


## Organizational commitment: A case study in the Specialized Care Center in the municipality of Malhada de Pedras-BA

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### ABSTRACT

This article analyzes the organizational commitment of the specialized care center in the municipality of Malhada de Pedras-BA. The research data was collected using questionnaires and the measurement was made based on the authors who deal with the topic in question. . This research is characterized by a case study and data analysis was based on the LIKERT scale. The results of this research can serve as a parameter for the Institution's Human Resources policy, demonstrating that there is a high level of commitment among its employees

**Keywords:** Commitment, Goals and Educators.

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## INTRODUCTION

In the current environment, in which transformations occur at an accelerated pace, the organizational future is uncertain, therefore, in order to achieve success, organizations need to adapt to the changes imposed by this scenario, making a continuous evaluation, reviewing administrative standards and values in order to overcome bureaucratic and archaic models, seeking to adapt to the demands of the competitive market.

It can be seen that in the current scenario organizations need to have high levels of competitiveness and productivity, because we are living in a savage capitalism with the best standing out, therefore, technological investments and financial strategy alone are not enough, because to be able to have a competitive advantage it is necessary to have much more than machines or patents, it is necessary to invest in relation to the institution's employees, so that they are able to innovate, improvise, work in a committed way with organizational objectives and goals.

Organizations go through an arduous task, which is to seek techniques that increase the commitment of employees to the institution, as well as to select and have people involved and committed to solving organizational problems and achieving its success.

The organizational success of any and all institutions depends on the commitment of the people who work in it. Therefore, based on this assumption, it is necessary to develop a study to evaluate the commitment rate of each employee, thus serving as subsidies for the organization to perceive the existing links between it and the employee.

The constant organizational challenge is to compete in a globalized market, of rapid changes and still be able to create an environment in the institution where people feel satisfaction in working and commit to giving their best for its success. It is in this context that organizations have been concerned with analyzing and understanding organizational commitment, because having committed employees who work in what they like performing activities that give them satisfaction and who feel motivated and valued in what they do, will certainly perform favorably and achieve positive results that will help the organization to compete in a turbulent market. Therefore, studying organizational commitment is of paramount importance, considering the need to have employees who are more involved and committed to the institution in which they work.

This article aims to analyze and diagnose the degree of commitment of the employees of the specialized care center in the municipality of Malhada de Pedras, thus providing subsidies to the public organization. Could it be that in this Educational Institution the professionals have a high level of commitment? Since commitment can become the main tool for better organizational results, the research described here is based on the Likert scale, which in turn is a widely used research tool in the social sciences, psychology and other fields. It is used to measure respondents' attitudes, opinions, and beliefs about a given topic.



One of the key advantages of the Likert scale is its ability to provide quantitative measures easily and efficiently. It allows researchers to collect numerical data and later analyze it statistically, making it possible to compare different groups or studies. Another importance of the Likert scale is its flexibility. It can be adapted to different research contexts and objectives. Researchers can customize the number of items on the scale, response categories, and even include open-ended questions. This allows for greater accuracy in measuring the attitudes of individuals.

In addition, the Likert scale is easily understandable and can be applied to a variety of audiences, regardless of their level of education or knowledge. Response categories often range from agreement, neutrality, and disagreement, which makes it easier for participants to respond. Over the years, the Likert scale has been widely used in academic research and decision-making in various areas, such as market studies, customer satisfaction assessment, public opinion research, among others.

However, it is important to note that the Likert scale also has some limitations. It may not be suitable for measuring complex or subjective attitudes, and the interpretation of the results may be influenced by the individual interpretation of each response category. In summary, the Likert scale is a valuable tool for collecting quantitative data on respondents' attitudes, opinions, and beliefs. Its proper use and a correct statistical analysis of the results can provide valuable insights and inform important decisions in different areas.

### **ORGANIZATIONAL COMMITMENT:**

The modifications and evolutions resulting from the capitalist mode of production have been immeasurable, constituting both changes in the volume and distribution of wealth and the modification of techniques to guide this wealth to certain ends. In the capitalist model of production, the individual sells his labor power. That of the workers with the owners of the means of production gives rise to divergences between the interests of the organization and the interests of the officials.

Since the beginning of the century, companies have been concerned with machines and how to handle them to the point of making them as productive as possible, failing to take into account the human factor as a social component capable of interfering positively or negatively in this system.

Within this context is the scientific approach that arises with the conception of the economic man conceived by organizations as a machine, in which he aims at the exchange for his effort only a remuneration, not recognizing the importance of values being this limited employee, where everything is controlled by a rationalized and standardized work, and the individual does not need to think. The commitment to this approach is not even mentioned because he perceived the worker as a limited individual.



With the emergence of the humanistic approach explained by Elton Mayo, it emphasizes the link between the economic and the social, leaving the exacerbated concern with the machine and the work method and starting to adjust the individual to his job. Verifying that the human factor could bring significant variance in the development of a given activity. Although this approach emphasizes worker satisfaction, the issue of commitment itself was not yet mentioned, but it is a positive indicator for verifying employee performance in the organization; If the employee is in tune with his skills and capacity, combined with the effort, it significantly favors the performance of the position, and these factors can be developed to bring benefits to the organization in which this person is inserted. (CHIAVENATO, 2000).

In response to this emphasis, in the 1980s the issue of human resources in the institution arose and began to be observed and considered. It can be seen that in the 70's and 80's there were some evaluations and studies in the area of organizational commitment, which serves as a basis for the deepening of this theme today, in which the issue of commitment is highlighted in many study proposals.

According to BASTOS (1995), there are several definitions in relation to commitment, because the authors differ in the conceptualization and conception of the factors that interfere with professional commitment. But the word "commitment" is derived from the Latin term "to compromise" which has the following meaning: by compromise; To give as a guarantee, to commit, to commit one's word, to put (someone) in a bad situation or in a suspicious situation, to make a commitment, to oblige oneself" (BASTOS, 1995: p45).

There are several denominations given to commitment in which we can evidence that in everyday life it receives an understanding, while in the scientific sphere there is out of everyday language, commitment is conceived as "the degree of attention, effort, care that the person puts into doing something". In the scientific field, it is conceived as an "adherence, a strong involvement of the individual with various aspects of the work environment" (BASTOS: p.46).

According to the scientific conception described above by Bastos, it can be stated that the worker is committed to the organization for some reason that makes him a collaborator of the institution, and these reasons can be the most diverse, varying from individual to individual.

It can be seen that there are several conceptions of the understanding of commitment. But Abrahamsson (2002, p.43) makes the following integrative definition:

Commitment is a state of connection that defines the relationship between an actor (an individual, a group, or an organization) and an entity (focus). This relationship can take different forms (affective, instrumental, normative – base) that share common aspects (durability, strength, focus, terms) with all forms of commitment.

Therefore, this definition encompasses a broad approach to conceptualizing commitment.



By making an in-depth analysis of commitment, we can affirm that in the literature there is a range of reference sources of study, ways and bases of perceiving commitment.

According to Dublin, Hedley and Taveggia (1976. apud Bastos 1994a, p. 29):

Commitment is a form of attachment and occurs in various ways and mentions that there are possible sources of this attachment, which are: Productive environment systems (one's own self, work group, organization, union, profession); objects and working conditions (technologies, products, routines, utensils and personal spaces). Rewards or payments for work (direct or indirect wages, power, status, career). With this statement, people can emit different reactions to these various forms of attachment: intellectual (evaluation and judgment), emotional (affective responses within the individual), or behavioral (muscular responses and stimuli from the environmental object).

In the conception described above by DUBIN et al. (1976), it can be seen that commitment is conceived as a form of attachment, where it is noted that there are diversified sources of attachment and distinct reactions in relation to the various forms of attachment.

When the term commitment is used in organizational research, there are several reasons that lead a person to commit. Based on this assumption, commitment is defined by three factors, according to Mowday et al (1982, p. 27).

Commitment is a strong relationship between an individual identified with and involved in a particular organization, and can be characterized by at least three factors; (1) be willing to exert considerable effort for the benefit of the organization; (2) a strong belief in and acceptance of the organization's goals and values; and (3) a strong desire to stay with the organization.

In relation to the various scientific approaches, the theoretical conception of Alline Meyer (1990) conceives the existence of three forms of commitment, which are only normative, affective and instrumental.

However, it can be affirmed, according to BASTOS (1995), that there are several approaches that go beyond the one explained by Alline Meyer (1990). Bastos mentions the various forms that are the affective, sociological, instrumental, normative and behavioral approach. Based on this statement, each focus will be analyzed and emphasized.

- Affective Focus:

Regarding the other approaches, this focus predominated in the literature for a longer time. This affective commitment is proposed by MOWDAY et al (1982), where they conceive that commitment involves an active relationship based on the desire to contribute to the good of the organization.

In the 70's a valuable instrument to measure affective commitment developed by Porter and Smith emerged, this instrument is the OCQ – Organization Commitment Questionnaire it is widely



used. The OCQ scale is the Likert scale, and is made up of fifteen indicators, and can be used with 5 or 7 points, ranging from strongly agree to strongly disagree. MOWDAY (1979).

- The instrumental approach:

This approach comes from the studies of Becker (1960). According to BECKER (1960, p.34), commitment is conceived as:

"A willingness of the individual to engage in consistent lines of activity: In this approach, the employee remains with the company because the benefits of continuing to continue are greater than his or her departure. Instrumental commitment is also called side bets, which can be translated as lateral exchanges, taking on several other titles such as calculative and continuance or continuance."

According to the author in question, the interest in continuing in the organization is due to an analysis of the benefits of staying in the organization being better than leaving it. So they stay with the organization because they have to. To measure this focus, they must evaluate among the variables that make up this group, which are the probability of the employee leaving the institution if they receive some type of external incentive. ALLUTO et al. (1973).

- Sociological approach:

The Sociological approach is conceived by HALABY (1986) in a simplified way, without the dependence linked to love, nor merely financial incentives, but based on the legitimate perceptions that govern the relations between employee and employer.

This type of commitment defines attachment only to the act of standing versus leaving, which can be noticed through employee behaviors or communications.

- Normative approach:

The studies that gained greater emphasis on this model were Wiener's model (1982).

This approach is described by Wiener (1982, p.421) who conceptualizes what commitment is due to: "the totality of internalized normative pressures to act in a way that meets organizational objectives and interests".

Within this approach, individuals accept the culture, values, and goals of the organization, staying the same because they feel they have to. However, the worker commits himself to the organization because he thinks it is right to do so.

To test this type of approach, WIENER et al (1990, p. 3) make the following statement:

"Normative commitment is indicated through three indicators. Respondents were asked to what extent they felt the individual should be loyal to his or her organization, should make sacrifices for the benefit of the organization, and ultimately should not criticize the organization.

- Behavioral approach:



The behavioral approach has its influence on social psychology, in this approach the commitment is a link between the worker and his attitudes, In view of this statement, MOWDAY (1982, p.24) defines that commitment is "a state of being in which an individual becomes carried away by his actions and through these actions believes that he sustains the activities of his own involvement."

This type of focus is measured by the OCQ, which also measures affective commitment. OCQ is based on the LIKERT version.

### CRITERIA FOR DATA ANALYSIS.

The model adopted for the measurement of the data will be through the LIKERT scale, which allows variation from 1 to 7. Scores from 1 to < 3 were considered indicators of very low impairment, from 3 to < 4 indicators of low impairment, from 4 < to 5 normal impairment; from 5 to < 6 indicators of high impairment and ending from 6 to 7 indicators of very high commitment.

It was found through the theoretical framework that each author has a different conception of what commitment is, based on the verification of the non-consensus regarding the construct, different approaches and measurements to organizational commitment are admitted. In view of these statements, this research was based on 2 analyses: one conception that will be described by BASTOS (1994), where through the variables he identifies the type of predictor of impairment, that is, what is the nature of the impairment, the other referring to the factors of impairment. This leads the person to commit to the organization, hypothesizing the variables. Thus, only three approaches will be used in the theoretical framework: the affective, the instrumental and the normative.

To measure the approaches, the LIKERT scale was used, where the variables were divided into 3 groups, those that make up the affective group, the instrumental group and the normative group, establishing the degree of importance from 1 to 7.

To identify the predictors, the indicators of the affective focus were analyzed in the first group, which were: Identification with the company's philosophy, trust in the organization's values and objectives, preference in the organization over others and because it symbolizes the employee's values.

In the second group, the following variables were observed: feeling of obligation to remain in the organization; feeling of obligation for organizational performance.

And concluding the analysis of the third group, which is the verification of the variables of the instrumental approach, which are: Reality of a need to stay in the organization, extra effort for the benefit of the organization only through rewards and opportunities; Not breaking the rules so as not to lose your job.



The construction of the indicators of each group sought to comply with the scientific perspective of the literature that conceptualizes each type of impairment, therefore, in the analysis and measurement of the data, it was found that the type of impairment that presents very high indices and affective impairment, where the proportion of importance was a scale of 6 to 7, which proves the predominance of the nature of organizational impairment of an affective nature; Instrumental impairment was present on the scale with a score of 3, which gives a low predominance, and Normative impairment has an index of 4, which confirms that the score is normal.

In the measurement of the research data in relation to the types that predict impairment, they presented very high results, thus determining the nature of the type of impairment, which is affective focus impairment.

In the theoretical framework, we found that organizational commitment is conceptualized in the following factors according to MOWDAY et al (1982) as: "A strong belief in the values and objects of the organization and acceptance of them; a desire to exert considerable effort on behalf of the organization; a strong desire to remain a member of the organization." Based on this assumption, the variables were hypothesized through the closed LIKERT questionnaire, observing which factor exerts the greatest influence: commitment, analyzing and analyzing the degree of organizational commitment, which will be made based on the statement of MOWDAY et al (1982), and the measurement of the data obeyed the LIKERT scale.

- Factor 2 – Desire to exert considerable effort on behalf of the organization; the result obtained with the analysis of the research was a high commitment in relation to this factor, that is, the variables that make up this factor as observed with the data in the table, emphasizing that the analysis was carried out according to the criteria of the LIKERT scale.

## FINAL THOUGHTS

It was concluded through this article that the professionals of the specialized care center have a very high affective organizational commitment, in relation to the acceptance and belief in the values and objectives of the workplace, however it becomes evident that there is a predominance of the affective focus, that is, the employees are in the institution because they identify with it wishing to contribute to the well-being of the organization.

The organizational commitment survey points out that the professionals under study have a very high level of commitment, which demonstrates that this is one of the factors that make the institution a reference

This article proved that the nature of the commitment that prevails in the organization is affective.





In view of the final considerations, it is emphasized that organizations can improve their quality standards if they have the commitment of those who are part of the organization.



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