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GROUP WORK

THE THIRD SECTOR IN NAVARRA:
INNOVATIVE CLIMATE, WORK
ENAGAGEMENT, SATISFACTION
AND EFFECTIVENESS

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SATISFACTION AND EFFECTIVENESS***

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Abstract

An innovative climate within the group is important for the Third Sector organizations in order to function better. In the economic crisis context, Third Sector is considered an important provider of social help to citizens, being Social Workers highly qualified professionals to manage such organizations. In this project Job Demands-Resource theory (JD-R) is applied to study the relationships between innovative climate (resource), work engagement, job satisfaction and work effectiveness (outcome) within the Third Sector in Navarra. Structured scales were used to collect data (N=72) from several organizations. Correlation and multiple regression analyses were carried out to explain the relationships between the variables. Findings show that a positive innovative climate increases work engagement, job satisfaction and work effectiveness. Conversely, work engagement does not promote job satisfaction, but it does predict work effectiveness.

Keywords: Third Sector, innovative, engagement, satisfaction and effectiveness.

Resumen

Un clima innovación dentro del grupo es esencial para las organizaciones del Tercer Sector para trabajar mejor. En este contexto de crisis, el Tercer Sector es un proveedor de ayuda muy importante para los/as ciudadanos/as, siendo los/as Trabajadores/as Sociales profesionales altamente cualificados para manejar estas organizaciones. En este trabajo, La teoría de demandas y recursos de trabajo es aplicada para estudiar las relaciones entre clima de innovación (recursos), compromiso de trabajo, satisfacción del trabajo y efectividad del trabajo (resultado) en el Tercer Sector de Navarra. Se utilizan cuestionarios (N=72) para recoger los datos. Se midió la correlación y regresión para explicar las relaciones de las variables. Los resultados muestran que un clima positivo de innovación aumenta el compromiso de trabajo, la satisfacción laboral y la efectividad del trabajo. El estudio también concluye que el compromiso de trabajo no proporciona una mayor satisfacción, pero sí predice una mayor efectividad.

Palabras clave: Tercer Sector, clima de innovación, compromiso de trabajo, satisfacción del trabajo y efectividad del trabajo.

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INTRODUCTION

In the current complex life, working in groups is an important characteristic of the modern organizations both public and private, which includes the Third Sector. The amount of information and the complexity of issues require working in groups in order to have more perspectives to face the new context (Osca & Urien, 2012). Working in groups has been considered as an important work methodology because of its advantages. These include mayor capacity to process information, members' participation, diversity of perspectives, more potential to generate new ideas, more potential to cope with the tasks and group identification which facilitates members' implication (Alcover, 2003).

In this complex scenario of social issues, it cannot be avoided the Importance of Social Workers helping people in need. The presence of Social Workers within the Third Sector is a real fact and there is indeed an increasing tendency of that (Aguiar, 2011). Social Workers struggle to guarantee welfare among citizens through their knowledge, social intervention and their responsibilities to influence social policies. Third Sector also take advantages from Social Workers since these professionals have organizational skills, knowledge, capacity of being creativity and with initiative, capacity of managing people and groups and interdisciplinary skills. Therefore, our growing presence in the Third Sector organizations will require that we have to take over several duties to make these organizations and entities function effectively (Aguiar, 2011). Additionally, there is a new intervention methodology that is settling in many organizations which is known *intervention based on the person*. In this methodology, the person is the centre of the intervention who makes the decision about his/her life. It also involves having an interdisciplinary perspective so that working in groups is becoming more essential, with a special role from Social Workers (Rodríguez, 2010).

From my personal experience, first at Gaddum Centre in Manchester (an organizations working with families that had a recent bereavement) and especially this semester at ACODIFNA (Asociación Coordinadora de Personas con Discapacidad Física de Navarra), I had the opportunity to observe how Social Workers face issues, tight

schedules, write projects as well as intervene. Social Workers are really important in the daily routine of the organizations not only in order to manage it, but also to get the grants from the Government and keep providing services. Social Workers have a social perspective that others do not have which is remarkable because they understand the social context. From my experiences, I also observed the relevance of being engaged at work and open to innovation. The society is more complex and people ask for new services to fulfill their needs. Engaged employees help the organization to work better, to deal with the issues faster and in an innovative way. For instance, writing a project is not only the responsibility for the Social Workers, but also for the rest of the professional such as Occupational Therapies or Physiotherapists. This would help to make a great project and even more innovative which might help to get more grants.

The main idea behind this degree final project is my belief that Social Workers can support, encourage and empower other employees in the organization better than other professions that are traditionally managing them (e.g. engineers, business employees, etc.). Furthermore, I think that we, as Social Workers professionals, should not limit our promotion potentialities (crystal-ceiling) since we have the knowledge to deal with people and we understand better than other professions how to prioritize the social aims of Third Sector organizations (dependency oriented, Special-Employment Centers, etc.).

This project analyses the relationships between innovative climate, work engagement, job satisfaction and work effectiveness within the Third Sector in Navarra. In the first section, a general approach about the Third Sector and groups in order to contextualize this project is given. Firstly, it is explained the importance of the Third Sector as provider of social services in this new context of economic crisis. It is also provided several definitions about the Third Sector as well as important data of its significant presence. Later on, the project explains briefly the group theme by clarifying what a group is and some group characteristics (processes within groups, norms and values and communication). In the second section, it focuses on explaining the Job Demands Resource Theory by mentioning first previous models and providing several studies supporting this theory. Especially, it is studied the engagement path towards the achievement of positive outcomes. Thirdly, the variables of the study are explained

by providing several definitions and different studies from the literature. In the empirical sector, the study carried out within the Third Sector in Navarra involving 72 employees is pointed out (aims, hypotheses, sample, measures, procedure, results and discussion). Lastly, some implications from the obtained results are presented.

1. THEORETICAL FRAMEWORK

1.1 A brief explanation about the Third Sector

Along the years the social situation with regard to at risk population has markedly improved because of some social achievements such as human rights or worker rights. This section aims to briefly introduce the Third Sector, its relevance for societies and its key role tackling some social problems that the public sector cannot manage by itself. However, it should be mentioned that nowadays there is still a lot of room for improvement to reduce poverty, vulnerability and inequality so that this types of organizations or entities could cooperate with public sector in order to improve the social help.

Historically, helping vulnerable people was the responsibility of the family and the neighbors. Later on, with the arrival of Christianity, the social assistance was characterized by charity. From the XIX century on, characterized by the industrial revolution, it started a period which enabled the existence of a new sector that provided social assistance, known nowadays as the Third Sector (Castillejo, 2007). Over the last decades, the Third Sector has significantly contributed to the society by providing different social services to tackle social issues (i.e. poverty, immigration or exclusion). Industrial Revolution generated considerable changes in the economy, urbanization and society such as the development of new technology or citizens moved from hometowns to big cities. With regards to the social consequences, the differences between wealthy and poor people considerably widened. Some people became rich, whereas most people lived in poor conditions even though the conditions were extremely difficult before the industrial revolution as well. Thus, the industrialization resulted in a rise of inequality in terms of incomes, rights and education. Hence, during this period, the Third Sector struggled to defend a proper of life, rights education and welfare.

The situation is Spain, especially after the Civil War and before the economic crisis in 2008, was characterized by period of higher employment rates where

more people than before could generally afford a proper life. Furthermore, public funding and private financial resources were also quite high, compared to the present, so that the Third Sector could maintain their services (Rebollar & Miranda, 2012; Gallego & Cabrero, 2013). Over the last few years, the economic crisis has negatively affected Spain and has caused a significant increment of unemployment rates, poverty, vulnerability and difficulties to maintain an appropriate life style. Simultaneously, this crisis has brought a period of strong financial cuts, reshuffles and austerity policies making worse the situation for the Spanish citizens (Rebollar & Miranda, 2012). Consequently, the social and economic effects have aggravated poverty and exclusion processes, more citizens living below the poverty threshold or more uncovered needs, for instance (Rebollar & Miranda, 2012). Moreover, social expenditure has been considerably reduced which limits the access to social assistance services. Therefore, this new complex context is making the assistance more challenging, more alarming and tougher due to the lack of financing. Over these years, Third Sector has been widely present as an active agent of social intervention. As Rodríguez et al. (2003) noted, Third Sector has been an essential sector to help people in need. Indeed, Third Sector is important due to its proximity to the society and its deep understanding of the social issues (such as immigration or social exclusion). The austerity policies imposed by EU, Spanish Government and Regional Government (Navarra in our case) have reduced the aid of the Spanish welfare system (Gallego & Cabrero, 2013). The Spanish's welfare system is a mixed system consisting of three main sectors; the public sector, the non-profit sector, which includes the Third Sector, and the private sector (de Luna & de Lorenzo, 2005). The emergence of new issues and the limitations of the Spanish system have contributed the importance of the Third Sector as provider of social assistance. It is also buffering the negative effects of the economic crisis on social services (Gallego & Cabrero, 2013). For instance, the Third Sector is not only managing the search of employment, but also it is carrying out employment processes and negotiations with the private sector. Additionally, Rebollar and Miranda (2012) criticized that the Spanish Government has reduced the priority of preventing from social issues and that now it only focuses on quick interventions to deal with issues. In doing so,

they also mentioned that the Government does not analyse the causes and future consequences of this situation, but in the immediate effects. The Third Sector has been complementing the services provided by the Spanish's Government aid system. In this regard, the Spanish's welfare mixed system transfers some of its social duties to the non-profit sector (Rodríguez et al., 2003). In fact, it seems that the Government is decreasing its social responsibilities (Rebollar & Miranda, 2012). According to Rodríguez et al. (2003), Spanish Government and the different regions across Spain have not been successfully able (or this is not of within their main priorities) to satisfy citizens' needs by organizing adequate and sufficient services to attend their demands. Hence, Third Sector still aims to face the social issues that the Government and regions cannot manage properly.

We can find a wide range of Third Sector definitions from different authors and including the legal ones. This project would highlight some definitions of the Third Sector. Weisbrod (2009) noted that Third Sector is a social economic sector that has the function of creating a social welfare. According to Cabra de Luna (1990), Third Sector is formed by non-profit organizations that provide social services and cooperate with the public sector. In addition, Salamon and Anheier (1992) numbered five factors that characterize the Third Sector: formal, private, voluntary, self-autonomy and a non-profit organization. From a sociological perspective, Third Sector has some particular characteristics such as self-autonomy, the detection of new social issues and the development of social inclusion (Rodríguez et al., 2003). They also reported that a typical Third Sector organization is a non-profit entity that could be distinguished from the public and the private sector. It also works as a complementary resource which copes with social problems and public sector's weaknesses. In this line, Roitter (2005) underlined the Third Sector's self-autonomy and its relevance providing social help. According to Castillejo (2007), the Third sector is a private non-profit sector, (such as associations, ONGs, foundations, cooperatives, mutual societies or non-profit institutions), which offers services. More recently, Gallego and Cabrero (2013) defined the Third Sector as an economical and political sector which provides welfare (such as social protection) and faces social needs. The Third

Sector concept is traditionally used in the Anglo-Saxon terminology, whereas Social Economy is more used in the main land European context (Castillejo, 2007). In a recent study about the structure and evolution of the Social Economy in EU, Monzón and Chaves (2012) defined the term Social Economy as private, formally organized and autonomous organisations that create and provide social services. With regard to the Spanish law, the Law 39/2006, of 14th December, *on the Personal Autonomy Promotion and Care of people in situation of dependency*, stated that the Third Sector consists of the group of non-profit organizations that have been created by social movements to guarantee social interests. They also struggle to defend human social rights. At the regional level in Navarra, Statutory Law 15/2006, of 14th of December, *on social services*, stated that Third Sector is part of the public sector because of its important contribution to society providing social services. Recently, a new Spanish law was released establishing a new categorization named *Social Action Third Sector*. According to the law 43/2015, of 9th of October, *Social Action Third Sector*, Third Sector is defined as a non-profit private organization set up by citizens or any other social initiative. It also impulses social rights, economic rights and civil rights for those who are more vulnerable or at risk of social exclusion. As it appears in the law 43/2015, of 9th of October, *Social Action Third Sector*, some of the principles that characterize Third Sector are: having unique legal personality, being private, being non-profit organization, guaranteeing a democratic participation, acting transparently or contributing to the social cohesion. Moreover, according to The Co-operative Enterprises (<http://ica.coop/en/whats-co-op/co-operative-identity-values-principles>), which defines principles as “*guidelines by which co-operatives put their values into practice*”, there are seven main principles for non-profit organizations. These are: voluntary and open membership, democratic member control, member economic participation, autonomy and independence, education, training and information, co-operation among co-operatives and concern for community.

To illustrate some data about this sector, at the European level, Monzón and Chaves (2012) measured over 14.5 million paid employees in the EU-27 representing 6.5% of the working population. At the Spanish level, *Plataforma*

Tercer Sector (<http://www.plataformatercersector.es/es/ley-del-tercer-sector>) shows on its website that there are 29.000 social organizations registered. It also underlines that they provide assistance to over 5 million people. This is possible due to the fact that these organizations employ around 630.000 employees. More specifically, Luis Vives foundation and Caja Madrid Obra Social (2012) numbered 635.961 workers in 2010, from which 74.2% were women and 25.8% were men. This report also included that 1.075.414 people work as volunteers within the Third Sector. In fact, *Volunteers* are a really important resource for non-profit organizations. Over last few years, there has been an increase the number of volunteers which in many cases are helping organizations to keep going on their duties (Rebollar & Miranda, 2012). At the Navarra level, a study about the Third Sector measured 888 organizations with 2.675 employees, 39.111 volunteers and 213.253.979€ of financing (Castillejo, 2007). For instance, 22 organizations worked with immigration, 170 with women, 160 with youth and 627 ONGs. However, she also mentioned that the data is not accurate.

With regard to financing sources, Obra Social la Caixa (2014) stated that Third Sector is mainly sponsored by public funding, private funding or their own financial resources. Public funding usually comes from EU social budgets, Spain's social budget as well as from Navarra's social budget in this case. Private funding would consist of partners' funding, donation and banks' or companies' funding. This way of funding could be related to fundraising activities, whereas own financial resources could happen when a Third Sector entities organizes an event from which it could raise some money from the attendees. The public funding is generally the most important resource for the Third Sector and when the economy is not in good shape, like in this period, they have to deal with many difficulties to keep running their services (Gallego & Cabrero, 2013).

Table 1. Data of the Third Sector in Spain and Navarra.

Data of the Third Sector			
	Organizations	Employees	Volunteers
Spain	29.000	635.961	1.075.414
Navarra	888	2.675	39.111

Therefore, Third Sector has a big importance to provide social assistance beside public sector, where Social Workers represent a key role to manage them and the others employees.

1.2 Relevance of groups in the Third Sector

As mentioned previously defining Third Sector organizations, there are some characteristics such as transparency, autonomy or implications that make more important participation, implication and cooperation among employees of all levels. For that reason group or team work is an important feature to cultivate in this type of organizations.

Since we are born we all belong to several groups along our social and professional life. In the case of social groups, we could stand out the importance of family and friends in the development of our beliefs, thoughts, behavior, communication and culture. Despite the lack of consciousness during our childhood, we first learn from our families and later from friends or class mates by interacting and sharing cultural traditions. In this learning process, we interiorize how we should become and how we should behave as social human beings within an open society (Sánchez & José, 1997). Over the last decades, life has become more global as a function of the generalization of the information and communication through new technologies, so that human beings have more chance to get in touch with people from different cultures. This new context of

high technology has transformed the work, the communication and the methodology (Alcover, 2003). For instance, companies are involving in decentralization processes where workers have more autonomy and are interconnected as a group (Alcover, 2003). Thus, how we interact, communicate and interconnect are essential features nowadays. In the context of the Third Sector, this is also important as Social Workers work in group with other professionals from different disciplines (e.g. Psychologist or Occupational Therapist). Therefore, empowering a group and collaborative climate is important.

Groups have also become more complex and important than what they used to be due to the wide range of relationships with other groups and people; and the diversity of its members. Groups could interact with other groups and share beliefs, goals, etc. Indeed, it has to be highlighted that every member usually has different background, beliefs, behavior, criteria and judgments and all these aspects make each member unique. This also enables to distinguish a member from the rest of the group's members (Wheelan, 1993). Diversity in groups could be assessed as a factor that could hinder organizations' effectiveness and therefore it is more difficult to reach agreements. On the other hand, it enables the discussion and improves the decisions (Cummings, 2004).

Although the term of group has been defined in different ways over time, it is still difficult to give one definition that covers the complexity of this social phenomenon. The research carried out so far has given several definitions that could be divided into two different perspectives. The first one would define groups from a subjective perspective, whilst the second one would use an objective perspective (Tajfel and Turner, 1979; Bar-Tal, 1989).

When it comes to adopting a subjective perspective, it stresses the fact that group members share beliefs and in doing that they could feel like a group. From this point of view, members might have the feeling that they are part of a group and could also share the idea that "we are a group" (Bar-Tal, 1989). This effect was first described by Tajfel and Turner (1979) and named *social identity*. Social identity term refers the feeling of belonging to a group in which members share

emotions and values. Social identity not only helps us to define who we are, but also helps us to distinguish ourselves from the others. Giving a definition, , Tajfel and Turner (1979) stated that a group is a gathering of individuals who believe that they all belong to the same social category and that they have some emotional things in common that would define themselves.

Unlike subjective perspective, objective perspective considers that there are several aspects within groups that could be described in term of instance, structure, goals and interaction patterns between group members (Tajfel & Turner 1979; Bar-Tal, 1989). Shaw defined a group as *“two or more people who are interacting with one another in such a manner that each person influences, and is influenced by each other”* (Shaw 1976, p. 11). This definition points out that the communication between the members of the group is an essential part in order to consider the existence of a group. However, this definition was preceded by Lewis (1951), who went further by indicating that the members of a group have interdependence. Hence, they work together and they need each other in order to accomplish their goals. More recently, Alcovar (2003) defined team work as a group activity with interaction, interdependence, coordination and cooperation between members in order to achieve the established goals.

Table 2. the main characteristics of groups.

- | |
|--|
| <ul style="list-style-type: none"> ▪ Social identity (feel a part of the group) ▪ Being more than two people ▪ Diversity of the group members ▪ Interaction and interdependence ▪ Cooperation and coordination ▪ Group goals |
|--|

After decades of research, authors of developmental processes have indicated that a group goes through different periods from the moment that is formed until the end of group’s purpose. The group process could be split into different phases because of the characteristics of its phases. Each phase has a different communication style, rhythm of work, interaction, status and roles. In addition, it

has been reported that groups can get stuck in a phase and not further develop. While the group is working, a conflict could arise and disestablish the group. Indeed, it might happen in some cases that they are not able to deal with the problem and as a negative consequence the group will fall apart. Conversely, some other groups might face the conflict positively and they will keep working as a cohesive group (Wheelan, 1993).

Fisher (1970) observed in his research that groups are open systems and stated that groups are continuously interacting with others groups, changing, adapting and generating new information. He also noted that group members would only be able to achieve the final purposes by interacting each other and with the other groups. More recently, Marks, Mathieu and Zaccaro (2001) classified group process in three categories: Transition, action and interpersonal processes. In the *Transition process*, members especially concentrate on activities which would lead the achievement of the group goal. The common processes are mission analysis, goal specification and strategy formulation and planning. The second process is characterized by members' activities in order to accomplish the goals. Some of the important processes would be coordination and monitoring process towards goals. The *interpersonal process* depicts processes that group members use manage the interaction between them, such as conflict management, motivating/confidence building, and affect management.

With regard to norms, groups create rules in order to organize their tasks. This is a basic stage that every group faces during the group work period. Norms are thrived slowly during group process and they belong only to the group and not individuals (Fisher & Ellis, 1994). These authors (1994) also mentioned that norms could be modified, removed or created anytime that the group feels it is convenient. One of the definitions about norms was given by McCall and Simmons (1982) who indicated that norms show members appropriate and inappropriate behaviors as well as what each member is supposed to do. Furthermore, according to Wheelan (1993) norms are necessary for the groups because they help to lead members' efforts and to accomplish the goals. He also defined norms as "*collective values judgments about how members should behave and what should*

be done in the group". Indeed, a relevant thing about norms is that they must be shared by all members because otherwise arguments could emerge creating negative impacts (Fisher & Ellis, 1994). Therefore, we can consider a norm as a statement that rules members' behavior and duties within the group.

On the other hand, it has also been widely described the relevance of values in groups. Authors have specified that every group is composed by values which supply information about the group. We all have values as a consequence of our interaction with other people such as family, friends, class mates or individuals same or similar to race, culture, sex or profession (Wheelan, 1993). When a group is formed, all the members have already had acquired values from their previous interactions which will rise the difficulties to establish group values. According to Robbins and Judge (2003) values are thought to be personal, specific and important beliefs that represent what it is right or wrong. Parks and Guay (2009) also referred to values as the main attitude of a person. They noted from previous definitions that values are learnt beliefs which provide guiding principles about how people should behave. Some particular examples of values would include *equality, freedom, honesty or respect*.

The discussions about groups made so far by researchers have showed that groups are living systems in which members interact to each other. Group members talk and share ideas between each other while they are involved in the group process. Indeed, one of the most important tools that groups have is communication. As reported by Littlejohn and Foss (2010) communication is "*central to human life*". Describing the term, Velentzas and Broni (2014) proposed that "*Communication is the process of sharing information, thoughts and feelings between people through speaking, writing or body language*". In line with Fisher and Ellis (1994), communication could be defined as a process where people exchange messages in a specific moment. They also pointed out that communication could lead effectively the achievement of a particular task. In addition, communication was seen as an instrument to reach agreements, to solve issues and to make decisions (Hirokawa & Poole, 1996). Fortunately, due to the recent new technology breakthroughs such as the Internet, phones, televisions,

applications, blogs, email or the cloud, communication's resources have been considerably developed. As a positive consequence, communication between group members is now easier and faster. Importantly, they allow groups members to maintain frequent contact and to be updated about any issue or any new task that could arise.

For all the above mentioned, from an interdisciplinary perspective of the Third Sector, working in groups depicts an important characteristics of these organizations. Hence, this project aims to study what extent employees working in the Third Sector perceive an innovative climate in their groups work, and how innovative climate will influences work engagement, job satisfaction and effectiveness within the group. The Job Demands Resource Theory is used to explain such relationships.

1.3 Job Demands and Resources Model (JD-R)

During the past decades, various studies have shown significant findings about group work, engagement, job satisfaction, performance and effectiveness. In this dissertation, I will focus on the Job Demands and Resources model (Demerouti, Bakker, Nachreiner & Schaufeli, 2000; Demerouti, Bakker, Nachreiner, & Schaufeli, 2001; see also Bakker & Demerouti, 2007).

Briefly, this model shows how two factors, *job resources* and *job demands*, influence on the organizational outcomes (Bakker & Demerouti, 2007). They referred to job demands as "*physical, psychological, social, or organizational aspects of the job that require sustained physical and/or psychological (cognitive and emotional) effort or skills and are therefore associated with certain physiological and/or psychological cost* (Bakker & Demerouti, 2007, p. 312)". Some examples of job demand would include work pressure, inappropriate physical environment or an emotional demanding working context. The category of job resources includes physical, psychological, social, or organizational aspects that would be useful to accomplish goals, lessen job demands and /or empower personal growth. Job resource examples would include supervisor and colleagues

support, autonomy, feedback, career opportunities, job security or organizational climate.

1.3.1 Antecedent of the theory

In order to best contextualize JD-R theory, this project will briefly mention three well-known models that exerted an important influence in JD-R theory. The models were The Job Characteristics Model (Hackman & Oldham, 1976), Demand-Control model (Karasek, 1979) and Effort-Reward imbalance (Siegrist, 1996).

Hackman and Oldham designed The Job Characteristics Model in 1976 after studying 658 employees who worked for seven different organizations. This model posits that positive links between some job characteristics and some psychological states will result in significant personal and work outcomes. Especially, this model proposes that five basic core job characteristics would influence three psychological states and through them some positive personal and work outcomes would be achieved. Three of those core job characteristics (skill variety, task identity and task significance) would contribute to the first psychological state (experienced meaningfulness at work). The fourth core job characteristic (autonomy) would contribute to the second psychological state (experienced responsibility for the outcomes at work). The last job characteristic (feedback) would prompt the third psychological state (knowledge of the results of the work activities). Hence, this model mentioned that those positive links will determinate significant personal and work outcomes. For example: high internal work motivation, high quality work performance, high satisfaction with the work and low absenteeism (Hackman & Oldham, 1976). Moreover, the model predicts that those employees with higher need for personal growth will experience more job motivation than other employees with low need for personal growth.

Karasek's Job Demand-Control model (Karasek, 1979) predicts that mental strain is caused by the interaction of job demands (e.g. role ambiguity) and job decision latitude (control). In this interaction, the model points out that the

combination of high job demands and low job decision latitude triggers job strain. Some examples of job strain could be anxiety, health complaints, exhaustion and dissatisfaction. Job demands are seen as stressors, such as work load or time pressure, and job decision latitude as the individual's potential who takes over his/her own actions during working days (Karasek, 1979). Also, this model hypothesizes that psychological strain is generated by the decision-making freedom towards a certain work demand situation. Therefore, the more autonomy an employee has, the lower the possibilities of suffering from psychological strain. Karasek (1979) shows that the employees who can make their own decision in order to face their own job demands are less likely to experience job strain. In addition, he stated that job control does not help to reduce job strain.

Effort-Reward imbalance model (Siegrist, 1996) posits that experiencing an inappropriate balance among high effort and low reward during work could be highly negative for the employees (Siegrist, 1996). As a negative result, job strain could be caused. He also noted that the lack of reciprocity between high effort and low reward conditions could bring about stress and cardiovascular risks. As he stated "(...) *this imbalance violates core expectations about reciprocity and adequate exchange in a crucial area of social life* (Siegrist, 1996, p. 28)". To clarify, rewards are wages, promotions or job security and efforts would include personal motivation or hard job. Giving an example of a stressful working context, when a person does not have a permanent job or has great achievement but any chance to get promoted. Moreover, this model includes work commitment and personal component. Work commitment refers to attitude, behavior and personal emotions towards a job demand. According to the model, it is expected that commitment might be able to buffer the relationship between effort and reward.

According to Bakker and Demerouti (2007) both Demand-Control and Effort-Reward imbalance models assume that job demand causes a job strain. They also stated that these models' simplicity could be seen as strength; or as a weakness

because “*this simplicity does no justice to reality* (Bakker & Demerouti, 2007, p. 311)”. They also criticized the static character of these models. From their point of view, it is not clear why in the first model (Job Demand-Control model), the autonomy is the most important factor to consider to reduce job strain. Furthermore, it was not clear either why work pressure or work efforts were considered the most important job demands. Therefore, after a deep analysis of these previous models, they proposed model called Job Demands-Resources Model (Demerouti et al., 2000; Demerouti et al., 2001).

1.3.2 Job Demands and Resource Model

According to the job Demands-Resources Model, job demands and job resources are the most important categories at work which will result in employees’ well-being and better work outcomes (Demerouti et al., 2000; Demerouti et al., 2001). The second characteristic of this model is that both categories (job demands and job resources) play an important role in developing job strain and job motivation or work engagement. Indeed, both job demands and job resources are seen as individual psychological processes that have also been supported by previous studies. For instance, Hakanen, Bakker and Schaufeli (2006) carried out a research with Finnish teachers and their study confirmed the existence of those psychological processes. Job demands could cause employees’ exhaustion and strain that might trigger health problems (Bakker & Demerouti, 2007). Similarly, Bakker, Demerouti and Schaufeli (2003) made a research about the dual processes which showed that job demands were really important factors that caused health problems. However, job resources were the only factors that increased organizational commitment. One year later, Bakker Demerouti and Verbeke (2004) found that job demands were the cause of exhaustion and burnout.

As shown in Figure 1, an increase in job demands will increase job strain and as a result, employees will not achieve good organizational outcomes. However, Job resources will raise employees’ motivation and would help to accomplish good organizational outcomes. Furthermore, apart from those paths towards

organizational outcomes, there is an interaction between job demands and job resources. This model proposes that high job resources might have positive impact on job demands and therefore, job strain could be reduced (Demerouti et al., 2000; Demerouti et al., 2001). A previous study made by Bakker, Demerouti and Euwema (2005) proved that statement. This study was filled by 1000 employees from a higher education institute. Its findings showed that employees with high autonomy, feedback, social support or good relationship with the supervisor would buffer employees' burnout. Additionally, it stated that when job demands are high, job resources may influence work engagement. Giving an example, Hakanen, Bakker and Demerouti (2005) involving Finnish Dentist at public Sector reported that job resources could maintain employees' work engagement under high job demands conditions.

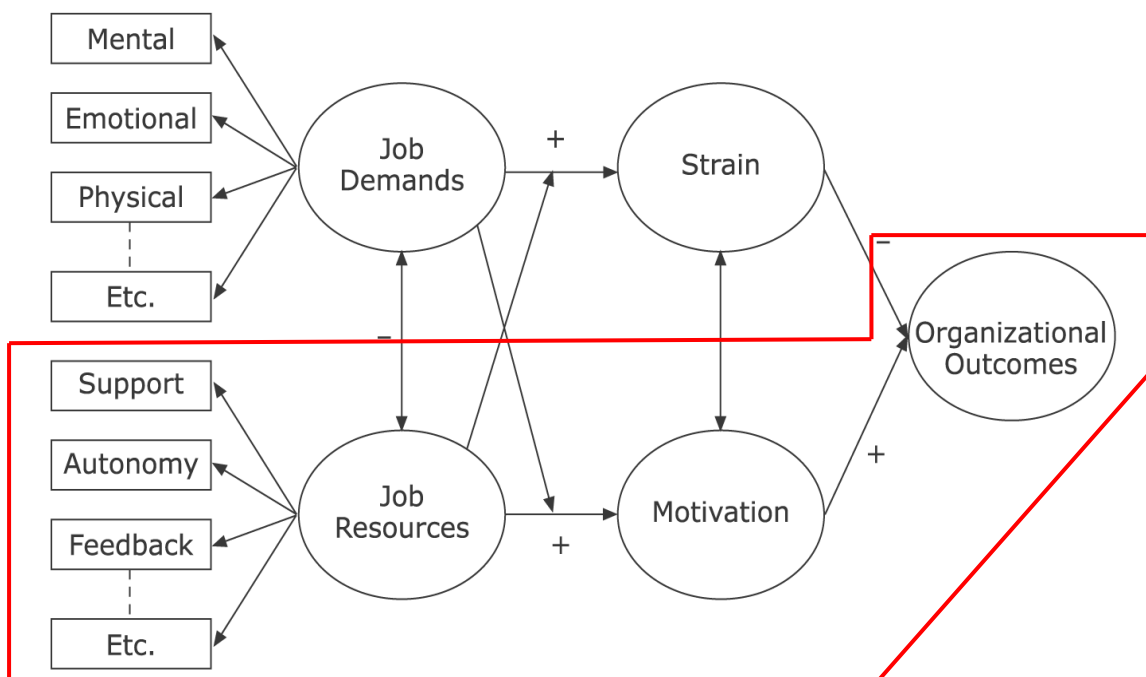


Figure 1. Job Demands-Resource Model (Bakker & Demerouti, 2007).

Additionally, this model is considered a more flexible and rigorous model as well as a model to test emotional exhaustion and job satisfaction (Bakker & Demerouti, 2007). In summary, this model assumes that job strain is developed when job demands are high and job resources are low. Conversely, work engagement would significantly increase when job resources are high and/or

when employees perceived that they have enough resources to deal with their job demands (Bakker & Demerouti, 2007).

During the last years, Job Demands-Resource Model has been widely used to carry out research about work engagement, job burnout, job performance or job satisfaction, for example. Eventually, after lots of studies based on it, the model became a theory which included personal resources (individual abilities) and job crafting (employees' physical changes, such as alteration of activities number, and cognitive changes towards the job) factor (Bakker & Demerouti, 2014). The theory is not explained since this project focuses on the engagement path, as depicted in Figure 1 in line red.

1.3.3 Engagement path

Focusing on the engagement path shown in Figure 1 in line red, this path shows that having proper job resources increase motivation and work engagement at work and therefore, better results could be achieved in the organizations. In fact, job resources are seen as potential motivators that lead employees to high work engagement, job motivation and high performance (Demerouti et al., 2000; Demerouti et al., 2001). In a longitudinal study, Schaufeli and Bakker (2004) also supported the idea that job resources are the most important predictors of work engagement. As a first approach of work engagement (it will be deeper explained later), Bakker, Albrecht and Leiter (2011) in their work titled "*key questions regarding work engagement*" highlighted that work engagement is the psychological construction that consists of two core dimensions: energy and identification towards the job.

Mentioning some studies regarding this path, Bakker et al. (2004) found that job resources seemed to help to increase work engagement and extra-role performance (e.g. organization citizenship, altruism). Similarly, Bakker, Hakanen, Demerouti and Xanthopoulou (2007) conducted a study involving Finnish teachers and reported that job resources (including supervisor support, appreciation, innovativeness and organizational climate) enable the increase of teachers' work engagement. Additionally, Laschinger, Wilk, Cho and Greco

(2009) tested the impact of empowering work conditions on Nurses' work engagement and effectiveness and concluded that engaged workers have significant effects on work effectiveness. Similarly, in a study involving 54 Dutch teachers supported that autonomy, exchange with the supervisor and opportunities for personal development (job resources) could positively increase work engagement and at the same time good job performance could be achieved (Bakker & Bal, 2010). Furthermore, According to Sundaray (2011) a special attention to engagement strategies could improve the organizational effectiveness (e.g. higher productivity, higher adaptability or higher quality service). Those studies demonstrate that work engagement seems to be related to the availability of the job resources within organizations.

After this explanation about the antecedent, the theory and the engagement path, this project explains the engagement path by showing how an innovative climate (group resource) could trigger a state of engagement (perceived at the group level) and as a result, how this could increase job satisfaction and work effectiveness (perceived at the group level).



Figure 2. Work engagement path

2. AN APPROACH TO THE FOUR VARIABLES STUDIED IN THIS FINAL PROJECT

2.1 Innovative climate

Across organizations, it seems that there is a growing interest in developing and implementing new innovative practices orientated to improve how these organizations deal with their users' or clients' needs. The social context has become more complex so it is essential to be adaptable and open-minded for the new changes. These characteristics are even more important in the Third Sector organizations since, as it is mentioned before, the current socio-economic context is putting more pressure on them. Because of that open mindedness and adaptation to new changes are very important characteristic of the employees working in these organizations. In the literature, several definitions about innovation can be found. As Damanpour and Evan (1984) defined, innovation is the implementation of new ideas, methodologies, behaviors or practices. They also considered that the acceptance of the changes may have a significant impact on the performance. Similarly, Van de Ven (1986) also defined innovation as the development of new ideas through engaged workers and institutional orders. According to West and Farr (1989), innovation is "the intentional introduction and application within a role, group or organization of ideas, processes, products or procedures, new to the relevant unit of adoption, designed to significantly benefit role performance, the group, the organization or the wider society (West and Farr, 1989, p. 16)". More recently, Baer and Frese (2003) noted that innovation is the attempt to develop new processes or services. Hence, the innovation within organizations aims to developing new ways to work in order to adapt their services and to be more competitive (Baer & Frese, 2003).

Nevertheless, the innovative changes have to be accompanied by an organizational climate for innovation and certain member's characteristics which would facilitate the implementation of new innovations (Baer & Frese, 2003). Baer and Frese (2003) defined organizational climate as a climate dimension that has a positive effect on the innovation process. Also, they mentioned that a proper organizational climate enables members to propose new changes or ideas,

to discuss openly and to participate within the innovation process. Moreover, they assumed that the innovation process helps the organization to accomplish competitive advantage. Especially, they underlined that the organizational climate should be supportive and safe to take risks which would indeed succeed in the implementation of the innovation. According to Zhao (2013), organizational innovation climate is a work mode formed on the daily work which would affect the innovative climate. With this regard, Frank, Zhao and Borman (2004) suggested that an organizational innovation climate would change members' perception about the innovation through the communication and sharing ideas, feelings, attitude and behaviors. As a consequence, this would lead members to actively participate in the innovation processes. Additionally, Calantone, Garcia and Droge (2003) noted that organizational innovation occurs when there is an interaction between group members. Therefore, it can be suggested that those organizations with organizational innovative climate are more open to changes and more successful in implementing innovative changes because members can openly express their ideas. Additionally, climate for initiative has been seen as a good factor that increases innovation processes. This term refers to the organizational processes that lead and support proactive, dynamic, participative and self-starting behaviors (Baer & Frese, 2003).

The individual characteristics are also important factors for the implementation of new ideas or processes. Group members who share different feelings, thoughts and acting activities might positively contribute to team innovation (Somech & Drach-Zahavy, 2013). In fact, Paavola, Lipponena and Hakkarainen (2004) found that member's knowledge is an important factor which makes groups develop and improve new ideas and practices. In addition, Taggar (2002) mentioned that being creative and open to new experiences would help to promote the innovation processes. In a study carried out in Canada included the personal motivation factor as the key to be creative because it makes members to be enthusiastic and explore more autonomy at work (Choi, Anderson & Veillette, 2009). This approach points out that being motivated and creative would raise the innovation in the workplace. Recently, a study of 96 primary care teams reported

that personal capacities to create alternative solutions and approaches and heterogeneity would enhance team creativity and consequently, innovative changes would be seen positively (Somech & Drach-Zahavy, 2013). This study also suggests that new innovations would be only possible when climate for innovation is high.

Many different studies have indicated that leadership style has a significant effect on the implementation of innovation within organizations and companies. In a test model of individual innovative behavior, Scott and Bruce (1994) asserted that a good relationship between leaders and workers would generate high innovative individual behaviors. Furthermore, they suggested that a supportive leadership and a supportive group would considerably promote innovation at work due to the collaboration and cooperation. More recently, Mumford, Scott, Gaddis and Strange (2002) stated that those leaders who are willing to support employees' creativity should create a supportive environment, and in return, the innovation rate would be higher, as shown previously. Also, in a study involving 702 teachers and 51 students in The Netherlands concluded that a leader who encourages, engages and motivates employees in their goals and task (transformational leadership) would have important impact on an innovative climate (Moolenaar, Daly & Sleegers, 2010). More recent study involving 372 employees and their supervisors concluded similar to Moolenaar et al. (2010) reporting that transformational leaders could promote an innovative climate and employees' creativity (Jaiswal & Dhar, 2015).

Some authors have also investigated how the innovation influences organizations, although some more research in this area is needed. As this final project focuses its attention on three variables affected by the innovative climate (work engagement, job satisfaction and work effectiveness), some studies are going to be described in order to explain these relationships.

Innovative climate has been thought to have a connection with employees' job satisfaction. In fact, supporting the idea that innovative climate positively predict job satisfaction, Lee, Chen, Tsui and Yu (2014) undertook a study to test the relationship between open innovative climate and job satisfaction. Their

findings suggested that being open to innovation would positively promote job satisfaction. Additionally, Park, Tseng and Kim (2015) analyzed innovative practices and their effects among public employees' job satisfaction in the United States and supported that a positive innovative perception would reach high level of job satisfaction.

With regard to innovation's influence on job effectiveness, there are several studies that support a positive relationship between both variables. Lööf and Heshmati (2006) investigated the relationship between innovation and performance and reported the existence of positive results in job efficacy and performance through innovative climate. In another study carried out in China, Zhou (2006) compared the effects of both variables concluding that innovative strategies promote better performance and therefore better efficacy. In a more recent study, Petkovšek and Cankar (2013) analyzed the innovation level in the public sector of the European Union and highlighted that innovation is an essential predictor for efficacy and high quality services.

Innovation can also be related to high level of work engagement even though there are not a large number of studies addressing this topic. One of the studies carried out in 2008 involving 2555 health sector professionals concluded that innovative climate leads to positive personal initiative and high work engagement (Hakanen, Schaufeli & Ahola, 2008). Hence, this project also contributes to explain better the positive results of innovative climate on the Third Sector organizations.

2.2 Work engagement

In the last decade, there is a definition widely spread in the literature which defined work engagement as *"a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Schaufeli, Salanova, González-Romá & Bakker, 2002, p.74)"*. The term vigor refers to the mental strength, the personal implication to make efforts and the persistence at work. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption implies a deep concentration on the job which makes the time pass quickly (Schaufeli et al., 2002). Furthermore, they also mentioned

that engagement does not refer to a momentary and specific state, but to a persistent and pervasive cognitive state. Indeed, we could say that engaged workers are enthusiastic, energetic and committed to their jobs which might let the time pass quickly. Work engagement is also considered as an emergent state which consists of a cognitive, motivational and affective state during the group work and varies depending on the group interaction, context, processes or outcomes (Marks, Mathiue & Zaccaro, 2001).

Discussions about work engagement have indicated that personality is an important factor which influences work engagement. Macey and Schneider (2008) explained that a certain type of personality might enable employees to mobilize their job resources. Some examples of such helpful personalities would be hard-working, proactive, ambitious, confident and resourceful people. Following this idea, Mäkikangas, Feldt, Kinnunen and Mauno (2013) wrote a review about individual factors and work engagement. They concluded that emotional stability, extraversion and conscientiousness were significant factors that affect positively the work engagement. Furthermore, it was stated that work engagement could be transmitted among colleagues in the workplace. This fact was studied by Bakker, van Emmerik and Euwema (2006) among 85 teams and 2.229 employees at the Royal Dutch Constabulary office. Their investigation hypothesized that a certain personal state could be transferred to the colleagues, which was asserted with the results. Also, the work conducted by Bakker, Westman and Emmerik (2009) supported the theory which underlined that employees influence each other. Therefore, engaged workers could contagion engagement to the rest of the peers.

Other studies have showed that a certain type of leadership could positively or negatively affect work engagement. An empirical literature on charismatic leadership demonstrated that leaders' behaviors affect their employees (Shamir, House & Arthur, 1993). They proposed that a leader, who empathizes with employees, expresses confidence or provides explanations, will affect specific workers behaviors. Additionally, a diary investigation filled by 42 employees about the influence of their leaders supported this idea (Tims, Bakker & Xanthopoulou, 2011). Tims and her colleagues concluded that "a

transformational leadership style enhances employees' work engagement through the mediation of self-efficacy and optimism, on a day-to-day basis (Tims et al., 2011, p.121)". Bakker, Albrecht and Leiter (2011) also stated that transformational and empowering leadership could establish a high rate of work engagement. In the same line, Sundaray (2011) underlined leadership style as one the factors that affects positively work engagement. Thus, those employees who are provided with support, confidence, empowerment and quality coaching from their leaders are more likely to be engaged at work.

In the current economic situation and globalization, employees' work engagement is really important within non-profit organizations. Through the factor of work engagement organizations could reach positive results in the job. Salanova and Schaufeli (2008) carried out a research in Spain and The Netherlands where they studied the role of work engagement between job resources and proactive behavior (extra-role behavior). They concluded that engaged workers have a more proactive behavior at work. They considered proactive behavior as a personal initiative, such as the motivation to be innovative (Salanova & Schaufeli, 2008; Crant, 2000). Also, a carried out in several companies came to the conclusion that work engagement improves employees' performance (Bakker, Demerouti & Verbeke 2004). In line with this results, Bakker (2009) numbered four reasons why engaged workers performance better: (1) employees experience positive emotions, (2) have better health, (3) create their own job and personal resources and (4) transfer their engagement to other employees. Sundaray (2011) also noted that organizations could only success in their goals achievement if employees are engaged in their duties. Moreover, Demerouti and Cropanzano (2010) stated that engaged workers not only perform better, but also their outside work performance is higher, for instance attending to a work course. Sundaray (2011) reported that attending or proving training contribute to employees' engagement because they can acquire and enhance new skills to perform better which is seen positively by employees.

Regarding personal consequences, it was proved that the level of absenteeism of engaged workers is lower than not engaged worker (Schaufeli,

Bakker & Van Rhenen, 2009). Indeed, according to Rodriguez, Sanz-Vergel, Demerouti and Bakker (2014), work engagement will positively influence employees' daily happiness. In another study involving 84 female school students and 190 teachers, it was found that a high level of work engagement helps students to be more creative which was further corroborated by the teachers (Bakker & Xanthopoulou, 2013). Thus, previous mentioned studies showed how work engagement, both professionally and personally speaking, could have a great impact on employees, groups and organizations.

2.3 Job satisfaction

Job satisfaction is the third variable that this report has studied through the data obtained from The Third Sector of Navarra. Many different studies have demonstrated the positive consequences of being satisfied in the workplace. Indeed, job satisfaction depicts an important factor due to its positive contribution within organizations. However, there has not been an agreement to define job satisfaction because of the use of different perspectives and approaches. To have a better understanding of the importance of job satisfaction and its meaning, some of the current definitions are mentioned bellow.

Spector (1997) is an important author of the literature who provided a definition based on employees' feelings. He simplified the definition considering how much employees like or enjoy their jobs and how they feel about the job. He also created a Job Satisfaction scale to measure the factor which will be explained in the method section. According to him, there are nine aspects significantly related to job satisfaction: payment, promotion, supervision, fringe benefits, contingent rewards, operating procedures, coworkers, work nature and communication. Similarly, Aziri (2011) linked job satisfaction to personal feelings which appear *"as a result of the perception that the job enables the material and psychological needs (Aziri, 2011, p. 78)"*. Furthermore, Weiss (2002), who related job satisfaction to personal attitude, stated that job satisfaction could be defined as a positive or a negative judgment that employees make about their jobs or a certain job situation. Regarding this idea, Abayomi, Aniebiet and

Obiajulu, (2011) noted that job satisfaction is a complex factor that cannot be defined as motivation, but as an internal state or attitude.

Job satisfaction has been widely studied in different contexts and organizations so that it can be found in several studies. I will mention some of the studies to understand the implication of the factor. As it was highlighted when explaining work engagement, job resources may also positively influence job satisfaction. Sousa-Poza and Sousa-Poza (2000) carried out a study between 21 countries which further corroborated the influence that job resources has on job satisfaction. The study established that having an interesting job and a good relationship with the manager are the most important predictors of job satisfaction. Also, high income and autonomy were considered as really good predictors, whereas job exhaustion negatively affected job satisfaction.

Additionally, there are many empirical studies supporting the positive relationship between job satisfaction and high income. The importance of money in life is essential for citizens in order to get and maintain their autonomy, so all of us need to have a job to guarantee a proper life. It is believed that the higher the salary, the higher the job satisfaction is at work. For instance, Hofmans, De Gieter and Pepermans (2013) also incorporated the reward factor. They compared three different studies with the samples of 365 employees from several sectors and functions (study 1), 231 employees from industrial sector (study 2), 860 employees from Belgian non-profit organization (study 3). They found two different conclusions depending on the person's work value. People with financial security value underlined that job satisfaction is associated with financial and psychological reward, whereas people with recognition work value (mainly from the study 3) related only job satisfaction to psychological reward. In contrast, a study conducted by Judge, Piccolo, Podsakoff, Shaw and Rich (2010) to test the relationship between the income and job satisfaction suggested that the salary is not the only factor that increases job satisfaction. Indeed, an investigation regarding non-profit organizations in the United Kingdom showed that there is a high rate of job satisfaction in the employees regardless of the low income that

usually characterizes this sector (Binder, 2015). This could be because the job is meaningful and enjoyable to them and they feel happier and useful (Binder, 2015). Therefore, the salary does not seem to be the most important factor.

Leadership is another factor well documented in the literature highly related to job satisfaction. Unless the workers are self-employed, having or being a leader characterizes and influences work environments. The leaders lead, support and make decisions which not only affect the employees' work, but also their thoughts and feelings about the job. Wong and Laschinger (2013) conducted a study in a hospital with a sample of 600 nurses. The outcomes of this research showed that empowering leadership (e.g. transformational) would relatively increase job satisfaction. Similarly, Abayomi et al. (2011) studied the influence of co-workers and the supervisory support on job satisfaction in a sample of 150 employees. The investigation stated that a good supervisory support would considerably influence employees' job satisfaction in the workplace. Conversely, they also noted that dissatisfied employees would present negative behavior, low productivity or low work engagement. Additionally, in the line with the leadership influence, a research with a sample of 200 Chinese workers showed that proactive personalities create good relationship with the leader and in return, that positive relationship generates high job satisfaction (Li, Liang & Crant, 2010).

Autonomy and flexibility are other work factors that characterize job satisfaction. In a study about self-employment, Hundley (2001) confirmed that both factors are really influential to reach high level of job satisfaction. Also, Nguyen, Taylor and Bradley (2003) supported the significant influence of autonomy on job satisfaction. More recently, Millán, Hessels, Thurik and Aguado (2013) indicated that both autonomy and independence factors could positively lead employees to increase job satisfaction. Autonomy gives freedom and can empower employees, which helps them to develop themselves both professionally and personally. Another investigation carried out among Norwegian teachers (2.569) showed that the autonomy on a certain task would predict job satisfaction (Skaalvik & Skaalvik, 2014). As happens with work engagement, Job

satisfaction is also linked to job performance. Satisfaction motivates and encourages employees to do their best in the job. The outcomes of an empirical study among the workers of both public and private educational institutions underlined that there is a strong relationship between job satisfaction and job performance (Imran, Arif, Cheema & Azeem, 2014).

Hence, job satisfaction could be explained as the personal state and perception of the job that could be influenced by different work factors such as payment, autonomy or leadership style. Furthermore, as occurs within the Third Sector, social support, a meaningful job, job empowering or happiness of making people's life better contribute to job satisfaction. The three latter characteristics are including within the work engagement concept.

2.4 Effectiveness in the workplace

Many different studies have proved the importance of the input resources, which refer to the characteristics of the group, group members and organizational factors, to reach good rates of effectiveness (Mathieu, Maynard, Rapp & Gilson, 2008). Input resource could be split into three different levels which include organizational resources, group resources and member resources (Rico & Urbieta, 2011). Regarding the organizational resource, it plays a really important role within the organizations. One of the important factors to mention is the coordination between all members of the group. Marks, Mathieu, Alonso, De Church and Panzer (2005) in an examination of a successful team effectiveness stated that integration processes within groups, such as good coordination, would predict good performance. Giving another example, Mathieu and Schulze (2006) said that organizational effectiveness would be raised through a well-developed plan process. Plan processes create information, communication and encourage team members, which lead to a good coordination. In addition, the type of leadership towards the group affects effectiveness. Indeed, in a study about the relationship between leaders' behavior and team outcomes (such as team effectiveness) supported this hypothesis (Burke, Stagl, Klein, Goodwin, Salas & Halpin, 2006). Such results indicated that task-focused and personal-focused

behaviors would predict team effectiveness. Task-focused refers to those leaders' behaviors that ensure the understanding of the task, whereas personal-focused refers to those leaders' behaviors that facilitate interaction, empowerment, support and attitudes. In the same line, Essens et al. (2009) also noted that leaders with specific skills (such as interpersonal skills) and knowledge make the group be more effective and perform better.

Regarding group resources, group composition has been one of the most studied factors due to its relevance explaining job effectiveness. Rico and Urbieto (2011) defined group composition as "the attributes of team members and to their appropriate combination for the formation of effective teams (p.61)". An important factor related to group composition is the size of the group. This factor could hinder communication, effectiveness and coordination when it comes to a big number of group members. Mentioning a research, Wheelan (2009) investigated the consequences of small and large groups on group productivity across 329 teams in United States. He concluded that the group size is really important and that those groups composed by 3-8 members are more productive and developed. Also, the group diversity has been seen as a positive factor in order to be more effective in the workplace (Jackson, Joshi & Erhardt, 2003). Jackson et al. defined the diversity term as the personal attributes that every member of the group has. The diversity offers to the group different work perspectives, interpretations or ways to work through which the group could face the issue in more effective way. Another relevant factor that has been considered as a good predictor of effectiveness is the working time in group. It is thought that working together as a team and keeping the contact improve the coordination and therefore the effectiveness (Rico & Urbieto, 2011). Correspondingly, several studies have showed that the viability factor also predicts good rate of effectiveness. Positive work climate is an example of viability which could facilitate the participation of all the members of the group and therefore positively influence their effectiveness (Mathieu et al., 2008).

Several studies have underlined the key role of members' resources in terms of high performance and group effectiveness. Individual resources mainly are referred to knowledge and abilities which are helpful for the task (Mathieu & Schulze, 2006). In a literature review, Rasker, van Vliet, vanden Broek and Essens (2001) noted that members' skills, knowledge and matched goals with the organization are significant factors to increase effectiveness. In the same line, Mathieu and Schulze (2006) concluded that team members' knowledge influences interpersonal processes (such as coordination) which would affect effectiveness and performance within a group. Giving another example, LePine (2003) undertook a research about team-level relationships with a sample size of 73 teams. He concluded that cognitive abilities predict good job performance and carry out effective processes.

However, when a group is inversed in the task, there are negative or positive processes that could affect effectiveness at work. Conflict between people is one of the processes that could arise while a group is working. Previous studies have supported the negative effects of conflicts in the workplace: they do not make the group work effectively and both the interaction and coordination among employees could get broken. In a meta-analysis, De Dreu and Weingart (2003) evidenced that conflicts negatively affect team performance and group efficacy. Conversely, recent studies have suggested the positive effect of employees' differences on team effectiveness. In fact, Tjosvold, Hui, Ding and Hu (2003) reported that positive conflict attitudes and proper approaches towards the conflict could generate stronger relationship between members, and in return, team effectiveness would be higher. Related to innovative behavior, Nemeth, Personnaz, Personnaz and Goncalo (2004) reported that encouraging criticism and debates between group members could positively lead to new ideas.

Commonly, the effectiveness has been analyzed depending on the positive or negative outcomes that individuals, groups or organizations achieve. Indeed, outcomes have been used to measure if the group has achieved its purposes and goals and therefore whether it has been effective. Providing some examples, in a

meta-analysis of team efficacy, potency and performance, Gully, Incalcaterra, Joshi and Beaubien (2002) concluded that an effective group would have a significant impact on the results and performance. Additionally, Kozlowski and Ilgen (2006) also supported the idea that team efficacy positively intervenes in the outcomes and performance.

3. A STUDY IN THE THIRD SECTOR OF NAVARRA

AIMS

1. As Third Sector companies tend to be more open, equalitarian and participate, applying the Job Demands and Resources (JD-R) theory (Demerouti et al., 2000; Demerouti et al., 2001), this project seeks to test to what extent the innovative climate perceived in the group influences work engagement, job satisfaction and perceived effectiveness within the group.
2. Analyze the implications of the obtained results for the Third Sector organizations of Navarra. And if possible, suggest some ideas in order to improve work engagement in this sector.

Taking into consideration the limited size of the sample, I seek to modestly contribute to explain the above mentioned objectives.

HYPOTHESIS

In the sample of this study I would like to test the following hypotheses:

- **Hypothesis 1a:** Innovative climate (resource) will positively influence on employees' job satisfaction (outcome).
- **Hypothesis 1b:** Innovative climate (resource) will positively influence on employees' perception of work effectiveness (outcome)
- **Hypothesis 2:** Innovative climate (resource) will positively influence on employees' work engagement (state).
- **Hypothesis 3a:** Work engagement will establish a positive relationship with employees' job satisfaction (outcome).
- **Hypothesis 3b:** Work engagement will establish a positive relationship with employees' perception of work effectiveness (outcome).
- **Hypothesis 4a:** Work engagement will positively influence the relationship between innovative climate and job satisfaction.
- **Hypothesis 4b:** Work engagement will positively influence the relationship between innovative climate and work effectiveness.

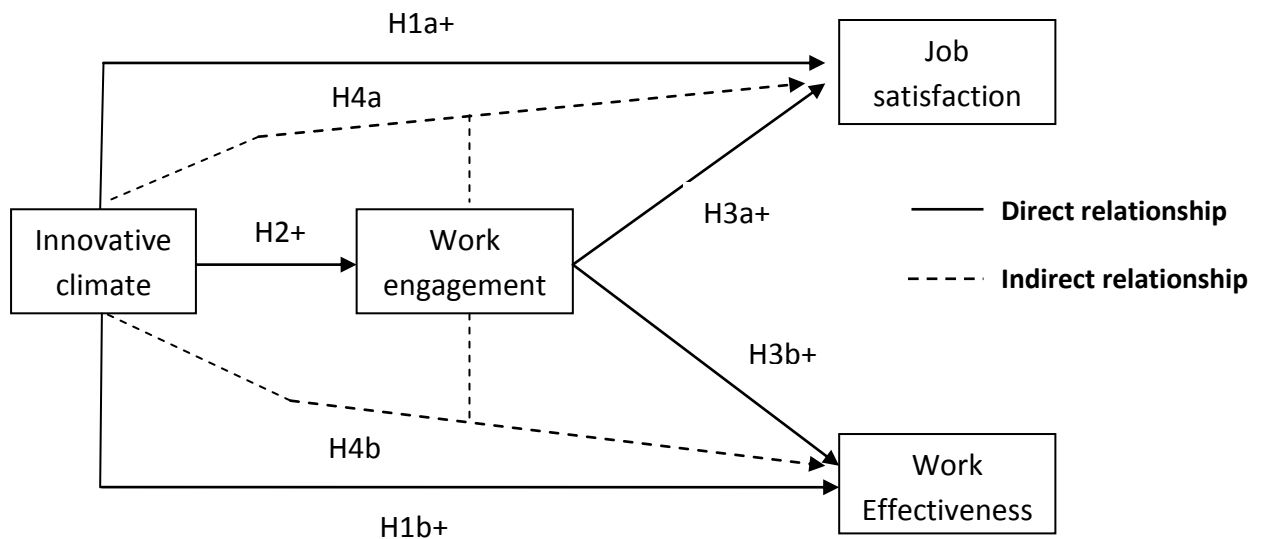


Figure 3. Proposed model representing the hypotheses.

SAMPLE

This questionnaire collects the responses of 72 people of whom 50 (69.5%) were women and 22 (30.5%) men. The majority of the respondents (44%) were between 30 and 40 years old; 29 % were in the age group of 40-50 years old; 19% were in the age group of 20-30 years old and 7% were in the 50-60 years old group. None of the respondents were below 20 or above 60 years old. With regards to their work experience in the current employing organizations, 32% had 10-20 years of working experience; around 27% of the respondents had 1-5 years of experience; approximately 25% had 5-10 years of experience; 7% had less than a year of experience and over 8% of the employees had over 20 years of experience in their company. As to the working experience in their current group, 17% of the respondents had been working in the same group for less than 6 months; 24% between 6 months and two years; 37% for 2-5 years; 14% for 5-10 years and 8% for over 10 years. With regards to the number of people that form their working group, 29% of the respondents worked in groups of 2-5 people; 34% in groups of 5-10 people; 15% in groups of 10-15 people and 22% in groups over 15 people. As to the position of the respondents in their organizations, around 10% reported to have an administrative role; 28% were Social Workers; 10% Psychologists; 7% Occupational Therapists; 5% Physiotherapists; 25% Technicians; 11% worked at an executive level (CEO or office

manager) and 4% had a different role. Finally, approximately 10% of the respondents reported to have a Vocational Education Training (VET) level; 7 % had High Vocational education (HVC) level; 65 % of the respondents had a University Degree and 18% had a postgraduate degree (Master's degree or PhD). This sample represents 2.7% of the overall employees working in the Third Sector of Navarra. Therefore, we cannot consider the sample representative.

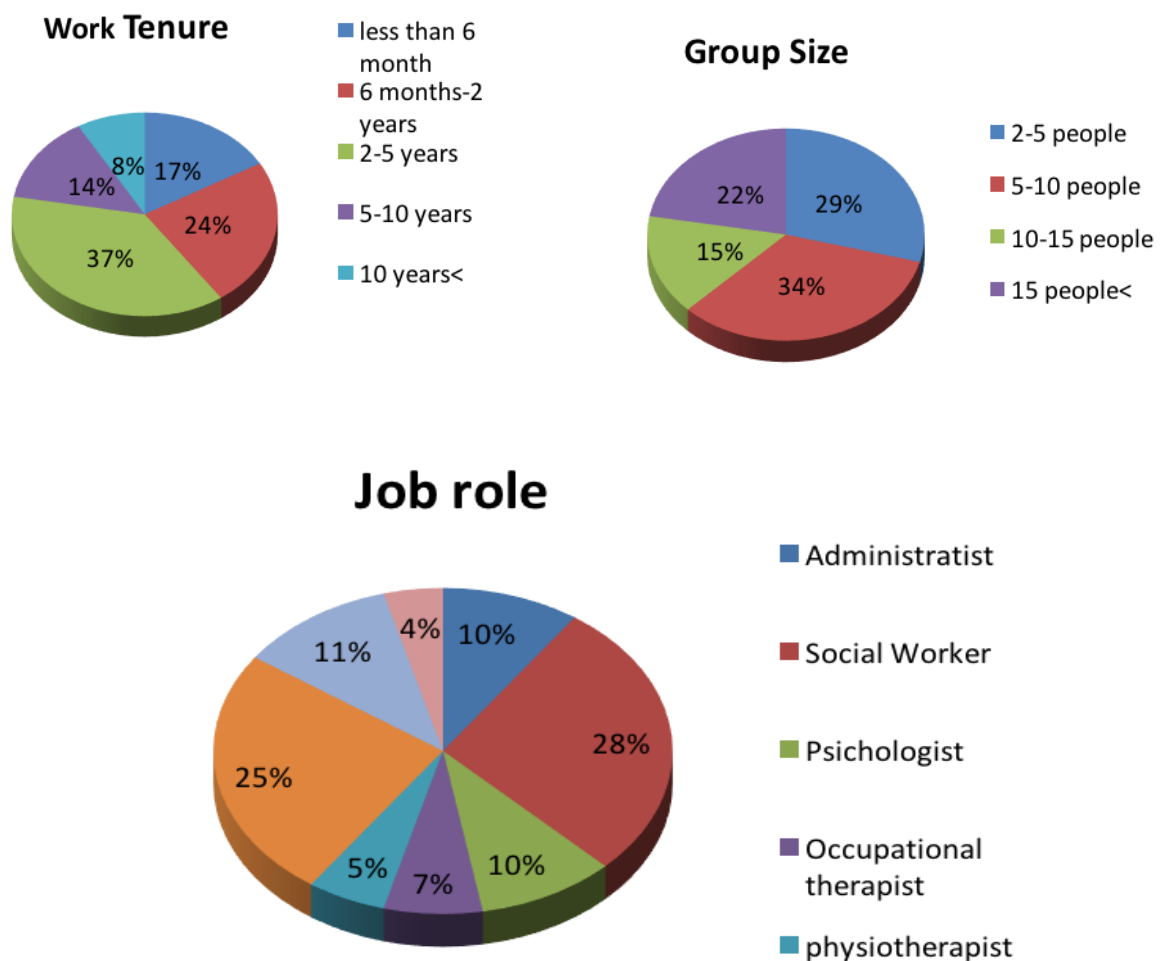


Figure 4. Work tenure, group size and job role data (*orange color=others*).

MEASURES

Data was collected by an online questionnaire from Google Drive. To test the hypotheses, I firstly aimed at getting a minimum of 50 people, but thinking of 100, at least 2 from the same group and from different Third Sector organizations in Navarra. Data collection could be split into three different stages. In the first stage, I personally addressed non-profit organizations in Navarra by sending an email letter explaining who I was and the goals of this final project. In the second stage, I required my peers help to reach some employees of their internships. I sent them the link with the questionnaire and they forwarded it to their supervisors. In the final stage, a professional social worker helped me by sending more links to the organizations that I could not reach. In total many emails (around 100) were forwarded and 72 questionnaires were finally filled and sent back by the time that it was decided to close the data collection. This questionnaire was built from well-known scales, as it is shown below. This result is quite satisfactory since it between our lower limit and higher one. Although, it took a long time to gather the sample. However, as respondents made individually the decision of participating, this data could be influenced by self-selection bias.

- **Innovation climate:** I measured this variable administering the questionnaire designed by Baer and Frese (2003). The original items are formulated at organizational level and for this study they were changed at group level. An example of the scale could be “the group is willing to accept new processes or new ways to work”. The items of the scale were shortened from 7 to 5. The scale of the responses goes from “completely disagree” (1) to “completely agree” (7) (Mean= 5.41, σ = 1.09, reliability= 0.87).
- **Work engagement:** I administered the Utrecht Work Engagement Scale (UWES), which has been internationally validated (e.g. in Finland or Spain), and I slightly modified it by making it 1 item shorter (Torrente, Salanova, Llorens & Schaufeli, 2012). The applied scale consists of 16 items that measure the three dimensions of Work Engagement: Vigor (i.e. “my team feels strong and vigorous during the task”), dedication (i.e. “my team is enthusiastic about the job”) and

absorption (i.e. “when my team is working, we forget everything else around us”). The scale rate also goes from “completely disagree” (1) to “completely agree” (7) (Mean= 5.68, σ = 0.73, reliability= 0.93).

- **Job satisfaction:** In order to measure this variable, 13 items questionnaire was administered based on the Job Satisfaction Survey (JSS) (Spector, 1994). The original questionnaire is composed by 36 items which aim to know employees’ attitudes and opinions about their jobs. The adapted scale asks about: payment, promotion, supervision, rewards, coworkers and nature of work and communication. Also, the scale was modified from 6 to 7 anchors from “very dissatisfied” (1) to “very satisfied” (7). An example would be “We are not satisfied with the salary we receive” (mean= 4.74, σ = 0.75, reliability= 0.75).
- **Work effectiveness:** The Self-Efficacy scale (SGSE) was used to test this variable changing the subject from individual to group (Sherer et al., 1982). The adapted scale includes 6 questions (such as “we work effectively as a group”) and it was enlarged from 5 to 7 anchors from “completely disagree” (1) to “completely agree” (7) (mean= 5.35, σ = 0.93, reliability= 0.8).
- **Control variables:** control variables are commonly used to shed light on the relationships between dependent and independent variables. Among the most used control variables are group size and work tenure which are used in this study.

PROCEDURE

First of all, it is estimated the descriptive statistics in order to characterize the sample. Specifically means, standard deviations and correlations of all variables included were calculated. Then and in order to verify whether the scales were robust, several reliability analyses (Crombach’s alpha) were conducted. As was earlier shown, reliabilities are within the recommended limits (≥ 0.70). So as to verify the formulated hypotheses, three multiple regression analyses were carried out. The four variables and the control variables were incorporated by blocks and in several steps into the regression equation. Multiple lineal regression explains to what extend the independent variables predict the dependent variable (Ferrán, 1996).

RESULTS

A preliminary analysis of the data was made through descriptive statistics, as shown in Table 3. Table 3 presents means, standard deviations, correlations and reliabilities of the variables “innovative climate”, “work engagement”, “job satisfaction” and “effectiveness” (N=72). Moreover, work tenure and group size were also included as control variables. In order to validate the scales, the reliability was firstly analyzed. Results show that reliability reaches the recommended standards in all the scales: innovative climate (0.87), work engagement (0.93), job satisfaction (0.75) and effectiveness (0.80). Additionally, the correlation data illustrates how the four variables correlate positively and significantly to each other, as shown in Table 3. In contrast, control variables do not correlate with those variables, except in the case of work tenure which correlates negatively with the innovative climate.

Table 3. Means, standard deviations, correlations and scale reliabilities

Variables	Mean	σ	1	2	3	4	5	6
Innovative climate	5.41	1.09	(0.87)					
Work engagement	5.68	0.73	.453**	(0.93)				
Job satisfaction	4.74	0.75	.641**	.423**	(0.75)			
Effectiveness	5.35	0.93	.626**	.618**	.655**	(0.80)		
Work Tenure	3.05	1,1	-.318**	-.253	-.124	-.128	-	
Size	2.3	1,1	-.157	.090	-.040	-.122	.057	-

Note. N=72. Cronbach’s alpha appears in parenthesis. $p \leq 0.01$ **

As it was earlier mentioned, first regression analyses the relationships between control and independent variables on job satisfaction. Table 4 shows that the step that better explains job satisfaction is the second one ($F=33.171$; $p \leq 0.001$). This model explains 43.1% of this dependent variable. However, step 3 that analyzes the effect of work engagement does not add any predictive power to innovative climate on job satisfaction ($F= 1.336$, $p= .254$). Hence, step 3 does not confirm the hypothesis H4a.

Regarding the hypothesis H1a (innovative climate will positively influence on employees' job satisfaction) and H3a (Work engagement will establish a positive relation with employees' job satisfaction), control variables were first introduced into the regression equation (step 1). In the second step, innovative climate was incorporated and in the third step, work engagement was also introduced into the regression equation. As shown in Table 4, the regression analysis outcomes show that the control variables (work tenure and group size) are not significant to explain job satisfaction ($\beta=-.193, p=.178$; $\beta=-.005, p=.971$). With regard to H3a hypothesis, results show that work engagement does not predict job satisfaction ($\beta=.147, p=.254$), conversely what H3a posits. Moreover, hypothesis H1a is confirmed, innovative climate establishes a significant positive relationship with job satisfaction ($\beta=.666, p<.001$).

Table 4. Regression results. Job satisfaction as dependent variable.

Variables	Step 1	Step 2	Step 3
Control variable:			
- Work Tenure	-.193	.016	.054
- Size	-.005	.054	.036
Input variable:			
- Innovative climate		.666***	.610***
State:			
- Work engagement			.147
R ²	.038	.431	.447
Model F change	.957	33.171***	1.336
ΔR^2	-.002	.395	.400

Note. N=72. $p<.001$ ***, $p<.01$ **, $p<.05$ *

The second regression analyses the relationships between control and independent variables on work effectiveness. As shown in Table 5, both step 2 and step 3 are significant to explain better work effectiveness ($F= 14.325, p<.001$; $F=9.061$; $p\leq 0.01$). Step 3 explains 40.8% of this dependent variable, improving the predictive power 12.5% compared to step 2. Therefore, step 3 does have a significant predictive power to innovative climate on work effectiveness corroborating the hypothesis H4b.

In relation to the hypothesis H1b (innovative climate will positively influence on employees' perception of work effectiveness) and H3b (work engagement will establish a positive relation with employees' perception of work effectiveness), a new regression equation was carried out with the effectiveness variable as dependent variable. As with the job satisfaction variable, the same three steps were followed. The results indicate that the control variables do not have significant connection with job effectiveness ($\beta=-.179$, $p=.233$; $\beta=-.103$, $p=.490$). As shown in Table 5, Innovative climate is positively related to job effectiveness corroborating hypothesis H1b ($\beta=.517$, $p<.001$). Confirming the hypothesis H3b as well, work engagement establishes a significant relationships with job effectiveness ($\beta=.420$, $p<.01$). Therefore, from these results, it can be highlighted that innovative climate and work engagement are significant predictors of job effectiveness confirming the hypotheses H1b and H3b.

Table 5. Regression results. Work effectiveness as dependent variable.

Variables	Step 1	Step 2	Step 3
Control variable:			
- Work Tenure	-.179	-.012	.070
- Size	-.103	-.051	-.108
Input variable:			
-Innovative climate		.517***	.327*
Emergent state:			
-Work engagement			.420**
R ²	.050	.283	.408
Model F change	1.184	14.325***	9.061**
ΔR^2	.008	.234	.353

Note. N=72. $p<.001$ ***, $p<.01$ **, $p<.05$ *

The third regression analyses the relationships between control and independent variables on work engagement considering it as a dependent variable. As shown in Table 6, step 2 explains better (25.3%) work engagement ($F=10.435$; $p\leq 0.01$).

With regard to the hypothesis H2 (innovative climate will positively influence on employees' work engagement), the regression between innovative climate and work engagement (as dependent variable) was tested. In the first step, the control variables were introduced into the regression equation and later innovative climate was

included (step 2). As happens with the previous models, the control variables do not have a positive interaction with work engagement ($\beta=-.319, p=.018$; $\beta=.092, p=.488$). Nevertheless, confirming the hypothesis H2, innovative climate is a significant predictor of work engagement, as shown in Table 6 ($\beta=.409, p<.01$).

Table 6. Regression results. Work engagement as dependent variable.

Variables	Step 1	Step 2
Control variable: - Work Tenure	-.319*	-.197
- Size	.092	.132
Input variable: -Innovative climate		.409**
R ²	.103	.253
Model F change	3.032	10.435**
ΔR^2	.069	.210

Note. N=72. $p<.001$ ***, $p<.01$ **, $p<.05$ *

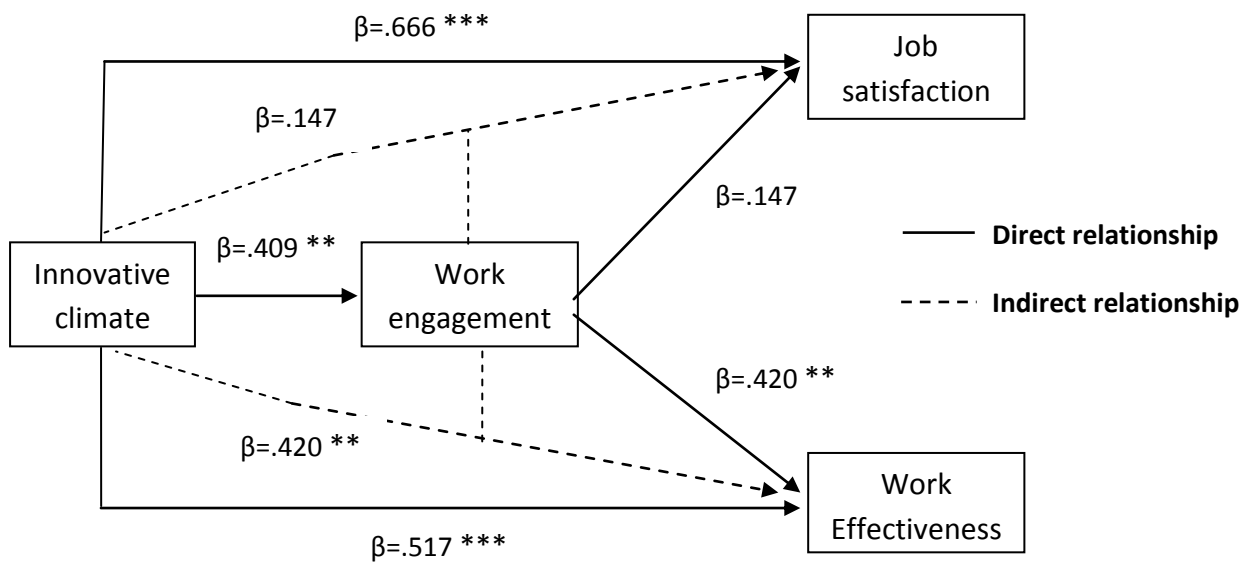


Figure 5. Final model representing the hypotheses with p-value.

DISCUSSION

The economic crisis has aggravated the social situation in terms of unemployment, poverty and exclusion (Rebollar & Miranda, 2012). In this new alarming and challenging context, Third Sector is being an important social agent to tackle the whole of these issues. Indeed, it is complementing the Spanish's welfare system by providing social assistance despite the financing problems that is dealing with (Rodríguez et al., 2003). This new scenario has brought itself that working in groups is essential to have more perspectives and provide better help. Moreover, the social context is far more complex so that it requires being innovative and open to new ways of facing the issues. Also, as previously mentioned, Social Workers have an important role within the Third Sector organizations. Therefore, this project aims to test innovative climate perceived in the group influences work engagement, job satisfaction and perceived effectiveness within the group. At this point, the lack of studies within the Third Sector on this subject should be stood out. This study also contributes to increase knowledge about this regard.

According to the results of this project innovative climate predicted a positive effect on employees' job satisfaction (H1a). Previous studies have also supported these findings. For instance, recently, Lee et al. (2014) indicated that the openness to innovation positively predicts high level of job satisfaction. Similarly, according to Park et al. (2015) having an innovative practice perception would promote significantly employees' satisfaction at work. Contrary to the hypothesis H1a, Barth, Bryson and Dale-Olsen (2009) found that there could be some employees who are not keen to accept new changes so that the innovative climate could have negative effects on employees' job satisfaction. Muhammad and Nawaz (2013) also reported that no significant connection exists between innovative climate and job satisfaction. Therefore, in the literature has been measured both positive and negative effects.

The second important finding is that a positive innovative climate in the group could predict good levels of work effectiveness (H1b). Lööf and Heshmati (2006) supported this statement and noted the positive interaction of innovation with performance and job efficacy. In a study of the public sector in Europe also pointed out

the significant relationships between innovation, efficacy and quality services (Petkovšek and Cankar, 2013). Being flexible and openness to new changes help organizations to be adaptable to the new complex context which is really important in the current economic crisis situation. The sense of being openness and creative increase innovation processes within groups (Taggar, 2002).

With regard to innovation and work engagement, the data showed that innovative climate establishes a significant connection to work engagement (H2). The studies about this interaction are not wide so that more affirmations are needed. Supporting this finding, Hakanen et al. (2008) reported that innovative climate significantly interacts with personal initiative and high work engagement. In the opposite direction, several studies have found a positive influence from engaged workers towards innovative climate at work (Salanova et al., 2008; Crant, 2000). The engagement might lead employees and groups to do their best and to find new ways to work and be adaptable.

Testing the relationship between work engagement and job satisfaction, the data showed that there is no any significant relationship in our sample (H3a). This finding is quite remarkable since the literature review pointed to significant relationship between these variables. This could be because employees might think their work is a duty that has to be done correctly, whereas job satisfaction is a positive feeling towards the job (Alarcon & Lyons, 2011). It could also be because Social Workers tackle such difficult situations that could consume their energy and make them feel exhausted.

Regarding the connection between work engagement and work effectiveness, the finding stood out that work engagement positively promotes work effectiveness (H3b). It seems that groups that concentrate and are motivated on the task could do a better job. Bakker et al. (2004) and Demerouti et al. (2010) carried out different studies with similar results and supported that engaged workers would performance better and more effectively (also supported by Laschinger et al. (2009) and Sundaray (2011)). The literature also shows that an empowering leadership would increase work

engagement (Tims et al., 2011; Bakker et al., 2011) and therefore good leadership and engaged group would work more effectively (Burke et al., 2006; Essens et al., 2009).

The hypotheses H4a and H4b show how work engagement affects the relationships between innovative climate-job satisfaction and innovative climate-work effectiveness. The findings indicated that work engagement is not significant for the positive connection between innovative and job satisfaction (h4a). However, it is really significant to increase the relationship between innovative climate and work effectiveness (H4b). Engaged groups mean to be more involved in the task and more open to innovative processes and, as it has been mentioned, in return the work effectiveness could increase. Additionally, work engagement is thought to be transmitted among colleagues so that focusing on this variable will bring significant effects in the groups and organizations in terms of innovation and effectiveness (Bakker et al., 2006).

A remarkable finding of this study highlighted the negative correlation between work tenure and innovation. This could be as employees who have been working for the same organizations for a long time either are not open or do not think that new changes are necessary. As a consequence, due to their experience they usually have a considerable influence in the organizations and therefore they do not encourage having an innovative climate. For instance, the organizational climate could negatively affect the acceptance of innovation because there is no a supportive and safe climate (Baer et al., 2003).

Considering these findings, this study has showed the relevance of innovative climate within the Third Sector in Navarra. However, the motivational path from work engagement to job satisfaction has not been confirmed. Further research should be implemented to assess the outcomes and reinforce the knowledge around this topic.

LIMITATIONS

Despite this project uses well-known scales and has high rates of reliability, it has several limits that should be considered. We consider that the number of the sample is good enough for our purpose, although more samples should be collected in order to establish a significant and solid sample to conclude better (up to 340).

Although employees filled the questionnaire thinking of the group, due to the size of the sample it could not be possible to conduct the analysis at a group level. Therefore, future research should consider group analysis.

The questionnaire was not well accepted in some important organizations that could have helped to increase the sample. They did not want to collaborate because of the types of the scales, so it seems that this kind of questionnaire is still avoided.

CONCLUSION

After this study and my personal experience in the Third Sector organizations, I would like to highlight the importance of this sector in providing social assistance to the society, particularly in Navarra. Taking a special attention to the role of Social Work professionals, they all are an essential part of these organizations since they make them function properly and be adaptable to new context issues. Social Workers comprehend better the context and seek new ways of intervention or new projects to deliver the best help to their users. Also, working in groups seems to be really useful to achieve better outcomes and have more perspectives about the situation.

The main conclusion of this project stands out the relevance of sharing innovative climate at work. As it has been showed, innovative climate has a positive effect on work engagement, job satisfaction and work effectiveness. Innovative climate helps organizations to provide the best and most adaptable assistance and achieve their goals. Hence, it seems that Third Sector organizations should be open to new changes and enable an appropriate climate for innovation. That is actually an important recommendation for these organizations because organizational climate facilitates group members to propose new ideas, take risks and discuss openly. Organizational climate also enables a supportive and participative atmosphere and therefore the implementation of innovation would be higher.

Another important conclusion is the positive effects of engaged groups on the Third Sector organizations. In this sense, organizations ought to work in the direction of encouraging employees since being engaged results in more involvement in the organizations and better performance. Suggesting some ideas to improve employees' engagement, previous studies have showed that a leadership style based on support, confidence, empowerment and training opportunities could increase work engagement. It is also thought that a good communication between employees and leaders help to engage workers. Moreover, organizations should enable employees to have autonomy and chances to develop professionally such as attending courses. Another suggestion is that organizations should create a proper organizational climate and support innovation processes.

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ANNEXES

Questionnaire:

- **Innovative Climate**

Completely disagree/Completamente en desacuerdo	Quite disagree/bastante en desacuerdo	Slightly disagree/un poco en desacuerdo	I do not know/no lo sé	Slightly agree/un poco de acuerdo	Quite agree/bastante de acuerdo	Completely agree/completamente de acuerdo	
1	2	3	4	5	6	7	
Innovation/innovación							
New ideas are accepted in the group/ nuevas ideas son aceptadas en el grupo	1	2	3	4	5	6	7
The group is willing to accept new processes or new ways of working/ el grupo está dispuesto a aceptar nuevos procesos y formas de trabajar	1	2	3	4	5	6	7
The group is quick to respond when changes need to be made/ el grupo es rápido respondiendo a los cambios cuando se necesita	1	2	3	4	5	6	7
The group is very flexible to new ideas, new processes and new ways of working/ el grupo es muy flexible a nuevas ideas, nuevos procesos y nuevas formas de trabajar	1	2	3	4	5	6	7
People in the group are always searching for new ways of looking at problems/ las personas del grupo siempre están buscando nuevas formas de mirar a los problemas	1	2	3	4	5	6	7

▪ **Work Engagement**

Completely disagree/Completamente en desacuerdo	Quite disagree/bastante en desacuerdo	Slightly disagree/un poco en desacuerdo	I do not know/no lo sé	Slightly agree/un poco de acuerdo	Quite agree/bastante de acuerdo	Completely agree/completamente de acuerdo			
1	2	3	4	5	6	7			
Work engagement									
During the task, my team feels full of energy/ durante el trabajo que tenemos que hacer, mi equipo se siente lleno de energía			1	2	3	4	5	6	7
My team can continue working for very long periods of time/ nuestro grupo puede continuar trabajando largos periodos de tiempo			1	2	3	4	5	6	7
My team keeps on working, even when things do not go well/ nuestro grupo se mantiene trabajando incluso cuando las cosas no van bien			1	2	3	4	5	6	7
My team feels very persistent during the task/ nuestro grupo es persistente durante el trabajo			1	2	3	4	5	6	7
My team feels strong and vigorous during the task/ mi grupo se siente fuerte y vigoroso durante el trabajo			1	2	3	4	5	6	7
When the task is finished, my team has quite some energy left for other activities/ cuando el trabajo se termina, nuestro grupo tiene aún fuerza para otras tareas			1	2	3	4	5	6	7
My team is involved in the task/ el grupo está involucrado en el trabajo			1	2	3	4	5	6	7
My team is enthusiastic about the job/ nuestro grupo está entusiasmado con el trabajo			1	2	3	4	5	6	7
My team enjoys doing the task/ el grupo disfruta haciendo el trabajo			1	2	3	4	5	6	7
My team feels very motivated to do a good job/ nuestro grupo está motivado para hacer un buen trabajo			1	2	3	4	5	6	7
When my team is working, we forget everything else around us/ cuando el grupo está trabajando, olvidamos todo lo que pasa alrededor nuestra			1	2	3	4	5	6	7
My team is immersed in the task/ nuestro grupo está inmerso en el trabajo			1	2	3	4	5	6	7
Time flies when my team is working/ el tiempo vuela cuando estamos trabajando en el grupo			1	2	3	4	5	6	7

It is difficult for the team to detach from the task/ es difícil para nuestro grupo ‘desconectarme’ del trabajo	1	2	3	4	5	6	7
My team gets “carried away” by the task/ en el grupo “ nos dejamos llevar” por el trabajo	1	2	3	4	5	6	7
We are proud of the work that we do/ Estamos orgullosos del trabajo que hacemos	1	2	3	4	5	6	7

▪ **Job Satisfaction**

Very dissatisfied/ muy en desacuerdo	Quite dissatisfied/ bastante en desacuerdo	Slightly dissatisfied/ un poco en desacuerdo	I don’t know/ no lo sé	Slightly satisfied/ un poco satisfecho/a	Quite satisfied/ bastante satisfecho/a	Very satisfied/ muy satisfecho/a	
1	2	3	4	5	6	7	
Job Satisfaction/La satisfacción en el trabajo							
We feel we are being paid a fair amount for the work I do/ En mi grupo sentimos que el salario se ajusta al trabajo que hacemos	1	2	3	4	5	6	7
We like the people we work with/ En mi grupo nos sentimos bien con las personas con las que trabajamos	1	2	3	4	5	6	7
Communications is good within this group/ la comunicación es buena dentro del grupo	1	2	3	4	5	6	7
We are satisfied with the trainings that we receive from the organization/ nos sentimos satisfechos/as con la formación que recibimos por la organización	1	2	3	4	5	6	7
we do not feel that the work we do is appreciated/ no sentimos que nuestro trabajo sea apreciado	1	2	3	4	5	6	7
When we do a good job, we receive the recognition for it that we should receive/ cuando hacemos un buen trabajo, recibimos el reconocimiento que nuestro trabajo se	1	2	3	4	5	6	7

merece								
We think we fulfill the results that we should get/ creemos que cumplimos con los resultados que debemos conseguir	1	2	3	4	5	6	7	
Those who do well on the job stand a fair chance of being promoted/ aquellos/as que hacen bien el trabajo tienen la oportunidad de ascender	1	2	3	4	5	6	7	
Our colleagues are helpful/ nuestros/as compañeros/as de trabajo están dispuestos/as a ayudar	1	2	3	4	5	6	7	
We are satisfied with the chances to get promoted/ Estamos satisfechas/os con nuestras oportunidades de ascender	1	2	3	4	5	6	7	
Our supervisor shows too little interest in the feelings of subordinates/ nuestro/a encargado/a muestra muy poco interés en nuestros sentimientos	1	2	3	4	5	6	7	
Our supervisor is not helpful/ nuestro encargado/a no ayuda	1	2	3	4	5	6	7	
All in all I would say that working in this group I am.../ en general diría que trabajando en este grupo estoy...	1	2	3	4	5	6	7	

▪ **Work effectiveness**

Completely disagree/Completamente en desacuerdo	Quite disagree/bastante en desacuerdo	Slightly disagree/un poco en desacuerdo	I do not know/no lo sé	Slightly agree/un poco de acuerdo	Quite agree/bastante de acuerdo	Completely agree/completamente de acuerdo			
1	2	3	4	5	6	7			
Perception of work effectiveness/ la percepción de la efectividad del trabajo									
We often achieve the established aims / a menudo conseguimos los objetivos establecidos			1	2	3	4	5	6	7
we accomplish the aims on time/ conseguimos los objetivos en el tiempo planificado			1	2	3	4	5	6	7
we work effectively as a group/ trabajamos de forma efectiva como grupo			1	2	3	4	5	6	7
The group Works organised/ el grupo trabaja organizado			1	2	3	4	5	6	7

We have had confusions and doubts regarding how to do the group work/ hemos tenido confusión y dudas sobre cómo realizar el trabajo grupal	1	2	3	4	5	6	7
The communication has been fluid and continuous between us/ la comunicación entre nosotros/as ha sido fluida y continua	1	2	3	4	5	6	7

SPSS statistics Tables:

- **Reliability**

- **Innovative climate:**

Cronbach's Alpha	N of Items
,879	5

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CI_nuevas_ideas	21,2857	21,859	,608	,876
CI_nuevos_procesos	21,4286	20,277	,730	,850

CI_rapidez_cambios	21,8429	18,540	,658	,872
CI_flexibilidad	21,8286	19,014	,816	,829
CI_buscar_nuevas_firmas	21,9000	18,381	,781	,836

○ **Work engagement:**

Cronbach's Alpha	N of Items
,934	16

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CT_lleno_energia	85,5593	121,044	,678	,930
CT_periodos_largos	85,5763	124,835	,627	,931
CT_mantiene_trabajando	84,7966	125,406	,659	,930
CT_persistente	84,9492	121,773	,837	,927
CT_vigoroso	85,3390	114,607	,906	,923

CT_fuerza	85,5763	117,628	,808	,926
CT_involucrado	84,7119	122,967	,768	,928
CT_entusiasmado	85,1356	119,154	,804	,926
CT_disfruta	84,8983	123,645	,787	,928
CT_motivado	84,8983	122,265	,715	,929
CT_olvidar	86,0847	115,355	,715	,929
CT_inmerso	85,1695	123,591	,624	,931
CT_vuela	85,2203	119,382	,682	,930
CT_desconectar	85,8305	132,798	,172	,943
CT_dejar_llevar	86,2034	124,268	,458	,936
CT_orgullosos	84,5424	126,252	,595	,932

○ **Job satisfaction:**

Cronbach's Alpha	N of Items
,750	13

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
S_salario	57,4242	84,740	,289	,746
S_compañeros	55,7121	83,685	,679	,715
S_comunicacion	56,3939	84,950	,445	,729
S_formacion	57,0909	77,592	,513	,717
S_trabajo	57,8788	79,554	,449	,725
S_reconocimiento	56,7576	81,171	,506	,720
S_resultados	56,0758	87,363	,403	,734
S_ascensos	57,4091	85,292	,347	,738
S_compañeros_ayudar	55,7879	86,570	,418	,732
S_mando_desinteres	58,1515	87,423	,164	,765
S_oprtunidades_ascender	57,7121	82,239	,439	,727
S_responsabel_no_ayuda	57,7121	88,916	,108	,774
S_general	55,7121	86,977	,552	,727

○ **Effectiveness:**

Cronbach's Alpha	N of Items
,796	6

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
PE_objetivos	26,2063	23,102	,775	,730
PE_obj_tiempo	26,5873	20,859	,792	,709
PE_obj_forma_efectiva	26,5079	20,867	,785	,710
PE_grupo_organizado	26,6032	20,856	,712	,725
PE_confusion	28,1111	28,810	-,018	,918
PE_comunicacion	26,6984	21,601	,640	,743

- **Correlations**

Descriptive Statistics

	Mean	Std. Deviation	N
Innovation_Climate	5,4143	1,09084	70
Work_engagement	5,6854	,73531	59
Satisfaction	4,7424	,75748	66
Efficacy	5,3571	,93367	63
Work_tenure	3,0563	1,10696	71
Size	2,3056	1,10872	72

Correlations

		Innovation_Cli mate	Work_engagem ent	Satisfaction	Efficacy	Work_tenure	Size
Innovation_Climate	Pearson Correlation	1	,453**	,641**	,626**	-,318**	-,157
	Sig. (2-tailed)		,000	,000	,000	,008	,196
	N	70	57	64	61	69	70
Work_engagement	Pearson Correlation	,453**	1	,423**	,618**	-,253	,090
	Sig. (2-tailed)	,000		,001	,000	,056	,497
	N	57	59	54	51	58	59
Satisfaction	Pearson Correlation	,641**	,423**	1	,655**	-,124	-,040
	Sig. (2-tailed)	,000	,001		,000	,319	,751
	N	64	54	66	57	66	66
Efficacy	Pearson Correlation	,626**	,618**	,655**	1	-,128	-,122
	Sig. (2-tailed)	,000	,000	,000		,320	,339
	N	61	51	57	63	62	63
Work_tenure	Pearson Correlation	-,318**	-,253	-,124	-,128	1	,057

	Sig. (2-tailed)	,008	,056	,319	,320		,635
	N	69	58	66	62	71	71
Size	Pearson Correlation	-,157	,090	-,040	-,122	,057	1
	Sig. (2-tailed)	,196	,497	,751	,339	,635	
	N	70	59	66	63	71	72

▪ **Regressions**

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Size, Work_tenure ^b	.	Enter
2	Innovation_Climate ^b	.	Enter
3	Work_engagement ^b	.	Enter

a. **Dependent Variable: Satisfaction**

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics
					R Square Change	F Change	df1	df2	Sig. F Change
1	,194 ^a	,038	-,002	,71498	,038	,957	2	49	.391
2	,656 ^b	,431	,395	,55551	,393	33,171	1	48	.000
3	,668 ^c	,447	,400	,55358	,016	1,336	1	47	.254

ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	,978	2	,489	,957	,391 ^b
Residual	25,049	49	,511		
Total	26,027	51			
2 Regression	11,214	3	3,738	12,113	,000 ^c
Residual	14,812	48	,309		
Total	26,027	51			

3 Regression	11,624	4	2,906	9,482	,000 ^d
Residual	14,403	47	,306		
Total	26,027	51			

a. Dependent Variable: Satisfaction

b. Predictors: (Constant), Size, Work_tenure

c. Predictors: (Constant), Size, Work_tenure, Innovation_Climate

d. Predictors: (Constant), Size, Work_tenure, Innovation_Climate, Work_engagement

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	5,115	,335		15,257	,000
Work_tenure	-,122	,089	-,193	-1,368	,178
Size	-,003	,091	-,005	-,036	,971
2 (Constant)	2,223	,566		3,929	,000

Work_tenure	,010	,073	,016	,135	,893
Size	,035	,071	,054	,488	,628
Innovation_Climate	,443	,077	,666	5,759	,000
3 (Constant)	1,538	,818		1,881	,066
Work_tenure	,034	,076	,054	,452	,653
Size	,023	,071	,036	,321	,750
Innovation_Climate	,406	,083	,610	4,887	,000
Work_engagement	,147	,128	,147	1,156	,254

Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Size, Work_tenure ^b	.	Enter
2	Innovation_Climate ^b	.	Enter
3	Work_engagement ^b	.	Enter

a. Dependent Variable: Efficacy

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics
					R Square Change	F Change	df1	df2	Sig. F Change
1	,224 ^a	,050	,008	,72990	,050	1,184	2	45	,315
2	,532 ^b	,283	,234	,64113	,233	14,325	1	44	.000
3	,639 ^c	,408	,353	,58941	,125	9,061	1	43	.004

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1,261	2	,631	1,184	,315 ^b
	Residual	23,974	45	,533		
	Total	25,236	47			
2	Regression	7,149	3	2,383	5,798	,002 ^c
	Residual	18,086	44	,411		
	Total	25,236	47			
3	Regression	10,297	4	2,574	7,410	,000 ^d
	Residual	14,938	43	,347		
	Total	25,236	47			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	5,983	,344		17,418	,000
	Work_tenure	-,117	,096	-,179	-1,210	,233
	Size	-,069	,099	-,103	-,696	,490
2	(Constant)	3,681	,679		5,422	,000
	Work_tenure	-,008	,089	-,012	-,086	,932
	Size	-,034	,087	-,051	-,391	,698
	Innovation_Climate	,350	,093	,517	3,785	,000
3	(Constant)	1,859	,869		2,139	,038
	Work_tenure	,046	,084	,070	,542	,591
	Size	-,072	,081	-,108	-,890	,379
	Innovation_Climate	,222	,095	,327	2,328	,025

Work_engagement	,427	,142	,420	3,010	,004
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Variables Entered/Removed^a

Model	Variables Entered	Variables Removed	Method
1	Size, Work_tenure ^b	.	Enter
2	Innovation_Climate ^b	.	Enter

a. **Dependent Variable: Work_engagement**

b. All requested variables entered.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				Change Statistics
					R Square Change	F Change	df1	df2	Sig. F Change
1	,320 ^a	,103	,069	,69340	,103	3,032	2	53	.057
2	,503 ^b	,253	,210	,63886	,150	10,435	1	52	.002

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,915	2	1,458	3,032	,057 ^b
	Residual	25,483	53	,481		
	Total	28,398	55			
2	Regression	7,174	3	2,391	5,859	,002 ^c
	Residual	21,224	52	,408		
	Total	28,398	55			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6,205	,317		19,589	,000
	Work_tenure	-,206	,085	-,319	-2,431	,018
	Size	,061	,087	,092	,699	,488
2	(Constant)	4,378	,636		6,881	,000
	Work_tenure	-,128	,082	-,197	-1,558	,125
	Size	,087	,081	,132	1,083	,284
	Innovation_Climate	,280	,087	,409	3,230	,002

