



ORGANIZATIONAL COMMITMENT IN THE PUBLIC SECTOR: REVIEW AND RESEARCH AGENDA

COMPROMETIMENTO ORGANIZACIONAL NO SETOR PÚBLICO:
REVISÃO E AGENDA DE PESQUISA

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Abstract

The main objective of this study is to analyze the scientific production on organizational commitment in the public sector in Portuguese and English, covering a twenty one-year period (1997-2017). The focus was on empirical studies in both languages, around the world, in all continents. For this study journals of administration and psychology were considered, using data bases and papers from the ANPAD. 122 articles on organizational commitment were identified, with 3,761 citations. Analyses were performed with three foci: production during this period; article contents, with its contributions, limitations, and tendencies; and the network of citations among the countries. The results indicate that the number of studies is increasing, especially from 2010 to 2015, and a little decrease in 2016 and 2017. Also, the limited interaction of Portuguese-language production and English-language production was verified. Therefore, an agenda of research was suggested to overcome limitations.

Keywords: Organizational Commitment. Public Sector. Bibliometric Study.

Resumo

O principal objetivo deste estudo é analisar a produção científica sobre comprometimento organizacional no setor público em português e inglês, cobrindo um período de vinte e um anos (1997-2017). O foco foi em estudos empíricos em ambas as línguas, em todo o mundo, em todos os continentes. Para este estudo foram consideradas revistas de administração e psicologia, utilizando bases de dados e artigos da ANPAD. Foram identificados 122 artigos sobre comprometimento organizacional, com 3,761 citações. As análises foram realizadas com três focos: produção durante esse período; Conteúdo do artigo, com suas contribuições, limitações e tendências; e a rede de citações entre os países. Os resultados indicam que o número de estudos está aumentando, especialmente entre 2010 e 2015, e com um pequeno decréscimo em 2016 e 2017. Além disso, verificou-se a interação limitada da produção em língua portuguesa e da produção em língua inglesa. Portanto, foi sugerida uma agenda de pesquisa para superar as limitações.

Palavras-chave: Comprometimento organizacional. Estudo bibliométrico. Setor público.

Introduction

Organizational Commitment (OC) research seeks to understand different topics, like antecedents and consequents, if it has one or more type or components, how the behavior of the employees is related to this construct, or even the arena where it takes place, the private or the public sector, among others. In fact, the domain of OC as a field of study is in constant evolution, because, as we are about to observe, there are some models, for example, that try to explain how the process occur. Thus, as it becomes a growing theory, many researchers in different countries are studying this phenomenon. According to Bastos et. al (2014), the different approaches of this theory must be discussed, and the managerial process, specifically in the public sector, must be rethought.

In this scenario, with a more incisive vision about the public sector, in a parallel way, the development of the studies, like the OC, gains highlights. That is, the study of organizational links took center stage in the field of organizational behavior discipline, in a tradition dating back to the 60's (BASTOS et. al, 2014), at the public sector, begins to gain a breath, especially on the last twenty years.

Thus, it is important to observe that the agendas of research of organizational behavior has always been, and still are, in a constant growth. The turning point on the point of view, that is, an interest on the public sector, takes place, at the middle of the 2000's, when many countries adopt the New Public Management (NPM), and then, the Post-New Public Management (P-NPM) (VIGODA-GADOT; MEIRI, 2008). It means that both bring perspective of the private sector, to the public one, like the development of the performance, as one of the consequences of the OC, and the delivery of products and services to the citizens, among other characteristics (COHEN, 2016).

Vogel (2014) reminds us that studies that focus exclusively on either public or private organizations, tend to fail when it comes to comprehending the mixed governance of contemporary economy and society. Thus, it is important to study and understand both realities, giving no prominence to one or to the other.

Stazyk, Pandey and Wright (2011) affirm that OC in public organizations is an important tool, as it contributes to various aspects, such as the development of employee performance. Lizote, Verdinelli and Nascimento (2017) affirm that organizational commitment has been considered as a key element for the public sector, in the search for excellence in the provision of services. Therefore, we may verify that this perspective goes in the

same way of the precepts of the NPM e do P-NPM, that is, aspects of private organizations may and ought to be applied on the public organizations, although Moldogaziev and Silvia (2014) affirm that there are gaps between these two realities.

Starting from this point, when the public administration offers a range of services, it is important that its agents remain committed, so that the organization remains competitive, even in a reality where there is a lot of organizational change. Thus, the process of hindering or facilitating organizational commitment should be viewed as an essential management tool currently (ARRAES et al., 2017).

We must indicate that before and after an economic crisis, which includes the public sector, it is necessary to comprehend the employee commitment. Therefore, during a period like that, Markovits et al. (2014) have found that in Greek economic crisis, the affective and normative commitment decreased the levels. When it comes to continuous commitment, there were no difference across that period.

Some studies have brought the perspective that the manifest level of Organizational Commitment in the public sector is lower than in the private sector (ZEFFANE, 1994). In this way, it proves to be increasingly important to study such construct, specially when it is observed this discrepancy.

In a recent study Meyer, Morin and Wasti (2017) researched the influence of an economic crisis over the commitment of employees in different cultures. It is extremely relevant, if we consider that it is a scenario that includes distinct countries, including Brazil. The authors have found that in periods like that, the economic crisis can have a negative impact, like reduced job, satisfaction and increased stress. They also found that HRM practices, like training opportunities and performance appraisal, were less favorable following the crisis than before. However, the field of the research is the private sector and as suggestion, for future studies, the public sector ought to be considered.

It is important to observe that the organizational commitment has a significant impact on the organization and when it comes to the public sector, it is no different. If we consider the correlation of this construct with job satisfaction, for example, we may verify that when the employees are satisfied with their job, there is a tendency for a greater commitment, leading to better performance. But, in turn, if the public servant verifies that he is at work to follow orders or that is better to be there only based on an analysis that is better to be there, than outside, because

of personal investments, there will be less satisfaction and consequently lower performance (LIZOTE; VERDINELLI; NASCIMENTO, 2017).

The commitment of an employee with the place where the work takes place is extremely relevant. Tummers et. al (2016) affirm that eudaimonic concepts, such commitment are being used increasingly. Thus, the authors bring us the idea that the OC can be beneficial for public employees and their clients. This way, for public employees, to be committed means a feeling of a vitality and energy at work, and it can be related to a better mental health. And for the users of the public system, this positivity of the worker, may affect the feeling and emotions of the citizens.

The production of bibliometric studies using the OC as a field of discussion is not new, there are at least four articles that can be highlighted in Portuguese-language (BASTOS et. al., 2014; COSTA; BASTOS, 2014; DEMO, 2003; MEDEIROS et. al, 2003). The production released out of Portuguese-language region (MEYER; ALLEN, 1997; MEYER et. al, 2002; MOWDAY, 1998), must be highlighted as well. We also must highlight that Pinho and Oliveira (2017), have studied the organizational commitment in the public sector, but only in the Brazilian scenario. It is remarkable that analyzing the bibliometric and the meta-analysis studies, it was verified that in none of them, the focus is to demonstrate the field in Portuguese and English language. That is, one of the contributions of the present paper is to investigate the OC in this scenario.

According to what was related until now, it can be observed that the organizational commitment is a construct still under construction (PINHO; ROWE; BASTOS, 2015), what demonstrates the necessity of studies focusing the understanding of the phenomenon. The same way, it is also important to reinforce the importance of the investigations in the public arena. This way, the present study establishes an analysis of the OC research in the period of twenty-one years (1997 – 2017), in Portuguese and English language, in all continents, in the public sector.

That is, our objective is to comprehend this phenomenon, investigating the tendencies, the most utilized models and the worldwide scenario of the research in OC, specifically in the public sector.

This paper is organized in three sections. First, we discuss what OC treats, and the distinct models adopted. Second, we present the methods, including procedures and sample. The other section treats about the results. Finally, we discuss the results, limitations and perspective for future researches.

Literature Review

When it comes to OC, it is important to inform that there are two main conceptions, but others are import in the construction of this theoretical field. At the same hand, as a construct that is in a continuous change, by the fact that is constantly researched, it has a lot of definitions and different points of view. In turn, two different approaches domain the discussions, the attitudinal and the behavioral. Meyer and Allen (1991), bringing their point of view, proposing a three-component model of OC, affirming that their model is composed by the two approaches and their complementary relationship. So, the authors use the term OOC to a psychological state, and the term “behavioral commitment” to persistence, referring to commitment.

According to Simosi (2012), Meyer and Allen’s (1991) framework is one of the most used concepts in OC studies. In this framework, employees are considered to be subject to three different forces, in the form of three mindsets: Affective Commitment (AC), which refers to the emotional attachment of the employee to the organization, accepting and internalizing their goals and values; Continuance Commitment (CC), which refers to the perceived cost associated with leaving the organization; and finally, Normative Commitment (NC), which refers to the feeling of obligation to continue with the organization (MOLDOGAZIEV; SILVIA, 2015).

This way, Meyer and Allen (1991) conclude that the most appropriated way to consider the AC, CC and NC is as components, instead of types, of commitment. To emphasize this point of view, it is reasonable to expect that an employee may feel the three components, in different degrees of intensity (CAO et.al, 2015).

But as Simosi (2012) alerts, the three-component model of OC has been criticized, specially the scale used to its studies. One of the criticisms is the fact that the AC and CC are unstable as structures, as found at the Vandenberg and Self’s (1993) study of employees during the first six months of performance of activities. Therefore, depending on the career stage on the organization, the employee may have different conceptual meaning of the OC.

Solinger, van Olffen and Roe (2008), in turn, reinforce the point that the three-component conceptualization is the dominant, in OC research, but as Simosi (2012), affirm that this model is inconsistent and the normative, affective and continuance commitment, cannot be considered components of the same attitudinal phenomenon.

As it is normal to appear different point of views, it is

important to observe that, as already said, there is another main different concept of the Organizational Commitment, and it was designed by the studies of Mowday, Porter and Steers (1979). Johnson (2012), describing this concept, affirms that it refers to the bond of the employee to the organization.

The other main concept in OC, stems from the work of Mowday et al. (1979). Johnson (2012) affirms that the attitudinal approach refers to the bond of the employee to the organization. Thus, here OC is the individual strength of the identification of the employee with the organization. Three different factors characterize this concept, namely, the acceptance of the values and goals of the organization, the desire to put forward a considerable effort for the organization, and finally, the desire to remain an employee of the organization (MOWDAY et al., 1979).

Therefore, as we can see, unlike what occurs in the three-component model, this concept has only one dimension. Another difference between the models is the fact that this one, designed by Mowday et al. (1979) has an attitudinal approach (ROCHA; HONÓRIO, 2015; BALSAN et. al, 2015; CANTARELLI; ESTIVALETE; ANDRADE, 2014; RODRIGUES; BASTOS, 2013; COSTA; FILENGA; SIQUEIRA, 2012).

Through this concept, commitment cannot be looked at as a mere passive loyalty of employee to the organization. Thus, organizational commitment should be seen as an active relationship, where workers tend to give something to them, in order to contribute to the organization. And as it is has an attitudinal approach, the actions and perceived behaviors are as important as believes and individual opinions (MOWDAY et al., 1979).

Thus, we may consider the Organizational Commitment as social bond formed between the employee and the organization, composed by an affective component, which predisposes to a set of behaviors, like proactivity, participation, extra commitment and defense of organization (MENEZES, 2009).

Even with a great regard of this theory, there is a criticism to be made of the attitudinal perspective that its conditions incorporate employees' psychological states and then behaviors. In turn, the behavioral perspective takes as its starting point behavior that by its conditions leads employees to another behavior or a psychological state, might form another behavior (MEYER; ALLEN, 1991; PAIVA and MORAIS, 2012).

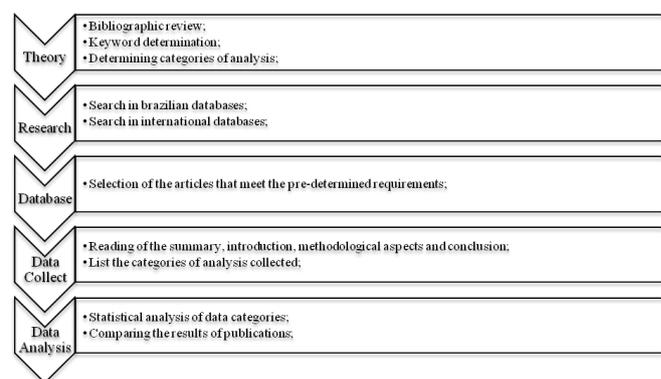
Methodological Procedures

Bibliometric studies are used to explain and to interpret behavior in certain areas of knowledge, with the intention of observing objects, agents, products and contexts (CRUMPTON et. al, 2016). Such studies use a set of mathematical and statistical tools to analyze the object of research (PINTO; SERRA; FERREIRA, 2014). They are also used to account for numbers of publications, authors, trends in a given subject or discipline, and main theories, in a specific period of time (CRUMPTON et al., 2016; FRANCO, 2016; PINTO et al., 2014; SIERRA; CARMONA, 2016).

Public administration research suffers from a lack of theoretical and methodological rigor, when compared to organizational studies (VOGEL, 2014). Bibliometric studies reinforces the scientific character of the field, as they use statistical analysis, based on the aggregation and reorganization of citation data gathered from scholarly journals (VOGEL, 2014).

So, we have adopted a quantitative research using bibliometric techniques for data collection and analysis. Thus, in order to achieve the objectives proposed here, five stages had to be developed, as we can see in Figure 1.

Figure 1 . Methodological Steps



Source: data survey

In this study, we have adopted certain criteria for our bibliometric study: articles should be about OC in the public sector, in its various types; should be published in Portuguese or in English language, in the last twenty-one years, that is, in the period 1997-2017. To achieve this

objective, data collection was based on bibliometric techniques. The sample of articles was drawn utilizing data-bases: for Portuguese we had access to the ANPAD archives, SCIELO, SPELL, rPOT, and GOOGLE SCHOLAR; for English language we used the Wiley Online Library and Sage Publications; for both languages we had accessed the *Portal de Periódicos da CAPES*. Those were chosen because they are references in the area of organizational behavior in Brazil and in English-speaking countries and by their range. These sources have been used by multiple scholars, used by other studies (BASTOS et al., 2014; CRUMPTON et al., 2016; MEDEIROS et al., 2003; PINTO et al., 2014).

We drew the data from the journals selected using the following procedure. The choice of the sample is based in quality criteria, that is, observing the impact factor of the journals published out of Brazil. In turn, in Brazilian production, it was used the index criteria of the *Coordenação de Aperfeiçoamento de Pessoal de Nível Superior* (CAPES) evaluation and the importance of the ANPAD at this country. Therefore, we have searched and have found articles, with impact factor from 2.5 to 4.2 and Qualis CAPES, from B2 to A2.

As already said, the research on these databases has covered twenty-one years of published articles, between 1997 and 2017. The searched words include “organizational commitment”, “public sector”, “organizational linkage” and their variations in English and Portuguese language. It was made using titles, abstracts, and keywords. Using these criteria, we have found thesis, dissertations, notes and articles, but only these last one were selected. 60 different journals were found, so that we can highlight the American Public Review of Public Administration, with 9 publications, in English language, and the RAP, with 5 articles, in Portuguese language and the ANPAD production, as annual meeting, with 29 papers. Every paper was, then, read, to observe if it fits the purpose of this research. Hence, some of them were eliminated of the sample. The final result is composed by a sample of 122 papers: 45 in English language and 77 in Portuguese, which differs from Pinho and Oliveira (2017), that have used different sources. It is interesting to inform that all of these samples have cited 3,761 different references. And as can be seen later on, twenty of them stand out.

To analyze the 122 selected articles, it was created standard procedures for extraction and classification of relevant information, as we can see in figure 2. The MS Excel was utilized for a quantitative analysis.

Figure 2 . Categories used for the analysis of the data

Categories									
Year of publication	Journal	Country	Related constructs	Professional Categories	Qualitative or quantitative approach	Number of people researched	Type of instrument used	Main results	Concept of OC Utilized

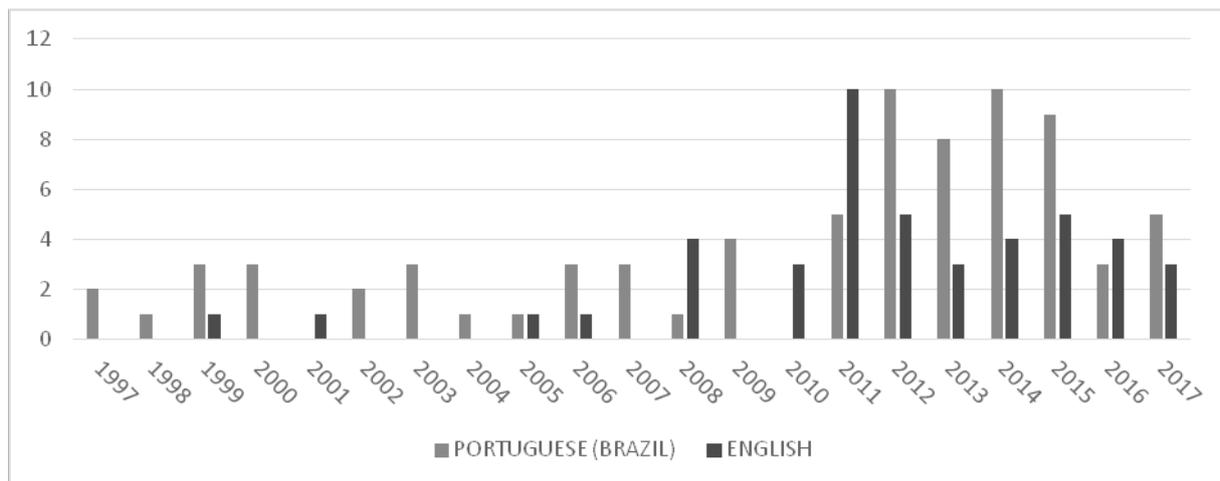
Source: Data Survey.

To strengthen the adoption of these procedures, Bastos et al. (2014) affirm that the bibliometric study is supported by quantitative and qualitative data. The quantitative characterizes the analyzed articles using statistical and mathematical procedures, like frequency. In turn, the qualitative describes the contributions, limits, trends and problems that were faced, aiming to elucidate the theoretical strengths and weakness and methodological of the sample.

Results

The results obtained are structured in the following way: first, scientific production on OC in the public sector is presented with the intention of showing the behavior of this field during the period examined. Second, the word cloud generated by language. Third, the network of citations of the papers are reviewed, noting countries with the ten most cited works and presenting an analysis of the collected data. Fourth, an analysis of the themes of the papers is presented with its contributions.

Figure 3. Publications Frequency



It is not our intention to compare the production between both languages, especially by the fact that we have use a different source of data in Portuguese that we haven't used in English language, which was the ANPAD production. Thus, according to the collected information, the first important result to be noted is the number of publications during the last twenty one years among the journals searched: 122 in English and Portuguese has not yet been embraced by the scholarly community in this area. Finally, as we can see, the frequency has increased from 2011 to 2015, but also decreased in 2016 and 2017.

Santos and De Domenico (2015) have demonstrated that organizational commitment is one the most studied outcomes of person-organization fit. It may explain the fact that this topic is generating new surveys in the field of organizational behavior. In turn, the continuous interest on the public sector, guided by the development of the of the NPM, allied to the search of performance, makes the OC moves forward on new paths (COHEN, 2016). Thus, public servants have become one of the targets on this field.

Research on organizational behavior, more precisely in organizational commitment is increasing. When it comes to the public sector there is still a shortage in production (LIZOTE; VERDINELLI and NASCIMENTO, 2017). As we can observe, in Figure 3, there is a timid growth in studies in this area.

In Brazil, according to the Brazilian Planning Ministry (*MINISTÉRIO DO PLANEJAMENTO, ORÇAMENTO E GESTÃO*, [MPOG], 2016), in the last ten years, the number of people working for government has increased ten percent, and the investment with this group, in the same period, has doubled. Therefore, the interest on this public follows the same paths.

Corroborating the results of Bastos et al. (2014), we found the most utilized method are the quantitative, with 79.5%; qualitative, 11.4%; and qualitative quantitative, 9.1%. Only 12.3% of the sample used interviews as an instrument. The other 87.7% utilized scales to collect the data. It is important to indicate that all articles have an empirical approach, in English and Portuguese language.

The 122 articles in our sample used a total of 3,761 references. In Table 1 we show the top 10 most cited works. Meyer and Allen's (1991) work has the largest number of citations, followed by Mowday et al. (1982), which discusses employee organization linkage. Meyer and Allen (1997) is the third most cited work.

Table 1 . Most cited papers and network of countries

Paper	%	Country where was cited
Meyer; Allen (1991)	61.4	Australia, Brazil, Denmark, Ghana, Greece, Holland, India, Israel, Italy, Jordan, Nigeria, Portugal, Santa Lucia, South Korea, Uganda and USA
Mowday; Porter; Steers (1982)	45	Brazil, China, England, Ghana, Greece, Holland, India, Italy, Romania, South Korea and USA
Meyer; Allen (1997)	39	Australia, Brazil, England, Ghana, Greece, Holland, Italy, Portugal, Romania, Santa Lucia and USA
Meyer; Herscovitch; Topolnytsky (2002)	36	Australia, Brazil, China, Denmark, Greece, Holland, India, Indonesia, Nigeria, South Korea, Uganda and USA
Mathieu; Zajac (1990)	32.7	Brazil, China, England, Holland, India, Israel, Jordan, Santa Lucia, South Korea, Uganda and USA
Becker (1960)	31.1	Brazil, England, Uganda and USA
Wiener (1982)	23.7	Australia, Brazil and Nigeria
Mowday; Steers; Porter (1979)	23.7	Australia, Brazil, England, Ghana, Holland, India, Portugal and USA
Meyer; Herscovitch (2001)	23.7	Brazil, Denmark, Ghana, Greece, Nigeria, Santa Lucia, South Korea and USA
Bastos (1994)	22.1	Brazil

Source: Data survey

These 10 papers were then used to analyze production among the countries that were represented in this study. From the data collected, examining papers from Australia, Brazil, Canada, China, Denmark, England, Ghana, Greece,

Holland, India, Indonesia, Israel, Italy, Jordan, Nigeria, Portugal, Romania, Santa Lucia, South Korea, Uganda, United States,. This procedure provides some important information about the arrangements that configure this field and may help to identify the characteristics of the scientifically identified production. For example, papers from Brazil cite all the most 10 most cited works. This is an important information, which shows that researchers in this country are open to and interested in all forms of data. However, the Brazilian productions cited, basically, by articles published inside the country.

It is important to emphasize that Brazilian production have demonstrated great quality. Many papers are published in journals with excellent impact factors, with methodological rigor, however the disclosure is restricted inside the country. The data indicate that there is a necessity of greater publication of articles in journals outside. This situation may change in the next few years, due to Brazilian journals are stimulating the production in English language.

The results of this analysis suggest that some works are still a reference for the area, even after a long period of time, and their ranges is quite large, reaching many cultures and countries. In turn, some productions are cited only within their own countries. This may demonstrate a language barrier, and also, that Brazil utilizes information and expertise from abroad, expanding its international scientific research network.

It can be observed that, at least one country on each continent has researchers interested in understanding the commitment of its public servants. Another tendency found in the research is the investigation of antecedents, with 53.3% of works showing interest in this subject and 17.2% showing interest in the consequents. There was also found six that examined both, representing 6.5%. The most prominent issues are organizational justice and organizational restructuring. What draws attention is the growing interest in understanding the generational phenomenon.

The three-component theory is the most utilized and that the quantitative methodological is the dominant. The most cited scale is the instrument developed by Allen and Meyer (1990), with 33% of the sample. It is important to affirm that this scale was adapted and validated to different cultures, as we have observed. Other questionnaires were utilized, as well, like the OCQ, by Mowday et al. (1982) and the EBACO, by Medeiros (2003).

In this scenario some guidelines appear with regard to OC in the public sector: 1) intensification of studies is

necessary for a greater demarcation of constructs in this field to become possible, recalling that investigations in the private sector already show a great deal of scope; 2) greater caution is needed in relation to the use of scales and interviews, to make research tools more reliable; 3) studies of normative and the continuance commitments ought to be developed, especially in the English language, following the trend of the three-component model, which is most cited theory; 4) an enlargement of research consequents in OC is necessary, observing the necessity of each culture and each organization; 5) qualitative researches should be developed to comprehend the meaning OC in the public sector, from the point of view of the workers and not only that of the researchers or even that which is found in the literature; 6) an agenda should be created to increase Brazilian production in English, to make possible a greater disclosure to other languages and cultures.

Conclusion

The present study was guided by question: how is the scenario of the Organizational Commitment in the scientific production in Portuguese and English production? The results that were presented, helped to answer this question, thus meeting the general objective of the research, that was to analyze the scientific publication about the Organizational Commitment in journals that publish in Portuguese and English language around the world. First of all, one of the specific objectives was to verify the evolution of the publications along the period of twenty-one years. As we observed, specially from 2010 to 2015, there is an increasing of the number of articles discussing the researched subject. But, in the last two years, this index has been decreasing. In the same way, it was possible to verify that 60 journals have published about the subject, indicating a gradual interest of the scientific community in the phenomenon. Therefore, we suggest that it is necessary for this field, to be consolidated, to maintain the constant increase in publication.

Another specific objective, was to verify the number of publications in each language. Thus, when we observe, both studied realities have been increasing, but when it comes to the insertion of studies from one language in the other, there is a huge imbalance. All the most 10 cited studies in English language were present in Portuguese publications. The reverse, in turn, was not found. On the contrary, since there was no incidence in the opposite reality. It may indicate that there is a certain barrier of language, because the production in Camões language are considered of great quality, as can be verified by the

impact factor of the journals. To overcome this situation, we suggest that more Brazilian productions be released in English language, since it is currently the most sought and used in scientific production.

Analyzing the adopted methodological procedure, we observed that there is a huge prevalence of the quantitative approach. When it comes to the last two years, (2016 and 2017), no paper using the qualitative approach were found. This panorama is present in both languages, but in English is more incisive. Therefore, we may conclude that there is a predominance of the quantitative studies, but for research in this field to advance, it is also necessary to carry studies with different approaches, such as qualitative or even mixed, especially in English language publications. We also suggest further qualitative research, using different techniques of data collection and data analysis. For example, no study using the focus group was found, which indicates an innovation in the research. When it comes to the analysis, the content analysis may be considered.

The studies that explore the normative and the continuance commitments ought to be developed, especially in the English language, following the trend of the three-component model, which is most cited theory. In Portuguese language production, there are some samples, but are still shown as a small quantity, especially the normative commitment. In its turn, we observed that the organizational commitment studies focus, basically, on their attention in the researches of its antecedents. Thus, it is necessary to reinforce the studies of the consequents in OC, observing the necessity of each culture and each organization. Other different professions or occupations should be considered for future studies. Similarly, issues such as mental health must be related to the OC, in view of the theoretical gap that exists on this subject. Therefore, the study, for example, of the mental health of managers with a high level of organizational commitment is an option.

Finally, it was possible to identify that in English and Portuguese language production, the fields of studies vary widely. As the main objective is to analyze the public sector, the research points that in Portuguese language there is a predominance in studies focusing the OC of the professionals that work with higher education institutions. In the same way, the bank branches are another field of research in this language, just like other civil servants, as police officers. By the way, in English language, these professionals are the most targeted. Future studies may explore the intention of the choice of the sample, considering the reality of the cultures of the countries where the studies were developed. It is necessary to cover a larger field of action of professions in the public sector,

so that, it will be possible to better understand the scenario, in both languages.

It is also necessary to indicate researches in OC that consider the change in the world of work. Although the focus of this study is the public servants, all sectors are impacted by the modifications in our society. As demonstrated before, the P-NPM requires different postures of organizations, leading to consider objectives that were not part of the routine of the public sector. Another point is the increase in life expectancy and with the consequent increase in retirement time. That is, with these changes in work relations, with greater time of contribution of the workers, besides the precariousness of the working conditions, with the possibility of outsourcing the activity, it becomes relevant to understand the phenomenon of OC in this context.

The present study brings us, as contribution, a quantitative analysis of the publications about Organizational Commitment in the public sector in the last twenty-one years in journals of administration, public administration and psychology, focusing the evolution of the scientific production, the methodological approaches adopted, the most researched fields of activity and the insertion of one language in the other.

It was developed a research encompassing a diversity of thematic axes related to the OC, offering a panorama of the scientific production in this field in the last twenty-one years. Therefore, based on which was found, some suggestions have been made, aiming to achieve a wider range of fields in the public sector where the OC can be studied, pointing to themes, sectors, methodologies or even concepts that are being less explored and need more attention. Thus, this study contributes to the research of the OC demonstrating the limits of the construct, especially in the public sector, and showing possible paths that may help to develop the studies of the Organizational Commitment, contributing to the advancement of the theme.

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