

Organizational commitment and job satisfaction: a study with municipal civil servants

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This study aims to analyze the relationship between organizational commitment and job satisfaction among civil servants of city halls. The theoretical platform that was used to approach organizational commitment was based on the model of Meyer and Allen (1991), validated in Brazil by Medeiros and Enders (1998). Regarding job satisfaction, the construct of Siqueira (1995, 2008) was used. For research development, the quantitative approach was chosen, being the data collected using research instruments derived from scales validated for these constructs. The methods used in the comparison of averages were t test and Anova, and in the evaluation of relationships, exploratory and confirmatory factor analyses and structural equation modeling. The associations between the constructs showed that affective dimension of commitment shows a significant relation with satisfaction. In the same way, but with a negative relation, the normative dimension also shows relation with job satisfaction, indicating the higher the normative commitment of employees, the lower their satisfaction. As for the instrumental dimension, there was no relation with satisfaction. The results showed that civil servants of city halls feel satisfied when they are affectively committed and dissatisfied if their commitment is only to comply with norms.

Keywords: organizational commitment; job satisfaction; city halls.

Relação do comprometimento organizacional e da satisfação no trabalho de funcionários públicos municipais

A presente pesquisa teve como objetivo analisar a relação que existe entre o comprometimento organizacional e a satisfação no trabalho nos funcionários de prefeituras municipais. Em relação a plataforma teórica que abordou o comprometimento organizacional utilizou-se o modelo de Meyer e Allen (1991), validado no Brasil por Medeiros e Enders (1998). E ainda, para a satisfação no trabalho empregou-se o constructo de Siqueira (1995, 2008). No desenvolvimento optou-se pela abordagem quantitativa, sendo os dados coletados com instrumentos de pesquisa derivados das escalas validadas para esses constructos. Os métodos usados na comparação de médias foram teste t e Anova, e para avaliar as relações análise fatorial exploratória, confirmatória e modelagem em equações estruturais. As associações entre os constructos mostraram que o comprometimento na dimensão afetiva se relaciona significativamente com a satisfação. Do mesmo modo, mas com uma relação negativa, a dimensão normativa também se relaciona, indicando que os funcionários mais comprometidos normativamente são os que estão menos satisfeitos. Quanto à dimensão instrumental não se verificou relacionamento com a satisfação. Os resultados obtidos evidenciaram que os funcionários municipais se sentem satisfeitos ao estarem afetivamente comprometidos e insatisfeitos se o seu comprometimento for apenas para cumprir as normas.

Palavras-chave: comprometimento organizacional; satisfação no trabalho; prefeituras.

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Compromiso organizacional y satisfacción en el trabajo: un estudio con funcionarios del gobierno municipal

La presente investigación tuvo como objetivo analizar la relación que existe entre el compromiso organizacional y la satisfacción con el trabajo en funcionarios de municipalidades. Para su desarrollo se optó por un abordaje cuantitativo, siendo los datos colectados con instrumentos de investigación derivados de escalas válidas para aquellos constructos. Los métodos usados en la comparación de medias fueron el test t de Student y el análisis de varianza y para evaluar las relaciones, análisis factorial exploratorio, análisis factorial confirmatorio y modelado en ecuaciones estructurales. Las asociaciones entre los constructos mostraron que el compromiso en la dimensión afectiva se relaciona positiva y significativamente con la satisfacción. Del mismo modo, pero con relación negativa, la dimensión normativa también se asocia, indicando que los funcionarios más comprometidos son los que están menos satisfechos. En cuanto que para la dimensión instrumental no se verificó relacionamiento con la satisfacción. Los resultados mostraron que los empleados municipales se sienten satisfechos si se comprometen de manera afectiva e insatisfechos si su compromiso es sólo cumplir con las normas.

Palabras clave: compromiso organizacional; satisfacción en el trabajo; municipalidades.

1. INTRODUCTION

The level of organizational commitment of employees has long been considered a fundamental element to achieve better performance in private entities and greater efficiency and effectiveness in providing services to society in public organizations. That is, the more this link is in line with the organization's objective, the higher the possibility of success (Gomes de Jesus and Okazaki Rowe, 2015). According to Meyer, Allen and Topolnytsky (1998), when the importance of building a commitment relation is recognized, the organization is in line with the changes in the surrounding environment. Involvement and commitment are important for productivity and for a higher level of work and activity, promoting optimization of capacity. They are also important for the creation of opportunities and the use of individual and organizational skills, influencing the speed of responses to the environment/ market and the internalization of new technologies and knowledge.

From this perspective, the field of organizational behavior, whose focus is on the study of what people do in organizations and how it affects performance in companies, has been gaining strength, both among researchers and executives. Bastos and partners (2008) go further by defining it as a field of study that instigates the impact that individuals, groups and structure have on behavior within organizations, with the purpose of using this knowledge to improve effectiveness.

Job satisfaction involves a subjective process, thus making it difficult to define it. It is subject to the influence of internal and external forces, which can affect the physical and mental health of the worker, as well as interfere in their personal and professional behavior (Robbins, 2005).

Martínez, Paraguay and Latorre (2004) consider that the human being has an active reaction to situations of work that do not satisfy him/her, changing attitude. The consequences of job satisfaction have therefore been identified as extremely important to organizations. Particularly in terms of its possible implications on productivity, efficiency, quality of work relations and levels of absenteeism (Siqueira, 2008).

Organizational commitment and job satisfaction are undoubtedly different constructs, but Mathieu and Zajac (1990), Gelade, Dobson and Auer (2008), Meyer (2009), Eisinga, Teelken and Doorewaard

(2010) and Souza, Reche and Sachuk (2013), among others, demonstrated the existence of an unequivocal relationship between them, and that they are, as pointed out by Bastos (1993), correlated constructs. However, it is important to understand the multidimensionality of both constructs and to evaluate their associations from this point of view.

While many empirical studies have focused on organizational commitment in private firms, such as Nascimento, Lopes and Salgueiro (2008), Simon and Coltre (2012), and Perufo, Godoy and Cattelan (2013), only few studies have examined organizational commitment in public organizations, such as Oliveira (2013) and de Su, Baird and Blair (2013). Empirical research that have examined organizational commitment in public organizations have found that its level is lower than in private-sector organizations (Rainey, Traut and Blunt, 1986; Balfour and Wechsler, 1990; Zeffane, 1994).

Although commitment has been the link between the employee and the organization that has been studied the most (Bastos et al., 2014), as reinforced in the work of Balsan and partners (2016), the articles which bring research findings on these relations refer mainly to the private sector. Thus, this work seeks to alleviate the scarcity of studies on organizational commitment in the public sector, using more advanced statistical models, a need highlighted by Bastos and partners (2014). In order to meet this central purpose, the following specific objectives were outlined: a) to evaluate the work commitment and job satisfaction of municipal civil servants; B) verify if there are differences depending on personal and institutional characteristics; and, c) analyze the relationships that exist and the relationships between both constructs.

The nature of this research is quantitative and descriptive. For data collection, a questionnaire was applied to the employees of ten city halls of the State of Santa Catarina, and descriptive and multivariate techniques were used to analyze the data.

The article is divided into in six sections, beginning with this introduction. Section two presents the theoretical framework; next comes the methodology used. The results are discussed in the fourth section and in fifth section brings the final considerations. Finally, there is a list of the references used.

2. THEORETICAL BACKGROUND

In this section, we present the theoretical framework defined as necessary to help to understand the adopted approach. Therefore, the following two themes are considered: organizational commitment and job satisfaction.

2.1 ORGANIZATIONAL COMMITMENT

The creation of competitive advantage has made it common to investigate the role of the individual in the organization as a source of organizational competitiveness (Reinert, Maciel and Candatten, 2011). This increasing competitiveness that organizations have been experiencing in the last years imposes the need for the effective participation, involvement and effort of their employees, which can be translated into a high standard of commitment of the workforce in relation to the implementation of policies, strategies, objectives and goals aiming at the stability and survival of these companies (Costa and Moraes, 2007).

Menezes (2009:172) defines organizational commitment as “a type of social bond established between the employee and the organization, made up of an affective component of identification that influences a set of behavioral intentions of proactivity, participation, extra commitment and defense of the organization”. Mowday, Steers and Porter (1998) point out that organizations where employees are committed usually achieve higher business performance.

Based on the relevance of workforce commitment within the organizational context, theoretical studies have sought to understand the concept of commitment, create explanatory models and quantify commitment vis-a-vis the variables that precede it (Cançado, Genelhu and Moraes, 2007). Among the several empirical studies, the use of the conceptual model proposed by Meyer and Allen (1991), which is also adopted for this research, stands out. In the national context, this model was initially employed by Medeiros (1997) and validated by Medeiros and Enders (1998). Other authors that contributed to the study of this construct in Brazil, with the multidimensional view, were: Bastos (1998), Bandeira, Marques and Veiga (2000), Rego and Souto (2004), Sanches, Gontijo and Verdinelli (2004), Dias (2005), Moraes, Godoi and Verdinelli (2007), Bastos and partners (2008), Giacomassa (2013), Lizote (2013). According to the theoretical model of Meyer and Allen (1991), commitment is analyzed under the affective, normative and instrumental dimensions.

The affective dimension has its origin in the organizational context, from the moment the employees internalize the values of the company when they identify themselves with the company's goals. This attitude enhances their involvement in carrying out their daily tasks, besides reflecting on the performance and the desire to stay in the company (Meyer and Allen, 1991). In general, this dimension comprises the process of identifying the individual with the company's goals and values (Mowday, Steers and Porter, 1982). Affectivity is understood as the attachment of the individual to the organization in a strictly emotional sense (Rego and Souto, 2004; Reinert, Maciel and Candatten, 2011).

The normative dimension refers to the commitment as a form of responsibility of the employee with the organization and implies that this individual does not leave the company due to the personal sacrifice involved in leaving it (Meyer and Herscovitch, 2001). Wiener (1982) points out that this dimension focuses on the normative controls of companies, such as rules and regulations, and that it generates a strong and widespread influence among its employees. Meyer and Allen (1997) suggest that employees tend to develop normative commitment when firms make certain investments that are difficult for them to compensate. In this context, the normative dimension may be based on feelings of individual debts to the company, given the benefits granted (Chen and Francesco, 2003). However, Medeiros and partners (2003) affirm that the normative pressure are usually born from the culture of the company.

The instrumental dimension emphasizes the evaluation of the costs associated with the dismissal of the employee, as well as a calculation of losses and gains involved in the exchanges between the individual and the company (Meyer and Allen, 1991). For Commeiras and Fournier (2003) this dimension deals with the relationship of exchanges between the company and the employee, considering that the employee believes he or she has to stay in the firm due to the amount of resources and time he or she has invested in the company and that would be lost in case he or she left.

For Becker (1960), the instrumental commitment, also called calculative, seeks to overcome the insufficiency of explanations for the coherence of the individual's behavior, who tends to engage in

tasks in the organization and remains involved with such tasks for a period of time. The employee sees the company as a source of income, where the exchange between work and financial reward takes place (Powell and Meyer, 2004). Rego, Cunha and Souto (2007) point out that committed employees who fit into the instrumental dimension will not show a performance that is much above the minimum required due to feelings of dissatisfaction, injustice or even inability to develop their full potential by imposing third parties.

Some empirical studies have sought to analyze the applicability of the conceptual model proposed by Meyer and Allen (1991), such as that by Rego and Souto (2004), who demonstrated that perceptions of justice explain organizational (affective, normative and instrumental) commitment through the analysis of 229 employees of Brazilian organizations (78% from private companies and 22% from public companies) and 236 employees of Portuguese organizations (two private companies and three public institutions). The results indicate that the perceptions of justice explain affective commitment for 23% of Portuguese respondents and 28% of Brazilians. For normative commitment, perceptions of justice are the explanation for 15% of Brazilians and 37% of Portuguese employees, and for instrumental commitment, it is the explanation for 1% of Brazilians and 6% of the Portuguese employees. It can be seen, therefore, that when employees feel treated fairly, they reveal stronger ties of affective and normative nature for both Brazilian and Portuguese employees.

Filenza and Siqueira (2006) analyzed the impact of the perception of justice on organizational commitment (affective, calculative and normative). The study investigated 838 municipal public servants, distributed in three secretariats: secretariat of education (529 civil servants), secretariat of health (182) and secretariat of municipal services (127). The results show that there is an impact of perception of justice on the organizational commitment of the civil servants analyzed. The main impacts are related to the distributive and procedural aspects. It was observed that 35% of the affective commitment of the worker is explained by the fairness of procedures; and approximately 18% of normative commitment and 15% of the calculative commitment are explained by it. Employees of the municipal service secretariat are those who tended to show greater fluctuations in their affective commitment derived from their perceptions of justice. It can be observed in the three secretariats analyzed the high capacity of explanation of the affective commitment by the four perceptions of justice. Civil servants perceive justice and tend to become more likely to develop feelings such as: pride, contentment, enthusiasm, interest, and drive in relation to their organization. It can be concluded that the managerial efforts to strengthen perceptions of organizational justice can lead individuals to commit themselves to the employer organization, mainly in affective terms.

In the Portuguese context, Nascimento, Lopes and Salgueiro (2008) used a sample composed of 461 employees from three Portuguese firms, one from the area of information technology, another from the area of transport and a multinational pharmaceutical company, all based in Lisbon. The results did not enable the validation of the organizational commitment model for the Portuguese context, since the relations between the three dimensions have not confirmed the theoretical empirical framework proposed by Meyer and Allen (1991). However, the three-dimensional structure of commitment was confirmed, which resisted to sample and cultural contingencies.

When analyzing a sample of 44 workers from a family firm in the area of service providing, Simon and Coltre (2012) identified the level of organizational commitment of employees based on

the theoretical model of Meyer and Allen (1997). Their findings point to the predominance of the instrumental and affective dimensions. The presence of affective commitment among the employees are the result of human resources management policies, which drive employees to perceive justice, recognition and reward. Thus, employees relate such policies to organization care for them, and, in turn, they show commitment.

Perufo, Godoy and Cattelan (2013) investigated the level of commitment of employees of a branch of Banco do Brasil from the data collected with a questionnaire adapted from Meyer and Allen (1997). The results showed that 65.22% of the bank employees demonstrated their commitment to the organization through the affective dimension. Employees who belong to this group can be considered loyal and with a high level of involvement with the organization.

Oliveira (2013) tried to validate the Meyer and Allen model (1991) of three components to the Angolan context. He also tried to validate the measurement scales proposed by Meyer and Allen (1997) in the version adapted for Portugal by Nascimento, Lopes and Salgueiro (2008). In his study, the author analyzed 200 civil servants linked to five agencies of the Angolan Public Administration, verifying the existence of profiles of commitment aligned with the theoretical framework adopted. However, the normative dimension is not present in the Angolan culture, it is associated to the affective and instrumental dimensions, which suggests its reconceptualization. It also points out that the affective dimension has a higher value.

Su, Baird and Blair (2013) investigated the organizational commitment of Australian civil servants. The study examined the association between culture, organizational factors, demographics, and the level of employee organizational commitment (EOC) in a sample of 500 Australian public sector organizations. The results reveal that the level of EOC have increased in the public sector in recent years, and that this level varies according to the management level, while different organizational factors were associated with EOC of managers at different levels of the organizational hierarchy. It has been found that employees within public organizations have exhibited relatively higher levels of commitment to the dimensions of fixation and involvement. Job satisfaction was significantly associated with managers, while innovation was negatively associated with the level of involvement. It was observed that teamwork/cultural respect dimension was significantly associated with both levels of attachment and involvement in the public sector, so managers in public sector organizations should use teams more frequently and treat employees fairly and with respect to promote EOC. It should be noted that for middle-level managers, the association between the perception of organizational support and satisfaction at work with the level of EOC was significant both in the public sector. However, job satisfaction and attention to detail (outcome orientation) were significant when related to involvement in the public sector.

2.2 JOB SATISFACTION

Satisfaction at work is a complex subject and difficult to define, because it is too subjective and multifaceted, after all, everyone has his/her needs and goals. It can then be said that the satisfaction of a person depends, among other things, on his/her personal ambition, training, role in the company, expectations at work, experiences and daily life. Brandão and colleagues (2014:97) emphasize that

“when studying job satisfaction within the scope of Public Administration, its peculiarities concerning human resources management must be considered”.

From a comprehensive view, according to Kotler (1998:53), the concept of satisfaction is the “person’s feeling of pleasure or disappointment which resulted from comparing a product’s perceived performance or outcome against his/ her expectations”. Siqueira (2008) correlates satisfaction with the organization’s social responsibilities, i.e., job satisfaction comprises a way of monitoring to what extent a company can promote the health and well-being of its employees. Brown and Huning (2010:2), in turn, define job satisfaction as the pleasure that employees experience in performing their work, “it is considered an important outcome due to its links with job-related stress, turnover, absenteeism and similar outcomes”.

For Queiroga and Paula (2015:365), “satisfaction is one of the fundamental variables for any organization concerned with maintaining good practices of human resources management”. Milan and Maioli (2007) point out that there are different levels of satisfaction, depending on expectations and on whether these have been met or exceeded, since satisfaction can be an emotional state. However, over time, it was observed that other theoretical studies related satisfaction to motivational and attitudinal states (Siqueira, 2008).

In relation to job satisfaction, Tsang and Wong (2005) state that it is a positive emotional state or a sensation of pleasure resulting from the evaluation of a work or aspects related to it. Souto and Pereira (2006) go further and define it as the extent to which the person really likes what he/she does. It, thus, refers, to an attitudinal response of the individual to the extent to which his/her job rewards and compensates him/her. The authors also claim that the subject would feel satisfied based on, among other intangible aspects, his/her attitude towards interpersonal relationships, such as those with peers, friendship with colleagues and the self-assurance climate established in his/her department.

It can be concluded that satisfaction can be defined as a feeling of pleasure or disappointment, resulting from the comparison between what one expects and what one actually receives. From this, it can be said that to satisfy an individual it is necessary to know if his/her expectations have been met. In this study, the definition of Siqueira (1995) is used, where job satisfaction is defined as the level of contentment of the individual in relation to some specific dimension of his/her job, such as: satisfaction with salary, co-workers, superiors, promotions and with himself/herself at work.

By taking into account both constructs, whose link is studied within the scope of the public service, this study is in line with the view of Mowday, Steers and Porter (1979), who consider that organizational commitment is broader than job satisfaction. According to these authors, the commitment corresponds to the general response of the employee regarding the organization as a whole, while satisfaction may not reflect a global response, but only partial aspects of satisfaction, such as satisfaction with the organization, promotion, Supervision, remuneration or with work colleagues. Mowday, Steers, and Porter (1979) point out that commitment tends to be more stable as it suggests that highly committed employees will be less likely to leave their jobs. However, isolated or transient events that occur in the organization, such as cases of absenteeism and low employee performance may cause dissatisfaction, do not lead the employee to reevaluate his/her commitment. In this view, the modeling used defines commitment as an exogenous construct,

that is, it is in line with the authors who see that since commitment is as a more stable variable, its dimensions are the predictive variables that will influence job satisfaction in the city halls that make up the sample analyzed in this study.

Some national surveys were found in the literature that sought to analyze job satisfaction from the theoretical model of Siqueira (1995, 2008). As in the study conducted by Paula and partners (2011), they have examined organizational climate, characteristics of the organizational culture and levels of satisfaction among employees of a federal public organization. The study was conducted at the Brazilian Institute of Geography and Statistics (IBGE). The findings related to the level of satisfaction of the interviewees enabled to conclude that the institution is a good place to work, but the factor that most reduced the satisfaction level of the employees was the lack of possibilities of career advancement, since contracts are valid for a fixed period.

Francisco and Claro (2014) analyzed the relationships between job satisfaction, affective organizational commitment and the intention of changing jobs. The authors surveyed 151 randomly selected Angolan workers working in a diamond mining company in Angola. The results demonstrate that the workers are satisfied, and this satisfaction is the result of the number of promotions, professional skills of their superiors, as well as the way they are treated by their superiors. It is also worth noting that the satisfaction is lower when it comes to the kind of friendship, trust and spirit of collaboration of colleagues. In general terms, it is observed that the plan to leave the job decreases with the increase of job satisfaction and affective organizational commitment.

Queiroga and Paula (2015) investigated the relationship between two variables (Organizational Climate and Job Satisfaction), identifying common points between the constructs and the relationship with performance measured through self-assessments (Self-Assessment of Work Performance). The authors investigated 152 employees of two private organizations, one specialized in medical products and the other a social club. The findings evidenced the consistency of the analyzed constructs, since the three similar factors in the climate and satisfaction scales had congruent results.

Barbosa and colleagues (2015) analyzed job satisfaction through the Job Satisfaction Scale (JSS), built and validated by Siqueira (2008). The study was carried out with 182 employees of the Public Hospital of Campo Maior in Piauí. The findings indicate that job satisfaction in the public company is related to the bosses, co-workers and promotions received by employees.

Estivaleta and partners (2016) verified the influence of social and organizational support on well-being at work, from the perspective of the employees of a railway logistics company in Rio Grande do Sul. The survey involved 247 employees of a private company. The findings show that, in terms of well-being, the highest averages were attributed to the Fulfillment, Relation with Superior and Relation with Colleagues factors, assuming that the employees feel fulfilled in their work, as well as perceive quality in the management, related to trainings received in order to promote professional improvement.

3. MATERIAL AND METHODS

Data was obtained through a self-completion questionnaire applied in December 2014 to civil servants of city halls of the ten cities that currently make up the Association of Municipalities of Foz do Rio Itajaí, including Itajaí and Balneário Camboriú. The collection tool collected data from the

respondents and provided 43 statements concerning the constructs commitment and job satisfaction, to be answered through a 5-point Likert scale, ranging from totally disagree (1) to fully agree (5).

For commitment, the model of Meyer and Allen (1991) was used, which was validated in Brazil by Medeiros and Enders (1998) and employed in several studies, such as Giacomassa (2013) and Lizote (2013), in which the questionnaire was available. The model of these authors evaluates the construct using three dimensions: affective (AC), instrumental (IC) or calculative and normative (NC). Each of them being measured by six items. For job satisfaction, the Siqueira scale (1995) was used, in the full version that was validated by the author with 25 items (Siqueira, 2008). This construct is also multidimensional, comprising 5 dimensions: satisfaction with colleagues, leadership, promotions, salary and the nature of work. In the collection instrument, available in Siqueira (2008), each of the dimensions is measured by means of five items.

Data from the 331 employees working in the 11 city halls in the study were entered in an Excel® spreadsheet to perform pre-processing according to Hair Jr. and colleagues (2009). It was observed that there were 22 missing values, but as they did not show any standard, they were filled with the median values for the items in question. Next, the outliers were evaluated using the Box-Plots of Statistica® software, which enabled the recognition of the existence of 43 data items. However, since they were distributed following any pattern, it was decided to keep them. 6 typing errors in the database have been fixed.

Considering that data was generated using Likert scales, normality of variable distribution was evaluated by calculating asymmetry and kurtosis (Hair Jr. et al., 2009). According to Finney and DiStefano (2006), variables with absolute coefficients < 2 asymmetry and < 7 kurtosis can be considered almost normal. Only two values were confirmed as out of the acceptance range for asymmetry, but since differences were minimal (-2.0452 and -2.0190), the items were used in the subsequent analyses. After description of initial procedures, database was made up of 311 respondents and 47 variables. Those were 43 statements for the constructs commitment (18) and job satisfaction (25), plus four other mentioned: name of the city, length of service of the employee, gender and educational level.

Statistical methods used to compare averages obtained were the t-test and variance analysis. Univariate Anova was used, ensuring therefore very robust results in relation to violations of normality and homoscedasticity (Harris, 1975). The multivariate methods employed were exploratory factor analysis (EFA), confirmatory factor analysis (CFA) and structural equation modeling (SEM), using Statistica®, SPSS® and AMOS® software.

In accordance with the methodological procedure suggested by Churchill Jr. (1979), prior to conducting the factor analyses, Cronbach's alpha coefficient was calculated for each dimension of the two constructs defined above. The correlation of items with the total was also calculated. Inter-item average correlation and sampling adequacy measurement were obtained according to the Kaiser-Olkin-Meyer (KMO) test. Based on the results of these procedures, it was decided to use exploratory factor analyses (EFAs). Using them, the extraction of the factors was done by the main components method, which does not require multi-normality, and the definition of the number of factors was determined by the Kaiser criterion for matrices of correlations. The variance extracted in the case of unidimensionality should be $\geq 50\%$. Additionally, due to the exploratory nature of the study, to maintain an item as representative of the dimension, its factor load needed to be ≥ 0.65 in module.

After confirming that each extracted factor represented a dimension with three or more items, the confirmatory factor analysis (CFA) was developed using AMOS® software. The CFA corrects pitfalls of the exploratory model and provides greater certainty in the tests of the hypotheses that evaluate the interrelationships existing in the structure of data. The minimum values required from standardized coefficients between the indicators and the dimension assessed had to be ≥ 0.50 . As suggested by Hair Jr. and colleagues (2009), CFA was used to validate the measurement model prior to the use of structural equation modeling (SEM). This procedure was carried out for each dimension individually and also considering all relations established based on the theoretical framework.

Following the validation of the general measurement model, the analysis of the relationships between the three dimensions of commitment and job satisfaction, measured by four dimensions, namely colleagues, superiors, promotions and salary, was performed. SEM and Amos® software were used. For Kline (2011), this technique offers the possibility of investigating how well the predictor variables explain the dependent variable, and also which of the predictor variables is the most important. Byrne (2010) considers that its main role is the specification and estimate of models of linear relations between variables.

4. PRESENTATION AND DISCUSSION OF RESULTS

The sample obtained was comprised of 311 valid questionnaires, distributed as follows: 41 from Balneário Camboriú; 22 from Balneário Piçarras; 18 from Bombinhas; 37 from Camboriú; 24 from Ilhota; 57 from Itajaí; 29 from Itapema; 21 from Luiz Alves; 21 from Navegantes; 16 from Penha; and, 21 from Porto Belo. Among the respondents, 139 had secondary education, 120 incomplete higher education, 27 complete higher education, 11 had completed postgraduate programs and 14 did not fill this field of the study instrument.

Total average score attributed by the civil servants to the affective, instrumental and normative commitment was 68.23, with a standard deviation of 8.23. For male respondents, these values were 68.24 and 8.19, respectively, and for female respondents, 68.22 and 8.28. In the case of job satisfaction, when also taking the sum of scores into account, overall average was 100.28 and standard deviation was 8.97. The average value for the 116 men who participated in the sample was 100.13 and standard deviation 8.41; For the 195 women, these values were 100.33 and 9.30, respectively. Since values for men and women were so close, result of the t-test performed to compare these averages showed that there were no gender-related differences, neither for commitment nor for job satisfaction.

Considering that there are eleven cities in the Amfri region, including Balneário Camboriú, which at the time of the study was not a member of the association, an analysis of variance was made to determine whether commitment and job satisfaction, measured by the total scores attributed to the items, showed differences between their averages. In both simultaneous comparisons, there were no significant differences, with $p = 0.236$ and $p = 0.258$ for the two constructs respectively, although average values of commitment of employees were numerically higher in the cities of Penha (71.63) and Bombinhas (71.33), and average values for job satisfaction highlighted Camboriú (104.32).

In the variance analyses performed using as categorical predictor time of service categorized into 6 groups (< 2 years, 2 and 3 years, 4 and 5 years, 6 and 7 years, 8 and 9 years, ≥ 10 years), neither commitment ($p = 0.594$) nor satisfaction ($p = 0.327$) showed significant differences in the simultaneous

comparisons. Likewise, Anovas carried out with education background as categorical predictor did not show differences in the simultaneous comparisons, neither for commitment ($p = 0.246$) nor for job satisfaction ($p = 0.633$). It can therefore be considered that these personal variables, as well as the city where the employee works, do not influence the constructs studied.

When assessing asymmetry and kurtosis, the values are within the maximum values suggested by Finney and DiStefano (2006) so that the variables be considered almost normal, except for two asymmetry values, computed for items AC6 and JS6, of -2.045 and -2.019 , respectively. Because the differences with the limit are less than five hundredths, it was decided to keep these items in the database. Results are shown in table 1.

TABLE 1 DESCRIPTIVE MEASUREMENTS OF AFFECTIVE COMMITMENT (AC), INSTRUMENTAL COMMITMENT (IC), NORMATIVE COMMITMENT (NC) AND JOB SATISFACTION (JS)

Item	Average	SD	Asymmetry	Kurtosis	Item	Average	SD	Asymmetry	Kurtosis
AC1	4.47	0.7610	-1.4764	1.7933	JS5	3.62	0.9042	-0.5121	-0.1996
AC2	4.15	0.8512	-1.1537	2.0023	JS6	4.63	0.6684	-2.0190	4.5356
AC3	4.44	0.7156	-0.9436	-0.2526	JS7	4.46	0.6095	-1.2525	3.8808
AC4	4.53	0.5940	-1.1533	1.7442	JS8	4.43	0.8733	-1.5225	1.4213
AC5	4.60	0.6395	-1.7131	3.1908	JS9	4.53	0.6464	-1.8334	5.9680
AC6	4.63	0.6481	-2.0452	4.6128	JS10	3.86	0.8596	-0.7421	1.1414
IC1	4.09	0.8102	-1.2283	2.7764	JS11	4.29	0.6862	-0.9874	2.0479
IC2	3.85	1.0583	-0.9339	0.5538	JS12	3.87	0.8024	-0.1719	-0.4455
IC3	3.32	1.1798	-0.3185	-0.6550	JS13	3.81	0.9524	-0.7241	0.0617
IC4	2.33	1.1258	0.4400	-0.4646	JS14	4.50	0.7268	-1.3390	1.1365
IC5	2.84	1.0855	-0.3531	-0.5498	JS15	4.05	0.6674	-0.0622	-0.7452
IC6	2.38	1.2014	0.4529	-0.6442	JS16	4.37	0.7240	-1.1035	1.1928
NC1	3.03	1.5280	0.0165	-1.4442	JS17	3.74	1.0448	-0.6680	-0.4293
NC2	4.06	0.9965	-1.2648	1.4943	JS18	4.12	0.8905	-0.9740	0.7586
NC3	3.38	1.0648	-0.3116	-0.6781	JS19	3.38	0.9854	-0.4047	-0.5220
NC4	4.25	0.9024	-1.7092	3.7536	JS20	3.64	0.9051	-0.7413	-0.0376
NC5	3.84	0.8005	-1.1388	2.0390	JS21	3.72	1.0414	-1.0650	0.9245
NC6	4.02	0.8478	-0.9378	0.9306	JS22	3.24	0.9762	-0.3389	-0.2844
JS1	3.73	0.7158	-1.4154	2.0916	JS23	4.37	0.7502	-1.1862	1.5414
JS2	4.10	0.6842	-1.0977	2.5794	JS24	4.05	0.6674	-0.0622	-0.7452
JS3	3.97	0.7156	-0.9145	1.8155	JS25	4.37	0.7234	-1.0953	1.1850
JS4	3.41	1.0085	-0.2881	-0.3704	*	*	*	*	*

Note: JS 1-5 with colleagues, JS 6-10 with superiors, JS 11-15 with promotions, JS 16-20 with salaries and JS 21-25 with the nature of the job.
Source: Study data.

As suggested by Churchill Jr. (1979), for each dimension of both constructs the total item correlation was calculated, and reliability was calculated using the Cronbach's alpha. The value of the inter-item average correlation and the Kaiser-Meyer-Allen test were also added. Results are shown in table 2.

TABLE 2 INDICATORS OF FEASIBILITY OF PERFORMING A FACTOR ANALYSIS OF THE CONSTRUCTS

Construct	Cronbach's alpha	Correlation		K-M-O
		item total	Inter-items	
Affective Commitment	0.900	6 > 0.7	0.615	0.817
Instrumental Commitment	0.816	6 > 0.5	0.453	0.733
Normative Commitment	0.799	4 > 0.5	0.425	0.681
Job Satisfaction with Colleagues	0.707	3 > 0.5	0.329	0.700
Job Satisfaction with Superiors	0.598	2 > 0.5	0.234	0.512
Job Satisfaction with Promotions	0.729	3 > 0.5	0.357	0.715
Job Satisfaction with Salary	0.410	3 > 0.5	0.127	0.543
Job Satisfaction with nature of job	*	*	*	0.686

Source: Study data.

As shown in table 2, some of the dimensions in which job satisfaction is measured according to the chosen scale reveal problems to be treated by factor analysis. The dimension relating to the nature of the job, although having a high sample adequacy value according to the KMO test, shows no Cronbach's alpha value > 0.3, and for the total item correlation all values were < 0.3. Average inter-item correlation was < 0.1 and therefore was excluded from the subsequent procedures.

From this initial condition, the exploratory factor analyzes were carried out to obtain the unidimensionality of each dimension, maintaining at least three items. A synthesis of the results achieved is shown in table 3.

TABLE 3 SUMMARY OF EXPLORATORY FACTOR ANALYSIS

Construct	# initial variables	# final variables*	Autovalues**	Drawn Variance***
Affective Commitment	6	6	4.006	0.6678
Instrumental Commitment	6	3	2.401	0.8002
Normative Commitment	6	4	2.710	0.6775
Job Satisfaction with Colleagues	5	3	1.726	0.5755
Job Satisfaction with Superiors	5	3	1.686	0.5620
Job Satisfaction with Promotions	5	3	1.948	0.6493
Job Satisfaction with Salary	5	3	1.645	0.5482

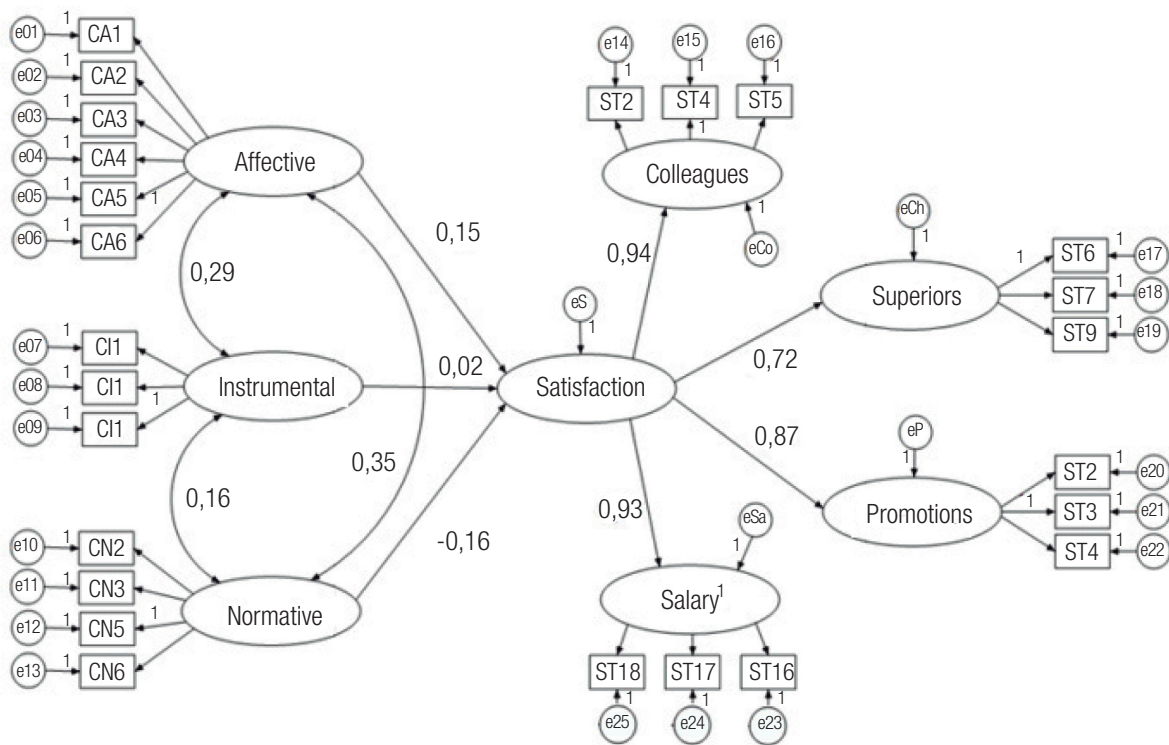
Note: Minimum values required: *three variables; ** values >1.00; ***values >0.50

Source: Study data.

Next, a confirmatory factor analysis was carried out to validate the measurement model, both individually and for all relations. All items selected in the EFA were maintained, as shown in the SEM shown in figure 1.

After organizing the model, which shows the three dimensions of commitment to their indicators, represented by the acronyms AC, IC and NC, influencing job satisfaction, reflected by the four dimensions that describe satisfaction with colleagues, with superiors, with promotions and with salary, the processing that has adjusted the model in eleven iterations was carried out. Initially, it is worth remembering that Amos software determines the relations as coefficients of covariance, which, with standard variables, will be in the range [-1, 1]. Therefore, the closer the coefficients are to | 1 |, the more they are related to each other. Such a variation cannot be understood as causality, but rather as a mere covariation between two constructs.

FIGURE 1 PROPOSED MODEL WITH THE RECORDING OF STANDARDIZED VALUES OF RELATIONS



Key: CA — Affective Commitment (AC); CI — Instrumental Commitment (IC); CN — Normative Commitment (NC); ST — Job Satisfaction (JS)
Source: Study data.

From the analysis of the calculated relations, it can be observed that the affective (0.15) and normative (-0.16) dimensions of commitment positively and negatively influence satisfaction. Meanwhile, the instrumental dimension coefficient (0.02) shows no association. All relations of the four satisfaction

dimensions present significant coefficients with the construct they reflect. The coefficients and their significance are shown in table 4.

TABLE 4 COEFFICIENTS CALCULATED USING SEM AD THEIR SIGNIFICANCE

Relation	Coefficient	Significance
Satisfaction ← Affective Comm.	0.1528	0.0357
Satisfaction ← Instrumental Comm.	0.0185	n.s.
Satisfaction ← Normative Comm.	- 0.1559	0.0280
Colleagues ← Satisfaction	0.9363	***
Superiors ← Satisfaction	0.7167	***
Promotions ← Satisfaction	0.8667	***
Salary ← Satisfaction	0.9343	***

Note: ***: $p < 0.001$; n.s.: non-significant.

Source: Study data.

The results obtained corroborate the studies of several authors, such as Meyer, Allen and Topolnytsky (1998), Rego and Souto (2004), Bonavides, Oliveira and Medeiros (2006), among others, showing that affective commitment is positively related to job satisfaction. On the other hand, normative commitment, which also had a significant but negative correlation with job satisfaction, arises from the feelings of the individual, who feels in debt with the organization (Chen and Francesco, 2003). In the study, this relation indicates that employees who manifest this type of commitment are not satisfied.

Carbone (2000), in his study on the organizational culture of the Brazilian public sector, stresses that there is excessive adherence to the norms, contributing in the generation of lack of motivation among civil servants. For him, the rigid control of procedures provokes a management that lacks focus on the needs of society and the employee himself. Another aspect that produces demotivation in the public service, as pointed out by Saraiva (2002), is the lack of prospects for improvement in the professional career. Thus, the lack of stimuli and motivation can lead the negative relation found.

Regarding the instrumental or calculative commitment, there was no relation with satisfaction in the sample studied. Meyer, Allen, and Smith (1993) have already pointed out in their study that instrumental commitment may be unrelated or negatively related to employee performance, which may lead to dissatisfaction. According to Chang Júnior (2001), the employees' permanence in the company results from their assessment of costs and rewards of staying and the costs and risks of leaving the institution. The employee's willingness to stay may then mask their own dissatisfaction.

In this sense, when calculating the averages of the scores attributed to each dimension of satisfaction in table 1, the lowest values were found for satisfaction with colleagues (3.77) and with salary

(3.85). However, this does not affect the instrumental commitment to the point of having a negative and significant relation with satisfaction.

On the other hand, it can be confirmed that the dimensions of the commitment are associated with each other. The strongest relation measured by the correlation coefficient is seen between the affective and normative dimensions (0.35) and the weakest is seen between the instrumental dimension and the normative (0.16) and affective (0.29) dimensions.

Finally, for the data obtained using SEM to be considered relevant, the model must find sustainability in relation to the adjustment indexes. It is through them that their quality is evaluated in order to ascertain if the theoretical model reproduces well the covariance structure of the sample analyzed (Hair Jr. et al., 2009; Marôco, 2010).

Currently, there are several adjustment indices, and among the most commonly used indicators, the absolute indices such as chi-square (χ^2), Goodness of Fit Index (GFI) and Root Mean Square Residual (RMR). These indices determine to what degree the theoretical model can predict with minimal error the covariance matrix generated from the sample.

Another type of measurement, incremental adjustment, measures the quality in the comparison of the estimated model with a null theoretical model. Some of these indexes are the Adjusted Goodness of Fit Index (AGFI), the Normed Fit Index (NFI) and the Tucker-Lewis Index (TLI). Parsimony adjustment measures are a set of indices that, in their explanatory capacity, do not include unnecessary coefficients. These include the chi-square divided by degrees of freedom ($\chi^2 / \text{g.l.}$) and the Comparative Fit Index (CFI).

Finally, as Marôco (2010) points out, there are other indexes that measure population discrepancy, such as Root Mean Square Error of Approximation (RMSEA), or that are based on the information theory, such as the Akaike Information Criterion (AIC). The estimated values for the analyzed sample of some of these adjustment indices are shown in table 5, as well as the expected value and its interpretation.

TABLE 5 MODEL ADJUSTMENT INDICES

Indicator	Value found	Desired value	Interpretation
$\chi^2/\text{degree of freedom}$	6.391	< 5	Satisfactory
CFI	0.745	> 0.90	Not satisfactory
GFI	0.775	> 0.90	Not satisfactory
NFI	0.787	> 0.90	Not satisfactory
RMR	0.072	< 0.10	Great
RMSEA	0.103	< 0.08	Not satisfactory

Note: * According to Hair Jr. and colleagues (2009)

Source: Study data.

The chi-square (χ^2) taken individually is generally classified as poor, depending on the size of the sample, since, as it is well known, large samples misalign the calculation of this statistical measure of differences (Marôco, 2010), and, therefore, are not included in the table.

Observing table 5, it can be seen that among the indicators, the majority stayed away from the intervals interpreted as desirable. However, the absolute adjustment index RMR shows a value considered to be optimal, because the closer it is to zero, the more it indicates that the constructed model predicts with minimum error the matrix used in the modeling (Hair Jr. et al, 2009). The RMSEA calculation takes into account the degrees of freedom of the sample and, although the desirable value is 0.08, a value of at least 0.10 has also been suggested. In the structural model of the analyzed sample, the calculation of this indicator was very close to the minimum value and, therefore, it was considered not satisfactory. Likewise, the CFI, GFI and NFI indexes were also considered not satisfactory, while the chi-square divided by the degrees of freedom ($\chi^2 / \text{g.l.}$) was evaluated as satisfactory.

5. FINAL CONSIDERATIONS

This study aimed at analyzing the relation between organizational commitment of the municipal civil servants of the AMFRI region, including Balneário Camboriú, and their job satisfaction. For this purpose, a representative sample of 311 civil servants from the 11 cities was obtained.

Before looking for the answer to this question, the possible influences of the variables that characterized the respondents and the cities were analyzed. Regarding the gender of the employees, there were no significant differences when evaluating the constructs from the total score of all the indicators. However, taking into account that some difference could occur if the dimensions of commitment or satisfaction were worked individually, such processing was done. As a result, it was found that there was also no significant difference.

As for the possibility that there was a difference when taking into account the city halls of the cities in which the civil servants work, a comparison between commitment and average satisfaction was made using variance analysis. There were no significant differences in any of the simultaneous comparisons.

The analysis of the average values of the responses of all the interviewees indicates that the lowest value occurs for the instrumental dimension of the commitment, 3.13 being its general average, and the highest for affective commitment, with 4.47. For satisfaction, the lowest average was for colleagues (3.77), followed very closely by salary (3.85). The highest average, reaching 4.38, was the dimension that evaluates satisfaction with superiors.

As a response to the study question, it can be concluded that the affective dimension of commitment is significantly related to satisfaction, corroborating with studies carried out in several sectors of work activities, such as the study by Meyer and colleagues (2002). Likewise, but with a negative correlation, the normative dimension of commitment is also related to satisfaction, indicating that the most normative committed employees are the least satisfied.

Regarding the instrumental or calculative dimension, several studies show that its relation with job satisfaction is negative (Meyer et al., 2002; Siqueira, 2010; Souza, Reche and Sachuck, 2013). However, the findings of this study indicate that this dimension of commitment was not related to satisfaction in the sample analyzed. According to Rego, Cunha and Souto (2008), the employees with higher

instrumental bonding do not show any propensity to give the organization anything beyond their obligations. Thus, when a negative relation occurred, it could be understood. In the public sphere, it is possible that job stability may inhibit negative relations.

The results of this study contribute to the understanding of the theoretical foundations on organizational commitment and job satisfaction within the scope of city halls and also to the understanding of how behaviors interconnect. It can then be said that the findings can contribute to the improvement of performance in these institutions.

Limitations of this study have to be mentioned, such as the fact that the position of the employee in the company hierarchy and his/her contractual regime have not been taken into account. Such information, if considered, could be used to analyze behavioral aspects from another perspective, and learn more about how they can influence the satisfaction. It is suggested that future studies include such information and other behavioral aspects, such as motivation. In this sense, another topic of academic and practical interest would be to analyze the employees' intra-entrepreneurial competences, thus being able to evaluate their satisfaction in a concomitant way with their entrepreneurial contribution.

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