

Organizational Bonds: between Loves and Displeasures of Public Servants in Education

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Abstract

Given the scarcity of studies on organizational ties related to the implementation of public policies with a qualitative approach, the main objective of this article is to analyze organizational ties - commitment, entrenchment, and consent - and their relationship with the performance of the executors of a governmental action. Data collection took place through two focus groups and eight semi-structured individual interviews. Content analysis was used to understand the collected data. The results indicate that participants are organizationally committed, entrenched, and consented and that they perceive influence on performance. Commitment is related to efficiency. Entrenchment and consent are related to negative aspects such as illness and inefficiency. It was found that the bonds are reflected in the implementation of public policies and these will be better developed through actions of recognition of work and participatory management among those involved.

Keyword: organizational ties, public service, public policy.

Vínculos Organizacionais: entre Amores e Dissabores de Servidores Públicos da Educação

Resumo

Diante da escassez de estudos sobre vínculos organizacionais relacionados à implementação de políticas públicas com uma abordagem qualitativa, o objetivo principal deste artigo é analisar os vínculos organizacionais - comprometimento, entrenchamento e consentimento - e sua relação com a atuação de implementadores de uma ação governamental. A coleta de dados ocorreu por meio de dois grupos focais e oito entrevistas individuais semiestruturadas. A análise de conteúdo foi utilizada para a compreensão dos dados coletados. Os resultados indicam que os participantes estão comprometidos, entrenchados e organizacionalmente consentidos e que percebem influência no desempenho. O comprometimento está relacionado a eficiência. O entrenchamento e o consentimento estão relacionados a aspectos negativos, como adoecimento e ineficiência. Verificou-se que os vínculos se refletem na implementação das políticas públicas e estas serão melhor desenvolvidas através de ações de reconhecimento do trabalho e gestão participativa entre os envolvidos.

Palavras-chave: vínculos com a organização, serviço público, política pública.

Vínculos Organizacionales: entre Amores e Inconformidades de los Servidores Públicos en la Educación

Resumen

Dada la escasez de estudios sobre los vínculos organizacionales relacionados con la implementación de políticas públicas con enfoque cualitativo, el objetivo principal de este artículo es analizar los vínculos organizacionales - compromiso, atrincheramiento y consentimiento - y su relación con la actuación de los ejecutores de una acción gubernamental. La recolección de datos se realizó a través de dos grupos focales y ocho entrevistas semiestruturadas individuales. Se utilizó el análisis de contenido para la comprensión de los datos recolectados. Los resultados indican que los participantes están comprometidos, atrincherados y consentidos organizacionalmente y que perciben influencia en el desempeño. El compromiso está relacionado con la eficiencia. El atrincheramiento y el consentimiento están relacionados con aspectos negativos, como la enfermedad y la ineficacia. Se encontró que los vínculos se reflejan en la implementación de políticas públicas y estas se desarrollarán mejor a través de acciones de reconocimiento del trabajo y gestión participativa entre los involucrados.

Palabras clave: vínculos organizacionales, servicio público, política pública.

Studies addressing Organizational Commitment (OC) started being carried out some decades ago; nonetheless, the literature still presents gaps that deserve to be analyzed, such as field of research or even methodological approaches. It is also worth noting that the public service has undergone constant changes. In this context, studies on organizational behavior, are of great importance, since human resource management plays a fundamental role in the modernization of the State, contributing to the proper implementation of a variety of public policies (Siqueira & Mendes, 2014).

It is precisely in this sector that this study is interested, in view of the expansion of the Federal Education Network through the Support Program for the Restructuring and Expansion of Federal Universities (REUNI, in Portuguese). This action has led to the creation of new organizations, expanding access to education, bringing along a large number of employees, who join the public service with the goal of providing better services to the population.

Likewise, a larger number of students, who sometimes do not have the necessary conditions to support their stay in the school environment, have become part of this context. This brought a demand for the Federal Government to establish the National Student Assistance Program (PNAES, in Portuguese) through Decree n. 7.234/2010, whose purpose was to expand the conditions of permanence of young people in public federal higher education.

Accordingly, this range of public servants that has become part of this context plays a fundamental role in the success of this public policy. Understanding the phenomenon of the organizational ties of these social actors becomes necessary to realize how performance is implied. This has led us to the question that motivated the present study: Which organizational ties are present among the public servants of a federal higher education institution located in the interior of Pernambuco state, Brazil, and how they perceive the relation of these ties with performance?

It is worth mentioning that studies addressing organizational ties are of great importance precisely because they are seen as a link between employees and organizational objectives, proving to be a potential promoter of success in the organizations (Jesus & Rowe, 2015). In addition, patterns of these ties have been associated with desirable behaviors to reach the goals of institutions (Pinho, Bastos, & Rowe, 2015). It is worth mentioning that imprecision in the definition of the organizational ties is due the excessive expansion of their conceptual and dimensional reach (A. C. A. Rodrigues, Bastos, & Moscon, 2019; Wasti et al., 2016).

In the area of Work and Organizational Psychology (WOP) there is an enormous predominance of quantitative and instrumental researches. Thus, in critique of this reality, it is necessary to turn to inductive and abductive methodology to access experiences and, why not, subjectivities which could not be revealed (Pérez-Nebra et al., 2021).

Most of the researches have identified that the organizational bond theory has some gaps, and one of them is the taxonomy of antecedents and the key drivers in its formation (Klein, Brinsfield, & Cooper, 2020). Thus, it is necessary to have a more refined look at this absence, in order to better comprehend the phenomenon. Another lack is the relationship between commitment and management policies (Oliveira & Rowe, 2018).

The study of the relationship between employees and organizations has enabled the advancement of their understanding, bringing to the fore the discovery of other types of ties in addition to OC (Tomazzoni, Costa, Antonello,

& Rodrigues, 2020). Thus, the studies developed by A. P. G. Rodrigues and Bastos (2013) on Organizational Entrenchment, and by Silva and Bastos (2015) on Organizational Consent have demonstrated that these behaviors go beyond the state of employees being committed to the organization (Tomazzoni et al., 2020).

According to A. P. A. Rodrigues et al. (2019), the commitment can be directed to several directions, such as work, the employing organization, if any, as well as to the community and the family. In turn, the entrenchment, which will be analyzed, must be observed in view of the permanence in the organization and, finally, consent, which deals with obedience to the organization's rules.

Hence, it is possible to verify that OC can be seen as a force that connects employees to the place where they work. Through this concept, commitment cannot be understood as a mere passive loyalty of the employee to the organization. Thus, organizational commitment must be seen as an active relationship in which employees tend to contribute to the organization (Pinho, Oliveira, & Silva, 2020).

It is important to highlight that OC has the highest correlation with desirable organizational components (Maia, Bastos, & Solinger, 2016). On the other hand, apparently, there is no negative influence on mental health (Pinho & Bastos, 2014), although there is still no robust evidence to link organizational bonds to mental strain (Ceribeli & Barbosa, 2019).

With regard to Organizational Entrenchment (OE), this must be perceived as a possible bond between workers and organizations, but it must not be associated with emotional ties (Rodrigues & Bastos, 2010). It brings the idea of rationality regarding the permanence in the organization, defends this type of bond. When making this permanence calculation, employees start to consider several aspects, such as the loss of investments in training and skills, which they used to join the new organization, resulting in a kind of reduced hope in finding a new job (Pinho & Bastos, 2014).

Contrary to what happens with OC, which correlates with desirable behaviors, OE is characterized by reduced job satisfaction (Rodrigues & Bastos, 2015). Entrenched workers are not expected to exhibit high rates of behavior geared to attendance and job performance; however, low turnover and rates of change can be expected (Pinho & Bastos, 2014).

Finally, Organizational Consent is related to a feeling of conformity, so that its two components - blind obedience and intimate acceptance - demonstrate that they refer to visible actions that demonstrate the similarity of behavior with the rest of the group, but that they are not linked to the employee's intimate convictions, and which, likewise, refers to the employee's real loyalty to the group's beliefs and attitudes (Silva & Bastos, 2015).

Organizational consent has consequences for both workers and organizations. In this way, for example, damage to the employee's mental health can be verified, while for the organization, there is the perception of a worker who only follows orders but performs poorly and does not help the institution's growth (Pinho, Silva, Oliveira, Oliveira, & Barbosa, 2020).

There are some external factors that influence job performance, such as organizational support and clarity of roles. So that, when employees feel the fulfillment of these elements, they perform better and become more committed to the organization (Maia & Bastos, 2019). Needless to say, organizational commitment may act as a mediator for a better job performance fulfilling an ideological contract that leads the employee to be more committed and perform to achieve the organizational goals (Kim, Shin, Vough, Hewlin, & Vandenberghe, 2018).

At this point, it is necessary to clarify that this study is focused on the self-perception of performance, since external indicators are not considered, in order to understand how the phenomenon of the relationship between organizational bonds and efficiency occurs, from the point of view of the actors that work in conjunction with the investigated policy.

Finally, it must be observed that there is a psychological contract between the employer and the employee. This relation occurs even in public service. This relationship consists in obligation of both parts. The fulfillment of the employer obligations leads to a greater commitment and the opposite leads to a decrease of this feeling (Maia, Bal, & Bastos, 2019).

Method

In order to respond to the guiding question of this study, a choice was made for a qualitative approach. This choice brings new possibilities to the research field and also makes it possible to access aspects of subjectivity that are not possible, or at least, less possible, in positivist research (Pérez-Nebra et al., 2021; Oliveira & Rowe, 2018).

Therefore, two data collection techniques were used. The choice was initially made by the Focus Group (FG), whose premise is based on the fact that it is from the group from which the knowledge of the phenomenon arises, so that the collection of information occurs through the interaction and experience of a group of people (Fogaça & Coelho Jr., 2015). Likewise, it brings an innovation, as it is a technique that is still scarce in the literature on Administration (Ribeiro, Demo, & Santos, 2021).

The second collection technique used was the semi-structured individual interview. This option was due to the fact that from it would be possible to reach aspects that would hardly be achieved through the FG, which among its limitations is the fear of exposure to other people (Ribeiro et al., 2021).

As for the methodological course of the study, Figure 1 indicates that the first step was to develop the Focus Group script. It was based on the relevant literature on Organizational Commitment, as well as the concepts of Organizational Entrenchment (Bastos & Rodrigues, 2015) and Organizational Consent (Silva & Bastos, 2015). It is important to remember that the OC definition was not mentioned before, as one of the objectives was to understand the participants' perception of the phenomenon. Finally, it is necessary to inform that both scripts underwent an analysis by judges, who are people with experience in research in the area, in order to guarantee greater validity to the studies (Manzini, 2012).

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In order to better develop data collection techniques, the research corpus must be intentional. In view of this, public policy implementers were invited to the FG. As for the semi-structured interviews, these were carried out with managers of this action.

Therefore, two focus groups were developed, one with seven participants and the other with nine. According to Grønkjær, Curtis, Crespigny and Delmar (2011), this technique can be applied with at least six participants, so that both are within this method limit. Basically, its objective was to identify the organizational bonds of the participants; identify and describe the meanings that Commitment, Consent and Entrenchment had for the participants; identify, describe and categorize the antecedents and consequences of these bonds; identify, from the participants' perception, whether Organizational Commitment influenced the self-perception of performance of their activities.

With regard to the analysis of the collected data, it is necessary to highlight that after the transcription of the focus groups and the individual interviews, which were duly recorded, through the audio recording of the events, the Content Analysis (CA) proposed by Bardin (2016) was adopted, due to the fact that it is of increasing interest and prominence in the field of scientific production, due to the legitimacy gained in the field of qualitative research in this area (Mozzato & Grzybovski, 2011).

Among the forms of CA, the thematic categorical analysis was chosen, whose objective is to reveal the cores of meaning, which make up the manifest content, using a more interpretive form, instead of exclusively statistical inferences (Bardin, 2016).

It is important to point out that even though it has all the scientific rigor, which is one of its biggest concerns, content analysis cannot be considered and worked on as a rigid model, but it must also consider all the richness that subjectivity can bring. provide us, especially with regard to the researcher. Thus, it is possible to perceive that this technique goes through two paths, that of the rigor of objectivity and that of the fertility of subjectivity (Mozzato & Grzybovski, 2011).

Ethical Aspects

Regarding the ethical aspects of the research, according to Resolution 510/2016, of the Brazilian National Council of Health, as it is a study with Human Beings, a process was opened with the Committee for Ethics Research on Human Beings of

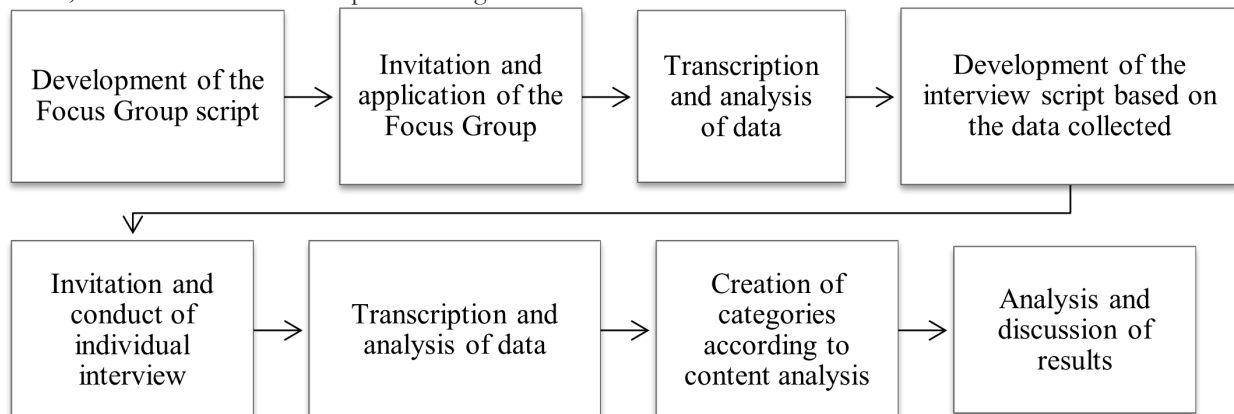


Figure 1. Methodological research steps. Note: elaborated by the authors.

the analyzed institution (CAAE Process: 60623416.1.0000.8052), which gave its approval for the continuation of the research.

Results and Discussion

The results presented are based on the study participants' perception regarding their bonds with the organization where they develop their activities, as well as on how they perceive a possible relationship of these ties with their perception of performance and management in the organization.

Due to content analysis was used, the frequency of Registration Units (RU) issued by the study participants as one of their forms of interpretation was adopted. From these RU, it was prepared the Table 1, which shows the frequency of RU related to organizational bonds and performance management issued by the study participants.

Table 1
Frequency of registration unit related to organizational commitment and performance management, issued by participants

Registration Unit	Frequency
Commitment	89
Organizational management	68
Management policies	51
Work conditions	28
Job recognition	25
Stability	23
Participative management	18
Physical and organizational structure	17
Public server valorization	14
Difficulties	14

Note. Elaborated by the authors

According to this information, it is possible to verify that Organizational Commitment stands out among the organizational ties, as well as that some organizational structures emerged as fundamental in this relationship between public servants, organization, and performance management.

For the study participants, the following RU appear as antecedents of organizational bonds: "organizational management"; "management policies"; "work conditions"; "job recognition"; "stability"; "participative management"; "physical and organizational structure"; "public servant valorization". In turn, "commitment" was considered as a consequent, as well as "difficulties", in the case of non-perception of the antecedents described above.

From these results and the use of CA, as well as the choice to adopt the categorical analysis, whose objective is to reveal the cores of meaning, which make up the manifest content (Bardin, 2016), the frequency of the participants' manifestations was also verified, enabling the identification of clusters composed of similarities of concepts issued which, in turn, are configured as categories

Thus, Table 2 presents the categories that emerged from the manifestations of the participants, so that the definition of each one of them arises from what Mozzato and Grzybovski (2011) consider as the rigor of objectivity and the fertility of subjectivity. In this sense, the groupings occurred as a result of the meanings of the contents, in order to better explain the phenomenon studied.

Table 2
Categories created after the analysis of the data collected

Categories	Component
Beginning of courtship	Organizational Bonds; Concept of OC; Antecedents of the OC; Antecedents of the OE; Antecedents of the OCons; Antecedents of the Performance
Engagement	Perception about the OC; Perception about the OE; Perception about the OCons; Organizational Management Policies.
Honeymoon or Bitter moon?	Consequents of the OC; Consequents of the OE; Consequents of the OCons; Relation of the Organizational Bonds with the Management Performance.

Note. Organizational Commitment (OC); Organizational Entrenchment (OE); Organizational Consent (OCons). Source: elaborated by the authors

Beginning of Courtship - Arrival and Stay in the Organization

Just like the beginning of a relationship, this process is surrounded by a series of expectations that may or may not be met. This moment is essential for new public servants because it is from this point on that the process begins to strengthen or weaken their Organizational Commitment (Solinger, Hofmans, Bal, & Jansen, 2015). According to the participants of this study, this occurred among them not specifically with the development of activities within student assistance, but with regard to joining the public service.

According to Klein et al. (2020), one of the most important commitment antecedents is the social exchange. This construct is precisely a feeling that the employee sees himself in the obligation to give something in return to the organization, but this response must necessarily have a social value (Meng et al., 2019).

As observed on Table 3, the participants relate organizational bonds to the feeling of "organization must go on", entrenchment for employees who are accommodated and find no alternatives, and consent for employees who are "weary", have no strength to question, and obey what is imposed to them. These results are also found in the study by Pinho et al. (2015).

Table 3
Speeches of the components related to the "Beginning of courtship" components

Component Analyzed	Speech Example
Organizational Bonds	"Personally, I feel very committed. You know, I dedicate myself a lot. by the way, I think the whole team is very committed".
Concept of OC	"In my opinion, commitment means moving ahead"
Antecedents of the OE	"when we enter the public service, we have stability. We don't earn that well, but we can finance a house. It's hard to get out".
Antecedents of the OCons	"I wanted to be more involved in decisions processes. But I realized there's not much opening for that here".
Antecedents of the Performance	"I believe that it is essential that we have working conditions. when I arrived, I thought I would have all the necessary structure. however, I've been here for two years, doing almost nothing".

Note. Organizational Commitment (OC); Organizational Entrenchment (OE); Organizational Consent (OCons). Source: elaborated by the authors

It is interesting to observe how Organizational Commitment develops. Studies have suggested that this process occurs from positive experiences within the organization, especially in the period of socialization. This period is essential to acquire social skills (Maia et al., 2016). According to the results of this study, this beginning was not always satisfactory.

A fact recognized by managers, when they affirm that there is no adequate preparation of the servers for the development of their functions. According to this point of view, there is a rite of passage for beginners. This process is essential and must be planned by organizations, as they influence the construction of knowledge (Brasileiro, Vieira, & Helal, 2015). Given this, there is an understanding that such a transition can contribute to the strengthening of organizational bonds.

It is also important to highlight that as observed, the work conditions are attached to the organizational commitment, just like the benefits quality of life and organizational support, but in the other hand, the absence of these elements may damage the bonds with the organization (Pinho et al., 2020).

As far as Organizational Entrenchment is concerned, it also begins to be formed at that time. The discourse of low alternatives to remain or leave the organization was present in the speech of an older implementer, especially when referring to the admission process: "(...) I mean, we make a very large investment to pass a public contest. It's not just money, but time and things we're leaving behind". This situation also reinforces the fear and risk of leave the organization. This discourse was just the opposite among the younger and less qualified staff, corroborating the findings of other studies (Pinho et al., 2015).

In contrast, Organizational Consent is also forged at the time public servants join the organization, so that by appropriating intimate acceptance and blind obedience, they end up treading this path (Silva & Bastos, 2015). Likewise, managerial practices like compensation and reward practices, as well as the absence, affects the normative commitment (Pinho et al., 2020).

Engagement – Work Recognition and Identification

After some time, when the moment of joining the organization is over, the process of identification, or not, begins to occur not only with the activities, but also with the workplace. At this moment, issues such as work recognition and management practices are highlighted.

At this point, the Table 4 shows that participants, as time goes by, begin to feel a stronger attachment to the organization, but at the same time, they realize that things don't turn out the way thought and wanted. Maia & Bastos (2015) affirm that after the period of entrance, the managerial practices, such as participative management and give good conditions of work, act in the formation of organizational bonds and in performance management.

Table 4
Speeches of the components related to the "Engagement" components

Component Analyzed	Speech Example
Perception about the OC	"Yup. I believe that many people are committed. This helps a lot in implementing the policy".
Perception about the OE	"I think there are a lot of people, who only do what is necessary. Thus, this end up harming the functioning of the policy".
Perception about the OCons	"There comes a time when you get tired. We don't have the strength to argue anymore. We end up accepting everything they tell us to do."
Organizational Management Policies	"I think there is a need for more dialogue and recognition. Generally, recognition comes more from students than from management".

Note. Organizational Commitment (OC); Organizational Entrenchment (OE); Organizational Consent (OCons). Source: elaborated by the authors

Thus, it is possible to perceive that management practices that have activities which provide work recognition as one of their elements not only generate more pleasure to employees,

but also act in a prophylactic way with respect to mental health problems, and as an antecedent of organizational commitment (Bendassolli, 2012).

Job satisfaction is also important to be perceived as a mediator to job performance and organizational commitment. Thus, the more the employee feels satisfied with the organization and with managerial practices, the greater he will be the commitment, resulting in better performance (Saridakis, Lai, Muñoz Torres, & Gourlay, 2018).

Participatory management as a management practice has also been proven of great importance for practices that contribute to the formation of organizational bonds, since autocratic and centralizing efforts towards compliance with standard activities end up generating weariness and disturbance on public servants (Fogaça & Coelho Jr., 2015).

This lack of participation in management processes was raised by both implementers and managers. In view of this, they reported that there is no clear discussion regarding the actions to be developed, as well as participation in planning. However, what most caught the attention in a negative way is lack of organizational support, as well as meaningless task assignment.

In the process of constructing Organizational Consent, it is known that issues such as evaluation of the superior and presence of coordination and control mechanisms are some explanatory variables (Pinho et al., 2015). In this sense, the absence of dialogues, for example, makes workers not feel welcomed by the organization.

When questioned about the implementation of these management practices expected by the public servants, as well as about work recognition actions, the managers reported that they either did not exist or that they were occurring, albeit timidly, in the organization. Likewise, all participants were unanimous in affirming that good physical conditions, such as having a room for care, adequate furniture, are essential for workers to have a stronger bond with the organization and to perform well.

However, even in the face of this situation, public servants end up remaining in the organization for various reasons, and a preponderant factor for remaining in the institution is stability (Maia & Bastos, 2015). Thus, this feeling of job security that is currently so unusual, strengthens the permanence of public servants in the institution. This point was strongly mentioned by the participants. Likewise, this perception of security points as an important predictor of Organizational Entrenchment (Marques, Borges, Morais, & Silva, 2014).

In this scenario, it can be verified that entrenchment is in fact present according to the participants' discourse, as the social status resulting from this relationship and the investments made to join the public service contribute for the formation of this tie (A. C. A. Rodrigues & Bastos, 2015).

Similarly, it is possible to verify that public servants become committed to the institution over time, because they are tied to all previous relationships, even with all the mishaps, and positive feelings related to the development of their activity. This situation points to what was reported by the participants who, despite the difficulties, still manage to develop their activities in an attempt to promote a better stay for the students.

Honeymoon or Bitter Moon? - The Effects of Organizational Bonds

After starting all the way from the beginning of the tie, with all the expectations and feelings involved, through the formation of the types of tie with the organization, a time comes when the public servants of student assistance report the effects of this

relationship. It is important to observe that the sentiments of the employees toward the organization may change along the time. It means that the bonds may be attenuated if the reciprocal loyalty is not perceived (Klein et al., 2020).

As previously said, there is considerable research that shows the importance of social exchange in the formation of commitment (Eisenberger, Rockstuhl, Shoss, Wen, & Dulebohn, 2019). So that, in case of feeling that the task developed no longer makes sense, the bonds tends to get weaker. According to the participants of the research, due to the impossibility of better developing their actions, due to the lack of the best working conditions and the lack of recognition, one of the participant reported a “feeling of failure”, which weakens the bonds.

According to research participants, they feel less committed, because the psychological contract is changed, due to its fulfillment, which reveals how some managerial decisions, like the lack of organizational support and work condition may influence how the employees perceive the employer obligation. This perception may cause a decrease in the performance (Maia et al., 2019).

Based on what has been previously exposed, it is possible to verify that organizational bonds result from the perception of work recognition and the results of the policy. Thus, it should not to be expected that these bonds remain inert over time, as they will eventually form several ties, being strong from the beginning and thus remaining, as a relationship that is being built or even weakening over time. These bonds may deteriorate, with levels of Organizational Commitment decreasing dramatically over time (Maia & Bastos, 2015).

It is important to mention that none of the discourses presented elements that constitute a constant relationship or that lead to its strengthening. Situations of oscillation of affective feeling were observed. Several reasons were reported, such as lack of working conditions and work recognition.

Table 5
Speeches of the components related to the “Honeymoon or Bitter moon?” components

Component Analyzed	Speech Example
Consequents of the OC	“I think the consequences are quality education, which promotes psychosocial development. I think that assistance is the heart of the organization”.
Consequents of the OE	“So, I think that one of the consequences is that the student does not stay at the institution, it is not because he does not have any assistance, but it ends up being poorly served”.
Consequents of the OCons	“Who is harmed is the student himself who should benefit from politics”.
OB vs. management performance	“I believe so, because through this tie, it makes you feel part of the whole. In a positive way. I think it goes through a lot about the issue of recognition, of its practices.”
Oscillation of OB over time	“Just like in a marriage, there are oscillations, with good and bad moments. It depends a lot, especially when you see results, but when there is no recognition and the results do not come, we end up feeling a bit frustrated”.
Manager’s perception about OB vs. performance	“Yes, there is that relationship. However, it is good to see the relationship with management, which should also help, because even if committed, if there is no support from management, you cannot develop a good job”.

Note. Organizational Commitment (OC); Organizational Entrenchment (OE); Organizational Consent (OCons); Organizational Bonds (OB). Source: elaborated by the authors

This seesaw of sensations can be explained by the fact that novel situations facilitate an initial feeling of well-being in the organization, followed by a weakening of this tie as public servants begin to experience negative moments, which generate

decline until the cycle can be repeated (Maia et al., 2016). Likewise, when public servants no longer expect a return of their contributions, such as work recognition, they began to present a weaker tie, as well as respond with less investment, including lower Organizational Commitment (Solinger et al., 2015).

With regard to Organizational Consent, which was verified in the discourse of the public servants assessed, it has consequences for both parts, that is, the public servants and the institution. Thus, the results can be damages to the employee’s mental health, whereas for the organization, there is the perception of an employee who only follows orders, but presents low self-perception of performance and does not assist with the institution’s growth (Pinho et al., 2015).

When it comes to mental health, it is necessary to observe that the work and organizational psychology must prioritize or, at least, be at all times aware of interests, needs and wellbeing of individuals and, beyond that, have to comprehend that health is the most precious aspects of human life. Thus, needless to say that WOP must apply its expertise to improve the best conditions in every workplace (Bal et al., 2019).

We may also observe that organizational commitment is related to some mental illness, like burnout syndrome. Thus, the resilience is perceived as an antecedent and as a mediator between the organizational bonds and the mental health of the employees, being fundamental for good performance and better health care, in a relationship where everyone wins (Meng et al., 2019). In this sense, there is great concern regarding the mental health of public servants.

It is important to observe that there is a mediation between the burnout, organizational commitment and turnover intention. That is, when the employees feel the burnout effects, they are more subject to leave the organization, in the other hand, when organizational commitment stands out in the face of other feelings, the tendency is for the worker remain in the organization (Santoso, Sitompul, & Budiattanto, 2018).

Organizational support can influence not only the performance of public servants, but also their effectiveness and commitment strength. Likewise, the perception of this support directly reflects reduction of absenteeism and risk of diseases related to emotional exhaustion (Siqueira & Mendes, 2014).

It is important to verify that, from the perspective of the study participants, good performance of public servants means to attend the students according to the tripod that moves the action, which is configured as access, permanence, and success. According to the managers, this has been carried out even without the best working conditions.

Thus, after analysis of the categories developed with their respective components, it was possible to verify that the guiding question of this study, which is: “Which organizational bonds are present among the public servants of a federal higher education institution and how the relation of these bonds with performance are perceived?” Likewise, the objectives of the study that go through analyze organizational bonds - commitment, entrenchment and consent - and their relationship with the self-perception of performance of the executors of a governmental action, were also achieved.

When analyzing the respective antecedents and consequences, which were also identified, it was possible to observe that part of them had their formation greatly influenced by management, as well as that the consequences are reflected in a better application of the National Student Assistance Program. Finally, a relationship was found between organizational bonds and perception of performance, which, in a way, ends up summarizing the previous findings, especially with regard to the

consequences of the identified bonds.

As can be seen on Figure 2, according to the participants of the research, the main results indicate that the organizational bonds found can either cause efficiency, which is linked to commitment, or inefficiency, which, according to the participants, is related to entrenchment and organizational consent.

bonds. However, as demonstrated, they can be widely used in order to access ways in which workers experience organizational phenomena.

From the results found through this study, it will be possible to develop organizational strategies that provide greater recognition at work and that allow workers to find meaning in

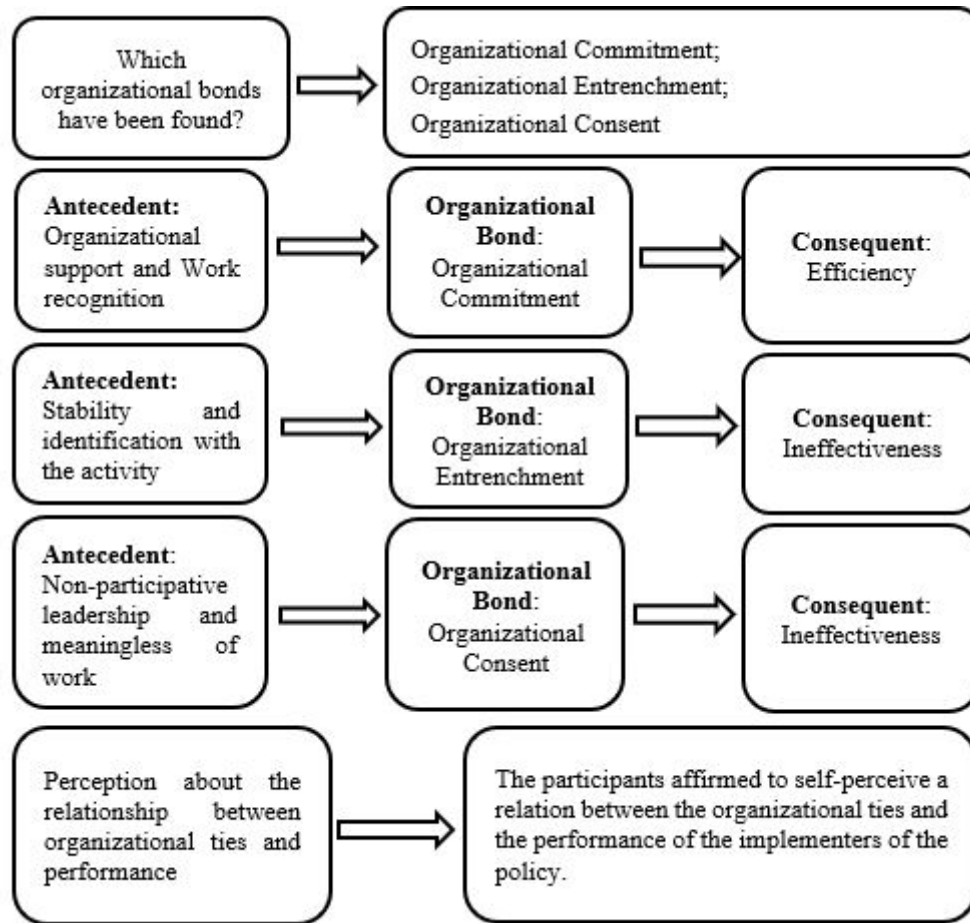


Figure 2. Synthesis of the results. Source: elaborated by the authors

Finally, in light of the organizational bonds found, there is also a perception that the relationship between organizational bonds and performance exists. Thus, in order to achieve the organization's objectives, investments must be made in actions to recognize the work and offer an ideal structure for the development of the activity.

Conclusion

The objective of this article was to analyze the organizational bonds and their relationship with the perception of the performance of the executors of a governmental action. The results showed that, just as in a loving relationship, the bonds between people and the organization also goes through phases, which demonstrate that affection and dedication, in the latter case, for some of the research participants, is reflected as organizational commitment, they need to be captivated, so that the fruits of this relationship can, in short, be harvested. Therefore, the study contributed to the advancement of the theory of investigated bonds. Thus, regarding organizational commitment, it was verified that the recognition of work acts as an antecedent in its formation, as well as that the lack of meaning at work also presents itself as an antecedent of organizational consent.

The Focus Group and the individual interview are investigative techniques still little used in studies on organizational

their activities, aiming at efficiency and better implementation of public policies. Sometimes, affective relationships that generate meaning at work, as well as result in organizational indicators, are neglected. What has been demonstrated is that people want to be heard.

Finally, given the fact that the study reached the reality of a single organization, with its particularities, so it is interesting that others are analyzed. Likewise, the research was carried out in a time frame, so it is also suggested to develop qualitative longitudinal studies with the constructs of entrenchment and organizational consent.

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