

FROM MULTIPLE COMMITMENTS TO BEHAVIOUR STRATEGIES: PROPOSAL OF AN INTEGRATIVE MODEL FOR THE PORTUGUESE ARMED FORCES¹

DOS MÚLTIPLOS COMPROMETIMENTOS ÀS ESTRATÉGIAS COMPORTAMENTAIS: PROPOSTA DE UM MODELO INTEGRATIVO PARA AS FORÇAS ARMADAS PORTUGUESAS

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Abstract

Several studies have addressed commitment to the organization to understand its influence on individual and organizational results. Some authors have proposed that commitment to other objects (especially to supervisors and to the occupation), the multidimensionality of commitment (Allen, 2003; Silva, 2003; Silva, 2016), and the existence of different commitment profiles (Meyer et al, 2013; Lima, 2015) should be analysed within military contexts. The literature review suggests that recognition has a broad impact on employees, as well as on the organization, and that rewards practices contribute to trust in the organization when they are perceived as fair and appropriate (Colquitt *et al.*, 2007; Wang, 2013). On the other hand, a decrease in employee satisfaction with the organization could lead to the adoption of behaviour strategies, namely exit, voice, loyalty, neglect, and silence, and thus to a decrease in organizational effectiveness. Therefore, in line with the research by Becker, Klein, and Meyer (2009) and Meyer (2016), this article aims to propose a model to analyse the impact of recognition on employee behaviour strategies when mediated by trust and by commitment to the supervisor, the occupation, and the organization.

Keywords: Commitment, EVLN, Recognition, Rewards, Silence, Trust.

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Resumo

O comprometimento com a organização tem sido objeto de diversos estudos, atenta a sua influência nos resultados individuais e organizacionais. Diversos autores consideram que deve ser investigado, em contexto militar, o comprometimento com outros objetos (nomeadamente com o líder e com a profissão), bem como a multidimensionalidade do comprometimento (Allen, 2003; Gade, 2003; Silva, 2016) e a existência de diferentes perfis de comprometimento (Meyer et al, 2013; Lima, 2015). Da análise de literatura verificou-se que o reconhecimento tem um impacto alargado sobre as pessoas e a organização, sendo que as práticas de recompensas ao serem avaliadas como justas e adequadas contribuem para a confiança na organização (Colquitt et al., 2007; Liu e Wang, 2013). Por outro lado, o declínio da satisfação dos trabalhadores com a organização pode levar à adoção de estratégias comportamentais, nomeadamente saída, voz, lealdade, negligência e silêncio, com impacto no decréscimo da eficácia organizacional. Assim, no seguimento da investigação de Becker, Klein e Meyer (2009) e Meyer (2016), o presente artigo concetual tem por objetivo propor um modelo que permita a análise do impacto do reconhecimento sobre as estratégias comportamentais dos indivíduos, quando mediado pela confiança e pelos comprometimentos com o líder, a profissão e a organização.

Palavras-chave: *Comprometimento, Confiança, EVLN, Recompensas, Reconhecimento, Silêncio.*

Introduction

Several studies, both conceptual and empirical, have addressed commitment since it was first conceptualised by Becker (1960).

The cultural and structural changes of recent years have led to numerous empirical studies and theoretical advances (Becker, Klein & Meyer, 2009) on the importance of commitment to organizations and its influence on individual and organizational results and employee well-being (Meyer, Stanley, Herscovitch & Topolnytsky, 2002).

One of the most widely used models to study employee commitment, specifically organizational commitment, was developed by Meyer and Allen (1991 and 1997). The model, which became known as the “ThreeComponent Model of Organizational Commitment”, conceptualises organizational commitment as a tie that binds employees to the organization they work for, influencing the decision of whether or not to stay with the organization (Allen, 2016). Commitment can be classified as affective, normative, or continuance.

Allen (2003) argues that service members who are committed to the organization (or to other objects) are less likely to leave the military.

Several studies have used Meyer and Allen’s model (1991 and 1997) to demonstrate the relevance of analysing the multidimensionality of commitment (Allen 2003, Gade 2003, Silva, 2016) and the different commitment profiles (Meyer, Stanley & Parfyonova, 2012; Meyer, Kam, Goldenberg & Bremner, 2013; Lima, 2015) in military contexts.

Moreover, studies such as Becker *et al.* (2009) and Becker (2016) highlight the fact that researchers should examine employee commitment to objects other than the organization because when these types of commitment deviate from the organization's objectives is precisely when conflicts can emerge. To follow this line of investigation, and because the study will be carried out in a military context, the paper will analyse commitment to the supervisor (Becker, 1992; Stinglhamber, Bentein & Vandenberghe, 2002; Stinglhamber & Vandenberghe 2003; Meyer, Morin & Vandenberghe, 2015; Casimiro, Nascimento & Fachada, 2017), to the occupation (Meyer, Allen & Smith, 1993; Stinglhamber, Bentein & Vandenberghe, 2002; Cohen, 2003; Figueira, Nascimento & Almeida, 2014), and to the organization (Meyer *et al.*, 1991, 1997; Meyer *et al.*, 1993; Cohen, 2003; Stinglhamber *et al.*, 2002; O'Shea, Goodwin, Driskell, Salas & Ardison, 2009; Meyer *et al.*, 2015), while also examining the relationship between causes and effects.

The literature review showed that recognition is a human resource management practice that significantly influences both employees and the organization, specifically in terms of motivation, satisfaction, and individual and organizational performance (Herzberg, Mausner & Snyderman, 1959; Mowday, Porter & Steers, 1982; Bishop, 1989; Appelbaum & Kamal, 2000; Achim, Dragolea & Balan, 2013). It has also been identified as an antecedent of commitment (Meyer & Allen, 1997; Meyer & Herscovitch, 2001; Klein, Molloy & Cooper, 2009). Furthermore, organizational trust (or trust in the organization) has been considered as an antecedent of the various types of commitment (Meyer *et al.*, 2002; Colquitt, Scott & Le Pine, 2007; Liu & Wang, 2013).

The literature review also identified detailed studies not only on the antecedents, but also on the consequences of commitment (e.g. Allen & Meyer, 1996; Meyer *et al.*, 2002), the most relevant of which are the consequences for behaviour. A particularly interesting model is the EVLN Model (Exit, Voice, Loyalty and Neglect) created by Hirschman (1970) and adapted to the organizational context by Rusbult, Zembrodt, Gunn (1982) and Farrell (1983). These behaviour strategies have been studied in the Portuguese context (e.g. Nascimento, 2010; Sabino, 2015), as well as in the context of the military (Nunes, Monteiro, Oliveira & Silva, 1992).

Thus, the aim of this article is to propose a model that can be used to analyse the effect of recognition on employee behaviour strategies when mediated by trust and commitment to the supervisor, the occupation, and the organization, as well as to assess the presence and influence of different commitment profiles and the multidimensionality of the construct.

As for its contribution to the study of commitment, the proposed model will analyse the intensity of each construct in a context that has not yet been explored, the military. In organizational terms, the results obtained can be used to propose courses of action that can be implemented by the human resources management area of the Armed Forces to keep military personnel committed to the supervisor, the occupation, and the organization, improving performance and aligning the expectations of service members with the needs of the organization.

In terms of structure, this conceptual article begins with an introduction to the topic, followed by two chapters and the conclusion. The first chapter contains the literature review that supports the model proposed in chapter two. Finally, the conclusion summarises the research as a whole.

1. Theoretical framework

1.1. Commitment

Meyer and Allen (1991) defined commitment as a psychological state that characterises an employee's relationship with the organization, with implications for the decision to stay. In a later study, Meyer and Herscovitch (2001) defined commitment as a "binding force", that is, a force that connects an individual to the object of their commitment.

1.1.1. The multidimensionality of commitment

One of the main models used to study organizational commitment is the "Three-Component Model of Organizational Commitment" developed by Meyer and Allen (1997). The model's multidimensional perspective represents the nature of the relationship between employee and organization, and includes an affective component (an employee's emotional commitment to the organization, which determines if they will remain in the organization because they choose to do so), a normative component (an employee's feelings of responsibility, gratitude, and obligation, which determine if they will remain in the organization out of a sense of duty), and a continuance component (when an employee feels they have to stay in the organization because they weighed the personal and professional costs and benefits of leaving against how much they invested in the organization).

Allen (2003) argues that, given the size and characteristics of the sample, research in military contexts could contribute significantly to the study of commitment, namely by analysing the relationships between the different dimensions of commitment and their impact on the organization. Usually, when we refer to a committed service member, we have in mind someone with strong ties to their military service. When that is the case, these individuals are expected to perform better and to want to stay in the military, as argued by Meyer and Allen (1997).

Gade (2003) reviewed a set of four articles on organizational commitment in the military, each using different study samples (e.g. Tremble, Payne, Finch & Bullis, 2003; Gade, Tiggler & Schumm, 2003; Heffner & Gade, 2003; Karrasch, 2003). These articles confirmed the robustness of the affective and continuance components of Meyer and Allen's model (1997) in different military samples and under different operational conditions. More importantly, these four studies demonstrated that both affective and continuance commitment are important for predicting and understanding outcomes that are crucial for military organizations, such as attrition, morale, and performance.

However, Gade (2003) considered that the normative component concept was prematurely abandoned by researchers, including the author herself, because it was highly correlated with the affective component. In Gade's opinion, researchers should make an effort to measure the normative component in military contexts because of its potential utility for predicting and explaining military performance and readiness.

Gade (2003) used Meyer and Allen's (1997) definition of organizational commitment as a combination of three different components: affective, calculative, and normative. The affective component is the desire to be committed and refers to service members' who are attached

to, or identify with, military service in their unit. The continuance component is the need to feel connected to or involved with the military, and refers to service members who feel they need to stay in the military because it would be hard to find another job or because they have invested too many years in their career to leave. The normative component is the duty to be committed, and refers to service members who feel the obligation to remain in the military because they consider that serving in the Armed Forces is a moral obligation and not merely a job. Gade considers that organizational commitment can be viewed as a set of measures adopted by service members to stay in the military, which enhance their performance, arguing that it is critical for the study of commitment that studies are carried out to investigate and measure the antecedents and consequences of organizational commitment in the military.

Silva (2016) conducted a study in the Portuguese context that aimed to assess if AAFF personnel are motivated and committed to the institution as well as to establish the types of relationships that exist between institutional commitment and intrinsic and extrinsic motivation. The study achieved its goal inasmuch as it showed that institutional commitment influences service members' motivations across various dimensions since "affective commitment (and normative commitment, to a lesser degree) positively influences and predicts intrinsic motivation behaviour, and continuance commitment (and normative commitment, to a lesser degree) positively influences and predicts extrinsic motivation behaviour" (Silva, 2016, p. 47).

Silva's (2016) study analysed institutional commitment and motivation in the branches of the AAFF and found that, overall, Navy personnel obtained the highest values, followed by Army personnel and, finally, Air Force personnel.

With regard to the relationship between categories and commitment, Silva (2016) found that officers were the most committed to the institution, followed by sergeants and enlisted personnel. Silva (2016) also found that the enlisted category had the highest levels of motivation, while the sergeants category had the lowest.

As for contract type, Silva (2016) found that career staff have higher values of institutional commitment, and that contract service / volunteer service personnel are more motivated (and have higher values of extrinsic motivation).

1.1.2. Latent commitment profiles

Meyer, Stanley and Parfyonova (2012) showed that there are different latent commitment profiles because the impact of a commitment component on a given variable depends on the relative intensity of the other components of commitment. Following this study, Meyer, Kam, Goldenberg and Bremner (2013) focused their research on the existence and effects of latent commitment profiles in military contexts.

The authors tested this theory by investigating the conditions (organizational support, organizational justice, job satisfaction, and satisfaction with leadership) that could contribute to the development of latent commitment profiles, as well as how they relate to the intention to stay in the institution and to employee well-being.

The results revealed six different profiles (1-Uncommitted, 2-CC-dominant, 3-All low-mid, 4-All mid, 5-AC-dominant, 6-AC/NC-dominant). This applied study demonstrated that military personnel with profiles that reflect a strong affective and normative component reported favourable work conditions, higher intentions to stay with the military, and higher well-being. On the other hand, uncommitted military personnel whose dominant profile is based on the continuance component reported that the work conditions were unfavourable, were more actively searching for another job, and had higher anxiety and depression levels.

The same type of study was conducted in the Portuguese context by Lima (2015), who identified that in the Portuguese Navy, the need to adapt to the restrictions imposed by the government led to a decrease in the participation in international missions and to personnel cutbacks. Therefore, Lima (2015) considers that the human element plays an increasingly crucial role in maintaining the desired operational standards and in accomplishing the Navy's mission. It is thus critical to assess the levels of satisfaction and commitment profiles of Navy personnel (Meyer *et al.*, 2002; Cohen, 2003) because, as many studies have found, commitment is a predictor of absenteeism, turnover, and performance, and forms the basis for patterns of desirable behaviour within the institution.

In his study on the Portuguese Navy's Marine Corps, Lima (2015) also included the variable job satisfaction (measured by facets such as satisfaction with one's job and roles; with the training received; with the working conditions; with one's career; with the level of recognition received; and with one's direct supervisor) to analyse the extent to which satisfaction is reflected in the institutional commitment profiles identified in the study. Job satisfaction is defined as an emotional state that stems from associations between the above aspects and how they are assessed by individuals, and reflects the affective and emotional components of individual experiences.

Thus, Lima (2015) posed the following research question: "Are there differences in satisfaction between the institutional commitment profiles identified in Marine Corps personnel?" Using Meyer and Allen's three-component model of organizational commitment (1997), the author discovered a relationship between the levels of job satisfaction per facet in the different commitment profiles identified in the Marine Corps. Lima concluded that service members' satisfaction with certain facets can lead to the increase of continuance ties, that is, individuals could remain in the organization because the decision to leave could imply the loss of favourable conditions. Thus, service members value aspects of their job that the institution offers and this is reflected in the increase of a continuance mindset (Meyer and Allen, 1991).

1.1.3. From organizational commitment to commitment to multiple objects

After Becker's initial study (1992), which introduced the notion of different commitments to different objects or foci (specifically one's organization, top management, supervisor, and work group), several other studies were developed along the same lines, notably a first study by Meyer *et al.* (1993) that demonstrated the link between organizational commitment

and professional commitment. Subsequently, other studies were conducted: Stinglhamber, Bentein and Vandenberghe (2002) explored the relationship between commitment to the organization, occupation, work group, supervisor, and customers; Cohen (2003) addressed the relationship between commitment to the organization, the occupation, and the work group; Figueira *et al.* (2014) examined the relationship between organizational commitment and professional commitment; and, finally, Meyer *et al.* (2015) investigated the relationship between organizational commitment and commitment to the supervisor.

Becker *et al.* (2009) also argue that researchers should examine commitment to objects (foci) other than the organization because they consider that is precisely when these commitments to other objects deviate from the organizational goals that conflicts can arise.

Thus, to clarify the nature of the objects and the variations in employee commitment in the workplace, Becker (2009) created a typology that frames different interpersonal objects (teams, customers, CEO, and top management) into four categories according to two dimensions, psychological distance and level of abstraction. Psychological distance is assessed in terms of physical distance and the period of interaction with the object, and can be proximal (when there is regular contact and interaction) or distal (when there is little regular contact and interaction). The level of abstraction is defined according to the employee's experience with the object, that is, the sharing of professional experiences together, and is characterised in terms of concreteness (specific and tangible) and abstract (general and less tangible).

Thus, Becker (2009) intersected the dimensions to create the following typology, as depicted in Figure 1:

- Proximal-concrete: specific, tangible foci, with whom the employee has regular interaction;
- Proximal-abstract: general, intangible foci, with whom the employee has regular interaction;
- Distal-concrete: specific, tangible foci, with whom the employee has little direct interaction;
- Distal-abstract: general, intangible foci, with whom the employee has little direct interaction.

		Level of Abstraction	
		Concrete	Abstract
Psychological Distance	Proximal	Work team	Customer
	Distal	CEO	Top management

Figure 1 – Examples of psychological distance and level of abstraction

Source: Becker (2009, p. 162).

Furthermore, Allen (2003) and Gade (2003) agree on the need to study commitment not only to the organization but also to other objects (multi-foci), noting that because of the sample sizes involved, the military can contribute significantly to the study of commitment by analysing the dimensions of commitment to different commitment objects, namely commitment to the supervisor.

Thus, O'Shea, Goodwin, Driskell, Salas and Ardison (2009) used Meyer and Allen's model (1991) to study the behaviour of military personnel towards objects such as the team (small organizational niche) and the military institution (as a whole), as well as the variations in their performance.

They measured the relationship between performance and five different facets of commitment (team-based / affective component; team-based / normative component; military-based / affective component; military-based / normative component; military-based / continuance component) to assess not only the relationship between performance and commitment, but also how it relates to the different types of commitment.

The findings revealed an excessively high correlation between the team-based / affective component and the team-based / normative component, which could mean that, in military settings, the obligation to commit to the team could be strongly related to a bond based on the affective component.

The study by O'Shea *et al.* (2009) supported Heffner and Gade's findings (2003) that service members' commitment to their organizational niche (Special Forces, specifically) is distinct from their commitment to the military as a whole.

The study found that the performance improvements linked to the affective component are stronger when this type of emotional bond exists among team members rather than toward the military as a whole. Furthermore, the level of team-oriented affective and normative commitment was higher than the two corresponding military-focused components.

That is, the degree to which service members are satisfied with the military (especially in terms of well-being, morale, and motivation, which have a positive impact on the retention rate) is associated not only with the strength of their ties to the institution, but also to one or more small groups within it (organizational niches).

In line with Fachada (2015), the above studies emphasise that military institutions should develop measures to encourage service members to form bonds not only with the institution as a whole, but also with other objects (foci), namely their peers, their chain of command, their immediate supervisor, or the unit to which they have been assigned. As an example of the measures that can be developed, Fachada (2015, p. 156) refers to participation in a "project, task, or mission as a group that serves to recognise high quality group performances through collective praise, or in a more informal way, [by introducing] a specific group patch or symbol to be worn on the uniform [...]".

Casimiro, Nascimento and Fachada (2017) also conducted a study in the Portuguese context that focused on Air Force military personnel. The authors analysed the extent to which service members' commitment to their supervisor is a determinant of their commitment to the military, as well as to what extent professional category (officers, sergeants, or enlisted)

moderates the relationship between commitment to the supervisor and commitment to the military.

The constructs commitment to the supervisor and commitment to the military were considered in their three dimensions (affective, normative, and calculative components).

The results indicate that commitment to the supervisor is unidimensional, and that there was a strong correlation between the three components of commitment, contrary to the theoretical framework of multidimensionality advocated by Meyer, Morin and Vandenberghe (2015). Bearing in mind that the study was conducted within a military context, Casimiro *et al.* (2017) considered that the results obtained could stem from the unique characteristics of the military milieu, where rules, the duty of obedience, and the compliance with, and execution of, orders, provided they are legal, are unquestionable values. In other words, the authors consider that some prevalence of the normative component is to be expected, without, however, discounting the affective component.

As for commitment to the military, the results revealed the presence of the affective, normative, and continuance components, confirming its threedimensionality.

As for the relationship between commitment to the supervisor and commitment to the military, the study by Casimiro *et al.* (2017) also found that commitment to the supervisor, as a one-dimensional model, positively relates to the affective and normative components of commitment to the military, in that order of importance.

The positive relationship between commitment to the supervisor and the affective and normative components of commitment to the military reveals that the latter increase in direct proportion to normative commitment to the supervisor. These results are in line with a body of evidence that suggests that when service members are committed to their supervisor, they tend to feel a strong desire to act for the benefit of the military institution. On the other hand, the results of the study showed that the military category variable does not moderate the relationship between the constructs commitment to the supervisor and commitment to the military.

Fachada (2015) also demonstrated that integrating employees (specifically service members) into small teams with a few members working in close proximity has a positive effect on their level of satisfaction and commitment to the military.

The research line proposed by the above authors suggests that it is critical to analyse commitment to the immediate supervisor (Stinglhamber & Vandenberghe, 2003; Meyer *et al.*, 2015), to the occupation (Figueira e al., 2014; Meyer *et al.*, 1993), and to the organization (Meyer *et al.*, 1991, 1997) (referred to further on in this article as multiple commitments) within the context of the Armed Forces because these three objects of commitment are critical to the military mission.

Thus, by applying Becker's model (2009) within a military context, this article proposes the following framework for the multiple commitments mentioned above, as illustrated in Figure 2.

		Level of Abstraction	
		Concrete	Abstract
Psychological Distance	Proximal	2. Leader and Organization	1. Occupation
	Distal	-	-

Figure 2 – Multiple commitments

The conceptual characterisation of the military occupation involves regular contact and interaction and abstract commitment. For that reason, commitment to the occupation was placed in the first quadrant. Given that employees have regular contact and interaction with their leader (immediate supervisor) and that they interact and have experiences in common, commitment to the supervisor was placed in the second quadrant. For the same reason, commitment to the organization (that is, the unit to which the service member is assigned) was also placed in the second quadrant.

The above places this study in line with previous research by Fachada (2015) and Machado da Silva (2016), which examined organizational commitment in the context of the Air Force and the Portuguese Armed Forces, respectively.

1.2. Human resource management practices: from the rewards system to recognition

The rewards system is, among others things, a tool used in human resource management systems in general (Sousa, Duarte, Sanches & Gomes, 2006).

For Camara (1999, p. 87), this system “is a set of tangible [extrinsic] and intangible [intrinsic] instruments, which are coherent and aligned with the company’s strategy and which serve to reward employees who contributed to the business results [through] their professional performance, with the goal of enhancing employee motivation and productivity”. In order to be effective, it is essential that they align with the organization’s strategic goals, that they are accepted by the employees, and that they are perceived as fair and objective (Camara, 1999).

Although the use of financial rewards is a common human resource management practice, there is ongoing discussion about whether it is effective in motivating employees, since, as Frederick Herzberg (1923-2000) showed, these rewards are merely hygiene factors and are not determinants of motivation (Zani, Rahim, Junos, Samanol, Ahma, Merican, Saad & Ahmad, 2011).

Studies by Zani *et al.* (2011, e.g. Cameron & Pierce, 1997; Lanchance, 2000; Lord, 2002; Fagbenle, Adeyemi & Adesanya, 2004; Mathauer & Imhoff, 2006) concluded that the factors

Herzberg referred to as motivators, such as professional achievement, trust, and recognition by supervisors contribute more significantly to the increase of workplace motivation and, therefore, productivity, than hygiene factors such as a financial rewards system. However, it has been found that rewards practices also contribute to a climate of organizational trust when they are perceived as fair and appropriate (Colquitt *et al.*, 2007; Liu & Wang, 2013).

These results are in line with Manzoor's (2012), which identified recognition and empowerment by direct supervisors as important motivational factors that contribute positively to commitment and organizational effectiveness.

In view of the above, and considering that in the Public Administration, and more specifically in the Armed Forces, financial rewards are limited to the base salary, which is fixed by legal diploma according to career and category and, in the case of civil servants, to the individual performance incentives provided for in Law No. 66-B/2007 of 28DEC, which regulates the Integrated System on the Evaluation and Management of Public Administration Performance (SIADAP, this study only addresses non-financial rewards since there are no material rewards to manage.

To that end, the study used Chiang and Birtch's (2006) non-financial rewards model (NFR), which typifies rewards as extrinsic and intrinsic. Extrinsic NFR are tangible, originate from outside the individual and are determined by the organization (for example, the tasks / roles performed by the individual). Intrinsic NFR focus on the individual and result from performing the task itself or from receiving recognition for it because they directly result from self-evaluation.

Recognition in particular has been highlighted as a human resource management practice that has a significant effect on people and organizations (Mowday *et al.*, 1982; Bishop, 1989), specifically on employee motivation and satisfaction (Herzberg *et al.*, 1959; Appelbaum & Kamal, 2000), with subsequent impact on individual and organizational performance. When perceived as fair and appropriate, these rewards practices contribute to a climate of organizational trust (Colquitt *et al.*, 2007; Liu & Wang, 2013).

Martins (2016) conducted a study in the context of the Air Force, which included only civilian personnel, discovering that NFR had a significant positive effect on motivation, accounting for 67.6% of the variance. However, the study found that, of the NFR that influence motivation, "job satisfaction is the most relevant, followed by work-life balance, the possibility of using one's skills, challenging work, good team spirit, and the existence of a training and career development plan" (Martins, 2016, p. 157).

1.3. Organizational trust

Mayer, Davis, and Schoorman (1995) consider organizational trust as the willingness of one party to be vulnerable to the actions of another party based on the expectation that the other party will perform a particular action that benefits the trustor. In the study, the authors analysed trust from the perspective of the trustor (their trust propensity, that is, their willingness to trust in others) and from the perspective of the trustee (trustworthiness),

grouping the characteristics of trustees into dimensions such as ability (the set of skills and characteristics that allow them to have influence in a particular area), benevolence (the extent to which a party wants to do good to the trusting party, aside from self-interest) and integrity (the trusting party considers that the trustee believes in values they consider acceptable).

Several studies have found correlations between organizational trust and commitment (e.g. Colquitt *et al.*, 2007; Liu & Wang, 2013), concluding that organizations must be aware of the need to reduce the risk perceived by employees by establishing an efficient working environment and a relationship of trust with their employees.

1.4. Behaviour strategies

Hirschman (1970) established three behaviour tendencies, which correspond to behaviour strategies (Nascimento, 2010; Sabino, 2015), in response to the decline in “firms, organizations, and states”²: loyalty, exit, and voice. Subsequently, Rusbult *et al.* (1982) and Farrell (1983) adapted the model to the organizational context to address the decrease / decline in satisfaction. These authors proposed an orthogonal model that became known as the EVLN model, which added another behaviour strategy, neglect, to the three conceptualised by Hirschman (1970).

The EVLN model has received much criticism, in particular for the fact that there are other behaviour strategies besides those identified in the model, as well as for being an orthogonal model. Dowding, John, Mergoupis, and Van Vugt (2000) considered that, contrary to what the EVLN model holds, the opposite of voice is not neglect because the fact that an employee chooses not to exercise a voice strategy does not mean that they opt for neglect, but rather for silence, which the authors also consider a behaviour strategy. This perspective was further developed by Dyne, Ang, and Botero (2003) who conceptualised silence in organizations as a conscious and deliberate decision by an employee to withhold information with relevance to the organization, which is motivated by resignation (acquiescent silence), fear (defensive silence) and cooperation (prosocial silence). Therefore, it can also be considered a behaviour strategy.

Nascimento (2010) investigated the influence of organizational commitment in the EVLN model, when mediated by commitment to goals and satisfaction. Along the same lines, Sabino (2015) and Sabino *et al.* (2015) adapted the EVLN model, replacing loyalty with silence as a behaviour strategy.

Using the characterisation of silence proposed by Dyne *et al.* (2003), Sabino *et al.* (2015) conducted an empirical study of Portuguese public higher education personnel and found a strong relationship between acquiescent and defensive silence. In light of the results, the two were grouped into a single factor, which the authors called rejection silence. This type of silence is characterised by the fact that employees deliberately choose not to react for their own self-protection and out of fear of possible repercussions. Consequently, this

² The terms are a direct reference to the title of Hirschman's book (1970).

silence may indicate a destructive tendency in the relationship between the employee and the organization.

Sabino *et al.* (2015) referred to prosocial silence as adherence silence. In this case, an employee chooses to stay silent to protect the organization, for its benefit. Therefore, this type of silence is based on cooperation and on strengthening the bond between an employee and the organization. Regardless of that employee's opinion, they choose to follow the group's opinion for the benefit of the group and the organization.

In conclusion, studies have linked organizational commitment to the above model of behaviour strategies. However, no studies have analysed the antecedents of this relationship, namely recognition as a human resource management practice and organizational trust as affective and cognitive processes, particularly in military contexts.

2. Analysis model

The theoretical framework established that workplace commitments have two types of antecedents (e.g. Meyer & Allen, 1997; Klein, Molloy & Brinsfield, 2012): one corresponds to distal antecedents, such as the characteristics of the context, of the person in question, of the organization, and a person's experiences in their relationship with the organization (such as socialisation processes); the other type corresponds to proximal antecedents and is related to different affective and cognitive processes in the relationship between person / organization. These conditions determine commitments to different targets (or foci), in line with the concepts proposed by Becker (2016).

Finally, different commitments lead to outcomes that correspond to a person's cognitive and affective assessments, and into behaviour tendencies and concrete behaviours (Meyer & Allen, 1997) such as exit, voice, loyalty, neglect (EVLN Model), and silence (Dyne *et al.*, 2002; Hirschman, 1970; Nascimento, 2010; Sabino, 2015).

On the other hand, human resource practices also include extrinsic and / or intrinsic non-financial rewards (Chiang & Birtch, 2006). When they are perceived as fair and appropriate, these rewards practices contribute to a climate of organizational trust (Colquitt *et al.*, 2007; Liu & Wang, 2013).

However, a study by Meyer and Smith (2000) that analysed the relationship between employee perceptions of human resource management practices and employee commitment to the organization found that, despite the fact that a relationship exists, that is, although the results show that HRM practices can be valuable tools in creating and sustaining employee commitment, their effects cannot be considered direct and unconditional, since there are other variables that affect this relationship.

This study relied on the theoretical concepts described above and on the models by Meyer and Allen (1997) and Klein *et al.* (2012) to analyse commitment to the supervisor, the military occupation, and the organization. In turn, these commitments form the basis for behaviour strategies (Model EVLN and Silence) as consequent behaviours (Figure 3).

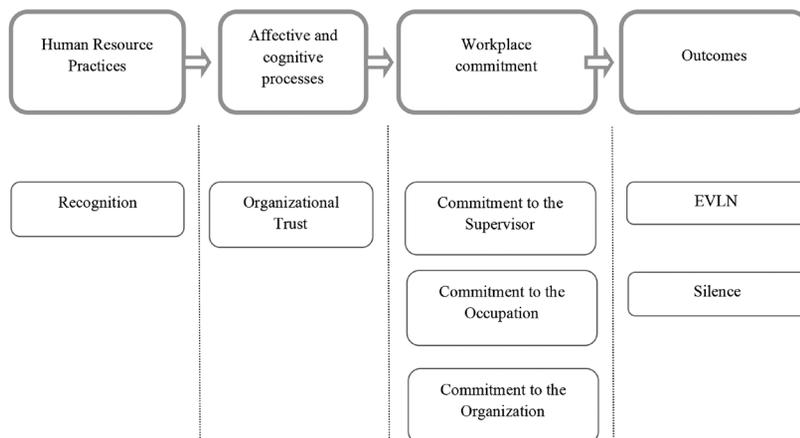


Figure 3 – Multiple commitments

Based on Miner's (2006) model, which differentiates the concept of variables from the concept of constructs (variables have multiple values and originate from constructs, whereas constructs are abstractions that make a given concept easier to understand, and can consist of several variables), the above model supports the existence of propositions, that is, of relationships of influence between the constructs.

Based on several studies that identified recognition as a human resource management practice with a broad impact on people and organizations (e.g. Mowday *et al.*, 1982; Bishop, 1989; Allen & Meyer 1996; Meyer *et al.*, 2002; Achim *et al.*, 2013), on studies that suggest that human resource management practices are antecedents of commitment (Meyer & Allen, 1991 and 1997), and on the studies by Nascimento (2010), which link commitment to behaviour strategies, and Sabino (2015), which added to Nascimento (2010) by including the mediating effect of silence, the following propositions were formulated:

- **P1** - The perception of workplace recognition influences behaviour strategies;
- **P2** - The perception of workplace recognition influences commitment to the direct supervisor, to the military occupation, and to the organization (the unit to which a service member is assigned);
- **P3** - The behaviour strategies adopted by employees are influenced by multiple workplace commitments.

Based on the model proposed by Miles and Mangold (2012), which considers human resource practices as antecedents of employee perceptions of the organization, the following proposition was formulated:

- **P4** - The perception of workplace recognition influences organizational trust as an affective and cognitive process.

On the other hand, Meyer *et al.* (2012) show that an employee's psychological state correlates to commitment, and several studies have found that affective and cognitive

processes such as organizational trust also influence commitment (Colquitt *et al.*, 2007; Klein *et al.*, 2012; Liu & Wang, 2013) and consequently behaviour strategies (Nascimento, 2010; Sabino, 2015). Therefore, the following relationships should be analysed:

- **P5** - Organizational trust, as an affective and cognitive process, influences the behaviour strategies adopted by employees;
- **P6** - Organizational trust, as an affective and cognitive process, influences employee commitment to the supervisor, the occupation, and the organization.

Because the proposed model comprises a set of mediations through organizational trust and multiple commitments, a final proposition was formulated that combines the above propositions:

- **P7** - Organizational trust, as an affective and cognitive process, and commitment to the supervisor, the occupation, and the organization, mediate the relationship between perceived workplace recognition and the behaviour strategies adopted by employees (silence and EVLN).

As explained above, these propositions support the model proposed and depicted in Figure 4.

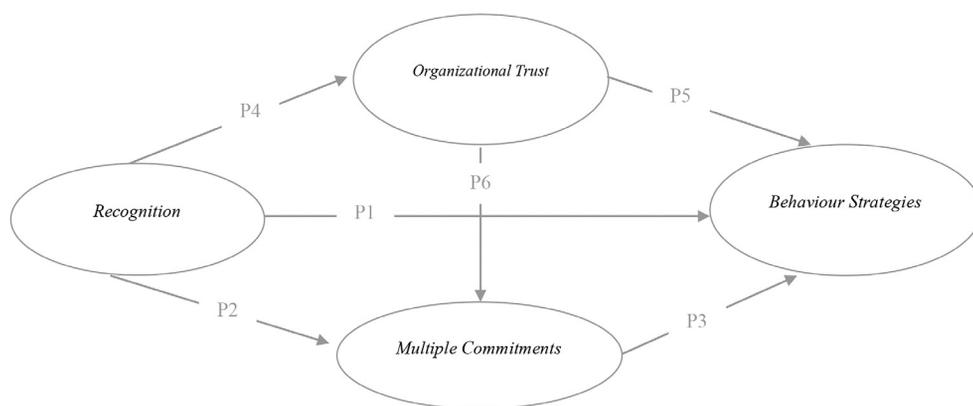


Figure 4 – Proposed model

This model will serve as the basis for the next phase, in which structural equation modelling will be used to estimate and verify the goodness-of-fit of the proposed model.

Conclusion

In a context where labour relations no longer involve a definitive bond with predefined roles, workplace, and work hours, having evolved to precarious forms of hiring, there may be objects of commitment other than the organization, according to Becker *et al.* (2009). Thus, rather than a decrease in the importance of commitment to the organization, there is an increase in the need to manage multiple commitments strategically (Cohen, 2003, 2007; Meyer, 2009).

The studies analysed in this article relied on Meyer and Allen's (1991 and 1997) definition of organizational commitment as a psychological state that results from the combination of the affective, continuance, and normative components within a military context, in line with other studies carried out in Portugal, in particular with Fachada (2015) and Machado da Silva (2016).

Service member commitment to the military can be studied as an indicator that allows for the adoption of a set of measures to increase retention and enhance performance. Thus, the majority of the research conducted in military contexts aims to measure the commitment of service members to their service, as well as to other objects within it.

The results indicate that organizational behaviour is multidimensional, despite the fact that some studies revealed a strong relationship between the affective and normative components, which stems from the service members acceptance of military life.

As for the analysis of different objects of commitment and latent commitment profiles, in military contexts the individual characteristics of each service member and the nature of their goals can interfere in the relationship and nature of commitment, rendering it more complex (Meyer *et al.*, 2015).

This complexity suggests that studies should be conducted to determine the relationship between cause (recognition, trust) and effects (behaviour strategies) of commitment so that military institutions are able to adopt human resource policies that motivate and retain their personnel, taking into consideration the specificity of each service (or organizational niche) and the universe of service members within them.

The proposed model is in line with the main research lines proposed by Becker *et al.* (2009) and Meyer (2016), especially with regards to the importance of exploring both the antecedents and the consequences of commitments to different objects, as well as the relationships of influence between them, specifically with regards to their directionality (Becker, 2016) within military contexts, as proposed by Allen (2003).

As for its practical contributions to the study of commitment, the proposed model aims to analyse the intensity of each construct in a little explored context, the military.

In organizational terms, the results obtained will enable the elaboration of proposed courses of action that can be implemented by the human resource management area of the Armed Forces to keep service members committed to the supervisor, the occupation, and the organization, improving their performance and aligning employee expectations with the needs of the organization.

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