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Determinants of Employee Intention to Stay. A generational multigroup analysis

Inês Filipa Augusto Mascarenhas da Silva

Master's Degree in Business Administration

Supervisor:
Professor Álvaro Dias,
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Junho , 2023

BUSINESS
SCHOOL

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Abstract

Organizational commitment and retention of individuals has gained importance and concern in organizations. There's no study that explored the different variables that can affect organizational commitment and the intention to stay of individuals in different generations. So, this study aims to fill this gap by exploring the differences between generational groups and each generation of the variables studied that affect organizational commitment and the intention to stay. The data collected allow to analyse that, person-organization fit is positively associated with organizational commitment and work-life balance is positively associated with organizational commitment and intention to stay. The mediation of organizational commitment presents a positive relationship with person-organization fit and work-life balance. Furthermore, the results of differences between generational groups reveal that there's positive relations between organizational culture with organizational commitment and intention to stay and positive relation between person-organization fit with intention to stay. Regarding the differences of each generation, the three generations, X, Y and Z show positive relationships between organizational commitment and intention to stay. This study provides theoretical contributions and practical implications that will be presented in detail, as well as the limitations of this study and indications for future investigations.

Keywords: organizational commitment, intention to stay, generations, person-organization alignment, organizational culture, work-life balance.

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RESUMO

O comprometimento organizacional e a retenção dos indivíduos tem ganho importância e preocupação nas organizações. Nenhum estudo explorou as diferentes variáveis que podem afetar o comprometimento organizacional e a intenção de ficar dos indivíduos nas diferentes gerações. Posto isto, este estudo visa preencher essa lacuna, explorando as diferenças entre grupos geracionais e de cada geração das variáveis estudadas que afetam o comprometimento organizacional e a intenção de ficar. Os dados recolhidos permitem analisar que o alinhamento pessoa-organização está positivamente associado com o comprometimento organizacional e o equilíbrio entre vida profissional está positivamente associado ao comprometimento organizacional e a intenção de ficar. A mediação do comprometimento organizacional apresenta uma relação positiva com o alinhamento pessoa-organização e o equilíbrio entre vida pessoal e profissional. Além disso, os resultados das diferenças entre grupos geracionais revelam que há relações positivas entre cultura organizacional com comprometimento organizacional e intenção de ficar e relação positiva entre alinhamento pessoa-organização com intenção de ficar. Relativamente, às diferenças de cada geração, as três gerações, X, Y e Z apresentam relações positivas entre comprometimento organizacional e intenção de ficar. Este estudo disponibiliza contribuições teóricas e implicações práticas que serão apresentadas em detalhe, assim como as limitações deste estudo e indicações para futuras investigações.

Palavras-chave: comprometimento organizacional, intenção de ficar, gerações, alinhamento pessoa-organização, cultura organizacional, equilíbrio entre vida profissional.

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1. Introduction

The market nowadays is highly competitive and is in continuous evolution, so organizations and human resources department pursue to create a high level of performance, productivity and low levels of absenteeism and turnover. In this way, organizations and human resources need to be more "open system" and be able to face this change and grow to create a more resilient company (Bilhim, 2008). One of the factors that is a key for achieving this goal is organizational commitment. The concept of organizational commitment is considered a connection between employees and organizations, and it can be affective, normative and continuance. In this way, this connection has a significant impact on the individual to remain or leave the company.

The responsibility of managers and human resources in the 21st century have increased when it comes to motivating and retaining individuals (Idris, 2014). The globalization that we are facing with the evolution of technology and telecommunication has created obstacles for managers to be able to attract and provide a good workplace, that lead individuals to stay for a long period of time (Singh & Gupta, 2015). In several studies , employees' organizational commitment has been viewed as a predictor of employee retention (Suliman & Iles, 2000) (Allen & Meyer, 1990) (Balfour & Wechsler, 1996) (Meyer & Allen, 1991). Thus, low levels of intention to stay, employee commitment (Angle & Perry , 1981) (Meyer, Paunonen, Gellatly, Goffin, & Jackson, 1989) and employee engagement (Markos & Sridevi, 2010) can lead to significant results on individual and organizational performance.

With organizations adapting to this new world, less attention has been given to the diversity of generations. There are some differences from recent generations than the previous, for instance newer generations have a much longer education resulting individuals to start working later than previous generations (McGuire, By, & Hutchings, 2007). Aligned with this are also the generations' stereotypes associated with them, for instance, Millennials are good with technology or individuals from baby boomer generation tend to stay in the organization for a long period (Urick, 2014). Currently we are experience three generations (Generation X, Y and Z) in one organization and with this, Human Resources and the managers must deal with different attitudes, work beliefs and values. (Becton, Walker, & Jones-Farmer, 2014). These differences may lead to intergenerational conflict that can compromise the performance of the organization. Also, different researches provide that if an organization can't be resilient and fail to adjust this generational differences, then can affect employee productivity leading to affect the

intention to stay of individuals (Westerman & Yamamura, 2007) (Kupperschmidt, 2000). Organizations should optimise the talents of all age groups, adapt all the differences in the workplace, training and developing individuals, to take this diversity and create an advantage to the company.

Having this into consideration, this study has the underlying question of "*What are the differences of generations in organizational commitment and intention to stay*" and has the objective, to understand the variables that can influence organizational commitment and intention to stay in generations. So, first it will be examined if the independent variables, Organizational Culture, Person-Organization Fit and Work-life Balance have or not a significant relationship with Organizational Commitment and/ or Intention to Stay. Then, analyse the mediating effect of Organizational Commitment between variables, Organizational Culture, Person-Organization Fit and Work-life Balance with Intention to Stay. This means that the variables Organizational Culture, Person-Organization Fit and Work-Life Balance might affect Intention to Stay through the influence of Organizational Commitment. Finally, analysed the differences of generations, it will consist of two approaches. First run a multigroup analysis, which means evaluate the differences of the generational groups (X vs Y, X vs Z and Y vs Z) and see if the independent variables have any relation with Organizational Commitment and Intention to Stay. The second approach is analysing the relations of each generation, which means analysing which independent variables can have significant relations with Organizational Commitment and Intention to Stay. Overall, this study provides to human resource departments and managers with useful information for retaining and adapting to the different generations.

2. Literature Review

2.1. Organizational Culture

In these days, organizations rely on the employees to reach their work and goals. These requires a good leadership and an appropriate culture to meet the demands of the changing environments that we are facing. According to Denison et al. (2012) organizational culture refers to a succession of values, beliefs, protocols, and assumptions which are intrinsic in the organization (Denison, Hooijberg, Lane, & Lief, 2012). Also, Denison and Mishra (1995), classify organizational culture as four attributes: involvement, consistency, adaptability, and mission (Denison & Mishra, 1995). These attributes are consisted in a model called "Denison Model of Organizational Culture", that measures the behaviour by the beliefs and assumptions that are intrinsic in organization's culture. So, the mission reflects, "Do we know where we are going?"; Adaptability "Are we responding to the marketplace/external environment"; Involvement "Are our people aligned and engaged?"; Consistency "Do we have the values, systems and processes in place to create leverage?" (Denison, 2022) . This model helps organizations to follow these attributes so it can be more effective, competitive and correspond to individuals expectations.

As mentioned before, organizational culture is one of the biggest important factors to lead to organization's effectiveness and is also important to form the organization norms and values. Some studies revealed that is possible to see that organizational culture influences positively the organizational effectiveness (Levering, 2016). Also suggest that the employees' acceptance of change in the workplace can lead to positive outcomes of organizational culture. In this way, employees can be satisfied, have a good performance at work and have a good interaction with the colleagues. It contributes to exist a positive environment in the workplace as well in the organizational performance and effectiveness (Naveed, Alhaidan, Halbusi, & Al-Swidi, 2022).

However, while shaping the culture, values and goals is also crucial for organizations to ensure the employees' commitment, because it will lead to the success of organizations. According to Cohen (2000) there's a relationship between organizational culture and organizational commitment (Cohen, 2000) (Hofstede, 1980). Therefore, organizational culture could increase the level of organizational commitment and lead to company's success. Also, some studies prove that there is a strong correlation between organization culture and intention to stay. This means, that when employees work in an organization with a positive culture, will motivate them to make decisions, improve their professionalism and help them with conflict resolution. In this way, they will feel more

commitment, and tend to stay in the organization for a long time (AbuAIRub & Nasrallah, 2017).

To conclude, when individuals feel happy about the culture in the company, they will become more connected emotionally and psychologically (Sathe, 1983). Also, if employees feel that they are part of the "family", they will be comfortable, happier and the commitment and intention to stay will increase. It's important that the needs and goals of employees are aligned with the goals of the organization, so that a positive environment can be created, and the organization can be more effective.

In this way, it will be explore the following hypotheses:

H1.a. *Organization culture positively relates with Intention to Stay*

H1.b. *Organization culture positively relates with Organizational Commitment.*

2.2. Organizational Commitment

The definition of organizational commitment is about the objectives, wishes that an employee identifies with the organization and become a variable with a huge impact to the work performance. The word "commitment", according to Angle & Perry (1981) is the willingness of the individual to make an effort while working in the organization and is a sense of being proud of working in their. Also, an author defines organizational commitment as, 1) Strong willingness to stay as a group member; 2) Willingness to hard work as the organizational aspiration; 3) A certain willingness to accept the values and goals of the organization " (Luthans, 2002) (Eliyana, Ma'arif, & Muzakki, 2019).

The authors Meyer and Allen (1997) develop an organizational commitment theory, that consists of the proposal of three topics: affective, normative and continuity. Affective commitment measures the feelings and emotions. It brings satisfaction to organization and would be expected for individuals to be motivated and perform their best (Rodríguez-Rad & Rio-Vázquez, 2023). According to, Mowday et al (1982), Meyer & Allen (1997), Klein et al (2009) this would help to decreased turnover, absenteeism, and increased productivity (Mowday, Porter, & Steers, 1982) (Meyer & Allen, 1997) (Becker, Klein, & Meyer, 2009) (Gutierrez, Candela, & Carver, 2012). The normative commitment is about individual's values, for instance, respect, awareness, and formality (Rodríguez-Rad & Rio-Vázquez, 2023). It means the group of individuals that want to be in organization without feeling obligated (Gutierrez, Candela, & Carver, 2012). Continuance commitment consists in the effort, time and resources that the individual invested, the loss of investment and what was achieve if the individual leaves (Rodríguez-Rad & Rio-Vázquez, 2023).

According to Meyer, Stanley, Herscovitvh and Topolnytsky (2002), throughout the time, organizational commitment has a positive relation with employee intention to stay and a negative relation with turnover intention or intention to leave (Meyer, Stanley, Herscovitch, & Topolnytsky, 2002) (Uraon, 2018). Employees who present a higher organizational commitment have a less probability to leave the company compared with individuals with low organizational commitment (Allen & Meyer, 1990) (Tett & Meyer, 1993) (Uraon, 2018). So, if individuals are comfortable and happy working in the organization, they will spend more time and effort to give their best and achieve organization goals. This means, there's a higher commitment and a higher intention to stay.

In this way, it will be explore the following hypotheses:

H.2- *Organizational commitment relates positively with Intention to Stay*

2.3. Person-Organization Fit

Person-Organizational Fit is a concept that combines an individual and organization characteristics. Some studies say that if the characteristics of an individual matches the organizational characteristics, the individual will have a more positive attitude and behaviour, and will lead to job satisfaction, commitment, and positive performance (Almeida, Mazzon, Dholakia, & Neto, 2013) (Oh, et al., 2013) (Pee, 2012).

Person -Organization fit can be defined as supplementary and complementary fit. The supplementary is related with how the individuals' characteristics are similar to organizations'. The complementary is how the individual's characteristics can complement the company's characteristics (Kristof, 1996) (Zhao, Xiaopei, Zhang, Wei, & Liu, 2022).

Person-Organization fit is a key resource that makes easier the daily routine of individuals. It means that, if an individual is attracted to an organization, which the members share similar values and beliefs, he will feel comfortable to work in there (Sorlie, Hetland, Bakker, Espevik, & Olsen, 2022). So, if an individual feels comfortable in the organization, his knowledge intensifies, he can be more productive and his commitment and satisfaction increases (Shen, Li, & Sun, 2015)(Ambrose, Arnaud, & Schminke, 2007).

Organizational commitment can increase the individual's perspective of person organization fit. When the commitment increases, the feelings of employees for the company also increases (Valentine, Godkin, & Luceo, 2002). According to Schneider, Goldstein and Smith (1995), the relationship between person-organization fit and

organization commitment, can be translated into a framework called ASA (attraction-selection-attrition), which means that individuals prefer organizations that associate with their own characteristics (Schneider, Goldstiein, & Smith, 1995). If person-organization fit increases, then the improve of commitment to the company would also increase the individual's perceptions regardless their personal and company's values (Valentine, Godkin, & Luceo, 2002). This also suggest that person-organization fit will be associated also with a high intention to stay, because employees having a high bond with their company, it will be harder to leave (Jackson, et al., 1991) (Jin, McDonald, & Park, 2016). Therefore, individuals will be motivated to achieve their goals and the organization.

In this way, it will be explore the following hypotheses:

H3.a: *Person organization fit relates positively with organizational commitment*

H3.b: *Person organization fit relates positively with intention to stay*

2.4. Work life balance

According Daipuria and Kabar (2013), work-life balance is the balance between work and life and feeling enjoyable with both work and family commitments (Daipuria & Kakar, 2013). This concept was created having in consideration that work and personal life are complementary of each other and bring quality to the individual life. Authors studied that this balance that exists between work and life can lead individuals to feel more comfortable, motivated, productive and less stressful (Byrne, 2005). For companies who apply a work-life balance they will be viewed by potential employees as an organization of their choice, because individuals realized that in that organization is possible to balance the work and family and it's not a topic to be stressed (Johanim & Yean, 2018).

Organizations are starting to implement work-life balance policies and practices as part of their efforts to increase employee commitment and decrease turnover. These practices can include, flexible scheduling, childcare services and employee assistance programs. Also, these practices help to moderate the impact of high job demand, because the employees feel less stressful and can manage both work and non-work demands, for instance, family. When employees are asked to work more hours at their workplace, their time is reduced and their energy to do social and family activities is less. However, if the employee is working in a more flexible job, it's easier for him to have more time to do things outside of work and lead increase the motivation. If the organization gets the work-life balance easier it will also increase the job satisfaction and create a positive climate in the organization (Chiang, Birtch, & Kwan, 2010).

Work-life balance is referred as the satisfaction of an individual and can improve self-efficacy. Also, work life balance presents anticorrelation with the number of working hours, because the more uncommon hours an individual works, the more it will affect their personal life, willingness to stay and the productivity at work. According to Chan et al. (2019), organization commitment has a positive impact in work life balance. There are some organizations that implement work life balance practices to improve the satisfaction of the individuals, organization commitment, intention to stay, reduce stress, family conflicts and turnover intention. A variance between work and individual's personal life can cause an increase of stress that might lead to an increase of employee's turnover intention (Kumara & Fasana, 2018) (Smith & Gardner, 2007) (Chang, Hsieh, Lan, & Chen, 2019).

In this way, it will be explore the following hypotheses:

H4.a *Work life balance relates positively with intention to stay*

H4.b *Work life balance relates positively with organization commitment*

2.5. The Mediating Effect of Organizational Commitment

The mediating effect represents a model which the effect of an independent variable, in this study are Organizational Culture, Person-Organization fit and Work-life Balance, on a dependent variable, which is Intention to Stay, is transfer through a third variable, a mediating variable, in this study is Organizational Commitment.

According to Choi et al. (2015), believes that organization commitment represents the values, mission, vision, objection, and goals of the organization that the individual accepts and can work there and continue to be part of the enterprise (Choi, Oh, & Colbert, 2015). Having in consideration the previous literature the variables organizational culture, person-organization fit and work life balance show positive effects in intention to stay and in organizational commitment. This leads for individuals to be in a more comfortable workplace, having high levels of satisfaction and productivity.

In this way, it will be explore the following hypotheses:

H5.a. *Organizational commitment mediates the relationship between organization culture and intention to stay*

H5.b. *Organizational commitment mediates the relationship between person organization fit and intention to stay*

H5.c. *Organization commitment mediates the relationship between work life balance and intention to stay*

2.6. Generations

A generation can be defined as “group of individuals born within the same historical and socio-cultural context, who experience the same formative experiences and develop unifying commonalities as a result” (Pilcher, 1994) (Mannheim, 1952) (Lyons & Kuron, 2013).

Nowadays at the workplace it’s present different types of generations, leading to different types of values, ambitions, views and mind-sets. This have been a popular topic in the last two decades in the organizations (Lyons & Kuron, 2013). According to, Dencker et al. (2008), refer that if organizations comprehend the generations, it can lead to better “recruitment, retention, progression management, communication, employee engagement and conflict resolution” (Dencker, Joshi, & Martocchio, 2008) (Lyons & Kuron, 2013). It’s important that organizations know that each generation has specific opportunities and experiences, that is important for the future attitudes and behaviours, this shapes them in terms of the way they think and act.

The generations that will be addressed in this dissertation are Generation X, Generation Y or Millennials and Generation Z. Generation X from 1965 to 1980, this generation witnessed unemployment and family relocations. It’s a more independent and individualistic generation, they are more loyal to organizations and tend to stay there for years, as we can see through our parents, for instance. It’s a generation that have been through technology changes and it’s used to that world. Also, they are not work-centric and they value work-life balance (Park & Gursoy, 2012).

The Millennials or Generation Y, the individuals born between 1981 and 1999, is a generation characterized by having advanced knowledge of technology. Another characteristic of this generation is that they value freedom and work-life balance. They give importance to organization that give more days of vacation (Park & Gursoy, 2012).

The Generation Z, from 1996 until now, is considered as net generation, because we are facing a digital era. It’s important that the organizations can talk with this generation in an efficient way, try to fit them into the community and the organizational culture (Elmore, 2014) . One of the important goals of this generation is the work-life balance and a stable workplace. Comparing to the previous generations, this one worries about the unemployment, or if they stay in the same job for a long time and they can’t grow in their career (Bencsik & Horvath-Csikos, 2016).

In this study, the variable generations, it will be analysed through two approaches. First run a multigroup analysis, which means evaluate the differences of the generational groups (X vs Y, X vs Z and Y vs Z) and study if the independent variables have any relation with Organizational Commitment and Intention to Stay. The second approach is analysing the relations of each generation, which means analysing which independent variables can have significant relations with Organizational Commitment and Intention to Stay.

3. Research Model

Based on the literature review, *Figure 1* presents the research framework for investigating the relationship between, organization culture, person-organization fit, work life balance, organizational commitment, intention to stay and generations. Within this framework, the independent variables are organization culture, person-organization fit and work-life balance; intention to stay is a dependent variable; organizational commitment is a mediator variable.

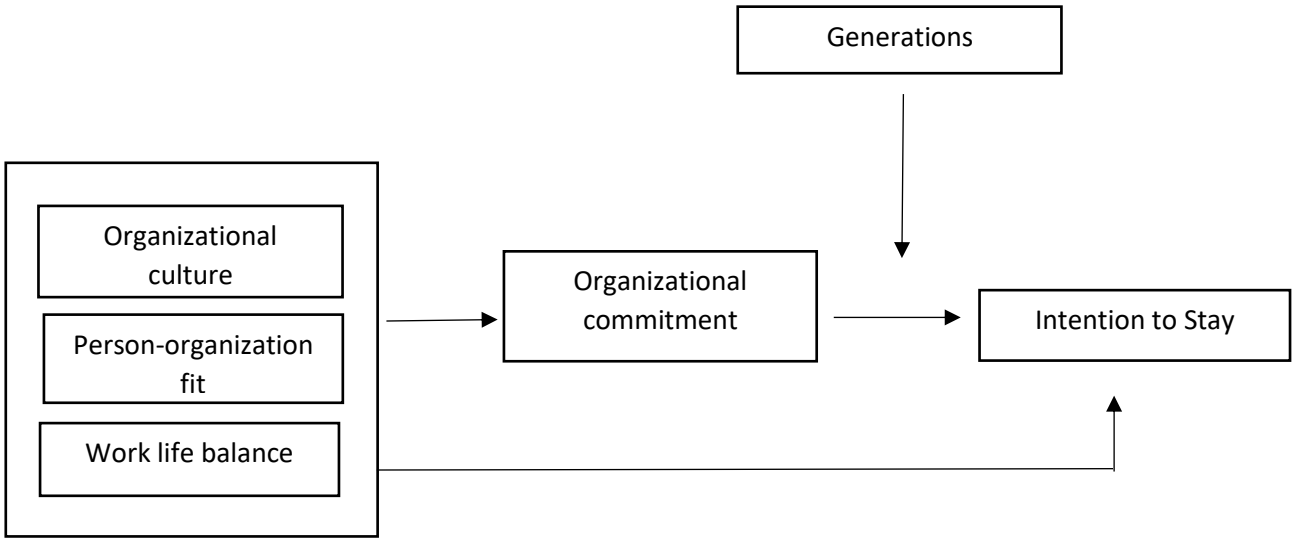


Figure 1- Theoretical Model

4. Methodology

4.1. Sample

Considering the objective of the present study, the target population was characterized aged between 20 and 60 years old, who found themselves working currently in an organization in Portugal. Considering the age range, the average age of the participants was 33,09 years old.

Based on the remaining sociodemographic data collected, it is characterizing the present sample as being most female participants.66% (n=70). In terms of where they live, about 43.4% (n =46) live in Metropolitan area of Lisbon. In terms of academic about 71.7% (n=76) participants have Higher Education. Finally, in terms of to job, there were very diverse answers, from Bank officer, shopkeeper, human resources, administrator, among others.

4.2. Instrument and Variables

The survey instrument comprised five different groups: Work-Life Balance, Person-Organization Fit, Organization Culture, Organizational Commitment and Intention to Stay. To assess these constructs were adapted from prior studies' validated measures. These scales have been successfully used in the past and are suggested to be good indicators. The first group had twelve questions, the second group three questions, the third group four questions, the fourth group five questions, the final the group three questions and Sociodemographic data, which resulted in a total of 33 questions through the whole questionnaire (Table 1).

4.2.1. Organizational Culture

The Organizational Culture group was based using four dimensions (cla, ad-hocracy, market and hierarchy) in line with Quinn and Rohrbaugh's, with modified measures of Deshpandé (Quinn & Rohrbaugh, 1983) (Deshpandé , Farley, & Webster, 1993). According to this model, the dimension clan and adhocracy focus on flexibility and responsiveness. The dimensions hierarchy and market focus on stability and control. Each dimension of culture included three items related to the company characteristics and strategies. It was used a five-point Likert scale varying from strongly agree (5) to strongly disagree (1) , this was used for the 12 indicators.

4.2.2. Person-Organization Fit

The Person-Organization Fit group was inspired by the three-item scale used by Chatman (1989) and Lauver and Kristof-Brown (2001) (Chatman, 1989) (Lauver &

Kristof-Brown, 2001). The group consists in 3 items, measured using a 5-point response scale, strongly agree (5) to strongly disagree (1), it was used for all indicators.

4.2.3. Work-life Balance

The Work-life balance group was based on Brough et al (2014). It's composed by four items, which one of them is negatively written, which is "I have difficulty balancing my work and non-work activities" (Brough, et al., 2014). The items asked to participants had the goal to evaluate the balance they have between work and non-work demands. It was used a five-point Likert scale varying from strongly agree (5) to strongly disagree (1) it was used for the 4 items.

4.2.4. Organizational Commitment

The Organization Commitment group was inspired by Blau & Boal (1987), Randall, Fedor, & Longenecker (1990). It was operationalized with five items. These items have the goal to assess the attachment of individuals to the company. It was used a five-point Likert scale varying from strongly agree (5) to strongly disagree (1) it was used for the 5 items (Blau & Boal, 1987) (Randall, Fedor, & Longenecker, 1990).

4.2.5. Generations

Related to Generations group, it's composed by the generations X, Y and Z. In the questionnaire was evaluated through the sociodemographic group asking the age of the participants.

4.2.6. Intention to Stay

The Intention to Stay group, was comprehend of a four-item scale consisting of questions adapted from the Michigan Organizational Assessment Questionnaire based on Cammann, Fichman, Jenkins, & Klesh, 1979; Seashore, Lawler, Mirvis, & Cammann, 1982. These items have the purpose to analyse the intentional of willingness of individuals in the company. It was used a five-point Likert scale varying from strongly agree (5) to strongly disagree (1) it was used for the 5 items (Cammann, Fichman, Jenkins, & Klesh, 1979) (Seashore, Lawler, Mirvis, & Cammann, 1982).

Organizational culture
Clan Culture
My company has a family-like atmosphere
My company considers solidarity and a feeling of oneness as important
My company considers working as a team important
Adhocracy culture

My company encourages change and innovation
My company fairly compensates innovation
My company gives more incentive to creative people
Market culture
My company emphasizes competition and outcome excellence
My company believes ability related to a task is the most important requirement for employees
My company evaluates employee performance on the basis of actual outcomes
Hierarchy culture
My company emphasizes formalization and structure
My company takes a one-way, top-down approach to communication
My company emphasizes formal status and roles in the organization
Person-organization fit
The things that I value in life are very similar to the things that my organization values.
My personal values match my organization's values and culture.
My organization's values and culture provide a good fit with the things that I value in life
Work-life balance
I currently have a good balance between the time I spend at work and the time I have available for non-work activities
I have difficulty balancing my work and non-work activities (-)
I feel that the balance between my work demands, and non-work activities is currently about right
Overall, I believe, that my work and non-work life are balanced
Organizational Commitment
I would like to continue working at my company by considering my company as a workplace for life
I am pleased to choose my company as a workplace
Even if the opportunity to choose work again is given to me, my company will be considered a priority
I accept my company's future and fate as mine
I think my company is the best workplace to me
Intention to Stay
I plan to work at my present job for as long as possible
I will most certainly look for a new job in the near future (reversely coded)
I plan to stay in this job for at least two to three years

Generations
Generation X (1965 to 1980)
Generation Y (1981 to 1995)
Generation Z (1996 until now)

Table 1-Items of each group based on the scales.

4.3. Data collection

Data collection started on the day 1st of March 2023 it was disclosed online, with a response time of approximately 5 minutes, through a specific link, on social networks, more specifically Facebook, also it was shared with family and friends.

It's important to consider that the participants, when accessing the survey, had to read an introduction of the study, which contained the objectives and the instructions necessary to complete. This introductory note also contained information regarding anonymity and confidentiality data, requiring validation of informed consent by the respondent.

The collection ended on 10th of April 2023 in total it was obtained 105 answers. The sampling criteria were defined as, (1) the subjects surveyed would have to be older than 18 years old. (2) must work in an organization in Portugal. In this way, it is a non-probabilistic convenience sample.

5. Results

5.1. Statistical analysis

The present study employed a structural equation modelling (SEM), which the goal is to investigate the data and check the hypotheses. More concretely, it was used partial least squares (PLS), which is a model with the goal of estimating models with latent variables and their relationships, by means of SmartPLS 3 software (Hair Jr, et al., 2021). To analyse and interpret the results, it was used two approaches. The first one the reliability, and validity to measure the model and the second approach to evaluate the structural model (Hair Jr, et al., 2021).

To measure the model includes assessment of quality which consists of, reliability, which refers to how consistency is the measure. Internal consistency reliability, which determines the validity of similar items on a test. Convergent validity, which explains how close a test is connected to other tests that measure the same (or similar). Finally, discriminant validity, refers to the degree which a test is not connected o other tests that measure different constructs. The results show, that all items are above 0.6 (with a minimum value of 0.62) and were all significant at $p < 0.001$, which support the individual

indicator reliability. The indicator internal consistency reliability was also confirmed because all the values of Cronbach alphas and Composite Reliability transcend 0.7 (Hair Jr, et al., 2021). In terms of the indicator convergent validity, all constructs have composite reliability values higher than 0.70. The average variance extracted (AVE) have values that exceed 0.5. So, all items mentioned before were positively and significant (Hair Jr, et al., 2021).

The discriminant validity was validated using two approaches. The first one, was used Fornell and Larcker criterion, which results the square root of AVE is larger than its biggest correlation with any construct (Fornell & Larcker, 1981). The second approach it was used the heterotrait-monotrait ratio (HTMT), as we can see in Table 2. According to the results, above 0.90, suggest that discriminant validity has not been established between two reflective constructs. However, the other results show that all HTMT ratios are below 0,846 (Hair, Hult, Ringle, & Sarstedt, 2017) .

Before evaluating the structural model, it was checked for collinearity. So, the metric for assessing indicator collinearity is the variance inflation factor (VIF). The VIF values ranged from 1,605 to 3,78, which was below the indicative critical value of 5, which means there is no collinearity. Then, to evaluate the structural model, was used the sign, magnitude, and significance of structural path coefficients. In this way, it should be considered the R^2, namely coefficient of determination, which measures how well the regression predictions approximate the real data points. The value of R^2 for the endogenous variables of organizational commitment and intention to stay are 52% and 72%, respectively. These values exceed the value of 10% (Falk & Miller, 1992). The Stone-Geisser's Q^2, named the blindfolding-based cross-validated redundancy, which measures weather a model has predictive relevance or not (> 0 is good). In this way, the Q^2 values for the endogenous variables are 0,245 for intention to stay and 0,471 for organization commitment, these values were above zero so indicates predictive relevance. It was a bootstrapping with 5000 subsamples to evaluate the significance of the parameter estimates (Hair Jr, et al., 2021).

Latent Variables	α	CR	AVE	1	2	3	4	5
Intention to stay	0,789	0,904	0,824	**0,907**	0,428	0,944	0,542	0,582
Organization Culture	0,931	0,942	0,596	0,376	**0,772**	0,613	0,846	0,583
Organization Commitment	0,960	0,969	0,861	0,827	0,590	**0,927**	0,727	0,598

Person-Organization fit	0,962	0,975	0,930	0,475	0,808	0,699	**0,964**	0,632
Work-life balance	0,933	0,957	0,882	0,515	0,560	0,569	0,601	**0,939**

Table 2 -Composite reliability, average variance extracted, correlations, and discriminant validity checks.

Note: α= Cronbach alpha ; **CR=** Composite Reliability; **AVE=** Average Variance Extracted; Bold numbers are the square roots of AVE; Below the diagonal elements are the correlations between constructs. Above the diagonal elements are the HTMT ratios

5.2. Quantitative Results

The results in Table 3 show that Organizational Culture (β= -0.125, p= 0.202) has a negative direct effect on Intention to Stay. These results don't support for **H1.a**

The results in Table 3 show that Organizational Culture (β=0.025, p=0.875) has a negative direct effect on Organization Commitment. These results don't support **H1.b.**

The results in Table 3 show that Organizational Commitment (β=928, p< 0.001) has a significantly direct positive effect on Intention to Stay. These results provide support for **H2.**

The results in Table 3 show that Person-Organization Fit (β= -0.166, p= 0.116) has a negative direct effect on Intention to Stay. These results don't support **H3.a.**

The results in Table 3 show that Person-Organization Fit (β= 0.540, p= < 0.01) has a significantly direct positive effect on Organization Commitment. These results provide support for **H3.b.**

The results in Table 3 show that Work-life Balance (β=0.157, p= 0,046) has a significantly direct positive effect on Intention to Stat. These results provide support for **H4.a.**

The results in Table 3 show that Work-life Balance (β=0.230, p=0,022) has a significantly direct positive effect on Organization Commitment. These results provide support for **H4.b.**

	Path coefficient	**Standard deviation**	**T statistics**	**P values**
Org Cult-> Int_sta1	-0.125	0.098	1.277	0.202
Org_Cult->Org_comm	0.025	0.159	0.157	0.875

Org_comm-> Int_sta1	0.928	0.061	15.333	0.000
Per-Org->Int_sta	-0.166	0.106	1.570	0,116
Per-Org->Org_comm	0.540	0.171	3.154	0,002
Work_bala->Int_sta1	0.157	0.079	1.994	0,046
Work_bala->Org_comm	0.230	0.101	2.286	0,022

Table 3- Structural model assessment

These results in Table 3 provide support for Intention to Stay and Organizational Commitment affected by Organizational Commitment, Person-Organization Fit and Work life Balance. Also, it's possible to see that Organization Culture doesn't affect positively Intention to Stay and Organizational Commitment, and Person Organization Fit doesn't affect positively Intention to Stay.

In terms of the results in Table 4 provide support for Organizational Commitment being positively affected by Person Organization Fit and Work-life balance. Organization Culture doesn't affect positively Organizational Commitment making as a mediator variable.

The results in Table 4, provide support for Organizational Commitment, when acting as a mediator for Person Organization Fit, having a direct positive effect (β= 0.501, p= 0.003) on Intention to Stay. These results provide support **H5.a.**

The results in Table 4 provide support for Organizational Commitment, when acting as a mediator for Work-life Balance, having a direct positive effect (β= 0.214, p =0.021) on Intention to Stay. These results provide support for **H5.b.**

The results in Table 4 provide support for Organizational Commitment, when acting as a mediator for Organizational Culture, having a direct negative effect (β= 0,023, p= 0876) on Intention to Stay. These results don't provide support for **H5.c**.

	Path Coefficient	**Standard Errors**	**T statistics**	**P values**
Per-Org→ Org Commit→ Int_Stay	0.501	0.166	3.019	0.003
Work_Bala→Org Commit→Int_Stay	0.214	0.092	2.315	0.021
Org Cult→Org Commit→ Int_Stay	0.023	0.149	0.156	0.876

Table 4- Results of mediation organizational commitment

5.3. Multigroup Analysis

After studying the mediation effects of Organizational Commitment. In this chapter it's analysed the multigroup analysis, which is a modern method consisted in Partial Least Squares Structural equation modelling and has the objective to provide awareness into the path coefficients from different samples. It allows the analyst to see if there's any differences between specific groups. The data contains three groups (X vs Y, X vs Z and Y vs Z), that will be compared with each other to see if any specific effects in the model diverge for them.

So, in Table 5 the group X vs Y, shows that the only variable that has a direct positive effect is Organizational Culture with Organizational Commitment. Related to group X vs Z, in table 6, it shows that there's no variables that have any relation with Organizational Commitment and Intention to Stay. Finally, in table 7, the group Y vs Z, there's a relation between Organizational Culture and Intention to Stay and Person-Organization Fit with Intention to Stay.

	Difference (X-Y)1	**1-tailed (X vs Y) p value**	**2-tailed (X vs Y) p value**
Org Cult-> Int_Stay	-0,565	0,955	0,089
Org Cult -> Org Comm	0,868	0,015	0,029
Org Comm-> Int Stay	0,230	0,164	0,329
Per-Org->Int Stay	0,373	0,117	0,234
Per-Org ->Org comm	-0,648	0,951	0,098
Work Bala->Int Stay	-0,082	0,649	0,703
Work Bala-> Org Comm	-0,137	0,724	0,552

Table 5- Multigroup X vs Y results

	Difference (X vs Z)	**1-tailed (X vs Z) p value**	**2-tailed (X vs Z) p value**
Org Cult-> Int_Stay	0,152	0,322	0,645
Org Cult -> Org Comm	0,452	0,153	0,306

Org Comm-> Int Stay	0,341	0,080	0,160
Per-Org->Int Stay	-0,307	0,838	0,325
Per-Org ->Org comm	-0,190	0,672	0,655
Work Bala->Int Stay	-0,233	0,827	0,346
Work Bala-> Org Comm	-0,272	0,873	0,253

Table 6- Multigroup X vs Z results

	Difference (Y vs Z)	**1-tailed (Y vs Z) p value**	**2-tailed (Y vs Z) p value**
Org Cult-> Int_Stay	0,717	0,010	0,019
Org Cult -> Org Comm	-0,417	0,951	0,099
Org Comm-> Int Stay	0,111	0,241	0,482
Per-Org->Int Stay	-0,680	0,982	0,037
Per-Org ->Org comm	0,458	0,066	0,132
Work Bala->Int Stay	-0,151	0,757	0,486
Work Bala-> Org Comm	-0,135	0,728	0,544

Table 7- Multigroup Y vs Z results

5.4. Analysis of each generation

After analysing the differences between the groups of generations. In this chapter it will be analysed which variables have a significant relation with organizational commitment and intention to stay in each generation.

In terms of Generation X, the results in table 8, provide a significant relationship between Organizational Culture with Organizational Commitment, with β= 0,718 and p-value=0,035. This relationship shows that having a positive culture in the workplace will lead to develop creativity, more satisfied individuals and boost collaboration. (D'Incerti, 2022). In the literature also provide studies that support the significant relationship of Organizational Culture with Organizational Commitment.

Additionally, in table 8 also provide a relationship between Organizational Commitment and Intention to Stay, with β=1,124 and p-value = 0,000. As mentioned before in the literature there are studies that provide this relationship. Individuals who are committed to the organizational have more probability to accept the values and goals of organization

and maintain loyalty to organization (Mowday, Porter, & Steers, 1982) . Related to Generation Y, the results in Table 9, provide a significant relationship between Person-Organization Fit and Organizational Commitment. According to Valentine, Godkin & Luceo (2002), if individuals feel compatible with the values, beliefs and ethics of organizations' the probability that they feel more committed is high (Valentine, Godkin, & Luceo, 2002). There's also a significant relationship between Organizational Commitment and Intention to Stay. Finally, analysing the Table 10, the Generation Z, there's only the significant relationship between Organizational Commitment with Intention to Stay.

	Path Coefficient	Standard Errors	T statistics	P values
Org Cult-> Int_Stay	-0,225	0,239	0,939	0,348
Org Cult -> Org Comm	0,718	0,340	2,113	0,035
Org Comm-> Int Stay	1,124	0,216	5,216	0,000
Per-Org->Int Stay	-0,087	0,232	0,375	0,708
Per-Org ->Org comm	0,145	0,335	0,431	0,666
Work Bala->Int Stay	0,013	0,176	0,072	0,943
Work Bala-> Org Comm	0,025	0,183	0,139	0,889

Table 8- Generation X results

	Path Coefficient	Standard Errors	T statistics	P values
Org Cult-> Int_Stay	0,341	0,238	1,433	0,151
Org Cult -> Org Comm	-0,150	0,192	0,781	0,435
Org Comm-> Int Stay	0,894	0,123	7,283	0,000
Per-Org->Int Stay	-0,460	0,243	1,896	0,058
Per-Org ->Org comm	0,793	0,191	4,161	0,000
Work Bala->Int Stay	0,095	0,129	0,735	0,463
Work Bala-> Org Comm	0,163	0,148	1,097	0,273

Table 9- Generation Y results

	Path Coefficient	Standard Errors	T statistics	P values
Org Cult-> Int_Stay	-0,376	0,213	1,764	0,078
Org Cult -> Org Comm	0,267	0,163	1,631	0,103
Org Comm-> Int Stay	0,784	0,119	6,631	0,000
Per-Org->Int Stay	0,220	0,223	0,985	0,325
Per-Org ->Org comm	0,335	0,242	1,384	0,167
Work Bala->Int Stay	0,246	0,171	1,437	0,151
Work Bala-> Org Comm	0,297	0,158	1,885	0,060

Table 10- Generation Z results

6. Discussion

In this chapter it is important to reflect on the results previously presented and analysed them according to the objectives of the present investigation.

Related to the hypotheses test, the hypothesis 1.a, which is the relation between Organization Culture and Intention to stay and hypotheses 1.b. which is the relation between Organization Culture and Organizational Commitment, there were no significant and expected relationships of these hypotheses. These statements corroborate some literary evidence that states that there's a positive relationship between Organizational Culture and Organizational Commitment (Acar, 2012). The culture of an organization is an important instrument for increasing organizational commitment, in this way the productivity will increase, the individuals will feel more comfortable and happier in the workplace. However, the results don't show this significant relationship, which might indicate that the culture of an organization is not a big factor for individuals to be commitment and to remain in their job. The results are interesting, because it makes managers and human resources think "If shaping the culture is enough to keep employees at the company?". Also, in this study was found that there are other variables that can influence Organizational Commitment and Intention to Stay.

According to theory, Organizational Commitment is the connection between employees and organizations. Organizations that implement strategies of commitment have more probability to have individuals with higher satisfaction, productivity and lower turnover rates. Besides, committed individuals are physically and emotionally invested in the company and will work until achieve the organization goals. This relation was tested in hypotheses 2, which is the relationship between Organizational Commitment and Intention to Stay, there is a significant and expected relationship. This means that we can assume that Organizational Commitment influences employee's intention to stay or leave in an organization. Organizational Commitment is observed as an emotional bond that individuals have with their organization (Meyer & Allen, 1997). If organizations promotes commitment practices, it will lead to an increase of satisfaction and performance and a decreased in employee turnover. The Human Resources can implement some strategies to meet the goals of the employees, motivate them and increase commitment. As an example, it can be job rotation, which allow the employees to experience other roles in organization. Another example is, job enrichment, this is a good form to take a regular job and add extra tasks that can make it more interesting, this will develop employees' skills and team bonding. With all this considered, if in the organization there is a good environment, a workplace with resources that meet the needs of individuals, it's easier for the company to retain them. If there is a supportive environment in the company, employees will demonstrate more commitment, more engagement, communication and have a long relation with the company.

In terms of hypothesis 3.a., which represents the relationship between Person-Organization Fit and Intention to Stay, and there's no significant and expected relation. However, the study shows an interesting result relatively Person-Organization Fit, although, not being directly correlated with Intention to Stay, the results showed that Person-Organization Fit has a positive significant relation with Organizational Commitment, which reveal to be the hypotheses 3.b. So, Organizational Commitment can also impact an individual's perceptions of Person-Organization Fit. Individuals usually prefer to work for companies that allow them to use their skills in the best way, and at the same time provide an environment that match their personal characteristics (Kristof A. , 1996) (Montgomery, 1996). In the literature, it is evidenced, that individuals choose the company that best suit themselves and have a good reputation. Person-Organization fit is a considered one of the key requirements and is defined as a good relation between individuals and organizations (Valentine, Godkin, & Lucero, 2002). So, Person Organization Fit has a great impact on organization commitment and when

there's high levels of Person-Organization fit will then create new ideas for individuals and contribute to a more competitive company.

In terms of hypotheses 4.a, represents the relation between Work-life balance and Intention to Stay, there's a significant and expect relationship. Also, hypotheses 4.b, which is the relation between Work-life balance and Organizational Commitment, there's a significant and expect relationship. These statements means that developing the work-life balance, will increase individual's satisfaction, and with this improvement, individual's will also increase the commitment to the organization and the intention to stay will also improve (Chang, Liou, & Yang, 2010) (Noor, 2011). It's important for companies to develop a culture of concern and kind for employee's needs. In this way, companies should re-examine Work-Life Balance policies and programmes to ensure that meet individual's needs. To create a good work- life balance the companies can, for instance, investigate the number of working hours and implement flexible and remote work. Another example, is that Work-Life balance policies should work with Human Resources Management Practices, and should remodel jobs, in order to be effective and at the same time be aware of individual's wellbeing (Meyer & Maltin, 2010) (White, Hill, McGovern, Mills, & Smeaton, 2003) (De Cieri, Holmes, Abbott, & Pettit, 2005) (Zheng, Mirshekary, Molineux, & Scarparo, 2015).

In terms of hypothese h5.a, which represents the mediation of Organizational Commitment between Person-organization Fit and Intention to Stay. This mediation was tested, so it means that Person-Organization Fit (independent variable) can affect Intention to Stay (dependent variable) through Organizational Commitment. Also, the hypothese h5.b, was tested, which represents the meating role of Organizational Commitment between Work-life Balance and Intention to Stay.

However, the hypothese h5.c., which is the meating role of Organizational Commitment between Organizational Culture and Intention to Stay, was not tested. This means that Organizational Culture can't affect Intention to Stay through Organizational Commitment.

Then, analysing the multigroup analysis of generations, which allowed the researcher to see weather there are differences between the generational groups; X vs Y, X vs Z and Y vs Z. Comparing the first group, X vs Y, only the variable Organizational Culture has a relationship with Organizational Commitment. The second group, which is X vs Z, it didn't have any relationship. Finally, the last group Y vs Z, the variables that showed relationship were Organizational Culture with Intention to Stay and Person-Organization Fit with Intention to Stay. These results in these two groups, although there are relationships, they are not significant.

Finally, investigating the relations of each generation, It was possible to conclude that, in generation X , there's a significant relationship between Organizational Culture and Organizational Commitment. Also, there's a significant relationship between Organizational Commitment and Intention to Stay. Both of these relations were already been studied in the literature. This generation, make sure that the organization reach its goals, they also know how to get efficiently to the business results, with this they can inspired other generations (Reporter, 2017).

Related to the generation Y, it presented a significant relationship between Organizational Commitment and Intention to Stay. Additionally, there's the significant relationship between Person-organization fit and Organizational Commitment.This generation, presents some values and characteristics from the previous generations. It's a generation that values flexibility and tend to be result-oriented (Herrity, 2023).

Finally, the generation Z, the only significant relation that presented was between Organizational Commitment and Intention to Stay. This generation and the previous one, they stand for organizations that make a positive societal or envrionmental impact. Generation Z brings new perspectives and expectations to the organziation (Evans-Reber, 2021).

7. Conclusion

The underlying research question of this thesis was "*What are the differences of generations in organizational commitment and intention to stay"*, whereby the objective was to understand the variables that can influence organizational commitment and intention to stay in generations.

This study allows to confirm that variables, for instance, work-life balance, can influence positively organizational commitment and intention to stay and the variable person-organization fit can influence only organizational commitment. On the other hand, with the results presented it was not possible to confirm that the variable organizational culture can influence organizational commitment and intention to stay.

More findings of this study were that organizational commitment has a mediate role between person-organization fit with intention to stay and work-life balance with intention to stay. Although, the findings also show that organizational commitment didn't have a mediate role between organizational culture with intention to stay.

To finished, it was analysed the multigroup analysis of generations, which analysed the differences of generational groups, and conclude that there's some variables that influence positively others. It means that, when studying the multigroup analysis,

comparing the groups of generations (X vs Y, X vs Z and Y vs Z), the group X vs Y, presents differences, with the variable organizational culture influence positively organizational commitment. Finally, the group Y vs Z, there's a relationship between organizational culture and intention to stay and person-organization fit with intention to stay.

To conclude, there are some differences between the generational groups, however there are not significant differences. Its comprehension requires a consideration of complex interactions of diverse variables, besides the ones studied in the work. The results of the research emphasized that the variable work-life balance have a significant relation with organizational commitment and intention to stay. The variable person-organization it only has a significant relation with organizational commitment. In terms of generations, it's possible to conclude that the differences between the groups (multigroup analysis) there are relations, but there are not significant. When analysed the differences between each generation there are some relations that are significant.

With this considered, there's a lack of examination regarding organization commitment and intention to stay practices for employees. Individuals who are devoted to their company and job is less probable that they leave the company. So, human resources are observed and managed having an impact on retaining and attracting individuals for organization. It's important that organizations develop talent and support the strengths of each generation. Human Resources play a crucial role in creating competitive advantage by creating policies and strategies to integrate and retain the individuals in work.

In conclusion, generational differences do exist, but understanding them requires the consideration of complex interactions of multiple variables, beyond those discussed in this paper. However, the importance of this topic is high; retention of individuals is still a common problem nowadays. It is necessary to invest more in the areas/variables of organizational commitment and intention to stay, so that this knowledge reaches more companies and has a greater impact. So, it becomes important to understand the trends and preferences of the various generations that may join the organizations. Further recommendations will be given in the practical implications.

7.1. Theoretical contributions /implications

The main theoretical contribution of this study is the addition of further research in the areas of organizational commitment, intention to stay and generations, where improvement is worked on, not only from gaps. This research contributes to the perception of the three generations in the same workplace and it is important for human resources and managers to respond to their needs and create strategies to keep them for a long time.

Previous research had already focused only in one generation, according to Putri Nabahani and Setyo Riyanto, that studies the organizational commitment of generation Z (Nabahani & Riyanto, 2020). The greatest value of this study abides in the combination of the different generations, and the variables organizational culture, person-organization fit and work-life balance that can influence organizational commitment and intention to stay.

In the present study, and from a theoretical point of view, we can point out that all the research developed, and the results presented appear as a continuity and complementarity of the research already done in this field. It will thus be an invitation to broaden and deepen the definitions, theorizing and research in this domain. There's no precedent in previous literature that examines the mediating effects of organizational commitment in the relationship between organizational culture, person-Organization Fit and work-life balance with intention to stay.There some previous studies focused on the mediating role of organizational commitment between transactional/transformational leadership and intention to stay. It studies how transformational and transactional leadership have success in developing organizational commitment which is influenced by leader-member exchange and might have high probability to retain the individuals and increase the bond to the organizations (Chen & Wu, 2017) (Islam , Khan, & Ahmad, 2013) (Sobaih, Hasanein, Aliedan, & Abdallah, 2022). However, the greatest value of this study is in the combination of different variables than can influence organizational commitment and intention to stay, and the leaders and managers can have that in consideration.

7.2. Managerial Implications

In terms of managerial implications, the results show the importance that these themes have in the personal and professional lives of individuals. It was considered the importance of variables like organizational culture, person-organization fit, work-life balance, organizational commitment, generation, and intention to stay in a company. It's

important that organizations make sure that these concepts are well implemented, so it can lead to high productivity, high satisfaction and low turnover rates.

In the working world, there's currently three generations who work together and harmonize within the workplace (Meret, Fioravanti, Iannotta, & Gatti, 2018). In consequence, in the workplace there are a range of expectations, values, characteristics and preferences that human resources and managers must deal with. In this way, Human Resources can create strategies to take these differences as opportunities to achieve competitive advantage. One example is intergenerational training, because people learn more when listening from other people than the typical training/ coaching. Another example is, create coach programs that align young employees with senior employees, to work on specific goals, roles and it will be a win-win situation, because the senior employee can teach what he knows, and the young individual can bring and share innovative ideas, new perspectives, high productivity and new initiatives. Also, the young generation grew up with technology, so it can help the older people at organization about the power of the internet.

To conclude, as Cennamo and Gardner (2008) refer it's important to assume the differences and similarities of the groups of generations. It's the role of human resources and managers to develop strategies that will help them to be more satisfied, productive and have a higher commitment and intention to stay (Cennamo & Gardner, 2008). Individuals are more committed to an organization that gives more opportunities to them to develop their own skills and achieve their goals. This allows managers to know how to respond more adequately to complex questions, for instance, "*what variables can contribute to influence the organizational commitment and intention to stay for each generation.*"

7.3. Limitations and future/further research

Like all studies carried out in this area, this investigation has some limitations that must be considered.

First, the method used in data collection may cause some limitations, because the survey was published online. This may have increased the likelihood of response bias, as the responses made by the participants were not controlled. The sample size was also limitation because it was only conducted to people working in Portugal. In this way, for further research, it's recommended a wider distribution to assure more accurate results. So, it's not possible to generalize these results and assure these results applies to ever individual of the population.

Related to data collection, it was found that the age of about more than half of the answers is between 20 and 30 years old (60.9%), which means that most of them perform functions, for instance, of trainees, interns and junior jobs, and the number of responses raised by individuals with higher functions is not very expressive. In this way occurs another possible limitation, related to lack of diversity in responses regarding older people, with other jobs experiences and more experience working, which may condition the results, mainly in the study of the commitment variable.

In terms of further research, it will be interesting to apply this study in the consultancy sector, but to companies in specific areas such as, Human Resources. Also, it will be interesting to analysed other possible variable as a mediator and other variables as independent in the relationship between Organizational Commitment and Intention to Stay.

The second proposed for future research it would be the need to make generational and cultural comparisons in the face of the studied dimensions. For instance, comparing this reality between countries with different habits and behaviours in their relationship with work.

The third and final proposed would be analysing each generation in more detail, and other variables that most influence each generation to stay in the company, for instance, rewards, remote work, participate in the decision making.

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9. Appendices

Appendice A – Survey to the participants

No âmbito de uma Dissertação do Mestrado Business Administration do ISCTE Business School (Lisboa, Portugal), foi realizado este questionário para perceber como as gerações têm impacto na relação entre o compromisso organizacional e a intenção de ficar.

Não existem respostas certas ou erradas e pede-se a todos os participantes que leiam as questões com atenção e cuidado e que assinalem a resposta que melhor se adequa à sua perceção.

Este questionário dirige-se para trabalhadores residentes em Portugal, e demora cerca de 5 minutos a responder.

Toda a informação adquirida é confidencial. Em nenhuma circunstância serão fornecidos os dados pessoais dos participantes.

Contacto para questões e/ou dúvidas: ifams@iscte-iul.pt

Agradece-se desde já a sua participação

Section 1 – Sociodemographic Data

Género:

a) Masculino
b) Feminino
c) Outro

Idade:

_____

Região de Residência:

a) Norte
b) Área Metropolitana de Lisboa
c) Alentejo
d) Algarve
e) Centro
f) Região Autónoma dos Açores
g) Região Autónoma da Madeira

Concelho de residência:

_____

Nível de escolaridade:

a) 1º Ciclo (i.e. educação primária)
b) 2º Ciclo (5º, 6º ano)
c) 3º Ciclo (7º , 8º, 9º ano)
d) Ensino Secundário (10º, 11º, 12º)
e) Ensino Superior (Licenciatura, Mestrado, Doutoramento, outro)

Indique a sua profissão:

_____

Section 2- Organizational Culture

Avalie a sua cultura organizacional de acordo com a seguinte escala 1 (discordo totalmente) a 5 (concordo totalmente).

Minha empresa tem uma atmosfera familiar	1	2	3	4	5
Minha empresa considera a solidariedade e o sentimento de unidade como importantes	1	2	3	4	5
Minha empresa considera importante trabalhar em equipa	1	2	3	4	5
Minha empresa incentiva a mudança e inovação	1	2	3	4	5
Minha empresa compensa de forma justa a inovação	1	2	3	4	5
Minha empresa incentiva mais pessoas criativas	1	2	3	4	5
Minha empresa destaca a competição e a excelência em resultados	1	2	3	4	5
Minha empresa acredita que as competências relacionadas a uma tarefa é o requisito mais importante para os funcionários	1	2	3	4	5
Minha empresa avalia o desempenho dos funcionários com base nos resultados reais	1	2	3	4	5
Minha empresa enfatiza a formalização e estrutura	1	2	3	4	5
Minha empresa adota uma abordagem de comunicação top-down	1	2	3	4	5
Minha empresa enfatiza o status formal e as funções na organização	1	2	3	4	5

Section 3 – Person-Organization Fit

Avalie o seu alinhamento Pessoa-Organização de acordo com a seguinte escala 1 (discordo totalmente) a 5 (concordo totalmente).

Os princípios que valorizo na vida são muito					

semelhantes com os princípios da minha organização	1	2	3	4	5
Meus valores pessoais correspondem aos valores e à cultura da minha organização.	1	2	3	4	5
Os valores e cultura da minha organização fornecem um bom relacionamento com o que valorizo na vida	1	2	3	4	5

Section 4- Work-life Balance

Avalie o seu equilíbrio vida profissional de acordo com a seguinte escala 1 (discordo totalmente) a 5 (concordo totalmente).

Atualmente tenho um bom equilíbrio entre o tempo que passo no trabalho e o tempo que tenho disponível fora do trabalho	1	2	3	4	5
Tenho dificuldade em conciliar minhas atividades profissionais e não laborais	1	2	3	4	5
Eu sinto que existe um equilíbrio certo entre minhas tarefas de trabalho e atividades não relacionadas com o trabalho	1	2	3	4	5
No geral, acredito que minha vida profissional e não profissional está equilibrada	1	2	3	4	5

Section 5- Organizacional Commitment

Avalie o seu comprometimento organizacional de acordo com a seguinte escala 1 (discordo totalmente) a 5 (concordo totalmente).

Eu gostaria de continuar a trabalhar na minha empresa considerando que a mesma é um local de trabalho para toda a vida	1	2	3	4	5
Sinto-me satisfeito por escolher minha empresa como local de trabalho	1	2	3	4	5
Mesmo que a oportunidade de escolher outro trabalho me seja dada, minha empresa será uma prioridade	1	2	3	4	5
Aceito o futuro e o destino da minha empresa como meus	1	2	3	4	5
Acredito que a minha empresa é o melhor local de trabalho para mi	1	2	3	4	5

Section 6- Intention to Stay

Avalie a sua intenção de ficar de acordo com a seguinte escala 1 (discordo totalmente) a 5 (concordo totalmente).

Eu pretendo trabalhar no meu emprego atual pelo maior tempo possível	1	2	3	4	5
Certamente procurarei um novo emprego num futuro próximo.	1	2	3	4	5
Eu pretendo ficar neste trabalho por pelo menos entre dois a três anos	1	2	3	4	5