

INVOLVEMENT AND COMMITMENT IN SOCIAL MOVEMENTS

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ABSTRACT

This study investigates the impact of high involvement work systems (HIWS) on commitment and entrenchment, in a social movement: the case of MST (Landless Workers Movement). Through a survey of 99 of MST's active members, we used factorial analysis and structural equation modeling to understand the relations among these variables. Results showed HIWS impacts commitment positively, on one hand, and entrenchment negatively, on the other hand. Implications of this study are that, in social movements, where member participation is increased, compared to other types of organizations, this level of involvement may influence member commitment regardless of member entrenchment. Even though MST members may have other career alternatives (entrenchment), their high levels of participation is related to higher commitment. Implications of these findings are discussed.

Keywords: *Commitment, high involvement work systems, human resources strategy, entrenchment, social movements.*

1 - INTRODUCTION

In the perspective of strategic people management, has increasingly sought a consensus on the people management models - best selection practices, training and compensation - that best fit the strategy of organizations and relate to better results operating (Barney & Wright, 1998).

One of the questions that intrigue scholars and professionals in a while is the involvement or not of professionals from the various hierarchical levels of an organization in company decisions. Then came the so-called high-involvement work system, or its acronym in English high Involvement work systems, also called high-commitment model, which is to adopt management policies of people who qualify our experts and encourage them to make decisions group and become more involved with key issues of the organization (Guthrie, 2001). Among the most common practices designed to encourage the involvement of professionals, are the training, the fee for collective performance and the encouragement of employee participation in decision-making (Kling, 1995).

The high-involvement work system (STAE) is opposed to the older forms of personnel management, where employees had highly defined positions, and high control of the organization on its activities. In Brazil, it is well known model of Albuquerque (2002). The author called one in which the company's commitment model adopts policies that encourage more intrinsic commitment of employees (through training, flexible jobs, flexible career and more modern policies) compared with the control model, which corresponds to adoption of structured positions, inflexible career and other policies to control the actions of officials.

Studies on the systems that encourage employee engagement are, however, scarce, and it is common confusion with high performance work system, another widespread concept (Wood & Menezes, 2011). While STAE focus

on the involvement and commitment of employees, high-performance system (or high performance), more widespread, recognizes that there are management policies more people linked to the financial performance of the organization (Youndt, Snell, Dean & Lepak, 1996).

Part of the reason that studies of STAE also dealing with high performance is the fact that the adoption of STAE has been linked to improved productivity and innovation (Kok & Hartog, 2006), and the financial results of the organizations (Rowden, 2002).

Little is yet known about the effects of adoption of STAE on organizations, despite an improvement in the performance of these have been reported in the studies cited. In Brazil, a search on Google scholar shows only four articles - not related to the subject, however - when you search for "systems" or "models" of "high-involvement work." In the system of ANPAD searches, is not no study with the words "high involvement" in events, publications or magazines, showing that this is a unique theme in the Association. In the international literature, however, the topic is widely studied: the search for "high Involvement work" on Google scholar returns 2930 results; EBSCO, more selective, returns 64 results using these words in the title of the article.

One effect that assumes that the STAE about professional an organization is on its commitment. As the working system itself emphasizes, in theory, employee engagement, is to be presumed that the commitment of the latter is affected. We have found only two studies, and both this relationship is demonstrated by showing that the subject is recent and possibly the STAE affect the commitment (Behery, 2011). However, the study of Mendelson, Turner and Barling (2011) raised an important question about the adoption of high involvement work systems. In their study, the STAE affected affective commitment of professionals, seen as a good thing, since employees tend to work in the organization because of it like (Allen & Meyer, 1990). However, in the study by Mendelson et al. (2011) there was also a correlation with the commitment of continuation, seen as negative, it represents a form of psychological attachment, where the individual feels prisoner of the organization by the high costs and leave work.

The commitment of continuation has been worked also as a concept close to the concept of entrenchment - possibly with overlap between them, as Rodrigues and Bastos (2011). These authors define entrenchment as the "worker's tendency to remain in the organization because of its assessment about their employability, their alternatives outside the organization and the costs associated with its output."

1.1 Objective

The objective of this study is then to investigate which of the effects of high involvement work systems, perceived by the professionals on their commitment and entrenchment.

The importance of attending these goals is comes from several rational. First, the aim of this study contribute to the understanding of the effects of the adoption of STAE on the behavior of professionals, adopting commitment and entrenchment as behavioral indicators. Second, concern about the effects of STAE on the entrenchment of professionals - their perception of high costs to leave the company - has raised doubts about whether it is worthwhile or not to adopt the STAE. Mills (2009), for example, argues that increasing employee engagement, they start to suffer a stress level higher than it would be without getting too involved in the decisions, combined with a perception that hardly would have that degree of autonomy in other jobs. This could lead to productivity losses and generate additional stress on the professionals.

To achieve the goal of the study was a questionnaire composed of the scales of STAE (Ciavarella, 2003), Commitment (Medeiros, Albuquerque, Marques & Smith, 2003) and Entrenchment (Carson, Carson & Bedeian, 2005) 99 Movement militants Landless (MST). Data were analyzed using structural equation modeling, a technique that allows you to analyze explanatory relationships between multiple variables simultaneously, and that has proliferated in the humanities (Pilati & Laros, 2007).

The MST was chosen as research landscape by constitute a social organization where it is expected that individuals are more committed than entrenched, since a significant part of the professionals working in the movement is there voluntarily. Furthermore, it is a social movement that takes relatively modern management policies and therefore is suitable setting to investigate the effects of high involvement work systems. As little is known about the reality of the movement, an additional contribution of this study is also reveal information about your people management.

In the following topics, the theoretical framework on the STAE, commitment and entrenchment followed by the hypotheses of the study will be presented. The following presents the methodological procedures and results obtained.

2 - THEORETICAL REFERENCE

2.1 High Involvement Work Systems (STAE)

There is no clear definition of what the High Involvement Work Systems in the literature and, even, an agreement on the practices that should be incorporated into these systems (Lloyd & Payne, 2004). The STAE require the involvement of employees in controlling the quality of work and in your organization. This can be achieved by encouraging teamwork, or through flexible working practices to the individual (Felstead & Gallie, 2004).

And yet, one STAE should "represent a holistic work project" that includes essential internal features, such as the involvement, training, development, trust, openness, teamwork-based rewards based on performance will lead to greater productivity, quality and customer satisfaction, and increased financial performance (Harmon, Scotti & Behson, 2003).

Despite the many terms and concepts, all lead to the same idea: that the participation of workers to decide how to perform the work is beneficial and should be encouraged through training plans and remuneration that will motivate them to be more involved at work (Doody, 2007).

Butler, Felstead, Alan and Ashton (2004, p.5) identified three major research interests in STAE: production management with greater involvement of employees; the organization of work in general in the company, through increased involvement; and working relationships with higher employee engagement.

On the national scene, Albuquerque (2002), proposed a model, based on the work of Walton (1985), in which two people are related management strategies. The first, call control, is the model adopted by traditional companies, in which careers are rigid and specialized, small horizon and tied in position structure. The second, called the compromise strategy focuses on flexible careers, incentives and groups, unlike the first, puts greater emphasis on employee engagement in important company decisions at least in its production process. It can be said that the work of these authors is one of the most popular in Brazil, dealing with employee involvement promoted by people management strategy.

There, in the studies consulted unanimity about which factors should be the STAE. In general, one can see that three guidelines need to be present in the definition of these factors: (a) that employees need to have the skills and that these can be obtained through training; (b) that the work itself needs to be designed in such a way to provide opportunities for autonomy to these workers so that they can employ fully their capabilities; (c) that it is necessary investment in the pay structure, as another element contributing to the pursuit of employee commitment (Whitfield, 2000).

Among the many proposals settings, one that can cover all of these major dimensions shown refers to the model proposed by Ciavarella (2003) structure that the high involvement work systems such as those that are relevant in four areas: power information, rewards and knowledge (Doody, 2007). In this model, power (which can also be translated as empowerment) refers to giving employees more authority in the decision-making process, emerging, hence, a collective process, it is believed that if the employee has more autonomy in these decisions can lead to greater motivation and job involvement. Information refers to information sharing with all employees in the organization performance ratio and its plans and goals, it is believed that these may lead to a higher quality of decisions and suggestions on how work processes can be improved. Rewards refers to a reward system designed in order to guide employees to higher performance and to ensure that they share the subsequent gains of greater commitment. And finally, the Knowledge focuses on the development of employee skills so that they can perform effectively with their tasks in search of high quality (Ciavarella, 2003).

2.2 Commitment and Entrenchment

Throughout his life, the individual develops many links with individuals, groups and organizations. One of the links created with the organization is the organizational commitment (Allen & Meyer, 1990), defined as:

Commitment is a strong relationship between an identified individual and involved with an organization, and can be characterized by three factors: be willing to exert considerable effort on behalf of the organization; the belief and acceptance of the values and goals of the organization and a strong desire to remain as member of the organization (Medeiros, 1997, p.24).

Research on commitment in Brazil received emphasis from the 1990s Although the variability of meanings and integrated operation to the field, organizational commitment must be understood and studied as a strength to the organizations as excel mechanism in the competitive context which is currently required (Pereira & Oliveira, 2000).

Currently studies on organizational commitment adopt the perspective of the multidimensionality of commitment, even if it is the product of different sizes (Medeiros et. Al., 2003).

In this sense, Medeiros et. al. (2003) developed the organizational commitment scale (EBACO) and is designed to measure seven bases of organizational commitment: Affective; obligation to stay; obligation for performance; affiliative; lack of rewards and opportunities; consistent line of activity and lack of alternatives. This commitment of the number of bases increase into existence from studies on the dimensionality of instrumental and normative bases, emphasizing that these two bases are characterized by unified empirical factors and conceptually.

2.3 Entrenchment

The concept of entrenchment proposed by Carson, Carson and Bedeian (1995) is the worker's connection with the career or the organization, but not why it is highly motivated, but the entrenched individual is in a static behavior and defensive.

According to Carson and Bedeian (1994), entrenchment concerns the option to continue in the same organization for lack of options, the sense of loss of existing investments, or the perception of an emotional price to pay too high for change, and the perception of few alternatives outside of their field. The person remains entrenched in the organization not because of wanting to contribute to the growth of the organization, but for sense loss and damage to its output.

In this sense, the individual remains in the organization due to the investments already made, as well as the emotional costs to be paid in case of change, and the lack of alternative career paths. For the authors, this is a multidimensional construct with three components: (a) investment promotion; (b) emotional costs; and (c) lack of career alternatives (Carson et.al.1995).

Bastos, Rodrigues, Brito and Silva (2008) start from an assumption that there is integration of the sub-dimensions of commitment to the continued entrenchment, proposing that the entrenchment it is an instrumental link worker with career or organization, while the commitment is an affective bond.

2.4 Hypotheses

One way to achieve greater involvement of individuals is through effective people management practices. Such practices can be understood as the High Involvement Work Systems (STAE) aimed at increasing the participation of individuals in the processes and organizational decisions (Ciavarella, 2003), leading to the first research hypothesis:

H1 - The High Involvement Work System correlates positively with the Organizational Commitment.

Thus, it is expected that individuals have a bond based on commitment and not remain in the organization for lack of opportunities or obligation. If so, it is argued that these individuals are entrenched, it is binding to the organization not for motivation but why feel obliged to remain in it (Carson et.al., 1995). This relationship leads to the second research hypothesis:

H2 - The High Involvement Work System correlates weakly or negatively with the Organizational Entrenchment

3 - METHODOLOGICAL PROCEDURES

To achieve the aim of this study, there was a descriptive study, by applying the questionnaire via online, of which 99 returned valid questionnaires.

The universe was composed of all militants that operate within the MST. The literature does not uniformity regarding the minimum number of respondents in the sample composition for modeling. Values indications can be found ranging from 100 cases and 200 according to the software to be used (Bentler, Chou, 1987).

To measure the level of Work Systems High Involvement was used to Ciavarella scale (2003) subdivided in Power dimensions, information, Rewards and Recognition. Organizational commitment was measured by the scale of Medeiros. al. (2003) in Affective dimensions; obligation to stay; obligation for performance; affiliative; lack of rewards and opportunities; consistent line of activity and lack of alternatives. The entrenchment level measurement was because of the scale of Carson et al. (2005). We used the Likert scale of 1 to 6, seeking to measure the level of concordance with the affirmative scales. Accordingly, mean values obtained from 1 to 3, mean and some degree of mismatch values higher than or equal to 4, some level of correlation with the questions.

3.1 Validation of the scales

The STAE scale was developed by Ciavarella (2003). The KMO analysis of the four factors that make up the scale: power, intelligence, reconnaissance and knowledge, revealed rates above 0.6 for $p < 0.05$, demonstrating the reliability level of the questionnaire. The results of Cronbach's alpha calculation were also satisfactory for power ($\alpha = 0.860$), Information ($\alpha = 0.881$), recognition ($\alpha = 0.844$) and Knowledge ($\alpha = 0.919$).

The commitment scale was structured by Medeiros et. al. (2003) and consists of seven dimensions: Affective ($\alpha = 0.790$), affiliative ($\alpha = 0.829$), the Performance Bond ($\alpha = 0.563$), Obligation to Stay ($\alpha = 0.888$), shortage of alternatives ($\alpha = 0.850$), Lack of Recognition and Opportunities ($\alpha = 0.521$) and Line Consistent with the activity ($\alpha = 0.820$). Although indicators "Obligation by Performance" and "Lack of Opportunity Recognition" have had lower Cronbach Alpha to 0, for all indicators the KMO anti matrix was $KMO > 0.5$, $p < 0.005$, rejecting, as well the hypothesis that there would be no correlation between the variables.

The Entrenchment scale was developed by Carson et. al. (1995) and consists of three indicators: emotional costs ($\alpha = 0.818$), investment in career ($\alpha = 0.687$) and lack of alternatives ($\alpha = 0.795$), with $KMO > 0.7$, $p < 0.005$.

This demonstrates the validity of the scales used in the study.

3.2 Analysis Procedures

It was used for analysis, the Smart-PLS software that is based on the estimation MEEPLS (based on partial least squares) and suitable for small samples (Bido, 2008).

The analysis of the data was done in four stages. First, we analyzed the reliability of the scales to verify that produce consistent results between repeated or equivalent measures of the same object, revealing the absence of the error. The statistical method was the Alpha Cronbach, aiming at a calculation of an index, at least 0.6, considered acceptable (Corrar, Paul & Dias Filho, 2007).

In the second stage, it was necessary to an analysis of the factors that make up the scale, in order to verify the consistency of the data collected (Härdle & Simar, 2005; Mingoti, 2005) by using the software SPSS Statistic 17.0, in the calculation the tests described in Table 1.

QUADRO

In the third stage we performed the test using the Pearson Correlation Matrix. For Cohen (1988), values between 0.10:0.29 may be considered small; scores between 0.30 and 0.49 may be considered medium; 0.50 and values between 0.50 and 1 can be interpreted as high.

The fourth stage was analyzed the impact of System High Involvement, Commitment and Entrenchment by Structural Equation Modeling using the Smart-PLS 2.0 software.

4 - PRESENTATION AND DISCUSSION OF THE DATA

4.1 Profile of the organization investigated

The MST is organized in 24 states in the five regions of the country. They have about 350 thousand families get the land through the struggle and organization of rural workers (Landless Movement [MST], 2013).

Even after settled, these families remain organized in the MST, the conquered land for settlements usually have infrastructure such as sanitation, electricity, access to culture and leisure. So settled families must remain organized and committed to the cause, to stay in the fight and conquer these basic rights (MST, 2013).

In the settlements and camps, families are organized in nuclei discussing production, the school, the needs of each area. These nuclei, leaving the coordinators and coordinators of the settlement or the camp. The same structure is repeated in regional, state and national level. An important aspect is that decision-makers are guided to ensure the participation of women, always with two engineers, a man and a woman. And at meetings of camps and settlements, everyone is entitled to vote: adults, young men and women (MST, 2013).

Similarly in national, the largest area of MST decisions is the Congress which occurs every five years. Besides the Congress, every two years, the MST held its national meeting, where they are evaluated and updated definitions deliberated in Congress.

In addition to the Congress, Meetings and Coordination, families are also organized by sectors to route specific tasks. Sectors such as Manufacturing, Health, Gender, Communication, Education, Youth, Finance, Human

Rights, International Relations, among others, are organized from the local to national level, according to the need and demand of each settlement, camp or state. All this organization is based on the commitment of employees militants or volunteers working in the organization (MST, 2013).

The sample obtained from the MST activists, has a very different profile and representing the diversity of links, ages and regions where the movement operates. Regarding Age Group, among the respondents, it was found that 42% has 21-30 years 45 5% 31 to 40 years and 9 1% 41-50 years and only 3% over 50 years. About 66 6% of respondents are sex Male and 33 3% of female sex. The majority of respondents were from the Northeast (48 5%) and Southeast (24 2%), also with participants in the South (12%), North (9%) and Midwest (6%).

When analyzed the link to the most revealed that acts more like that MST Movement was obtained Militant and Salaried (54 5%) or Militant and Volunteer (33 3%) than those who are only employees and not militants (3%). 9 1% did not declare their relationship as the Movement. The most common features that appeared in the survey were: Administrative Assistant (30%), Designer (15 2%) and Coordinator (11 1%).

4.2 High-involvement work systems in MST

Analysis of the mean of each dimension indicated that the one that positively affected the overall index was the size of Recognition (4 64), followed by power (4 61), info (4 48), the size of the smallest index was rewards (3 77).

These data reveal the current scenario of the MST for the management of people. That is, the militants feel recognized and valued within the organization, said they have some autonomy for decision-making and there is sharing of information, thus demonstrating that, within the organization, there are practices that encourage participation and involvement of individuals to the mission and organizational objectives.

However, also demonstrates the perception of low returns professionals within the organization. This perception can be explained one that one of the strongest professional ties within the organization appears as voluntary work in a loose relationship of those involved without immediate financial returns desires.

The MST has no legal record for being a social movement and thus is not required to file accounts with any government agency, like any other social movement. Despite not having a legal record, the MST has a structural organization computing with the participation of several actors: direct descendants of the MST and employees or volunteers militants. The latter are heavily involved in the movement administration. These act administrators, lawyers, economists and others and are responsible for the operation of the movement itself.

4.3 Commitment in MST

The general means by size revealed a general index of commitment equal to 4 0 equivalent to the positive level of commitment.

It was observed that the most significant commitment bases are the Affective (5 37), followed by affiliative (5 04) and the Obligation to Stay (4 17), while the lowest rates were for "Consistent Line of Activity" (3 42) and Lack of Recognition and Opportunities (2 35)

The data point to the affective character and affiliative present in social movements. Inside the MST emotional character seems to predominate in bonding relationship with the organization. In third position we also have an instrumental character factor, in the sense that some feel compelled to remain in motion due to some sort of bond.

Interesting to note that the lack of recognition and opportunities, lack of alternatives and liability for the performance had the lowest rates, demonstrating not so relevant in the perception of respondents. It is inferred that perhaps due to the voluntary character and militancy present in MST are highly correlated with the affective dimensions and affiliative, being instrumental bonds issues (aimed at the return) stay in the background.

4.4 Entrenchment in MST

The general entrenchment level obtained was 3 54, considered an average value within the range obtained. That is, is between level 3 (disagree bit) and 4 (slightly agree), indicating that the instrument has not revealed significant levels of entrenchment.

Analyzing separately the general averages obtained by the constructs that structure scale realizes that the militants believe that remain in the MST Movement, in descending order level: Alternatives Lack outside the Movement (3 91), Emotional Costs to leave the movement (3 49) and investments made in career (3 21).

This average rate can be explained by the fact that as the scale does not measure the level of motivation to the organization, but the factors that lead the individual to remain in the organization, it is inferred that in a social movement, individuals participate why they feel effectively involved with the cause.

Although, among the averages calculated, the greater significance was the lack of alternatives outside the MST, indicating a conflict between the emotional cost to leave the movement (emotional nature) and the lack of alternative (instrumental character).

These data corroborate the low rates obtained in the commitment scale, where the dimensions: Alternatives Shortage, Lack of Recognition and Opportunities and the Performance Bond may be explained by the same phenomenon, namely that individuals undertake, due to character volunteering and activism, much more by an emotional character and affiliative, than why not have alternatives or expecting immediate returns professionals within the organization.

4.5 Correlation between STAE, Commitment and Entrenchment

Observing Table 1, one can see that there is a significant correlation between the scales of Work Systems High Involvement and Commitment, whose value calculated, 0593 is considered appropriate.

TABELA

These results can be supported by means of a higher rate calculated for the emotional character of dimensions that make up each of these scales. That is, the dimensions that most impacted the High Level Working Systems involvement was the recognition and power, revealing the character of feeling valued, having autonomy and participation in the processes within the organization. In the commitment scale prevailed Affective and affiliative dimensions, revealing a more emotional bond that instrumental.

It was observed also that there is a strong correlation between the Entrenchment Scale and Commitment, whose index was greater than 0 50. Once again, it appears that the affective character and affiliative present in the commitment of individuals to the organization lead to greater emotional cost (entrenchment of scale) to let her.

Regarding the correlation between Work Systems and High Involvement correlation is considered low because the calculated index is close to 0 30. This result confirms the hypothesis that a high STAE would have a greater correlation with the level of commitment and therefore at a lower correlation with the level of entrenchment, that is, individuals surveyed remain in an organization because they are more involved than out of fear or fear of losing their positions or for not finding other employment alternatives.

4.6 Structural Equation Modeling (SEM-PLS)

To check the validity of the results obtained in the Pearson correlation was performed structural equation modeling or Structural Equation Modeling - Partial Least Squares (PLS-SEM).

The modeling using the PLS multivariate analysis is considered a second generation. This method is advantageous because it allows researchers to test more complex conceptual models, ensuring a statistical analysis of the most robust and holistic model, and allows the analysis of the relationship between a broad group of variables simultaneously (Hair Junior, Ringle & Sarstedt, 2011).

To apply this method was constructed a structural model, as shown in Figure 1. Analyses were performed using the SmartPLS 2 0 software (Sosik, Kahai & Piovosio, 2009).

FIGURA

It is observed that the factor loadings of the dimensions that STAE scale were all above 8 0, indicating an adequate level of impact and significance.

For loads of Entrenchment scale dimensions there are low loads in the construct Lack of Recognition and Opportunity (0023) and the Performance Bond (0148) demonstrating the low significance given by respondents to these variables as discussed earlier in the correlation analysis Pearson between scales.

All dimensions of Entrenchment scale, referred to the lack of alternatives also revealed a low load factor indicating care in interpretation and the impact of that dimension entrenchment level.

As can be seen in Figure 2, the factor loadings between the Working System for High Involvement and Commitment (0691) was considered appropriate, as well as the factor loading between Commitment and Entrenchment (0977). In other words: A high level of STAE positive impact on the high level of commitment that, in turn, has a positive impact on the level of Entrenchment, confirming the hypothesis H1.

Note, also, a low factor loading between STAE scale and the Entrenchment (-0457), revealing that the former has a negative impact on the second, ie a higher level of STAE leads to a lower level of entrenchment, validating the hypothesis H2. These relationships show the results and analysis of results obtained in the Pearson correlations.

To evaluate the structural model was used, also the bootstrapping technique, which consists in presenting the results of the Student's t distribution, considering various samples and variables shown in Figure 2. It is possible, through the t value, determine whether the standardized coefficients (path coefficients) are significant. It is estimated that 96 values greater than 1 indicate that the correlation is significant (Hair Junior Ringle, & Sarstedt, 2005).

FIGURA

Again, the technique proves that there is a significant difference between the scales relevant STAE and Commitment (4 277) toward and this entrenchment (3944), and low significance between STAE entrenchment (1616), which reasons were discussed previously during the analysis of Pearson correlation.

Show also the low dimensions of significance levels Lack of Recognition and Opportunities (0102) and the Performance Bond (0883) the level of commitment and Lack of Alternatives (0186) Entrenchment of scale.

5 - FINAL CONSIDERATIONS

The survey revealed that the current organization of the Landless Movement (MST) has a high level of participation of its militants, supported by high STAE index calculated. Has also shown that such participation will contribute to a high commitment of these individuals and a smaller entrenchment index, as they maintain a links based on affection and affiliation than the obligation or lack of alternatives.

The structural equation modeling revealed that there is a positive impact on the STAE and this commitment on the Entrenchment, proving the hypothesis H1. Proved also that STAE has a negative impact on the Entrenchment, validating the hypothesis H2.

These results contribute to the validation and application of STAE scales, Commitment and Entrenchment in social organizations, and reveals the identity and values in those organizations in Brazil, providing opportunities to managers develop people management practices that enhance the participation and commitment of its stakeholders, given that these are vital to the results and objectives intended by this type of organization.

However, the study has limitations as the number of respondents, which would be ideal to have a number greater than 100 questionnaires, and have been applied to only the militants that act directly on the movement organization, not considering the organization at the level of settlements.

It is also important to apply these scales in other types of different economic sectors organizations, whether those results remain or change according to the specificities of each organization or sector.

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Table 1 List of the tests

Test	Mensuration
Sphericity test Bartlett	The test statistic used to examine the hypothesis that the variables are uncorrelated in the population or the population of the correlation matrix is an identity matrix, where each variable correlates perfectly with itself ($r = 1$), but has no correlation with other variables ($r = 0$). The significance for the test should not exceed 0.05.
Correlation Matrix	The lower triangle matrix that displays the simple correlations between all possible pairs of variables included in the analysis. The diagonal elements, which are all equal to 1 are generally omitted
Commonality	A portion of the variance variable shares with all other variables. It is also the proportion of variance explained by the common factors
Adequacy Meyer-Olkin measure of Kaiser- (KMO)	Index used to evaluate the appropriateness of factor analysis. The values obtained using this test range from 0 to 1, where 1-0.9 Very good 0.9-0.8 A, good 0.7-0.8, Medium, 0.7-0.6 A, Average, 0.5-0.6, bad, below 0.5, unacceptable. It should be also noted that the p-value (sig) is below 0.05, rejecting, so the hypothesis that there would be no strong correlation between the variables.

Source: Adaptado de Malhotra (2001), Pereira (2001:124)

Table 1 Correlations between Entrenchment, Commitment and STAE

		Índice Entrinch	Índice Comprometimento	NívelSTAE
ÍndiceEntrinch	Pearson Correlation	1	0.638**	0.299**
	Sig. (2-tailed)		0.000	0.003
	Sum of Squares and Cross-products	48.669	38.372	21.472
	Covariance	0.497	0.392	0.219
	N	99	99	99
ÍndiceComprometimento	Pearson Correlation	0.638**	1	0.593**
	Sig. (2-tailed)	0.000		0.000
	Sum of Squares and Cross-products	38.372	74.375	52.661
	Covariance	0.392	0.759	0.537
	N	99	99	99
NívelSTAE	Pearson Correlation	0.299**	0.593**	1
	Sig. (2-tailed)	0.003	0.000	
	Sum of Squares and Cross-products	21.472	52.661	106.153
	Covariance	0.219	0.537	1.083
	N	99	99	99

** The correlations are significant at 0.01 (2-tailed).