



Relationship between organizational commitment and practices of training and performance assessment

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Abstract

This study aimed to analyze the relationship between Organizational Commitment and Human Resources Practices in a supermarket chain in the State of Ceará, using the three-component model proposed by Meyer and Allen. Additionally, the relationship between respondents' profile and organizational commitment was verified. It is a descriptive-exploratory study with quantitative approach, conducted through a survey. 385 employees participated in the research. The instrument used for the data collection was a questionnaire and statistical methods were used for the data treatment. Multivariate analysis was performed using factor analysis and Spearman's correlation test. The results evidenced that the affective and normative bases of the commitment are positively and more intensely related with the practice of Training, Development & Education, while the continuance base is positively related, presenting higher coefficient of correlation with the practice of Performance & Competence Assessment. Also, it was observed there is relationship between the components of the organizational commitment and respondents' profile.

Keywords: Organizational Commitment. Three-component Model. Human Resources Practices. Supermarket Chain.

Introduction

The commitment has been a central construct in the study of organizational behavior and has been discussed among researchers that the commitment has received a lot of attention, being considered more relevant today than before (Klein, 2016). From the various frameworks about the conceptualization of commitment, the Three-Component Model [TCM] of Meyer and Allen (1991), known as the three-dimensional model of commitment, has become the dominant paradigm (Wasti et al., 2016). The model is formed by affective, normative and continuance bases (Meyer & Allen, 1991; Meyer, Allen & Smith, 1993), and can refer to a desire (affective commitment), obligation (normative commitment) and perceived costs (continuance).

The bond of commitment has been greatly emphasized in the literature as an important factor for ensuring the competitiveness and survival of organizations. In Brazil, the organizational management has faced many challenges and many of management practices, including people management practices [HR Practices], does not have responded so positively to new demands from the external environment.

Demo, Neiva, Nunes and Rozzett (2014) advocate the study of HR Practices is important because are aligned with the organization's goals and provide the conditions for people to contribute effectively to the achievement of superior results. In recent years, some studies have been conducted to relate the influence of HR Practices on organizational commitment, using the approach of the three-dimensional model of Meyer and Allen (Jesus & Rowe, 2015, 2016; Oliveira & Honório, 2015; Lima, 2014; Demo, Martins & Roure, 2013).

In a review of the national production about policies and practices of management people in the period from 2010 to 2014, Demo, Fogaça, Fernandes and Sá (2015) identified the necessity to study the relationships between human resources practices and other behavioral variables in organizational area. Lima and Rowe (2014) highlighted that there is a lack of national works involving organizational commitment and the management of people, in particular to take account of the different policies of HR Practices.

In addition, TCM was the most referred as theoretical model to the category of the article classified between the topics in the area of EnGPR ANPAD national event between 2007 to 2013 (Cardoso, Nagai, Silva & Silva, 2015). Then, it is possible to emphasize the necessity for studies to check the relationship between HR Practices and organizational commitment, testing the TCM in the Brazilian context.

In this context, given the importance of the commitment in organizations, outlined the following research question: what is the relationship between organizational commitment and people management practices? For this study, were considered two HR Practices: (i) Training, Development & Education [TD&E]; and (ii) Performance & Competence Assessment [P&CA]. In order to answer the research question, it was traced the following objective: to analyze the relationship between organizational commitment in the affective, normative and continuance bases, and HR Practices – Training, Development & Education [TD&E] and Performance & Competence Assessment [P&CA].

Regarding the methodology, this research is characterized as quantitative, and covered as universe a supermarket chain from the State of Ceará. 11 stores located in

Fortaleza (capital of Ceará) and the metropolitan region participated in the research, where 385 valid questionnaires were obtained.

Thus, the study was developed in three stages: the first one focused on developing a literature review; in the second one, a survey was applied, where a structured questionnaire was used; and, in the third step, the statistical treatment of the data collected was carried out, followed by its analysis.

This work is structured in five sections. In addition to this introductory section, the research includes a section devoted to Literature Review; a third section that addresses the methodology used, thus exposing the typology of the research, as well as the techniques of data collection, analysis and treatment; the fourth section is devoted to the analysis and discussion of the results; and, finally, the final considerations related to the objectives defined for the research are pointed out.

Literature Review

The human element factor gains relevance in organizations because, unquestionably, people are sources of competitive advantages. Adopting management models that reconcile both business and individual interests (indispensable conditions for the individual's commitment to the business) is a great challenge for organizations that require changes in models and practices of human resources management (Souza & Souza, 2016).

An organization's human resource policies and practices represent important means to shape employee attitudes and behaviors (Robbins, Judge & Sobral, 2010). The policies of human resources management are articulated proposals of the organization with theoretical and practical constructions, in the treatment of human relations, aiming at obtaining desired results. These policies define the theoretical and practical framework built to enable the attainment of the organization's goals and objectives, acting as guides for thought and action for the HR area. Practices are the actions that represent and operationalize these policies (Demo et al., 2014).

Organizational commitment began to be studied from the perspective of multiple focuses and bases in the 1980s. The one-dimensional model elaborated by Mowday, Porter and Steers (1982) and the multidimensional one proposed by Meyer and Allen (1991) stand out in the literature. The multidimensional model is composed of the affective, normative and continuance bases, and it represents the dominant synthesis in this field, being practically hegemonic in the scientific investigations on the subject, from the 90s (Pinho & Bastos, 2014; Wasti et al., 2016).

The affective commitment, consolidated in the work of Mowday et al. (1982) emphasizes attachment and identification with organizational goals. The notion of identification involves strong belief and acceptance of the organization's values, as well as the desire to remain in it. The normative commitment is based on the sense of duty with the organization's objectives and norms, and the commitment is revealed as an obligation to remain in the organization. The commitment explained by the continuance base is consistent with Becker's (1960) side-bet theory that argues the worker feels rewarded by what is offered by the organization and that his leaving would entail significant economic, social, or psychological sacrifices (Meyer et al., 1993).

According to Klein, Becker and Meyer (2009), commitment, although often seen as a subject of organizational behavior, is central to the Human Resources [HR] management. Most, or even all HR practices, are intended to affect commitment because of the role of commitment in determining important individual outcomes (Meyer & Allen, 1997; Fiorito, Bozeman, Young & Meurs, 2007; Beer, 2009).

Meyer and Allen (1997) pointed out the positive relation regarding the positive perception about HR practices and the development of the commitment. Among them, the authors mention recruitment and selection, socialization and training, assessment, promotion, compensation and benefits. According to Beer's (2009) three-pillar model of high commitment and high performance ("performance aligned with organizational strategy," "psychological alignment," and "capacity for learning and change"), an organization that associates strategic with performance objectives potentiate its results as the employees are psychologically linked to it. With this, committed people will be able to execute the strategy in a flexible and practical way.

In addition, for Demo et al. (2014), the study of HR practices is important because they are aligned with the goals of the organization and provide the conditions for people to effectively contribute to the achievement of superior results. In recent years, some studies have been conducted to relate the influence of HR practices on organizational commitment using the three-component model approach of Meyer and Allen (Jesus & Rowe, 2015, 2016; Oliveira & Honório, 2015; Lima, 2014; Demo, Martins & Roure, 2013).

Through a study with professors from a Brazilian Federal Institute of Education, Jesus and Rowe (2015, 2016) analyzed the possible influences of the perception of HR policies on organizational commitment, verifying the mediating role of the perception of organizational justice. It was found that the dimensions of commitment are influenced by the practices of "Involvement" and "Remuneration", being mediated by the perception of justice. Oliveira and Honório (2015), when analyzing the relationship between HR practices and commitment in a mixed-economy enterprise, found that HR practices associated with career and training and development, in order of importance, showed more significant correlations with affective commitment when compared to other practices.

Lima (2014) analyzed the possible influences of the perception of HR policies on organizational commitment, with professors from a public university. The study evidenced that the policies of involvement and TD&E influence on professors' commitment. Demo, Martins and Roure (2013) evaluated the relationship between HR policies and commitment and job satisfaction with employees of a bookstore in Brazil. As a result, the authors confirmed that HR policies predict organizational commitment and, even more, they also predict satisfaction in the work, highlighting the politics of involvement and rewards.

Regarding the policy of TD&E, Bastos, Rodrigues, Moscon, Silva and Pinho (2013) affirm that such programs are, in general, favorable to the development of the commitment, although this is not the main purpose. According to these authors, this positive impact can be intensified when individuals realize that their skills can be harnessed by these programs and that new skills can be developed. Bohlander and Snell (2015) argue that by playing a key role in developing, strengthening and ex-

panding skills within a company, training has become an essential part in implementing organizational strategies.

For Souza and Souza (2016), flexible management logic requires that the underlying premises of T&D policies, programs, projects and actions for the human capital development are derived from the strategic environment. According to the authors, the real challenge of the development process is the courage to search for results that meet both economic interests and those that ensure human dignity.

Oliveira and Honório (2015) and Lima (2014) found greater positive and significant correlations of TD&E practice with the affective commitment. According to Meyer and Allen (1991), training and development programs can influence normative commitment. For the authors, because of the investments made by the organization for the professional training of employees, they can develop a sense of obligation.

Regarding performance management, Souza and Souza (2016) affirm that the "economic mantra" of flexible management logic, aiming at obtaining competitive advantages, imposes on organizations to do well (efficiency) what needs to be done (efficaciousness) at growing levels of performance (effectiveness). Performance management is the process of creating a work environment in which people can perform to the best of their abilities in order to achieve the goals of the company (Bohlander & Snell, 2015).

The scale used to measure HR practices in the present investigation was the Human Resources Policies and Practices Scale [HRPPS] proposed by Demo et al. (2014), since it is the most comprehensive model found in the Brazilian literature. The scale is composed of 40 items, based on six factors, namely: Recruitment and Selection [R&S]; Working Conditions [WC]; Involvement [INV]; Training, Development and Education [TD&E]; Performance and Competence Assessment [P&CA]; and Remuneration and Rewards [R&R].

For this article, it was decided to consider only two factors: TD&E and P&CA. The first one is the HR practice most investigated by the researchers, and the second is one of the least investigated practices, despite its strategic nature for organizations (Demo et al., 2015; Demo, Fogaça, Nunes, Edrei & Francischeto, 2011). In addition, these practices are fundamental to organizational effectiveness, according to Beer's (2009) three-pillar model of high commitment and high performance.

Figure 1. Description of TD&E e P&CA factors.

Fators	Description of the Factors
Training, Development and Education [TD&E]	Organization's articulated proposal, with theoretical and practical constructions to provide employees with the systematic acquisition of skills and to stimulate the continuous learning and production of knowledge.
Performance and Competence Assessment [P&CA]	Organization's articulated proposal, with theoretical and practical constructions to evaluate the performance and skills of employees, subsidizing decisions about promotions, career planning and development.

Source: Demo et al. (2014).

Method

This research is characterized as exploratory and descriptive regarding to the nature of the objective (Gray, 2012; Collis & Hussey, 2005). It is classified as quantitative, since statistical procedures were used to reach the proposed objectives (Creswell, 2010). The universe of the research was composed of a supermarket chain from the State of Ceará. Employees of 11 stores located in the city of Fortaleza and in the metropolitan region participated in the survey.

The study was developed in three stages: the first stage focused on developing a literature review; in the second one, it was applied a survey in which a structured questionnaire was used; and, in the third stage, the statistical treatment of the data collected was carried out, followed by its analysis.

The questionnaire used in this research was developed in three parts: (i) the first part characterizes the respondents' profile and it is composed of 8 items; (ii) the second part measures the Organizational Commitment and it was adapted from Meyer et al. (1993) and Jesus and Rowe (2017), this part contains 20 items in which 17 were extracted from the scale of Meyer et al. (1993) and 3 were extracted from Jesus and Rowe (2017); and finally (iii) the third part measures the respondents' perceptions regarding to HR Policies and Practices using the scale proposed by Demo et al. (2014), this scale contains 40 items related to 6 different HR practices - only two practices were used in this study. The first part was composed of both open and multiple-choice questions, while in the second and third parts a 6-point Likert scale was used in each item.

Figure 2 presents the items that were considered for this study, after the statistical analyzes. A first Exploratory Factor Analysis [EFA] was performed to identify and exclude items that presented low commonalities, since, according to Hair Jr., William, Babin and Anderson (2009), these must present values higher than 0.5.

After this stage, 11 of the 20 items of the Organizational Commitment scale which presented higher commonalities were left. Organizational Commitment is divided into three dimensions: affective, normative and continuance. Regarding to the 40 items of the HR Policy and Practice scale proposed by Demo et al. (2014), only two practices were analyzed in this study: TD&E (6 items) and P&CA (5 items), totaling 11 items. All 11 items of those 2 dimensions presented adequate commonalities to continue the analysis, not being necessary to exclude any items for TD&E and P&CA. Figure 2 presents the final structure of the items analyzed in this study.

Figure 2. Structure and dimensions of the research instrument.

Parts	Description	Items that compose the dimensions proposed by the authors
1st Part	Respondents' Profile (Prepared by the Authors)	Composed of 8 items related to the respondents' profile: gender; age; marital status; schooling; dependents; income; time that has worked in the company; and the store where he/she works.
2nd Part	Organizational Commitment (Meyer et al., 1993; Jesus & Rowe, 2017)	Affective Commitment: AC1, AC2 e AC3.
		Normative Commitment: NC1, NC2, NC3 e NC4.
		Continuance Commitment: CC1, CC2, CC3 e CC4.

3rd Part	HR Practices (Demo et al., 2014)	Training, Development & Education: TD&E1, TD&E2, TD&E3, TD&E4, TD&E5 e TD&E6.
		Performance & Competence Assessment: P&CA1, P&CA2, P&CA3, P&CA4 e P&CA5.

Source: Prepared by the Authors.

The sampling of the research was probabilistic of simple random type, since all the elements of the population had the same probability to belong to the sample. The questionnaires were applied in loco, in the months of November and December 2016. 385 valid questionnaires were obtained from a total of 1,235 employees distributed among the 11 stores. The sample error was 5%. Data related to respondents' personal characteristics was treated through simple description of the sample using descriptive statistics.

Next, the reliability of the scales was verified through Cronbach's alpha, which, according to Hair Jr. et al. (2009), must present coefficient higher than 0.6 to be considered appropriate for subsequent analyzes. Then, in order to verify the grouping of the questionnaire items according to the authors' proposals, a new Exploratory Factor Analysis [EFA] was conducted, in which the values of Kaiser-Meyer-Olkin [KMO], Bartlett's sphericity and the variance explained by the factor were observed. Hutcheson and Sofroniou (1999) argue that when interpreting the KMO indexes, the following values must be observed: values lower than 0.5 are considered unacceptable; values between 0.5 and 0.7 are acceptable, but considered low; values between 0.7 and 0.8 are considered good; values between 0.8 and 0.9 are considered very good; and those higher than 0.9 are considered excellent.

After the factor analysis, considering the three dimensions of Organizational Commitment and the two HR Practices, Spearman's correlation test was applied to verify the relationship between the constructs. The Statistical Package for Social Sciences [SPSS], version 22.0, was used for the statistical treatment of the data.

Results

This section presents and discusses the results obtained in this research and it is divided into subsections. The first part considers the profile of the respondents of the research, presenting information about sex, age, income, schooling and time of work in the company. The second part of this section presents the results obtained through the Exploratory Factor Analysis [EFA]. The third part brings the data reliability test. In the fourth part of this section, the correlation test is performed in order to verify the relationship between the constructs analyzed - organizational commitment and the practices of training and performance assessment.

Respondents' Profile

Regarding the respondents' profile, it was verified some information such as: sex; age; income; schooling; and time that the person has worked in the company. Tables 1 and 2 provide information about the profile of the research participants.

Table 1 - Respondents' profile regarding their sex, age and income.

Category		Number Respondents	Percentage
Sex	Male	207	46,23%
	Female	178	53,77%
	Total	385	100%
Age	Between 16 and 25 years old	140	36,36%
	Between 26 and 35 years old	171	44,42%
	36 years old or more	74	19,22%
	Total	385	100%
Income	Until R\$ 880,00	26	6,75%
	From R\$ 880,01 to R\$ 1.760,00	316	82,08%
	From R\$ 1.760,01 to R\$ 3.520,00	38	9,87%
	R\$ 3.520,01 or more	5	1,30%
	Total	385	100%

Note. Source: Research data.

Regarding the sex of the respondents, it was observed that the majority is male (53.77%). Regarding the age group, it is observed that most of the individuals are concentrated in the range between 26 and 35 years old (44.42%), followed by the group that corresponds to individuals from 16 to 25 years old (36.36%) and of the group of respondents who are over 36 years old (19.22%), respectively. In addition, it was observed that the vast majority of employees (82.08%) have income between R\$880.00 and R\$1,760.00, it means that they receive between 1 and 2 minimum wages (amounts referring to the minimum wage in the year 2016).

Table 2 - Respondents' profile regarding schooling and time of work in the company.

	Category	Number Respondents	Percentage
Schooling	Unfinished High School	44	11,43%
	High School	226	58,70%
	Unfinished Higher Education	72	18,70%
	Complete Higher Education	34	8,83%
	Postgraduate Studies	9	2,34%
	Total	385	100%
	Time of Work in the Company	Until 2 years	215
From 2 to 6 years		112	29,10%
Over 6 years		58	15,06%
Total		385	100%

Note. Source: Research data.

It was also observed that 44 (11.43%) of the respondents did not complete high school, while 226 (58.70%) had a high school diploma; 72 (18.70%) are in higher education; 34 (8.83%) have finished higher education; and 9 (2.34%) are post-graduates. As for the time of work in the company, the respondents present more frequently a period of less than 2 years (55.84%), while a portion of 58 employees (15.06%) has been in the company for over 6 years.

Validation and Confirmation of Items Grouping by Dimension (Factor Analysis)

The factor analysis was conducted to confirm the grouping of the items for both Organizational Commitment and HR Practices. The KMO test and the Bartlett sphericity test, with Oblimin rotation, were performed for the scale of Organizational Commitment proposed by Meyer et al. (1993) and Jesus and Rowe (2017), and for the scale of HR Practices proposed by Demo et al. (2014).

Concerning the 11 final items related to Organizational Commitment, KMO was equal to 0.840, a value considered very good by Hutcheson and Sofroniou (1999), and the Bartlett test presented chi-square equals 1189,372, with significance at the level of 1%, indicating sufficient correlation level among the items to perform the factor analysis. The results presented three components that obeyed the Kaiser criterion of eigenvalues higher than 1, which explain 59.81% of the variance for this construct. Table 6 presents such data obtained from these tests.

Table 3 - Components extracted from the Organizational Commitment scale

Items	Components		
	1	2	3
I would feel guilty if I left this company now. [NC2]	,789	,010	,055
I would not leave this company now because I have a moral obligation to people here. [NC1]	,741	-,020	,049
I feel indebted to this company. [NC4]	,697	,006	,022
Even if it was an advantage to me, I feel it would not be right to leave this company now. [NC3]	,545	,176	,247
For me, the costs of leaving this company would outweigh the benefits. [CC4]	-,057	,811	,003
Many things in my life would be complicated if I decided to leave this company now. [CC3]	,120	,782	,019
I think I would have few job alternatives if I left this company. [CC2]	,190	,671	,259
Leaving this company now would require considerable personal sacrifice. [CC1]	-,143	,588	,407
This company has a strong personal meaning for me. [AC2]	,066	-,011	,791
I really feel the problems of this company as if they were mine. [AC3]	,055	-,051	,786
I would be very happy to spend the rest of my career in this company. [AC1]	,268	,032	,642

Note. Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser standardization.

Based on table 3, it is observed that component 1 includes the items related to Normative Commitment; component 2 groups the items of the dimension of Continuance Commitment; and component 3 is related to the Affective Commitment. Thus, it is possible to affirm that the dimensions proposed by Meyer et al. (1993) and Jesus and Rowe (2017) for the Construct Organizational Commitment were confirmed in this study.

Concerning the 11 items related to HR practices, KMO was equal to 0.918, which is considered excellent by Hutcheson and Sofroniou (1999), and the Bartlett test showed chi-square equal to 2495,284, with significance at the level of 1%, indicating sufficient correlation level among the items to perform the factor analysis. The results show that 2 components obey the Kaiser criterion of eigenvalues higher than 1, which explain 65.33% of the variance for this construct. Table 4 presents the factor analysis for the 11 items allocated in the 2 components.

Table 4 - **Components extracted from the HR Practices scale.**

Items	Components	
	1	2
The company where I work invests in my development and education, providing my personal and professional growth in a broad way (eg. full or partial sponsorship of graduations, postgraduate courses, language courses, etc). [TD&E2]	,856	,124
The company where I work helps me to develop the skills necessary for the good performance of my duties (eg. training, participation in congresses, etc). [TD&E1]	,808	-,037
I can apply in my work the knowledge and behaviors learned in the trainings/events that I participate in. [TD&E3]	,783	,002
The company where I work stimulates the learning and the production of knowledge. [TD&E4]	,776	-,101
In the company where I work, the trainings are evaluated by the participants. [TD&E6]	,626	-,047
In the company where I work, the training needs are raised periodically. [TD&E5]	,586	-,319
In the company where I work, the criteria and the results of the performance and competence assessment are discussed with the employees. [P&CA4]	-,092	-,924
In the company where I work, the criteria and results of performance and competence assessment are disclosed to employees. [P&CA5]	-,058	-,888
In the company where I work, the performance and competence assessment subsidizes the development of a plan for the development of employees. [P&CA3]	,120	-,767
The company where I work does performance and competence assessments periodically. [P&CA1]	,063	-,733
In the company where I work, the performance and competence assessment subsidizes decisions about promotions and salary increases. [P&CA2]	,142	-,697

Note. Extraction Method: Principal Component Analysis. Rotation Method: Oblimin with Kaiser standardization.

Based on Table 4, it is observed that component 1 concentrates items related to the TD&E dimension, while component 2 to the P&CA dimension. Thus, it is possi-

ble to affirm that the factor analysis for this construct confirms what is proposed by Demo et al. (2014) regarding the dimensions studied here.

Data Reliability and Description of the Items

Before starting the multivariate analysis, using the factor analysis and the correlation test, Cronbach's alpha was applied in order to verify the reliability of the data. Thus, the reliability of the items grouped in 5 dimensions was verified: 3 of them are related to Organizational Commitment and 2 are related to the HR Practices, as shown in table 5.

Table 5 - Cronbach's alpha for the dimensions which were analyzed.

Construct	Dimensões	Description	Cronbach's Alpha
Organizational Commitment	Dimension 1	Affective Commitment	0,741
	Dimension 2	Normative Commitment	0,742
	Dimension 3	Continuance Commitment	0,718
Human Resources Practices	Dimension 4	Training, Development & Education	0,872
	Dimension 5	Performance & Competence Assessment	0,885

Note. Source: Research data.

It is observed that all dimensions present reliability higher than 0.7, which is an adequate value, according to Hair Jr. et al. (2009), indicating good index for the data obtained in this study. The dimensions that present greater reliability are those that are related to HR practices, in which dimension 5 obtained better result (0.885).

Table 6 presents the description of the answers obtained through the application of the questionnaires, containing the minimum, maximum, mean, standard deviation and coefficient of variation of each item answered in the survey for the organizational commitment construct in its three dimensions: affective, normative and continuance.

Table 6 - Description of the organizational commitment scale.

Affective Commitment - 3 items ($\alpha = 0,741$)		Min	Max	\bar{X}	σ	C_v
I would be very happy to spend the rest of my career in this company. [AC1]		1,00	6,00	3,74	1,59	0,43
This company has a strong personal meaning for me. [AC2]		1,00	6,00	4,59	1,29	0,28
I really feel the problems of this company as if they were mine. [AC3]		1,00	6,00	4,17	1,49	0,36
Continuance Commitment - 4 items ($\alpha = 0,718$)		Min	Max	\bar{X}	σ	C_v
Leaving this company now would require considerable personal sacri-		1,00	6,00	4,15	1,57	0,3

fique. [CC1]						8
I think I would have few job alternatives if I left this company. [CC2]	1,00	6,00	2,78	1,61	0,58	
Many things in my life would be complicated if I decided to leave this company now. [CC3]	1,00	6,00	4,24	1,62	0,38	
For me, the costs of leaving this company would outweigh the benefits. [CC4]	1,00	6,00	4,01	1,52	0,38	
Normative Commitment - 4 items ($\alpha = 0,742$)						
	Min	Max	\bar{X}	σ	C_v	
I would not leave this company now because I have a moral obligation to people here. [NC1]	1,00	6,00	3,77	1,67	0,44	
I would feel guilty if I left this company now. [NC2]	1,00	6,00	3,21	1,70	0,53	
Even if it was an advantage to me, I feel it would not be right to leave this company now. [NC3]	1,00	6,00	3,96	1,60	0,40	
I feel indebted to this company. [NC4]	1,00	6,00	2,99	1,64	0,55	

Note. Source: Research data.

Based on the information contained in table 4, it can be observed that, for the affective commitment dimension, the item that presented the highest average was AC2. "This company has a strong personal meaning for me." The coefficient of variation reveals that this item presents less dispersion in relation to the others, but it cannot be considered homogeneous data yet. Associated to this, the average obtained in this item (4,59) indicates that the company, in general, is important for its workers and the same ones demonstrate to have congruence in the affection directed to it. The AC1 item presented lower mean and greater data heterogeneity, according to coefficient of variation (0.43), showing that, in general, people differ on the evaluation they make relating to the idea of career association to the prolonged feeling of happiness. This information seems to be consistent when the competitive and rotating market of retailers is analyzed.

For the dimension of the continuance commitment, the coefficients of variation indicate heterogeneity of the data in all items. In addition, item CC3 presented higher mean (4.24), while item CC2 presented lower (2.78). Still on item CC2 "I think that I would have few job alternatives if I left this company", a high degree of dispersion of the data is verified, with 58% coefficient of variation. This data indicates that the workers evaluated this item in different perspectives, but it predominates among them the notion that the scarcity of opportunities in the retail labor market promotes the continuance of the bond in function of the costs associated to their leaving. In general, the continuance commitment presented the highest averages in relation to the other dimensions of the construct.

Regarding the dimension of the normative commitment, it is verified that this was the bond that presented lower averages, being item NC4 "I feel indebted to this company" the one which obtained the lowest average (2.99) and higher degree of dispersion demonstrating high heterogeneity (0.55) among the answers. The highest average was for item NC3 (3.96). "Even if it was an advantage to me, I feel it would

not be right to leave this company now" and a lower degree of dispersion within the normative dimension. However, this dimension presented coefficients of variation equal to or higher than 40%, indicating heterogeneity of the data for all items. In general, it is observed that the notion of moral obligation influences the permanence of the worker in the company, but this notion does not seem to be shared so congruently between them.

Table 7 presents the description of the answers obtained through the application of the questionnaires, containing the minimum, maximum, mean, standard deviation and coefficient of variation of each item answered in the research for the construct HR practices, in the two dimensions used in this study: Training, Development & Education and Performance & Competence Assessment.

Table 7 - Description of the HR Practices scale - TD&E and P&CA.

Training, Development & Education - 6 items ($\alpha = 0,872$)	Min	Max	\bar{X}	σ	C_v
The company where I work helps me to develop the skills necessary for the good performance of my duties (eg. training, participation in congresses, etc). [TD&E1]	1,00	6,00	4,23	1,50	0,35
The company where I work invests in my development and education, providing my personal and professional growth in a broad way (eg. full or partial sponsorship of graduations, postgraduate courses, language courses, etc). [TD&E2]	1,00	6,00	3,74	1,62	0,43
I can apply in my work the knowledge and behaviors learned in the trainings/events that I participate in. [TD&E3]	1,00	6,00	4,44	1,35	0,30
The company where I work stimulates the learning and the production of knowledge. [TD&E4]	1,00	6,00	4,16	1,48	0,35
In the company where I work, the training needs are raised periodically. [TD&E5]	1,00	6,00	3,75	1,43	0,38
In the company where I work, the trainings are evaluated by the participants. [TD&E6]	1,00	6,00	4,05	1,55	0,38
Performance & Competence Assessment - 5 items ($\alpha = 0,885$)	Min	Max	\bar{X}	σ	C_v
The company where I work does performance and competence assessments periodically. [P&CA1]	1,00	6,00	3,87	1,56	0,40
In the company where I work, the performance and competence assessment subsidizes decisions about promotions and salary increases. [P&CA2]	1,00	6,00	3,38	1,64	0,49
In the company where I work, the performance and competence assessment subsidizes the development of a plan for the development of employees. [P&CA3]	1,00	6,00	3,67	1,50	0,41
In the company where I work, the criteria and the results of the performance and competence assessment are discussed with the employees. [P&CA4]	1,00	6,00	3,66	1,62	0,44
In the company where I work, the criteria and results of performance and competence assessment are disclosed to employees. [P&CA5]	1,00	6,00	3,81	1,61	0,42

Note. Source: Research data.

Based on the information contained in Table 7, it can be observed that, for Training, Development & Education, the item that presented the highest average was TD&E3 (4.44). The coefficient of variation reveals that this item presents less dispersion than the others, but it cannot be considered homogeneous data yet. This data indicates that the workers perceive the training offered by the company as being valid for the development of the work. The item TD&E2 presented a lower mean (3.74) and higher degree of dispersion (0.43), which shows how people differed in their answers related to the company's investment in personal and professional growth of its workers, including courses and academic studies. Like this item, the others presented coefficients of variation higher than 30%, indicating heterogeneity of the data.

For the Performance & Competence Assessment practice, none of the averages exceeded the value 4, in addition, all coefficients of variation are equal to or higher than 40%, indicating heterogeneity of the data for all items of this practice. The item P&CA1 "The company where I work does performance and competence assessments periodically" obtained the highest average (3.87), demonstrating that the process of performance assessment is a practice which is valued by the company.

Relationship between Organizational Commitment and Practices of Training and Performance Assessment

After validating the dimensions of the constructs, it was possible to perform a correlation test between the five dimensions studied. The variables used in the correlation test also included 4 items related to the profile of the respondents. Table 8 shows the Spearman's correlation test between the variables.

Table 8 - Spearman's correlation test.

Variable	TD&E	P&CA	Schooling	Age	Income	Time
Affective	0,423**	0,379**	0,065	0,291**	0,289**	0,116*
Normative	0,373**	0,342**	-0,057	0,075	-0,017	-0,112*
Continuance	0,166**	0,267**	-0,124*	-0,058	0,076	-0,074

Note. **Correlation significant at the level of 1%. *Correlation significant at the level of 5%

Based on Table 8, it is observed that the dimensions of Affective and Normative Commitment present higher coefficients of correlation with TD&E practices, and Affective Commitment presents higher coefficient than Normative Commitment, converging to the findings of Oliveira and Honório (2015) and Lima (2014) who found positive and significant correlations between TD&E and the affective basis of commitment. According to Meyer and Allen (1991), training and development programs can influence normative commitment. For the authors, because of the investments made by the organization for the professional training of employees, they can develop a sense of obligation.

In addition, Affective Commitment presents positive and significant correlations for the employees' age, income and time of work in the company. On the other

hand, the Normative Commitment presents a negative correlation with the time that the employee has worked in the company, indicating that the less time in the company the greater will be its sense of duty with the objectives and norms of the organization, prevailing the notion of the bond as an obligation to remain in the company.

In relation to Continuation Commitment, this presents lower correlation coefficients with HR practices. P&CA presents higher level of significance with the continuance basis. No studies were found in the literature that presented significant relationships between this practice and continuance commitment. This result may indicate that, considering the profile of the employees surveyed, the practice of P&CA has a strong influence on the relationship of lateral exchanges, since this practice favors the development of employee benefits. Thus, as P&CA subsidizes decisions about promotions, career planning, and employee development, they are "instrumentally" committed because they need to honor their financial and social obligations. This practice is important to influence in the development of corporate strategies, since it comprehends the competence level of the talents and what aspects need to be improved (Demo et al., 2011).

Regarding the relationship between Continuance Commitment and the respondents' profile, it is observed that there is a negative correlation with the level of education of the employee, it means that the lower the level of education is, the greater the continuance commitment will be. It seems to be understandable when it comes to the reality of a retail organization, since the survey indicated that education and salary levels are low, 82.08% of the sample earns between 1 and 2 minimum wages and 58.7% have only finished high school. It seems pertinent to affirm that the low qualification favors the permanence of the employee due to the need to maintain lateral exchanges.

The practices of TD&E and P&CA are directly linked to organizational effectiveness, according to Beer's (2009) three-pillar model of high commitment and high performance, in which committed people will be able to execute the strategy in a flexible and practical way. In addition, the nature of the commitment depends on the personal characteristics of the employees to elaborate specific policies and programs that foster organizational commitment (Abreu, Cunha & Rebouças, 2013).

Final Considerations

The objective of this study, which was to analyze the relationship between Organizational Commitment and HR Practices, has been reached, since it was verified that the constructs are positively correlated. It was evidenced that the affective and normative commitment are positively related to TD&E, while the continuance commitment is positively related to P&CA.

The fact this study has focused on a retail company in the supermarket sector, which is characterized by intense market competitiveness, must be highlighted. Besides that, it is important to know which practices foster the commitment and maintenance of the bond of its employees in this sector. In addition, the research sample has been little studied in the scope of the analyzed subject.

This research addressed two specific HR practices, TD&E and P&CA. Those practices are important to tune personal and organizational objectives. Moreover,

this studied produced data related to a specific competitive retail organization of one of the important capitals of the Brazilian Northeast region.

The findings of this research contribute both to the effectiveness of HR policies and to the improvement of the organizational commitment. In addition, they corroborate broader scientific conclusions such as the validations of the measures of the Organizational Commitment proposed by Meyer et al. (1993) and HR Policies and Practices proposed by Demo et al. (2014), concerning to TD&E and P&CA dimensions.

Also, it is understood that, because of the economic crisis and the changes that are occurring in the national context in relation to labor laws and the proposed reform of social security, the present study is limited by the fact that it has not addressed these issues more deeply. It is suggested that new studies might analyze the current economic reality, especially for workers who work in market segments which presents high turnover.

Note.

The citation and reference are listed as from the year 2017, but the paper was made available by the journal in the year 2016, allowing its use in the scale that was applied in the months of November and December 2016.

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