



**ISPA** | Instituto Superior de Psicologia Aplicada  
ÁREA DE PSICOLOGIA SOCIAL E DAS ORGANIZAÇÕES

## **DISSERTAÇÃO DE MESTRADO**

Human Resources Management Strength:  
Preliminary measure

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### ABSTRACT

The main goal of this study is to develop and test operational measures of HRM strength. This is a concept presented by Bowen and Ostroff in 2004. The proposed scale included 6 items per each of the nine attributes suggested by theoretical model. This scale was applied, along with a Organisational Climate scale (Brown & Leigh, 1996) and a Organisational Culture scale (adapted from Desphandé, Farley & Webster, 1993), to 117 employees from different organisations, one public and two private ones, all at the same time. The results are analysed related to the psychometric characteristics of the tests used. The HRM Strength scale presented good sensitivity and reliability, but validity results were weak: the factor analysis showed no relation with theoretical model, although the correlation with organisational climate and organisational culture scales was positive and significant. The present HRM Strength scale is not a valid measure of this construct as presented by theoretical model, but this study adds useful information on this regard.

## Human Resources Management Strength

### INTRODUCTION

Human Resources Management (HRM) strength is a concept proposed by Bowen and Ostroff in 2004, who were interested on explaining how HRM is linked to individual and organisational results. This problem of linking HRM and results is at the core of the strategic HRM literature, and Bowen and Ostroff came up with the idea that HRM can help people develop convergent or divergent views (called strong or weak situations, respectively) of the company, depending on how strong is the HRM system, and that it is this consensual or disperse views which affect behaviour, and consequently results.

The present work will address the HRM strength concept in detailed, how important is this concept to Organizational Behaviour research and practice, and to propose a meaningful way to measure this process.

We will start to present an overview of strategic HRM research and publications. In this section we will discuss the main approaches to HRM studies and theories, main elements of HRM, the role of HRM in the organisation, and the link between HRM and organisation results such as productivity and clients' satisfaction. We will show that using the strategic approach to HRM we can establish a relation between organisational goals, HRM strategy and organisational success.

There is a section dedicated to organisational climate. In here we will present some studies referring the influence that climate can have on the behaviour of workers, the possibility of different climates within an organisation, and how we can define a strong or weak climate. In close relation with this subject, we will make a link between climate and situation, which characteristics are present at a strong situation and which

mechanism can be responsible for influencing the workers behaviour when we identify a strong situation. The basis to this link is Kelley's Attribution Theory (1967) and also Mischel theory of personality (Mischel & Shoda, 1995; Mischel, 2004), in order to better understand the former influence.

The organisational situation is also linked to the organisational culture. Some authors consider that it is the organisational culture that is the basis for processing or creation of the organisational climate. In this section we will present in detail the Competing Values Model (Quinn & Cameron, 1998).

Then, we will present the concept of HRM strength, as presented by Bowen and Ostroff (2004). In this section it will be clear the link between a strong HRM and organisational results, what are the characteristics of HRM strength and possible ways to measure this phenomenon.

The main goal of this study is to develop and test operational measures of HRM strength. Therefore, the subsequent sections will include description of how the HRM Strength measure was built and applied, the results obtained, discussion and conclusions of this study.

### *Strategic Human Resources Management*

There are some empirical evidence stating that HRM system is a key component in helping an organisation to be more competitive by becoming more effective (Becker & Huselid, 1998). Usually there are two main perspectives used by researchers when studying the relationship between HRM and firm performance: system approach and strategic perspective. The system approach produced more studies, and considers the overall configuration or aggregation of HRM practices (Ferris, Arthur, Berkson, Kaplan, Harrell-Cook & Frink, 1998). The strategic approach states that organisations

must align all HRM practices, at horizontal level, aiming their strategic goals, and all HRM practices should complement each other to achieve the firm's business strategy (Schuler & Jackson, 1987a, b; Wright & Snell, 1991; Wright, McMahan, & McWilliams, 1994; cit. in Bowen & Ostroff, 2004). Within this approach there is a research area interested in determining how the overall HRM practices are associated with firm performance and competitive advantage (Ferris et al., 1998). According to Boxall (1996, cit. in Bowen & Ostroff, 2004), HRM practices are so socially complex and intricately linked that it is very difficult if competitors want to copy them.

Although the research under these two perspectives have been helping to determine how HRM practices and their influence on employee attributes can lead main goals at firm level, namely productivity, financial performance or competitive advantage, the process through which this occurs is still unknown. Bowen and Ostroff (2004), based also on the notions of climate and strength of situation, propose the concept of HRM Strength.

### *Organisational Climate*

Based on the contingency perspective of strategic human resources management (Schuler & Jackson, cit in Bowen & Ostroff, 2004), we can state that different business strategies lead to different sets of HRM strategies. This means that a business with a strategy focused on customer service should present HRM practices centred on service, or a business aiming creativity should have its HRM practices focused on enhancing personal innovation.

The HRM research has been historically dominated by the technical subsystem perspective which focuses on task requirements and task accomplishment (Katz & Kahn, cit in Bowen & Ostroff, 2004). According to Schuler and Jackson (Bowen &

Ostroff, 2004), the research indicates that HRM practices lead to employees knowledge, skills and abilities (KSAs), and these individual KSAs influence firm performance at group level. There are also some perspectives, such as social context theory (Ferris et al, 1998), which focus on higher-order socially constructs, that is social structures defined as a gestalt, representing more than the aggregation of the perceptions of the individuals who composes the organisation.

Bowen and Ostroff (2004) are interested in multilevel relationships, and since research publications (Kopelman et al., 1990; Ostroff & Bowen, 2000; cit in Bowen & Ostroff, 2004) indicate that psychological climate (perceptions of individuals) and organisational climate (perception shared at firm level) can be mediators between HRM practices and firm performance, they focused their attention on climate. In order to make sense of their environment, people create an experiential-based perception of what they see and report happening to them, and this is what we call psychological climate (Schneider, 1990, 2000; cit in Bowen & Ostroff, 2004). When we refer to the shared perceptions of employees integrating a formal organisational unit, perceptions of what is important (practices, policies, procedures and routines), which behaviours are expected and rewarded, that shared perception of what the organisation is, we are talking about organisational climate (Schneider, 2000; cit in Bowen & Ostroff, 2004).

According to Kahn (1990, cit. in Brown & Leigh, 1996), we can operationalize the psychological climate as the individual perception of co-workers of their work environment as a safe and meaningful organization. Brown and Leigh (1996) based their model in this climate concept, and were able to build a scale containing 6 dimensions, each of them able to measure the co-workers perception of their organisation as a safe and meaningful environment: the extent to which management is perceived as flexible and supportive, role clarity, freedom of self-expression, the

employee's perceived contribution toward organizational goals, adequacy of recognition received from the organization, and job challenge. A supportive management means that the management provides autonomy and trust that co-workers can find the best way to achieve the results, and doesn't need to have too many control procedures to their performance; that way it improves motivation and job involvement. Role clarity is related to the safety feeling one develops when knows, in advance, what to expect from their job. Self expression able co-workers to be themselves at work place, and contribute with their own creativity to job performance. Contribution refers to the perception that each co-worker has that his/hers own work contributes to organizational success, which leads to them feeling more involved with their work. Also the recognition of the organisation towards the individual work and effort produces a greater feeling of job involvement. Finally, if their job is challenging they will feel more involved too.

How can climate be a mediator between HRM practices and firm performance? If climate is defined as the perceptions upon organisational practices, procedures and policies (formal and informal), then HRM practices have an important role in determining the climate. The psychological climate, at personal level, can become organisational climate when people from the same unit share their perception among each other and, by doing it, that shared perception becomes only one perception. On the other hand, research (e.g., Borucki & Burke, 1999; Johnson, 1996; Ostroff & Schmitt, 1993; Schneider & Bowen, 1985; cit. in Bowen & Ostroff, 2004) has presented some evidence that organisational climate has an important role in customer satisfaction, customer service quality, financial performance, organisational effectiveness, and total quality management outcomes, which means that organisational climate is related to organisational performance.

### *Organisational Culture*

Organizational climate is a situational characteristic that can influence the members' perceptions about their organization in terms of autonomy, trust, support, recognition, and also influences the interpretation of the situation, acting as a source of influence to shape the behaviour. The organizational climate is produced by member interaction and reflects the norms, values and attitudes that constitute the organizational culture (Moran & Volkein, 1992). The concept of organisational culture became very popular when was published a Business Week article on corporate cultures, in 1980, followed by the publication of several books on the topic (Allaire & Firsirotu, 1984). The idea that an organisation can have culture characteristics such as values, beliefs, legends, myths, rituals and ceremonies was rapidly accepted, and produced several researches on the subject.

Moran and Volkein (1992) proposed that the organisational culture is responsible for the process of creating the organisational climate. They consider that culture is the foundation of social relations. Organisational culture is processed through the interaction of members, which occurs along the time and allows them to share a view of the organisation. That view is not immediately grasped by an outsider, but once you interact with other members for a period of time, you will take for granted the values, rituals and ceremonies that constitute the organisational culture.

“One of the most accepted definition of organisational culture is presented by Schein:

Organizational culture is the pattern of basic assumptions that a given group has invented, discovered, or developed in learning to cope with its problem of external adaptation and internal integration, and that have worked well enough to be considered

valid, and, therefore, to be taught to new members as the correct way to perceive, think, and feel as related to those problems” (1985, p. 3).

According to Schein (Gomes, Marques & Cunha, 1996), it is important to consider three levels of culture: the artefacts, which is the most visible part of culture and includes verbal artefacts (language, myths, stories), behaviours (like rituals and ceremonies), and physics (decoration, technology, physical environment); values, which are present in the organisational mission and identity, and are used to evaluate people, situations and actions taken; assumptions, which are hypothesis or implicit theories underlying the previous levels, usually unconscious and shared by organisation members.

Organizational culture is considered an attribute of the organisation, and not a metaphor (Quinn & Cameron, 1998).

Quinn and Rorbaugh (1981, cit. in Quinn & Cameron, 1998) presented the Competing Values Model in order to define the main aspects to make the organisations efficacies. Underlying this multidimensional model are the individual values about organizational development, in three dimensions: control vs. flexibility, internal focus vs. external focus, means vs. ends. These dimensions are projected in three axis: vertical, conflict between control and flexibility; horizontal, conflict between internal and external orientation; and diagonal (not visible), conflict between the ends and the means. The first two axes create the quadrants representing four types of culture, and each possesses an opposite, but this model assumes that one organization can present the four types, although some values are more dominant than others. The four

organisational cultures are Clan, Adhocracy, Hierarchy and Market, as shown in figure

1.

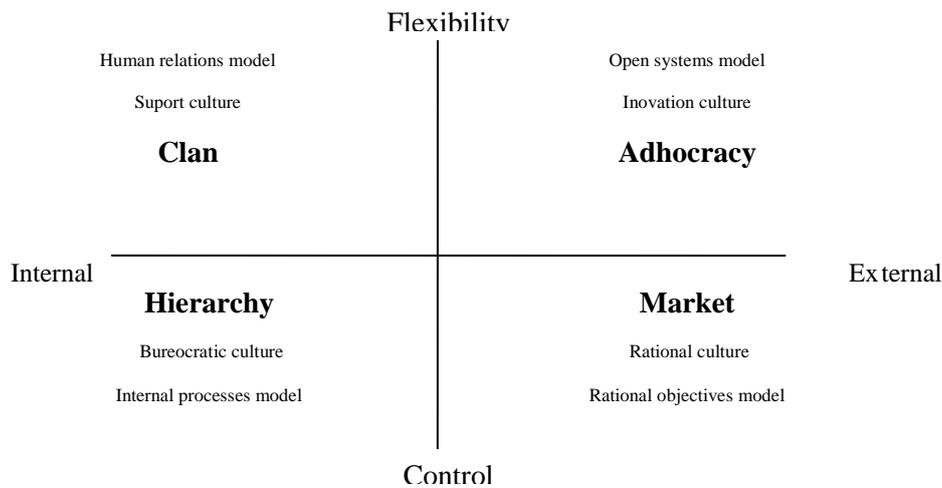


Figure 1 – Quadrants and cultures, according to Competing Values Model

In the support or Clan culture, members perceive the working place as a familiar and friendly one, where they can share personal issues. The leaders are seen as mentors or parental figures. The organisation keeps the members on loyalty and tradition, and have high commitment. The success is measured by the attention o the clients and people. What is more valued is cohesion, team work, human resources development and high levels of job satisfaction and motivation. The underlined belief is that participation and satisfaction lead to empowerment, becoming efficacy agents.

In Adhocracy, the working place is dynamic and entrepreneurship. The organisation promotes individual initiative, autonomy, and risk taking. The leaders are mainly innovative and daring. The organisation is driven by experimentation and innovation. At long term, they value innovation and resources acquisition. The most valued are new products or services, creative solutions, innovation and growing in new markets. The belief is that innovation leads to new markets, new clients and new opportunities.

In Market culture, the major concern is fulfilling the objectives proposed. People are competitive. The leaders are tough and demanding, leadership is guiding, operational and fighting. The motivation is wanting to win. The major concerns are the reputation and success, and in long run they want to conquer operational aims and targets. Underlining is the fulfilment of the objectives, be better than the competition, to increase market, and high levels of financial return. To have success they promote competition and high production.

The Hierarchy culture is characteristic in organisations highly structured and formalized, and the procedures guide the people. Leaders are good coordinators and organizers; they value efficiency and job security, predictability, so the organisation can fully work. There are formal rules and politics to keep the workers together. In long run, they promote stability and efficient performance. The most valued is efficiency, predictability and subsistence. The success relies on balanced resources management.

Each organisation presents values that can be in different quadrants, but some are more dominant and therefore influence the organisational culture. The dominant culture will allow the creation of the situation, and organisational climate; and these two constructs have effect on Human Resources Management Strength.

### *Human Resources Management Strength*

In order to understand the relation between HRM and firm performance, we have to “dissect” the HRM system. We can divide it into content and process. The content refers to the policies and practices that HRM performs, in order to achieve the organisational goals and practice the organisational values. The same organisational goal can be achieved through different sets of practices since they can develop a climate to reach the strategic objective (Klein & Sorra, 1996, cit in Bowen & Ostroff, 2004).

The process is the way that HRM system is designed and administrated, that is the definition of an overall HRM system metafeatures, which can create a strong situation by sharing the content meaning.

Both HRM system content and process communicate messages to employees, all the time, and these messages could be perceived differently, personally. So, we can say that a HRM system is strong when those messages are understood the same way by employees, in other words “the strength of the HRM system is a linking mechanism that builds shared, collective perceptions, attitudes, and behaviors among employees” (Bowen & Ostroff, 2004, p. 206).

There are some recent research presenting the notion of strong (or weak) climate (Jackofsky & Slocum, 1988; Payne, 2000; Schneider et al., 2002), based on how employees interpret the situation the same way: low variance among them, we have a strong situation or climate, but if there is high variance then we have a weak situation or climate. A strong climate is a strong situation in a way that allows employees to share the same interpretation of policies, practices and procedures of HRM system, and also to share the knowledge of what behaviours are expected and would be rewarded, in order to achieve the organisational goals.

How can we measure the strength of HRM system? As presented before, HRM practices are, in fact, communication from top to bottom in the organisation; we need to measure how the message communicated is understood the same by the different employees. Using the knowledge from social cognitive psychology and social influence theories, Bowen and Ostroff (2004) propose a set of characteristics referring to the process through which a consistent message can be sent to employees, about HRM content. Only in possession of adequate and unambiguous information can an employee function effectively in a social context and make accurate attributions about a situation.

In order to make confident attributions about cause-effect relationships (Kelley, 1967), the situation should present high degree of distinctiveness (very clearly observable), consistency (displays the same relation over time), and consensus (the different observers interpret the cause-effect relation in the same way). Also, according to Mischel (1977, cit. in Bowen & Ostroff, 2004; Mischel & Shoda, 1995; Mischel, 2004), a strong situation is the one presenting high distinctiveness, consistency and consensus. Therefore, we can have a strong situation when the HRM system is perceived, by all employees, highly distinct, consistent and consensus. We can use these attributes to determine the concept of HRM Strength.

According to Bowen and Ostroff (2004), the concept of HRM Strength comprises three dimensions and nine attributes, which are:

- **Distinctiveness:** when a particular situation stands out in the environment, thereby capturing attention and arousing interest. It has four attributes: visibility, understandability, legitimacy of authority, and relevance.
- **Consistency:** it refers to establishing consistent relationships over time, people and contexts. It is composed of three attributes: instrumentality, validity, and consistent HRM messages.
- **Consensus:** agreement among employees in their view of the cause-effect relationship. It consists of two factors: agreement among principal HRM decision makers, and fairness.

Regarding Distinctiveness, we can state that visibility of HRM consists in the feature of HRM practices being salient and readily observable; the HRM practices should be clear to all workers, and visible in daily activities, allowing workers to perceive the meaning of HRM practices. Understandability refers to the way that different workers categorize the information gathered about each HRM practices; if the

information provided on each HRM practices is visible and clear, the categorization undertaken by each worker should be equivalent. Legitimacy of authority is related to the perceived power of HRM in the organisation, namely the prestige of top HR Managers and the influence of HRM in determining the mission and aims of the organisation. About relevance we can state that when a HRM practice contributes to achieve organisational goals and personal goals, that practice is relevant; a situation is considered relevant when perceived in strong connection to obtain an important goal.

The first attribute included in consistency is instrumentality which means that it is clear a cause-effect relation between personal behaviours and rewards, established by HRM practices. When HRM states that it is important to present a specific behaviour (e.g. be on time) and that specific behaviour is rewarded, we are talking about validity. The messages from HRM must be consistent: they should be compatible with each other and present stability over time. With that in mind, there are three ways to keep HRM messages consistent: the organisational goals set by top managers should be the same goals perceived by workers as organisational goals; all HRM practices should be aligned to obtain the organisational goals, be consistent with each other; and HRM practices should have some stability over time.

Finally, we focus on the third dimension, the consensus. The agreement among principal HRM decision makers is one of the factors in consensus: workers must perceive that HRM top decision makers agree with each other, and that the managers agree with them (regarding HRM practices). To obtain consensus in HRM is also important to have fairness, considering the three types of perception of justice: distributive, the way that the rewards / results are distributed among workers; procedural, how the different HRM practices are performed, with the participation of workers; and interactional, the way that HR managers interact and deal with workers.

These nine attributes can be set as a measure of HRM Strength. Since to obtain a measure of strength we need to know the individuals perceptions, it is the individual perceptions of these attributes that should be collected among the employees of the same organisation.

But if we measure the individual perceptions of employees of the same organisation, it is possible to obtain different interpretations in different departments; in fact there are evidences (Schneider, 1990, cit. in Bowen & Ostroff, 2004) that it is possible, due to the multidimensional nature of climate, to co-exist multiple types of organisational climate within the same organisation. Bowen and Ostroff (2004) acknowledge that, and propose that

“... if the process of the HRM system is strong, a shared perception of the climate will emerge in organizational subunits, albeit with some differences in content or strategic focus across groups. (...) the process of the HRM system can create a strong climate adaptable to change, if the content of the climate includes elements that focus on flexibility and innovation.” (Bowen & Ostroff, 2004, p. 215).

That way, we can obtain different content organisational climates, but a consistent process will emerge in strong HRM system.

#### *Studies on Human Resource Management Strength*

One study which already used a measure of HRM strength was performed by Cunha and Cunha (2004), and aimed to research the Impact of strategy, HRM Strength and HRM bundles on innovation performance and organizational performance. Two of their hypotheses were “a strong HRM system will lead to better innovation

performance” and “a strong HRM system will lead to better organizational performance” (Cunha & Cunha, 2004, p.8), which were strongly supported by the results. In this research they used the 1999/2000 survey on strategic HRM, developed by the CRANET-E Network, an international survey containing organizational information on the strategic human resource management of companies in 28 countries, mostly European. They used 17 indicators to assess HRM strength. The first 14 indicators were the transformation in two dummy variables: existence (0 – no; 1 – yes) and formalization (0 – unwritten; 1 – written) of 7 questions regarding if there was a HRM policy on: salary and benefits, recruitment and selection, training and development, communication with employees, equal opportunity/diversity, flexible work practices and management development. The 15th indicator was to determine the existence, or not, of systematic evaluation of HR department’s performance. The 16th indicator is the criteria used for the evaluation of the HR department’s performance and results from the sum of the answers (yes=1 and no=0) of three questions: internal cost efficacy measures, cost benchmarking and performance versus objectives. The 17<sup>th</sup> indicator concerns the involvement of the HR manager or director in strategic development, on a 0 to three scale, where 0 is not involved, 1 means involvement in implementation only, 2, involvement by consultation and 3 means involvement from the outset. This survey was applied only to the senior HR manager of each organisation, and the final sample used 1822 organisations.

The problem with this measure of HRM strength, regarding the concept proposed by Bowen and Ostroff (2004), is that relies solely on the Visibility on HRM practices, assuming that if a practice exists is more visible when written than when unwritten. Probably, if a HRM practice is written is better understood, has high instrumentality and consistency, but all other features are not measured. Also, for each

organisation they obtained only one measure, which makes it particularly difficult to assess the consensus, fairness and legitimacy of authority.

### *Model*

The 21<sup>st</sup> century represents a great challenge to both individuals and organisations: we live in Information Society, everybody can access information about everything in no time at all, the technology is progressing exponentially, and the performance must be the best or you will probably perish. How to enhance organisational performance is at core of any organisation which intends to act for several years. Research on this matter has been increasing in last decades, and every factor responsible for better performance is greatly studied. As shown previously, there are studies that lead us to conclude that there is a relation between HRM and organisational performance. This relation can be mediated by the HRM Strength concept: a strong HRM leads to a strong situation which at organisational level can be seen as strong climate and culture; which in turn influence the workers behaviour, namely motivation and performance, leading to enhancing the organisational performance – the goal of any organisation. We can present this in the next schema:

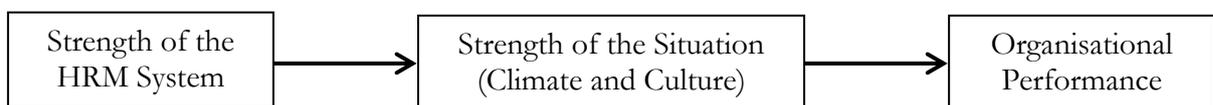


Figure 2 – Overall research model

A quantitative measure of HRM strength will allow not only to assess how strong the HRM system within an organisation is, but also to determine what elements should be improved in order to obtain better performance, ending with greater organisational results. That is the main goal of the present study: to conceive a useful and reliable quantitative instrument to assess HRM strength.

## METHODOLOGY

This research aims to develop a quantitative measure of HRM Strength, based on the nine attributes proposed by Bowen and Ostroff (2004). This measure takes the form of a questionnaire, applied to several employees of different organisations; from two types of organisations: private and public.

In order to determine if an instrument is adequate to measure a variable, there are some statistic tests to do, namely the reliability and validity.

The reliability of a test is the consistency of the results a person gets when applying the test in different dates; is the extent to which the measurements of a test remain consistent over repeated tests of the same subject under identical conditions (Anastasi & Urbina, 2000). The reliability of a test can be determined by several ways. We can use the test-retest technique, meaning we apply the same test at the same participants group in two different moments, not too much apart so the variable doesn't change, and correlate the results. The problem with this technique is that we can't control learning or memory factors.

To overcome those problems we can use another technique which is to apply two alternatives forms of the same test, and correlate them. We can control memory and learning factors, but in this regard we can't control the items content since these will be different in each form (Anastasi & Urbina, 2000). Or instead of two different forms of the same test we can apply one test and then split-half to correlate, but we continue to not control the items content.

The method most used is to calculate the internal consistency: we can apply one test just one time and calculate the variability proportion of the answers which result from the differences in participants, meaning we determine if all test is measuring the same variable (Pestana & Gageiro, 2005). More specifically, reliability is calculated

based on the correlation between each item and the mean total test. The measures most used to the reliability are the Cronbach *alpha*, and KR20 by Kuder-Richardson (dichotomy variables), but we can also use the parallel and strictly parallel models, the Guttman inferior limits and the intraclass correlation coefficients (Pestana & Gageiro, 2005). Whatever the method used, the minimum coefficient for the reliability should be 0.80 for any test (Anastasi & Urbina, 2000).

Validity is the degree in which a test measures what it really means to measure, in other words the degree in which fulfils its aim (Anastasi & Urbina, 2000). There is three different ways to assess test validity: construct validity, content validity and criterion validity. Construct validity is a way to measure the scientific usefulness of an instrument, and we can do that in different ways: correlation studies with other test that aims to measure a variable highly correlated to the one that interest us (convergent validity) or that shouldn't be related to (discriminant validity); factor analysis to identify the function units of the test and correspondent contribution to the total result; components of the variance analysis, focused on the difference between groups in the same test; experimental trials to change the test grade, applied in two different moments. Content validity is a non-statistical kind of validity since it consists in examining systematically the items content to determine that they cover a representative sample of the variable to be measured (Anastasi & Urbina, 2000). Criterion validity involves the correlation of the test with other tests considered good measures of the construct (criterion variable) that we intend to measure; could be concurrent validity if the two measures are collected at same time, or predictive validity when the data collected with the test is prior and predicts the results on the criterion variable measure (Anastasi & Urbina, 2000).

In the present research we studied the reliability through the Cronbach *alpha* method; the construct validity was determined using factor analysis and the correlation with a Climate scale and Culture scale (convergent validity), the content validity was a major factor influencing the construction of HRM Strength scale items, and the criterion validity was not performed since HR Strength is a new construct with no other measures available.

### *Participants*

In this research participated 117 employees (see Annex A) from different organisations, 63.2% working in a public organisation (Ministry of Finance) and 36.8% in a private one (Communication Technology Development Company and Vocational Training Organisation). The sample was not randomly constituted but was used the convenience sampling method, using the participants more available (Hill & Hill, 2002) which is a useful method to test a questionnaire first version.

Of the respondents, 58.1% are female and 41.9% are male. Two participants are under age of 20, and one is over 60 years old; most of them vary their age from 31 to 40 years old (47%) and from 41 to 50 years old (23.1%). Regarding the participants' educational level 66.7% achieved university degree; this is important to understand that 55.6% are superior technicians (need a university degree in order to get that position) and 5.1% are in a management position within the organisation.

The participants' majority work in the same organisation over than 6 years (35% between 6 and 10 years, 23.1% between 11 and 20 years and 21.4% over than 21 years). Concerning the tenure in the same functional category, the majority is in the same category from 1 to 10 years (27.4% between 1 and 3 years, 20.5% for 4 or 5 years long,

and 25.6% between 6 and 10 years). These are not surprising numbers if we take into account that most respondents work in a public organisation.

### *Instruments*

The questionnaire (Annex B) is divided into four parts: the first one aims to collect demographic data such as gender, age, department, function and organisation tenure; the second part is designed to collect information about the organisational climate, containing 21 items; the next 16 items aim to collect data about organisational culture; and the fourth part measures HRM strength regarding the human resources management practices in the organisation, containing 54 items, 6 items per feature, and was developed by the Portuguese investigators team in this project.

The organisational climate, or psychological climate, is the measure used by Brown and Leigh (1996) in their study to test a model relating psychological climate with performance, mediated by job involvement and effort. The 21 items measures 6 dimensions: supportive management (5 items), role clarity (3 items), contribution (4 items), recognition (3 items), self-expression (4 items) and challenge (2 items).

The third part of the questionnaire aims to measure the organisational culture, according to Quinn theory. It is constituted by 16 items, 4 items to each dimension: clan, adhocracy, hierarchy and market, and each item is answered in a 7 points scale, from 1-totally disagree to 7-totally agree, like the previous scale to measure climate. This scale is adapted from the one used by Desphandé, Farley and Webster (1993).

The Portuguese investigators team built the forth part of questionnaire by creating items based on the description of the HRM strength features presented by Bowen and Ostroff (2004). For Visibility we created items like “The HRM practices in this company are known to everyone working here” and “HRM practices are quite

visible when compared to other organisational practices”. Regarding Understandability, items like “The HRM practices are very clear in this company” and “Through the guidance set by HRM, I know exactly what, how and when to do” are included. To measure Legitimacy of Authority we designed items such as “I trust the guidance provided by HRM” and “The company’s board of directors thinks that HRM practices are important”. The last feature of Distinctiveness, Relevance, is assessed by “HRM practices contribute to this company achieve its goals” and “The HRM practices contribute to co-workers achieve their personal goals” items, for example. Instrumentality, the first feature included in Consistency metafeature, has items like “Everybody working in this organisation knows that HRM practices lead to positive performance appraisal” and “If I perform according to organisational culture, I know that I will be acknowledged”. Regarding Validity, we created items such as “HRM practices contribute to reinforce adequate behaviours in this organisation” and “Performance appraisal criteria are congruent with what is requested to us in our daily work”. “The HRM practices are consistent along the time” and “The messages communicated by HRM are aligned to the company’s strategy” are examples of items created to measure the Consistency of HRM messages. Examples of items to assess Consensus are, for Agreement among principal HRM decision makers, “The HRM directors shares the same vision than the board of directors of this company” and “There is agreement among the different directors regarding HRM practices”, and for Fairness, “The procedures in my organisation insure that the decisions are agreed without personal favouritism” and “In our organisation we firmly believe that the co-workers rewarded are the ones who deserve it”. All items are answered in a 7 points scale, from 1 – Totally disagree, to 7 – Totally agree.

*Procedure*

The questionnaire is presented in digital format: excel form, by mail, and return to investigator; or on-line on a website, built with specific software. Either form is presented to the participant by mail, with a small introduction to the study / questionnaire, and requested to answer and to pass the message to co-workers. The questionnaire takes about 10-15 minutes to fulfil.

## RESULTS

The results are analysed related to the psychometric characteristics of the tests used, and some exploratory studies concerning type of organisation, gender, organisation and function tenure.

### Reliability

To assess the reliability of the tests we calculated the Cronbach's *alpha* of each dimension in each scale.

#### *Organisational climate scale (Brown & Leigh, 1996)*

Related to Climate scale, the scale presented six dimensions. The items measuring the same dimension must be categorized in the same direction (Pestana & Gageiro, 2005), so we had to reverse the score of items 17 and 18 before the calculation of the Cronbach's *Alpha*. We can consider this scale presented a good / reasonable measure of organisational climate since each *Alpha* is greater than 0.7 to all dimensions except Challenge. The items included in each climate dimension and correspondent Cronbach's *Alphas* are presented in table 1 (see also Annex C).

Table 1 – Dimensions and Cronbach's *Alpha* of Climate scale

Dimension	Items	Cronbach's <i>Alpha</i>
Supportive management	1, 7, 13, 21, 18 (reversed)	0.86
Role clarity	2, 8, 14	0.81
Contribution	3, 9, 15, 19	0.84
Recognition	4, 10, 16	0.89
Self-expression*	5, 11, 20	0.74
Challenge	6, 12	0.55

\* The item 17 (reversed) was removed in order to obtain *Alpha* greater than 0.7

*Organisational culture scale (Desphandé, Farley & Webster, 1993)*

The reliability measures of organisational culture scale are presented in table 2 (see also Annex D). All values of Cronbach's *Alpha* are greater than 0.7, which means that all dimensions present good / reasonable reliability.

Table 2 – Dimensions and Cronbach's *Alpha* of Organisational Culture scale

Dimension	Items	Cronbach's <i>Alpha</i>
Clan	1, 2, 3, 4	0.86
Adhocracy	5, 6, 7, 8	0.92
Hierarchy	9, 10, 11, 12	0.79
Market	13, 14, 15, 16	0.75

*Human Resources Management Strength scale*

We calculated the Cronbach's *Alpha* values for each dimension and attributes of HRM strength, which are all good reliability values, as presented in table 3 (see also Annex E), and since each Cronbach's *Alpha* presents a value of at least 0.84. The total scale presents also a very good reliability value (0.98).

Table 3 – Dimensions and Cronbach's *Alpha* of HRM Strength scale

Dimension (Cronbach's <i>Alpha</i> )	Attributes	Items	Cronbach's <i>Alpha</i>
Distinctiviness (0.97)	Visibility	1, 10, 19, 28, 37, 46	0.85
	Understandability	2, 11, 20, 29, 38, 47	0.88
	Legitimacy of Authority	3, 12, 21, 30, 39, 48	0.89
	Relevance	4, 13, 22, 31, 40, 49	0.92
Consistency (0.95)	Instrumentality	5, 14, 23, 32, 41, 50	0.84
	Validity	6, 15, 24, 33, 42, 51	0.88
	Consistency of HRM messages	7, 16, 25, 34, 43, 52	0.91
Consensus (0.91)	Agreement among HRM	8, 17, 26, 35, 44, 53	0.88
	Fairness	9, 18, 27, 36, 45, 54	0.86
Total Scale			0.98

### Sensitivity

The sensitivity is the capacity of a test to discriminate the subjects in the variable being measured, which means that if a person presents more characteristics of that variable should score more in the test. If a test has a good sensitivity, than we can order the subjects regarding that variable, according to the test results. When the test results are distributed similarly to a Normal distribution, we can say that the test is sensitive.

*Organisational climate scale (Brown & Leigh, 1996)*

According to the results of the Kolmogorov-Smirnov test (Table 4 and Annex F), we can say that the climate scale results are distributed similarly to a Normal distribution, since  $p=0.391$  which is greater than 0.05.

Table 4 – Kolmogorov-Smirnov test to Climate scale

	<b>Climate scale</b>
Kolmogorov-Smirnov Z	0.902
Asymp. Sig (2-tailed)	0.391

When we calculated the kurtosis and skewness indices, we obtained confirmation that the results from climate scale are close to a Normal distribution, as shown in table 5.

Table 5 – Kurtosis and Skewness indices to Climate scale

	<b>Climate scale</b>
Skewness	-0.524
Kurtosis	0.044

*Organisational culture scale (Desphandé, Farley & Webster, 1993)*

According to the results of the Kolmogorov-Smirnov test (Table 6 and Annex G), we can say that the culture scale results are distributed similarly to a Normal distribution, since  $p=0.997$  which is greater than 0.05.

Table 6 – Kolmogorov-Smirnov test to Culture scale

	<b>Culture scale</b>
Kolmogorov-Smirnov Z	0.400
Asymp. Sig (2-tailed)	0.997

When we calculated the kurtosis and skewness indices, we obtained confirmation that the results from culture scale are close to a Normal distribution, as shown in table 7.

Table 7 – Kurtosis and Skewness indices to Culture scale

	<b>Culture scale</b>
Skewness	0.033
Kurtosis	-0.402

#### *Human Resources Management Strength scale*

The HRM Strength scale results are close to a Normal distribution, according to the results of the Kolmogorov-Smirnov test (Table 8 and Annex H), since  $p=0.827$  which is greater than 0.05.

Table 8 – Kolmogorov-Smirnov test to HRM Strength scale

	<b>HRM Strength scale</b>
Kolmogorov-Smirnov Z	0.626
Asymp. Sig (2-tailed)	0.827

We could confirm these results when we calculated the kurtosis and skewness indices, and obtained data close to a Normal distribution, as shown in table 9.

Table 9 – Kurtosis and Skewness indices to HRM Strength scale

	<b>HRM Strength scale</b>
Skewness	0.257
Kurtosis	-0.165

### Validity

This research aims to develop a valid measure to HRM Strength construct so we performed two types of validity to HRM Strength scale: the construct validity was determined using factor analysis and the correlation with a Climate scale and Culture scale (convergent validity), the content validity was a major factor influencing the construction of HRM Strength scale items.

#### *Content validity to HRM Strength scale*

The items of this scale were built based on the description of the HRM Strength features presented by Bowen and Ostroff (2004). For each feature we considered 6 items, trying to establish a representative set to measure the feature and considering the different practices of HRM: recruitment and selection, performance assessment, training and development, values, conduct and organisational behaviour. In table 10 we present the items related to the measuring feature.

Table 10 – Features and items of Human Resources Management Strength

Features	Items
Visibility	<p>1 - The HRM practices in this company are known to everyone working here</p> <p>10 – The performance assessment criteria are clear.</p> <p>19 – The HRM practices are considered a fundamental stone to the company management.</p> <p>28 – The procedures related to recruitment and selection are clear.</p> <p>37 - HRM practices are quite visible when compared to other organisational practices.</p> <p>46 – The HRM practices are visible inside the company.</p>
Understandability	<p>2 - The HRM practices are very clear in this company.</p> <p>11 – I know what are the behaviours and competences I should develop I daily work I order to be acknowledged.</p> <p>20 – There is agreement in understanding the HRM practices.</p> <p>29 – I understand the criteria underlining the HRM practices.</p> <p>38 - Trough the guidance set by HRM, I know exactly what, how and when to do.</p> <p>47 – The guidance provided by HRM are not ambiguous.</p>
Legitimacy of Authority	<p>3 – The HRM contributes to defining the company strategy.</p> <p>12 - The company’s board of directors thinks that HRM practices are important.</p> <p>21 – The HRM is considered influent by other company departments.</p> <p>30 - I trust the guidance provided by HRM.</p> <p>39 – The HRM presents a competent service.</p> <p>48 – The guidance provided by HRM is credible.</p>
Relevance	<p>4 - HRM practices contribute to this company achieve its goals.</p> <p>13 – The values and behaviours run by HRM contribute to career progression.</p> <p>22 - The HRM practices contribute to co-workers achieve their personal goals.</p> <p>31 – The HR practices contribute to the company became more competitive.</p> <p>40 – The Reward Plan established in our organization helps the company to get more success.</p> <p>49 – The HR practices contribute to our company being a success.</p>

Table 10 – Features and items of Human Resources Management Strength (*cont.*)

<b>Features</b>	<b>Items</b>
Instrumentality	<p>5 - If I perform according to organisational culture, I know that I will be acknowledged.</p> <p>14 – If I act accordingly to HR practices, I know I will improve my performance.</p> <p>23 – Considering the annual objectives addressed to me, I know exactly what, how and when to do it.</p> <p>32 – The salary raises depend on the good results in performance assessment.</p> <p>41 – Every workers know exactly when and what to do, so they can be rewarded by our organisation.</p> <p>50 - Everybody working in this organisation knows that HRM practices lead to positive performance appraisal.</p>
Validity	<p>6 - Performance appraisal criteria are congruent with what is requested to us in our daily work.</p> <p>15 - HRM practices contribute to reinforce adequate behaviours in this organisation.</p> <p>24 – What they ask me to do daily is congruent with HR guidance.</p> <p>33 – The HR guidance is translated in valid behaviours to the organisation.</p> <p>42 – The behaviours recommended by HRM are the ones contributing to the company’s success.</p> <p>51 – The behaviours we should adopt to be rewarded are the same ones that help the company to have success.</p>
Consistency of HRM messages	<p>7 – The objectives of performance assessment, training and other HR practices are congruent with each other.</p> <p>16 – The skills that candidates should have in order to be selected are the ones that are rewarded when working in this organisation.</p> <p>25 - The HRM practices are consistent along the time.</p> <p>34 – All the HRM activities complement each other in order to achieve the company aims.</p> <p>43 - The messages communicated by HRM are aligned to the company’s strategy.</p> <p>52 – The values expressed by HR Director are consistent with the company values.</p>

Table 10 – Features and items of Human Resources Management Strength (*cont.*)

Features	Items
Agreement among HRM	8 - The HRM directors share the same vision than the board of directors of this company. 17 – The HR aims complement the aims of the others company departments. 26 - There is agreement among the different directors regarding HRM practices. 35 – All the departments in this company follow the guidance referred to HR. 44 – The HR practices are implemented consistently in all departments. 53 – The directors in my company agree with the performance assessment criteria.
Fairness	9 – Considering my responsibilities, the reward I receive is fair. 18 – When deciding on matters concerning me, my superior’s listen to my point of view. 27 - The procedures in my organisation insure that the decisions are agreed without personal favouritism. 36 – The organisation offers me the effective opportunity to choose my career guidance. 45 – In our organisation we firmly believe that the co-workers rewarded are the ones who deserve it. 54 – My superiors lead with me in an honest and ethic way.

#### *Construct validity to HRM Strength scale*

The factor analysis allow us to determine the variables validity of the factors, using the correlation, and so indicates us if they are measuring the same concept (Pestana & Gageiro, 2005).

The HRM strength scale was created for this study, so we performed the factor analysis to each attribute just to make sure that each attribute corresponds only to one factor, as can be seen in table 11 (see also Annex I).

Table 11 – Factor analysis, Varimax method, of HRM Strength attributes

Attributes	KMO	Bartlett's test (sig.)	Number of factors with eigenvalues greater than 1	% of variance explained
Visibility	0.83	0.001	1	57.59
Understandability	0.88	0.001	1	64.29
Legitimacy of Authority	0.85	0.001	1	65.41
Relevance	0.90	0.001	1	71.46
Instrumentality	0.80	0.001	1	57.18
Validity	0.87	0.001	1	62.79
Consistency of HRM messages	0.85	0.001	1	69.20
Agreement among HRM	0.85	0.001	1	63.80
Fairness	0.81	0.001	1	58.54

For each attribute the KMO value was accepted and Bartlett's test of sphericity was significant, allowing us to continue with this analysis, and each attribute presented only one factor which explained a good percentage of the variance, greater than 55%.

We performed the factor analysis to the entire scale in order to verify if we could obtain the same attributes and / or dimensions suggested by theory. The results from KMO and Bartlett's test of sphericity (table 12) allowed us to continue with factor analysis.

Table 12 - KMO and Bartlett's Test to HRM Strength scale

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,921
Bartlett's Test of Sphericity	Approx. Chi-Square	6715,057
	df	1431
	Sig.	,000

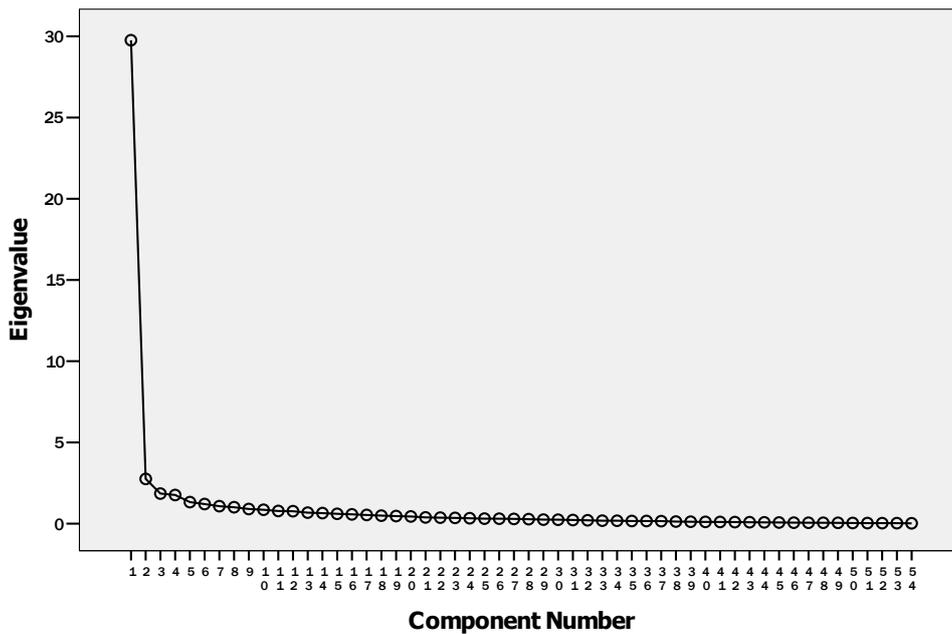
Considering the Kaiser criteria that the eigenvalues should be greater than 1, we obtained 8 factors, explaining 75.455% of the variance, as shown in table 13 (see also Annex J).

Table 13 – Factor analysis in principal components, initial eigenvalues

Component	Initial Eigenvalues		
	Total	% of Variance	Cumulative %
1	29.757	55.106	55.105
2	2.755	5.101	60.207
3	1.852	3.430	63.637
4	1.763	3.264	66.901
5	1.326	2.455	69.357
6	1.207	2.235	71.592
7	1.074	1.989	73.581
8	1.012	1.874	75.455

But if we consider the scree plot analysis (figure 1), we obtained only 1 factor.

Figure 3 - Scree Plot of HRM Strength scale



That way, for the initial component matrix, all and each item had more than 0.5 saturation in the first and only factor. Using the Varimax with Kaiser normalization rotation method we obtained a component matrix with items saturating in the 8 factors, but several with values lower than 0.5 and some factors presented only one item. So we decided to perform a new factor analysis but forcing the 9 factors suggested by theoretical model.

The ninth factor explained 1.666% of the variance, so the total variance explained by 9 factors is 77.120%. The component matrix obtained using Varimax with Kaiser normalization rotation method is presented in table 14.

Table 14 – Rotated component matrix, factor analysis in principal components, using Varimax with Kaiser normalization rotation method forced to 9 factors

Item number	Components								
	1	2	3	4	5	6	7	8	9
48	0.760								
30	0.748								
39	0.739								
52	0.733								
44	0.722								
33	0.712								
50	0.710								
42	0.708								
28	0.703								
26	0.702								
29	0.701								
34	0.697								
25	0.697								
35	0.696								
47	0.687								
49	0.672								
38	0.666								
46	0.658								
20	0.656								
43	0.644								
27	0.638								
24	0.630								
40	0.582								
22	0.568								
37	0.562								
45	0.525								
9		0.690							

Table 14 – Rotated component matrix, factor analysis in principal components, using Varimax with Kaiser normalization rotation method forced to 9 factors (*cont.*)

Item number	Components								
	1	2	3	4	5	6	7	8	9
5		0.663							
4		0.583							
14		0.535							
6		0.523							
7		0.510							
23			0.811						
11			0.738						
18			0.626						
8				0.847					
53				0.548					
17				0.535					
12				0.510					
32					0.709				
41					0.538				
1						0.741			
2						0.649			
21							0.663		
15								0.627	
31								0.561	
51									0.572
54									0.532

We eliminated the items 10, 16, 13, 3, 36 and 19 for presenting saturation inferior to 0.5 in each factor. The first factor includes 26 items, which is more than half of the items considered in this test, items built based on several attributes of HRM Strength and from all dimensions. Almost all factors include items from several attributes and dimensions, with the exception to factors 4 (3 items from Agreement among HRM) and 5 (2 items from Instrumentality). These results are far away to agreeing with the theoretical model presented.

We decided to execute another factor analysis, forcing 3 factors, in order to determine the factors corresponding to the 3 dimensions of HRM Strength (see Annex L). These 3 factors explain 63.637% of cumulative variance. In table 15 we present the items included in each factor and correspondent saturation.

Table 15 - Rotated component matrix, factor analysis in principal components, using Varimax with Kaiser normalization rotation method forced to 3 factors

Item number	Component		
	1	2	3
30	0.779		
48	0.768		
29	0.765		
42	0.749		
33	0.743		
34	0.740		
39	0.735		
28	0.735		
44	0.730		
47	0.726		
50	0.725		
52	0.707		
27	0.700		
26	0.698		
49	0.697		
25	0.696		
35	0.696		
38	0.695		
20	0.676		
46	0.640		
31	0.627		
40	0.617		
43	0.616		
24	0.611		
45	0.607		
37	0.605		
22	0.593		
2	0.584		
41	0.560		
15	0.534		
16	0.507		
5		0.778	
6		0.721	
18		0.688	
54		0.679	
11		0.669	
7		0.633	
36		0.632	
9		0.628	
23		0.593	
14		0.572	
4		0.566	
1		0.548	
51		0.538	

Table 15 - Rotated component matrix, factor analysis in principal components, using Varimax with Kaiser normalization rotation method forced to 3 factors (*cont.*)

Item number	Component		
	1	2	3
32		0.536	
10		0.527	
13		0.504	
3		0.504	
8			0.799
12			0.672
19			0.661
21			0.643
17			0.615

The item 53 was eliminated since it presented saturation lower than 0.5 in each factor. Again in factor 1 are included more than half (31 items) of the items considered, and in each factor are included several items from at least two different dimensions settled by the HRM Strength theoretical model.

We continued the study of construct validity performing the convergent validity. We did that using the Pearson correlation between HRM Strength test and climate scale, and HRM Strength test and culture scale. The theoretical model establishes a positive relation between HRM Strength and Climate and Culture, that's why we are using these scales. Since the results obtained with factor analysis, we decided to perform the correlations focusing on the theoretical attributes and on total HRM Strength scale.

In next tables we present the Pearson correlations between the dimensions of climate scale with the attributes and total HRM strength scale (presented in table 16), and between these last ones and the dimensions of organisational culture, presented in table 17.

Table 16 – Pearson correlations between HRM Strength attributes and total scale, and dimensions of climate scale

HRM strength Attributes	Climate dimensions					
	Supportive management	Role clarity	Contribution	Recognition	Self-expression	Challenge
Visibility	0.23*	0.39**	0.41**	0.48**	0.41**	0.26**
Understandability	0.23*	0.48**	0.47**	0.51**	0.44**	0.28**
Legitimacy of Authority	0.20*	0.36**	0.41**	0.48**	0.40**	0.27**
Relevance	0.22*	0.38**	0.45**	0.50**	0.39**	0.26**
Instrumentality	0.35**	0.50**	0.44**	0.55**	0.43**	0.34**
Validity	0.28**	0.39**	0.47**	0.52**	0.40**	0.29**
Consistency of HRM messages	0.24**	0.40**	0.40**	0.48**	0.36**	0.23*
Agreement among HRM	0.07	0.31**	0.28**	0.31**	0.25**	0.11
Fairness	0.47**	0.56**	0.51**	0.64**	0.55**	0.34**
Total HRM Strength scale	0.28**	0.46**	0.46**	0.54**	0.44**	0.29**

\* Correlation is significant at level 0.05 (2-tailed)

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

Table 17 – Pearson correlations between HRM Strength attributes and total scales, and dimensions of organisational culture scale

HRM strength Attributes	Organisational culture dimensions			
	Clan	Adhocracy	Hierarchy	Market
Visibility	0.59**	0.63**	0.41**	0.53**
Understandability	0.66**	0.68**	0.37**	0.53**
Legitimacy of Authority	0.61**	0.69**	0.45**	0.55**
Relevance	0.62**	0.71**	0.40**	0.59**
Instrumentality	0.65**	0.68**	0.33**	0.54**
Validity	0.59**	0.66**	0.42**	0.60**
Consistency of HRM messages	0.59**	0.64**	0.45**	0.56**
Agreement among HRM	0.49**	0.54**	0.33**	0.41**
Fairness	0.64**	0.69**	0.41**	0.59**
Total HRM Strength scale	0.65**	0.71**	0.44**	0.59**

\* Correlation is significant at level 0.05 (2-tailed)

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

As one can observe, all dimensions of climate and organisational culture present low or moderate correlation, statistical significant, with total scale and with all features of HRM strength except Agreement between HRM managers with Supportive

management (climate scale) and Challenge (climate scale), which are not statistical significant. The correlation between Adhocracy (culture scale) and Relevance and HRM Strength total scale is considered high, and statistical significant at 0.01.

### Exploratory studies

By the time we collected data related to Climate, Culture and HRM Strength, we also collected data concerning the type of organisation, gender, age, tenure in organisation and tenure in function, allowing us to perform some exploratory studies, namely comparing means of the referred groups. In order to obtain better results, we decided to transform the age, tenure in the organisation and tenure in function in dichotomy variables using the median to divide each variable into two groups. We analysed these groups by scale applied. Since all variables to compare means are dichotomy, we used the t-Student test, which can be used to samples presenting a Normal distribution of the dependent variables, and with homogenous variances. The Levene's test for equality of variances is the most used measure to test the variance homogeneity, and since the variances resulted homogenous, we decided to continue and perform the t-Student tests.

In table 18 (see also Annex N) we present the means results of climate scale, culture scale and HRM Strength scale in each group considered.

Table 18 – Means per group of climate, culture and HRM Strength scales

Variable	Group	N	Climate	Culture	HRM Strength
Organisation type	Public	73	4.51	3.53	3.32
	Private	43	4.69	3.82	3.57
Gender	Feminine	68	4.45	3.58	3.28
	Masculine	48	4.75	3.72	3.61
Age	<= 40	67	4.56	3.66	3.43
	> 40	49	4.59	3.61	3.38
Organisation tenure	<= 10	64	4.65	3.74	3.55
	> 10	51	4.48	3.51	3.25
Function tenure	<= 5	65	4.58	3.58	3.41
	> 5	50	4.56	3.70	3.39

The results indicate that the means are higher when related to climate, and least high when related to HRM Strength. In table 19 (see also Annex O) we present the t-Student tests applied to the referred groups, related to the different scales.

Table 19 – t-Student tests of climate, culture and HRM Strength by group

Variable	Group	Climate		Culture		HRM Strength	
		<i>t</i>	<i>p</i>	<i>t</i>	<i>p</i>	<i>t</i>	<i>p</i>
<b>Organisation type</b>	<b>Public</b>	-0.867	0.388	-1.416	0.159	-1.11	0.267
	<b>Private</b>						
<b>Gender</b>	<b>Feminine</b>	-1.482	0.141	-0.701	0.485	-1.459	0.147
	<b>Masculine</b>						
<b>Age</b>	<b>&lt;= 40</b>	-0.147	0.884	0.248	0.805	0.229	0.820
	<b>&gt; 40</b>						
<b>Organisation tenure</b>	<b>&lt;= 10</b>	0.800	0.425	1.154	0.251	1.330	0.186
	<b>&gt; 10</b>						
<b>Function tenure</b>	<b>&lt;= 5</b>	0.063	0.950	-0.569	0.571	0.090	0.929
	<b>&gt; 5</b>						

The results indicate that there is no significant difference between the two groups of each variable considered, related to the climate, culture and HRM Strength scales.

## DISCUSSION

This research aimed to develop an instrument able to measure the HRM Strength, applying it to sample of Portuguese people. The procedure included the application to a heterogeneous sample, and the study of psychometric characteristics, namely the sensitivity, reliability and validity.

The results indicate that the HRM Strength is a sensitive measure, so it can discriminate the individual differences regarding the variable studied. The reliability results are quite good, therefore the instrument is a good measure of the variable, and all items are measuring the same construct. On the other hand, the validity of the HRM Strength is weak.

Regarding sensitivity, we performed the Kolmogorov-Smirnov test, and also calculated the kurtosis and skewness of the distribution, and the results indicated a Normal distribution. Therefore the instrument can discriminate the individuals relative to the studied variable. We applied these treatments also to Climate and Culture scales, and obtained similar results, both presented Normal distribution.

Concerning reliability, HRM Strength scale presented good results, namely all the attributes presented Cronbach's alpha equal or higher than 0.84, each dimension (distinctiveness, consistency and consensus) got Cronbach's alphas greater than 0.90, and the total scale obtained 0.98 as Cronbach's alpha. That means that all items considered in each attribute, in each dimension and in all scale are measuring the same construct.

To study the validity of HRM Strength scale we used different statistical methods. We used the factor analysis and correlation with other instruments measuring similar or related constructs, aiming to determine the theoretical construct.

The factor analysis enhanced the existence of only one factor in the HRM Strength scale. When we forced the factor analysis into 9 components to find out the 9 attributes of theoretical model, the result was quite apart from the theory. We tried to find 3 factors, which could correspond to the three dimensions in theoretical model, but again the results showed no relation to the theoretical model. Apparently the HRM Strength scale is measuring only one variable, but there is no identifiable dimensions included in this variable, and we couldn't present a set of items adequate to measure the theoretical dimensions and / or attributes.

The convergent validity was performed recurring to the Pearson correlation with a Climate scale and a Culture scale. According to theoretical model, the strength of HRM is defined by the strength of the situation, and the situation can be assessed by measuring the climate and culture of the organisation. Therefore, these constructs – organisational climate and organisational culture – are a good choice to the convergent validity study.

The results present significant positive correlations between HRM Strength scale and organisational climate, from low to moderate; this is true for all climate dimensions and the HRM Strength total scale. The correlations between HRM Strength scale and organisational culture are also positive and significant, from moderate to high, especially when focusing in the HRM Strength total scale and the different culture dimensions. Apparently, the HRM Strength is really measuring the theoretical construct of HRM Strength since it's positively correlated to the constructs of the organisational situation, and if we also consider the content validity, since the items were created following the theoretical description of each attribute.

When comparing the means obtained in the three scales – Organisational Climate, Organisational Culture and HRM Strength – for different participants groups

such as gender, organisation type, age, tenure in the same organisation or in the same function, we couldn't find any statistical significant differences. Usually the studies that obtain those kinds of differences collect data in just one or two organisations, which is not true for the present research.

All results considered, we believe that the present HRM Strength scale is not a good instrument to measure the theoretical construct proposed. It is possible that we can measure the HRM Strength, and we were on the right track in this study; but there is necessary much work on the creation of the items. We suggest more attention when producing each item, accordingly to the attributes definition, and possibly considering HRM practices individually, or the more common ones, instead of presenting all HRM practices.

We suggest that should be created more items per attribute defined in the theoretical model, each item more specific in terms of HRM practice. The application should be done with a sample of participants working in the same organisation, so we can have better control in what are the HRM practices common in that organisation, and therefore be able to identify the items that should be included in each attribute. This way is also more probable to find homogenous results on organisational climate and organisational culture, although we found already good correlations with these measures. After collecting useful results with homogenous sample, namely establishing a set of items adequate to each attribute, we could apply the test to more heterogeneous sample, and test how strong is the HRM Strength scale.

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## **Annexes**

**Annex A**  
**SPSS output – Frequencies**  
**of participants characteristics**

**Género**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Feminino	68	58,1	58,1	58,1
	Masculino	49	41,9	41,9	100,0
	Total	117	100,0	100,0	

**Idade**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 anos	2	1,7	1,7	1,7
	20-30 anos	11	9,4	9,4	11,1
	31-40 anos	55	47,0	47,0	58,1
	41-50 anos	27	23,1	23,1	81,2
	51-60 anos	21	17,9	17,9	99,1
	> 60 anos	1	,9	,9	100,0
	Total	117	100,0	100,0	

**Habilitações literárias**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 9º ano	6	5,1	5,1	5,1
	12º ano / Freq universitaria	9	7,7	7,7	12,8
	Bacharelato	14	12,0	12,0	24,8
	Licenciatura	78	66,7	66,7	91,5
	Pós licenciatura	10	8,5	8,5	100,0
	Total	117	100,0	100,0	

**Trabalha numa organização**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Pública	74	63,2	63,2	63,2
	Privada	43	36,8	36,8	100,0
	Total	117	100,0	100,0	

**Carreira Profissional**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Direcção e Gestão	6	5,1	5,1	5,1
	Técnico superior	65	55,6	55,6	60,7
	Outros	46	39,3	39,3	100,0
	Total	117	100,0	100,0	

**Antiguidade na empresa**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 ano	6	5,1	5,1	5,1
	entre 1 e 3 anos	10	8,5	8,5	13,7
	entre 4 e 5 anos	8	6,8	6,8	20,5
	entre 6 e 10 anos	41	35,0	35,0	55,6
	entre 11 e 20 anos	27	23,1	23,1	78,6
	mais de 21 anos	25	21,4	21,4	100,0
	Total	117	100,0	100,0	

**Antiguidade na categoria**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 1 ano	9	7,7	7,8	7,8
	entre 1 e 3 anos	32	27,4	27,6	35,3
	entre 4 e 5 anos	24	20,5	20,7	56,0
	entre 6 e 10 anos	30	25,6	25,9	81,9
	entre 11 e 20 anos	16	13,7	13,8	95,7
	mais de 21 anos	5	4,3	4,3	100,0
	Total	116	99,1	100,0	
Missing	System	1	,9		
Total		117	100,0		

**Annex B**  
**Questionnaire**

O meu nome é Graça Gonçalves e encontro-me a desenvolver um estudo sobre a Força da Gestão de Recursos Humanos no âmbito do Mestrado em Comportamento Organizacional do **Instituto Superior de Psicologia Aplicada**. Estou a desenvolver um questionário para o qual gostaria de chamar a sua atenção. Todas as suas respostas serão tratadas em regime de anonimato, ou seja, não se identifique. Não existem respostas certas ou erradas e pede-se que responda de acordo com a sua maneira de pensar e não como pensa que seria a melhor resposta. Este estudo depende da sua sinceridade e da sua resposta à totalidade das questões. Obrigada, Graça

Género:	<input type="text"/>
Idade:	<input type="text"/>
Habilitações:	<input type="text"/>
Trabalha numa organização:	<input type="text"/>
Carreira Profissional:	<input type="text"/>
Função:	<input type="text"/>
Antiguidade na empresa:	<input type="text"/>
Antiguidade na categoria:	<input type="text"/>

<b>Grupo 1: CLIMA</b>	Neste grupo são-lhe apresentadas afirmações genéricas sobre o seu ambiente de trabalho. Indique o seu grau de concordância com cada afirmação.
1 - O meu superior é flexível relativamente à forma como atinjo os meus objectivos	<input type="text"/>
2 - A minha chefia é explícita relativamente à forma como o meu trabalho deve ser feito	<input type="text"/>
3 - Sinto-me muito útil no meu trabalho	<input type="text"/>
4 - Os meus superiores valorizam a forma como faço o meu trabalho	<input type="text"/>

5 - Os sentimentos que expesso no trabalho são os meus verdadeiros sentimentos

6 - O meu trabalho coloca-me muitos desafios

7 - O meu superior valoriza as minhas ideias e a minha forma de fazer as coisas

8 - A quantidade de trabalho e esforço que se espera na minha função estão claramente definidas

9 - Fazer bem o meu trabalho faz muita diferença nesta organização

10 - Esta organização reconhece a importância dos contributos que trago para o trabalho

11 - Sinto-me livre para ser eu mesmo no trabalho

12 - Para atingir os meus objectivos de trabalho, tenho que fazer um grande esforço

13 - O meu superior dá-me autonomia para fazer o meu trabalho como eu achar melhor

14 - Os padrões de desempenho no meu departamento/secção são bem comunicados e compreendidos pelas pessoas

15 - Sinto-me como um elemento chave nesta organização

16 - Esta organização reconhece o trabalho que eu faço

17 - Há partes de mim que não me sinto livre para expressar no trabalho

18 - Tenho cuidado ao assumir responsabilidades porque o meu chefe com frequência critica ideias novas

19 - O trabalho que faço tem muito valor para esta organização

20 - Não há problema se expressar os meus verdadeiros sentimentos no trabalho

21 - Posso contar com o apoio do meu superior para as decisões que tomo

**Grupo 2:**

**CULTURA**

Neste grupo são-lhe apresentadas afirmações genéricas sobre a cultura da sua organização. Indique o seu grau de concordância com cada afirmação.

1 - A minha organização é muito pessoal. É como uma extensão da família. As pessoas gostam de partilhar o que têm

2 - Os líderes da minha organização são geralmente considerados mentores, sábios ou figuras paternas ou maternas

3 - O elo que mantém a minha organização coesa é a lealdade e a tradição. As pessoas vestem a camisola desta organização

4 - A minha organização enfatiza os recursos humanos. Elevada coesão e moral são importantes para esta empresa

5 - A minha organização é muito dinâmica e empreendedora. As pessoas são determinadas e estão dispostas a correr riscos

6 - Os líderes da minha organização são geralmente considerados empreendedores, inovadores e pessoas com propensão para o risco

7 - O elo que mantém a minha organização coesa é a aposta na inovação e no desenvolvimento. É importante ser uma organização líder

8 - A minha organização enfatiza o crescimento e a aquisição de novos recursos. É importante a rapidez/prontidão para encarar novos desafios

9 - A minha organização é muito formal e estruturada. Procedimentos formais geralmente determinam o que as pessoas fazem

10 - Os líderes da minha organização são geralmente considerados coordenadores, organizadores ou administradores

11 - O elo que mantém a minha organização coesa são as regras e políticas formais. É importante que a instituição funcione tranquilamente, sem sobressaltos

12 - A minha organização dá importância à permanência e à estabilidade. Operações eficientes e tranquilas são importantes

13 - A minha organização é muito orientada para a produção. Uma preocupação central é fazer com que as coisas aconteçam sem haver muito envolvimento pessoal

14 - Os líderes da minha organização são geralmente considerados técnicos, ou pessoas que trabalham arduamente

15 - O elo que mantém a minha organização coesa é o enfoque nas tarefas e no alcance dos

objectivos. Uma orientação para a produção é partilhada por todos

16 - A minha organização enfatiza acções competitivas e realizações. Objectivos mensuráveis são importantes

**Grupo 3:  
PRÁTICAS  
RECURSOS  
HUMANOS**

Neste Grupo são-lhe apresentadas afirmações genéricas sobre as Práticas de Recursos Humanos. Por Práticas de Recursos Humanos entende-se: Selecção e Recrutamento, Avaliação de Desempenho, Formação e Desenvolvimento, Valores, Conduta e Comportamentos Organizacionais. Indique o grau de concordância com cada afirmação.

1 - As práticas de RH são conhecidas de todos os colaboradores da empresa

2 - As práticas de RH são claras nesta empresa

3 - A Direcção de RH contribui para a definição da estratégia da empresa

4 - As práticas de RH contribuem para que esta empresa atinja os seus objectivos

5 - Se tiver comportamentos ajustados à cultura da empresa, sei que vou ser reconhecido

6 - Sinto que existe uma relação entre o que é apreciado na avaliação do meu desempenho e o que faço no dia-a-dia

7 - Os objectivos da Avaliação de Desempenho, Formação e outras Práticas de RH são congruentes entre si

8 - A Direcção de Recursos Humanos partilha da mesma visão que a Administração

9 - Considerando as minhas responsabilidades, as recompensas que recebo são justas

10 - Os critérios da Avaliação de Desempenho são transparentes

11 - Sei quais os comportamentos e as competências que devo desenvolver no meu dia-a-dia, para ser reconhecido

12 - A Administração da empresa considera as práticas de RH importantes

13 - Os valores e comportamentos veiculados pelos RH contribuem para a progressão na carreira

14 - Se cumprir as práticas dos RH, sei que vou melhorar a minha performance

15 - As práticas de RH contribuem para reforçar comportamentos adequados dentro da organização

16 - As competências que os candidatos devem apresentar para serem seleccionados, são as mesmas que são recompensadas com prémio

17 - Os objectivos da Direcção de RH complementam os das restantes Direcções da empresa

18 - Ao decidirem sobre os assuntos que me dizem respeito, os meus superiores procuram ouvir os meus pontos de vista

19 - As práticas de RH são consideradas um dos pilares fundamentais na gestão da empresa

20 - Existe consenso na interpretação das práticas de RH

21 - A Direcção de RH é considerada influente pelas outras unidades orgânicas

22 - As práticas de RH contribuem para que os colaboradores alcancem os seus objectivos pessoais

23 - Com os objectivos que me são anualmente atribuídos, sei exactamente o quê, como e quando o fazer

24 - O que me é solicitado no dia-a-dia é congruente com as orientações dos RH

25 - As práticas de RH são consistentes ao longo do tempo

26 - Existe concordância entre as várias direcções no que diz respeito às práticas de RH

27 - Os procedimentos da minha organização asseguram que as decisões são tomadas sem favorecimento pessoal

28 - Os procedimentos relativos à selecção e recrutamento são transparentes

29 - Compreendo os critérios subjacentes às práticas de RH

30 - Confio nas orientações dadas pelos RH

31 - As práticas de RH contribuem para que a empresa seja mais competitiva

32 - Os aumentos de salário dependem dos bons resultados na avaliação do desempenho

33 - As orientações dos RH traduzem-se em comportamentos válidos para a empresa

34 - Todas as actividades da gestão de RH complementam-se para atingir os objectivos da empresa

35 - Todas as Direcções nesta empresa seguem as orientações no âmbito dos RH

36 - A organização tem-me dado oportunidade efectiva de escolher a minha orientação de carreira

37 - As práticas de RH são relevantes quando comparadas com outras práticas da empresa

38 - Através das orientações dados pelos RH, sei exactamente o quê, como e quando fazer

39 - A Direcção de RH presta um serviço competente

40 - O Plano de Recompensas estabelecido na nossa organização ajuda-a a obter um maior sucesso

41 - Todos os colaboradores sabem exactamente quando e o que fazer, para poderem receber um prémio na nossa organização

42 - Os comportamentos preconizados pelos RH são os que contribuem para o sucesso da empresa

43 - As mensagens transmitidas pela gestão de RH estão alinhadas com a estratégia da empresa

44 - As práticas de RH são implementadas de forma consistente nas respectivas Direcções

45 - Na nossa empresa, acreditamos fortemente que os trabalhadores que são recompensados são aqueles que merecem

46 - As práticas de RH têm visibilidade dentro da empresa

47 - As orientações dadas pelos RH não são ambíguas

48 - As orientações dadas pelos RH são credíveis

49 - As práticas de RH contribuem para que sejamos uma empresa de sucesso

50 - Os meus colegas sabem que as práticas de RH contribuem para uma boa Avaliação de Desempenho

51 - Os comportamentos que devemos adoptar para obter um prémio são os mesmos que ajudam a empresa a ser bem sucedida.

52 - Os valores expressos pelo Director de RH são consistentes com os valores da empresa

53 - Os directores da minha empresa estão de acordo com os critérios de Avaliação de Desempenho

54 - Os meus superiores lidam comigo de modo honesto e ético

**Muito obrigado pela sua colaboração**



**Annex C**

**SPSS output – Cronbach's *alpha* for**

**Organisational Climate Scale**

## Reliability - Clima - Apoio da Gestão

### Reliability Statistics

Cronbach's Alpha	N of Items
,845	5

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli001 - O meu superior é flexível relativamente à forma como atinjo os meus objectivos	18,69	28,577	,569	,834
cli007 - O meu superior valoriza as minhas ideias e a minha forma de fazer as coisas	19,06	25,074	,750	,785
cli013 - O meu superior dá-me autonomia para fazer o meu trabalho como eu achar melhor	18,64	25,870	,728	,792
cli021 - Posso contar com o apoio do meu superior para as decisões que tomo	18,93	24,926	,776	,778
inv_Cli018	18,97	29,861	,450	,865

## Reliability - Clima - Clareza do papel

### Reliability Statistics

Cronbach's Alpha	N of Items
,810	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli002 - A minha chefia é explícita relativamente à forma como o meu trabalho deve ser feito	8,32	9,615	,667	,731
cli008 - A quantidade de trabalho e esforço que se espera na minha função estão claramente definidas	8,29	10,260	,663	,736
cli014 - Os padrões de desempenho no meu departamento/secção são bem comunicados e compreendidos pelas pessoas	8,45	9,922	,648	,751

**Reliability - Clima - Contribuição****Reliability Statistics**

Cronbach's Alpha	N of Items
,839	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli003 - Sinto-me muito útil no meu trabalho	13,55	17,164	,673	,796
cli009 - Fazer bem o meu trabalho faz muita diferença nesta organização	13,63	16,614	,633	,813
cli015 - Sinto-me como um elemento chave nesta organização	15,10	15,541	,641	,814
cli019 - O trabalho que faço tem muito valor para esta organização	14,03	16,387	,758	,761

## Reliability - Clima - Reconhecimento

### Reliability Statistics

Cronbach's Alpha	N of Items
,885	3

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli004 - Os meus superiores valorizam a forma como faço o meu trabalho	7,66	10,710	,665	,931
cli010 - Esta organização reconhece a importância dos contributos que trago para o trabalho	8,26	9,421	,817	,799
cli016 - Esta organização reconhece o trabalho que eu faço	8,38	9,084	,854	,765

## Reliability - Clima - Auto-expressão (com inv 17)

### Reliability Statistics

Cronbach's Alpha	N of Items
,698	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli005 - Os sentimentos que expresso no trabalho são os meus verdadeiros sentimentos	12,53	15,156	,447	,656
cli011 - Sinto-me livre para ser eu mesmo no trabalho	13,65	12,648	,594	,560
cli020 - Não há problema se expressar os meus verdadeiros sentimentos no trabalho	14,01	12,113	,620	,539
inv_Cli017	14,36	16,181	,294	,744

**Reliability - Clima - Auto-expressão (sem inv 17)****Reliability Statistics**

Cronbach's Alpha	N of Items
,744	3

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli005 - Os sentimentos que expresso no trabalho são os meus verdadeiros sentimentos	8,71	9,826	,434	,801
cli011 - Sinto-me livre para ser eu mesmo no trabalho	9,83	7,170	,679	,523
cli020 - Não há problema se expressar os meus verdadeiros sentimentos no trabalho	10,19	7,338	,616	,604

**Reliability - Clima - Desafio**

**Reliability Statistics**

Cronbach's Alpha	N of Items
,548	2

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
cli006 - O meu trabalho coloca-me muitos desafios	4,79	2,475	,377	.(a)
cli012 - Para atingir os meus objectivos de trabalho, tenho que fazer um grande esforço	5,21	2,458	,377	.(a)

a The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

**Annex D**

**SPSS output – Cronbach's *alpha* for**

**Organisational Culture Scale**

## Reliability - Cultura - Clã

### Reliability Statistics

Cronbach's Alpha	N of Items
,860	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Cult001 - A minha organização é muito pessoal. É como uma extensão da família. As pessoas gostam de partilhar o que têm	8,50	18,304	,656	,845
Cult002 - Os líderes da minha organização são geralmente considerados mentores, sábios ou figuras paternas ou maternas	9,06	20,388	,679	,833
Cult003 - O elo que mantém a minha organização coesa é a lealdade e a tradição. As pessoas vestem a camisola desta organização	8,34	18,469	,722	,814
Cult004 - A minha organização enfatiza os recursos humanos. Elevada coesão e moral são importantes para esta empresa	8,60	18,189	,777	,791

## Reliability - Cultura - Adocracia

### Reliability Statistics

Cronbach's Alpha	N of Items
,919	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Cult005 - A minha organização é muito dinâmica e empreendedora. As pessoas são determinadas e estão dispostas a correr riscos	9,68	20,810	,802	,899
Cult006 - Os líderes da minha organização são geralmente considerados empreendedores, inovadores e pessoas com propensão para o risco	9,95	21,302	,796	,901
Cult007 - O elo que mantém a minha organização coesa é a aposta na inovação e no desenvolvimento. É importante ser uma organização líder	9,53	19,486	,843	,884
Cult008 - A minha organização enfatiza o crescimento e a aquisição de novos recursos. É importante a rapidez/prontidão para encarar novos desafios	9,47	20,112	,815	,894

**Reliability - Cultura - Hierarquia****Reliability Statistics**

Cronbach's Alpha	N of Items
,793	4

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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Cult009 - A minha organização é muito formal e estruturada. Procedimentos formais geralmente determinam o que as pessoas fazem	13,03	15,712	,574	,758
Cult010 - Os líderes da minha organização são geralmente considerados coordenadores, organizadores ou administradores	13,24	16,811	,542	,771
Cult011 - O elo que mantém a minha organização coesa são as regras e políticas formais. É importante que a instituição funcione tranquilamente, sem sobressaltos	13,09	16,479	,655	,720
Cult012 - A minha organização dá importância à permanência e à estabilidade. Operações eficientes e tranquilas são importantes	13,35	15,135	,651	,716

## Reliability - Cultura - Mercado

### Reliability Statistics

Cronbach's Alpha	N of Items
,751	4

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Cult013 - A minha organização é muito orientada para a produção. Uma preocupação central é fazer com que as coisas aconteçam sem haver muito envolvimento pessoal	12,17	17,431	,361	,785

<b>Cult014 - Os líderes da minha organização são geralmente considerados técnicos, ou pessoas que trabalham arduamente</b>	<b>12,41</b>	<b>14,295</b>	<b>,548</b>	<b>,694</b>
<b>Cult015 - O elo que mantém a minha organização coesa é o enfoque nas tarefas e no alcance dos objectivos. Uma orientação para a produção é partilhada por todos</b>	<b>12,24</b>	<b>13,472</b>	<b>,696</b>	<b>,607</b>
<b>Cult016 - A minha organização enfatiza acções competitivas e realizações. Objectivos mensuráveis são importantes</b>	<b>11,96</b>	<b>14,302</b>	<b>,600</b>	<b>,663</b>

**Annex E**

**SPSS output – Cronbach's *alpha* for**

**HRM Strength Scale**

## Reliability - FGRH - Visibilidade

### Reliability Statistics

Cronbach's Alpha	N of Items
,851	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh01 - As práticas de RH são conhecidas de todos os colaboradores da empresa	17,02	41,396	,576	,837
fgrh10 - Os critérios da Avaliação de Desempenho são transparentes	17,21	40,199	,621	,829
fgrh19 - As práticas de RH são consideradas um dos pilares fundamentais na gestão da empresa	16,38	40,168	,603	,833
fgrh28 - Os procedimentos relativos à selecção e recrutamento são transparentes	16,90	40,920	,625	,828
fgrh37 - As práticas de RH são relevantes quando comparadas com outras práticas da empresa	16,44	40,645	,655	,822
fgrh46 - As práticas de RH têm visibilidade dentro da empresa	16,71	39,156	,736	,807

## Reliability - FGRH - Compreensibilidade

### Reliability Statistics

Cronbach's Alpha	N of Items
,884	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh02 - As práticas de RH são claras nesta empresa	16,91	40,306	,743	,856
fgrh11 - Sei quais os comportamentos e as competências que devo desenvolver no meu dia-a-dia, para ser reconhecido	15,87	45,296	,467	,901
fgrh20 - Existe consenso na interpretação das práticas de RH	16,56	42,318	,721	,861
fgrh29 - Compreendo os critérios subjacentes às práticas de RH	16,64	40,007	,773	,851
fgrh38 - Através das orientações dadas pelos RH, sei exactamente o quê, como e quando fazer	16,79	38,583	,817	,843
fgrh47 - As orientações dadas pelos RH não são ambíguas	16,53	42,234	,675	,867

**Reliability - FGRH - Legitimidade da Autoridade****Reliability Statistics**

Cronbach's Alpha	N of Items
,890	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh03 - A Direcção de RH contribui para a definição da estratégia da empresa	17,72	43,877	,717	,870
fgrh12 - A Administração da empresa considera as práticas de RH importantes	17,13	44,975	,681	,876

fgrh21 - A Direcção de RH é considerada influente pelas outras unidades orgânicas	16,98	48,741	,543	,896
fgrh30 - Confio nas orientações dadas pelos RH	17,64	44,663	,762	,863
fgrh39 - A Direcção de RH presta um serviço competente	17,77	44,679	,770	,862
fgrh48 - As orientações dadas pelos RH são credivéis	17,55	45,095	,795	,859

## Reliability - FGRH - Relevância

### Reliability Statistics

Cronbach's Alpha	N of Items
,919	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh04 - As práticas de RH contribuem para que esta empresa atinja os seus objectivos	16,12	48,072	,763	,905
fgrh13 - Os valores e comportamentos veiculados pelos RH contribuem para a progressão na carreira	15,83	50,909	,689	,914
fgrh22 - As práticas de RH contribuem para que os colaboradores alcancem os seus objectivos pessoais	15,84	48,069	,836	,895
fgrh31 - As práticas de RH contribuem para que a empresa seja mais competitiva	15,72	48,449	,768	,904
fgrh40 - O Plano de Recompensas estabelecido na nossa organização ajuda-a a obter um maior sucesso	16,27	49,102	,710	,912

fgrh49 - As práticas de RH contribuem para que sejamos uma empresa de sucesso	15,92	47,603	,855	,892
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## Reliability - FGRH - Instrumentalidade

### Reliability Statistics

Cronbach's Alpha	N of Items
,843	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh05 - Se tiver comportamentos ajustados à cultura da empresa, sei que vou ser reconhecido	16,35	44,350	,633	,815
fgrh14 - Se cumprir as práticas dos RH, sei que vou melhorar a minha performance	16,54	43,561	,736	,796
fgrh23 - Com os objectivos que me são anualmente atribuídos, sei exactamente o quê, como e quando o fazer	16,15	47,769	,464	,848
fgrh32 - Os aumentos de salário dependem dos bons resultados na avaliação do desempenho	16,51	42,804	,593	,825
fgrh41 - Todos os colaboradores sabem exactamente quando e o que fazer, para poderem receber um prémio na nossa organização	16,90	45,196	,629	,816
fgrh50 - Os meus colegas sabem que as práticas de RH contribuem para uma boa Avaliação de Desempenho	16,69	44,491	,711	,802

## Reliability - FGRH - Validade

### Reliability Statistics

Cronbach's Alpha	N of Items
,876	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh06 - Sinto que existe uma relação entre o que é apreciado na avaliação do meu desempenho e o que faço no dia-a-dia	17,29	44,277	,600	,868
fgrh15 - As práticas de RH contribuem para reforçar comportamentos adequados dentro da organização	17,33	42,034	,719	,848
fgrh24 - O que me é solicitado no dia-a-dia é congruente com as orientações dos RH	17,68	44,925	,647	,860
fgrh33 - As orientações dos RH traduzem-se em comportamentos válidos para a empresa	17,42	42,418	,729	,846
fgrh42 - Os comportamentos preconizados pelos RH são os que contribuem para o sucesso da empresa	17,93	41,840	,804	,835
fgrh51 - Os comportamentos que devemos adoptar para obter um prémio são os mesmos que ajudam a empresa a ser bem sucedida.	17,26	40,865	,618	,870

## Reliability - FGRH - Mensagens de GRH consistentes

### Reliability Statistics

Cronbach's Alpha	N of Items
,910	6

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh07 - Os objectivos da Avaliação de Desempenho, Formação e outras Práticas de RH são congruentes entre si	17,21	45,871	,675	,905
fgrh16 - As competências que os candidatos devem apresentar para serem seleccionados, são as mesmas que são recompensadas com prémio	17,11	45,772	,718	,899
fgrh25 - As práticas de RH são consistentes ao longo do tempo	16,97	43,646	,735	,897
fgrh34 - Todas as actividades da gestão de RH complementam-se para atingir os objectivos da empresa	16,68	42,307	,835	,882
fgrh43 - As mensagens transmitidas pela gestão de RH estão alinhadas com a estratégia da empresa	16,71	43,053	,801	,887
fgrh52 - Os valores expressos pelo Director de RH são consistentes com os valores da empresa	16,74	44,127	,740	,896

## Reliability - FGRH - Consenso

### Reliability Statistics

Cronbach's Alpha	N of Items
,879	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh08 - A Direcção de Recursos Humanos partilha da mesma visão que a Administração	18,22	34,036	,599	,879
fgrh17 - Os objectivos da Direcção de RH complementam os das restantes Direcções da empresa	18,63	34,924	,730	,851
fgrh26 - Existe concordância entre as várias direcções no que diz respeito às práticas de RH	18,91	35,482	,811	,840
fgrh35 - Todas as Direcções nesta empresa seguem as orientações no âmbito dos RH	18,83	35,350	,702	,855
fgrh44 - As práticas de RH são implementadas de forma consistente nas respectivas Direcções	18,88	34,468	,758	,846
fgrh53 - Os directores da minha empresa estão de acordo com os critérios de Avaliação de Desempenho	18,28	38,842	,570	,876

**Reliability - FGRH - Justiça****Reliability Statistics**

Cronbach's Alpha	N of Items
,856	6

**Item-Total Statistics**

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
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fgrh09 - Considerando as minhas responsabilidades, as recompensas que recebo são justas	16,70	43,986	,542	,850
fgrh18 - Ao decidirem sobre os assuntos que me dizem respeito, os meus superiores procuram ouvir os meus pontos de vista	15,94	42,075	,611	,838
fgrh27 - Os procedimentos da minha organização asseguram que as decisões são tomadas sem favorecimento pessoal	17,05	41,632	,727	,817
fgrh36 - A organização tem-me dado oportunidade efectiva de escolher a minha orientação de carreira	16,72	41,419	,654	,830
fgrh45 - Na nossa empresa, acreditamos fortemente que os trabalhadores que são recompensados são aqueles que merecem	17,28	41,875	,683	,825
fgrh54 - Os meus superiores lidam comigo de modo honesto e ético	15,70	41,986	,654	,830

## Reliability - Distinctiveness

### Reliability Statistics

Cronbach's Alpha	N of Items
,970	24

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh01 - As práticas de RH são conhecidas de todos os colaboradores da empresa	77,03	852,595	,654	,969

fgrh10 - Os critérios da Avaliação de Desempenho são transparentes	77,22	845,470	,711	,969
fgrh19 - As práticas de RH são consideradas um dos pilares fundamentais na gestão da empresa	76,39	849,153	,656	,969
fgrh28 - Os procedimentos relativos à selecção e recrutamento são transparentes	76,91	850,852	,700	,969
fgrh37 - As práticas de RH são relevantes quando comparadas com outras práticas da empresa	76,45	851,513	,696	,969
fgrh46 - As práticas de RH têm visibilidade dentro da empresa	76,72	842,536	,793	,968
fgrh02 - As práticas de RH são claras nesta empresa	77,20	843,635	,768	,968
fgrh11 - Sei quais os comportamentos e as competências que devo desenvolver no meu dia-a-dia, para ser reconhecido	76,14	869,173	,491	,970
fgrh20 - Existe consenso na interpretação das práticas de RH	76,84	848,519	,795	,968
fgrh29 - Compreendo os critérios subjacentes às práticas de RH	76,91	838,150	,842	,968
fgrh38 - Através das orientações dadas pelos RH, sei exactamente o quê, como e quando fazer	77,08	835,722	,832	,968
fgrh47 - As orientações dadas pelos RH não são ambíguas	76,81	853,823	,692	,969
fgrh03 - A Direcção de RH contribui para a definição da estratégia da empresa	76,90	837,087	,766	,968
fgrh12 - A Administração da empresa considera as práticas de RH importantes	76,33	845,504	,696	,969
fgrh21 - A Direcção de RH é considerada influente pelas outras unidades orgânicas	76,17	861,613	,566	,970
fgrh30 - Confio nas orientações dadas pelos RH	76,83	836,443	,848	,968

fgrh39 - A Direcção de RH presta um serviço competente	76,96	839,270	,824	,968
fgrh48 - As orientações dadas pelos RH são credíveis	76,73	841,269	,845	,968
fgrh04 - As práticas de RH contribuem para que esta empresa atinja os seus objectivos	77,14	839,963	,772	,968
fgrh13 - Os valores e comportamentos veiculados pelos RH contribuem para a progressão na carreira	76,83	845,841	,767	,968
fgrh22 - As práticas de RH contribuem para que os colaboradores alcancem os seus objectivos pessoais	76,85	839,917	,832	,968
fgrh31 - As práticas de RH contribuem para que a empresa seja mais competitiva	76,73	842,725	,762	,968
fgrh40 - O Plano de Recompensas estabelecido na nossa organização ajuda-a a obter um maior sucesso	77,28	840,641	,762	,968
fgrh49 - As práticas de RH contribuem para que sejamos uma empresa de sucesso	76,94	839,409	,833	,968

## Reliability - Consistency

### Reliability Statistics

Cronbach's Alpha	N of Items
,954	18

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

fgrh05 - Se tiver comportamentos ajustados à cultura da empresa, sei que vou ser reconhecido	57,62	453,153	,628	,953
fgrh14 - Se cumprir as práticas dos RH, sei que vou melhorar a minha performance	57,80	444,142	,812	,950
fgrh23 - Com os objectivos que me são anualmente atribuídos, sei exactamente o quê, como e quando o fazer	57,42	462,142	,498	,955
fgrh32 - Os aumentos de salário dependem dos bons resultados na avaliação do desempenho	57,78	450,381	,577	,954
fgrh41 - Todos os colaboradores sabem exactamente quando e o que fazer, para poderem receber um prémio na nossa organização	58,16	450,585	,696	,952
fgrh50 - Os meus colegas sabem que as práticas de RH contribuem para uma boa Avaliação de Desempenho	57,96	445,093	,821	,950
fgrh06 - Sinto que existe uma relação entre o que é apreciado na avaliação do meu desempenho e o que faço no dia-a-dia	57,40	455,432	,651	,952
fgrh15 - As práticas de RH contribuem para reforçar comportamentos adequados dentro da organização	57,44	448,835	,748	,951
fgrh24 - O que me é solicitado no dia-a-dia é congruente com as orientações dos RH	57,79	456,578	,705	,952
fgrh33 - As orientações dos RH traduzem-se em comportamentos válidos para a empresa	57,53	447,906	,790	,950
fgrh42 - Os comportamentos preconizados pelos RH são os que contribuem para o sucesso da empresa	58,04	448,283	,821	,950

fgrh51 - Os comportamentos que devemos adoptar para obter um prémio são os mesmos que ajudam a empresa a ser bem sucedida.	57,37	444,562	,673	,952
fgrh07 - Os objectivos da Avaliação de Desempenho, Formação e outras Práticas de RH são congruentes entre si	58,02	451,310	,758	,951
fgrh16 - As competências que os candidatos devem apresentar para serem seleccionados, são as mesmas que são recompensadas com prémio	57,92	453,606	,754	,951
fgrh25 - As práticas de RH são consistentes ao longo do tempo	57,79	450,635	,716	,951
fgrh34 - Todas as actividades da gestão de RH complementam-se para atingir os objectivos da empresa	57,49	443,235	,850	,949
fgrh43 - As mensagens transmitidas pela gestão de RH estão alinhadas com a estratégia da empresa	57,52	447,579	,790	,950
fgrh52 - Os valores expressos pelo Director de RH são consistentes com os valores da empresa	57,55	453,767	,693	,952

## Reliability - Consensus

### Reliability Statistics

Cronbach's Alpha	N of Items
,905	12

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted

fgrh08 - A Direcção de Recursos Humanos partilha da mesma visão que a Administração	38,15	152,578	,498	,905
fgrh17 - Os objectivos da Direcção de RH complementam os das restantes Direcções da empresa	38,56	151,066	,680	,895
fgrh26 - Existe concordância entre as várias direcções no que diz respeito às práticas de RH	38,84	152,173	,745	,894
fgrh35 - Todas as Direcções nesta empresa seguem as orientações no âmbito dos RH	38,76	150,219	,705	,894
fgrh44 - As práticas de RH são implementadas de forma consistente nas respectivas Direcções	38,82	147,854	,769	,891
fgrh53 - Os directores da minha empresa estão de acordo com os critérios de Avaliação de Desempenho	38,22	158,854	,523	,902
fgrh09 - Considerando as minhas responsabilidades, as recompensas que recebo são justas	39,11	152,883	,533	,903
fgrh18 - Ao decidirem sobre os assuntos que me dizem respeito, os meus superiores procuram ouvir os meus pontos de vista	38,35	151,970	,533	,903
fgrh27 - Os procedimentos da minha organização asseguram que as decisões são tomadas sem favorecimento pessoal	39,47	145,347	,791	,890
fgrh36 - A organização tem-me dado oportunidade efectiva de escolher a minha orientação de carreira	39,14	149,929	,592	,900
fgrh45 - Na nossa empresa, acreditamos fortemente que os trabalhadores que são recompensados são aqueles que merecem	39,70	146,404	,732	,892

fgrh54 - Os meus superiores lidam comigo de modo honesto e ético	38,11	151,544	,574	,900
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## Reliability - Total HRM Strength Scale

### Reliability Statistics

Cronbach's Alpha	N of Items
,984	54

### Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
fgrh01 - As práticas de RH são conhecidas de todos os colaboradores da empresa	181,15	4062,924	,646	,983
fgrh10 - Os critérios da Avaliação de Desempenho são transparentes	181,34	4041,378	,726	,983
fgrh19 - As práticas de RH são consideradas um dos pilares fundamentais na gestão da empresa	180,51	4056,588	,642	,983
fgrh28 - Os procedimentos relativos à selecção e recrutamento são transparentes	181,04	4054,388	,710	,983
fgrh37 - As práticas de RH são relevantes quando comparadas com outras práticas da empresa	180,57	4060,743	,683	,983
fgrh46 - As práticas de RH têm visibilidade dentro da empresa	180,83	4039,255	,792	,983
fgrh02 - As práticas de RH são claras nesta empresa	181,32	4042,660	,759	,983
fgrh11 - Sei quais os comportamentos e as competências que devo desenvolver no meu dia-a-dia, para ser reconhecido	180,25	4091,183	,522	,984

fgrh20 - Existe consenso na interpretação das práticas de RH	180,96	4049,857	,800	,983
fgrh29 - Compreendo os critérios subjacentes às práticas de RH	181,04	4029,096	,836	,983
fgrh38 - Através das orientações dadas pelos RH, sei exactamente o quê, como e quando fazer	181,19	4024,246	,828	,983
fgrh47 - As orientações dadas pelos RH não são ambíguas	180,93	4064,314	,684	,983
fgrh03 - A Direcção de RH contribui para a definição da estratégia da empresa	181,02	4032,106	,743	,983
fgrh12 - A Administração da empresa considera as práticas de RH importantes	180,45	4044,975	,697	,983
fgrh21 - A Direcção de RH é considerada influente pelas outras unidades orgânicas	180,31	4075,277	,591	,983
fgrh30 - Confio nas orientações dadas pelos RH	180,94	4027,686	,836	,983
fgrh39 - A Direcção de RH presta um serviço competente	181,07	4031,446	,824	,983
fgrh48 - As orientações dadas pelos RH são credíveis	180,85	4036,535	,836	,983
fgrh05 - Se tiver comportamentos ajustados à cultura da empresa, sei que vou ser reconhecido	180,78	4058,190	,627	,983
fgrh14 - Se cumprir as práticas dos RH, sei que vou melhorar a minha performance	180,96	4029,830	,815	,983
fgrh23 - Com os objectivos que me são anualmente atribuídos, sei exactamente o quê, como e quando o fazer	180,57	4076,743	,538	,984
fgrh32 - Os aumentos de salário dependem dos bons resultados na avaliação do desempenho	180,96	4050,424	,582	,984

fgrh41 - Todos os colaboradores sabem exactamente quando e o que fazer, para poderem receber um prémio na nossa organização	181,35	4043,274	,721	,983
fgrh50 - Os meus colegas sabem que as práticas de RH contribuem para uma boa Avaliação de Desempenho	181,13	4029,177	,830	,983
fgrh06 - Sinto que existe uma relação entre o que é apreciado na avaliação do meu desempenho e o que faço no dia-a-dia	180,57	4063,026	,653	,983
fgrh15 - As práticas de RH contribuem para reforçar comportamentos adequados dentro da organização	180,60	4040,491	,769	,983
fgrh24 - O que me é solicitado no dia-a-dia é congruente com as orientações dos RH	180,96	4062,424	,730	,983
fgrh33 - As orientações dos RH traduzem-se em comportamentos válidos para a empresa	180,73	4037,580	,806	,983
fgrh42 - Os comportamentos preconizados pelos RH são os que contribuem para o sucesso da empresa	181,23	4037,293	,836	,983
fgrh51 - Os comportamentos que devemos adoptar para obter um prémio são os mesmos que ajudam a empresa a ser bem sucedida.	180,53	4037,791	,649	,983
fgrh07 - Os objectivos da Avaliação de Desempenho, Formação e outras Práticas de RH são congruentes entre si	181,21	4046,911	,774	,983
fgrh16 - As competências que os candidatos devem apresentar para serem seleccionados, são as mesmas que são recompensadas com prémio	181,09	4058,877	,750	,983
fgrh25 - As práticas de RH são consistentes ao longo do tempo	180,95	4045,484	,736	,983

fgrh34 - Todas as actividades da gestão de RH complementam-se para atingir os objectivos da empresa	180,66	4025,307	,849	,983
fgrh43 - As mensagens transmitidas pela gestão de RH estão alinhadas com a estratégia da empresa	180,69	4033,754	,815	,983
fgrh52 - Os valores expressos pelo Director de RH são consistentes com os valores da empresa	180,70	4056,229	,710	,983
fgrh04 - As práticas de RH contribuem para que esta empresa atinja os seus objectivos	181,25	4032,421	,774	,983
fgrh13 - Os valores e comportamentos veiculados pelos RH contribuem para a progressão na carreira	180,95	4046,528	,765	,983
fgrh22 - As práticas de RH contribuem para que os colaboradores alcancem os seus objectivos pessoais	180,97	4034,610	,818	,983
fgrh31 - As práticas de RH contribuem para que a empresa seja mais competitiva	180,84	4039,550	,761	,983
fgrh40 - O Plano de Recompensas estabelecido na nossa organização ajuda-a a obter um maior sucesso	181,40	4025,712	,799	,983
fgrh49 - As práticas de RH contribuem para que sejamos uma empresa de sucesso	181,05	4034,758	,818	,983
fgrh08 - A Direcção de Recursos Humanos partilha da mesma visão que a Administração	180,13	4084,912	,494	,984
fgrh17 - Os objectivos da Direcção de RH complementam os das restantes Direcções da empresa	180,53	4067,225	,706	,983
fgrh26 - Existe concordância entre as várias direcções no que diz respeito às práticas de RH	180,82	4069,550	,784	,983

fgrh35 - Todas as Direcções nesta empresa seguem as orientações no âmbito dos RH	180,75	4059,572	,742	,983
fgrh44 - As práticas de RH são implementadas de forma consistente nas respectivas Direcções	180,81	4042,883	,825	,983
fgrh53 - Os directores da minha empresa estão de acordo com os critérios de Avaliação de Desempenho	180,20	4113,985	,512	,984
fgrh09 - Considerando as minhas responsabilidades, as recompensas que recebo são justas	181,11	4073,653	,582	,984
fgrh18 - Ao decidirem sobre os assuntos que me dizem respeito, os meus superiores procuram ouvir os meus pontos de vista	180,32	4074,965	,556	,984
fgrh27 - Os procedimentos da minha organização asseguram que as decisões são tomadas sem favorecimento pessoal	181,44	4031,894	,836	,983
fgrh36 - A organização tem-me dado oportunidade efectiva de escolher a minha orientação de carreira	181,12	4062,339	,626	,983
fgrh45 - Na nossa empresa, acreditamos fortemente que os trabalhadores que são recompensados são aqueles que merecem	181,68	4038,734	,774	,983
fgrh54 - Os meus superiores lidam comigo de modo honesto e ético	180,08	4078,286	,567	,984

**Annex F**

**SPSS output – Normality tests to**

**Organisational Climate Scale**

## NPar Tests - Normalidade da escala Clima

### One-Sample Kolmogorov-Smirnov Test

		Clima
N		116
Normal Parameters <sup>a,b</sup>	Mean	4,5746
	Std. Deviation	1,10495
Most Extreme Differences	Absolute	,084
	Positive	,043
	Negative	-,084
Kolmogorov-Smirnov Z		,902
Asymp. Sig. (2-tailed)		,391

a. Test distribution is Normal.

b. Calculated from data.

### Descriptives

		Statistic	Std. Error	
Clima	Mean	4,5746	,10259	
	95% Confidence Interval for Mean	Lower Bound	4,3714	
		Upper Bound	4,7778	
	5% Trimmed Mean	4,6138		
	Median	4,6667		
	Variance	1,221		
	Std. Deviation	1,10495		
	Minimum	1,25		
	Maximum	6,93		
	Range	5,68		
	Interquartile Range	1,58		
	Skewness	-,524	,225	
	Kurtosis	,044	,446	

**Annex G**

**SPSS output – Normality tests to**

**Organisational Culture Scale**

## NPar Tests - Normalidade da escala Cultura

### One-Sample Kolmogorov-Smirnov Test

		Cultura
N		116
Normal Parameters(a,b)	Mean	3,6379
	Std. Deviation	1,09145
Most Extreme Differences	Absolute	,037
	Positive	,037
	Negative	-,034
Kolmogorov-Smirnov Z		,400
Asymp. Sig. (2-tailed)		,997

a Test distribution is Normal.

b Calculated from data.

### Descriptives

			Statistic	Std. Error
Cultura	Mean		3,6379	,10134
	95% Confidence Interval for Mean	Lower Bound	3,4372	
		Upper Bound	3,8387	
	5% Trimmed Mean		3,6351	
	Median		3,6875	
	Variance		1,191	
	Std. Deviation		1,09145	
	Minimum		1,19	
	Maximum		6,44	
	Range		5,25	
	Interquartile Range		1,55	
	Skewness		,033	,225
	Kurtosis		-,402	,446

**Annex H**  
**SPSS output – Normality tests to**  
**HRM Strength Scale**

## NPar Tests - Normalidade da escala FGRH

### One-Sample Kolmogorov-Smirnov Test

		FGRH
N		114
Normal Parameters <sup>a,b</sup>	Mean	3,4126
	Std. Deviation	1,20059
Most Extreme Differences	Absolute	,059
	Positive	,045
	Negative	-,059
Kolmogorov-Smirnov Z		,626
Asymp. Sig. (2-tailed)		,827

a. Test distribution is Normal.

b. Calculated from data.

### Descriptives

		Statistic	Std. Error	
FGRH	Mean	3,4126	,11245	
	95% Confidence Interval for Mean	Lower Bound	3,1898	
		Upper Bound	3,6354	
	5% Trimmed Mean	3,3900		
	Median	3,3148		
	Variance	1,441		
	Std. Deviation	1,20059		
	Minimum	1,11		
	Maximum	6,94		
	Range	5,83		
	Interquartile Range	1,62		
	Skewness	,257	,226	
	Kurtosis	-,165	,449	

**Annex I**

**SPSS output – Factor Analysis to**

**HRM Strength Scale attributes**

## Factor Analysis - FGRH Visibilidade

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,827
Bartlett's Test of Sphericity	Approx. Chi-Square	284,836
	df	15
	Sig.	,000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,455	57,589	57,589	3,455	57,589	57,589
2	,824	13,728	71,316			
3	,556	9,273	80,589			
4	,523	8,718	89,307			
5	,395	6,578	95,885			
6	,247	4,115	100,000			

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Compreensibilidade

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,881
Bartlett's Test of Sphericity	Approx. Chi-Square	370,348
	df	15
	Sig.	,000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,857	64,287	64,287	3,857	64,287	64,287
2	,772	12,865	77,152			
3	,418	6,962	84,114			
4	,397	6,616	90,729			

5	,331	5,512	96,242		
6	,225	3,758	100,000		

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Legitimidade da Autoridade

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,850
Bartlett's Test of Sphericity	Approx. Chi-Square	446,736
	df	15
	Sig.	,000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,924	65,406	65,406	3,924	65,406	65,406
2	,891	14,851	80,257			
3	,423	7,057	87,314			
4	,396	6,599	93,913			
5	,203	3,387	97,300			
6	,162	2,700	100,000			

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Relevância

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,904
Bartlett's Test of Sphericity	Approx. Chi-Square	485,789
	df	15
	Sig.	,000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %

1	4,287	71,455	71,455	4,287	71,455	71,455
2	,563	9,390	80,845			
3	,395	6,579	87,425			
4	,362	6,033	93,457			
5	,217	3,609	97,066			
6	,176	2,934	100,000			

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Instrumentalidade

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,803
Bartlett's Test of Sphericity	Approx. Chi-Square	291,884
	df	15
	Sig.	,000

### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,431	57,179	57,179	3,431	57,179	57,179
2	,808	13,466	70,644			
3	,645	10,754	81,398			
4	,541	9,013	90,411			
5	,354	5,894	96,304			
6	,222	3,696	100,000			

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Validade

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,867
Bartlett's Test of Sphericity	Approx. Chi-Square	346,016
	df	15
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,767	62,788	62,788	3,767	62,788	62,788
2	,667	11,110	73,898			
3	,602	10,026	83,924			
4	,408	6,792	90,716			
5	,313	5,225	95,941			
6	,244	4,059	100,000			

Extraction Method: Principal Component Analysis.

**Factor Analysis - FGRH Mensagens da GRH consistentes**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,851
Bartlett's Test of Sphericity	Approx. Chi-Square	471,056
	df	15
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4,152	69,197	69,197	4,152	69,197	69,197
2	,687	11,443	80,640			
3	,447	7,458	88,098			
4	,307	5,110	93,208			
5	,245	4,085	97,293			
6	,162	2,707	100,000			

Extraction Method: Principal Component Analysis.

**Factor Analysis - FGRH Consenso**

**KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,852
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Bartlett's Test of Sphericity	Approx. Chi-Square	387,356
	df	15
	Sig.	,000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,828	63,797	63,797	3,828	63,797	63,797
2	,744	12,402	76,199			
3	,627	10,446	86,645			
4	,329	5,479	92,124			
5	,252	4,202	96,326			
6	,220	3,674	100,000			

Extraction Method: Principal Component Analysis.

## Factor Analysis - FGRH Justiça

#### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,814
Bartlett's Test of Sphericity	Approx. Chi-Square	319,437
	df	15
	Sig.	,000

#### Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	3,512	58,539	58,539	3,512	58,539	58,539
2	,827	13,775	72,315			
3	,637	10,613	82,927			
4	,468	7,799	90,726			
5	,380	6,336	97,062			
6	,176	2,938	100,000			

Extraction Method: Principal Component Analysis.

**Annex J**  
**SPSS output – Factor Analysis to**  
**HRM Strength Scale**

## Factor Analysis - Escala total de FGRH

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	29,757	55,106	55,106	29,757	55,106	55,106	15,549	28,794	28,794
2	2,755	5,101	60,207	2,755	5,101	60,207	5,156	9,547	38,341
3	1,852	3,430	63,637	1,852	3,430	63,637	4,528	8,386	46,727
4	1,763	3,264	66,901	1,763	3,264	66,901	4,419	8,184	54,911
5	1,326	2,455	69,357	1,326	2,455	69,357	3,686	6,826	61,737
6	1,207	2,235	71,592	1,207	2,235	71,592	3,108	5,755	67,493
7	1,074	1,989	73,581	1,074	1,989	73,581	2,935	5,436	72,928
8	1,012	1,874	75,455	1,012	1,874	75,455	1,364	2,526	75,455
9	,899	1,666	77,120						
10	,854	1,581	78,701						
11	,780	1,444	80,145						
12	,766	1,419	81,564						
13	,677	1,254	82,818						
14	,647	1,197	84,016						
15	,606	1,122	85,138						
16	,570	1,056	86,194						
17	,533	,987	87,181						
18	,493	,913	88,095						
19	,465	,862	88,956						
20	,440	,815	89,771						
21	,385	,713	90,484						
22	,367	,680	91,163						
23	,354	,656	91,820						
24	,335	,620	92,439						
25	,308	,571	93,010						
26	,303	,561	93,571						
27	,292	,541	94,111						
28	,274	,507	94,618						
29	,248	,459	95,077						
30	,242	,448	95,525						
31	,224	,414	95,939						
32	,204	,379	96,318						
33	,181	,336	96,654						
34	,178	,331	96,984						
35	,161	,298	97,282						
36	,161	,298	97,580						
37	,154	,286	97,866						
38	,126	,234	98,100						
39	,116	,215	98,315						
40	,108	,201	98,516						
41	,102	,188	98,704						
42	,095	,175	98,880						
43	,087	,162	99,042						
44	,079	,146	99,187						
45	,070	,130	99,318						
46	,061	,113	99,431						
47	,055	,103	99,533						
48	,053	,099	99,632						
49	,047	,088	99,719						
50	,038	,071	99,791						
51	,033	,061	99,852						
52	,032	,059	99,910						
53	,030	,056	99,967						
54	,018	,033	100,000						

Extraction Method: Principal Component Analysis.

**Rotated Component Matrix**

	Component							
	1	2	3	4	5	6	7	8
fgr h30- Co orientações RH	,773	,279	,278	,138	,036	,147	,133	,096
fgr h48- As dadas pelos crédveis	,740	,195	,222	,158	,151	,290	,189	,070
fgr h29- Co critérios st práticas de	,739	,319	,162	,238	,017	,193	,167	,163
fgr h39- A D presta ums competente	,738	,358	,228	,073	,199	,095	,143	,006
fgr h28- Os procedimen selecção e r são transpa	,729	,223	,178	,009	,063	,208	,026	,214
fgr h33- As dos RH trad compor tme para a empr	,722	,147	,145	,255	,256	,058	,205	,127
fgr h34- To actividades RH complem para atingir da empresa	,721	,281	,082	,293	,288	,067	,169	,118
fgr h42- Os compor tme preconizad são os que c para o suce empresa	,712	,271	,112	,284	,123	,112	,303	,045
fgr h52- Os expressos r de RH são c como valo empresa	,696	,062	,131	,015	,453	,152	,046	,220
fgr h47- As dadas pelos ambiguas	,696	,039	,164	,092	,236	,221	,222	,154
fgr h50- Os sabem que a de RH contr uma boa Av Desempenh	,692	,326	,134	,230	,106	,169	,250	,059
fgr h44- As RH são impl de forma co respectivas	,691	,153	,121	,190	,333	,335	,139	,040
fgr h49- As RH contrib sejamos um de sucesso	,689	,414	,121	,354	,026	,067	,163	,021
fgr h25- As RH são cons longo do ten	,688	,185	,116	,134	,285	,182	,022	,087
fgr h26- Ex concordânc várias dire diz respeito de RH	,681	,199	,038	,175	,469	,181	,054	,093
fgr h38- Atr orientações RH, sei exa quê, como e	,675	,104	,399	,334	,038	,136	,245	,028
fgr h35- To Direcções r seguemas d no âmbito de	,665	,132	,266	,280	,268	,210	,112	,217
fgr h27- Os procedimen organizaçã que as decis tomadas ser favor ecime	,647	,274	,244	,159	,074	,162	,421	,150
fgr h20- Ex na interpre práticas de	,644	,129	,161	,285	,321	,224	,165	,015
fgr h46- As RH têm visi dentro da er	,639	,081	,261	,502	,228	,097	,034	,018
fgr h31- As RH contrib a empresa competitiva	,620	,435	,074	,423	,012	,057	,168	,152
fgr h24- O d solicitado n congr uente orientações	,610	,250	,190	,267	,146	,315	,087	,035
fgr h43- As transmitida de RH estão coma estra empresa	,596	,159	,222	,198	,538	,152	,144	,102
fgr h22- As RH contrib os colabora alcancemos objectivos p	,589	,463	,189	,458	,016	,109	,100	,000
fgr h40- O F Recompens estabelecid organizaçã obter um ma	,567	,217	,295	,155	,216	,102	,523	,094
fgr h15- As RH contrib reforçar co adequados d organizaçã	,535	,351	,201	,489	,154	,025	,106	,034
fgr h45- Na empresa, ad fortemente trabalhador recompens aqueles que	,530	,294	,210	,020	,139	,308	,505	,063
fgr h10- Os Avaliação d Desempenh transpar en	,494	,355	,440	,042	,185	,174	,203	,225

**Annex K**  
**SPSS output – Factor Analysis to**  
**HRM Strength Scale**  
**With 9 factors**

## Factor Analysis - escala FGRH total, forçando 9 factores

### KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,921
Bartlett's Test of Sphericity	Approx. Chi-Square	6715,057
	df	1431
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	29,757	55,106	55,106	29,757	55,106	55,106	15,481	28,668	28,668
2	2,755	5,101	60,207	2,755	5,101	60,207	5,458	10,107	38,774
3	1,852	3,430	63,637	1,852	3,430	63,637	4,075	7,547	46,321
4	1,763	3,264	66,901	1,763	3,264	66,901	3,700	6,852	53,173
5	1,326	2,455	69,357	1,326	2,455	69,357	3,020	5,592	58,765
6	1,207	2,235	71,592	1,207	2,235	71,592	2,983	5,523	64,289
7	1,074	1,989	73,581	1,074	1,989	73,581	2,914	5,396	69,685
8	1,012	1,874	75,455	1,012	1,874	75,455	2,536	4,696	74,381
9	,899	1,666	77,120	,899	1,666	77,120	1,479	2,740	77,120
10	,854	1,581	78,701						
11	,780	1,444	80,145						
12	,766	1,419	81,564						
13	,677	1,254	82,818						
14	,647	1,197	84,016						
15	,606	1,122	85,138						
16	,570	1,056	86,194						
17	,533	,987	87,181						
18	,493	,913	88,095						
19	,465	,862	88,956						
20	,440	,815	89,771						
21	,385	,713	90,484						
22	,367	,680	91,163						
23	,354	,656	91,820						
24	,335	,620	92,439						
25	,308	,571	93,010						
26	,303	,561	93,571						
27	,292	,541	94,111						
28	,274	,507	94,618						
29	,248	,459	95,077						
30	,242	,448	95,525						
31	,224	,414	95,939						
32	,204	,379	96,318						
33	,181	,336	96,654						
34	,178	,331	96,984						
35	,161	,298	97,282						
36	,161	,298	97,580						
37	,154	,286	97,866						
38	,126	,234	98,100						
39	,116	,215	98,315						
40	,108	,201	98,516						
41	,102	,188	98,704						
42	,095	,175	98,880						
43	,087	,162	99,042						
44	,079	,146	99,187						
45	,070	,130	99,318						
46	,061	,113	99,431						
47	,055	,103	99,533						
48	,053	,099	99,632						
49	,047	,088	99,719						
50	,038	,071	99,791						
51	,033	,061	99,852						
52	,032	,059	99,910						
53	,030	,056	99,967						
54	,018	,033	100,000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix

	Component								
	1	2	3	4	5	6	7	8	9
fgr h48 - As dadas pelos credíveis	,760	,245	,205	,109	,205	,237	,175	,037	,075
fgr h30 - Cof. orientações RH	,748	,279	,265	,028	,134	,169	,043	,227	,134
fgr h39 - A D. presta uns. Competente	,739	,380	,212	,166	,154	,073	,029	,099	,023
fgr h52 - Os expressos p. de RH são c. com os valor. empresa	,733	,095	,117	,389	,055	,110	,045	,103	,229
fgr h44 - As RH são impl. de forma co. respectivas	,722	,193	,102	,295	,151	,286	,209	,013	,030
fgr h33 - As dos RH trad. compor tanc. para a empr.	,712	,139	,136	,257	,206	,075	,144	,238	,147
fgr h50 - Os sabem que a de RH contr. uma boa Av. Desempenh.	,710	,374	,100	,065	,276	,096	,265	,059	,038
fgr h42 - Os compor tanc. p. reconizad. são os que c. para o suce. empresa	,708	,284	,091	,114	,316	,091	,215	,208	,045
fgr h28 - Os p. procedimen. seleccão e r. são transpa.	,703	,208	,170	,047	,019	,247	,084	,152	,263
fgr h26 - Ex. concordãnc. várias dire. diz respeito de RH	,702	,210	,025	,446	,058	,165	,124	,084	,104
fgr h29 - Cof. crítico os su. práticas de	,701	,299	,146	,001	,164	,234	,099	,326	,197
fgr h34 - To. actividades RH complen. para atingir de empresa	,697	,251	,074	,311	,163	,113	,110	,340	,154
fgr h25 - As RH são cons. longo do ten.	,697	,198	,104	,260	,027	,172	,092	,096	,102
fgr h35 - To. Direcções r. seguem as o. no âmbito de	,696	,087	,248	,229	,124	,162	,336	,026	,190
fgr h47 - As dadas pelos ambíguas	,687	,046	,184	,238	,211	,264	,041	,174	,115
fgr h49 - As RH contrib. sejamos um. de sucesso	,672	,425	,096	,031	,178	,049	,248	,295	,019
fgr h38 - Atr. orientações RH, sei exa. que, como a	,666	,130	,385	,035	,254	,126	,275	,230	,030
fgr h46 - As RH têm visil. dentro da er.	,658	,121	,238	,223	,051	,049	,463	,217	,013
fgr h20 - Ex. na inter pre. práticas de	,656	,146	,150	,315	,169	,212	,219	,156	,017
fgr h43 - As r. transmitida de RH estão. com a estrat. empresa	,644	,210	,198	,490	,161	,081	,249	,051	,089
fgr h27 - Os p. procedimen. organizacã. que as decis. tomadas ser. favor ecime	,638	,287	,222	,057	,430	,151	,129	,138	,165
fgr h24 - O q. solicitado n. congruente	,630	,298	,165	,120	,071	,262	,275	,083	,051
fgr h40 - O F. Recompens. es tabel ecid. organizacã. obter um ma	,582	,255	,282	,189	,538	,058	,148	,051	,090
fgr h22 - As RH contrib. os colabora. alcançem os objectivos r.	,568	,472	,158	,039	,113	,099	,334	,355	,001
fgr h37 - As RH são rele. quando com. outras pr. ati. empresa	,562	,044	,065	,168	,071	,114	,469	,404	,183
fgr h45 - Na empresa, ac. fortemente. trabalhador. recompense. aqueles que	,525	,302	,197	,123	,506	,312	,010	,060	,092
fgr h10 - Os Avaliaçãod. Desempenh. transparent.	,493	,382	,436	,173	,207	,169	,023	,088	,181
fgr h16 - As que os candi. apresentar. seleccionad.	,477	,416	,162	,236	,223	,129	,148	,215	,027

**Annex L**  
**SPSS output – Factor Analysis to**  
**HRM Strength Scale**  
**With 3 factors**

**Factor Analysis - Escala FGRH total, com 3 factores forçados****KMO and Bartlett's Test**

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		,921
Bartlett's Test of Sphericity	Approx. Chi-Square	6715,057
	df	1431
	Sig.	,000

**Total Variance Explained**

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	29,757	55,106	55,106	29,757	55,106	55,106	16,953	31,394	31,394
2	2,755	5,101	60,207	2,755	5,101	60,207	10,824	20,044	51,438
3	1,852	3,430	63,637	1,852	3,430	63,637	6,587	12,199	63,637
4	1,763	3,264	66,901						
5	1,326	2,455	69,357						
6	1,207	2,235	71,592						
7	1,074	1,989	73,581						
8	1,012	1,874	75,455						
9	,899	1,666	77,120						
10	,854	1,581	78,701						
11	,780	1,444	80,145						
12	,766	1,419	81,564						
13	,677	1,254	82,818						
14	,647	1,197	84,016						
15	,606	1,122	85,138						
16	,570	1,056	86,194						
17	,533	,987	87,181						
18	,493	,913	88,095						
19	,465	,862	88,956						
20	,440	,815	89,771						
21	,385	,713	90,484						
22	,367	,680	91,163						
23	,354	,656	91,820						
24	,335	,620	92,439						
25	,308	,571	93,010						
26	,303	,561	93,571						
27	,292	,541	94,111						
28	,274	,507	94,618						
29	,248	,459	95,077						
30	,242	,448	95,525						
31	,224	,414	95,939						
32	,204	,379	96,318						
33	,181	,336	96,654						
34	,178	,331	96,984						
35	,161	,298	97,282						
36	,161	,298	97,580						
37	,154	,286	97,866						
38	,126	,234	98,100						
39	,116	,215	98,315						
40	,108	,201	98,516						
41	,102	,188	98,704						
42	,095	,175	98,880						
43	,087	,162	99,042						
44	,079	,146	99,187						
45	,070	,130	99,318						
46	,061	,113	99,431						
47	,055	,103	99,533						
48	,053	,099	99,632						
49	,047	,088	99,719						
50	,038	,071	99,791						
51	,033	,061	99,852						
52	,032	,059	99,910						
53	,030	,056	99,967						
54	,018	,033	100,000						

Extraction Method: Principal Component Analysis.



**Annex M**

**SPSS output – Pearson correlations**

Correlations

		Apoio_ind	Clareza_Tarefa	Contribuicao	Reconhecimento	Auto_Expressao	Desafio	Cult_Cla	Cult_Adoctracia	Cult_Hierarquia	Cult_Mercado	FGRH_Visibilidade
Apoio_ind	Pearson Correlation	1	,648*	,507*	,645*	,599*	,407*	,351*	,398*	,153	,345*	,226*
	Sig. (2-tailed)		,000	,000	,000	,000	,000	,000	,000	,102	,000	,014
	N	117	117	117	117	116	117	116	116	116	116	117
Clareza_Tarefa	Pearson Correlation	,648*	1	,576*	,643*	,655*	,437*	,561*	,522*	,241*	,406*	,387*
	Sig. (2-tailed)	,000		,000	,000	,000	,000	,000	,000	,009	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
Contribuicao	Pearson Correlation	,507*	,576*	1	,757*	,523*	,572**	,550*	,519*	,332*	,555*	,411**
	Sig. (2-tailed)	,000	,000		,000	,000	,000	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
Reconhecimento	Pearson Correlation	,645*	,643*	,757*	1	,626*	,510**	,603*	,584*	,369*	,537*	,479*
	Sig. (2-tailed)	,000	,000	,000		,000	,000	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
Auto_Expressao	Pearson Correlation	,599*	,655*	,523*	,626*	1	,372**	,550*	,473*	,192*	,441*	,411**
	Sig. (2-tailed)	,000	,000	,000	,000		,000	,000	,000	,040	,000	,000
	N	116	116	116	116	116	116	115	115	115	115	116
Desafio	Pearson Correlation	,407*	,437*	,572*	,510**	,372**	1	,308**	,294*	,326**	,418**	,257**
	Sig. (2-tailed)	,000	,000	,000	,000	,000		,001	,001	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
Cult_Cla	Pearson Correlation	,351**	,561**	,550**	,603**	,550**	,308**	1	,773**	,309**	,515**	,592**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,001		,000	,001	,000	,000
	N	116	116	116	116	115	116	116	116	116	116	116
Cult_Adoctracia	Pearson Correlation	,398**	,522**	,519**	,584**	,473**	,294**	,773**	1	,356**	,565**	,626**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,001	,000		,000	,000	,000
	N	116	116	116	116	115	116	116	116	116	116	116
Cult_Hierarquia	Pearson Correlation	,153	,241*	,332*	,369*	,192*	,326**	,309**	,356**	1	,638**	,414**
	Sig. (2-tailed)	,102	,009	,000	,000	,040	,000	,001	,000		,000	,000
	N	116	116	116	116	115	116	116	116	116	116	116
Cult_Mercado	Pearson Correlation	,345**	,406**	,555**	,537**	,441**	,418**	,515**	,565**	,638**	1	,532**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000		,000
	N	116	116	116	116	115	116	116	116	116	116	116
FGRH_Visibilidade	Pearson Correlation	,226*	,387**	,411**	,479**	,411**	,257**	,592**	,626**	,414**	,532**	1
	Sig. (2-tailed)	,014	,000	,000	,000	,000	,005	,000	,000	,000	,000	
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Compreensibilidade	Pearson Correlation	,225**	,483**	,474**	,508**	,441**	,277**	,656**	,678**	,369**	,533**	,909**
	Sig. (2-tailed)	,015	,000	,000	,000	,000	,003	,000	,000	,000	,000	,000
	N	116	116	116	116	115	116	116	116	116	116	116
FGRH_Legitimidade	Pearson Correlation	,199*	,360**	,409**	,484**	,398**	,269**	,612**	,686**	,452**	,547**	,905**
	Sig. (2-tailed)	,032	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Relevancia	Pearson Correlation	,222*	,379**	,454**	,498**	,386**	,263**	,623**	,705**	,401**	,589**	,873**
	Sig. (2-tailed)	,017	,000	,000	,000	,000	,004	,000	,000	,000	,000	,000
	N	116	116	116	116	115	116	115	115	115	115	116
FGRH_Instrumentalidade	Pearson Correlation	,348**	,503**	,442**	,545**	,432**	,344**	,645**	,684**	,332**	,535**	,831**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Validade	Pearson Correlation	,284**	,392**	,473**	,521**	,404**	,286**	,594**	,655**	,423**	,601**	,877**
	Sig. (2-tailed)	,002	,000	,000	,000	,000	,002	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Consistencia	Pearson Correlation	,242**	,396**	,401**	,478**	,356**	,226**	,591**	,635**	,446**	,563**	,870**
	Sig. (2-tailed)	,008	,000	,000	,000	,000	,014	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Consenso	Pearson Correlation	,071	,309**	,281**	,311**	,248**	,106	,486**	,540**	,333**	,410**	,817**
	Sig. (2-tailed)	,445	,001	,002	,001	,007	,254	,000	,000	,000	,000	,000
	N	117	117	117	117	116	117	116	116	116	116	117
FGRH_Justica	Pearson Correlation	,465**	,564**	,511**	,642**	,548**	,344**	,641**	,687**	,413**	,587**	,766**
	Sig. (2-tailed)	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000	,000
	N	116	116	116	116	115	116	115	115	115	115	116
FGRH	Pearson Correlation	,281**	,459**	,458**	,535**	,441**	,285**	,650**	,708**	,437**	,585**	,941**
	Sig. (2-tailed)	,002	,000	,000	,000	,000	,002	,000	,000	,000	,000	,000
	N	114	114	114	114	113	114	114	114	114	114	114

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

\*Correlation is significant at the 0.05 level (2-tailed).

**Annex N**

**SPSS output – Descriptives per scale**

**Group Statistics**

Trabalha numa organização		N	Mean	Std. Deviation	Std. Error Mean
Clima	Pública	73	4,5062	1,03549	,12119
	Privada	43	4,6906	1,21778	,18571
Cultura	Pública	73	3,5283	1,04800	,12266
	Privada	43	3,8241	1,15004	,17538
FGRH	Pública	71	3,3151	1,11556	,13239
	Privada	43	3,5736	1,32714	,20239

**Group Statistics**

Género		N	Mean	Std. Deviation	Std. Error Mean
Clima	Feminino	68	4,4475	1,20675	,14634
	Masculino	48	4,7546	,92467	,13346
Cultura	Feminino	68	3,5781	1,08771	,13190
	Masculino	48	3,7227	1,10261	,15915
FGRH	Feminino	67	3,2758	1,22287	,14940
	Masculino	47	3,6076	1,15290	,16817

**Group Statistics**

Categoria_Idade		N	Mean	Std. Deviation	Std. Error Mean
Clima	1,00	68	4,5619	1,11717	,13548
	2,00	48	4,5926	1,09893	,15862
Cultura	1,00	67	3,6595	1,11985	,13681
	2,00	49	3,6084	1,06218	,15174
FGRH	1,00	67	3,4342	1,30303	,15919
	2,00	47	3,3818	1,05028	,15320

**Group Statistics**

Categoria_AntigOrg		N	Mean	Std. Deviation	Std. Error Mean
Clima	1,00	65	4,6474	1,11488	,13828
	2,00	51	4,4818	1,09611	,15349
Cultura	1,00	64	3,7432	1,09252	,13656
	2,00	52	3,5084	1,08663	,15069
FGRH	1,00	63	3,5467	1,24785	,15721
	2,00	51	3,2469	1,12963	,15818

**Group Statistics**

Categoria_AntigFunc		N	Mean	Std. Deviation	Std. Error Mean
Clima	1,0	64	4,5759	1,00301	,12538
	2,0	51	4,5627	1,23894	,17349
Cultura	1,0	65	3,5837	1,03934	,12891
	2,0	50	3,7013	1,17228	,16579
FGRH	1,0	65	3,4145	1,16752	,14481
	2,0	48	3,3939	1,26345	,18236

**Annex O**

**SPSS output – t-Student test per scale**

## T-Test - Tipo org \*escalas

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Clima	Equal variances assumed	,679	,412	-.867	114	,388	-.18439	,21264	-.60563	,23685
	Equal variances not assumed			-.832	77,222	,408	-.18439	,22176	-.62595	,25716
Cultura	Equal variances assumed	,012	,912	-1,416	114	,159	-.29587	,20890	-.70971	,11796
	Equal variances not assumed			-1,382	81,731	,171	-.29587	,21402	-.72164	,12989
FGRH	Equal variances assumed	,161	,689	-1,116	112	,267	-.25857	,23175	-.71774	,20061
	Equal variances not assumed			-1,069	77,159	,288	-.25857	,24184	-.74012	,22299

## T-Test - Genero

Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Clima	Equal variances assumed	3,466	,065	-1,482	114	,141	-.30702	,20723	-.71754	,10350
	Equal variances not assumed			-1,550	113,184	,124	-.30702	,19806	-.69941	,08537
Cultura	Equal variances assumed	,355	,553	-.701	114	,485	-.14453	,20622	-.55304	,26398
	Equal variances not assumed			-.699	100,487	,486	-.14453	,20670	-.55460	,26554
FGRH	Equal variances assumed	,001	,970	-1,459	112	,147	-.33172	,22730	-.78209	,11864
	Equal variances not assumed			-1,475	102,684	,143	-.33172	,22494	-.77786	,11442

## T-Test - Idade

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Clima	Equal variances assumed	,003	,960	-,147	114	,884	-,03071	,20920	-,44512	,38371
	Equal variances not assumed			-,147	102,370	,883	-,03071	,20860	-,44444	,38303
Cultura	Equal variances assumed	,038	,846	,248	114	,805	,05110	,20601	-,35700	,45919
	Equal variances not assumed			,250	106,551	,803	,05110	,20431	-,35394	,45613
FGRH	Equal variances assumed	1,918	,169	,229	112	,820	,05242	,22940	-,40210	,50694
	Equal variances not assumed			,237	109,770	,813	,05242	,22093	-,38543	,49027

**T-Test - Antig Org**

**Independent Samples Test**

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Clima	Equal variances assumed	,025	,874	,800	114	,425	,16568	,20702	-,24442	,57579
	Equal variances not assumed			,802	108,345	,424	,16568	,20659	-,24380	,57517
Cultura	Equal variances assumed	,023	,880	1,154	114	,251	,23475	,20348	-,16834	,63784
	Equal variances not assumed			1,154	109,424	,251	,23475	,20336	-,16829	,63779
FGRH	Equal variances assumed	,448	,505	1,330	112	,186	,29982	,22538	-,14674	,74639
	Equal variances not assumed			1,344	110,565	,182	,29982	,22302	-,14212	,74177

**T-Test - Antig Função**

## Independent Samples Test

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Clima	Equal variances assumed	2,734	,101	,063	113	,950	,01317	,20903	-,40095	,42728
	Equal variances not assumed			,062	95,246	,951	,01317	,21405	-,41176	,43809
Cultura	Equal variances assumed	,237	,628	-,569	113	,571	-,11760	,20672	-,52715	,29196
	Equal variances not assumed			-,560	98,577	,577	-,11760	,21001	-,53432	,29913
FGRH	Equal variances assumed	,004	,952	,090	111	,929	,02063	,23010	-,43533	,47658
	Equal variances not assumed			,089	96,720	,930	,02063	,23287	-,44157	,48282