ORGANIZATIONAL VALUES, PERSONAL VALUES AND JOB SATISFACTION AND THE INFLUENCE OF THESE CONSTRUCTS IN THE WORKPLACE ENGAGEMENT: AN ANALYSIS FRAMEWORK PROPOSAL FOR THE PUBLIC SERVICE

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Abstract:
The Workplace Engagement theme is still little studied, especially regarding research seeking the analysis of organizational micro behavior in public service. The main objective of this work was to propose a framework to assist in the analysis of workplace Engagement of public servers as an antecedent of the relationship between organizational values, personal values and job satisfaction. This study is justified by the guaranteed stability in the legislation issue, and by the cultural social matter involved, since the individual when approved in a public career contest, usually remains in the same institution until retirement. So, it is legitimate, and even ethical, seek to analyze this relationship. The proposal was supported by a national and international literature review. Finally, it is expected that the resulting model is able to predict workplace engagement of Brazilian civil servers and collaborate to the diagnosis and analysis of organizational micro behavior.

Keywords: Workplace Engagement; Job Satisfaction; Organizational Values; Personal Values; Public Service.

VALORES ORGANIZACIONAIS, VALORES PESSOAIS E ENGAJAMENTO NO TRABALHO: INSTRUMENTO DE AVALIAÇÃO NO SERVIÇO PÚBLICO BRASILEIRO

Resumo: O estudo tem por objetivo verificar o impacto dos valores organizacionais e dos valores pessoais, no engajamento dos servidores públicos brasileiros. O quadro teórico de referência é sustentado por meio de uma revisão de literatura que busca delinear a área do comportamento organizacional e o modelo teórico que apresenta a visão ontológica do trabalho. Trata-se de uma pesquisa eminentemente quantitativa, de posicionamento funcionalista, com delineamento descritivo e de cunho dedutivo. Serão adotados procedimentos estatísticos como Análise Fatorial Exploratória e Confirmatória bem como regressões uni e multivariadas, dentre outros. Como unidade de análise estarão instituições públicas, e como população da pesquisa os servidores públicos de diferentes esferas (federal, estadual e municipal), de diversas áreas de atuação (educação, saúde e segurança). Os resultados pretendidos se voltam para a compreensão do microcomportamento organizacional no serviço público brasileiro, área ainda insipiente de pesquisas que leva em consideração suas especificidades, por meio de instrumento validado.

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Palavras-chave: Administração Pública; Comportamento Organizacional; Valores Organizacionais; Valores Pessoais; Engajamento no Trabalho

1 INTRODUCTION

The public sector has been changing over the past few years. This has stimulated the increase of expectations of its modernization in society (Orborne & Gaebler, 1994; Bellone & Goerl, 1992; Moore, 1995) and the attention of many researchers to understand the possible outcomes, see for instance Morris and Jones (1999), Caruana, Ewing and Ramaseshan (2002) Diefenbach (2011) and Meynhardt & Diefenbach (2012). Particularly in Brazil, this phenomenon occurs from its redemocratization, when a search for revitalizing the action of the State is identified. This happens both in terms of attempting to improve public service performance, as in creating new relationship patterns with society (Paula, 2005; Motta, 2007; Andion, 2012).

This modernization process of the State, witnessed over the past decades, has been associated with behavioral and managerial concepts, imbued with inherent concepts and practices and, until then restricted to the private organizations domain. (Carvalho, Oliveira & Silva, 2013). Nevertheless, difficulties and challenges are observed in inserting these new practices and, part of them occurs due to the maintenance of many traditional characteristics of public management (Motta, 2007), which exposes contradictions in organizational behavior.

Silva and Fadul (2010) state that organizational behavior plays an important role in understanding the performance in public organizations. This occurs mainly when interventions in the legal, cultural and managerial institutional dimensions are considered, proposed from the State reform of 1995, which is also known as management reform. As pointed out by these authors, the cultural dimension - among which organizational behavior can be found (Schwartz & Bilsky, 1987; Tamayo & Schwartz, 1993; Borges, Argolo, Pereira, Machado & Silva 2002) – especially, it is highlighted in the State Reform Master Plan, since it is pointed out as an essential element for the success of the redefinition of spaces and roles of the State proposal, and the resulting public organizations management transformation.

According to Deal and Kennedy (1988), values define a common direction for all workers of a company and strongly influence organizational behavior. Values constitute the fundamental component of the identity of an institution (Tamayo, 2008). According to Katz and Kahn (1978), norms, roles and values are among the main components of an organization. While norms express collective expectations and roles prescribe and define behavior forms, values act as integrating elements, as they are shared by the group.

It is important to note that the values of an organization only effectively exist in the minds of its members (Oliveira & Tamayo, 2004). In other words, the values listed in the statements of intent of private sector organizations, or in the laws that guide the institutions of the public sector, do not have any effectiveness if these are not felt by the group working there. These values contribute to classify action guiding collective principles, to define organizational culture (as part of this) and to explain individual behavior in the organizational setting (Almeida & Sobral, 2009).

Personal values can be understood as principles, concepts, thoughts and beliefs that define what is important and essential for the individual (Nelson & Lucchi, 2014). The system of values of each individual can be found in many facets of one's life, manifesting through choices and how it relates in society. Maurino and Domenico (2012) explain that personal values can also be considered as motivational goals that express targets that individuals want

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to achieve in their lives. (for instance, being a public worker). While personal values accomplishment in the workplace is the accomplishment of those goals in the organization where they work while performing their daily activities.

Job satisfaction is "understood as a function of the perceived relationship between what an individual want from one's job and what this individual is perceiving to be getting" (Ladeira, Sonza & Berte, 2012, p. 73). Job satisfaction is a state of emotional pleasure resulting from the assessment done by a professional about to what extent the work performed meets the goals, necessities and values, whereas in this are involved issues such as job characteristics (Griffin, 1982) and conditions in which the job is performed (Field & Blum, 1997; Taylor, 1977). According to Ladeira, Sonza and Berte (2012) satisfaction and job dissatisfaction are opposite situations of a same phenomenon, one manifested in the form of contentment (satisfaction) and the other as suffering (dissatisfaction).

Ideally, job satisfaction has theoretical adherence to construct engagement at work. This can also deal with positive motivational matters, within dimensions characterized by vigor, dedication and absorption. The engagement, when related to work, implies a sensation of accomplishment, which involves a positive cognitive state, and which is persistent over time, presenting a social and motivational nature (Salanova & Schaufeli, 2009; Bakker, Schaufeli, Leiter, & Taris 2008; Llorens, Schaufeli, Bakker, & Salanova, 2007; Schaufeli & Bakker, 2004; Schaufeli, Salanova, González-Romá & Bakker 2002).

What can be stated is that the promotion of engagement at work builds the direct effects of organizational resources on performance, well-being and quality of life in general (Llorens et al., 2007), not only benefiting individuals, but also organizations, generating direct benefits to them (Maslach & Leiter, 2008; Bakker & Demerouti, 2008; Schaufeli, Bakker & Van Rhenen, 2009; Bakke, Demerouti & Dollard, 2008). It is a positive emotional state which allows and facilitates the usage of resources, narrowly linked to the organization development, stimulating positive organizational results and consequently, reducing the negative results (Salanova & Schaufeli, 2009).

It can be concluded that there is no way to verify differences in these statements and those postulated by the State modernization process, as the search for the improvement of the public service performance (Paula, 2005; Motta, 2007; Andion, 2012), can pass through this perspective. However, studies on the engagement at work cannot be observed, especially regarding research seeking the analysis of organizational micro behavior in public service. Thus, one of the motivations for conducting this study lies in proposing a framework to assist in the analysis of such a context and its relationship with the organizational values constructs, personal values and job satisfaction, since because of the guaranteed stability in the legislation, and because of a cultural social matter, the individual when approved in a public career contest, usually remains in the same institution until retirement.

Based on the above mentioned, this study is aimed to propose an analytical framework comprised of the dimensions listed in the Brazilian public service.

Therefore, this article is structured in three more sections, besides the introduction. The second section presents the theoretical referential that maintained the framework proposition. The third section addresses the proposed framework. And lastly, the final considerations are presented, where possible uses and the research limitations are listed.

2 THEORIES THAT GUIDED THE FRAMEWORK

This section seeks to position, define, and support the research proposal, with a view directed to the established purpose.

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2.1 Engagement at work

According to Kanaane (1999), in various sciences, for instance Anthropology, Sociology, Economics, Psychology, as well as others that modify and define this relationship, such as political, religious, economic, ideological, historical, biological, cultural concepts, are found some concepts for various meanings ascribed to work. These are complex variations that compose the organizational environment, where each individual can develop perceptions, feel affection or even build very specific scopes about work as a whole or on specific issues linked to it (Siqueira & Gomide Júnior, 2014).

Nevertheless, Siqueira and Gomide Júnior (2014) highlight that differentiations between individuals or occupational groups in the way and intensity in which they identify or become attached to their respective labor activities may occur. Furthermore, the organization itself can lead individuals to present varying levels of connection, identification or internalization of norms, values and principles adopted by the system. In this sense Kanaane (1999, p.18) states that "from the psychological standpoint, work causes varying degrees of motivation and satisfaction to the worker".

Canova and Porto (2010) defend that it is not possible to believe that the organizational values are identical to the values of the members of the organization (personal values). These values once in a while may be in disagreement, considering that the priority given to organizational objectives may be different from the preference of personal goals, since these are different value systems, despite having one consonant structure. The result of this decompensation may have a direct impact on job satisfaction (Siqueira, 2008).

According to Siqueira and Gomide Júnior (2014) the search for this consensus in studies concerning organizational behavior occurred for two reasons: 1) economic - reducing the involved costs with the workforce and increasing organizations profits through maintaining a contingent of satisfied workers and therefore, productive, stable in the organization and assiduous at work; and, 2) particularly social and humanist nature assumptions - satisfaction is a result or a consequence (output) of personal experiences in the organizational environment that radiates to the individual's social life, and can be a strong indicator of labor influences and family life, or even of interaction among work and personal emotional ties.

Caldas, Somensari, Costa, Siqueira & Claro (2013) reinforce this position by stating that health aspects, such as physical, psychological and social well-being in the course of one's life, do not represent isolated variables, the same way interdependent sides of life that are mutually influenced by each other. Yet, according to the same authors, regarding health positive dimensions that correspond to the psychological well-being, two can be used to measure these constructs: a classic such as job satisfaction (Siqueira, 2008), and the other, most recent, named engagement at work (Salanova, Schaufeli, Llorens, Peiró, & Grau, 2000). Siqueira and Gomide Júnior (2014, p. 321) state that one of the correlated constructs to job satisfaction is the engagement at work.

Porto-Martins, Basso-Machado and Benevides-Pereira (2013) explain that several concepts are positively correlated with engagement at work, such as: organizational commitment, (Salanova et al., 2000) additional responsibilities conduct; personal initiative; quality of service; self-efficacy; work addiction - workaholism (Shimazu, Schaufeli, Kamiyama & Kawakami, 2015); Resilience (Carvalho, Calvo, Martín, Campos, & Castillo, 2006); personal resources; self-efficacy and motivational processes (Salanova & Schaufeli, 2009); resources and labor demands (Leiter, Nicholson, Patterson & Laschinger, 2011); participation in the work (Pocinho & Perestrelo, 2011). Still, corroborating with these associations, the authors Torp, Grimsmo, Hagen, Duran and Gudbergsson (2012) guarantee

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that the construct integrates with high psychological demands joined to work, as well as self-control and social support.

For this study proposal the adopted concept for engagement at work is the one from Schaufeli et al. (2002, p. 74), which defined the construct as "a positive mental state of realization related to work and that is characterized by vigor, dedication and absorption." In this regard, vigor consists of high levels of mental energy during work, efforts investments while performing tasks, and persistence to overcome difficulties in this setting. Dedication, explain the authors, comprises of a high degree state of connection with an activity, when the individual experiences pleasure, inspiration, enthusiasm and recognizes a meaning at work. On the other hand, absorption refers to a high level of concentration at work, when the individual does not even notice the time pass and, practically, does not see a distinction between oneself and the performed tasks.

Porto-Martins, Basso-Machado and Benevides-Pereira (2013) sustain that the engagement at work is a construct related both at the individual level, as well as collective and social, being closely connected with organizational development, by reciprocal relationships that generate positive outcomes for both, (worker and organization), with positive organizational outcomes. For Bakker et al. (2008) engaged workers are those who possesses high levels of: positive emotions; better physical and psychological health; create their own resources, hard work (vigor); Are immersed in their activities (dedication); and feel fully and highly focused on their work (absorption). Another characteristic is that these workers transfer their engagement at work to others, with their way of being, leading their colleagues to behave and to be noticed in a similar way (Salanova & Schaufeli, 2009).

2.2 Organizational values

As stated by Estilavete and Andrade (2012) the study of values has been approached by several areas of knowledge. For instance: in Philosophy, values were established as a source of reflection; in Sociology, values on which society is established and justify their actions are frequently studied; and in Anthropology, are essential to understand the culture (Tamayo, 2007a). Within the scope of Psychology, the work developed by Rokeach (1968), one of the pioneers in the study of human values, adopts the perspective that values are faraway beliefs and guide a socially preferable conduct concerning other ways of action. In the context of organizations, values influence the behavior of members and guide the life of the organization, besides acting as integrating elements when shared by its members (Oliveira & Tamayo, 2004). Hofstede, Neuijen, Ohayv and Sanders (1990) are categorical to state that in the study of organizations, the study of organizational values becomes relevant, which comprises the organizational culture, together with the practices, symbols, rituals and heroes.

Collins and Porras (1995) state that the values summarize a group of guiding principles that are part of the essential and enduring ideology of an organization. These values are general guides, as they serve to address broad interests (group and time), and must not be confused with the organizational practices that establish convenience relationships with immediatist objectives or for a specific situation (Bedani, 2012).

Values can be considered as convictions and attitudes deeply rooted in everyday organizational practices, since they are constituted as a collective understanding of rules and acceptable behavior standards within the organization (Hassan, 2007). In this respect, Tamayo (1998) states that values are the structure of the organization extrinsic identity. They are the ones that allow the distinction between one organization from another. As an example, Nelson & Gopalan (2003) exposes that organizations that prioritize values such as work and

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relationships, differentiate themselves from those that prioritize the values control and thinking.

According to Bedani (2012), shared values exercise important roles in the organizational context. On this account, they would be responsible for expressing items such as the mission, objectives, and adopted and perceived strategies by the workers; next, the values would create among workers similar mental models, regarding the operation and the organization's mission, expected behaviors and tasks to be performed, avoiding radiant perceptions on the company; and finally, they would contribute to the construction of the social identity of the organization, determining what it is and how society perceives it. According to Siqueira and Vieira (2011), if values are shared, in other words, understood as valid and true, it can be assumed that the organization has a strong culture, and an established and recognized identity.

In addition, Estivalete and Andrade (2012) state that the shared organizational values undertake the responsibility of creating in the members of the organization, similar mental models, establishing important elements for the construction of the social identity of the organization, from the perception of its contributors (Canova & Porto, 2010). According to Quenneville, Bentein and Simard (2010), organizational values are inferred guides for the action, divided and accepted by the organizational actors, and serve as the foundation for individual behavior in the workplace.

Supporting this view, Tamayo and Borges (2006) confirm that the organizational reality is represented by the collective thinking. From the operation of organizations and its own mission, mental models are being built by workers. However, different mental models produce different perceptions of the organization, the organizational behavior, and the way how the task shall be done. The shared organizational values undertake the responsibility of creating, in the members of the organization, similar mental models, establishing important elements for the construction of the social identity of the organization, indicating how it is, taking advantage of the astuteness of the workers (Canova & Porto, 2012).

As stated by Oliveira and Tamayo (2004), when individuals enter in organizations, they bring personal values developed in the social environment they belong. In relation to organizational values, organizations, when established, develop a unique value system that appears due to particular problems from their own reason for existence. Thus, Canova and Porto (2012) expose that the existence of these organizational values precedes the admission of people in the organization, but they are not static, so they can always be altered whenever new members are admitted.

Based on such observations, it becomes clear that organizational values are related to the culture of a specified organization, and can be used to predict the behavior of its members, along with organizational behavior (Hassan, 2007; Amos & Weathington, 2008; Tamayo, 2007b; Lee, 2011). Then, it is on the approach based on the perception of collaborators that the values and its hierarchy are identifying, according to the mental representation that collaborators have of the organization axiological system, which is the most appropriate to identify practiced organizational values (Tamayo, 2007b).

2.3 Personal values

According to Kluckhohn (1951, p. 439), "a value is a conception, explicit or implicit, distinctive of an individual, or characteristic of a group, of the desirable, which influences the selection of modes, means and ends of actions". Rokeach (1973, p. 5) defines value as an "enduring belief that a specific mode of conduct or end-state of existence is personally or socially preferable to an opposed to other." As for Schwartz (1994), values are desirable trans-

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situational goals that vary in importance, and serve as guiding principles in the life of a person or other social entity.

What is observed is that values, when analyzed from an anthropological view, are resultant from the cultural environment (Kluckhohn, 1951). From a psychological angle, the value has a previous character, since the belief guides the choice by ways of behaving (Rokeach, 1973) and, as ideas of the expected that guide the ways as social actors select their actions and evaluate people and events (Schwartz, 1999).

Despite the diversity of perspectives and understandings (Araújo, Bilsky & Moreira, 2012), the definition that lead this research proposal is that human values have the role to influence (Kluckhohn, 1951), direct and guide (Rokeach, 1973; Schwartz 1994, 1999) the individual's behavior and actions, and transcend specific situations and actions (Schwartz, 2005). Still, it is based on the assertion that knowledge of individual values can allow a good prediction of their behavior and attitudes, and from the analysis is possible to describe and explain the similarities and differences between people, groups and cultures (Rokeach, 1973; 1981).

Kluckhohn (1951) states that personal values are related to the culture of different groups in which the individual is inserted during life. That, it is through social interaction that people develop their values. In other words, values reflect the cultural characteristics of the group and the society they belong.

Tamayo (2007a) partially corroborates with this observation, since it is states that personal values reflect the choices made by the individual from a variety of social values or systems of values to which the individual is exposed, however, by being influenced by groups social values to which they belong, individuals select and choose the social values to develop their own values. In other words, values essentially suggest an option, a differentiation between the priority and the secondary, between what has value and what has not, for each one. Thus, the essence of values seems to allow an hierarchization. The hierarchical organization of values implies that the individual shall not be included in the physical and social world as an observer who watches a show, but as an actor who participates and engages (Tamayo, 2007a).

For Schwartz and Bilsky (1987, p. 551), values are cognitive representations of three types of universal human needs. Those are: 1) biological needs of the organism; 2) social interaction need for interpersonal relations regulation; 3) social institutional needs, targeting the wellbeing and the survival of the group. In other words, values mean the centrality of the cognitive system, representing abstractions that stimulate attitudes and are reflected in the behavior, then, cognitions and values guide individuals in their decisions in which situations to enter and how to behave in each one of them (Gouveia, Martínez, Meira & Milfont, 2001).

Rokeach (1981) stated that, once internalized, values become, consciously or not, criteria standard used by people to guide actions, develop and maintain attitudes concerning objects and situations, to explain individual and others actions and attitudes, to morally assess oneself and others, and also to confront with others. Therefore, behavior is a manifestation of the fundamental values of the individual and subsequent attitudes.

Rokeach (1973), organized values in two categories, the instruments and the terminals. Instrumental values correspond to preferred modes of social conduct or behavior to achieve personal goals (for example: to be ambitious, open-minded, honest, logical, responsible, happy, generous). On the other hand, terminal values are preferred final stages of existing and being, are goals seeked in life (for example: to have a prosperous life, a peaceful world, equality, happiness, social recognition, among others).

Schwartz (2005) explains that it is important to be conscious that each individual holds numerous values, with varied degrees of importance. Schwartz (1999) identified the five main characteristics of values. Maurino and Domênico (2012, p. 180-181) have itemized: 1) they

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are beliefs intrinsically connected to emotion; 2) they are a motivational construct; 3) transcend specific situations and actions, and, therefore, are considered abstract objectives; 4) they guide the selection and evaluation of actions, policies, people and events, serving as standards and criteria; and 5) they are ordered by the relative importance between them.).

2.4 Job satisfaction

Job satisfaction is a construct that has the attention of organizational behavior researchers since the early decades of the twentieth century. According to Siqueira (2008), from this date until the 1980s, the quest to understand workers' sentiments was marked by the approach of satisfaction with the motivational process. For a long time, job satisfaction and motivation were together in the theories that dealt with individual characteristics, responsible for job behaviors such as: The Herzberg motivation-hygiene theory, Mausner and Snyderman (1959); The Vroom satisfaction of human needs theory (1964); and the Hackman and Porter expectations and instrumentality theory (1971). These studies pointed to the idea of job satisfaction being a motivation component that led workers to express job behavior indicators that could increase performance, productivity, and the reduction of turnover and absenteeism.

Already in the twenty-first century, job satisfaction enters as one of the multiple definitions that addresses the workplace effectiveness or, more specifically, as an affective bond of the individual with his work (Siqueira & Gomide Júnior., 2014). It starts to be understood as a result (output) of the organizational environment on the health of the worker, and it is pointed out as one of the three psychosocial components of the definition of well-being at work, together with job involvement and affective organizational commitment.

Despite the relentless pursuit of researchers, nowadays there is no consensus on the definition and nature of the job satisfaction construct. In the view of Marinho (1988), there is a tendency to characterize the construct according to an affective nature. In the same vein, Hazan and Shaver (1990) emphasize the relationship between work and the emotional ties of the collaborator. Weiss (2002) defined the construct as a positive or negative judgment that a person has on job activities or certain job conjecture.

Other studies tried to find the relationship between satisfaction and variables related to the job and the collaborator. As, for example: Hellman (1997) who concluded that there is a relationship between job satisfaction and turnover; Krausz, Koslowsky and Eiser (1998) researched the relationship between the construct with absenteeism; and Butler and Ehrich (1991) related job satisfaction with the collaborator's performance in the organization.

Accumulated evidences that guide the strong impact of factors of socio-organizational context are observed, such as organizational values, perceptions of justice, support and reciprocity perceptions, emerging from social and economic relations exchange engaged between employees and organizations (Meleiro & Siqueira, 2005; Padovam, 2005; Siqueira, 2003, 2005; Tamayo, 1998). The results of these studies demonstrate that job satisfaction would be a highly sensitive sentiment for the managerial policies and behaviors, especially for those that determine procedures and the division of returns (perceptions of the labor justice) for the behavior of workers, indicating whether the company is committed to its collaborators, in other words, how much the company cares about their well-being (perceptions of organizational support) and how it (the company) would be willing to compensate their employees, the efforts, and all investments they invest in the organization (organizational reciprocity) (Smith, P. B., Bond, M. H., & Kâğitçibaşi, 2006).

Consonant with these proposals, this research applied the understanding that job satisfaction is an affective attribute regarding the collaborator contentment level against its labor activity, and therefore, "an attitudinal variable with post-cognitive emphasis and multidimensional

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nature "(Traldi & Demo, 2012, p. 300). Within this scope, satisfaction is "an affective link with the work, developed from cognitions formulated by the employee about the social exchange relationship with the system" (Smith, Carroll & Ashford, 1995, p. 16). Additionally, it can be inferred that job satisfaction has already been studied both as a predictor variable and as criteria variable.

3 ANALYSIS FRAMEWORK OF JOB ENGAGEMENT PROPOSITION

The development of a framework is the result of a theoretical construct, appropriating various concepts, theories, models, dimensions and variables used as reference for a research. Therefore, the analytical framework purpose is to assist and provide a better comprehension of the studied reality, to the extent that it seeks to establish interactions between theoretical constructs involved in the studied subject. Thus, this framework proposition, which is inserted within the field of micro behavioral organizational studies, specifically in the public service, attempts to analyze the job engagement, as a result of the relationship between organizational values and personal values and job satisfaction. From these considerations, it is shown in Figure 1 the framework proposition.
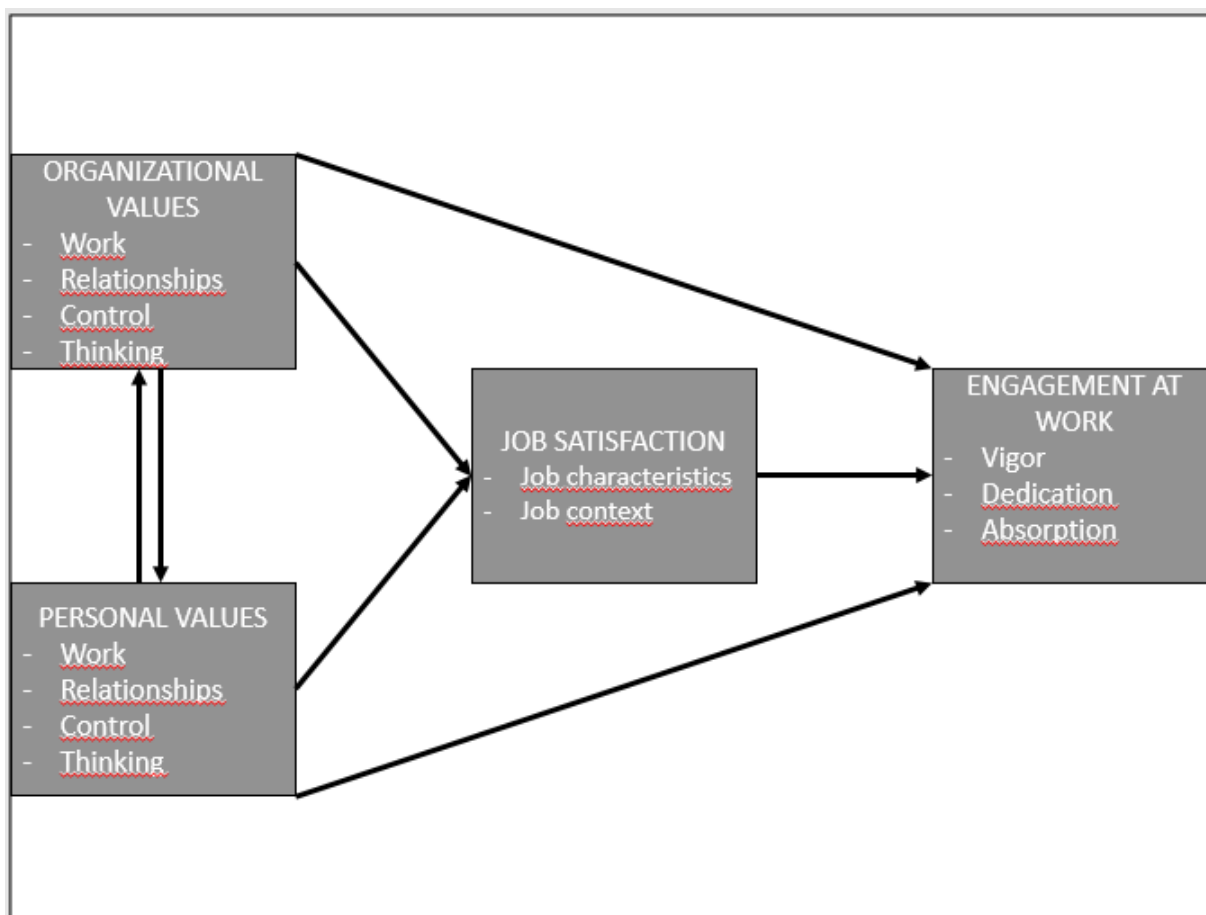
Figure 1 –Analysis Framework of Job Engagement in the public service
Source: Developed by the authors based on the theoretical framework of reference.

The Nelson model of values (2011) theorizes that organizational values influence personal values, the same way personal values influence organizational values. These are two different groups of values, but with same dimensions, which express and represent similar

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motivations of the individual and the group, the worker and the organization. In this sense, values are cognitive representations, socially shared, of individual needs, in the case of personal values, and collective requirements and objectives, in the case of organizational values. The general characteristics of values are common to both systems. The motivational isomorphism consists of a mutual correspondence of motivational types of worker's values (personal) and organizational values. In other words, the relationship between motivational types of worker's values with the groups of values of the organization. This implies a correspondence of targets between the worker and the organization. As an example, the worker counts as targets and daily motivations the demand for success, prestige and respect to tradition. The organization also seeks success, prestige and respect to tradition. What is observed in this case is correspondence of targets of the employee and the organizational collective.

According to Nelson and Gopalan (2003), it is the set of personal values (dimensions) - control, thinking, relationships and work - in different levels, that determine personal values (construct) of the individual. Moreover, the level of these dimensions vary from person to person, which makes everyone unique. At the intersection between personal values and organizational values constructs it is verified that in the organization there are axiological targets that correspond to each one of these basic motivations, that is, the organizational values are arranged around the set of personal motivations, but with collective goals instead of individual ones.

Wright and Davis (2003) the labor environment consists of two components: the job characteristics and the job context. Job characteristics are aspects of the work of a person or work position's responsibilities that contribute to their psychological state, such as the significance of the work, which affects the development, growth and disposition of individuals to work. The work environment variables are formed by organizational characteristics as systems, targets and levels of formalization. Furthermore, in the work environment variables is expected that the workers develop their duties. In this sense, and specifically to evaluate the construct in the public service, Wright and Davis (2003) developed the tool Job Satisfaction in the Public Sector (JSPS). In it, the construct is measured using 31 variables, that are summarized in eight hypothetical factors, where four of them are related to job characteristics (routine, job specificity, human resource development and feedback) and three of them referred to the work environment (conflict in organizational targets, procedural restrictions, specific organizational targets and third parties' recommendations).

Adopting as a perspective that job engagement is "a positive mental state of achievement related to work and that is characterized by vigor, dedication and absorption" (Schaufeli *et al*., 2002, p. 74). the multidimensional instrument named Utrecht Work Engagement Scale (UWES) of Schaufeli, Bakker and Salanova (2006) can contribute to the analysis of the phenomenon. The UWES consists of 17 items, being: six items as part of the dimension Vigor, five items related to the dimension Dedication and six to the dimension Absorption.

Finally, taking into consideration the indication of Andrade and Ramos (2015), Andrade, Penha and Ramos (2014) and Andrade and Oliveira (2013), who, in studies regarding organizational behavior in the national public administration, where the stability, with some exceptions, is guaranteed by law, to insert variables that measure the intention of the individual to remain in the institution until retirement is of great value. Therefore, it will be added to the variable "I see myself retiring here, with the same dedication I had when I started," as part of the dimension Dedication in the UWES scale. The semantic construction of this phrase has theoretical adherence to what the factor represents. That is to say: encompasses a high level state of involvement with an activity, during which the individual

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experiences pleasure, inspiration, enthusiasm and recognizes significance at work (Schaufeli *et al*., 2002).

4 FINAL CONSIDERATIONS

A framework is a simplified representation of reality. It does not only describe, it tries to explain the structural relationships between the elements of the studied phenomenon (Tamayo, 2008). Therefore, to study organizational behavior, and particularly, to develop evaluation instruments, the axiological reality of the organization can be represented by a framework.

The central objective of this work was to propose a framework to assist in the job engagement analysis of public workers as a precedent of the relationship between organizational values and personal values and job satisfaction. As a justification there is the issue of guaranteed stability in the standing legislation, and because of cultural and social matters, the individual when approved in a public career contest, usually remains at the same institution until retirement. It is, therefore, legitimate, and even ethical, to seek the analysis of this relationship.

So, it is expected that the resulting model is capable to predict the engagement in the work of Brazilian public workers, with this supporting in the diagnosis and analysis of organizational micro behavior in this context. The model adequacy to represent the studied phenomenon should be verified by appropriate methodological strategies and procedures, such as quantitative research, structured questionnaire, univariate and bivariate statistics analysis, confirmatory factor analysis of the constructs and the proposed model.

According to Tamayo (2008), organizational behavior, as any other reality, can be approached from several models, and these constitute different approaches to the same reality. Being, therefore, the anthology of this work a limit of this framework.

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