

**LOVE ME, LOVE ME NOT: ORGANIZATIONAL BONDS OF PUBLIC SERVANTS OF A  
BRAZILIAN INSTITUTION OF EDUCATION**

**PÉRICLES NÓBREGA DE OLIVEIRA**  
IF SERTÃO-PE E NPGA (UFBA)

**DIVA ESTER OKAZAKI ROWE**  
UNIVERSIDADE FEDERAL DA BAHIA (UFBA)

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## 1. Introduction

The studies on commitment have been developed some decades ago, but even so, it is possible to verify that there are some gaps that still need to be analyzed, such as field of research or even methodological approaches. Thus, it is important to notice that the public service has undergone constant changes. Factors such as the precariousness of labor and the search for job guarantees cause an incessant search for a place in this segment (RIBEIRO; MANCEBO, 2013). The studies on organizational behavior, in this context, are presented with great importance, since human resource management has a fundamental role in the modernization of the State, contributing to the proper implementation of the most varied public policies (SIQUEIRA; MENDES, 2009).

Thus, discourses that favor a comparison between the private and the public, so that goals are achieved, aligning goals, performance, effectiveness and commitment, begin to echo within the most diverse organizations, so that this managerialism ends up dictating the norms in public management, encompassed by private sector principles. The assumption of management culture starts to appear in several organizations, including in the public educational institutions (RIBEIRO; MANCEBO, 2013).

It is precisely in this sector that we are interested, in view of the expansion of the Federal Education Network, with the emergence of the Federal Universities' Restructuring and Expansion Plans Support Program. This action has led to the creation of new organizations, expanding access to education, bringing with them a large number of employees, who enter the public service with the goal of providing the best service to the population.

Likewise, a larger number of students who sometimes do not have the necessary conditions for their stay in the school environment, becomes part of this context, which caused the Federal Government to establish the National Assistance Program, whose purpose is to expand the conditions of permanence of young people in federal public higher education, through Decree n. 7.234 (BRASIL, 2010).

That said, for this public policy to be successful, this range of servers that becomes part of this context plays a fundamental role. Understanding the phenomenon of the organizational bonds of these social actors, realizing how performance is implied, becomes necessary. This leads us to the question that moves the present study: "Which dimensions of organizational bonds are present among the servants of a Federal Institution of Higher Education at Pernambuco hinterland and how they perceive the relation of these links with the performance?".

It is necessary to verify that the studies about the commitment, entrenchment and organizational consent are shown to be of great importance precisely because it is seen as a link between the workers of the organizations, with the organizational objectives, demonstrating itself as a potential promoter of success in the organization (JESUS; ROWE, 2015).

Regarding the studies on the subject, it is possible to verify that there are some gaps, that the present study aims to solve. Thus, as one of the points to be verified is precisely the relationship between commitment and management policies, it was verified within the literature

that this subject still lacks more incisive studies (BASTOS et al., 2013). In the same way, in search of scientific production on the organizational links in the public service between the years of 1997 and 2016, both in Portuguese and English language production, only 113 studies were found, which agrees with studies that demonstrate the need for more research on organizational commitment in the public service (CUSTÓDIO et al., 2013; OLIVEIRA; ROWE, 2018). In addition, it was also verified that of this total, 12.8% has a qualitative nature, which corroborates with other findings that point to the need to develop research with this approach, in this context (PINHO; BASTOS, 2014). Studies have brought the perspective that the manifest level of Organizational Commitment in the public sector is lower than in the private sector (ZEFFANE, 1994). In this way, it proves to be increasingly important to study such construct, especially when it is observed this discrepancy.

Therefore, the main objective of this study is to analyze the organizational bonds and their relation to performance of the servants of a federal public institution of education in the hinterlands of Brazil, that deal with student assistance policy, according to the perception of the social actors involved. It is worth noting that although there are several studies related to this subject, researching education workers in the public service (CANÇADO; GENELHU; MORAES, 2013; JESUS; ROWE, 2015; LEONE; ARAÚJO; KANZAKI, 2012), in none of them, the policy of student assistance was involved.

To achieve the proposed goal, this study is divided into four parts, in addition to this introduction. In the first part, we present and discuss the theoretical contributions that support research on organizational links and performance. In the second part, we describe the methodology used to elucidate the questioning. In the third part, we present the results and discussions of the collected data. Finally, we present the final considerations and indications of possible studies related to the subject in question.

## **2. Literature Review**

According to Simosi (2012), Meyer and Allen's (1991) framework is one of the most used concepts in OC studies. We may observe that employees are considered to be subject to three different forces, in the form of three mindsets: Affective Commitment (AC), also called as Organizational Commitment, which refers to the emotional attachment of the employee to the organization, accepting and internalizing their goals and values; Continuance Commitment (CC), also called as Organizational Entrenchment, which refers to the perceived cost associated with leaving the organization; and finally, Normative Commitment (NC), also called as Organizational Consent, which refers to the feeling of obligation to continue with the organization (MOLDOGAZIEV; SILVIA, 2015).

When it comes to the Organizational Commitment, a concept that may be considered is that it is a psychological state, similar to an attachment of the worker to the organization. The same way, may be faced as a strength, that connects the person to the place where he/she works (PINHO; BASTOS; ROWE, 2015).

The Organizational Entrenchment, in its turn, is based on an idea that the worker must continue at an organization, due to calculation of the costs involved in the removal from the workplace. Thus, in making this calculation of permanence, the worker starts to consider several aspects, such as the loss of investments of education and skill, that had to dispose by the entering in the new organization, causing in a kind of reduction of opportunities to enter a new job (PINHO; BASTOS, 2014). This way, it must be observed that this behavior is not

spontaneous, but a calculation that demonstrates the need to stay there for (PINHO; BASTOS; ROWE, 2015).

Finally, the Organizational Consent is related to a feeling of conformity, in order to adapt the behavior of the worker to group mindset, due to internal pressure. This situation rises two types of conformism: blind obedience and intimate acceptance. Therefore, this bond can be defined as an individual trend to obey the organization's hierarchical superior, in such a way that accept to develop all the institutional rules, because the worker realizes that the boss knows better than the individual what to do (SILVA; BASTOS, 2010)

This way, Meyer and Allen (1991) conclude that the most appropriated way to consider the AC, CC and NC is as components, instead of types, of commitment. To emphasize this point of view, it is reasonable to expect that an employee may feel the three components, in different degrees of intensity (CAO et.al, 2015).

Solinger, van Olffen and Roe (2008), reinforce the point that the three-component conceptualization is the dominant, in OC research, but as Simosi (2012), affirm that this model is inconsistent and the normative, affective and continuance commitment, cannot be considered components of the same attitudinal phenomenon.

As it is normal to appear different point of views, it is important to observe that, as already said, there is another main different concept of the Organizational Commitment, and it was designed by the studies of Mowday, Porter and Steers (1982). Johnson (2012), describing this concept, affirms that it refers to the bond of the employee to the organization.

The other main concept in OC, stems from the work of Mowday, Steers and Porter (1979). Johnson (2012) affirms that the attitudinal approach refers to the bond of the employee to the organization. Thus, here OC is the individual strength of the identification of the employee with the organization. Three different factors characterize this concept, namely, the acceptance of the values and goals of the organization, the desire to put forward a considerable effort for the organization, and finally, the desire to remain an employee of the organization (MOWDAY; STEERS; PORTER, 1979).

Therefore, as can be observed, unlike what occurs in the three-component model, this concept has only one dimension. Another difference between the models is the fact that this one, designed by Mowday, Steers and Porter (1979) has an attitudinal approach (ROCHA; HONÓRIO, 2015; BALSAN et. al, 2015; CANTARELLI; ESTIVALETE; ANDRADE, 2013; RODRIGUES; BASTOS, 2013).

Through this concept, commitment cannot be looked at as a mere passive loyalty of employee to the organization. Thus, organizational commitment should be seen as an active relationship, where workers tend to give something to them, in order to contribute to the organization. And as it is has an attitudinal approach, the actions and perceived behaviors are as important as believes and individual opinions (MOWDAY; STEERS; PORTER, 1979).

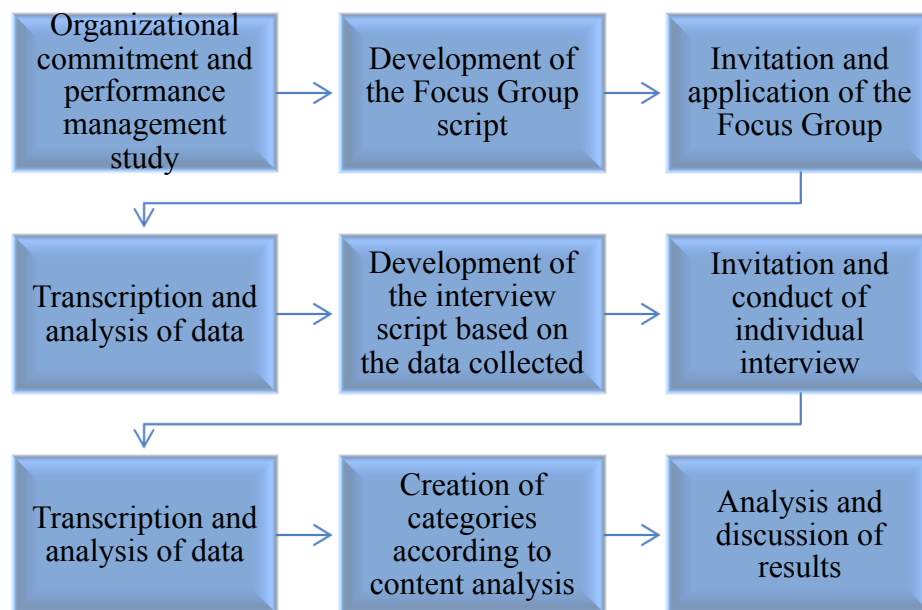
Even with a great regard of this theory, there is a criticism to be made of the attitudinal perspective that its conditions incorporate employees' psychological states and then behaviors. In turn, the behavioral perspective takes as its starting point behavior that by its conditions leads employees to another behavior or a psychological state, might form another behavior (MEYER; ALLEN, 1991; PAIVA; MORAIS, 2012).

### 3. Methodological Procedures

It is important to verify that as Pinho and Bastos (2014) demonstrate, the research in the area of worker's links with the organization is eminently quantitative and that a qualitative research brings new possibilities for the area. In this scenario, Gondim (2003) reminds us that in the social sciences the relationship of interaction occurs between subject-subject, i.e., it is from the exchange of human experiences that the subjectivity is constructed and that the investigated is not independent of the process research. Thus, quantitative research, although possessing an important value in the construction of knowledge, is not sufficient for a complete understanding of a phenomenon (RODRIGUES et al., 2013).

Therefore, an option was made for a qualitative approach. This choice brings new possibilities for the search field (OLIVEIRA; ROWE, 2018). Two techniques were used for the initial data collection. The first one was the Focus Group (FG), which allows a progressive deepening of the theme, aiming to collect data through group interaction, from a meeting of people who have experience with the theme, in order to allow the researcher to understand how the sample feel or think about a particular theme (GONDIM; BENDASSOLLI, 2014).

**Figure 1** – Methodological research path



**Source:** elaborated by the authors

According to this procedure, the first step was to comprehend the construct to be studied. So that, Organizational Commitment and Performance Management studies have been collected and analyzed. To achieve that, some data basis was used, such as Spell and Scielo, to search for papers in the segment.

The second step was creation and the development of the FG. It was based on the literature of the construct used and its scales. So that, Organizational Consent questions were based on Silva and Bastos' (2010) study; the Organizational Entrenchment was based on Rodrigues and Bastos (2015); finally, Organizational Commitment was based on Pinho and

Bastos (2014).

The FG, was developed with participation of sixteen people, aimed to identify the dimensions of the organizational commitment of the participants; identify and describe the meanings of commitment, consent and entrenchment for participants; identify, describe and categorize the antecedents and consequences of the dimensions of commitment; identify, from the participants' perception, if organizational commitment may influence the performance of their activities.

The focal group was utilized because, according to Campos (2015), it is an efficient technique that allows some quality controls on data collection, allowing a progressive deepening of the theme, without excessive rigidity, aiming to collect data through group interaction, from of a meeting of people who have lived with the theme, in order to allow the researcher to understand how these people feel or think about a certain theme (GONDIM, 2003; GONDIM; BENDASSOLLI, 2014).

Regarding the individual interviews, they were used with the purpose of verifying the manager's perception regarding the organizational bonds of the public servants, triangulating with information collected in the FG and with the theory involved in this context. Thus, the script of questions was composed after the analysis of the data of the FG, with the purpose of verifying some information issued, together with the Coordinators and Directors who work with the Policy within the organization, in order to consider questions related to the management performance. During the application, the definitions of Organizational Entrenchment (RODRIGUES; BASTOS, 2011) and Organizational Consent (SILVA; BASTOS, 2010) were presented, with the purpose of making the phenomenon closer to the participants.

Because it is a specific topic, the corpus of research must be intentional, so that, all participants are implementers and managers of this public policy in this institution. The invitation was extended to all servers involved with this policy, so two FG were held. The first one consists of seven participants and the second, by nine components, meeting the criteria necessary for the development of the technique (GONDIM, 2003).

The FG used a roadmap consisting of open-ended questions. In turn, the individual interviews used a semi-structured script. It is worth mentioning that the questions were elaborated from the pertinent literature (BENDASSOLLI, 2012a, RODRIGUES; BASTOS, 2015; SILVA; BASTOS, 2015, SONNENTAG; FRESE, 2002).

Regarding the interviews, eight were held, with managers from each campus and the Rectory of the organization, who works alongside with policy. The option for this group is given by the fact that part of the interview has the function of confirming results that emerged through the FG, as well as to understand how managerial structures may influence performance and the bond with the organization. It is important to note that five managers participated in the FG and the interviews.

In order to get to the elaboration and possible application of the scripts, it is important to emphasize that they were submitted to analyzes made by judges, who are composed by more experienced researchers in the area. The objective of this action is to prove the reliability to the system. Thus, this procedure appears as something that guarantees strong validity to the study (MANZINI, 2012).

In addition, it urges to inform that prior to the application of the technique, the Ethics Committee on Researches with Human Beings of the researched institution (CAAE Process: 60623416.1.0000.8052), which, in turn, gave due the continuation of all the investigation with the servers, who participated in the application of the technique.

Concerning the analysis of the collected data, it is necessary to emphasize that

after the transcription of the FG and the individual interviews, that were duly recorded, by recording the audio of the events, following the teachings of Gondim (2003), there was the adoption of the content analysis, due to the fact that it is of increasing interest and prominence in the field of scientific production in Administration, due to the legitimacy achieved in the field of qualitative research in this area (MOZZATO; GRZYBOVSKI, 2011).

The analysis in any research is probably one of the most complex components. Especially in qualitative research this becomes even stronger. Thus, the analysis content, in fact, consists of several techniques, where it is sought to describe the content emitted in the communication process (BARDIN, 2016). Therefore, one of the technique is the thematic categorical analysis, it has the objective of revealing the cores of meaning, which make up the manifest content, using a more interpretative form (MINAYO, 2010).

It is important to note that categories are, basically, concepts. Thus, when we refer to categories, we are referring to considerations, which try to explain the fact or the observed phenomenon. This way, it is possible to verify that one of the techniques used in the creation of categories is precisely the verification of the frequency, that is, the counting of the repetitions of words or terms. In the same way, it is necessary to verify relations between the categories themselves, or even group them in clusters, so that, from certain similarities, put in the same group. The analysis, from this perspective, brings a probabilistic look at the ideas (MEIRELES; CENDÓN, 2010).

Regarding to the corpus, that is, the choice of data analyzed, the following precepts were developed: a) completeness: all content was duly examined; b) representativeness: because it was developed in two FG, this rule was also duly obeyed; c) homogeneity: the analyzed contents originated from a specific source, that is, the manifested contents of the FG and the interviews; d) relevance: indicated by the fact that the documentary source used corresponds to what the study proposes (BARDIN, 2016).

It is important to point out that although scientific rigor is a major concern, content analysis cannot be considered and worked as a rigid model, but it must be considered all the wealth that subjectivity can provide us, especially with regard to the researcher. Thus, it is possible to perceive that this technique transits in two ways, that of the rigor of objectivity and that of the fertility of subjectivity (MOZZATO; GRZYBOVSKI, 2011).

#### **4. Results**

The results that will be presented are based on the participants' perception of this study, regarding the organizational ties with the organization where they develop their activities, as well as how they perceive a possible relationship with their performance and their management within the organization .

Because it is the technique of content analysis, the frequency of Registration Units (RU) issued by the research participants as one of their forms of interpretation is adopted (BARDIN, 2016). In this way, we have Table 1, elaborated from the tool [www.wordclouds.com](http://www.wordclouds.com), which indicates just how many times the RUs related to organizational ties and performance management were enunciated.

**Table 1** – Frequency of RU related to organizational commitment and performance management, issued by participants

POSITION	REGISTRATION UNIT	FREQUENCY
1°	Commitment	89
2°	Organizational management	68
3°	Management policies	51
4°	Work conditions	28
5°	Job recognition	25
6°	Stability	23
7°	Participative management	18
8°	Physical and organizational structure	17
9°	Public server valorization	14
10°	Difficulties	14

**Source:** data research

According to this information, it is possible to verify that among the organizational links, what stands out is precisely the organizational commitment, as well as, that some organizational structures emerged as fundamental in this relation between servers, organization and performance management, being configured as antecedents and others as a consequence.

From these results and using the theoretical and methodological sensitivity of the researchers, that have been indicated by Mozzato and Grzybovski (2011), three categories emerged, in order to contribute to a better explanation of the phenomenon. In this way, we have the following:

**Table 2** – Categories created after the analysis of the data collected

Categories	Constituent Elements
Beginning of courtship	Organizational bonds; Concept of Organizational commitment; Antecedents of the Organizational Commitment; Antecedents of the Entrenchment; Antecedents of the Consent; Antecedents of the performance
Engagement	Perception about the Organizational Commitment; Perception about the Organizational Entrenchment; Perception about the Organizational Consent; Organizational management policies.
Honeymoon or Bittermoon?	Consequents of the Organizational Commitment; Consequents of the Organizational Entrenchment; Consequents of the Organizational Consent; Relation of the dimensions of the Organizational Commitment with the management performance.

**Source:** elaborated by the authors

In order to understand the phenomena studied, the results were grouped into categories, as previously observed, in order to better understand the phenomenon.



### *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, which can be matched or not. This moment is essential for the new servers, since it is from this point on that the process begins to strengthen or weaken the organizational commitment (SOLINGER et al., 2013). A fact that, according to the participants of this research, occurred among them, not specifically with the development of activities within the student assistance, but with regard to entering the public service.

Like at the beginning of a dating, it is important to understand the relationship. In this way, the participants, when asked about the meanings of organizational ties, related the commitment to "going beyond"; entrenchment to someone accommodated, who finds no alternative; and consent to a person who is "weary," who has no more strength to question and obeying what is imposed upon them. The result is found in other research, such as Pinho, Bastos and Rowe (2015).

The following speech illustrates the feeling about the beginning at the institution: "So when I came in, I thought that in one place, I would do my job better, with stability. When I assumed, I asked for exoneration from all places, but when I started working, I had no structure. Then it was kind of a bucket of cold water."

It is interesting to see how the organizational commitment develops. Studies suggest that the process occurs from positive experiences within the organization (MEYER; ALLEN, 1991). In turn, we can verify the same process through the period of socialization, especially in the process of insertion in the organization and acquire the social skills required to stay there (MAIA; BASTOS; SOLINGER, 2016). According to what was verified with this research, this beginning was not always satisfactory, where one of the participants of the FG went so far as to say that "when I entered, I did not even know what I had to do, but that I would have to work with student assistance". A fact recognized by managers, when they affirm that there is an adequate preparation of the servers for the development of their functions.

Therefore, this moment should be viewed in a special way; otherwise, their malformation may suffer from undesirable aspects, such as mental health problems (PINHO; BASTOS, 2014), which was informed by both implementers and managers, and one respondent reports that "I do not see that the servers have no commitment, but I realize that they are getting very sick."

As far as organizational entrenchment is concerned, it also begins to be formed at that time. The discourse regarding a limitation of alternatives for the permanence or exit of the organization was present, especially in the speech of the servants with a larger age group and among the people with positions that require more qualification, so that they affirmed that they invested much to arrive at enter the organization and it is not worth risking a possible change. This discourse was just the opposite among younger and less qualified staff, which corroborates findings in other studies (ROWE; BASTOS, 2007).

On the other hand, organizational consent is also forged at the entrance of the servers, so that by appropriating intimate acceptance and blind obedience, they end up walking this path (SILVA; BASTOS, 2015). This link could be verified in the words of one of the participants who stated that "when I arrived, I tried to collaborate, but I was not heard. But that's the way it is, you have to do what the boss says, right? "

## *Engagement - recognition and identification with the job*

As time passes and the moment of entry into the organization is over, the process of identification, or not, begins to occur with the activity, as well as with the workplace. At this moment, issues such as job recognition and management practices are highlighted.

The speech of one of the participants is very significant at this point: "I want to say that, certainly, they are rather compromised (the servants), although we have many limitations, much more of a structural nature, of the larger managers". Then, when it comes to entrenchment, another social actor indicates that: "When I decided to work here, I had to ask for exemption from the state and the municipality, to be exclusively dedicated here. So, I feel entrenched, indeed. For financial reasons. Because of my age. I have my children. "

At this point, it is important to verify that management practices act as antecedents, both in the formation of organizational ties and in performance management (BENDASSOLLI, 2012b; MAIA; BASTOS, 2015; ROWE; BASTOS, 2007). In this sense, it is important to verify that the recognition of work in this context is also important, not only through procedural rewards, but also as regards participation in decision-making (BENDASSOLLI, 2012b). These aspects were very present in the discourse of the participants, so that according to one they: "despite the difficulties and limitations, because it is a sector that determines the formation of the student, the recognition of them is much more satisfactory than the recognition of the colleagues".

Thus, it is possible to perceive that management practices that have as one of its elements activities that provide the recognition of the servants, not only generate more pleasure, but also act in a prophylactic way, with respect to mental health, also generating the organizational commitment (BENDASSOLLI, 2012b).

With regard to participatory management, as a management practice, it is also shown to be of great importance for practices that contribute to the formation of organizational ties, since autocratic and centralizing efforts towards compliance discussion of activities, end up generating wear and tear on the servers (FOGAÇA; COELHO JR., 2015). This issue was also raised to the participants, so that there were reports not only by the implementers, but also by the managers, as there was no discussion about the actions, as well as the lack of organizational support and the imposition of certain situations.

In the process of constructing organizational consent, it is known that issues such as the evaluation of the boss and the presence of coordination and control mechanisms are some explanatory variables (PINHO; BASTOS; ROWE, 2015). In this sense, the absence of a reported dialogue, for example, causes the server to not feel welcomed by the organization.

Managers, when questioned about the implementation of these management practices expected by the servers, as well as about job recognition actions, reported that either they did not exist or that they were happening, albeit timidly within the organization. Likewise, everyone was unanimous in stating that good physical and organizational conditions are essential if employees are to have a stronger link to the organization and to be able to perform well, but they recognize that there is still much to improve.

However, even in the face of this situation, the servers end up remaining, for various reasons, among them, a preponderant factor for the permanence in the institution, is the question of stability (MAIA; BASTOS, 2015; RIBEIRO; MANCEBO, 2013). Thus, this feeling of security, present in this type of labor advantage, so unusual in the present day, makes the permanence of workers is strengthened. This point was strongly mentioned by the participants. Likewise, this perception of security points as an important predictor of organizational

entrenchment (MARQUES et al., 2014). Thus, it is possible to characterize the presence of this link, next to these servers.

Given this scenario, it is necessary to verify that, in fact, entrenchment is present, according to the discourse of the participants, so that the social status resulting from this relationship and the investments made to make entry to the public service contribute for the formation of this link (RODRIGUES; BASTOS, 2015). In this way, as can be observed in the speech of one of the research participants, "I think of the facilities, as financing. Conquer goods. Opens the range of personal achievements. But at the same time, people get stuck in the institution, to have to pay that amount. "

In the same way, over time, tied to all previous relationships, even with all the mishaps and positive feelings related to the development of the activity, it is possible to verify that the servers are compromised. This situation points to what was issued by the participants, who despite the difficulties, still manage to develop their activities, trying to promote the students' better stay.

### *Honeymoon or Bittermoon? – effects of the organizational bonds*

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

At this moment, when it comes to the results and consequences, a speech by one of the managers is extremely illustrative, as it indicates, to a certain extent, the feeling on the part of those involved in the research: "Just like 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 result does not come, we end up feeling a bit defeated."

From the above, it is possible to verify that the links with the organization are permeated by the recognition of the work and by the perception of the results generated by this action. Thus, it is not to be expected that the bonds remain inert over time, so that they eventually form several bonds, being able to appear strong from the beginning and thus remain; as a relationship that is being built; or even weakening over time (CROPANZO; JAMES; KONOVSKY, 1993). The linkage may still deteriorate, where levels of organizational commitment decrease dramatically over time (MAIA; BASTOS, 2015).

It is important to verify that in any discourse there was the presence of elements that constitute a relationship of the constant type or that led to its strengthening. What happened were situations of oscillations of affective feeling. When questioned about the reason, several reasons were reported, such as the lack of working conditions and, as informed, the lack of recognition.

This seesaw of sensations can be explained by the fact that novelty situations facilitate an initial feeling of well-being in the organization, followed later by a weakening of this bond, as they begin to experience negative moments, generating the decline, until the cycle can be repeated (BOSWELL et al., 2009). Likewise, when the worker no longer expects a return of his contributions, such as the recognition of work, the individual starts to feel a lesser bond, as well as, responds with less investment, including a lower organizational commitment (SOLINGER et al., 2015).

With regard to organizational consent, which was verified during the discourse of the servers, it has consequences for both parties, that is, both for the individual and for the organization. Thus, for the subjects the results can be damages to the mental health. While for the organization, there is a professional who only fulfills orders, with low income and that does not help the growth of the organization (PINHO; BASTOS; ROWE, 2015).

In this sense, regarding the mental health of the servers, there is a great concern, so that one of the participants in reporting aspects related to illness in public management indicates that: "this all makes the server does not feel compromised. Then the person ends up thinking: if I leave, I will become ill and become unemployed. I'd rather stay here, at least I'm employed. "In other discourses, on the part of the managers, there is a concern with this fact, since according to one of them: "To preserve my health, I prefer to impose limits to my activity".

As for organizational support, an influence can occur not only on the performance of the servers, but also on the effectiveness and strength of the commitment (CORADINI et al., 2017). Likewise, the perception of this support directly reflects the reduction of absenteeism and the reduction of the risk of diseases related to emotional exhaustion (SIQUEIRA; GOMIDE JR., 2004).

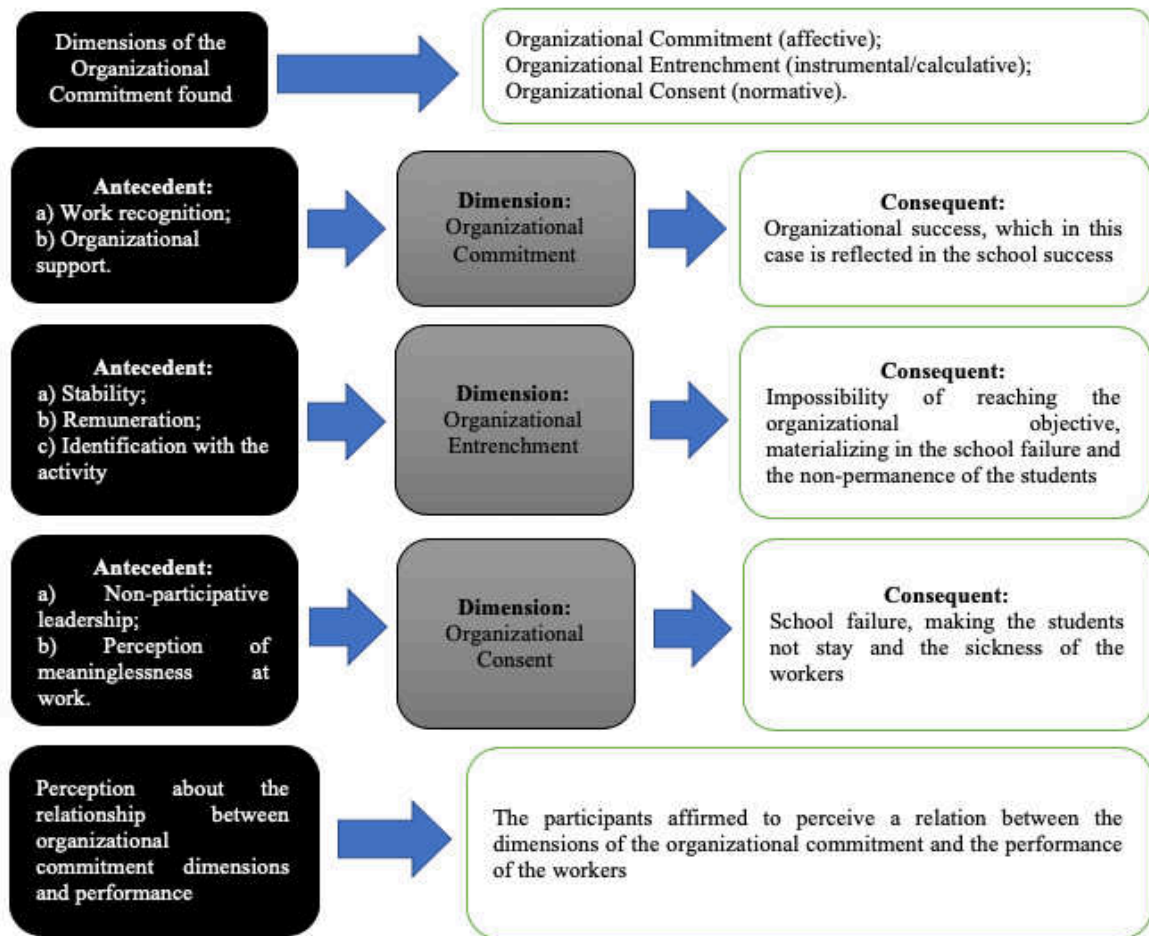
Given this, as regards the relationship of performance management, along with organizational links, there is a unanimous perception of all participants that it exists, so that, according to one of the participants: "I think when people have a bond, we see it as part of the organization and not as a mere service provider. " In turn, in a manager's speech: "Yes, there is this relationship. However, it is good to see the relationship with management, which should also help, because even if committed, if there is management support, you cannot develop a good job."

It is important to verify that from the perspective of the participants, the good performance of the servers is to attend the students according to the tripod that moves the action, being configured as access, permanence and success of this audience. In this way, it fits within the one proposed in the pertinent literature (SONNENTAG; FRESE, 2002), so that by providing the necessary conditions for students to complete their courses, the goal of the policy is achieved. This, according to the managers, has been carried out, even without the best working conditions.

Thus, after the analysis of the categories developed, with their respective components, it is possible to verify, the guiding question and the respective objectives of each technique were reached. With regard to the researched organizational links, commitment, entrenchment and organizational consent are present within the corpus of the research.

Likewise, when analyzing the respective antecedents and consequents, which were also identified, it was possible to observe that in part of them there is a great influence of the management in their formation, as well as, the consequences are reflected in a better application of the Policy of Student Assistance. Finally, a relationship was found between the links with performance, which, in a way, ends up summarizing the previous findings, especially with regard to the consequences of the identified links.

**Figure 2** – Synthesis of the results



**Source:** elaborated by the authors

## 5. Final Considerations

The present study contributes to the understanding of the reality of a federal institution of education employees who work with a public policy in order to analyze the organizational ties arising from the relationship with the organization and how it works together with performance management, contributing to the action can fully achieve its goal. In this sense, when focusing on the people who work with the implementation and management of this policy, the view shifts from an objective perspective, where only results are aimed at a more subjective perspective, where the human being that acts there is perceived.

Thus, when we find evidence that point to the fact that the social actors involved in this study, according to the perception of the group itself, are compromised, entrenched and consented to by the organization. It is not necessary to speak of an overlapping of bonds, since we are talking about subjectivities, so that both the affective element was present, as the rational calculation and the feeling of obligation with the organization as well. All this scenario being developed in several relations that happen to occur even before entering the organization,

passing through the exchanges when entering and finishing in the fulfillment or not of the organizational objectives.

This research shows that the organizational bonds reflect in the actions and that these bear fruits, especially for the students attended by the policy of student assistance. As verified, management must be present with the servers so that everyone can win, where the recognition of the work and management policies are shown precisely as the balance point of this relationship. Investing in these actions proves to be of great importance.

It is hoped that this work has contributed so that both managers, implementers and why not say, the target audience, can understand the phenomenon in question. It is important to note that it is necessary that more studies involve the organizational behavior of the people working with the various public policies, given their relevance to society.

It is also important to check other possibilities of study, which can contribute to a better action of those involved. Thus, for future work of qualitative or quantitative nature, studies are suggested that aim to verify ways of recovering the organizational links, which may have been reduced; analyze how other constructs, such as organizational climate, organizational citizenship or perception of justice, also act on performance and, consequently, on the student assistance policy itself. These are suggestions that may serve as a basis for further investigation. In the same way, there can also be several others, which are present in the experience of each one.

## 6. References

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