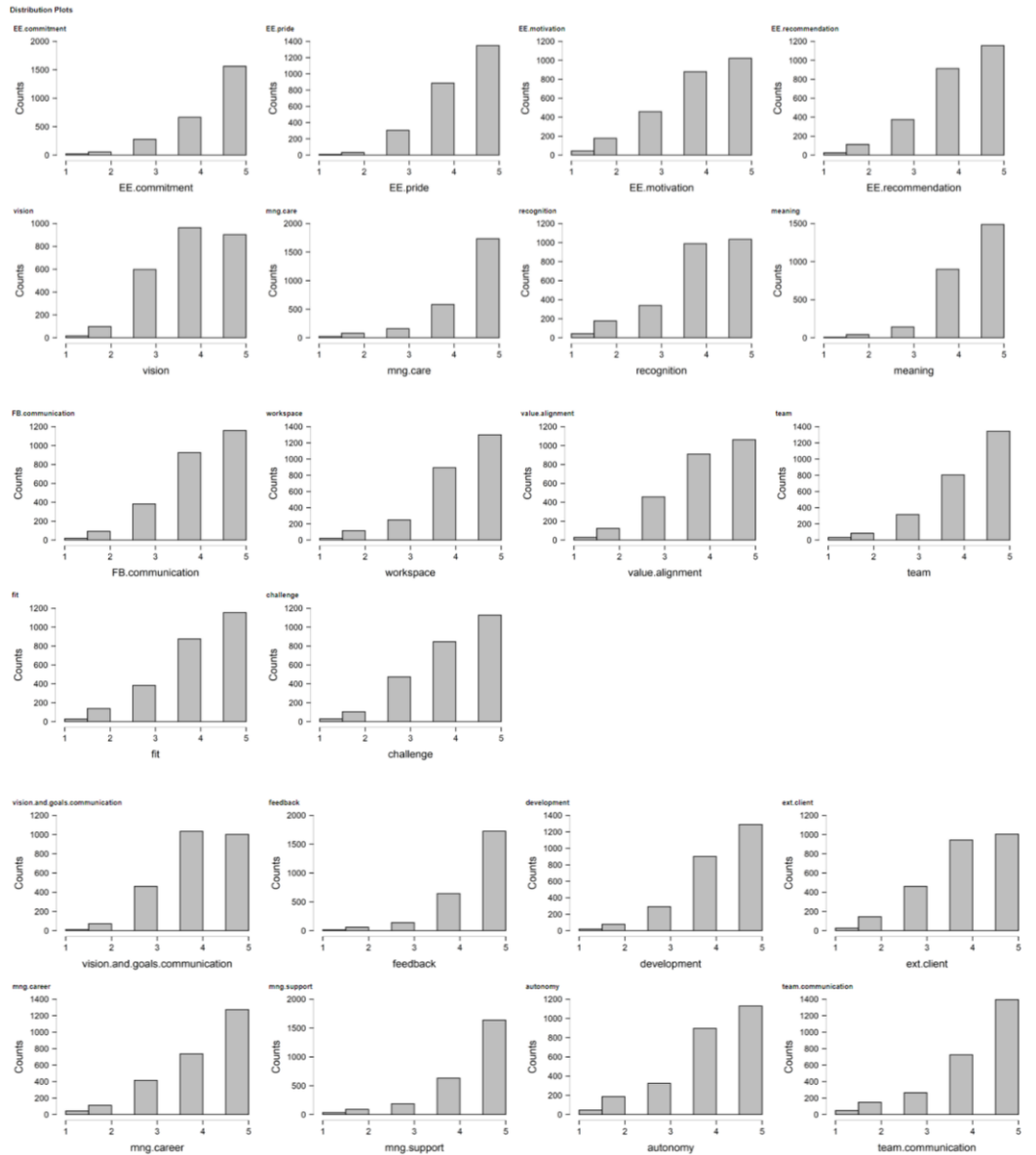


Příloha 1. Deskriptivní statistiky – úroveň jednotlivců

	EE commitment	EE pride	EE motivation	EE recommendation	vision	mng care	reognition	meaning	vision and goals communication	feedback	development	ext client	mng career	mng support	autonomy	team communication	FB communication	workspace	value alignment	team	fit	challenge	
Valid	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602	2602
Missing	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Mean	4.428	4.368	4.028	4.186	4.022	4.517	4.082	4.479	4.139	4.549	4.301	4.068	4.190	4.447	4.113	4.267	4.206	4.293	4.109	4.296	4.158	4.136	
Median	5.000	5.000	4.000	4.000	4.000	5.000	4.000	5.000	4.000	5.000	4.000	4.000	4.000	4.000	4.000	5.000	4.000	5.000	4.000	5.000	4.000	4.000	
Std. Deviation	0.835	0.766	1.001	0.904	0.891	0.822	0.973	0.701	0.839	0.751	0.845	0.940	0.974	0.876	1.000	0.984	0.877	0.878	0.930	0.892	0.940	0.931	
Min	0.000	0.000	1.000	1.000	1.000	0.000	1.000	0.000	1.000	0.000	1.000	1.000	1.000	0.000	1.000	0.000	1.000	0.000	1.000	0.000	1.000	1.000	
Max	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	
Skewness	-1.528	-1.089	-0.978	-1.031	-0.592	-1.945	-1.042	-1.455	-0.744	-1.942	-1.229	-0.845	-1.123	-1.800	-1.088	-3.384	-1.001	-1.306	-0.896	-1.399	-1.021	-0.914	
Std. Error of Skewness	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	0.048	
Kurtosis	2.157	0.924	0.144	0.659	-0.201	3.726	0.823	2.566	0.153	4.067	1.371	0.183	0.715	3.060	0.574	1.328	0.623	1.449	0.316	1.488	0.506	0.321	
Std. Error of Kurtosis	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	0.096	
Shapiro-Wilk	0.701	0.755	0.829	0.798	0.843	0.634	0.811	0.703	0.822	0.636	0.764	0.828	0.782	0.666	0.798	0.740	0.797	0.756	0.819	0.755	0.801	0.811	
P-value of Shapiro-Wilk	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	<.001	
Minimum	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	1.000	
Maximum	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	5.000	



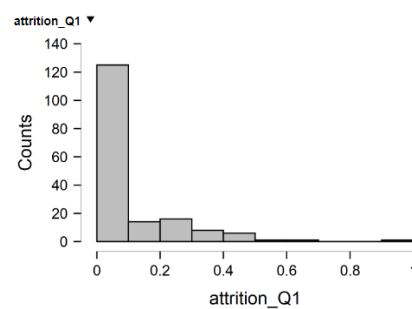
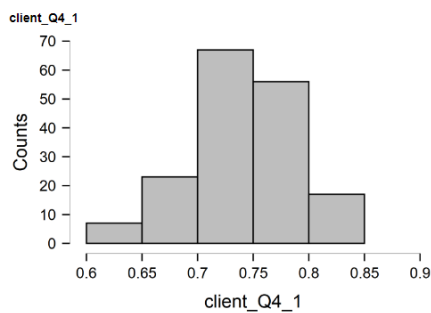
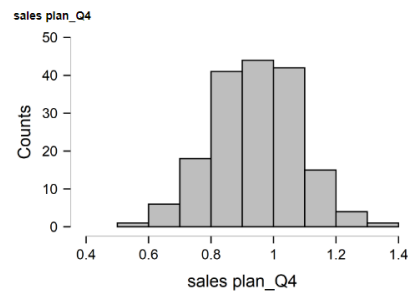
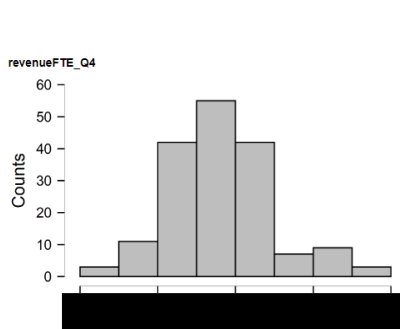
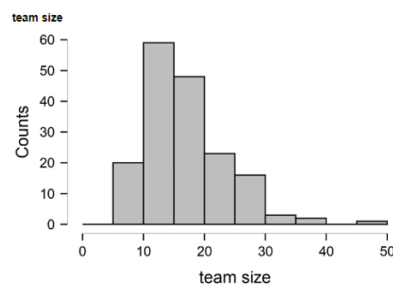
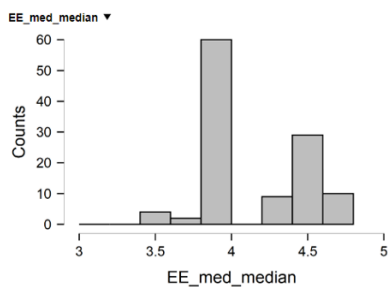
*Poznámka: EE.commitment = Pracovní angažovanost Závazek, EE.pride = PA Hrdost, EE.motivation = PA Motivace, EE.recommendation = PA Doporučení, vision = Vize, mng.care = Zájem manažera, reognition = Uznání, meaning = Pracovní smysluplnost, FB.communication = Komunikace transformace, workspace = Pracovní prostředí, value.alignment = Soulad hodnot, team = Týmová soudržnost, fit = Fit zaměstnanec a práce, challenge = Výzvy, value.and.goalscommunication = Komunikace vize a cílů, feedback = Zpětná vazba, development = Profesní rozvoj, ext.client = Externí klient, mng.career =

Zájem manažera o kariérní ambice, mng.support = Zájem manažera, autonomy = Autonomie, team.communication = Týmová komunikace

Příloha 2. Deskriptivní statistiky – úroveň týmu

Descriptive Statistics

	EE_med_median	team size	revenueFTE_Q4	sales plan_Q4	client_Q4_1	attrition_Q1
Valid	172	172	172	172	172	172
Missing	0	0	0	0	0	0
Mean	4.464	17.384		0.942	0.743	0.078
Median	4.500	16.000		0.946	0.745	0.000
Std. Deviation	0.456	6.468		0.136	0.047	0.150
MAD	0.500	4.000		0.093	0.033	0.000
Skewness	-0.074	1.104	0.704	0.005	-0.163	2.394
Std. Error of Skewness	0.185	0.185	0.185	0.185	0.185	0.185
Kurtosis	-1.427	1.847	0.973	-0.032	-0.061	7.357
Std. Error of Kurtosis	0.368	0.368	0.368	0.368	0.368	0.368
Shapiro-Wilk	0.831	0.927	0.966	0.997	0.992	0.592
P-value of Shapiro-Wilk	< .001	< .001	< .001	0.979	0.444	< .001
Minimum	3.500	7.000		0.593	0.620	0.000
Maximum	5.000	46.000		1.332	0.877	0.947



*Poznámka: EE_med_median = medián čtyř položek měřících pracovní angažovanost, team size = velikost týmu, revenueFTE_Q4 = výnosy/FTE, sales plan_Q4 = plnění obchodního plánu, client_Q4_1 = spokojenost klientů, attrition_Q1 = fluktuace,

Příloha 3. Vnitřní konzistence GLB – pracovní angažovanost

Reliability Analysis

Scale Reliability Statistics

Greatest lower bound	
scale	0.884

Note. Of the observations, 2602 were used, 0 were excluded listwise, and 2602 were provided.

Příloha 4. Konfirmační faktorová analýza - pracovní angažovanost

Kaiser-Meyer-Olkin test

MSA	
Overall MSA	0.835
EE commitment	0.851
EE pride	0.801
EE motivation	0.864
EE recommendation	0.835

Bartlett's test

X ²	df	p
5572.596	6.000	< .001

Information criteria

	Value
Log-likelihood	
Number of free parameters	8.000
Akaike (AIC)	
Bayesian (BIC)	
Sample-size adjusted Bayesian (SSABIC)	

Other fit measures

Metric	Value
Root mean square error of approximation (RMSEA)	0.000
RMSEA 90% CI lower bound	0.000
RMSEA 90% CI upper bound	0.030
RMSEA p-value	0.999
Standardized root mean square residual (SRMR)	0.008
Hoelter's critical N ($\alpha = .05$)	19727.240
Hoelter's critical N ($\alpha = .01$)	30325.036
Goodness of fit index (GFI)	1.000
McDonald fit index (MFI)	1.000
Expected cross validation index (ECVI)	0.006

R-Squared

R ²	
EE commitment	0.609
EE pride	0.751
EE motivation	0.594
EE recommendation	0.671

Model fit

Chi-square test

Model	X ²	df	p
Baseline model	3562.125	6	
Factor model	0.790	2	0.674

Additional fit measures

Fit indices

Index	Value
Comparative Fit Index (CFI)	1.000
Tucker-Lewis Index (TLI)	1.001
Bentler-Bonett Non-normed Fit Index (NNFI)	1.001
Bentler-Bonett Normed Fit Index (NFI)	1.000
Parsimony Normed Fit Index (PNFI)	0.333
Bollen's Relative Fit Index (RFI)	0.999
Bollen's Incremental Fit Index (IFI)	1.000
Relative Noncentrality Index (RNI)	1.000

Parameter estimates

Factor loadings

Factor	Indicator	Symbol	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
							Lower	Upper	
Factor 1	EE commitment	λ_{11}	1.000	0.000			1.000	1.000	0.780
	EE pride	λ_{12}	1.019	0.042	24.095	< .001	0.936	1.102	0.867
	EE motivation	λ_{13}	1.184	0.048	24.475	< .001	1.089	1.279	0.771
	EE recommendation	λ_{14}	1.136	0.047	24.112	< .001	1.044	1.229	0.819

Factor variances

Factor	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
					Lower	Upper	
Factor 1	0.425	0.024	18.063	< .001	0.378	0.471	1.000

Residual variances

Indicator	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
					Lower	Upper	
EE commitment	0.272	0.036	7.480	< .001	0.201	0.344	0.391
EE pride	0.146	0.030	4.844	< .001	0.087	0.205	0.249
EE motivation	0.406	0.043	9.555	< .001	0.323	0.489	0.406
EE recommendation	0.268	0.039	6.885	< .001	0.192	0.345	0.329

*Poznámka: EE commitment = Pracovní angažovanost Závazek, EE pride = PA Hrdost, EE motivation = PA Motivace, EE recommendation = PA Doporučení,

Příloha 5. Explorační faktorová analýza - pracovní zdroje

Kaiser-Meyer-Olkin test

	MSA			
Overall MSA	0.957			
vision	0.932			
mng care	0.920			
recognition	0.979			
meaning	0.965			
vision and goals communication	0.937			
feedback	0.954			
development	0.961			
ext client	0.971			
mng career	0.958			
mng support	0.927			
autonomy	0.964			
team communication	0.978			
FB communication	0.959			
workspace	0.973			
value alignment	0.963			
team	0.973			
fit	0.958			
challenge	0.969			

Bartlett's test			
X ²	df	p	
15261.918	153.000	< .001	

Chi-squared Test			
Value	df	p	
Model	130.337	48	< .001

Factor Loadings

	Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	Uniqueness
vision		0.777						0.269
mng care	0.856	0.205						0.170
recognition	0.440	0.316	0.320		0.315	0.216		0.424
meaning	0.216	0.383	0.477	0.216			0.243	0.418
vision and goals communication	0.216	0.772						0.291
feedback	0.762	0.221	0.216					0.296
development	0.290	0.347	0.335		0.576			0.308
ext client	0.265	0.605	0.288					0.448
mng career	0.595	0.206	0.203	0.237	0.460			0.278
mng support	0.837	0.212						0.170
autonomy	0.295	0.301	0.542	0.260				0.427
team communication	0.516	0.240				0.269		0.546
FB communication		0.650	0.238					0.448
workspace	0.221	0.342	0.553					0.481
value alignment	0.211	0.625	0.257				0.289	0.378
team	0.474	0.262	0.282			0.482		0.342
fit	0.319	0.304	0.323	0.803				0.004
challenge	0.326	0.359	0.339	0.345	0.312			0.417

Note. Applied rotation method is varimax.

Factor Characteristics

	SumSq.	Loadings	Proportion var.	Cumulative	Factor Correlations							
					Factor 1	Factor 2	Factor 3	Factor 4	Factor 5	Factor 6	Factor 7	
Factor 1	3.760		0.209	0.209	Factor 1	1.000	0.027	0.074	-0.001	0.082	0.046	0.050
Factor 2	3.479		0.193	0.402	Factor 2	0.027	1.000	0.150	0.002	0.074	0.091	0.055
Factor 3	1.740		0.097	0.499	Factor 3	0.074	0.150	1.000	0.132	0.201	0.139	0.081
Factor 4	1.188		0.066	0.565	Factor 4	-0.001	0.002	0.132	1.000	0.037	0.025	-0.027
Factor 5	1.015		0.056	0.621	Factor 5	0.082	0.074	0.201	0.037	1.000	0.075	0.016
Factor 6	0.497		0.028	0.649	Factor 6	0.046	0.091	0.139	0.025	0.075	1.000	0.025
Factor 7	0.208		0.012	0.660	Factor 7	0.050	0.055	0.081	-0.027	0.016	0.025	1.000

Additional fit indices

RMSEA	RMSEA 90% confidence	TLI	BIC
0.036	0.029 - 0.044	0.983	-214.379

*Poznámka: vision = Víze, mng care = Zájem manažera, reognition = Uznání, meaning = Pracovní smysluplnost, FB communication = Komunikace transformace, workspace = Pracovní prostředí, value alignment = Soulad hodnot, team = Týmová soudržnost, fit = Fit zaměstnanec a práce, challenge = Výzvy, value and goals communication = Komunikace víze a cílů, feedback = Zpětná vazba, development = Profesní rozvoj, ext client = Externí klient, mng.career = Zájem manažera o kariérní ambice, mng.support = Zájem manažera, autonomy = Autonomie, team.communication = Týmová komunikace

Příloha 6. Konfirmační faktorová analýza - pracovní zdroje

Model fit

Chi-square test

Model	X ²	df	p
Baseline model	14158.947	78	
Factor model	81.222	62	0.051

Other fit measures

Metric	Value
Root mean square error of approximation (RMSEA)	0.015
RMSEA 90% CI lower bound	0.000
RMSEA 90% CI upper bound	0.024
RMSEA p-value	1.000
Standardized root mean square residual (SRMR)	0.040
Hoelter's critical N (α = .05)	1317.577
Hoelter's critical N (α = .01)	1469.981
Goodness of fit index (GFI)	0.996
McDonald fit index (MFI)	0.993
Expected cross validation index (ECVI)	0.106

Additional fit measures

Fit indices

Index	Value
Comparative Fit Index (CFI)	0.999
Tucker-Lewis Index (TLI)	0.998
Bentler-Bonett Non-normed Fit Index (NNFI)	0.998
Bentler-Bonett Normed Fit Index (NFI)	0.994
Parsimony Normed Fit Index (PNFI)	0.790
Bollen's Relative Fit Index (RFI)	0.993
Bollen's Incremental Fit Index (IFI)	0.999
Relative Noncentrality Index (RNI)	0.999

R-Squared

	R ²
feedback	0.595
mng care	0.646
mng career	0.676
mng support	0.691
team communication	0.481
team	0.578
FB communication	0.514
vision and goals communication	0.655
ext client	0.600
vision	0.664
value alignment	0.607
workspace	0.458
autonomy	0.600

Information criteria

	Value
Log-likelihood	
Number of free parameters	29.000
Akaike (AIC)	
Bayesian (BIC)	
Sample-size adjusted Bayesian (SSABIC)	

Factor loadings

Factor	Indicator	Symbol	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
							Lower	Upper	
Factor 1	feedback	λ11	1.000	0.000			1.000	1.000	0.772
	mng care	λ12	1.137	0.040	28.469	< .001	1.059	1.215	0.804
	mng career	λ13	1.347	0.045	29.868	< .001	1.258	1.435	0.822
	mng support	λ14	1.251	0.043	29.013	< .001	1.167	1.336	0.831
	team communication	λ15	1.175	0.042	28.216	< .001	1.093	1.257	0.694
Factor 2	team	λ16	1.170	0.041	28.625	< .001	1.089	1.250	0.760
	FB communication	λ21	1.000	0.000			1.000	1.000	0.717
	vision and goals communication	λ22	1.076	0.032	33.214	< .001	1.013	1.140	0.809
	ext client	λ23	1.171	0.036	32.198	< .001	1.100	1.242	0.775
	vision	λ24	1.152	0.035	33.370	< .001	1.084	1.220	0.815
Factor 3	value alignment	λ25	1.158	0.036	31.963	< .001	1.087	1.229	0.779
	workspace	λ31	1.000	0.000			1.000	1.000	0.677
	autonomy	λ32	1.300	0.044	29.797	< .001	1.215	1.386	0.774

Factor variances

Factor	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
					Lower	Upper	
Factor 1	0.352	0.018	19.909	< .001	0.317	0.386	1.000
Factor 2	0.406	0.018	22.951	< .001	0.371	0.440	1.000
Factor 3	0.366	0.027	13.594	< .001	0.313	0.418	1.000

Factor Covariances

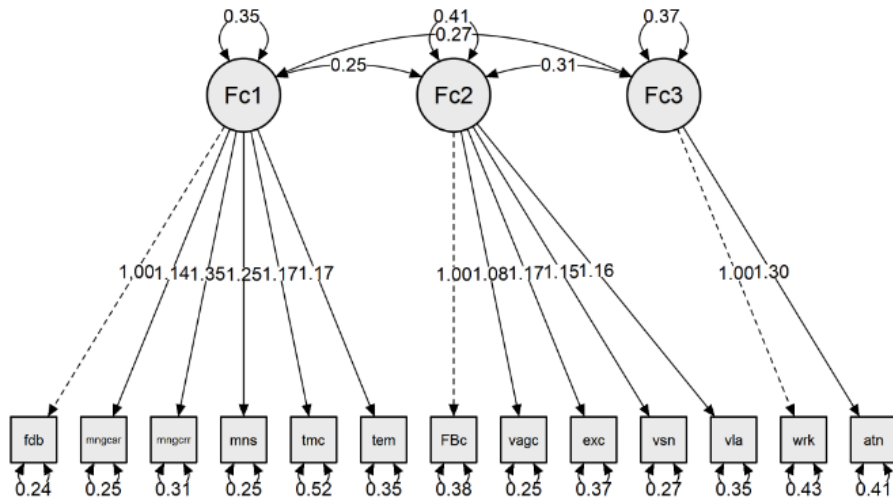
		Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
						Lower	Upper	
Factor 1	↔ Factor 2	0.248	0.008	29.530	< .001	0.231	0.264	0.655
Factor 1	↔ Factor 3	0.273	0.010	26.426	< .001	0.253	0.293	0.762
Factor 2	↔ Factor 3	0.306	0.011	27.881	< .001	0.285	0.328	0.794

Residual variances

Indicator	Estimate	Std. Error	z-value	p	95% Confidence Interval		Std. Est. (all)
					Lower	Upper	
feedback	0.239	0.044	5.372	< .001	0.152	0.326	0.405
mng care	0.249	0.052	4.834	< .001	0.148	0.350	0.354
mng career	0.305	0.051	5.930	< .001	0.204	0.406	0.324
mng support	0.246	0.056	4.396	< .001	0.136	0.356	0.309
team communication	0.523	0.055	9.490	< .001	0.415	0.631	0.519
team	0.351	0.047	7.464	< .001	0.259	0.443	0.422
FB communication	0.383	0.040	9.578	< .001	0.305	0.462	0.486
vision and goals communication	0.248	0.035	7.111	< .001	0.180	0.316	0.345
ext client	0.371	0.046	8.143	< .001	0.282	0.460	0.400
vision	0.272	0.037	7.314	< .001	0.199	0.345	0.336
value alignment	0.353	0.044	7.988	< .001	0.266	0.440	0.393
workspace	0.432	0.049	8.747	< .001	0.336	0.529	0.542
autonomy	0.413	0.064	6.460	< .001	0.288	0.538	0.400

Plots

Model plot



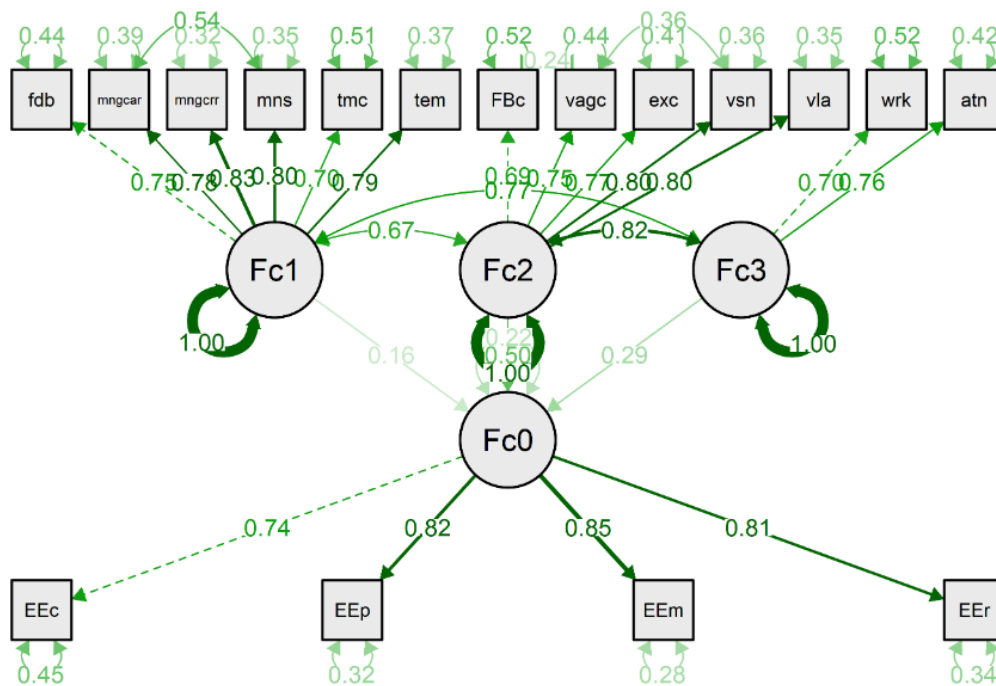
Příloha 7. Strukturální modelování - pracovní angažovanost a pracovní zdroje

Chi Square Test Statistic (unscaled)

	df	AIC	BIC	χ^2	p
Model	110.000			195.749	9.203e-7

Parameter Estimates

		label	est	se	z	p	CI (lower)	CI (upper)	std (lv)	std (all)	std (nox)
Factor1	==	feedback	lambda_1_1	1.000	0.000						
Factor1	==	mng care	lambda_1_2	1.148	0.025	45.480	< .001	1.099	1.197	0.644	0.784
Factor1	==	mng career	lambda_1_3	1.435	0.029	49.559	< .001	1.379	1.492	0.805	0.826
Factor1	==	mng support	lambda_1_4	1.260	0.027	46.607	< .001	1.207	1.313	0.707	0.805
Factor1	==	team communication	lambda_1_5	1.227	0.027	46.109	< .001	1.175	1.280	0.688	0.700
Factor1	==	team	lambda_1_6	1.261	0.026	48.088	< .001	1.210	1.313	0.707	0.793
Factor2	==	FB communication	lambda_2_1	1.000	0.000						
Factor2	==	vision and goals communication	lambda_2_2	1.041	0.020	52.711	< .001	1.002	1.079	0.629	0.750
Factor2	==	ext client	lambda_2_3	1.193	0.023	52.163	< .001	1.149	1.238	0.722	0.768
Factor2	==	vision	lambda_2_4	1.175	0.022	53.053	< .001	1.132	1.219	0.711	0.798
Factor2	==	value alignment	lambda_2_5	1.236	0.024	52.230	< .001	1.189	1.282	0.747	0.804
Factor3	==	workspace	lambda_3_1	1.000	0.000						
Factor3	==	autonomy	lambda_3_2	1.252	0.024	51.467	< .001	1.205	1.300	0.764	0.764
Factor0	==	EE commitment	lambda_0_1	1.000	0.000						
Factor0	==	EE pride	lambda_0_2	1.019	0.019	53.606	< .001	0.981	1.056	0.630	0.822
Factor0	==	EE motivation	lambda_0_3	1.374	0.025	54.371	< .001	1.324	1.423	0.849	0.849
Factor0	==	EE recommendation	lambda_0_4	1.185	0.022	53.002	< .001	1.141	1.229	0.733	0.811
vision and goals communication	==	vision		0.108	0.020	5.384	< .001	0.069	0.147	0.108	0.362
FB communication	==	vision and goals communication		0.143	0.019	4.326	< .001	0.045	0.120	0.083	0.235
mng care	==	mng support		0.178	0.048	3.730	< .001	0.084	0.271	0.161	0.161
Factor0	~	Factor1		0.512	0.060	8.480	< .001	0.394	0.631	0.501	0.501
Factor0	~	Factor2		0.291	0.093	3.145	0.002	0.110	0.473	0.288	0.288
Factor0	~	Factor3									
feedback	==	feedback		0.250	0.029	8.618	< .001	0.193	0.307	0.250	0.443
mng care	==	mng care		0.261	0.034	7.554	< .001	0.193	0.328	0.261	0.386
mng career	==	mng career		0.301	0.035	8.496	< .001	0.231	0.370	0.301	0.317
mng support	==	mng support		0.272	0.038	7.252	< .001	0.199	0.346	0.272	0.353
team communication	==	team communication		0.494	0.038	13.142	< .001	0.421	0.568	0.494	0.511
team	==	team		0.295	0.032	9.112	< .001	0.231	0.358	0.295	0.371
FB communication	==	FB communication		0.403	0.027	15.140	< .001	0.351	0.455	0.403	0.524
vision and goals communication	==	vision and goals communication		0.307	0.023	13.114	< .001	0.261	0.353	0.307	0.437
ext client	==	ext client		0.362	0.029	12.468	< .001	0.305	0.419	0.362	0.410
vision	==	vision		0.288	0.025	11.630	< .001	0.240	0.337	0.288	0.363
value alignment	==	value alignment		0.306	0.030	10.361	< .001	0.248	0.364	0.306	0.354
workspace	==	workspace		0.398	0.034	11.775	< .001	0.331	0.464	0.398	0.516
autonomy	==	autonomy		0.417	0.043	9.649	< .001	0.332	0.501	0.417	0.416
EE commitment	==	EE commitment		0.315	0.030	10.451	< .001	0.256	0.374	0.315	0.452
EE pride	==	EE pride		0.190	0.022	8.474	< .001	0.146	0.234	0.190	0.324
EE motivation	==	EE motivation		0.280	0.034	8.154	< .001	0.213	0.348	0.280	0.280
EE recommendation	==	EE recommendation		0.280	0.030	9.321	< .001	0.221	0.338	0.280	0.342
Factor1	==	Factor1		0.314	0.010	31.810	< .001	0.295	0.334	1.000	1.000
Factor2	==	Factor2		0.366	0.011	34.269	< .001	0.345	0.387	1.000	1.000
Factor3	==	Factor3		0.372	0.019	19.728	< .001	0.335	0.409	1.000	1.000
Factor0	==	Factor0		0.085	0.009	9.894	< .001	0.068	0.102	0.223	0.223
Factor1	==	Factor2		0.227	0.005	46.079	< .001	0.217	0.236	0.668	0.668
Factor1	==	Factor3		0.264	0.006	41.793	< .001	0.252	0.276	0.771	0.771
Factor2	==	Factor3		0.303	0.007	43.264	< .001	0.289	0.317	0.821	0.821



Root Mean Square Error of Approximation

	Model
RMSEA	0.017
Upper 90% CI	0.021
Lower 90% CI	0.013
p-value RMSEA <= 0.05	1.000

Standardized Root Mean Square Residual

	Model
RMR	0.024
RMR (No Mean)	0.024
SRMR	0.032

Other Fit Indices

	Model
Hoelter Critical N (CN) alpha=0.05	1801.182
Hoelter Critical N (CN) alpha=0.01	1959.756
Goodness of Fit Index (GFI)	0.997
Parsimony Goodness of Fit Index (GFI)	0.996
McDonald Fit Index (MFI)	0.984

R-Squared

Variable	R ²
feedback	0.557
mng care	0.614
mng career	0.683
mng support	0.647
team communication	0.489
team	0.629
FB communication	0.476
vision and goals communication	0.563
ext client	0.590
vision	0.637
value alignment	0.646
workspace	0.484
autonomy	0.584
EE commitment	0.548
EE pride	0.676
EE motivation	0.720
EE recommendation	0.658
Factor0	0.777

Model test baseline model

	Model
Minimum Function Test Statistic	0.038
χ^2	195.749
Degrees of freedom	110.000
p	< .001

User model versus baseline model

	Model
Comparative Fit Index (CFI)	0.998
Tucker-Lewis Index (TLI)	0.998
Bentler-Bonett Non-normed Fit Index (NNFI)	0.998
Bentler-Bonett Normed Fit Index (NFI)	0.996
Parsimony Normed Fit Index (PNFI)	0.806
Bollen's Relative Fit Index (RFI)	0.995
Bollen's Incremental Fit Index (IFI)	0.998
Relative Noncentrality Index (RNI)	0.998

Loglikelihood and Information Criteria

	Model
Loglikelihood user model (H0)	
Loglikelihood unrestricted model (H1)	
Number of free parameters	43
Akaike (AIC)	
Bayesian (BIC)	
Sample-size adjusted Bayesian (BIC)	
NA	

*Poznámka: vision = Vize, mng care = Zájem manažera, reognition = Uznání, meaning = Pracovní smysluplnost, FB communication = Komunikace transformace, workspace = Pracovní prostředí, value alignment = Soulad hodnot, team = Týmová soudržnost, fit = Fit zaměstnance a práce, challenge = Výzvy, value and goals communication = Komunikace vize a cílů, feedback = Zpětná vazba, development = Profesní rozvoj, ext client = Externí klient, mng.career = Zájem manažera o kariérní ambice, mng.support = Zájem manažera, autonomy = Autonomie, team.communication = Týmová komunikace, Factor 1 = Manažer a tým, Factor 2 = Vize a hodnoty, Factor 3 = Pracovní podmínky, Factor 0 = Pracovní angažovanost

Příloha 8. Strukturní modelování - pracovní angažovanost a pracovní zdroje s mediací skrze pracovní smysluplnost

Chi Square Test Statistic (unscaled)

	df	AIC	BIC	χ^2	p
Model	123.000			210.914	1.391e-6

Parameter Estimates

		label	est	se	z	p	CI (lower)	CI (upper)	std (lv)	std (all)	std (nox)
Factor1	==	feedback	1.000	0.000			1.000	1.000	0.558	0.743	0.743
Factor1	==	mng care	1.150	0.025	46.724	< .001	1.101	1.198	0.642	0.781	0.781
Factor1	==	mng career	1.440	0.028	50.940	< .001	1.385	1.496	0.804	0.826	0.826
Factor1	==	mng support	1.262	0.026	47.889	< .001	1.211	1.314	0.705	0.802	0.802
Factor1	==	team communication	1.229	0.026	47.328	< .001	1.178	1.280	0.686	0.698	0.698
Factor1	==	team	1.277	0.026	49.395	< .001	1.226	1.327	0.713	0.800	0.800
Factor2	==	FB communication	1.000	0.000			1.000	1.000	0.604	0.689	0.689
Factor2	==	vision and goals communication	1.041	0.019	54.418	< .001	1.003	1.078	0.629	0.750	0.750
Factor2	==	ext client	1.192	0.022	53.881	< .001	1.149	1.236	0.721	0.767	0.767
Factor2	==	vision	1.175	0.021	54.958	< .001	1.133	1.217	0.710	0.797	0.797
Factor2	==	value alignment	1.240	0.023	54.026	< .001	1.195	1.285	0.749	0.806	0.806
Factor3	==	workspace	1.000	0.000			1.000	1.000	0.610	0.695	0.695
Factor3	==	autonomy	1.253	0.023	53.340	< .001	1.207	1.299	0.764	0.764	0.764
Factor0	==	EE commitment	1.000	0.000			1.000	1.000	0.621	0.744	0.744
Factor0	==	EE pride	1.016	0.018	55.451	< .001	0.980	1.052	0.631	0.624	0.824
Factor0	==	EE motivation	1.364	0.024	56.230	< .001	1.317	1.412	0.848	0.847	0.847
Factor0	==	EE recommendation	1.175	0.021	54.809	< .001	1.133	1.217	0.730	0.808	0.808
Factor0	~	meaning	0.113	0.043	2.616	0.009	0.028	0.198	0.182	0.128	0.128
Factor0	~	Factor1	0.184	0.046	4.035	< .001	0.094	0.273	0.165	0.165	0.165
Factor0	~	Factor2	0.488	0.055	9.042	< .001	0.390	0.606	0.484	0.484	0.484
Factor0	~	Factor3	0.209	0.104	2.008	0.045	0.005	0.413	0.205	0.205	0.205
meaning	~	Factor1	-0.031	0.100	-0.308	0.758	-0.227	0.165	-0.017	-0.025	-0.025
meaning	~	Factor2	0.154	0.123	1.252	0.211	-0.087	0.394	0.093	0.132	0.132
meaning	~	Factor3	0.735	0.200	3.668	< .001	0.342	1.128	0.449	0.640	0.640
mng care	~~	mng support	0.145	0.032	4.576	< .001	0.083	0.207	0.145	0.540	0.540
FB communication	~~	vision and goals communication	0.083	0.019	4.368	< .001	0.046	0.121	0.083	0.236	0.236
vision and goals communication	~~	vision	0.108	0.020	5.442	< .001	0.069	0.148	0.108	0.364	0.364
feedback	~~	feedback	0.253	0.029	8.736	< .001	0.196	0.309	0.253	0.448	0.448
mng care	~~	mng care	0.263	0.034	7.655	< .001	0.196	0.330	0.263	0.390	0.390
mng career	~~	mng career	0.301	0.035	8.567	< .001	0.232	0.370	0.301	0.318	0.318
mng support	~~	mng support	0.275	0.037	7.360	< .001	0.202	0.348	0.275	0.356	0.356
team communication	~~	team communication	0.497	0.037	13.259	< .001	0.423	0.570	0.497	0.513	0.513
team	~~	team	0.287	0.032	8.879	< .001	0.224	0.350	0.287	0.361	0.361
FB communication	~~	FB communication	0.404	0.027	15.224	< .001	0.352	0.456	0.404	0.525	0.525
vision and goals communication	~~	vision and goals communication	0.308	0.023	13.218	< .001	0.262	0.353	0.308	0.438	0.438
ext client	~~	ext client	0.364	0.029	12.594	< .001	0.307	0.420	0.364	0.412	0.412
vision	~~	vision	0.289	0.025	11.753	< .001	0.241	0.337	0.289	0.364	0.364
value alignment	~~	value alignment	0.303	0.029	10.305	< .001	0.245	0.361	0.303	0.351	0.351
workspace	~~	workspace	0.398	0.034	11.798	< .001	0.332	0.464	0.398	0.517	0.517
autonomy	~~	autonomy	0.417	0.043	9.666	< .001	0.332	0.501	0.417	0.416	0.416
EE commitment	~~	EE commitment	0.311	0.030	10.346	< .001	0.252	0.370	0.311	0.446	0.446
EE pride	~~	EE pride	0.188	0.022	8.419	< .001	0.144	0.232	0.188	0.321	0.321
EE motivation	~~	EE motivation	0.283	0.034	8.296	< .001	0.216	0.350	0.283	0.283	0.283
EE recommendation	~~	EE recommendation	0.284	0.030	9.517	< .001	0.225	0.342	0.284	0.347	0.347
meaning	~~	meaning	0.227	0.028	8.115	< .001	0.172	0.282	0.227	0.462	0.462
Factor1	~~	Factor1	0.312	0.010	32.466	< .001	0.293	0.331	1.000	1.000	1.000
Factor2	~~	Factor2	0.365	0.010	35.153	< .001	0.345	0.388	1.000	1.000	1.000
Factor3	~~	Factor3	0.372	0.019	19.829	< .001	0.335	0.409	1.000	1.000	1.000
Factor0	~~	Factor0	0.083	0.008	9.966	< .001	0.067	0.100	0.216	0.216	0.216
Factor1	~~	Factor2	0.226	0.005	47.070	< .001	0.216	0.235	0.669	0.669	0.669
Factor1	~~	Factor3	0.263	0.006	42.398	< .001	0.251	0.275	0.772	0.772	0.772
Factor2	~~	Factor3	0.303	0.007	44.016	< .001	0.289	0.316	0.821	0.821	0.821

Model test baseline model

	Model
Minimum Function Test Statistic	0.041
χ^2	210.914
Degrees of freedom	123.000
p	< .001

User model versus baseline model

	Model
Comparative Fit Index (CFI)	0.998
Tucker-Lewis Index (TLI)	0.998
Bentler-Bonett Non-normed Fit Index (NNFI)	0.998
Bentler-Bonett Normed Fit Index (NFI)	0.996
Parsimony Normed Fit Index (PNFI)	0.801
Bollen's Relative Fit Index (RFI)	0.996
Bollen's Incremental Fit Index (IFI)	0.998
Relative Noncentrality Index (RNI)	0.998

Loglikelihood and Information Criteria

	Model
Loglikelihood user model (H0)	
Loglikelihood unrestricted model (H1)	
Number of free parameters	48
Akaike (AIC)	
Bayesian (BIC)	
Sample-size adjusted Bayesian (BIC)	
NA	

R-Squared ▼

Variable	R ²
feedback	0.552
mng care	0.610
mng career	0.682
mng support	0.644
team communication	0.487
team	0.639
FB communication	0.475
vision and goals communication	0.562
ext client	0.588
vision	0.636
value alignment	0.649
workspace	0.483
autonomy	0.584
EE commitment	0.554
EE pride	0.679
EE motivation	0.717
EE recommendation	0.653
meaning	0.538
Factor0	0.784

Root Mean Square Error of Approximation

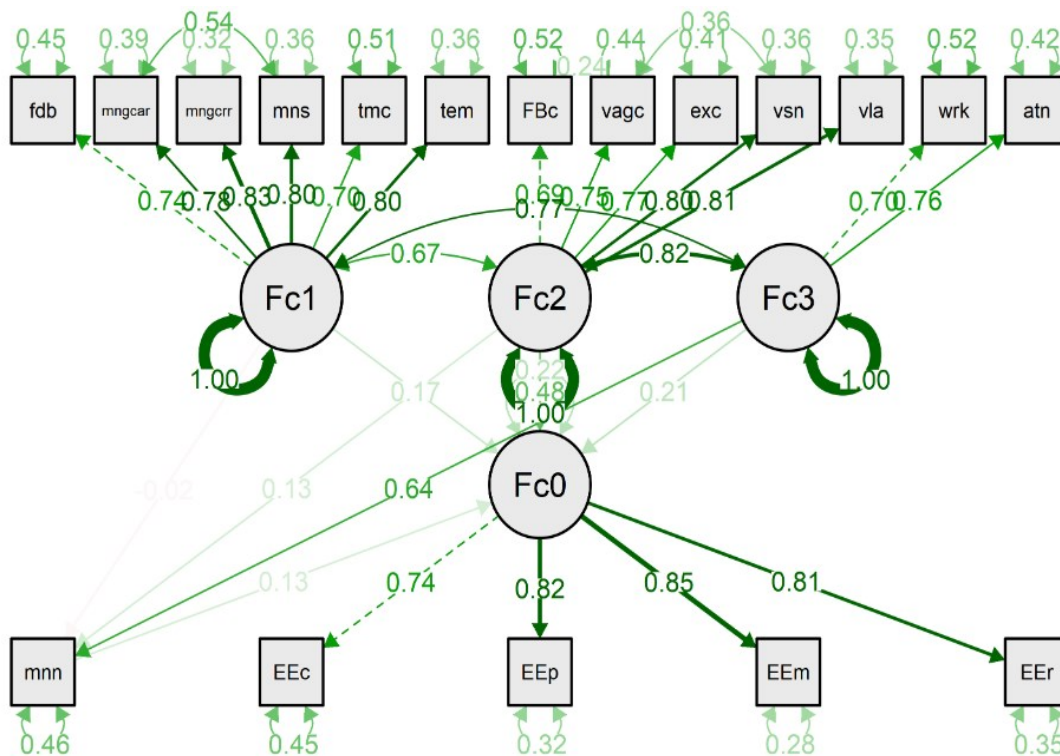
	Model
RMSEA	0.017
Upper 90% CI	0.020
Lower 90% CI	0.013
p-value RMSEA <= 0.05	1.000

Standardized Root Mean Square Residual

	Model
RMR	0.023
RMR (No Mean)	0.023
SRMR	0.032

Other Fit Indices

	Model
Hoelter Critical N (CN) alpha=0.05	1849.384
Hoelter Critical N (CN) alpha=0.01	2003.704
Goodness of Fit Index (GFI)	0.997
Parsimony Goodness of Fit Index (GFI)	0.996
McDonald Fit Index (MFI)	0.983



*Poznámka: vision = Vize, mng care = Zájem manažera, reognition = Uznání, meaning = Pracovní smysluplnost, FB communication = Komunikace transformace, workspace = Pracovní prostředí, value alignment = Soulad hodnot, team = Týmová sounáležitost, fit = Fit zaměstnance a práce, challenge = Výzvy, value and goals communication = Komunikace vize a cílů, feedback = Zpětná vazba, development = Profesní rozvoj, ext client = Externí klient, mng.career = Zájem manažera o kariérní ambice, mng.support = Zájem manažera, autonomy = Autonomie, team.communication = Týmová komunikace, Factor 1 = Manažer a tým, Factor 2 = Vize a hodnoty, Factor 3 = Pracovní podmínky, Factor 0 = Pracovní angažovanost

Příloha 9. Parciální korelace – pracovní angažovanost a pracovní zdroje

Correlations

Control Variables			uznání	rozvoj	fit	výzva	angažovanost _med
F1_med & F2_med & F3_med	uznání	Correlation	1,000	,249	,186	,185	,238
		Significance (2-tailed)	.	,000	,000	,000	,000
		df	0	2315	2315	2315	2315
	rozvoj	Correlation	,249	1,000	,216	,287	,247
		Significance (2-tailed)	,000	.	,000	,000	,000
		df	2315	0	2315	2315	2315
	fit	Correlation	,186	,216	1,000	,406	,217
		Significance (2-tailed)	,000	,000	.	,000	,000
		df	2315	2315	0	2315	2315
	výzva	Correlation	,185	,287	,406	1,000	,263
		Significance (2-tailed)	,000	,000	,000	.	,000
		df	2315	2315	2315	0	2315
	angažovanost_med	Correlation	,238	,247	,217	,263	1,000
		Significance (2-tailed)	,000	,000	,000	,000	.
		df	2315	2315	2315	2315	0

Příloha 10. Spearmanův korelační koeficient - pracovní angažovanost a organizační důsledky

Spearman's Correlations

Variable		EE_med_median	attrition_Q1	client_Q4_1	revenueFTE_Q4	sales plan_Q4	team size
1. EE_med_median	Spearman's rho	—					
	p-value	—					
2. attrition_Q1	Spearman's rho	-0.022	—				
	p-value	0.774	—				
3. client_Q4_1	Spearman's rho	0.042	-0.093	—			
	p-value	0.581	0.225	—			
4. revenueFTE_Q4	Spearman's rho	0.327***	-0.002	0.209**	—		
	p-value	< .001	0.979	0.006	—		
5. sales plan_Q4	Spearman's rho	0.303***	-0.068	0.252***	0.793***	—	
	p-value	< .001	0.375	< .001	< .001	—	
6. team size	Spearman's rho	0.002	0.193*	-0.225**	-0.170*	-0.098	—
	p-value	0.979	0.011	0.003	0.026	0.203	—

* p < .05, ** p < .01, *** p < .001

Assumption checks

Shapiro-Wilk Test for Multivariate Normality

Shapiro-Wilk	p
0.817	< .001

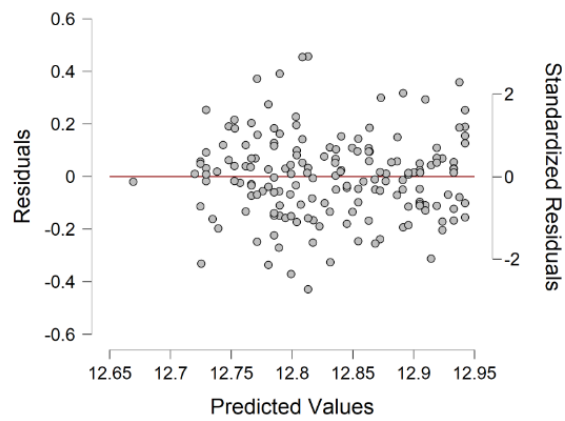
*Poznámka: *EE_med_median* = medián čtyř položek měřících pracovní angažovanost, *team size* = velikost týmu, *revenueFTE_Q4* = výnosy/FTE, *sales plan_Q4* = plnění obchodního plánu, *client_Q4_1* = spokojenost klientů, *attrition Q1* = fluktuace

Příloha 11. Vícenásobná lineární regrese - pracovní angažovanost a výnosy/FTE

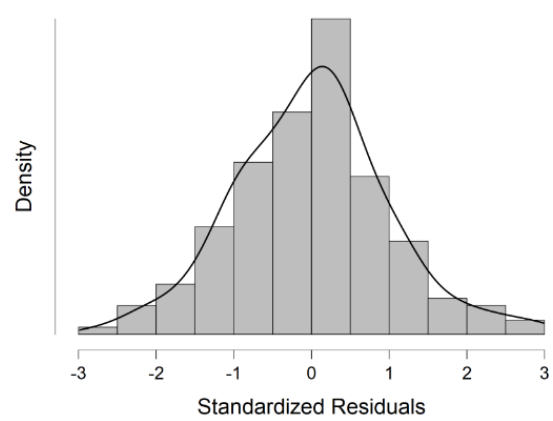
Residuals Statistics ▼

	Minimum	Maximum	Mean	SD	N
Predicted Value	12.669	12.942	12.834	0.065	172
Residual	-0.429	0.457	-1.048e-18	0.157	172
Std. Predicted Value	-2.532	1.666	-1.747e-15	1.000	172
Std. Residual	-2.750	2.930	2.099e-5	1.003	172

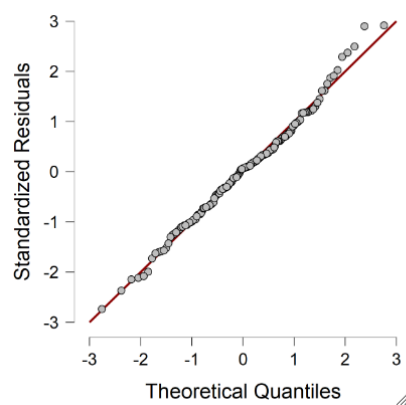
Residuals vs. Predicted



Standardized Residuals Histogram



Q-Q Plot Standardized Residuals ▼



Linear Regression

Model Summary - revenue/FTE_log

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	F Change	df1	df2	p	Durbin-Watson		
										Autocorrelation	Statistic	p
1	0.163	0.026	0.021	0.168	0.026	4.625	1	170	0.033	0.059	1.875	0.405

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
1	Regression	0.130	1	0.130	4.625	0.033
	Residual	4.789	170	0.028		
	Total	4.919	171			

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics	
							Tolerance	VIF
1	(Intercept)	12.908	0.037		350.842	< .001		
	team size	-0.004	0.002	-0.163	-2.151	0.033	1.000	1.000

Linear Regression

Model Summary - revenue/FTE_log

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	F Change	df1	df2	p	Durbin-Watson		
										Autocorrelation	Statistic	p
H ₀	0.000	0.000	0.000	0.170	0.000		0	171		0.075	1.844	0.303
H ₁	0.383	0.147	0.137	0.158	0.147	14.538	2	169	< .001	0.115	1.754	0.102

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H ₁	Regression	0.722	2	0.361	14.538	< .001
	Residual	4.197	169	0.025		
	Total	4.919	171			

Note. The intercept model is omitted, as no meaningful information can be shown.

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics	
							Tolerance	VIF
H ₀	(Intercept)	12.834	0.013		992.361	< .001		
H ₁	(Intercept)	12.339	0.122		101.430	< .001		
	team size	-0.005	0.002	-0.178	-2.498	0.013	0.998	1.002
	EE_med_median	0.129	0.026	0.347	4.882	< .001	0.998	1.002

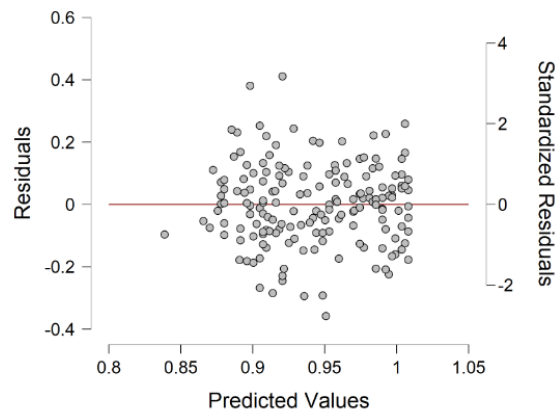
*Poznámka: EE_med_median = medián čtyř položek měřících pracovní angažovanost, team size = velikost týmu, revenueFTE_Q4 = výnosy/FTE

Příloha 12. Lineární regrese - pracovní angažovanost a plnění obchodního plánu

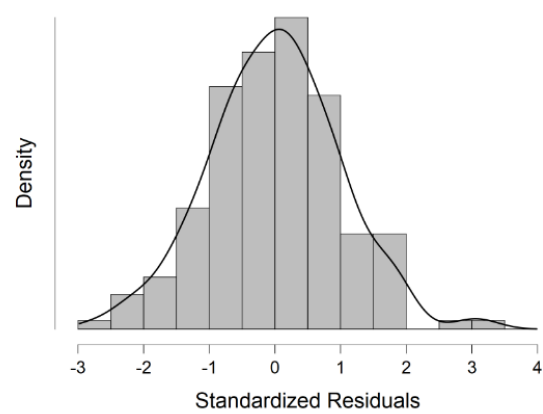
Residuals Statistics ▾

	Minimum	Maximum	Mean	SD	N
Predicted Value	0.839	1.008	0.942	0.042	172
Residual	-0.358	0.411	1.489e-18	0.129	172
Std. Predicted Value	-2.475	1.570	-7.370e-16	1.000	172
Std. Residual	-2.760	3.190	8.849e-5	1.002	172

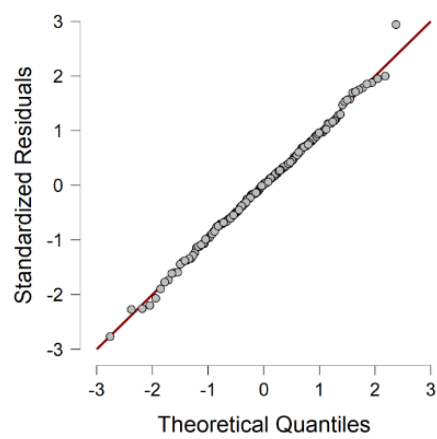
Residuals vs. Predicted



Standardized Residuals Histogram



Q-Q Plot Standardized Residuals



Linear Regression

Model Summary - sales plan_Q4

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	F Change	df1	df2	p	Durbin-Watson		
										Autocorrelation	Statistic	p
H ₀	0.000	0.000	0.000	0.136	0.000		0	171		0.101	1.782	0.150
H ₁	0.094	0.009	0.003	0.136	0.009	1.524	1	170	0.219	0.079	1.829	0.254

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H ₁	Regression	0.028	1	0.028	1.524	0.219
	Residual	3.138	170	0.018		
	Total	3.166	171			

Note. The intercept model is omitted, as no meaningful information can be shown.

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics	
							Tolerance	VIF
H ₀	(Intercept)	0.942	0.010		90.831	< .001		
H ₁	(Intercept)	0.977	0.030		32.801	< .001		
	team size	-0.002	0.002	-0.094	-1.234	0.219	1.000	1.000

Linear Regression

Model Summary - sales plan_Q4

Model	R	R ²	Adjusted R ²	RMSE	R ² Change	F Change	df1	df2	p	Durbin-Watson		
										Autocorrelation	Statistic	p
H ₀	0.000	0.000	0.000	0.136	0.000		0	171		0.101	1.782	0.150
H ₁	0.289	0.083	0.078	0.131	0.083	15.442	1	170	< .001	0.124	1.736	0.081

ANOVA

Model		Sum of Squares	df	Mean Square	F	p
H ₁	Regression	0.264	1	0.264	15.442	< .001
	Residual	2.902	170	0.017		
	Total	3.166	171			

Note. The intercept model is omitted, as no meaningful information can be shown.

Coefficients

Model		Unstandardized	Standard Error	Standardized	t	p	Collinearity Statistics	
							Tolerance	VIF
H ₀	(Intercept)	0.942	0.010		90.831	< .001		
H ₁	(Intercept)	0.558	0.098		5.680	< .001		
	EE_med_median	0.086	0.022	0.289	3.930	< .001	1.000	1.000

*Poznámka: EE_med_median = medián čtyř položek měřících pracovní angažovanost, team size = velikost týmu, sales plan_Q4 = plnění obchodního plánu