure total representation of the population and snowballing since each respondent shared the questionnaire link with others.

The sample is made up of 256 participants, most of whom are female (87.9%), between the ages of 18 and 60, with a mean age of approximately 34 years (SD = 9 years). Most of the participants have a bachelor's degree (37.5%) or Higher Education (28.1%). The remaining participants hold either a PhD, High School Diploma, less than Basic Education or other qualification. Regarding nationality, 108 are Portuguese nationals and 148 have another nationality.

4.2) The procedure:

To collect the necessary data, an online questionnaire was formulated and shared, using the experience management tool Google Forms. First and foremost, the questionnaire was sent to the immediate people in the private network, meeting the conditions necessary, from here, the questionnaire was spread out, which broaden the sample size in a snowball method. Secondly, the network website LinkedIn was used, and therefore, provided more individuals, increasing the number of people participating in the survey. The responses were then exported to IVM SPSS *Statistics* (V.28) program, where all data was revised.

It took participants, approximately 12 minutes to answer, either an in-Browser or mobile version of the survey. The questionnaire was individual and anonymous. To contextualize the individual about the study, a short introduction was provided, which also unable information about the anonymity of it. The survey was conducted both in English and Portuguese, which a bilingual translated from the original scales. This lead to prevent word misunderstandings.

4.3) The Instrument:

Posterior to the short introductory text, the questionnaire started with demographic questions, here participants had to answer about their "Age", "Gender", "Academic Qualifications" and "Origin Country" (Based on the 10 most, since it was crucial for the study to identify Portuguese individuals and immigrants. The variables that were being developed are: integration measured through integration questionnaire and organizational commitment measured with the organizational commitment questionnaire. All questions were mandatory, for this, an option

was activated in the questionnaire that did not allow for advancing the answer without answering it first.

4.3.1) Integration

The variable of Integration was measured through the NUIS scale (Newcomer Understanding and Integration Scale) (Thomas, et. Al, 2019). This scale was developed from an "aggregated critique of four previous measures and, leveraging the items from the four previous measures, use an iterative item assessment process to retain the best items in each of the three domains" (Thomas, et. Al, 2019). The scale was originally, as the name indicates, created for newcomers in organizations, aiming to access their adjustment and overall socialization content, which was interesting to apply in this situation since, part of the sample refers to people, who once were newcomers, coming from different cultural contexts and if these are socially integrated in the workplace.

Therefore, the NUIS compresses 15 items in three factors as follows: Role factor (five items) with the example "I understand what all the duties of my job entail"; Relationship factor (five items) with the example "Most of my coworkers have accepted me as a member of this company"; and Organization factor (five items) with the example item "I know the internal structure of this organization". The responses to measures were 5-point Likert scale used from 1 (strongly disagree) to 5 (strongly agree). The analysis of factorial and construct validity of the NUIS was conducted through a confirmatory factor analysis (CFA), that were performed using Mplus 7.11 (Muthén & Muthén, 1998–2012) and R 3.4.3 (R Core Team, 2017). For the comparative fit index (CFI), values greater than .90 and .95 reflected acceptable and good fit to the data, respectively. For the root-mean-square error of approximation and the standardized root mean square residual, values of less than .05 and .08 reflected a close fit and a minimally acceptable fit to the data, respectively. (Thomas, et. Al, 2019).

4.3.2) Organizational Commitment

The Organizational Commitment variable was measured trough Allen and Meyer's Organizational Commitment scale (1996). This scale has been validated and developed to measure organizational commitment through to three tools (6 items for each tool): affective, with an example "I would be very happy to spend the rest of my career in this organization"; continuance, with an example "It would be very hard for me to leave my job at this organization right now even if I wanted to"; and normative, with an example "I do not feel any obligation to remain with my organization." The questionnaire contained 18 items that were measured using

a five-point Likert scale ranging from strongly disagreed (1) to strongly agreed (5). The reliabilities of all the commitment scales were above .60.

5.   Empirical Analysis Of the Results

In the Results section, we will detail all the steps taken to analyze the data of this research with support of Marôco analysis (2014)

The first step was to analyze the metric qualities of each of the scales used to measure the study variables (Integration and Organizational Commitment) using IBM SPSS Statistics (v.28).

The metric qualities analyzed were validity, reliability, and sensitivity.

For the validity study we used exploratory factor analyses by the principal components method (PCA). We used VARIMAX orthogonal rotations of the factors, in order to make the solutions emerging in each analysis interpretable. Regarding the decision on the number of factors to retain in the analysis, we used as a criterion the retention of the factors that presented eigenvalues equal to or greater than 1.00. This analysis was aided by the scree plot, which graphically showed the successive eigenvalues, as well as the sharp drop seen graphically.

In choosing the final factorial solutions we tried to respect the following criteria:

- convergent validity of the item with the factor, that is, each item should present a correlation with the factor .25;

- discriminant validity of the item with the factor, that is, the item should correlate only with the hypothetical factor; if it correlated with two factors, its pertinence in the use and maintenance of this item was analyzed;

- the final solution found should present approximately 50% of the total variation explained;

- there should be no discrepancy between the theoretical structure underlying the instrument and the solution we found. If there is a discrepancy, the adequacy of the instrument and the meaning of the results found must be analyzed;

- each factor should be composed of 2 or more items.

In relation to the sample size (n = 256) of this study, we considered that the use of factor analysis was adequate, given the number of items of the instrument.

In the reliability study, we previously analyzed the internal consistency (homogeneity of the items) for each dimension emerging from the factor solution through Cronbach's alpha, and values above 0.800 were considered as good internal consistency.

Within the scope of the sensitivity analysis of the two scales used in this study, the Kolmogorov-Smirnov normality test was considered, since it is an appropriate test for samples larger than 50 subjects, and also the analysis of the asymmetry and flatness indicators. The values considered as evidence that the variable's distribution is approximately normal, i.e., that it presents sensitivity, are the following: values lower than |3| for the asymmetry and values lower than |8| regarding the flattening values.

Once the analysis of the metric qualities of the scales used was completed, the hypotheses of the study were analyzed by calculating Pearson's correlation coefficients, linear regressions, and group comparison tests (T-Student for independent samples and T-Student with Welsh correction when variances are not homogeneous). The significance level used was 5% ($\alpha=0.05$).

5.1) Metric Qualities of the Scales

5.1.1) Integration

The solution found using VARIMAX orthogonal rotation (in order to make the solution interpretable) consists of three factors. It should be noted that the value of the estimated KMO measure is 0.876, an adequate value, and the value of the Bartlett's test of sphericity ($\chi^2(105)=2016.162$; $p<0.001$) proved to be statistically significant and allowed us to proceed with the factor analysis.

The results are shown below in Table 5.1 and as we can see the structure emerged coincides with the underlying theoretical proposition. The solution explains in total 65.502% of the variance. This structure confirms the validity of the instrument and shows the discriminative power of the items in the corresponding factor.

Regarding the 1st factor (Role Factor), which explains 22.427% of the variance, it aggregates 5 items. The 2nd factor (Relationships) explains 21.856% of the variance and aggregates 5 items. The 3rd factor (Organization Factor) explains 21.218% of the variance and also aggregates 5 items.

Table 5 1 - Items saturation matrix in the factors for the orthogonal VARIMAX solution with 3 factors (N = 256) of the Integration Scale and Cronbach's alpha of each dimension

	Dimensions		
	1	2	3
I understand how to perform the tasks that make up my job	.727		

I understand which job tasks and responsibilities have priority	.844		
I know what my supervisor considers as good performance	.649		
I know what it takes to do well	.762		
I understand what all the duties of my job entail	.806		
Other workers have helped me on the job in various ways		.650	
My coworkers are usually willing to offer their assistance or advice		.818	
Most of my coworkers have accepted me as a member of this company		.799	
My relationships with other workers in this company are very good		.795	
I believe most of my coworkers like me		.803	
I am familiar with the history of this organization			.735
I know the internal structure of this organization			.829
I am familiar with the unwritten rules of how things are done at this organization			.790
I understand this organization's objectives and goals			.674
I know who the most influential people are in my organization			.689
Alpha de Cronbach	.856	.863	.852

When performing the sensitivity analysis of the Integration scale, namely its dimensions, it was possible to verify that all dimensions have p-values lower than 0.05, which means that there is no normal distribution if we take into account only this indicator, but when we analyze the values of skewness (-2.326 -.903 and -.769) and kurtosis (flattening) (7.856; 1.004 and .444), it is possible to verify that all are within the parameters defined for normal distribution.

5.2.2) Organizational Commitment

The first solution found using VARIMAX orthogonal rotation (in order to make the solution interpretable) consists of four factors. It should be noted that the value of the estimated KMO measure is 0.876, an adequate value, and the value of the Bartlett's test of sphericity ($\chi^2(153)=2504.655$; $p<0.001$) proved to be statistically significant and allowed the factor

analysis to proceed. Since the author's proposal is a 3-factor solution, we proceeded again to perform the exploratory factor analysis this time forcing to 3 factors. Items 1 and 5 were eliminated for being ambiguous.

The results are shown below in table 2 and as we can see the structure emerged coincides with the underlying theoretical proposal. The solution explains in total 61.606% of the variance. This structure attests to the validity of the instrument and shows the discriminative power of the items in its corresponding factor. The 1st factor (Normative) explains 24.124% of the variance and aggregates 6 items. The 2nd factor (Affective) explains 20.936% of the variance and aggregates 4 items. The 3rd factor (Continuance) explains 16.545% of the variance and also aggregates 6 items.

Table 5 2 - Saturation matrix of the items in the factors for the orthogonal VARIMAX 3-factor (N = 256) solution of the Commitment Scale and Cronbach's alpha of each dimension

	Dimensions		
	1	2	3
I really feel as if this organization's problems are my own	.518		
I do not feel like 'part of my family' at this organization		.868	
I do not feel 'emotionally attached' to this organization		.849	
I do not feel a strong sense of belonging to this organization.		.844	
It would be very hard for me to leave my job at this organization right now even if I wanted to			.639
Too much of my life would be disrupted if I leave my organization.			.747
Right now. staying with my job at this organization is a matter of necessity as much as desire.			.509
I believe I have too few options to consider leaving this organization			.758
One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere.			.773

One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice			.682
I do not feel any obligation to remain with my organization.		.565	
Even if it were to my advantage. I do not feel it would be right to leave.	.814		
I would feel guilty if I left this organization now.	.836		
This organization deserves my loyalty.	.678		
I would not leave my organization right now because of my sense of obligation to it.	.839		
I owe a great deal to this organization.	.815		
Alpha de Cronbach	.889	.858	.788

When performing the sensitivity analysis of the Commitment scale, namely its dimensions, it was possible to verify that all dimensions have *p-value* lower than 0.05, which means that there is no normal distribution if we take into account only this indicator, but when we analyze the values of *skewness* (asymmetry) (.092 -.137 and -.357) and *kurtosis* (flatness) (-.910; -.752 and -.433), it is possible to verify that all are within the parameters defined for normal distribution.

5.3) The relation between Integration and Organizational Commitment – Hypothesis 1.

Aiming to find out if there is a positive correlation between Integration levels and Commitment levels (Hypothesis 1), Pearson correlation coefficients were calculated. There are significant and positive correlations between some dimensions of Integration and some dimensions of Commitment, that is, the higher the levels of integration, the higher the levels of commitment. The data are summarized in Table 5.3 below

Table 5 3 *Correlation between the Integration and Commitment dimensions*

	Commitment Normative	Commitment Affective	Commitment Continuance
Integration Role	.095	.290[**]	.016

Integration Relationship	.192**	.394**	-.092
Integration Organization	.317**	.411**	.082

** $p<.01$

There is a significant correlation between Integration Role and Affective Commitment (r = .290, p<.01), that is, the higher the levels of Integration Role, the higher the levels of Affective Commitment.

The Integration Relationship is significantly correlated with Normative Commitment (r=.192, p<.01) and Affective Commitment (r = .394, p<.01), being more strongly correlated with the latter. This allows us to conclude that the higher the levels of Integration Relationship the higher the levels of Normative Commitment and Affective Commitment.

The Integration Organization is significantly correlated with Normative Commitment (r=.317, p<.01) and Affective Commitment (r = .411, p<.01), being more strongly correlated with the latter. This allows us to conclude that the higher the levels of Integration Organization, the higher the levels of Normative Commitment and Affective Commitment.

5.3.1) The effect of Integration on Commitment

After significant correlations were found between the dimensions, we wanted to investigate, through Multiple Linear Regressions, the effect of the Integration dimensions on Affective and Normative Commitment. As there was no correlation with Commitment continuance, linear regression was not performed with this variable as a criterion.

The first model - the effect of Integration dimensions on Affective Commitment - is statistically significant [$F(3, 252) = 25.224$; $p<.001$; $R^2_a = .222$] and the variance explained for this dimension of Commitment by these dimensions of Integration is 22.2%. As shown in Table 5.3.1, only Role Factor is not a significant predictor in the model ($p>.05$). Relationship and Organization have a significant effect on Affective Commitment, with Organization having a slightly higher effect (Beta = .291) than Relationship (Beta = .266).

Table 5 4 - *The effect of Integration dimensions on Affective Commitment*

Predictors	β	Std. Error	Beta	t	p

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	β	Std. Error	Beta	t	p
(Constant)	.030	.462		.065	.948
Integration Role	.039	.117	.023	.336	.737
Integration Relationship	.362	.085	**.266**	4.235	**.000**
Integration Organization	.405	.094	**.291**	4.327	**.000**

The second model - the effect of Integration dimensions on Normative Commitment - is also statistically significant [$F(3, 252) = 11.183$; $p<.001$; $R^2_a = .107$] and the variance explained for this dimension of Commitment by these dimensions of Integration is smaller - 10.7%. As can be seen in Table 5.3.2, only Organization has a significant effect on Normative Commitment.

Table 5.3.2) *The effect of Integration dimensions on Normative Commitment*

Predictors	**β**	**Std. Error**	**Beta**	**t**	*p*
(Constant)	1.475	.495		2.980	.003
Integration Role	-.233	.126	-.135	-1.858	.064
Integration Relationship	.148	.091	.108	1.615	.108
Integration Organization	.480	.100	.345	4.786	**.000**

5.4) The effect of Nationality on the levels of Integration and Commitment – Hypothesis 2.

In order to prove that there are differences between individuals with Portuguese nationality and individuals of other nationalities (Hypothesis 2). A parametric t-student test for independent samples or a test t-student, Welsh correction (when variances were not homogeneous) was performed. The results obtained are shown in table 6 and allow us to state that there are only significant differences between Portuguese and Others in the Integration Role levels [$t(198.408) = -2.550$; $p = .012$] and in the Normative Commitment levels [$t(207.296) = 2.019$; $p = .045$].

The mean of Role Integration is higher in individuals with other nationality (M=4.63) than in individuals with Portuguese nationality (M=4.42). The mean Normative Commitment is higher in Portuguese (M=3.13) than in participants of other nationalities (M=2.85).

Table 5 5 *The effect of nationality on Integration and Commitment levels*

Scales	Dimensions	Nationality	N	Media	D.P.	p
Integration	Role	Portuguesa	108	4.42	.69	.012
		Outra	148	4.63	.55	
	Relationship	Portuguesa	108	3.97	.86	.699
		Outra	148	4.01	.74	
	Organization	Portuguesa	108	4.09	.80	.946
		Outra	148	4.09	.76	
Commitment	Normative	Portuguesa	108	3.13	1.17	.045
		Outra	148	2.85	.99	
	Affective	Portuguesa	108	2.59	1.21	.224
		Outra	148	2.76	.97	
	Continuance	Portuguesa	108	3.58	.89	.107
		Outra	148	3.40	.88	

5.5) The effect of Education on levels of Integration and Commitment – Hypothesis 3.

In order to find out, on an exploratory basis, whether education levels influence the levels of Integration and Commitment, a parametric One-Way ANOVA test was performed. However,

no significant results were found (p>.05), meaning, education does not influence the levels of integration or commitment in this sample.

6.   **Discussion and Conclusion**

Portugal has seen its immigrant profile change over time. It went from immigrants coming, normally, from the South to the North, looking for better conditions to live, without qualifications that would allow them to have the choice of integrating the labor market according to what their area of study would be, to also receive immigrants coming from all over the world, loaded with conditions at various levels, allowing them, albeit with difficulties, to have the possibility to insert in more complex jobs (Baganha & Góis, 1998) .

As globalization intensifies, people moving to new countries and entering different labor markets of industrialized societies, it is, therefore important to analyze the socialization of these people in new workplaces (Glazer & Rosa, 2008). In the socialization process, we find different factors that contribute to the development of a positive and welcoming process, such as integration and organizational commitment (Cooper-Thomas, 2019). The general approach to the topic of skilled immigrants in Portugal is a subject very little addressed by the literature (Góis & Marques, 2014; Oliveira, 2020), which, adding to the need to understand the socially integrative aspects in the labor market of this group, raised the importance for this work.

The overall objective of this research was to find if, in the welcoming process of an immigrant to a new work environment, his/ her social integration influenced his/her later process of organizational commitment. Besides this relationship, this work also intended to understand if certain aspects, such as nationality and the level of qualifications of these immigrants influenced this relationship.

First of all, through the results obtained in the first hypothesis, it is possible to verify that, in fact, the more a newly arrived individual is socially integrated into a work environment, the greater his/her organizational commitment will be. These results are in line with studies already carried out in other countries by authors such as Yozgata and Güngörmezb (2015) Creticos (2006) and Gois and Marques (2007 / 2014), showing the importance in attracting and retain qualified immigrants, in order to generate better conditions, promote the creation of new policies for immigrant integration, and consequently, to develop the country economically.

Secondly, and because the data obtained also allowed it, we can verify, through the results of the second hypothesis presented, the consistent difference between the integration ratio of national workers and immigrant workers. That is, we can verify a higher relation of integration/commitment among Portuguese workers than among immigrant workers. It is

possible that this discrepancy comes from basic reasons, described and proven, both in the Annual Integration Report (Oliveira, 2020) and in the literature of Góis and Marques (2014), which explains the situation of under-qualification of immigrants, that is, individuals who perform jobs below their qualifications may not be as well integrated in the workplace as national workers who can get jobs according to their qualifications (Oliveira, 2020).

In relation to the last hypothesis analyzed, no positive results were obtained insofar as, finding out if there was any impact of the individual's qualifications on the integration/commitment relationship, the conclusion was negative.

The results and conclusions of the study may also indicate actions for change, i.e. practical implications for the implementation of new measures and policies for the integration of immigrants in the labor market.

7.   Limitations and Future Research

For a better understanding of some of the data in this research, it is important to mention some limiting aspects of the results obtained. Also, some suggestions for future research related to the subject of immigration and the market and its integration into the labor market are also presented.

As was mentioned in several moments of the research, the availability of literature and data on skilled immigration in Portugal is very limited in its existence, so the bibliographic review rotated a lot the same authors, and there was also the need to resort to older works. This also leads us to the first suggestion and incentive from this research - the need to develop more projects and literature on this subject, since it is through this process that measures and policies on immigrant integration are developed.

Another limitation of this paper explains the utilization of the NUIS (Newcomer Understanding and Integration Scale) scale (Thomas, et. Al, 2019) - due to the lack of development of work on the topic and lack of auto- response scales of integration at work adapted to immigrants. Thus, the choice was to use an integration scale adapted to new employees in organizations, which ultimately also answers the problem, since immigrants also experience being, in a sense, newcomers.

In addition to the suggestion already mentioned, another proposal for future research is also made. It may be pertinent to conduct this study in a qualitative way, with participants and real cases of qualified immigrant workers and their experiences.

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Appendix

Integration and Organizational Commitment of Qualified Immigrants in Portugal. (Integração e Compromisso Organizacional de Imigrantes Qualificados em Portugal)

Hi, my name is Camila and I'm student of the Human Resources Management and Organizational Consultancy Master. This survey aims to collect data for my Final Thesis. The goal is to understand the integration of qualified immigrants and their organizational commitment to Portuguese Companies. (Olá o meu nome é Camila e sou estudante do Mestrado de Recursos Humanos e Consultoria Organizacional. Este questionário pretende recolher dados para a minha Dissertação Final. O objetivo é perceber a integração e o compromisso organizacional de imigrantes qualificados nas empresas Portuguesas).

In this questionnaire you will find groups of questions and affirmations that I ask you to answer sincerely. (Neste questionário vai encontrar grupos de perguntas às quais peço que responda com sinceridade).

The average time to complete the questionnaire is around 7 to 10 min. The Data collected is anonymous and confidential, so do not identify yourself in any part of this questionnaire. (A média de tempo de reposta é de 7 a 10 minutos. Os dados recolhidos são anónimos e confidenciais, pelo que peço que não se identifique em nenhuma parte do questionário)

Thank you for your collaboration! (Obrigada pela sua colaboração

Contact-me if you have any doubt! (Contacte-me caso tenha alguma dúvida): ccrvp@iscte-iul.pt

What is your home country? (Qual o seu país de origem?) *

Marcar apenas uma oval.

◯ Brazil (Brasil)

◯ Angola

◯ Ucraine (Ucrânia)

◯ Cape Verde (Cabo Verde)

◯ China

◯ France (França)

◯ Guinea-Bissau (Guiné-Bissau)

◯ United Kingdom (Reino Unido)

◯ Romania (Roménia)

◯ Italy (Itália)

◯ Outra: _____

Year of Birth (Ano de Nascimento) *

_____

Gender (Género) *

Marcar apenas uma oval.

◯ Female (Feminino)

◯ Male (Masculino)

◯ Other (Outra)

Arrival Date to Portugal (Data de chegada a Portugal) *

_____

Exemplo: 7 de janeiro de 2019

What are your academic qualifications? (Quais as suas qualificações académicas?) *

Marcar apenas uma oval.

◯ Less Than Basic Education? (Educação básica)

◯ High School (Ensino Secundário)

◯ Professional and Technological Education (Educação Profissional ou Técnológica)

◯ Superior Education - Bachelor degree (Educação Superior - Licenciatura)

◯ Post Graduation, Masters or Doctorate (Pós-Graduação, Mestrado ou Doutoramento)

Other Qualifications (Outras Qualificações)

Integration In The Company (Integração na Empresa)

In this section I ask you to respond to a group of questions related to your integration in the company. (Nesta secção, eu peço-lhe que responda a um grupo de questões relacionadas com a sua integração na empresa).

I understand how to perform the tasks that make up my job (Eu percebo como realizar as tarefas do meu trabalho) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

- I understand which job tasks and responsibilities have priority (Eu percebo quais as tarefas e responsabilidades que têm prioridade) *

    Marcar apenas uma oval.

    ( ) Strongly disagree (Discordo Totalmente)

    ( ) Disagree (Discordo Parcialmente)

    ( ) Neutral (Neutro)

    ( ) Agree (Concordo parciamente)

    ( ) Strongly Agree (Concordo Totalmente)

I know what my supervisor considers as good performance (Eu sei o que o meu supervisor considera como boa performance) *

    Marcar apenas uma oval.

    ( ) Strongly disagree (Discordo Totalmente)

    ( ) Disagree (Discordo Parcialmente)

    ( ) Neutral (Neutro)

    ( ) Agree (Concordo parciamente)

    ( ) Strongly Agree (Concordo Totalmente)

- I know what it takes to do well (Eu sei o que é preciso para fazer bem) *

    Marcar apenas uma oval.

    ( ) Strongly disagree (Discordo Totalmente)

    ( ) Disagree (Discordo Parcialmente)

    ( ) Neutral (Neutro)

    ( ) Agree (Concordo parciamente)

    ( ) Strongly Agree (Concordo Totalmente)

10. I understand what all the duties of my job entail (Eu entendo o que todos os deveres do meu trabalho envolvem) *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

11. Other workers have helped me on the job in various ways (Outros trabalhadores me ajudaram no trabalho de várias maneiras) *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

12. My coworkers are usually willing to offer their assistance or advice (Os meus colegas de trabalho geralmente estão dispostos a oferecer ajuda ou conselho) *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

13. Most of my coworkers have accepted me as a member of this company (A maioria dos meus colegas de trabalho me aceitou como membro desta empresa) *

Marcar apenas uma oval.

- ⬭ Strongly disagree (Discordo Totalmente)
- ⬭ Disagree (Discordo Parcialmente)
- ⬭ Neutral (Neutro)
- ⬭ Agree (Concordo parciamente)
- ⬭ Strongly Agree (Concordo Totalmente)

14. My relationships with other workers in this company are very good (As minhas relações com outros trabalhadores nesta empresa são muito boas) *

Marcar apenas uma oval.

- ⬭ Strongly disagree (Discordo Totalmente)
- ⬭ Disagree (Discordo Parcialmente)
- ⬭ Neutral (Neutro)
- ⬭ Agree (Concordo parciamente)
- ⬭ Strongly Agree (Concordo Totalmente)

15. I believe most of my coworkers like me (Eu acredito que a maioria dos meus colegas de trabalho gosta de mim) *

Marcar apenas uma oval.

- ⬭ Strongly disagree (Discordo Totalmente)
- ⬭ Disagree (Discordo Parcialmente)
- ⬭ Neutral (Neutro)
- ⬭ Agree (Concordo parciamente)
- ⬭ Strongly Agree (Concordo Totalmente)

16. I am familiar with the history of this organization (Estou familiarizado com a história desta organização) *

   Marcar apenas uma oval.

   ⬭ Strongly disagree (Discordo Totalmente)

   ⬭ Disagree (Discordo Parcialmente)

   ⬭ Neutral (Neutro)

   ⬭ Agree (Concordo parciamente)

   ⬭ Strongly Agree (Concordo Totalmente)

17. I know the internal structure of this organization (Eu conheço a estrutura interna desta organização) *

   Marcar apenas uma oval.

   ⬭ Strongly disagree (Discordo Totalmente)

   ⬭ Disagree (Discordo Parcialmente)

   ⬭ Neutral (Neutro)

   ⬭ Agree (Concordo parciamente)

   ⬭ Strongly Agree (Concordo Totalmente)

18. I am familiar with the unwritten rules of how things are done at this organization (Estou familiarizado com as regras não escritas de como as coisas são feitas nesta organização) *

   Marcar apenas uma oval.

   ⬭ Strongly disagree (Discordo Totalmente)

   ⬭ Disagree (Discordo Parcialmente)

   ⬭ Neutral (Neutro)

   ⬭ Agree (Concordo parciamente)

   ⬭ Strongly Agree (Concordo Totalmente)

19. I understand this organization's objectives and goals (Eu entendo os objetivos e metas desta organização) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

20. I know who the most influential people are in my organization (Eu sei quem são as pessoas mais influentes em minha organização) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

Organizati
onal
Commitment

> In this section I ask you to respond to a group of questions related to your commitment to the company. (Nesta secção, eu peço-lhe que responda a um grupo de questões relacionadas com o seu compromisso com a empresa).

21. I would be very happy to spend the rest of my career in this organization (Ficaria muito feliz em passar o resto da minha carreira nesta empresa) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

22. I really feel as if this organization's problems are my own (Na realidade sinto os problemas desta empresa como se fossem meus) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

23. I do not feel like 'part of my family' at this organization (Não me sinto como "fazendo parte da família" nesta empresa) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

24. I do not feel 'emotionally attached' to this organization (Não me sinto "emocionalmente ligado" a esta empresa). *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

25. This organization has a great deal of personal meaning for me. (Esta empresa tem um grande significado pessoal para mim). *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

26. I do not feel a strong sense of belonging to this organization. (Não me sinto como fazendo parte desta empresa). *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

27. It would be very hard for me to leave my job at this organization right now even if I wanted to (Seria materialmente muito penalizador para mim, neste momento, sair desta empresa, mesmo que o pudesse fazer) *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

28. Too much of my life would be disrupted if I leave my organization. (Muito da minha vida iria ser afetada se decidisse querer sair desta empresa neste momento). *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

29. Right now, staying with my job at this organization is a matter of necessity as much as desire. (Neste momento, manter-me nesta empresa é tanto uma questão de necessidade material quanto de vontade pessoal). *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

30. I believe I have too few options to consider leaving this organization (Acredito que há muito poucas alternativas para poder pensar em sair desta empresa). *

   Marcar apenas uma oval.

   ◯ Strongly disagree (Discordo Totalmente)

   ◯ Disagree (Discordo Parcialmente)

   ◯ Neutral (Neutro)

   ◯ Agree (Concordo parciamente)

   ◯ Strongly Agree (Concordo Totalmente)

31. One of the few negative consequences of leaving my job at this organization would be the scarcity of available alternative elsewhere. (Uma das consequências negativas para mim se saísse desta empresa resulta da escassez de alternativas de emprego que teria disponíveis) *

Marcar apenas uma oval.

⬭ Strongly disagree (Discordo Totalmente)

⬭ Disagree (Discordo Parcialmente)

⬭ Neutral (Neutro)

⬭ Agree (Concordo parciamente)

⬭ Strongly Agree (Concordo Totalmente)

32. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice. (Uma das principais razões para eu continuar a trabalhar para esta empresa é que a saída iria requerer um considerável sacrifício pessoal). *

Marcar apenas uma oval.

⬭ Strongly disagree (Discordo Totalmente)

⬭ Disagree (Discordo Parcialmente)

⬭ Neutral (Neutro)

⬭ Agree (Concordo parciamente)

⬭ Strongly Agree (Concordo Totalmente)

33. I do not feel any obligation to remain with my organization. (Sinto que não tenho qualquer dever moral em permanecer na empresa onde estou atualmente). *

Marcar apenas uma oval.

⬭ Strongly disagree (Discordo Totalmente)

⬭ Disagree (Discordo Parcialmente)

⬭ Neutral (Neutro)

⬭ Agree (Concordo parciamente)

⬭ Strongly Agree (Concordo Totalmente)

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34. Even if it were to my advantage, I do not feel it would be right to leave. (Mesmo que fosse uma vantagem para mim, sinto que não seria correto deixar esta empresa no presente momento). *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

35. I would feel guilty if I left this organization now. (Sentir-me-ia culpado se deixasse esta empresa agora). *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

36. This organization deserves my loyalty. (Esta empresa merece a minha lealdade). *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

37. I would not leave my organization right now because of my sense of obligation to it. (Eu não iria deixar esta empresa neste momento porque sinto que tenho uma obrigação pessoal para com as pessoas que trabalham aqui) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)

38. I owe a great deal to this organization. (Sinto que tenho um grande dever para com esta empresa) *

Marcar apenas uma oval.

◯ Strongly disagree (Discordo Totalmente)

◯ Disagree (Discordo Parcialmente)

◯ Neutral (Neutro)

◯ Agree (Concordo parciamente)

◯ Strongly Agree (Concordo Totalmente)