GPESS – Gestão de Pessoas

THE INFLUENCE OF HUMAN RESOURCES MANAGEMENT POLICIES AND PRACTICES ON THE FORMATION OF BRAZILIAN CHAMBER OF DEPUTIES EFFECTIVE EMPLOYEES' ORGANIZATIONAL IDENTITY

ABSTRACT

In a world of multiple identities, organizations are increasingly present in people's lives. Thus, the contemporary context demands that workers feel a sense of identification with their organization, and that it becomes part of their own personal identity. In this way, this research aims to identify the influence of human resources management policies and practices on the formation of organizational identity, a model as yet unexplored in the context of public organizations. The chosen sample was comprised of active employees in the Brazilian Chamber of Deputies. Confirmatory factor analysis was used to test the models, and regression analysis was used to the test of relationships between variables through structural equation modeling. It was concluded that involvement policies are predictors of organizational identity. The results provide a diagnostic tool for managers to plan human resources policies and practices that effectively add to the formation of the organizational identity of their employees.

Keywords: Organizational identity; Human resource management policies and practices; Confirmatory factor analysis; Structural equation modeling; The Brazilian Chamber of Deputies.

RESUMO

Em um mundo de múltiplas identidades, as organizações estão cada vez mais presentes na vida das pessoas. Assim, o contexto contemporâneo exige que os trabalhadores tenham um sentimento de identificação com sua organização e que ela se torne parte de sua própria identidade pessoal. Dessa forma, esta pesquisa visa identificar a influência das políticas e práticas de gestão de pessoas na formação da identidade organizacional, um modelo ainda pouco explorado no contexto das organizações públicas. A amostra escolhida foi composta por funcionários da ativa na Câmara dos Deputados. A análise fatorial confirmatória foi utilizada para testar os modelos e a análise de regressão foi utilizada para testar as relações entre as variáveis por meio da modelagem de equações estruturais. Concluiu-se que as políticas de envolvimento são preditores da identidade organizacional. Os resultados obtidos fornecem uma ferramenta de diagnóstico para os gestores planejarem políticas e práticas de gestão de pessoas que contribuam efetivamente para a formação da identidade organizacional de seus colaboradores.

Palavras-chave: Identidade organizacional; Políticas e práticas de gestão de pessoas; Análise fatorial confirmatória; Modelagem por equações estruturais; Câmara dos Deputados.

INTRODUCTION

The current professional context influences organizations to rethink the way they conduct their activities, including human resources management (ARMSTRONG, 2014) since people are protagonists in the process of achieving greater outcomes (BOUDREAU; LAWLER, 2014; DEMO, 2016; LEGGE, 1995). In this manner, the concept of Human Resources Management (HRM) is related to a comprehensive and coherent view about all the ways people are engaged with organizations (ARMSTRONG, 2014).

For Chen (2011), the values and practices used by the organization, including those related to HRM, are positively related to organizational identity (OI), which is indicated as a predictor of increasing competitive advantage. For Ravasi (2016), the relations between the constructs OI, organizational culture, and organizational image affect the dynamism of organizational identities and, as a consequence, the ability to achieve positive results. Moreover, studies have presented evidence of the relationship between HRM and group identity (TATAW, 2012) and of HRM practices as facilitators for identifying employees with new companies resulting from fusions (SMITH; CUNHA; GIANGRECO; VASILAKI; CARUGATI, 2013).

The term OI has been used by different groups of scholars to refer to organizational constructs of distinct levels of analysis (WHETTEN, 2006). Thus, some authors study it as a feeling of identification shared among individuals belonging to some organization and some others understand it as an identity established by the organization's leadership. For the purposes of this study, the first definition will be used, aiming to understand OI as an expression of the perceptions of the individuals about the meaning of the organization (NASCIMENTO, 2014; NASCIMENTO; TORRES; ADAID-CASTRO, 2015).

LITERATURE REVIEW

The literature review revealed few studies on the relationship between OI and public organizations. Machado-da-Silva and Nogueira (2001) studied aspects related to OI in Brazilian customs control and in the Paraná state telephonic company, which was later privatized. Breit (2014) studied OI discursive practices in a public organization in Norway. Marra, Fonseca, and Marques (2014) analyzed public servants' OI during the process of administrative reform that occurred in the state of Minas Gerais' public service. Nascimento et al. (2015) analyzed the professional identity of Federal District Military Police, addressing, secondarily, OI. Evans (2015) studied the connections among OI, competition, and strategy in public radio organizations in the United States.

This study examines the relationship between HRM policies and practices and OI formation, an issue that few have yet to explore in the national context, constituting, for this reason, a pioneer model in Brazil. For this purpose, the HRM policies and practices utilized herein are those included in the six great policies described in the model proposed by Demo (2016): Recruitment and Selection; Involvement; Training, Development and Education; Work Conditions; Compensations/Rewards; and Competency-Based Performance Appraisal.

The locus was the Brazilian Chamber of Deputies (BCD), a legislative house that has existed since 1823, which has the institutional mission of "representing the Brazilian people, creating laws, and supervising public administration, with the purpose of

promoting democracy and national development with social justice" (CÂMARA DOS DEPUTADOS, 2017).

The reason for choosing the BCD as the object of research is due to the absence of studies about the relationship between HRM policies and practices and OI in the public sector. In this regard, considering the existence of the three powers in Brazilian public administration (executive, legislative, and judiciary) and three levels of government (federal, state, and municipal), the BCD may be highlighted as the largest institution in the federal legislative power, in which the Federal Senate and the Court of Auditors of the Union are also included, thus demonstrating the relevance of this study.

Given the scarcity of studies about the relationship between HRM policies and practices and OI, and having found support in the literature regarding the possibility of this relationship, the following research question is proposed: do HRM policies and practices influence OI in the public sector? As such, considering the relevance of OI and the importance of effective HRM strategies in organizations, this research aims to identify the influence of HRM policies and practices on the OI of BCD effective employees. In order to achieve this general objective, the following specific objectives are proposed: test the confirmatory validation of measurement models for the variables in this study, and test the structural model that predicts HRM policies and practices regarding the OI of effective BCD employees.

The relevance of this study is in the contribution to the empirical research in the area of HRM strategic management, especially in regards to the investigation of OI, a variable which is still being analyzed in an incipient way. Moreover, this study contributes to the scientific production about antecedents and consequents of HRM policies and practices, with the relation with OI being pioneer.

With regard to the research locus, it is also important to highlight the innovative contribution of the present study to the public sector, considering the prevalence of studies addressing the private sector for the two variables. During the last years, the following empirical studies on HRM policies and practices were published: Demo (2010); Silva, Mello, and Torres (2013); Costa, Borges, and Barros (2015); Dias and Borges (2015); Duarte and Duarte (2015); Jesus and Rowe (2015); Lima and Silva (2015); Maccali, Kuabara, Takahashi, Roglio, and Bohes (2015); Onuma, Zwick, and Brito (2015); Reis, Freitas, Martins, and Oliveira (2015); Camargo, Pereira, Grzybovski, Lorenzon, and Beltrame (2016); Marques, Borges, and Almada (2016); and Matoso, Coraiola, and Roglio (2016). However, with regard to OI, only two studies were found: one that investigates the relationship between general organizational practices and OI (NASCIMENTO, 2014) and another that addressed the role of HRM policies and practices in the construction of OI in a private company (BEZERRA; DEMO; FOGAÇA, 2016).

By addressing the existing relationship between these variables, the present study seeks to contribute to the existing body of research with the academic production in the fields of human resources and organizational behavior, allowing the theoretical maturation of OI. With regard to managerial aspects, this research may be useful to the organization studied since the results may be used as input for the decision-making process. With the diagnostic of what the main HRM policies and practices able to strengthen the OI of its employees are, the BCD may act to improve its management, fomenting the effective achievement of several organizational objectives (RIKETTA, 2005; RIKETTA; VAN DICK, 2005; VAN DICK, 2004). Moreover, the current research may also contribute with other public organizations that seek more efficient HRM policies and practices models in order

to foster their OI and, as a result, to strengthen the commitment and cooperation ties between their managers and employees (EDWARDS, 2005).

METHOD

This study adopts OI as a dependent variable and the following HRM policies and practices as independent variables: recruitment and selection; involvement; training, development, and education; working conditions; competency-based performance appraisal; and compensation/reward (DEMO, 2016). This is a descriptive explanatory study. In order to reach the proposed objectives, we used a survey. The time horizon of this paper is cross-sectional since the data was collected during one period in time (MALHOTRA, 2012).

In reference to the characterization of the organization studied, BCD is the oldest Brazilian federal legislative house (SENADO FEDERAL, 2017). The legislative power performs basically three roles: to represent the Brazilian people, to legislate on issues of national interest, and to supervise the application of public resources. The Brazilian legislative power is composed of the Chamber of Deputies (which represents the Brazilian people); the Federal Senate (which represents the states and the Federal District); and the Court of Auditors of the Union (which assists the National Congress with control activities and external supervision (CONSTITUTION OF THE FEDERATIVE REPUBLIC OF BRAZIL, 1988, article 44).

In the current work, the population is composed of the 3,081 BCD permanent workers, whose employment relationship with the institution established after passing a competitive public examination. Our sample is characterized as non-probabilistic chosen by convenience (adhesion). The data were collected through printed questionnaires. The sample was chosen by convenience since members of the population were chosen based on their availability to take part in the study and willingness to offer the necessary information (HAIR; BABIN; MONEY; SAMOUEL, 2007).

We used path analysis to verify the prediction between the variables, which corresponds, according to Hair et al. (2007), to a method that uses bivariate correlations to estimate the relationship in a structural equations model. In this way, it is important to select a minimum sample that has statistical power greater than 0.80 (COHEN, 1992) in the case of behavioral sciences. Using the software G*Power 3.1 and considering the predicting variable HRM policies and practices, with 6 factors, medium ES, 6 predictors and statistical power of 95%, we obtained a minimum sample of 146 subjects.

Kline (2011) states that, for simple models with a few variables, as in the case of this research, an average sample between 100 and 200 subjects is the minimum recommended to use path analysis (also known as Structural Equation Modeling – SEM). According to the author, considering 28 observations and 28 parameters – which means, zero degrees of freedom – there is a just-identified, recursive model, appropriate for a SEM test through the maximum likelihood criterion (KLINE, 2011).

In this sense, we estimated a total sample of about 300 subjects in order to assure the attainment of a minimum sample of 146, with a relative safety margin in the data treatment phase. After the subjects were selected, the research was conducted through printed questionnaires and applied individually to 302 subjects.

With the objective of conducting a descriptive analysis, data processing started by the verification of frequency distribution. Soon after, the procedure listwise deletion was

used to conduct the analysis of missing values, eliminating questionnaires with blank items (TABACHNICK; FIDELL, 2013). No data loss was reported. The Mahalanobis distance method (TABACHNICK; FIDELL, 2013) was used for the detection of possible outliers. After this analysis, nine outliers were eliminated, with a final sample of 293 subjects, well above the minimum sample of 146 subjects.

In the sequence, tolerance values (which were greater than 0.1) and variance of inflation factor – VIF – (inferior to 5.0) values were analyzed, which demonstrates that the data did not present problems of multicollinearity or singularity for the researched sample (MYERS, 1990). Finally, the assumptions for the use of multivariate analysis were verified (HAIR; BLACK; BABIN; ANDERSON; TATHAM, 2009). Normal probability and residual plots were created in order to verify data normality, linearity, and homoscedasticity, according to the recommendations of Field (2009). All the assumptions were confirmed.

The final sample consisted of 293 subjects who met the statistical criteria mentioned above. It was submitted to mensuration and structural analysis. Structural equation modeling was used considering the maximum likelihood method. For this reason, multivariate normality was also assessed (MARÔCO, 2010) using AMOS software, reporting no problems ($|Sk|<3$ e $|ku|<10$).

Our chosen research instrument, a questionnaire, was divided into three parts: two scales of measurement, the Human Resources Policies and Practices Scale (HRPPS) and the Organizational Identity Scale (OIS), both with evidence of validity and reliability, as well as a demographic and functional information section.

The HRPPS is an enhanced and more comprehensible version (with more policies) of the Perception of People Management Policies Scale (PPMPS), developed and validated by Demo (2008). The first version of the HRPPS, with 6 factors and 40 items, was validated in Brazil by Demo, Neiva, Nunes, and Rozzett (2012). With an even better adjustment in the confirmatory validation, the same number of factors, and now with 32 items, the HRPPS was validated in the US by Demo and Rozzett (2012). The reduced version of the HRPPS translated by Demo (2016) was the version used in this research. The instrument adopts a 5-point Likert scale (in which 1 represents *strongly disagree* and 5, *strongly agree*) in order to evaluate how much the respondent agrees with the sentence. The HRPPS has an explained variation of 58%.

The OIS, by Mael and Ashforth (1992), has been largely used to assess organizational identification due to its reliability and evidence of validity in several countries (RIKETTA, 2005). The authors supported the unidimensionality of all 6 items that constitute the instrument and found good internal consistency, with an alpha of 0.85 (MAEL; ASHFORTH, 1992). In addition, further studies corroborated the high levels of reliability. In the national context, the scale was adapted and used by Nascimento (2014), also finding satisfactory results ($\alpha = 0.89$). Therefore, the scale translated and adapted by Nascimento (2014) was used for the objectives of this study.

Path analysis with AMOS was used in order to verify the relationship between the variables of the study, using the maximum likelihood criterion, whose main function is to specify and estimate models of linear relationship between the variables (KLINE, 2011). It was also chosen for being a robust method to estimate normality violations (HAIR ET AL., 2009), thus why it is the most used method.

RESULTS

In order to test the measurement models of latent variables in this study with their confirmatory validation, we used confirmatory factor analysis through structural equation modeling (SEM), method of maximum likelihood estimation (HAIR ET AL., 2009). Based on this, the confirmatory validation of each model will be presented in the next subtopics.

Evidence of confirmatory validity of the HRM policies and practices model
The final structure of the HRPPS covered 29 items, keeping the factorial solution of 6 factors of the original structure – validated in Brazil and in the US (DEMO ET AL., 2014) –, and excluding 3 items because they showed factorial charge inferior to 0.5, which contributed to a bad adjustment of the model (HAIR ET AL., 2009). The data allow us to affirm that the multifactorial structure has a good adjustment level since all the parameters fulfill Kline's (2011) recommendations: NC (CMIN/DF) = 2.08; CFI = 0.90; and RMSEA = 0.06.

Moreover, three correlations between the errors were added, according to the modification index suggestions: E5 and E6, E7 and E8, and E12 and E13. The main justification for these correlations may be found in the theoretical approximation since the correlations between error terms are in the same factors. The correlation between errors E5 and E6 – regarding the items HRMPP05 (the BCD announces to the candidates information regarding the stages and criteria of its selection process) and HRMPP06 (the BCD communicates to the candidates their performance at the end of its selection process) – appears to be quite clear because it refers to the need for transparency in the selection process, which strengthens recruitment and selection policies, especially in the context of public contest procedures (RAMOS, 1998).

The correlation between errors E7 and E8 – regarding items HRMPP07 (the BCD cares about my well-being) and HRMPP08 (the BCD treats me with respect and attention) – also reveals a clear and direct relationship since it comprehends important practices of involvement referring to the employees' psychological and physical well-being and their quality of life at work (TOLFO; SILVA; LUNA, 2009).

Finally, the correlation between errors E12 and E13 – regarding items HRMPP12 (in the BCD, collaborators and their bosses experience a constant exchange of information for the good performance of their functions) and HRMPP13 (in the BCD, bosses demonstrate a climate of understanding and confidence to their collaborators) – demonstrates the proximity between two important involvement practices that enhance the organizational climate (BISPO, 2006).

Jöreskog's rho was used to analyze the reliability of the six HRMPP factors because it is a more precise reliability measurement tool than Cronbach's alpha for structural equation modeling since it is based on factorial charges and not on the observed correlations between the variables (CHIN, 1998). The factor *recruitment and selection* resulted in $\rho = 0.83$; *involvement*, $\rho = 0.89$; *training, development and education*, $\rho = 0.79$; *working conditions*, $\rho = 0.60$; *competency-based performance appraisal*, $\rho = 0.85$; and *compensations/rewards*, $\rho = 0.80$. These values may be considered quite satisfactory since Jöreskog's indices must be superior to 0.7 (CHIN, 1998).

Therefore, the results demonstrate that the HRPPS provides evidence for reliability and internal and external validity, considering that this six-factor structure was tested four times, with different samples and in different contexts and cultures: Demo et al. (2012); Demo and Rozzett (2012); Costa, Demo, and Paschoal (2017); and the validation conducted in this research. Thus, it is possible to affirm that the HRPPS constitutes a

reliable operational measurement tool to be used in organizational diagnosis and relational studies.

Evidence of confirmatory validity of the OI model

Considering that the confirmatory factorial analysis aims to test the extent to which given variables are representative of a concept/dimension, revealing the adjustment of the model and of the researched sample (FIGUEIREDO; SILVA, 2010), no items presented low charges (< 0.5). In this way, the final structure of the OIS covered 6 items, retaining the original unifactorial structure. The analysis of the indices revealed that the scale has a good fit because all the parameters meet Kline's (2011) recommendations: NC (CMIN/DF) = 2.94; CFI = 0.98; and RMSEA = 0.08.

The factorial charges of the confirmatory validation items varied between 0.62 and 0.89, revealing the quality and adjustment of the scale as good (HAIR ET AL., 2009). Moreover, in order to improve the achieved adjustment, the modification index (MI) was also analyzed according to Kline (2011). The MI between the variables OI01 (when somebody criticizes the BCD, it is as if they were criticizing me personally) and OI04 (when somebody praises the BCD, it is as if they were praising me personally) was high and significant. For this reason, a double arrow was inserted between the errors of the variables OI01 and OI04, indicating a positive correlation between these items, which effectively are related because, although they address opposing concepts (criticizing and praising), both affirmations refer to external opinions related to the organization and to the intensity of its influence on the individuality of the employee (MACHADO, 2005; ÉSTHER; SILVA; MELO, 2010).

The reliability of the unifactorial structure of the OIS was also analyzed utilizing Jöreskog's rhô, which revealed ρ = 0.88, indicating a very successful index (CHIN, 1998). Therefore, it may be concluded, based on the collected data, that the OIS has validity and reliability, and it can be used in scientific and managerial studies as a tool for diagnosis.

Structural model for prediction between HRMPP and OI

Finally, we tested the structural model for HRMPP prediction in the OI. We applied the structural equation model using regression analysis with maximum likelihood estimation. Regression analysis is preferred instead of path analysis when several independent variables are tested as predictors of only one dependent variable (HOYLE, 1995).

By the regression indices obtained in the analysis of the researched information, it is possible to conclude that the only predictors of OI were the factors *involvement* and *compensations/rewards* (p < 0.05). However, the isolated analysis of involvement and compensation/reward policies reveals that involvement has a stronger influence on the OI, maintaining the correlation with compensations/rewards, as demonstrated by Figure 1.
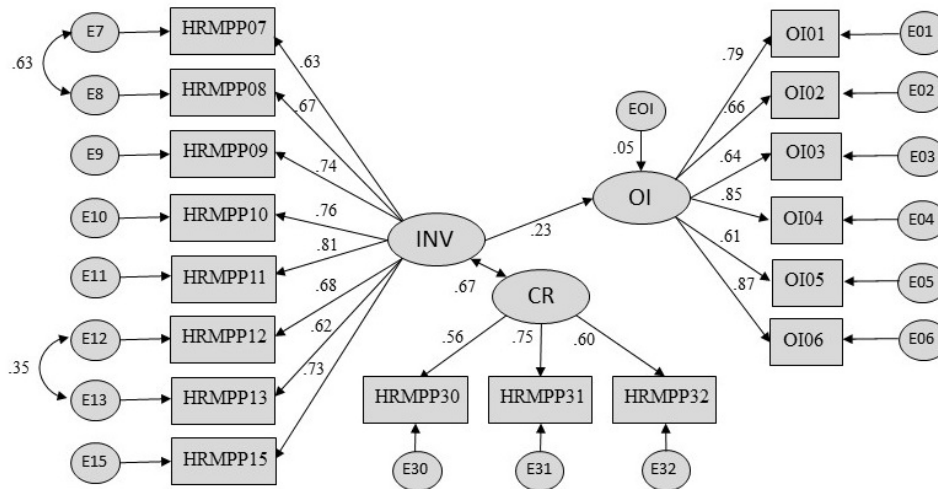
Figure 1. Confirmatory analysis model of the factors involvement and compensations/rewards on OI.
Note: χ² (8) = 234.468; p < 0.001; NC = 2.039; CFI = 0.95; RMSEA = 0.06.
Source: own construction.

Figure 2 synthesizes the results of the regression analysis, revealing the quantity of the variance of the dependent variable (organizational identity), which is explained by the independent variable *involvement* (R^2 = 5.5%). The result may be considered a small effect size because R^2 < 13% (COHEN, 1992).
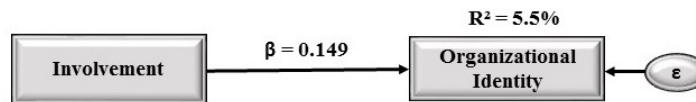

Figure 2. Synthesis of the prediction model.
Source: own construction.

In view of the results indicated, involvement policy is related to organizational identity, among other factors that constitute HRM policies and practices. It can be deduced that involvement practices have more flexibility and are more likely to be applied to the public sector, consequently providing a greater margin of action and greater influence on employees.

Therefore, as the results of this research point out, the practices related to involvement policies constitute antecedents of organizational identity. It can be surmised that organizational managers, in order to foster organizational identity among their collaborators, should: give special attention to planning and implementing these practices, be that to stimulate participation or to intensify communication; leverage continuous recognition and feedback; provide respectful treatment while worrying about the welfare of collaborators; keep an atmosphere of comprehension and confidence among subordinates and peers; promote integration among collaborators; adapt collaborators to their positions; give autonomy to the performance of tasks and to decision-making; keep coherence between managerial speech and practice; and also, emphasize the construction of interpersonal relationships that result in better organizational climate (SIQUEIRA, 2008; ULRICH ET AL., 1991).

Considering study limitations and recommendations for future research, this study represents an initial step towards the proposition and investigation of new relationships between variables. It also contributes, although limitedly, to studies in the field of organizational behavior by combining variables from the administration area (HRM policies and practices) and organizational behavior (organizational identity). For that matter, further research is needed in order to validate or refute our results. Multi-method studies incorporating qualitative analysis may be conducted because they provide methodological triangulation, which allows a better understanding of the phenomenon.

The data collection in a single period also constitutes a limitation of this study. For this reason, it is recommended that future studies use longitudinal data, in addition to samples from different public organizations in distinctive government spheres and public powers. Other studies in private organizations and in the third sector are also welcome since they present specificities. Finally, it must be considered that, because it was conducted in a single institution, this research may have been influenced by factors related to the organizational culture, which produce interpretation biases regarding the items in the scales used.

Having in mind that this study proposed the confirmatory validation of two research instruments with good psychometrical properties (HRPPS and OIS), the invitation to the validation of these instruments in new studies remains open, with the objective of further improving the obtained adjustment indices and providing greater indications of external validity to the scales. It is also expected that this study foster the diffusion of the confirmatory factorial analysis as a measurement technique in the field of strategical human resources management, as well as the expansion of the structural equation modeling because reliable and valid measurement tools, allied to advanced techniques for data treatment and statistical analysis constitute fundamental elements towards the advancement of scientific knowledge.

In summary, despite the limitations presented, the main objective of this study was achieved, revealing the influence of involvement policies on the formation of organizational identity. In this way, the more employees perceive their managers' efforts to involve them, the more they will tend to have their organizational identity strengthened; that is to say, the organization will have more importance for their personal identity. Therefore, further studies on the antecedents of organizational identity could contribute to the improvement of the wellbeing of employees, bringing better results to the organization and, ultimately, to citizens, since the Brazilian Chamber of Deputies is considered to be the "House of the People", which must represent their rights and interests, and should be a stage for effective **management with people**.

CONCLUSION

This study contributed to the advancement of knowledge in the fields of human resources management and (micro) organizational behavior, filling a significant gap identified in the literature since studies addressing the relationship between the perception of HRM policies and practices and organizational identity in Brazilian public administration institutions were not previously found. Furthermore, important topics for business management were addressed, contributing to the yet incipient literature on the subject, especially in the case of OI.

Another academic contribution of this study consisted of the confirmatory validation of two research instruments, which obtained good psychometric indices: The Human Resources Policies and Practices Scale (DEMO ET AL., 2014) and the Organizational Identity Scale (NASCIMENTO, 2014), facilitating the conduction of relational studies based on reliable measurement tools with internal and external validity.

It should be emphasized that this study was conducted in a public sector institution, more specifically of the Legislative Power at the federal level, being therefore innovative because of the prevalence of related studies in the private area, both for policies and practices of human resources management and organizational identity.

Finally, it should be highlighted that the topic addressed by this paper is relevant and current, considering the need for efficiency in the provision of public services (GOMES; GUIMARÃES, 2013), the great importance of the legislative activity for the whole Brazilian society (CAMARGOS; SANTOS; VILARINHO, 2017), as well as the need for improvement of the institutional image of the Brazilian Chamber of Deputies (CUNHA, 2006). Therefore, strategic management enhancement (GUIMARÃES; SCHWARTZ; SOUZA; MELO; TEIXEIRA, 2012), with specific focus on HRM policies and practices, allows the achievement of superior levels of performance through the strengthening of the organizational identity of its employees (MACHADO, 2005). For this reason, we can highlight the social contribution of this research to Brazilian citizens in general, who are the "clients" of the services and projects provided by the institution.

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