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ORGANIZATIONAL COMMITMENT: A STUDY OF PUBLIC AND OUTSOURCED SERVERS OF A BRAZILIAN PUBLIC UNIVERSITY

COMPROMETIMENTO ORGANIZACIONAL: ESTUDO COM SERVIDORES PÚBLICOS E TERCEIRIZADOS DE UMA IFES

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ABSTRACT

This article presents the results of a research whose primary purpose was to identify the component of organizational commitment (OC) prevalent among public employees and outsourced employees at the Federal University of Alfenas (UFAL). The model used was that of Meyer and Allen (1991), which proposes that commitment is a three-component construct: affective, continuance and normative. The research hypotheses were tested through Mann-Whitney one-tailed comparison test of medians. The results indicated that among the servers, the predominant OC component was the affective. It has not been possible to identify the predominant OC component among outsourced employees, but it was found that they presented more normative than affective commitment.

Keywords: Organizational Commitment; Employee Outsourcing; Public Universities; Non-Parametric Tests; Multiple Regression.

RESUMO

Este artigo apresenta resultados de pesquisa cujo objetivo principal foi identificar o componente do comprometimento organizacional (CO) predominante entre os servidores públicos e funcionários terceirizados da Universidade Federal de Alfenas (UFAL). O modelo de CO utilizado foi o de Meyer e Allen (1991) que propõe que o comprometimento é um construto com três componentes: afetivo, instrumental e normativo. Foi utilizado o teste de comparação de medianas unicaudal para o teste das hipóteses da pesquisa. Os resultados indicaram que o componente do CO predominante entre os servidores foi o afetivo. Entre os funcionários terceirizados, não foi possível identificar o componente predominante, mas verificou-se que estes apresentaram mais comprometimento normativo do que afetivo.

Palavras-chave: Comprometimento Organizacional; Terceirização; Universidades Públicas; Testes Não-Paramétricos; Regressão Múltipla.

1. Introduction

The field of organizational behavior aims to understand, by means of interdisciplinary constructs, the relationships between individual-organization, considering both extrinsic and intrinsic dimensions to the individual in their working relationship. Ultimately, the field has as its main focus the understanding of the impact of the individuals behavior and groups on the organizations performance.

Among the most studied constructs in organizational behavior is the organizational commitment. This can be defined as a state of connection that defines the relationship of an individual or group and an organization (SCHEIBLE, 2004). The study of commitment offers diversity of approaches and bases for analysis, therefore, it is associated to a multidimensional vision. The different approaches share the assumption that the commitment is connected to better organizational performance, once committed individuals identify themselves with the organization and work better on the achievement of the goals and objectives proposed by it, in addition to being tied to the organizational culture, as noted by Singh (2016). In its more accepted model (Meyer and Allen, 1991), organizational commitment has three components: the affective bond with the organization (affective commitment), the perceived costs associated with the abandonment of the organization (instrumental commitment), and the obligation to stay in the organization (normative commitment).

The relevance of the study of organizational commitment is based, among other issues, on the need for better performance of organizational processes and in recognition of the importance of improving knowledge of the mechanisms that cause individuals to engage in work (RAYTON; YALABIK, 2014; SCRIMA ET AL., 2013). Studies on the theme have advanced in the administrative environment, such as Ortega-Parra and Sastre-Castilho (2013), who pointed out that a better adjustment among the values declared by the organization and perceived by employees have a positive relationship with the impairment in both public and private institutions.

In Brazil, the reform of the State Apparatus, in the years 1990, established new parameters of efficiency and effectiveness to the public administration. From it, policies and guidelines, such as the National Development Plan (PNDP), have encouraged

significant changes in the approach to the people management. The new guidelines argue about a meritocratic vision and exploitation of the human element in responses to society. Thus, it becomes necessary to understand attitudinal phenomena of public server, such as the organizational commitment and engagement - demanding new studies in the field.

The outsourcing of labor force, currently point of emphasis of labor reform of 2017, has been widely used by the public administration to reduce or abolish the State's participation in non-essential activities. This instrument aims at the reduction of public spending, increasing the quality and efficiency of the administrative machinery. However, there is, even with all the discussion in favor of the increase of outsourcing as a way to leverage the labor market in Brazil, a relative absence of policies, strategies and management measures appropriate to this type of recruitment in the public area.

The interest in the object of the present research had its origin in the pursuit of understanding about the individuals behavior subjected to contracts, formalities and differentiated management policies and their relationships with the organization, as well as the identification of mechanisms that lead individuals to commit to work. For this reason, the context of a federal institution of Higher Education (IFES) was chosen and its staff members and contractors.

The choice of the context is of interest for the roles of generators of scientific and technological knowledge that such institutions have, at the same time in which it is known that its conservatism in Human Resources Policies - i.e., a resistance in the adoption of actions that encourage greater autonomy at work and an effective participation of its technical administrative staff in decisions.

Considering the above, the objective of this work was to identify the main component of organizational commitment - affective, normative or instrumental (Meyer and Allen, 1991) - predominant in public server and in the outsourced employee of Federal University of Alfenas (UFAL). As a secondary objective, the impact of personal history (gender, age, level of education and time in the institution) was analyzed in each of the components of the organizational commitment pointed out.

Based on the model of Meyer and Allen (1991) and studies of Soldi and Silesian (2006), Barros (2010), and Paiva, Falce and Muylder (2012), the research hypotheses summarized in Table 1 below have been formulated, according to the following legend:

a) Commitment of the Server (Effective): Affective (CAE), Normative (CNE) and Instrumental (CIE);

b) Commitment of the Outsourced servers: Affective (CAE), Normative (CNE) and Instrumental (CIT).

Table 1: Formulation of hypotheses

Hypotheses	Condition	Hypotheses	Condition	Hypotheses	Condition
H1	CAE > CAT	H4	CAE > CNE	H7	CIT > CNT
H2	CNE < CNT	H5	CAE > CIE	H8	CIT > CAT
H3	CIE < CIT	H6	CNE > CIE	H9	CNT > CAT

Source: Elaborated by the authors.

2. Theoretical referential

2.1 Organizational commitment: conceptual issues and bases of analysis

The classic study of Morrow (1983) identified several conceptualizations on the impairment. According to the author, this diversity of concepts generated without a careful demarcation of theoretical domains and relationships among the different constructs generates ambiguity, redundancy and conceptual imprecision, which hinders the ability to generate cumulative knowledge on the subject.

Consequently, there is a certain difficulty of conceptualization of the construct organizational commitment, as well as of the term commitment, used in everyday language, due to the complexity of the phenomenon. In accordance with Pinho, Bastos and Rowe (2015), there is a diversity of concepts about the construct, including the entrenchment and consent, which expand and make complex the managerial actions that are aimed at creating and strengthening the link between individual-organization.

The commitment is associated with various foci and bases of analysis and, therefore, a multidimensional vision. According to Swailes (2002) the foundations of commitment can be divided into: a) affective or attitudinal in which the individual stays in the organization because they identify with its values and objectives; (b) continuation, calculative or instrumental in that commitment is seen as a result of transaction individual-organization and investment and benefits of the individual in his or her work, over time; c) normative that reflects a sense of duty or obligation; and (d) behavioral which is the bond with the actions (ALLUTO; HREBINIAK; and ALONSO,1973; MOWDAY; PORTER; STEERS, 1982; COSTA; BASTOS, 2014).

As highlighted by Pinho et.al (2015), Meyer (2009) explains that commitment is something that resides in the individual and refers to an inner strength that connects to a purpose. According to Steers (1977), the personal characteristics and work, in addition to the own experience at work began to be appointed as antecedents of organizational commitment.

Mowday, Steers and Porter (1979) extended these observations upon classifying the antecedents of organizational commitment in four categories: personal characteristics (gender, age, educational level), characteristics of labor (challenging tasks, repetitive activities, autonomy), experiences of the work (time in the company, time in office/function, time in the activity) and structural characteristics (subordination, leadership, conflict). Oliveira and Rocha (2015) emphasize the importance of individual characteristics of and the situational factors in the engagement at work, a concept that the authors consider as antecedent to the own commitment.

To Meyer, Allen and Smith (1993), each of the approaches of impairment is influenced by different antecedents, which present different levels of correlation and cause effects of different magnitudes on the approaches. According to Pinto (2011), for a systemic understanding of organizational commitment established by individuals is essential to analyze and identify the background to this commitment. In possession of such information programs for the people management can implement important instruments for promotion and/or promotion of the development of commitment in the organization, bearing in mind that, according to the study of Leite, Rodrigues and Albuquerque (2014), are expected as consequences of commitment the organizational performance and organizational citizenship (OLIVEIRA; ROCHA, 2015).

2.2 The Three-dimensional model of Meyer and Allen

Among the multidimensional models of commitment, the most widely used and widely accepted in the academic environment, as well as validated in different cultures, is the three-dimensional model of Meyer and Allen (1991). The authors conceptualize the organizational commitment in three components or dimensions, according to the perspective of the psychological connection between individuals and their organization: the affective component (*affective commitment* - desire or attachment to organization); or instrumental, calculative or continuity component (*continuance commitment* - need); and normative component (*normative commitment* - obligation to stay in the organization).

The instruments of evaluation of the organizational commitment, developed by Meyer and Allen are of two types: one with 24 items and other revised and reduced with 18 items (MEYER; ALLEN; SMITH, 1993). The scales are composed of closed questions, being six for each type of impairment, and are applied in the Likert format. In Brazil, the three-dimensional instrument of organizational commitment was validated by Medeiros and Enders (1998) and Bandeira, Marques and Veiga (2000).

Although conceptually having evolved over the last four decades the research on commitment is distant from leading to a consensus regarding the nature of the bond individual-organization. Meyer and Allen (1991, p. 82) highlight the need for further studies on the components of commitment, when they say that "it is clear that the three components set out here are the only relevant components of commitment or that each one represents a unitary construct". Meyer and Herscovitch (2001) suggest that one type of impairment can exert a stronger impact on behavior when others are at lower levels.

In the Brazilian public sector, studies that used the model of Meyer and Allen (1991) revealed a predominance of the affective component in the organizational link to the servers, and instrumental to the outsourced employees. Whereas in the private institutions the effective ones have greater instrumental commitment, as well as outsourced employees. The normative component showed low organizational relationship with the bond in the public sector and the private institutions, between servers or effective employees, and the outsourced employees (MORAES, 1997; DIAS, 2001; COSTA; BASTOS, 2005; ROWE; BASTOS, 2007; LEITE, 2007; BARROS, 2010).

2.3 Organizational commitment in the Brazilian public sector

2.3.1 Commitment of the servers

The constant technological and social changes have forced organizations to adapt to the needs of a society ever more demanding. Such adjustments have been considered in private and public institutions in their visits to stakeholders and direct and indirect beneficiaries. Thus, they seek to be attentive to their internal and external environment, aiming at improvements in their products, processes and organizational services, in addition to properly qualifying their teams to respond to this demand (LEITE, 2004; MORAIS, 2004).

The focus of public administration, especially after the reform of the State apparatus, started to be the efficient outcome, and no longer the process itself,

generating the need for a new practice of people management in public organizations, based on Management by competencies and performance, as proclaimed in PNDP, established through Presidential Decree in 2006. The growing concern with the citizen services requires a committed server's staff and with better technical training, from a managerial approach essentially.

Therefore, reflecting and acting on the antecedent and consequent of the commitment of public server is necessary, due to the fact that his or her role in the organization must be exercised in favor of the benefits to society. The people management in public administration should be attentive, as well as in private initiative, to provide political and technical aligned to management focused on the effectiveness of the work results. Thus, considering the increasing complexity of the administrative machinery to provide the State with a greater capacity of government and ensure better governance, management strategy should be based on a policy of training, and valuing of the server (BASTOS et al, 1997; BRITO; SANTOS, 1995; SANTOS et al., 2004).

2.3.2 Commitment of the outsourced employees

Outsourcing is the mode of use of services of natural or legal persons not belonging to the organization staff, or unrelated to it for the completion of tasks by their own means and responsibility. It represents a decentralization of services under contract in which the contractor provides the labor object of the contract, agreed upon between the parties (ALVES, 2006; DUARTE, 2009).

The practice of outsourcing allows a variation in the labor contracts which may be differentiated according to the type of recruitment, duration of the journey, place of work, in addition to the reduction of social security and labor charges. Also in this context, it provides the companies greater freedom in the labor force management. However, this flexibility causes a reduction in the number of employees directly employed full-time by companies (the *core workers*, who hold the highest wages and better working conditions), as well as the growth in the number of sub-contractors (temporary, autonomous and service providers) usually with lower wages and worse working conditions (PASTORE, 1994; MATTOSO, 1995; PETTINGER, 1998).

In this new structural configuration, managers began to take on even more complex challenges, because they supervise, at the same time, employees with different contractual arrangements and, therefore, with differentiated identities and commitments in relation to the company. Rodrigues and Cunha (2000) emphasize that the administration should prioritize the coordination and confidence, while Tenorio (2000) draws attention to the need for development of some points of interaction between the worker and the organization in this environment of greater flexibility, such as: clear work contracts; responsibility and autonomy by the used resources and the work organization; and *regular feedback* on performance.

3. Methodology

The study was descriptive aiming at presenting the main characteristics of two distinct groups (public and outsourced employees) and their perception of their commitment with the organization. For the research development, a quantitative approach was adopted which is often used in descriptive studies (RICHARDSON et al., 1985). The quantitative method used was the *survey*.

The research was performed at the Federal University of Alfenas, where the technical-administrative staff and outsourced employees were questioned. Due to the

large number of servers and outsourced employees, it was chosen to analyze only those who exercise administrative functions, in order to ensure a greater similarity in terms of environmental characteristics, strategic roles, activities and internal cultural conditions. With this, it is intended to neutralize the mediator effects of these variables in the comparison of the two groups.

The sample was composed of 228 servers and outsourced employees, of which 148 technical-administrative servers in education (TAE) and 80 outsourced employees who work in the administrative area responded satisfactorily to the research.

As an instrument of primary data collection a questionnaire was used comprising socio demographic issues (time in the institution, age, gender, education level and type of bond) and questions that addressed the organizational commitment based on the conceptualization model of the three components of the organizational commitment of Meyer and Allen (1991). The instrument was composed of 18 Likert scale type questions, presenting five categories as an option for answers: I totally disagree, Disagree, Indecisive, I agree and I completely agree.

For the treatment of data and test the proposed hypotheses specific statistical analyzes were used. To identify the affective commitment of each individual, it was calculated the median of the answers to the first six questions in the questionnaire and to identify the instrumental and normative commitments of each individual, it was calculated the median of the answers of items 7 to 12 and 13 to 18 items of the questionnaire, respectively.

The one-tailed comparison of medians test was used (Mann-Whitney) for the analysis of each hypothesis, because it constitutes the appropriate statistical test to test the hypothesis of two independent groups that have the same median, when the data are ordinal (as in the case of the Likert scale).

The main goal was then accomplished, analysis of comparative results among the affective involvement, instrumental and normative of public and outsourced employees, to identify the predominant component of organizational commitment.

The secondary objective was completed in two stages: one for servers and one for the outsourced employees. At each stage, three multiple regressions were performed, one for each component of organizational commitment - affective, instrumental and normative. In each regression, the antecedents (time in the institution, age, gender and level of education) - collected in the first part of the questionnaire - were the explanatory variables and the component of organizational commitment in question was the dependent variable.

Regarding the limitations of the study, the results that have been presented in this study, even due to being questionable the representativeness of the institution, cannot be considered as representative in the universe of Administrative Professionals of Federal Institutions of higher education in Brazil, since the results of a survey based on probabilistic sampling does not allow generalizations about the population under study. Other limitations which deserve to be highlighted are: in relation to the reality of responses, by using a quantitative study, being the data collection instrument a structured questionnaire, the answers may not correspond to the real sense of the interviewee, because the answers are intentionally demonstrated in the instruments, and they may disguise the reality; and in the understanding of the processes of commitment, such as Mark Mowday, Porter and Steers (1982).

4. Results and analysis

For this study nine hypotheses were formulated, which were verified by means of tests of hypotheses for the comparison of medians (Mann-Whitney).

The null and alternative hypotheses for each test were formulated and summarized in Table 2 below, in accordance with the following legend: (a) Commitment of the Server (effective): Affective (CAE), Normative (CNE) and Instrumental (CIE); b) Commitment of the Outsourced Employee: Affective (CAE), Normative (CNE) and Instrumental (CIT);

Table 2: Formulation of null and alternative hypotheses of each test

Hypothesis 1		Hypothesis 4		Hypothesis 7	
H0	CAE = CAT	H0	CAE = CNE	H0	CIT = CNT
H1	CAE > CAT	H1	CAE > CNE	H1	CIT > CNT
Hypothesis 2		**Hypothesis 5**		**Hypothesis 8**	
H0	CNE = CNT	H0	CAE = CIE	H0	CIT = CAT
H1	CNE < CNT	H1	CAE > CIE	H1	CIT > CAT
Hypothesis 3		**Hypothesis 6**		**Hypothesis 9**	
H0	CIE = CIT	H0	CNE = CIE	H0	CNT= CAT
H1	CIE < CIT	H1	CNE > CIE	H1	CNT> CAT

Source: Elaborated by the authors.

The results obtained through the test of comparison of medians (Mann-Whitney) allowed to accept four of the nine hypotheses of the research, with a significance level of 5%, as shown in Table 3 below.

Table 3: P-value results Mann-Whitney tests for the research hypotheses

Hypotheses	Alternative Hypothesis in the corresponding test hypotheses	Value p (Test MW)	Conclusion
H1	CAE > CAT	**0.06%**	**Accepted**
H2	CNE < CNT	8.71%	Rejected
H3	CIE < CIT	29.36%	Rejected
H4	CAE > CNE	**0.00%**	**Accepted**
H5	CAE > CIE	**0.00%**	**Accepted**
H6	CNE > CIE	99.81%	Rejected
H7	CIT > CNT	6.19%	Rejected
H8	CIT > CAT	99.96%	Rejected
H9	CNT > CAT	**0.00%**	**Accepted**

Source: Elaborated by the authors.

The analysis of table consists of the path to identify the predominant component of organizational commitment in public server and the outsourced employee, and thus meet the main goal of the research.

Upon analyzing the results of the p-values of the hypotheses 4 and 5, it became evident that the predominant component of organizational commitment in technical-administrative servers was the affective component, since that it is larger than the instrumental and normative commitment.

It was also found that the servers' affective commitment is greater than the affective commitment of outsourced employees.

Regarding the outsourced employees, the obtained results do not allow to identify the predominant component of organizational commitment, considering that the research hypotheses 7 and 8 were rejected. Nevertheless, the research hypothesis 9 was accepted, which allows to consider that the normative commitment of outsourced employee is greater than its affective commitment, and that affective commitment is not, therefore, the predominant one. However, it allows to affirm that the normative commitment in the outsourced employees is the predominant component, since it was not possible to conclude on the relationship between instrumental and normative components.

Based on the data presented above, the hypotheses are confirmed that presented the presuppositions that servers have a tendency to the lifestyle of affective commitment, toward the high valuation of intrinsic aspects of work, which demonstrates a strong emotional connection and identification with the goals and values of the organization. Such result corroborates the literature and other studies. Moraes and Marques (1997), Moraes et al. (1998), Soldi and Silesian (2006) and Dias (2001), in their studies, also observed a tendency for the affective involvement in the effective employees.

The result is expected due to the type of bond, relationship and differentiated treatment that the server holds with the organization and with the people of the organization, in addition to the offered benefits and opportunities, such as: stability, retirement plans, occupational privileges, among others, as noted by Fernandes et al (2014). The fair treatment and participation in decisions are also important factors for the development and strengthening of affective commitment on servers (MEYER; ALLEN, 1997).

Regarding the outsourced employees, it was not possible to identify the predominant component of organizational commitment. The result is in line with the theory and with the results obtained in other studies, where outsourced employees tend to be instrumentally committed (SOLDI; ZANELLI, 2006; BARROS, 2010; PAIVA; FALCE; MUYLDER, 2012). Meyer and Allen (1991) argue that the development of instrumental involvement is a result of some action that increases the costs associated with his or her leaving the organization: investments and alternatives.

It was found, however, that the outsourced employees presented greater regulatory involvement in relation to their affective commitment, the result confirms the research hypothesis. The result is expected due to the differentiated and purely contractual relationship that the official provider holds with the organization and with the people of the organization, where the impersonality, professionalism and fulfilment

of contract reign. Also, the compliance with standards is more entrenched in their positions with lesser possibilities of decision.

Concerning the identification of the impact of personal history about each component of organizational commitment, secondary objective of this work, the date analysis obtained through the survey revealed that the regressions showed a very low value for R-square, being between 3% to 7%. This result, however, was expected, since there was no claim to explain a good part of the intensity of commitment in function only of age, gender, level of education and time in the institution. Of course, there are several other psychological and contextual factors (for example) capable of influencing the employees' involvement.

Nevertheless, the low value of the levels of explanation does not compromise the performed regression analyzes, even because their objective was to evaluate the influence of each demographic aspect in each type of impairment. At 5% of significance level, none of the observed variables (gender, age, level of education and time in the institution) significantly impacted the affective, instrumental or normative commitment of servers or outsourced employees.

However, some statistically significant influences at 10% were found. The summary can be seen in Table 4 below.

Table 4: Analysis of the impact of personal history, at significance level of 10%

Bond	Commitment	Female gender	Age	Years of study	Time in the institution
Server	**Affective**	+	I	I	+
	Instrumental	I	I	I	I
	Normative	I	I	Affective	I
Outsourced	**Affective**	I	+	I	I
	Instrumental	I	I	Affective	I
	Normative	I	I	I	I

Source: Elaborated by the authors.

In this table, legend **I** indicates nonexistent influence, while the **+** and **-** symbols indicate positive and negative influence, respectively.

Among the personal and functional variables, the variables gender and time in the institution proved as possible predictors of affective involvement in technical-administrative servers. Whereas the variable age proved as possible predictor of affective commitment of outsourced employees and the variable years of study as possible predictor of normative commitments in technical-administrative servers and instrumental in outsourced employees.

Studies indicate that women tend to have a greater degree of involvement than men (MOWDAY; PORTER; STEERS, 1982; BASTOS, 2000, 1995, 1994; MEDEIROS; ENDERS, 1998). The results of the group of servers corroborate these studies, but no evidence was found in the results obtained in the group of outsourced.

The level of schooling influences on an individual's involvement with the organization, since that the more educated the employee, the more professional awareness he or she has, the lower their degree of organizational commitment and the higher his or her need to participate in decision-making (CASTRO, 2002).

The variable time in the institution has positive relationship in affective commitment, i.e., to the extent that the service time extends the affective relationship grows between the individual and the organization. According to Mowday et. al. (1982), the commitment tends to increase in proportion with the increase in the length of service in the organization, since individuals with greater time would have a greater involvement and engagement with the organizational design, the results of the group of servers corroborate this study.

It was found that individuals with higher age exhibit high levels of organizational commitment, assuming, according to studies of Tamayo (1998), that the person's maturity with the time of life interferes in the development of bonds with the company. According to Mathieu and Zajac (1990) and Medeiros and Enders (1998), the commitment grows to the extent that the age of individuals increases.

5. Final considerations

In the area of People Management, some themes such as the outsourcing and commitment have been addressed by the researchers with frequency, given the reflection that it is believed that to cause on the effectiveness and efficiency of the completion of the work and the achievement of organizational goals and objectives. Considering the above, the main contribution of this research consisted of advancing in knowledge about the topic, aiming to generate new *insights* on the organizational commitment of individuals subjected to contracts and differentiated procedures in Public Administration.

The present study aimed to identify the component of organizational commitment - affective, instrumental or normative - prevalent in public servers and outsourced employees of a Federal Institution of Higher Education (IFES). The analytical model used was the three-dimensional model of Meyer and Allen (1991), which shows itself in line with the complexity of the human being, because it considers that the individual may present different manifestations of his or her involvement with the organization. It was also investigated, the impact of personal history (gender, age, level of education and time in the institution) on each of the components of the organizational commitment.

The organizational commitment of servers and outsourced employees presents different natures. Among the technical-administrative servers, the predominance of the affective component was identified - which denotes a strong emotional connection, with the presence of feelings of involvement and identification with the goals, values and organizational goals. Whereas among outsourced employees, it was not possible to identify the predominant component of organizational commitment.

The predominance of affective component among servers can be attributed to the difference in bond, treatment, benefits and opportunities that these individuals have in relation to outsourced ones. Taking into account that the opportunities for

professional growth, training and qualification, in addition to some benefits - such as stability and retirement plan - are characteristics of the servers' careers, the perception of this entire organizational support would be a strong predictor of affective commitment, thus augmenting the level of commitment of the individual with the organization.

It was possible to confirm the hypotheses of research that showed the assumption that servers have tendencies to affective commitment. This could be confirmed by the majority of the interviewees that comprised the sample, about 79% of the participants answered satisfactorily the questionnaire, a fact that reinforces the indication that demonstrates greater involvement and engagement of technical-administrative servers in actions that aim at improving the institution.

In relation to outsourced employees, although it has not been possible to identify a predominant component of organizational commitment, it was possible to identify that the normative component is greater than the affective component. This result indicates, therefore, that what keeps the outsourced employees committed is not a strong emotional connection or the involvement and identification with the organization, but feelings of loyalty and obligation to stay in the same. One may speculate that, in the research context, the loyalty and moral duty to the organization can be explained by the recognition, on the part of outsourced employees, the social value and the positive image of the University before the society, i.e., to make part of it can be seen as a status symbol .

It is also noted, the existence of a strong and disseminated culture and mission within the organization, as well as stablished rules and regulations and efficient control mechanisms, which are conducive to the development of the normative component.

It was not possible to confirm the research hypotheses that showed the assumption that outsourced employees tended to the instrumental style of commitment, that is, they feel the need to stay, due to the high costs associated with their leaving the organization and/or the lack of alternatives outside of it. Such assumption was based on the assumption that the outsourced employees have been dealing constantly with the "trade" of companies and layoffs, reasons which they tend to undertake in order to minimize their leaving possibility. In addition to greater risk of unemployment, outsourced employees have wages, benefits and working conditions inferior to those of the servers.

It should be emphasized that these can be considered good results when it comes to managing people, because as the theory suggests that individuals who are more committed affectively and/or normatively tend to contribute to the better performance of the organization (being that those linked affectively contribute more intensely). There are reasons to deduce that organizations have an interest in promoting affective and normative bonds in their employees and to reduce the strength of the instrumental bond, once that employees with instrumental bond do not feel any propensity to provide the organization more than what they are obliged to.

It can be assumed that the organizational environment of the University presents favorable conditions for the development of affective and normative commitments of their employees, i.e., a friendly work environment, respectful of the rights and with personal and fruitful relationships, in addition to a strong and disseminated culture. The development and strengthening of the affective and normative commitments in the organization end up favoring some important factors

such as: the punctuality, the level of absenteeism, turnover index, the behaviors of citizenship, the acceptance of the changes and performance.

In relation to the secondary objective, which aimed to analyze the impact of personal history (gender, age, level of education and time in the institution) on each of the components of organizational commitment, the data analysis has not identified any antecedent statistically significant, at 5%.

At a lower level of demand (10% significance level), however, gender and time in the institution proved as predictors of affective involvement in technical-administrative servers; the age as a predictor of affective commitment of outsourced employees; and the years of study as predictors of normative commitments in technical-administrative and instrumental servers in outsourced employees.

The answer to questions about the organizational commitment on the part of the servers and outsourced employees reveals that the issue is difficult and multi-faceted, due to the complexity of the phenomenon. Therefore, the results of this research must be considered preliminary and indicative figures for which the institution understands what takes its administrative professionals, permanent and temporary one, to commit to their work, and thus to formulate strategies and policies for effective people management, that meet both servers as the outsourced employees.

It is believed that the results of this study can contribute to promote further research of the organizational commitment of servers and outsourced employees not only in IFES, as also in the various bodies of the Direct Public Administration.

Thus, within the extensive approach of the individuals' commitment in the organization, the following suggestions are presented for future research.

The research did not beheld all the organization's employees. It is recommended that future studies comprise all servers, for an overall evaluation of the organizational commitment, i.e., a sample which represents UNIFAL as a whole.

It is also suggested, to conduct studies involving, the correlates and consequent impairment in all their dimensions; and adopting longitudinal methodologies, in order to understand the possible changes in the individuals' behavior over time. Qualitative studies should be encouraged, with greater depth.

In view of the continuing need to expand the studies in important areas such as the public area, considering the results obtained in this research and the limitations presented, comparative studies are recommended with servers and outsourced employees in the Federal Institutions of Higher Education that passed recently through the Program of Support to restructuring plans and expansion of Federal Universities (Reuni).

Finally, there is a vast field of research to be explored, both in public and in private area, once the issue is very complex and comprehensive.

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