

# The Impact of *Guarda Nacional Republicana's* Reward Systems on the Military's Organizational Commitment

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**Abstract:** The aim of this research is to analyze the impact of *Guarda Nacional Republicana's* rewards systems on the military's organizational commitment and, more precisely, on intrinsic rewards. Organizations in general, but they also have a hierarchical structure like this, to achieve success, need to know what is most valued by workers, in this case, the level of intrinsic rewards, as a way to increase commitment. This analysis is important because of the need for the superior hierarchical structure to gauge which intrinsic rewards are most valued by their subordinates, as well as what kind of intrinsic rewards have the greatest impact on military commitment. Organizations intend to keep their employees engaged in an affective and normative way, as these are the components of commitment that have the most positive effects. In this research, questionnaires were applied to military personnel who work in *Guarda Nacional Republicana* Units located in the Lisbon district. The sample studied is constituted of 497 military. The results indicate that the granting of intrinsic, formal and informal rewards to the military produces positive effects on their commitment. That is, the relationship and impact between these rewards and the affective and normative components of commitment is significantly positive. In addition, the informal intrinsic rewards are the most valued by the military. We also conclude that the intrinsic rewards granted to the military are extremely important because they contribute to their maintenance in the organization. The present investigation can also help the hierarchical superiors, in their daily routine, to know how to make their subordinates more committed.

**Keywords:** Rewards Systems, *Guarda Nacional Republicana*, Organizational Commitment, Intrinsic Rewards.

## 1. INTRODUCTION

The interaction between employees and their organization isn't a recent issue in the research and has revealed its complexity and dynamism (Chiavenato 2015). In addition, achieving organizational goals requires interaction between organizational and individual needs so that both are satisfied. It's in this context that intrinsic rewards arise as employees' needs and goals, as well as the organizational commitment that is expected by the organization.

Organizational commitment is an interesting topic because employees who are affectively and normatively committed tend to maintain their organizational affiliation and effectively contribute to more positive outcomes for the organization (Cunha, Rego and Cunha 2007), being in the interest of managers, increasing the commitment of their employees. Thus, from a Human Resources Management (HRM) standpoint, managers need to know how they should act to increase their employees' affective and normative commitment (Rego *et al.* 2015). Meyer and Allen (1997) argue that the numerous HRM practices implemented in organizations, in general, contribute to the increase of the affective commitment of employees, being relevant

the inclusion of these practices throughout their careers.

Thus, reward systems, as a practice of HRM, allow to improve the affective and normative commitment of the members of the organization, more precisely with the intrinsic rewards that are granted to employees (Meyer and Allen 1991).

It's in this sense that this research has relevance associated with the organizational context of the *Guarda Nacional Republicana* (GNR). First, superiors need to be aware of the rewards that most satisfy and motivate their subordinates to respond with positive attitude and behavior reactions to the organization. In this specific case, this research will bring contributions on the intrinsic, formal or informal rewards most valued by the GNR military, as well as those that have the greatest impact on organizational commitment, with the aim of maintaining and retaining the military in the organization.

Secondly, it's crucial that the GNR doesn't neglect the recognition and award of intrinsic rewards to its military. According to Cooper-Thomas and Anderson (2006), if organizations discourage this aspect, the probability of employees adopting negative behaviors and leaving the organization, is considerably higher. The abandonment of GNR military personnel represents a considerable loss for this organization, mainly because the investments and integration of its

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human resources (HR) processes are significant. Thus, when an organization makes such investments, translated into costs, it expects them to provide the desired returns, namely the maintenance of organizationally committed individuals.

## **2. REWARD SYSTEMS AS A HUMAN RESOURCE MANAGEMENT PRACTICE**

The HR that make up an organization, are a theme that has been widely approached by many professionals, since the existence of adequate, motivated and competent HR are considered central to the organizational result (Caetano and Vala 2007). HR aims to *"add value to the organization and make it more agile and competitive"* (Chiavenato 2015:71). That is, human capital tends to be valuable if it is able to influence the actions and destinies of the organization and, most importantly, to ensure its survival (Bontis, Dragonetti, Jacobsen and Roos 1999). Moreover, these are a fundamental resource in organizations because, according to Huselid and Becker (1996), they cannot be copied, representing an intangible and strategic asset that gives a company a considerable competitive advantage. Similarly, Armstrong (2006) corroborates, adding that business success depends on the quality of these resources.

Therefore, as people constitute themselves as an important asset in the organization, it is crucial to implement an efficient HRM to improve and ensure the good performance of their employees, turning them into a source of sustainable competitive advantage in order to achieve their organizational goals (Rua and Carvalho 2017). According to Shanine, Buchko and Wheeler (2011), HRM materializes through various practices, one of them being reward systems. These are directed to the area of HR maintenance, as it isn't enough to adequately capture HR, but also to know how to keep them in the organization (Chiavenato 2002).

### **2.1. Reward Systems**

Reward systems are one of the HRM practices that are implemented in organizations and this is closely related to other practices, *"which makes this practice a critical practice of strategic people management"* (Sousa, Duarte, Sanches and Gomes 2006:90).

According to Câmara, Guerra and Rodrigues (2003), an organization's reward systems are the set of tangible and intangible or material and immaterial compensation that its employees receive, in addition to

the salary component. These compensations are obtained based on the quality of the workers' performance, as well as their contribution to the development of the organization, and express recognition for the work performed.

Armstrong (2006) addresses this issue by introducing the concept of reward management. This term is related to the implementation of strategies and policies that aim to reward workers fairly, consistent with the value that each brings to the organization, and giving priority to equality among them, in order to achieve strategic objectives. This is why reward systems must be framed and aligned with the organization's overall strategy (Sousa et al. 2006). Câmara points out that the reward system is effective if it is aligned with the organization's strategic objectives, as it promotes actions and behaviors that are reconciled with them. If an organization aligns its rewards with *"behaviors that it deems indispensable for its success, it will make its reward system a powerful weapon for increasing motivation and (...) productivity"* (2016:88). In general, the behaviors or actions that are reflected in reward systems are those that the organization itself wants to emphasize, reflecting its organizational values (Institute for Employment Studies [IES] 2004).

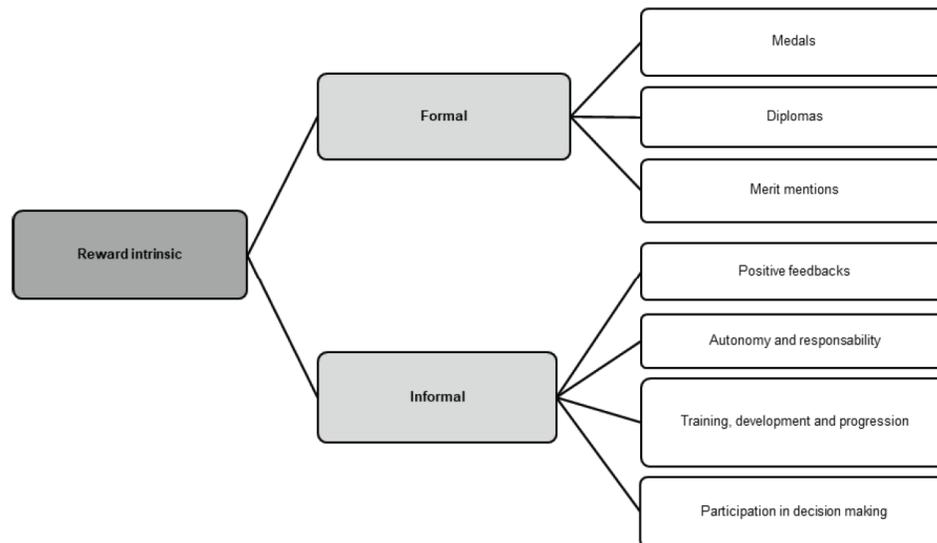
According to Câmara, the key point of all reward systems is that they are a source of motivation and productivity, as well as reduction of turnover and absenteeism. Moreover, rewards are important because of the impact they have on employees' motivation to *"act in a certain way or in a certain way"* (2016:88). In this way, people act in a way that allows them to receive certain rewards, namely those they attach the most value to.

#### **2.1.1. Intrinsic Rewards**

The intrinsic rewards, which constitute the core business of this research, go beyond monetary character and correspond to everything that contributes to the increase of respect and recognition of the employees themselves (Cascio 1998).

Recognition is highly linked to intrinsic rewards, and this term consists of *"distinguishing and rewarding actions and behaviors that exceptionally contribute to the attainment of [organizational] objectives"* (Câmara 2016:117) and, according to Chiang and Birtch (2011), recognition need not involve monetary prizes.

For recognition mechanisms to be truly effective, some assumptions must be respected (Câmara 2016):



**Figure 1:** Forms of recognition of intrinsic rewards (formal and informal).

Source: Self elaboration.

they must be endowed with prestige and credibility so that they can be understood as something special and relevant; the rules should be disclosed and exposed objectively; must have visibility within the organization; they should not be vulgarized but demanding to reinforce their exceptional character; they must be accessible to all workers in the organization; and finally recognized acts and behaviors must be consistent with organizational values culture and goals. Figure 1 illustrates the two forms of recognition that intrinsic rewards can present – formal and informal – and their examples, complemented by the following explanatory paragraphs.

Intrinsic rewards may be formally granted (Carapeto and Fonseca 2006), resulting in “*public recognition for work done in the form of a medal, diploma, reference in the organization's newsletter*” (Rocha 2007: 87), or the granting of exceptional mentions by merit that accelerate career progression (Carapeto and Fonseca 2006). In this kind of reward, it is customary to prepare formal ceremonies, with medals or prizes being publicly delivered. Nevertheless, there is no standardized approach to this type of reward, and each organization determines which mechanisms are most appropriate to award them (IES 2004).

In contrast, intrinsic rewards can be informal and daily, which tends to “*build trust and improve relationships between people*” (Carapeto and Fonseca 2006:145). The following paragraphs list some informal intrinsic rewards recognized in the literature.

Positive feedback is a way of recognizing and appreciating work well done and should be transmitted immediately to workers or as close as possible to the specific event (Câmara 2016), so that the employee associates feedback with the action taken. According to IES (2004), this form of recognition is considered an informal and impromptu intrinsic reward, including a simple thanks or appreciation of the effort, and is reflected as a positive reinforcement in employee motivation. Câmara (2016) emphasizes that the implementation of a feedback culture in organizations is more important than a correct salary system, appealing to the relevance of the intrinsic and non-extrinsic component in reward systems.

The granting of autonomy and responsibility is a source of motivation for employees (Rocha 2007). If autonomy is directly related to “*freedom of action (...) in the exercise of their tasks or activities*” (Câmara 2016:126), then, in turn, this merges with responsibility, understood as the obligation to answer “*for the results of its performance*” (idem). Therefore, according to Malhotra, Budhwar and Prowse (2007), greater autonomy follows greater responsibility. This autonomy is achieved by reducing supervisory control, and also by transferring power from the top to the bottom of organizations, called empowerment (Nickols 1998). With this, there is a considerable increase in the identification of members with the organization itself (Câmara 2016), generating positive effects for it.

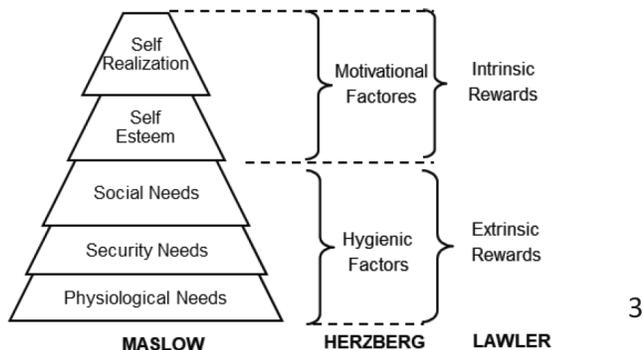
Opportunities for training, development and career advancement are part of the reward system and should

ensure “a convergence between company interests and individual aspirations” (Câmara 2016:134). Any employee yearns to have the opportunity to develop professionally (Newman and Sheikh 2012), and this professional development of workers is related to giving them demanding jobs, exposing them to new challenges and situations. In turn, as a result of this development, individuals have the opportunity to advance their careers.

Employees participation and involvement in decision making is presented as another of the intrinsic rewards (Cascio 1998; Chiang and Birtch 2011). With this reward, employees increase their motivation (Rocha, 2007) and recognize that they are able to affect decisions related to their work (Malhotra, Budhwar and Prowse 2007).

### 2.1.2. The Importance of Intrinsic Rewards in Organizations

It is interesting to combine the model of hierarchy of needs, proposed by Maslow (1954) and successively confirmed by numerous researches, with the findings on the theory of motivation, presented by Herzberg (1968), and with the dichotomy between extrinsic rewards and intrinsic, suggested by Lawler (1982). Câmara (2016) performed this articulation, obtaining an overview that provides useful information on the role of extrinsic and intrinsic rewards in organizations, as outlined in Figure 2.



**Figure 2:** Articulation of Maslow, Herzberg and Lawler theories.

Source: Adapted from Câmara (2016:108).

According to Maslow (1954), people's needs can be divided into five categories, and the most basic needs are at heart, because they are directly related to human survival. At the opposite end, at the top of the pyramid, there are needs for self-realization, which, though vital, feed the human ego.

This pyramid, created by Maslow, relates to Herzberg's theory (1968), which addresses people's motivation and satisfaction. This theory argues that “there are distinct factors that produce satisfaction (...) and [professional] dissatisfaction” (Câmara 2016:109), that is, satisfaction and dissatisfaction are not the opposite of each other, since arising from different factors. Hygienic factors – which can lead to dissatisfaction – are extrinsic to work and consist of company policies, working conditions, wages and worker safety (idem). In contrast, motivational factors are intrinsic to the function and include achievement, recognition, professional growth, and responsibility (Herzberg 1968). In this sense, both factors “correspond perfectly to the various levels of self-needs proposed by Maslow, and correspond equally to the dichotomy between intrinsic and extrinsic rewards referred to by Lawler” (Câmara 2016:110).

Indeed, it's noted that the intrinsic rewards, which are internally linked to the work itself, generate motivation, because they create the identification of the employee with the organization, “that give meaning and importance to the work they do and that they are at the root of a lasting and mutually profitable working relationship” (Câmara 2016:110), and are unlikely to be imitated by other organizations as a source of competitive advantage (IES 2004). Carapeto and Fonseca (2006) also point out that employees place a higher value on informal intrinsic rewards compared to formal systems.

The same doesn't apply to extrinsic rewards, which are directed at factors outside the workplace. Extrinsic rewards, according to IES (2004), are critical for recruiting and retaining individuals as a means of making a tangible contribution. However, Câmara (2016) considers that, if they are not fair and competitive in relation to market practice, they tend to cause dissatisfaction, frustration and feelings of injustice, which may lead to the termination of the employment relationship. Even so, if the organization practices salaries higher than the market level, it does not mean that employees feel more motivated, at least in a lasting way. Intrinsic, that is, non-financial rewards are an alternative motivator that considerably influences employee behavior (IES 2004). Thus, it should be noted that the implementation of reward systems in organizations should adequately value intrinsic – and not only extrinsic – rewards because it's through the first that comes motivation and productivity (Câmara 2016).

### 3. ORGANIZATIONAL COMMITMENT

#### 3.1. The Concept

For some years now, organizational commitment has been a topic that has attracted a great deal of interest from numerous “*professionals concerned with organizations and [their] HR*” (Borges-Andrade 1994:37), however, despite the variety of studies, Morrow (1983) and Meyer and Allen (1991) concluded that there is a lack of consensus and agreement on the definition of this concept and, later, Nascimento, Lopes and Salgueiro (2008) continued to emphasize the same. Nevertheless, this concept must have a central essence that distinguishes it from other concepts (Meyer and Herscovitch 2001).

In general, and based on pre-existing definitions, it is possible to conceive of organizational commitment as the psychological state of an individual, which restricts his behavior and directs him towards a specific goal, in a stabilized and prolonged manner, and contributes to maintaining your organizational affiliation.

#### 3.2. The Dual Approach to Organizational Commitment: One-Dimensional and Multidimensional

Initially, commitment was approached as a one-dimensional construct, which translated into the relationship existing between the individual and the organization, which was not mediated by different components or dimensions. However, “[more recent] studies point to its multidimensionality” (Nascimento *et al.* 2008:116), and the lack of consent in the definition of the concept contributes, beyond other reasons, to this multidimensional character (Meyer and Herscovitch 2001).

Moreover, according to Dunham, Grube and Castañeda (1994), the study of the multiple dimensions of organizational commitment provides valuable knowledge for the management of organizations, understanding the consequences of organizational commitment in the best way.

The commonly used approach to organizational commitment is based on the three-component model created by Meyer and Allen (1991) which, to this day, continues to be used by researchers in this field (e.g. Nascimento *et al.* 2008; Menezes, Aguiar and Bastos 2016). Meyer and Allen (1991) consider the designation of «components» of organizational

commitment rather than «types» would imply that the different forms of commitment were mutually exclusive, which are not mutually exclusive. Thus, the multidimensional approach defines the existence of different components of organizational commitment that an individual presents in relation to an organization. According to Brown (1996), a person may be compromised in many ways, that is, by presenting several components of the impairment.

The three components of commitment associated with this model are: affective commitment; instrumental or calculative commitment; and normative commitment. According to Meyer and Allen (1991), it's reasonable to consider that a employee experiences the three forms of impairment, but to varying degrees, that is, the three components are not mutually exclusive (Rego *et al.* 2015). For example, a worker may feel “*both a strong desire and a strong need to remain, but little obligation to do so; [on the other hand] another may feel little desire, a moderate need and a strong obligation, and so on*” (idem:68). Thus, it's coherent to admit that there are individuals who show a greater degree of the affective component, others experience more intensely the normative component, and yet, others highlight the instrumental or calculative component. However, studies suggest that “*stronger affective and normative bonds tend to be associated with lower levels in the instrumental component*” (Rego *et al.* 2015:330), and the opposite is also true.

Affective commitment, for most of the authors, is described as an affective orientation (Meyer and Allen 1991) and later, Meyer and Herscovitch (2001) add that this component reflects an emotional connection resulting from an identification with a particular organization. This is the component that receives the most attention from the literature, as there as strong positive correlations between motivation and motivation in order to contribute to organizational performance, that is, organizational performance and outcome (Meyer and Allen 1991; Cooper-Hakim and Viswesvaran 2005). Moreover, according to Paine and Organ (2000), the most affectively committed people have a higher intention to stay in the organization, less turnover, lower intention to look for alternatives, less absenteeism and adopt organizational citizenship behavior.

Instrumental (Rego, Cunha and Couto 2007) or calculative (Nascimento *et al.* 2008) commitment is related to the fact that the individual remains in the organization only by recognizing the costs associated

**Table 1: Characterization of the Three Components of Organizational Commitment: Three-Dimensional Model**

	Description	Reasons to stay in the organization	Keywords
Affective commitment	Attachment, identification and emotional involvement in relation to the organization	The employee wants to stay in the organization	Wish Will
Instrumental commitment	Perception of costs and penalties resulting from leaving the organization	The employee needs to stay in the organization	Need
Normative commitment	Obligation to belong and remain in the organization because it's morally correct	The employee feels that have a moral duty and an obligation to stay in the organization	Obligation Duty Loyalty

Source: Adapted from Meyer and Allen (1991:63-67).

with leaving the organization, the immense penalties involved and the accumulation of things that would be lost if activity were to cease (Meyer and Allen 1991), as well as the lack of attractive employment alternatives in other organizations (Rego et al. 2007). Probably, people with a stronger instrumental bond do not feel any propensity to give “the organization more than they are obligated” (Rego et al. 2007:7), adopting behaviors that tend to harm the organization itself.

Finally, normative commitment relates to the commitment of someone who considers that staying in the organization is the morally correct and acceptable decision (Meyer and Allen 1991) and their actions are the result of internalizations and normative pressures, usually because of the organizational culture (Medeiros and Enders 1998). These pressures come from the existence of certain organizational norms and regulations (Medeiros, Albuquerque, Marques and Siqueira 2005) that condition the behavior of the individual. Table 1 aims to outline the different components of organizational commitment, namely the three-dimensional model conceived by Meyer and Allen (1991).

**4. THE INFLUENCE OF REWARD SYSTEMS ON ORGANIZATIONAL COMMITMENT**

A cooperative and satisfying relationship between employees and their organization requires a process of reciprocity, that is, “the organization does certain things for and for [the worker]” (Chiavenato 2015:82) and, conversely, the employee “responds by working and performing [their] tasks” (idem). In fact, the employees raise some expectations of their organization, and the opposite is true as well. Thus, these expectations can be summarized as shown in Figure 3, where the two themes of this research are highlighted: reward systems and organizational commitment, and the arrow

represents the influence, relationship and impact between them.



**Figure 3: The expectations of employees and organizations.**

Source: Adapted from Chiavenato (2015:83).

Rewards refer to one of the individual goals expected and desired by employees and, on the other hand, commitment concerns an organizational goal, which is aspired by the organization. In practice, these two concepts relate in the first instance in this way.

Indeed, in the last decades, several research works have focused on aspects that influence and stimulate the employees’ organizational commitment (e.g. Dick 2011), as this is crucial and positively related, in particular, to the reduction of absenteeism and turnover, and high professional performance (Meyer, Stanley, Herscovitch and Topolnytsky 2002; Dick 2011).

In this way, organizations seek to increase the degree of organizational commitment in their

employees through various forms. In this particular case, existing reward systems in organizations tend to increase the degree of commitment and effectively, according to Malhotra *et al.* (2007), there is evidence to prove that organizations increase employee commitment by awarding rewards. Nazir, Nazir and Tran (2016) add that providing rewards generates positive attitudes and behavioral responses of value to the organization. In addition, a particular organization, by providing organizational rewards, is indicating to its employees that it intends to engage in social exchange by creating an influential, substantial psychological contract between employees and employer (Miao, Newman, Sun and Xu 2013).

Therefore, given that rewards play a major role in establishing employee commitment (Malhotra *et al.* 2007), it is essential for managers to be aware of the rewards that contribute the most (Dunham *et al.* 1994).

As discussed in this chapter, and in accordance with the three-component model of Meyer and Allen (1991), organizational commitment is a multidimensional construct, and thus different components are also influenced by different types of rewards. Mathiew and Zajac (1990) state that extrinsic rewards are associated with instrumental or calculative commitment, and in another view, intrinsic rewards have more impact, namely a positive effect, on affective and normative commitment (Meyer and Allen 1991).

## 5. THE SPECIFIC CASE OF GUARDA NACIONAL REPUBLICANA

As discussed earlier by IES (2004), organizations should take advantage of the combination of all existing rewards, as this phenomenon has positive effects both on workers, in this case on the military, and on the organization itself, namely the GNR.

Thus, and respecting the existing dichotomy between extrinsic and intrinsic rewards established by Lawler (1982), GNR also built its reward system based on this dichotomy. However, let us focus our attention beyond the salary component earned by the military by focusing our research on the intrinsic component of rewards.

According to the GNR Discipline Regulation (RDGNR), "rewards are intended to highlight relevant conduct of the military Guard that transcends the simple fulfillment of duty and is noted for particular value and merit" (Assembleia da República [AR]

2014:4500), and these may take the form of formal and informal intrinsic rewards.

For formal intrinsic rewards, the following are listed: a) Praising reference; b) Praise; c) License on merit; d) Promotion by distinction and e) Medals (Military medal; Commemorative medal of the Armed Forces; Public Safety medal and GNR Private medal).

However, according to Câmara, "*recognition mechanisms should not be limited to structured and complex programs*" (2016:119) that are assigned when employees meet a certain condition, and sporadically. These forms of recognition, considered as more formal structural schemes (IES 2004), are fundamental and have a great impact on workers and, consequently, on the organization. Nevertheless, Câmara (2016) emphasizes that, daily, there should be a concern to provide another type of rewards, such as positive feedbacks. These types of recognition, understood as informal and improvised (IES 2004), have more impact and are more motivating than an award (Câmara 2016).

Thus, "any Guardsman may praise his or her subordinates and hierarchical superiors in writing or by voice for any act they perform that does not deserve to be rewarded otherwise" (AR 2014:4506). This group of rewards includes the informal intrinsic discussed previously, namely: positive feedbacks; the granting of autonomy and responsibility; training, development and progression; and participation in decision making.

## 6. RESEARCH METHODOLOGY

### 6.1. Type of Research

The approach taken for the development of this research is the quantitative one. Generally, coupled with a quantitative investigation, there is the prior formulation of research hypotheses, as we have done, with a view to verifying the relationship between different variables (Creswell, 2013). Thus, the present investigation is based on the hypothetical-deductive method, developed by Karl Popper, also known as the «Hypothesis Verification Method» (Rosado 2015). According to MUI (2016), this method is essentially based on the formulation of research hypotheses to be subsequently verified or refuted.

### 6.2. Sampling/ Sample

Given that the universe corresponds to the "*set of all subjects, cases or observations that can be grouped*

according to a particular characteristic" (Haro et al. 2016:133) and that, in this context, it concerns all the military that is part of the GNR, it's apparent that this is a universe composed of a considerable number of subjects. According to the GNR Activity Plan for 2019 (GNR/AP 2019), and with reference to the Personnel Map (PM/GNR) for the year 2019, the total military personnel is around 23.347 members. The research population was restricted to the GNR military who perform functions in the district of Lisbon/Portugal.

The choice of fieldwork in the Lisbon district was due to the notorious diversity of Units which is not found in other regions, such as the State Honor and Security Unit. Furthermore, the inclusion of a UEO panoply covers a number of valences listed in the GNR/AP 2019. This scope favors the inclusion of different UEO in terms of their specific missions, duties, training and organization, but similar in terms of mission, vision and organizational values. Following this, we requested collaboration to fill the questionnaire with 216 Officers, 617 Sergeants and 2.549 Guards, totaling 3.382 military personnel. Since this number is considerably large, "it makes sense to make a sample" (Haro et al. 2016:146).

In practice, the sample of the research is limited to the GNR military personnel who work in the district of Lisbon, who answered and completed the questionnaire, making up a total of 497 respondents.

To calculate the size of the research sample, and taking into account the number of subjects that make up the population, we defined that the significance level ( $p$ ) would be 5% ( $p=0,05$ ), knowing that this value reveals a high level of accuracy. Consequently, the confidence level selected was 95%, which means that "95 out of 100 samples will have the true population value" (Haro et al. 2016:149) within the previously specified  $p$  value (5%). Thus, given these factors, and given that the population contains 3.382 subjects, the sample size should be at least between 353 and 364 individuals (Haro et al. 2016). In this particular case, our sample size totals 497 respondents, revealing that this number is enough to continue the study.

### 6.3. Instruments

Data collection for the elaboration of theoretical framework has either addressed primary sources or «first hand data» and secondary sources or «second hand data» (Prodanov and Freitas 2013; MUI 2016). The former include, in this case, institutional

documents used, such as the GNR/AP 2019, and laws such as: the GNR Discipline Regulations, the GNR Military Satute, among others. These are considered as original sources, which have not been interpreted by authors or critics. Concerning the secondary sources, these include the literary works and scientific articles of expert authors in the most diverse areas, corresponding to texts already interpreted.

Regarding the measuring instrument, we use the questionnaire survey. This measuring instrument tends to be in agreement with the research objectives, besides that the questions that are answered by the respondents are the same, allowing a homogeneous, objective and comparative treatment between them (Alves 2012; Haro et al. 2016), having been made pre-tests for validation.

In this research, our central question is: «What is the impact of GNR reward systems on the military's organizational commitment?», and seven derived questions were formulated that contribute to the central question. According to Rosado (2015), while the central question is of a general nature, as derived questions presents more constraints and concrete, helping, in the last instance, to achieve the response to central question.

It is a warning that some of the derived questions have related research hypotheses, but they were never written because they were merely described and "inability to draft an interim answer" (Rosado 2015:79). So the answers to the derived questions are combined with the literature review and the answers started by the questions.

This was applied through the *Survio* online platform, which is used for questionnaire preparation as well as response collection and data analysis. However, for a more accurate and detailed analysis, we resorted to *IBM SPSS Statistics 25* at a later stage.

## 7. DISCUSSION AND RESULTS

### 7.1. Guarda Nacional Republicana's Reward Systems

By applying the questionnaire survey, we wanted to analyze the number of formal intrinsic rewards received by the military, and we found that praise differed from the other rewards, as it was the most received by the sample military, as only 120 military (24.1%) did not receive such a reward. In contrast, the least received reward was promotion by distinction, in which only 14

military personnel had it (2.8%). From a general perspective, the average value of formal intrinsic rewards received by military personnel is  $\bar{x} = 5.34$ , however, it should be noted that 90 individuals (18.1%) have not received any rewards from the military at the time of their careers, which reflects that the majority of the sample (81.9%) was at least targeted by a formal intrinsic reward. Furthermore, the results show that as the number of rewards increases, the number of military personnel receiving them decreases, resembling an inversely proportional function.

Moreover, it is possible to verify that the effect of the formal intrinsic rewards most produced in the military is the sense of recognition (60.8%). This result corroborates some topics covered in the theoretical part, which emphasizes the increased sense of recognition in workers, caused by intrinsic rewards. Immediately after, motivation (39.6%), satisfaction (34.4%), justice (19.7%) and gratitude (14.3%) stand out. In contrast, the negative effects were considerably lower, revealing that the military generally has positive feelings about the formal intrinsic rewards in the GNR. However, indifference ranks first among the negative effects (12.1%), highlighting the lack of appreciation that is attributed to these rewards by the military.

In order to facilitate the treatment and analysis of the results, we kept the informal intrinsic rewards grouped into four categories as addressed in the theoretical part. The «autonomy and responsibility» was distinguished as being the one most granted to the military of the sample, obtaining an average value of  $\bar{x} = 3.34$ . This proves to be quite beneficial as this reward provides increased identification of the military with the GNR. This is followed by «participation in decision making» ( $\bar{x} = 3.03$ ), «positive feedbacks» ( $\bar{x} = 2.97$ ) and lastly the least given to the military is «training, development and career progression» ( $\bar{x} = 2.88$ ). The fact that this reward comes in the last place may lead to the removal of the military, since any worker yearns to have the opportunity to develop professionally. Finally, we obtained an average value of  $\bar{x} = 3.05$ , referring to the four categories of informal intrinsic rewards.

Through the questions we intend to make a comparison and confront the valorization of the military in relation to the formal versus informal intrinsic rewards, as well as the importance attributed by them. It is essential to perform the average obtained from items that evaluate formal intrinsic rewards ( $\bar{x} = 2.94$ ) and items that evaluate the informal component ( $\bar{x} =$

4.23). These values show that the appreciation of the GNR military is considerably higher than the informal intrinsic rewards, as well as their importance. These results are in line with the literature review, as these informal and improvised forms of recognition have more impact and are more motivating than a medal or a praise, for example.

## 7.2. Organizational Commitment of the Military

To measure the organizational commitment of the military was used the «Organizational Commitment Scale of Meyer and Allen» (1997), called «Organizational Commitment Questionnaire» (OCQ), duly adapted to the portuguese context by Nascimento *et al.* (2008), and with the necessary changes to be used for the GNR conjuncture, in order to suit the target audience. Maintaining the consideration of organizational commitment as a multidimensional construct, each of its three components was measured using a subscale: affective commitment subscale, instrumental commitment subscale and normative commitment subscale. Each subscale is made up of «statements representative of the specific dimension being measured» (idem:118), consisting of six, seven and six items, respectively, for a total of 19 items.

The six items that measured the affective component of impairment reached a mean value of  $\bar{x} = 3.76$ . Then, the normative component ( $\bar{x} = 3,18$ ) is marked and, finally, with a lower value, the instrumental component ( $\bar{x} = 3,00$ ).

Considering the percentage of responses, and in the case of the subscale of affective organizational commitment, most subjects provide a response in the sense of agreement with the statements. On the contrary, in the case of instrumental and normative organizational commitment, the response tendencies are not so pronounced, becoming dispersed along the scale of «totally disagree» to «totally agree».

In addition to this, and since each individual experiences the three forms of commitment, but to different degrees, it is important to note which component each of the military has most evidenced and to a greater degree. Thus, we found that about 60.9% of the sample (303 military) has the most developed affective component, which reveals special importance in the organizational context of GNR. This importance comes from the fact that the affective component has strong positive relationships with organizational performance and results, given that

individuals actually have the will and intentions to remain in the organization, as a result of their identification with it. Allied to this, the affective-bonded military tends to reduce occurrences of turnover, absenteeism, and intentions to look for other alternatives.

Regarding the instrumental component, 19.3% of the sample (96 military) present this more developed component, instead of the affective and normative component, being the component considered with the most harmful consequences on the organization's performance. This value reflects that, about one fifth of the sample, maintains the link with GNR for mere necessity and also for the lack of employment alternatives that meet or exceed the benefits that are achieved through this organizational affiliation. Thus, these military personnel do not feel any propensity to adopt behaviors beneficial to the organization, impairing its performance.

Regarding the normative component, this is the least evident in the sample's military, namely 11.6% (57 military). This component does not produce as positive effects as the affective, however, does not entail the inconveniences generated by the instrumental or calculative component, so the ideal would be that this component should manifest immediately after the affective, something that did not happen in this particular case. This result reveals that this percentage of the military feels a moral obligation to belong to the organization, as if it were a proof of loyalty, derived from the influences, on the one hand, organizational, and on the other, family and cultural.

It should also be noted that some military personnel showed an equal degree of commitment in two distinct components, simultaneously (affective and instrumental; affective and normative; instrumental and normative), however, the percentage relative to these cases was not significant.

### **7.3. Direct Effects**

In order to materialize the associations between variables, we use Pearson's correlation coefficient ( $r$ ).

#### **7.3.1. Direct Effects between Formal Intrinsic Rewards Received by the Military and Organizational Commitment**

Regarding the variables «formal intrinsic rewards received» and «affective organizational commitment» the results point to the existence of a significant

positive relationship ( $r = 0.231$ ;  $p \leq 0.05$ ), revealing that if one of them increases (or decreases), the other also increases (or decreases). We also found a significant positive relationship, although less intense, between the first variable and normative impairment ( $r = 0.136$ ;  $p \leq 0.05$ ). It is verifiable that, by analyzing each of the formal intrinsic rewards separately, the praises revealed significant positive relationships with the affective and normative components of commitment ( $r = 0.283$  and  $r = 0.159$ ;  $p \leq 0.05$ , respectively), as well as the medals ( $r = 0.203$  and  $r = 0.139$ ;  $p \leq 0.05$ ), and the correlations obtained in the praises are of greater intensity. Thus, we understand that praises are the formal intrinsic reward that has the greatest relationship with the affective component of commitment, and that an increase in the number of praises of the military generates an increase in their affective commitment.

#### **7.3.2. Direct Effects between Informal Intrinsic Rewards Received by the Military and Organizational Commitment**

The results point to the existence of direct effects between the «informal intrinsic rewards» received and the affective ( $r = 0.438$ ;  $p \leq 0.05$ ) and normative ( $r = 0.330$ ;  $p \leq 0.05$ ) organizational commitment, presenting in both cases, a significant positive direct effect. Compared to the effects made earlier, we found that the frequency with which military personnel receive informal intrinsic rewards is more related to the affective and normative components of commitment rather than the formal rewards. As discussed throughout this research, the affective component is one that has strong direct effects with employees' motivation and, consequently, with the beneficial organizational results that are achieved. Allied to this, also the normative component generates organizational advantages, not so much as the affective one, but considerably more beneficial than the instrumental or calculative one. With this in mind, and in view of the relevance of the existence of affectionately and normatively committed military personnel to the GNR, the promotion and stimulation of informal intrinsic rewards to the GNR military is highly noteworthy, given that the increase in these rewards on the day daily, it translates into an increase in affective and normative organizational commitment.

After a comprehensive analysis of informal intrinsic rewards has been carried out, it should be done from an individual perspective. Thus, we found that, among informal intrinsic rewards, «training, development and progression» is the one that has the highest

relationship with the affective ( $r = 0.442$ ;  $p \leq 0.05$ ) and normative ( $r = 0.359$ ;  $p \leq 0.05$ ) of the commitment, which presents a significant positive relationship with greater intensity in the first component. Given this evidence, one of the ways to foster the affective component of commitment focuses on increasing the frequency with which GNR military personnel are subjected to opportunities for training, development and advancement throughout their careers. However, all of the informal intrinsic rewards presented, without exception, have a great bearing on the affective as well as the normative commitment of the military.

#### 7.4. Path Analysis

We turned to IBM SPSS Statistics 25 for calculating linear regressions between variables. Impact assessment contributes to learning and knowledge creation about a given context, directly influencing future decision making. In this particular case, we performed a path analysis to verify that the two independent variables (1 - «received formal intrinsic rewards»; 2 - «received informal intrinsic rewards») are able to predict the organizational commitment of the GNR military, subdivided into their three components: affective, instrumental and normative.

##### 7.4.1. Path Analysis for the Dependent Variable «Affective Organizational Commitment»

We can note that 20.6% of the variation that occurs in affective organizational commitment is explained by the two independent variables ( $R^2 = 0.20653$ ). This percentage reveals that, through the GNR reward system, the affective organizational commitment of the military varies by 20.6%, and the remaining 79.4% are explained by other variables. Given the many factors that contribute to an individual's commitment to their organization, we can consider that 20.6% is a high result and should be taken into account. Of the two independent variables studied, the one that has the

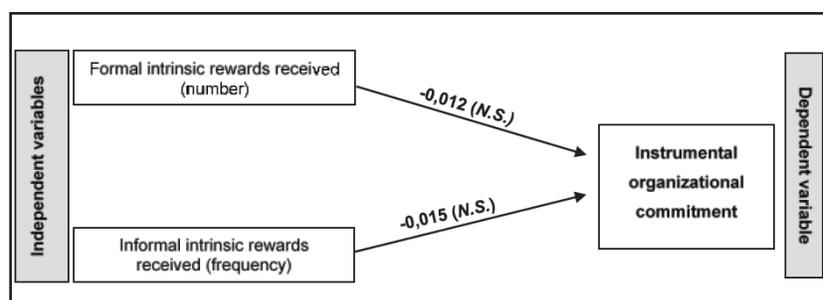
greatest impact on affective organizational commitment is the frequency with which the military receives informal intrinsic rewards (0.406; *Sig.* 0.000), that is, the frequent granting of this type of reward to the GNR military, has a greater impact on the affective component of the commitment.

The affective component of commitment is the one with the greatest variation that is explained by the reward system in place at GNR. Thus, individuals who maintain a bond with their organization tend to develop their affective component more if they are given more regular rewards, especially informal intrinsic rewards. Since affective-compromised individuals are more emotionally connected and, consequently, more identified with their organization, they hope to create a social exchange with it, obtaining rewards through various modalities, which promote and strengthen their relationship and identification with the organization. GNR in this case. Increased recognition of the military and, of course, the intrinsic rewards granted to them will keep individuals who are already emotionally compromised and possibly increase their degree of affective commitment.

##### 7.4.2. Path Analysis for the Dependent Variable «Instrumental Organizational Commitment»

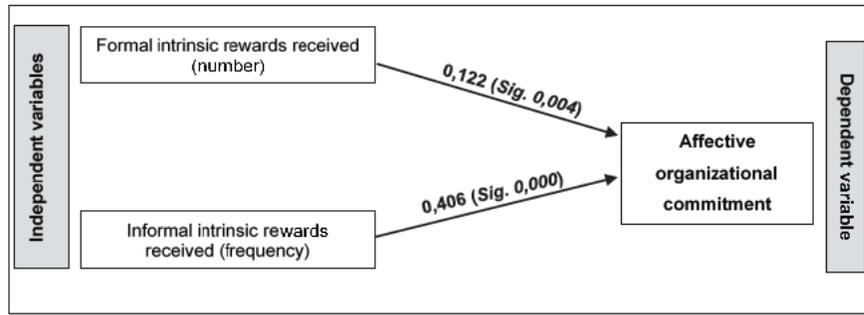
We can see that the rewards received by the GNR military, formal and informal, do not explain or predict any variation in instrumental or calculative organizational commitment ( $R^2 = 0.000$ ). Both independent variables have no impact on the instrumental or calculative component, and the results are not significant.

Contrary to the affective component, it is expected, and we have confirmed from the results obtained, that the GNR reward system has no impact on individuals with the most developed instrumental or calculative component. This is because these individuals do not



**Figure 4:** Path analysis for the dependent variable «affective organizational commitment»

Source: Authors elaboration.



**Figure 5:** Path analysis for the dependent variable «instrumental organizational commitment»

Source: Authors elaboration.

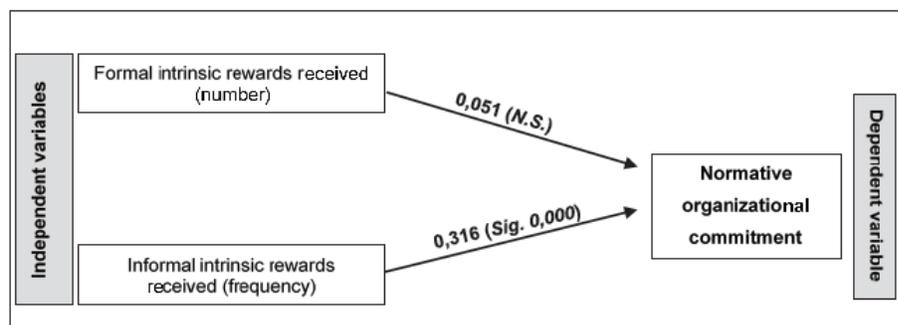
have an emotional connection with the GNR, and only maintain their organizational bond due to the lack of alternatives and damage that would arise if they abandoned it. Thus, these military personnel do not expect to make any exchanges with the organization, nor to receive intrinsic rewards that, as we have addressed, are aimed at increasing respect and recognition of workers. That is to say, the military that emphasizes the instrumental or calculative component, perform its work and its tasks, in order to reach only the minimum objectives that are required to them, and therefore, do not value the intrinsic rewards granted to them by the GNR. It should be noted that these individuals appreciate the extrinsic, monetary rewards.

**7.4.3. Path Analysis for the Dependent Variable «Normative Organizational commitment»**

Regarding the normative organizational commitment, it suffers a variation of 11.1%, which is explained by the formal and informal intrinsic rewards received by the military ( $R^2 = 0.111$ ). This variation is lower than the variation that occurs in the affective component of commitment (20.6%), however, confirms and highlights that intrinsic rewards have an impact only on the affective and normative components of organizational commitment.

**7.5. Answer to Research Questions**

Concerning question one: «In what ways can the GNR military be rewarded intrinsically?», the answer is as follows: The GNR military can be rewarded intrinsically in two ways: formally and informally, both of which aim to highlight relevant conduct of the military. The first modality does not have a standardized approach, with each organization determining the most appropriate mechanisms. Still, it is distinguished by its public recognition, generally being held in formal ceremonies where awards, medals or diplomas are given. In the specific case of GNR, formal intrinsic rewards materialize in commendable references, praises, merit licenses, distinction promotions, and medals. On the other hand, informal rewards are usually given daily to the military in order to cement trust and improve relations between hierarchical superiors and subordinates. Most of the time, the meaning attributed by workers to this type of rewards is greater and more meaningful, generating more positive results for the worker and for the organization itself. Thus, we have identified in the literature the main examples of informal intrinsic rewards, such as: (1) transmission of positive feedbacks; (2) granting autonomy and responsibility in the tasks; (3) allowance



**Figure 6:** Path analysis for the dependent variable «normative organizational commitment».

Source: Authors elaboration.

for training, development and career advancement opportunities; and (4) participation in decision making.

As for question two: «What is the intrinsic, formal or informal reward most valued by the GNR military?», this can be answered through the results obtained in the questionnaire, which showed that the appreciation of the military over informal intrinsic rewards is, clearly superior to their appreciation of formal intrinsic rewards.

Concerning question three: «What are the different components of organizational commitment presented by the GNR military?», we can infer that, as a result of the literature review, the military may experience three distinct components: affective, instrumental and normative, respecting the multidimensional model of the three components of organizational commitment. Moreover, through the questionnaire applied to the 497 military, it was possible to draw certain conclusions about their organizational commitment, such as which of the above mentioned components is most experienced by the military. Thus, as a result of the analysis of the results obtained, the majority of the sample's military highlights the most developed affective component (60.9%), followed by the instrumental or calculative component (19.3%) and, finally, the normative component (11.6%).

Regarding question four: «What is the relationship between the formal intrinsic rewards received by the GNR military and their organizational commitment?», we found that there are significant positive relationships between the formal intrinsic rewards received and the affective and normative components of organizational commitment. These relationships show that the increase in formal intrinsic rewards received by the military, consequently, produces an increase in affective and normative commitment, and the relationship is of greater intensity for the affective component. Analyzing the formal intrinsic rewards individually, we conclude that the praises and medals are the ones that have the highest relationship with the commitment components mentioned above, highlighting the praises for the fact that they have the greatest positive relation to the affective component.

Concerning question five: «What is the impact of GNR's formal intrinsic rewards on the military's organizational commitment?», it can be answered based on the answers provided by respondents to the questionnaire. From the results, we can see that the formal intrinsic rewards received by the GNR military

only impact on the affective organizational commitment, since for the other components, the impact is not significant.

Concerning question six: «What is the relationship between the informal intrinsic rewards received by the GNR military and their organizational commitment?», which is formally similar to question four, the results obtained reflect that there are significant positive relationships between the informal intrinsic rewards received and the affective and normative components of commitment, and the intensity of the relationship is higher for affective commitment. In addition, and from an individual perspective, «training, development and progression» was the informal intrinsic reward most closely related to both components.

Through question seven: «What is the impact of GNR's informal intrinsic rewards on the military's organizational commitment?», formally similar to question five, we found that informal intrinsic rewards have an impact on affective and normative commitment, with greater impact intensity for the affective component. That is, informal intrinsic rewards are capable of predicting or explaining some of the variation in the affective and normative commitment of the GNR military.

Finally, the answer to the central question becomes possible: «What is the impact of GNR reward systems on the military's organizational commitment?». This is based, in the first instance, on the theoretical framework and, *a posteriori*, the results obtained through the questionnaire. First and foremost, the generic impact assessment between two variables needs to be clarified. The impact translates into the resulting long-term effects that one variable produces on another variable (Instituto da Cooperação e da Língua [ICL] 2013). This assessment is especially important because, in this specific case, it helps to verify if the GNR reward system is one of the explanatory causes of the military organizational commitment.

The conclusion that emerges from this scenario could contribute to future decisions regarding the existing GNR reward system, as well as restructuring and intervention in this context. In the first phase, the answer to this question begins with the understanding of some concepts included in the theoretical framework, namely the understanding of reward systems and their composition: extrinsic and intrinsic rewards.

As discussed at the beginning of the textual part, we confined the core of the investigation to intrinsic rewards by merely framing extrinsic rewards. We then identified the two modalities of workers being intrinsically rewarded, namely formal intrinsic rewards and informal intrinsic rewards, which are common to the GNR military.

Formal intrinsic rewards, in the specific case of GNR, materialize through: praises, merit licenses, distinction promotions and medals. On the other hand, the informal intrinsic rewards identified in most organizations are: the transmission of positive feedbacks; the granting of autonomy and responsibility; permission before training, development and progression opportunities; and participation in decision making.

After this division, we found that the GNR military tends to value informal rather than formal intrinsic rewards. Then, the other variable is elucidated: organizational commitment. This is composed of three components, with the GNR military showing more in the affective component, followed by the instrumental or calculative, and finally, the normative. After clarifying the main terms discussed throughout the research (reward systems and organizational commitment), the various relationships and impacts between variables should be realized in order to draw interesting conclusions.

Through the correlations between variables, we found that the formal and informal intrinsic rewards present significant positive relationships with the affective and normative components of organizational commitment, and in both situations, the relationship with the affective component is more intense<sup>80</sup>. In addition, relationships showed higher values for informal intrinsic rewards. Given the calculated linear regressions, we find that the impact presented by formal intrinsic rewards is distinct from the impact shown by informal ones.

Regarding the formal intrinsic rewards, they explain an impact on the affective component of the commitment, while the informal ones have an impact on the affective components, with greater intensity than the impact produced by the formal ones, and also on the normative component of the commitment.

## 8. CONCLUSIONS

As a final reflection, we propose a tool that presents itself as an aid and a contribution for the superiors to

know how to make their subordinates more committed, that is, making their affective and normative components of commitment more developed through reward systems of the *Guarda Nacional Republicana*.

First, and considering all research, hierarchical superiors should be concerned with increasing intrinsic rewards in the careers of their subordinates rather than extrinsic rewards. Indeed, we have found that it is generally agreed that intrinsic rewards are a source of motivation and promote the identification of the military with the *Guarda Nacional Republicana*.

In the second instance, these rewards should be granted, but should not be trivialized or vulgarized. Intrinsic rewards must be understood by the *Guarda Nacional Republicana* military as something special, relevant and demanding in order to reinforce its exceptional character. Otherwise, they tend to be undervalued and the source of motivation and identification they initially represented is no longer verified.

Last but not least, and reflecting the results derived from the practical part of the present investigation, hierarchical superiors should emphasize informal intrinsic rewards, particularly by promoting them to their subordinates on a daily basis when they prove deserving. According to the results obtained, the informal intrinsic rewards are the most valued by the military of the *Guarda Nacional Republicana* and they present greater relation and impact with the affective and normative components of the commitment.

It is noteworthy that from the 497 respondents, we concluded that more than half have the most evident affective component, representing a considerably positive result for the *Guarda Nacional Republicana*, as it brings the most beneficial organizational results. However, there is still a considerable percentage of military personnel with the most developed instrumental or calculative component, generating harmful attitudinal and behavioral reactions to the organization.

It is in this sense that the tool described above is crucial: firstly, to keep the military who are already emotionally compromised and, secondly, to make the military engaged instrumentally into military affective engagements. The realization of this tool also reflects the practical utility of research for the *Guarda Nacional Republicana*.

## 9. CHALLENGES FOR FUTURE RESEARCHES

Although the present research has provided theoretical and practical implications, it appears as the starting point for further research in this area, extending it to other geographical areas and, of course, to other Units, with a view to generalizing them to all the *Guarda Nacional Republicana's* military. Moreover, this research focused solely on the impact that a practice of Human Resource Management (the reward systems) has on the military's organizational commitment, and it would be interesting and useful to conduct further investigations that focus on other practices, such as «The Impact of the *Guarda Nacional Republicana* Performance Appraisal on the Organizational Commitment of the Military».

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