

CORPORATE CULTURE AND ITS IMPACT IN SATISFACTION, RECOMMENDATION AND TURNOVER INTENTION IN TEACHING HOSPITALS CASE STUDY: FERNANDO PESSOA UNIVERSITY TEACHING HOSPITAL

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ABSTRACT

The current study relates corporate culture and its impact in satisfaction, recommendation and turnover intention in teaching hospitals, in the specific case of the Teaching Hospital of Fernando Pessoa University (TH-PFU). The general and specific goals aim to guide the work towards proving the existence of relations and correlations between the variables at study, in a scientific basis. The general study involves the identification of corporate culture and the dimensions in analysis in a Portuguese Teaching Hospital were variables such as satisfaction, recommendation and turnover intention are also important. The methodology used is based in a quantitative study with descriptive design where several hypotheses are established, having used the questionnaire to collect information from TH-FPU employees. The results show evidence that the employees vastly acknowledge corporate culture ($M=3.81$; $SD=0.941$), feel proud about working in their department/service ($M=4.47$; $SD=0.686$) and recognise that the management focus is on service and quality ($M=4.18$; $SD=0.902$). It stands out that employees state their work is acknowledged and rewarded ($M=4.18$; $SD=0.826$). They revealed high satisfaction with their work and high levels of agreement were registered in all the presented propositions ($M=4.17$; $SD=0.821$). The employees consider and recommend TH-FPU as a reference place to work ($M=4.13$; $SD=0.871$). It was validated that corporate culture has a positive effect in turnover intention. The hypothesis regarding the positive impact of corporate culture in satisfaction and recommendation were not confirmed.

Keywords: Corporate Culture, Impact in Satisfaction, Satisfaction, Recommendation, Turnover Intention, Hospitals, Teaching Hospitals.

INTRODUCTION

New paradigms are appearing in society, reflecting in great economic, social and technological transformations. In view of this the need for continuous change and renewal inside

corporations is unquestionable so as to empower them for the new challenges of the modern world.

Health organisations are very complex structures, characterized by great dynamism where the volatility of knowledge and technology associate to the changes of the epidemiologic pattern of demand.

Corporate culture is directly related to the ability to influence people and the optimization of the objectives proposed. Knowledge regarding corporate culture is of great relevance to the administration as well as the implantation of strategies and changes that aim to improve the performance of an organisation (Russo, 2010). The ability to understand the cultural characteristics relevant to leverage corporate performance is extremely relevant, mainly with the need to be efficient in more and more competitive and dynamic markets (Russo, 2010).

Regarding corporate theory new models associated to changes in strategic management appeared in the 80's. Several studies started investigating the values, beliefs, rituals, customs and other variables present in organisations that appeared to influence corporate performance. The main variables found in studies remained the ones related to traditional aspects of the organisation, which began to be referred to as corporate culture.

In the mid 90's corporate culture began to be understood and studied as an organisation's intangible asset, thus becoming a variable more related to strategy than to management. The management of the organisation has a central role in its definition, maintenance and internalization (Schein, 1992; Russo, 2012).

In order to assess the corporate culture of the investigated hospital organisations and reach the proposed target of verifying whether they are adequate or not to the profile of the professional, the director, administrator or another person with direction or management functions it was first sought to know the theories which approached the issue.

Through theoretical foundation there is the understanding that corporate culture is the traditional way of thinking and doing things, widely shared by all the members of the organisation, which the new members shall accept in order to be accepted in the service of the organisation.

Studies have demonstrated that the impact of corporate culture on the results obtained by the organization is one of the common denominators of greater relevance in successful companies (Bennis, 1999).

In spite of the characteristics presented, hospital organisations are still in favour of formalization (Formal Organisation), characterized by an organigram and organisation manuals. They usually have several departments and services, positions defined with an authority hierarchy, objectives and plans defined to be adequately reached and technology at use to deliver the health services they propose.

If a structure has a strong corporate culture but lacks proper management the system may be repressive. On the other hand, weak satisfaction and recommendation levels with high turnover values may be fatal for the organization.

LITERATURE REVIEW

Some of the elements from the organisations' internal environment that may influence the innovation process and the development of new technologies (products and/or services), process

and business models are related to organisational factors, culture, knowledge and people, marketing, finances and production (Depiné & Machado (2012).

In order to be successful corporations need to have a culture favourable to the development of innovation. Hamel (2008) challenges us to the urgency of change and suggests the construction of an organisation similar to a human organism, with a truly holistic dimension, thought as a whole, promoting the integration of different elements and performance levels, thus strengthening its whole.

The People (founder, manager, other leaders and employees) of a company influence its culture (Thévenet, 1997), its beliefs and values and, in turn, its attitudes and behaviours influence its performance (Schein, 1985; Collins et al., 2005; Dowling, 2001).

According to Pires (1991) it is from strategic decisions that derive new models and organisation strategies to compete in the market, decisions that constraint its activity and define the material/physical, structural and human resources necessary to the organization.

To Ahmed (1998) culture is one of the main determinants of innovation. He highlights that the process of innovation requires a corporate culture and environment favourable to creativity and innovation. Interdepartmental coordination and the interaction between all company elements are important for the development of both this culture and environment (Depiné & Machado, 2012).

It is a holistic process that includes a great variety of activities which enable the generation of businesses that are satisfactory to organisations, through the creation of value to its clients (Trice & Beyer, 1984).

Schein (1985) states that for organisations to be successful they must foster a good corporate culture, sustained in innovation.

Each organisation possesses distinct skills and abilities to the implementation of its tasks, functions and activities. According to Martin et al. (1983); Martin (1992) corporate culture has two essential dimensions: (1) the network of meanings present in their ideologies, norms and values, (2) its modes or the practices in which these meanings are expressed, stated and communicated to its members.

In truth in order to assess corporate climate/environment one needs to feel it, thus evidencing the priorities and values of the organizations of the ones who internally experience life in the organization (Ahmed, 1998), as each one has its rituals, language, history, habits, artifacts, symbols and configurations to increase the expression of shared meanings appropriate to the occasion (Trice & Beyer, 1984). Culture is a collective mindset construct which identifies and distinguishes the members of a certain group when compared to others (Hofstede et al., 1991). The author resorts to a metaphor, comparing corporate culture to the layers of an onion. In its superficial layers there are the symbols and in the deepest ones, the values.

There is a straight and independent relation between man and the environment, as man shapes the environment but is also shaped by environment itself. It is in this relation that they speak about learning organisations (Franco & Ferreira, 2007; Harrison, 2005; de Sousa Pereira, 2014), which enable facing the constraints and the opportunities of the environment where they are inserted and operate. Human beings are active subjects, with perceptions, particular and individual interests that drive them. Sometimes their individual interests may not coincide with the interests of the organisations, leading to conflicts.

Bates et al. (1995) delimited three dimensions to characterize corporate culture: (1) individualism versus collectivism (decision-making coordination, supervision and rewards,

problem solving), (2) distance from power (authority centralization, structure and hierarchical levels), (3) cultural congruency (loyalty and corporate philosophy between all members of the organisation). According to Schein (1992), corporate culture involves three levels: (1) the artifacts, which involve the entire organisation, meaning: the products, services, technologies and behavioural patterns of its members, visible and audible, myths and stories; (2) The shared values that correspond to the values that enable people's orientation in the accomplishment of their tasks, normally created by the founders of organisations, validated by the physical environment or by the group's social share; (3) The basic presumptions, associated to something deeper and hidden in the members of the organisation, including perceptions, values and feelings that give meaning to things, which define how to emotionally react to what is happening, which characterize the identity of the organisation.

Isaksen et al. (2001), state that corporate environment is the repetition of a pattern model of behaviour, attitude and feeling that characterizes interaction in the organization.

Concern about the quality of the services provided in hospitals and customer satisfaction has deserved the attention of hospital administrators.

As Baron et al. (2018) state, in order for the customer to get quality service all the co-workers in the organisation must deliver a service of quality. In order to do so, it is important to have motivated and satisfied employees.

Job satisfaction describes the way a person feels regarding her job (Ellickson & Logsdon, 2002), as an affective or emotional response, which may depend on factors such as payment, benefits and promotional systems existing in the organisation, the quality of the working conditions, the leadership style, social relations as well as the work and the tasks performed. People who are happy in the organisation feel more satisfied (Saari & Judge, 2004; Parvin & Kabir, 2011; Sageer et al., 2012).

One of the pioneers of the study into satisfaction (Locke, 1976) described job satisfaction as a "*pleasant or positive emotional state deriving from the evaluation of a work position or working experiences*".

Organisations which regard employees as an asset and contribute to their development seek to create a cooperation atmosphere and a commitment with its co-workers, through policies promoting their satisfaction. Silverthorne (2004) concluded that the bigger the employees' integration and adaptation inside the organisation, the bigger the job satisfaction and corporate commitment.

The turnover intention was defined as the voluntary decision of an employee to terminate his contractual bond with an organisation (Hom & Griffeth, 1995). This phenomenon has attracted attention from several researchers and management professionals over the past years (Hom et al., 2017). This has to do with the fact that nowadays there is greater recognition that high turnover levels negatively affect performance in organisations. Turnover has several harmful effects to organisations, among which: productivity loss, decline in financial performance, and finally loss of competitive advantage (Hom et al., 2017). In a more obvious and direct way, turnover costs involve recruiting, selecting and training new staff members. On the other hand, there are also indirect costs that refer to the remaining staff's re-education and management of stress and anxiety. Volunteer turnover may be triggered by several factors, namely, job dissatisfaction, position related stress, willingness to find a better opportunity in a different organisation, conflict with head offices and, lastly, family reasons (Al Mamun & Hasan, 2017).

The degree of involvement of the employee with the organization is investigated in the conceptual definition of recommendation. Nowadays, when articulate with the involvement with the organisation, it is referred to as an engagement state with the workplace, identifying oneself with his own work and regarding it as a fundamental stamp for the identity and self-esteem, the opposite to the concept of alienation or lack of sense, as states the author Brown (1996).

Some scholars such as Spreitzer et al. (2004), state that concentration in the organisation enables people to increase their knowledge and learn the best way to perform a function or task.

The focus in function, typical of the state of flux, fosters positive humours in people, as they are doing something and enjoying positive emotions resulting from interactions with work colleagues. When people's skills are compatible with the challenges raised by the organization the sensation prevails that what is done is worthwhile and important for the organization. In the beginning and during the performance of the task people don't experience happiness as concentration in the task is bigger than the feeling of gratitude. However, the satisfaction that follows this state of flux reaches higher and higher levels, according to Csikszentmihalyi (1999).

METHODOLOGY

The current study is framed in a research paradigm that associates the process of corporate culture with satisfaction, recommendation and turnover intention, assuming that these three phenomena are interconnected and in constant evolution.

According to Wagner & Hollenbeck (2004), the culture of an organisation is an informal and common way to understand life. Participation in the organization maintains its members united and influences what they think of themselves and their work.

Several researchers even consider that all cultures are unique, therefore the results of their analysis can't be generalised. This also implies positioning the objective of the researcher in the understanding and description of an individual culture at a level that allows the comprehension of its meaning and corporate symbolism (Denison, 1996).

It isn't easy to find organisations that innovate when faced with an improper or inexistent corporate culture. According to Bedani (2012) the management model and corporate culture influence manifestations of creativity, foster the implementation of innovation and resort to new ways of solving problems.

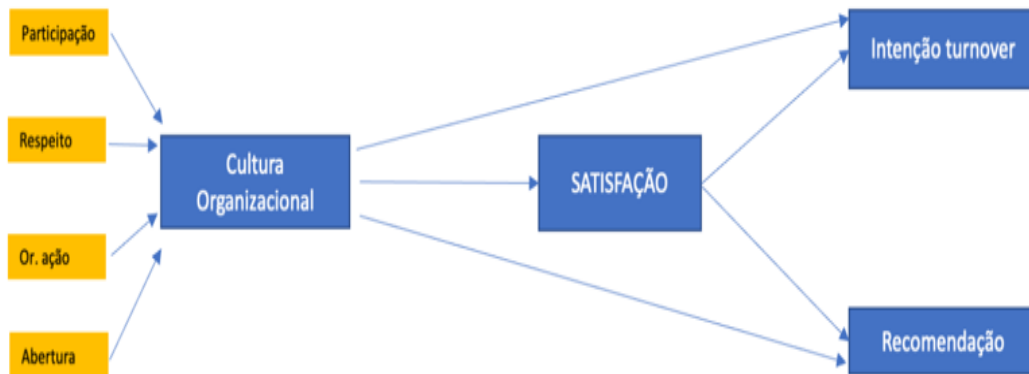
Fernando Pessoa Foundation (FPF), a family-owned organization with around 1500 employees, has higher education as its main activity, owning Fernando Pessoa University and the Teaching Hospital. As a co-worker of FPF and manager of TH-FPU it was noticed that some of the organization co-workers started showing evidence of lack of motivation and institutional involvement in what regards innovation.

In view of this observation the following question regarding the research issue was raised:

- (1) Does corporate culture have an impact in satisfaction, recommendation and turnover intent?

In this sense, and taking this issue into account, it was tried to assess whether the corporate culture in force in TH-FPU creates an environment favourable to satisfaction, the consequent recommendation and turnover impact.

The conceptual model (Figure 1) here developed integrates several propositions that were developed throughout the previous literature review: corporate culture, satisfaction, recommendation and turnover intention.



**FIGURE 1
CONCEPTUAL MODEL**

Considering the investigation objectives and having as basis the literature review, the following hypothesis were defined:

- H₁: Corporate Culture has a positive effect in job satisfaction*
- H₂: Corporate Culture has a positive effect in recommendation*
- H₃: Corporate Culture has an effect in turnover intention*
- H₅: Satisfaction has a positive effect in recommendation*

To assess the organizational culture of the teaching-hospital the scale developed by Ghosh & Srivastava (2014) was used, composed by seven dimensions (Table 1).

Table 1 CORPORATE CULTURE		
Construct	Dimensions	Items
Corporate Culture	Participation	3
	Respect for the Individual	3
	Risk Attitude	3
	Action Orientation	7
	Confidence	3
	Openness	3
	Distance as Power	3
Satisfaction		4
Turnover Intention		3
Recommendation		1

The general measurement suggests work satisfaction is more than the sum of its parts (Thierry, 1998). According to Nagy (2002) including only one question to measure global

satisfaction at work may be sufficient as co-workers generally know they are satisfied and using a whole set of questions to express it doesn't seem necessary.

Besides that, studies that have used global measures argue that this is more inclusive (Highhouse & Becker, 1993). To assess workers' general satisfaction in a company the scale of Vilares & Coelho (2005); Marin-Garcia et al. (2011) was taken into account. Respondents should indicate their level of agreement with the four propositions presented.

It was tried to assess the recommendation intentions of the TH-FPU as a place of reference to work in. The contributes from Vilares & Coelho (2005) were considered and assessed only through a proposition.

The turnover intention was assessed taking into account a scale developed by Huang et al. (2007), which is made up of 3 items.

Regarding the propositions presented the respondents used a 5-point scale of semantic differential of Likert type, in which "1" meant "Totally Disagree" and "5" meant "Totally Agree".

Having the reality of the Teaching-Hospital as basis and framed in the Portuguese context there was the need to adapt research instruments, specially the adequation of questions/propositions used in the survey, so as to collect information about the TH-FPU co-worker's perceptions.

In order to validate a research instrument a pre-test was made with twelve co-workers (Churchill & Iacobucci, 2006; Hill & Hill, 2002; Coutinho, 2005; Malhotra, 2007), showing no evidence of problems that prevented the implementation of questionnaires. Considering the research objectives, the model of analysis, the characteristics both of the field of analysis and the respondents it was decided to administrate the questionnaire directly at the Teaching-Hospital (Hill & Hill, 2002; Malhotra, 2007, Campenhoudt & Quivy, 2008).

In this sense a permit from the Administration of the Teaching-Hospital and the Ethics Committee was obtained to administer and collect the data in the organization. The administration and collection of data was made through Google Forms and was disseminated and made available internally to the whole Teaching-Hospital community by email. It was held between January and March 2021. The response rate was much higher than what it had been previously expected obtaining 55.64% of participation, having collected 291 surveys. It was a random probability sample (Hill & Hill, 2002; Malhotra, 2007) and the representativeness of the population was considered.

The platform Raosoft was used for the sample calculation. After the insertion of the different parameters of evaluation (population: 515 employees; Trust Interval 99%, margin of error 5%) the collection of data from 291 employees was needed.

ANALYSIS AND DISCUSSION OF RESULTS

According to the research objectives, the research questions and the nature of the formulated hypothesis a sample of the Teaching Hospital was chosen and studied, stratified by gender, age, length of service, qualifications and training area.

The data collected through the surveys were target of a validation process and subsequent upload in the statistics analysis software (SPSS version 24-Statistical Package for Social Science), which allowed the treatment of the information collected.

We started by characterising the sample.

A total of 291 respondents cooperated in the research (Table 2). The majority was female (80.1%), from the age segment 30-39 (36.7%), with a degree (42.6%), with between three to six years of service (31.6%).

Table 2
DIMENSION AND CHARACTERISTICS OF THE SAMPLE

	N	%
Gender		
Female	233	80.1
Male	57	19.6
Other	1	0.3
Age		
20-29 years old	96	33.0
30-39 years old	107	36.7
40-49 years old	56	19.2
50-59 years old	24	8.2
60-69 years old	8	2.7
Length of Service		
<1 year	76	26.1
1-3 years	57	19.6
3-6 years	92	31.6
>6 years	63	21.6
Other	3	1.0

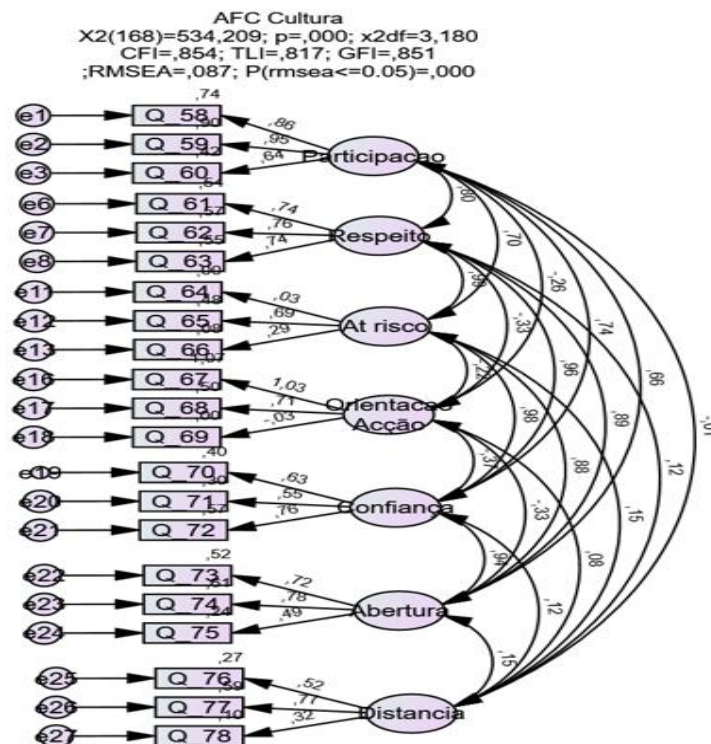


FIGURE 2
AFC'S CORPORATE CULTURE

Corporate Culture

The analysis of the hepta-factorial structure of the corporate culture scale was held through a confirmatory factorial analysis (CFA). The values obtained $\chi^2/df=3.180$; CFI=0.854; GFI=0.851; RMSEA=0.087 indicate a good adjustment of the data to the sample. The scale presents some divergent validity problems as the square root of AVE in all the variables is inferior to the correlation between the other latent variables.

The composite reliability values of the variables Risk Attitude and Distance as Power are very low. The convergent validity (AVE) of the variables Risk Attitude, Trust, Openness and Distance as Power is inferior do 0.50. The internal consistency of the Risk Attitudes and Distance as Power show values that are considered very low (<0.60) (Figure 2 and Table 3).

	Alfa	CR	AVE	MSV	MaxR (H)	Part	Resp	Risk	Action	Conf	Open	Dist
Part	0.845	0.864	0.685	0.640	0.925	0.828						
Resp	0.777	0.790	0.556	0.981	0.790	0.800***	0.745					
Risk	0.251	0.296	0.189	0.981	0.506	0.697	0.990	0.435				
Action	0.521	0.672	0.523	0.135	1.071	-0.258***	-0.325***	-0.220	0.723			
Conf	0.693	0.686	0.426	0.960	0.710	0.737***	0.964***	0.980	-0.367***	0.653		
Open	0.710	0.709	0.457	0.890	0.747	0.661***	0.885***	0.879	-0.325***	0.943***	0.676	
Dist	0.516	0.559	0.321	0.023	0.660	-0.014	0.124	0.153	0.080	0.124	0.149	0.566

Note: *** p<0.001

Work Satisfaction

As presented in the following Table 4 the co-workers inquired reveal high work satisfaction, having been registered very high levels of agreement with the different propositions identified (M=4.17;SD=0.821).

Items	Strongly disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5	M	SD
	F (%)	F (%)	F (%)	F (%)	F (%)		
V113. In general I feel satisfied (a) for working in the Teaching-Hospital		2 (0.7)	11 (3.8)	85 (29.5)	193 (66.3)	4.61	0.596
V114. I feel proud to do my job	6 (2,1)	22 (7.6)	81 (27.8)	107 (36.8)	75 (25.8)	3.77	0.986
V115. I'm happy with the management model of the Board of Direction of TH - FPU	1 (0,3)	17 (5.8)	41(14.1)	120 (41.2)	112 (38.5)	4.12	0.883
TOTAL						4.17	0.821

The scale reveals good internal consistency, having obtained a Cronbach Alfa of 0.723 (Table 5).

The factorial analysis revealed the existence of 1 factor that explains 64.95% of the total variance (Table 5). The Bartlett test is significant and the Kaiser-Meyer-Olkin (KMO) is of 0.637, confirms the adopted procedure and the prosecution of this analysis.

$\alpha: 0.723$					
Component	Initial Proper Values			Sums of the extraction of square loads	
	Total	% of variance	% cumulative	Total	% of variance
1	1.949	64.955	64.955	1.949	64.955
2	0.681	22.693	87.648		
3	0.371	12.352	100.000		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequation					0.637
				Aprox. chi-square	204.634
Bartlett's Sphericity Test				df	3
				Sig.	0.000

Note: Extraction Method: Analysis of Main Components (AMC)

Recommendation

The respondents consider and recommend TH-FPU as a place of reference to work (M=4.13; SD=0.871). As presented in the Table 6, 233 co-worker respondents agree (41.2%) and totally agree (38.8%) with the statement presented.

Items	Strongly disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5	M	SD
	F (%)	F (%)	F (%)	F (%)	F (%)		
V116. I recommend the TH as a place of reference to work	3 (1.0)	10 (3.4)	45 (15.5)	120 (41.2)	113 (38.8)	4.13	0.871

Turnover Intention

The "Turnover Intention" is very low in TH-FPU as the respondent co-workers revealed that they are not actively looking for work in other organisations (65.6%) and didn't intend to abandon the organization (73.9%). What is more, the respondents agree with the statement "V119. I intend to stay in TH for at least the next two years" (M=4.35; SD=0.883) (Table 7).

Items	Strongly disagree 1	Disagree 2	Undecided 3	Agree 4	Strongly agree 5	M	SD
	F (%)	F (%)	F (%)	F (%)	F (%)		
V117. I am actively looking for work alternatives in other organisations	150 (51.5)	41 (14.1)	62 (21.3)	28 (9.6)	10 (3.4)	1.99	1.195
V118. I intend to abandon this organization as soon as possible	169 (58.1)	46 (15.8)	50 (17.2)	19 (6.5)	7 (2.4)	1.79	1.092

V119. I intend to stay in the TH at least for the next two years	1 (0.3)	10 (3.4)	44 (15.1)	68 (23.4)	168 (57.7)	4.35	0.883
TOTAL							

The scale reveals good internal consistency, having obtained a Cronbach Alfa of 0.793. From the elimination of item 3 results an improvement of the Cronbach Alfa value (α : 0.858), a procedure which was adopted in subsequent analysis. We remind that item 3 has a reverse direction from the two other items of the current scale.

The factorial analysis revealed the existence of 1 factor that explains 70.83% of the total variance (Table 8).

The Bartlett test is significative and the Kaiser-Meyer-Olkin (KMO) is of 0.639 confirming the adopted procedure and the prosecution of this analysis.

Table 8 FACTORIAL ANALYSIS (TURNOVER INTENTION)					
α : 0.793; α : 0.858 (elimination item 3)					
Component	Initial Proper Values			Sums of the extraction of square loads	
	Total	% of variance	% cumulative	Total	% of variance
1	2.125	70.834	70.834	2.125	70.834
2	0.631	21.049	91.883		
3	0.244	8.117	100.000		
Kaiser-Meyer-Olkin (KMO) Measure of Sampling Adequation					0.639
				Aprox. chi-square	322.315
Bartlett's Sphericity Test				df	3
				Sig.	0.000

Note: Extraction Method: Analysis of Main Components (AMC)

In search of associations between the independent and dependent variables we proceeded to the accomplishment of correlations, trying to evidence the variables that present dependency relationships.

Pearson's chi-square test was used for a level of meaning $p < 0.05$. In order to confirm the strength of associations between the dimensions at study, it was preceded to the analysis of the correlations between the variables, as presented in the table below. Pearson's correlation coefficient (R) is a measure of linear association between quantitative variables and varies between -1 and 1. The closer it is from extreme values the bigger the linear association will be (Hill & Hill, 2002). As presented in the Table 9 below the majority of correlations between the variables of the study are positive and significative ($p = 0.000$).

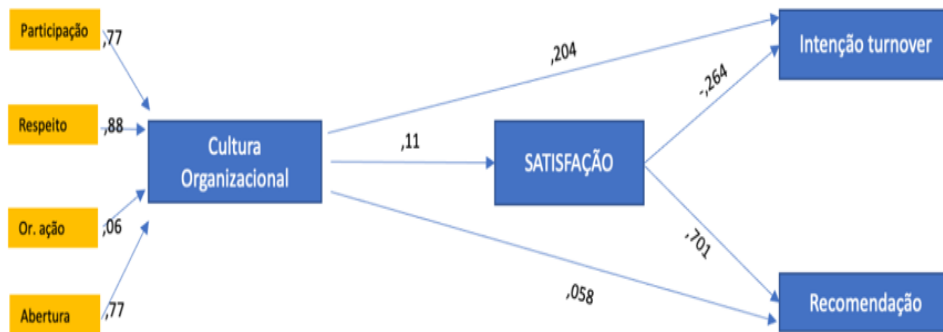
However, and as expected, there are negative and significative correlations between the Turnover Intention (TI) and Innovation for the Creation of Value (ICV) ($R = -0.116$), Compromise (C) ($R = -0.221$), Satisfaction ($R = -0.264$) and Recommendation ($R = -0.387$) (Figure 3).

Table 9 CORRELATIONS BETWEEN THE DIFFERENT CONSTRUCTS				
Construts	Pearson Correlations			
	CC	WS	R	TI
Corporate Culture (CC)	-	0.070	0.058	0.204**

Work Satisfaction (WS)		-	0.701**	-0.264**
Recomendação (R)			-	-0.387**
Turnover Intention (TI)				-

Note: The correlation is significant at the level of 0.01 (2 extremities). **
 The correlation is significant at the level of 0.05 (2 extremities). *

The adjustment values obtained to the causal model $\chi^2/df=1.978$; CFI=0.969; GFI=0.944, RMSEA=0.059, SRMR=0.037, indicate a good adjustment quality to the sample data. The model explains 51% of the satisfaction variable with the work in the TH. Table 10 illustrates the standardized estimates of the coefficients.



**FIGURE 3
 CAUSAL MODEL**

			Estimate	S.E.	C.R.	P
Turnover Intention	<---	COrgan	,578	,144	,343	***
Satisfaction	<---	Turnover Intention	,073	,028	,396	,011
Satisfaction	<---	COrgan	,035	,035	,113	,321
OC Opening	<---	C Organ	1,000		,773	
OC Orientation	<---	C Organ	-,085	,090	-,059	,344
OC Respect	<---	C Organ	1,303	,085	,876	***
OC Participation	<---	C Organ	1,358	,100	,774	***
Satisfaction	<---	Recomendation	1,201	,087	,995	***

Note: * p<.05 ** p<.01 *** p<.001

This way it is possible to conclude that corporate culture has a positive effect in Turnover Intention (H₃). H₄ is also confirmed (satisfaction at work impacts “turnover intention”) and H₅ (satisfaction has a positive impact in recommendation) being it possible to conclude that the bigger the satisfaction at work the smaller the “turnover intention” and the bigger the probability to recommend TH-FPU. However, hypothesis H₁ (corporate culture has a positive effect in job satisfaction) and H₂ (corporate culture has a positive effect in recommendation) are not confirmed as the positive correlation and regression values are not significative (p>0.05).

CONCLUSION

The current study made it possible to identify that Corporate Culture presents positive and significant correlations with Corporate Compromise ($R=0.18$) and Turnover Intention ($R=0.204$).

Job satisfaction is positive and significantly correlated with Recommendation ($R=0.701$), but negatively and significantly correlated with Turnover Intention ($R=-0.264$).

Recommendation is negative but significantly correlated with Turnover Intention ($R=-0.38$).

The co-workers widely recognize corporate culture ($M=3.81$; $SD=0.941$), presenting only inferior values ($M=2.21$; $SD=1.195$) when assessing whether the department and/or service generally tries to cover a mistake whenever one is committed, most of all because this is an item with inverse orientation. The item where co-workers recognize that their heads of office trust them to accomplish their objectives, reaching more expressive values, ($M=4.29$; $SD=0.773$) must be highlighted.

The co-workers feel proud to work in their department/service ($M=4.47$; $SD=0.686$) and recognize the management focus is on service and quality ($M=4.18$; $SD=0.902$).

From the results obtained co-workers revealed high satisfaction with their work, having registered very high levels of agreement in all the propositions presented ($M=4.17$; $SD=0.821$).

The co-workers consider and recommend TH-FPU as a place of reference to work ($M=4.13$; $SD=0.871$).

TH-FPU co-workers demonstrated, in an expressive way, that they are not actively looking for a job in other organisations ($M=1.99$; $SD=1.195$) and that they intend to remain in TH for at least the next two years ($M=4.35$; $SD=0.883$).

The results obtained in this research are in synchrony with the works identified in the literature and will serve of support to the conceptual model to this study, even if there are some differences.

Corporate Culture appears as an intervenient variable in the relation with innovation, whereas it depends on a positive environment existent in organisations.

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