ISCTE Business School
Instituto Universitário de Lisboa

New forms of work control and the effects they have on the organization and on employees

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Master's degree thesis in Human Resource Management

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PhD Ofelia A. Palermo, Nottingham Business School, Nottingham Trent University, UK

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Preface

Due to globalization and easy access to information for all organizations in the market, the competitive advantage of those no longer lies in the external environment and shift to the internal environment (i.e. know-how and workers). To achieve this competitive advantage has become necessary to take a step forward with regard to control over the employee´s. This study attempts to evaluate the different existing forms of control (some more structural in nature and others more subjective) and see which the path that organizations must follow (especially HRM) with respect to organizational control. Therefore it was considered important to divide this study in two papers. In paper I will be analyzed two forms of control (technocratic controls and socio-ideological control) and evaluated the quality of the constructs. Then, we will try to operationalize the socio-ideological control (via the new control mechanisms proposed by Gabriel, 1999) in order to be able to compare with the technocratic controls and see the combine effect of all these controls in the organization. The paper II will be more focused on the socio-ideological controls and their effects on employees.

With these two papers we hope that this study may contribute to the ultimate value of human capital in organizations as a source of competitive advantage and give some clues how to achieve employee's commitment.

In the end of the study will be presented the final conclusions and attached the questionnaire used for gathering the empirical data.

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Paper I

New forms of work control and the effects they have on the
organization

Sumário Executivo

Num mercado cada vez mais competitivo e global, as empresas para alcançarem a vantagem competitiva que lhes irá permitir atingir os objectivos organizacionais terão que se concentrar na sua única fonte inimitável de recursos, isto é, os seus trabalhadores. Uma das formas de concretizar esta mudança de paradigma é redesenhar os controlos organizacionais. Existem dois tipos de controlo, os controlos formais ou tecnocráticos que se baseiam na definição de objectivos e procedimentos para orientar o desempenho dos indivíduos e os controlos subjectivos ou socio-ideológicos que permite manipular as crenças, as atitudes e os valores dos trabalhadores (tendo assim um impacto muito mais profundo), tornando-os mais comprometidos com a organização e os seus objectivos.

Este estudo tem como objectivo analisar e comparar os dois tipos de controlo e analisar empiricamente qual o tipo de controlo que tem um maior poder de influência sobe os trabalhadores (manifestado através do suporte organizacional percebido).

A nível metodológico irá-se adoptar um paradigma mais quantitativo, uma vez que até à data o estudo dos novos controlos de recursos humanos (controlos sócio-ideológicos) tem-se baseado em abordagens mais qualitativas. O esforço na criação desta escala tem como intuito o contributo para o estudo do impacto da Gestão de Recursos Humanos no meio organizacional. Os dados empíricos foram recolhidos através de questionário e cobriu quer o sector público, quer o sector privado do mercado de trabalho português e foram aplicados através da Internet (utilizando o email, o Linkedin e outras redes sociais) e pessoalmente (através de um centro de formação profissional). A dimensão da amostra obtida foi de 334 indivíduos, sendo que 213 eram do género feminino e 121 do género masculino.

Os resultados obtidos no presente estudo mostram que as duas tipologias de recursos humanos abordadas ao longo da dissertação (controlos tecnocráticos e controlos sócio-ideológicos) são complementares (o modelo 4 apresenta um R^2 ajustado de =64, 7% e um ΔR^2 =18, 6%.) o que sugere que devem ser utilizadas conjuntamente para alcançar os objectivos organizacionais. Os resultados empíricos foram ao encontro do corpo teórico (Hipótese 1 a: o Output Control e o Behavior Control estão fortemente correlacionados com as mudanças estruturais, as mudanças na tecnologia de vigilância e as mudanças na tecnologia de fabrico; Hipótese 1 b: o Input Control está fortemente correlacionado com a promoção dos valores simbólicos; Hipótese 2 a: as mudanças estruturias, as mudanças na tecnologia de vigilância e as mudanças na tecnologia de fabrico estarão negativamente correlacionadas com o POS; Hipótese 2 b: a promoção de valores simbólicos e o Input control estarão positivamente correlacionado com o

POS; <u>Hipótese 2c</u>: o Output control e o Behavior control estarão positivamente correlacionado com o POS), no que diz respeito ao poder explicativo dos controlos nos trabalhadores, os controlos sócio-ideológicos revelaram maior impacto sobre os indivíduos ($\Delta R^2 = 57, 6\%$).

Apesar das limitações, identificadas ao longo do trabalho, parece-nos que as pesquisas futuras poderão tomar como ponto de partida o presente estudo e tentar averiguar qual o impacto directo destes controlos no desempenho organizacional (através de indicadores financeiros) e o impacto sobre os estados emocionais e comportamentos dos trabalhadores.

Abstract

The purpose of this paper is to analyze the relationship between new and old controls and its impact on workers and on the organization, specifically at the POS level. This paper takes an empirical approach, which was gathered via a questionnaire covering both public and private sector of the Portuguese labor market (the sample size was 334 employees). The paper suggests that socio-ideological controls have a greater explanatory power than the technocratic controls, yet these two controls are complementary and not mutually exclusive (supporting the study of Gabriel, 1999).

        Keywords: Socio-ideological controls; Technocratic controls; POS

Sumário

O objectivo deste estudo é o de analisar a relação entre os novos e os "velhos" controlos organizacionais e o seu impacto nos trabalhadores e na organização, especialmente ao nível do SOP. Este estudo tem uma abordagem empírica, no qual os dados foram recolhidos através de questionário abrangendo quer o sector público quer o sector privado do mercado de trabalho português (o tamanho da amostra foi de 334 trabalhadores). O estudo sugere que os controlos sócio-ideológicos têm um poder explicativo maior que os controlos tecnocráticos, no entanto estes dois controlos são complementares e não mutuamente exclusivos (apoiando assim o estudo de Gabriel, 1999).

        Palavras-chave: Controlos Sócio-Ideológicos; Controlos Tecnocráticos; SOP

Introduction

Due to globalization and easy access to information for all organizations in the market, the competitive advantage of those no longer lies in the external environment and shift to the internal environment (i.e. know-how and workers). To achieve this competitive advantage has become necessary to take a step forward with regard to control over the workers. The traditional controls (old controls) were based on the definition of objectives and procedures to monitor employees' performance, however, in order to achieve superior service, it became necessary to manipulate the beliefs, attitudes and values of workers, making them always committed to the organization, almost like combining their personal interests with organizational interests. It is precisely this new necessity to go beyond the technocratic

controls that this study attempts to demonstrate the effectiveness of socio-ideological controls, which are complementary to the technocratic controls, with the desired organizational outcomes. Succinctly, as Tannenbaum mentioned (1962:237), "control processes help circumscribe idiosyncratic behaviors and keep them conformant with the rational plan of the organization".

The importance of forms of control relates to its functionality, including its direct effect on the organization and its indirect impact through the effect on people, the relationship that the organization establishes with its employees and the ability to organize the work itself. More broadly, Tannenbaum (1962:237) notes that "it is the function of control to bring about conformance to organizational requirements and achievement of the ultimate goals of the organization".

It is possible to identify two forms of control (Soltani et. al., 2008): control over the work process (where the technocratic controls fit) and over the individual (associate with socio-ideological controls). Presumably, control over the individual has a deeper impact than the control over work, however it is necessary to understand which aspects the organization should attempt to control over the individual and what approaches they should use. Although there are various typologies of control - as the four types proposed by Ferner (2000) namely: personal control; bureaucratic control; social control; cultural control - this study will focus mainly on the typology proposed by Gabriel (1999), Snell (1992) and Snell & Youndt (1995). This choice is due to the fact that these types of control, especially the controls proposed by Snell (1992) and Snell & Youndt (1995) are widely accepted in the scientific community and have plenty of solid empirical evidence. On the other hand, the choice of socio-ideological controls (new controls) proposed by Gabriel (1999) rests on the fact that it has not yet been any empirical study (to our knowledge) about them and is an attempt to demonstrate that these controls can be a complement to the technocratic controls. Snell, in 1992, proposes the development of three types of control: Input Control (regulate the antecedent conditions of performance), Output Control (performance targets) and Behavior Control (regulate worker's actions). Due to the need for change identified earlier, Gabriel (1999) proposes the existence of new controls (socio-ideological controls) where their impact on the organization and the worker is much deeper: structural changes (changes in the organic structure of the organization), changes in manufacturing technologies (new technologies / production methods), changes in surveillance technologies (use of new technologies to control workers) and raise symbolic values (promotion of values / ideals among workers). Therefore, this paper

will make a contrast between these two controls, as well as its impact on the perceptions of workers.

The paper have the following structure: in the first section we briefly review the existing literature on organizational controls giving particular emphasis to the work carried out by Snell (1992), Snell & Youndt (1995), Gabriel (1999) and Palermo (2010). We then carried out an empirical analysis in which is focused the method and research context. In the third section, we present the results of the empirical analysis. Finally, in the fourth section we highlight the major findings.

Structural controls and subjective controls

Socio-ideological controls

Organizational success depends on a level of performance superior to the conventional and this, in turn, requires a deep commitment from workers, largely surpassing the mere obedience which made in the past (Roberts, 2005). It is due for organizations to create this sense of commitment on worker's that there is a necessity to establish these new control mechanisms of Human Resources. The elements that constitute this new organization strategy that are promoted among workers are: a culture of excellence, flexibility, responsibility for the quality of service, greater emphasis on teamwork, customer focus, among other. (Walton, 1985).

This need for organizations to promote particular symbolic values in the workers had already been pointed out earlier (Ouchi, 1979) as regards the clan mechanics as a social and informal mechanism that characterizes workers in an organization where they share the same symbolic values.

The control exerted by the organizations no longer lies in the traditional bureaucratic mechanisms, but instead they emerged in the organizational culture that makes them subtle and profound (Gabriel, 1999). These new mechanisms reach "the core of each worker to the level of their identity and individuality" (Palermo et. al., 2010:538).

The two types of controls (socio-ideological controls and technocratic controls) coexist (being that the technocratic controls are based on control over the work process and the socio-

ideological controls are based on control over the individual), and their main difference is the source (internal or external) of the control itself (Gabriel, 1999): technocratic controls mechanisms are a source external to the individual (not being its reach as deep as the new mechanisms); socio-ideological controls are internal to the workers themselves, having a more profound impact on social and psychological life in the workers, thus affecting the interpretation of their organizational identity and their roles.

Gabriel (1999:184) proposes to categorize the new control mechanisms (socio-ideological controls) as follows: "(a) structural changes – associated with flatter hierarchies, flexible working practices, continuous bench-marking and measurement; (b) Changes in manufacturing technologies – associated with lean production, TQM and JIT; (c) Changes in manufacturing technologies – associated with the widespread use of electronic camera surveillance, performance-monitoring technology, and electronic tagging, as well as systems which can expose a single individual as the source of an operational failure; (d) Raise Symbolic Values – a concerted attempt by management to promote new set of values, attitudes and beliefs, through a symbolic manipulation of meanings, which privilege quality, service, excellence, teamwork, loyalty, and so on."

It can be identified two strategies to achieve change: first, it is necessary to promote a set of values, beliefs, attitudes and behaviors among employees; secondly, you must create cultural and structural practices designed in order to strengthen the sense of responsibility, the feeling of belonging, affection and display of competence on the part of the worker (Casey's, 1999:161 *cit in* Roberts, 2005). These two strategies are inherent mechanism in the accommodation facility to the new physical culture, that is, workers need time to develop the belief in this new culture. The difference between the ideal performance (established by the organization) and the actual performance of workers is reflected in the form of stress on workers, which is legitimized by the new culture, thus worker's commitment to the organization in achieving more satisfactory results. This manipulating of beliefs (socio-ideological controls) aims at a higher commitment of workers in achieving superior performance (Roberts, 2005). According the same author, a deal of the stress is created by the socio-ideological controls and can be addressed through the family culture (staff), thus strengthening an idealized values of the organization (team spirit). In general, the organization instead of achieving control through formal rules (technocratic controls), for example, through regulations, punishment or instrumental rewards, it seeks alignment to encourage

workers to identify themselves to the organization and towards their goals (McLoughin, 2005).

Despite these changes were not new, the combined use of these create the new control mechanisms. Gabriel (1999) proposes these new controls will create, on one hand, a feeling of insecurity that will be reflected in greater loyalty from workers, while on the other hand, creates a feeling of support to workers either from their peers either through their superiors.

Post-bureaucratic organizations tend to use these socio-ideological controls, or regulatory controls through implementation of practices where workers self-monitor and self-discipline in accordance with the principles intended by organization (Styhre, 2008). As Gabriel (1999), Kärremon & Alvesson (2004) – *cit in* Styhre, 2008 - distinguish the technocratic controls (associated with tradicional HRM controls) from socio-ideological controls (associated with new controls proposed by Gabriel, 1999). Therefore, the technocratic controls are defined by Kärremon & Alvesson (2004: 152– *cit in* Styhre, 2008) as a "direct attempt to control the behavior of employees" and socio-ideological controls as a means of "controlling the beliefs of workers". It is argued that the absence of technocratic controls is not beneficial to workers, since the absence of formal control system provides no standard of comparison for workers (Styhre, 2008).

The degree of achievement of these subjective HRM controls is evidenced by Grugulis et. al. (2000:112) which states that "it is increasingly difficult for workers to maintain the boundaries between home and their workplace given the fact that organizational controls are increasingly extended to cover the whole life of workers "(*cit in* Hughes, 2005).

Overall, it is concluded that organizations should use both types of control (control over the work process, old controls or technocratic controls / control over the individuals, new controls or socio-ideological controls) to the extent that technocratic controls will ensure the existence of a standard of comparison and others will regulate behavior and preserve the interests of the organization.

Technocratic controls

The control, at Human Resources level, can be defined as "any process that helps align the actions of individuals with the interests of the organization" (Tannenbaum, 1968 *cit in* Snell, 1992). The two forms of control are the control over the work process and over the individual (Soltani et. al., 2008). Ferner (2000) considers four notions of control, namely: personal

control (is based on direct observation of the supervisor of the worker - Child, 1984, pp. 158-60 *cit in* Ferner, 2000), bureaucratic control (relies on the definition of formal rules and procedures in the formal delegation of tasks explicit and standardized systems for rewarding or punishing tasks to ensure compliance - Ferner, 2000), social control and cultural control (depends on the identification and commitment to organizational goals and values).

This study will address the control over the work process through the analysis of Behavior Control and Output Control and monitoring of workers will be examined by Input Control. The formal controls (technocratic controls) were initially proposed by Ouchi (1975) and are later complemented by Snell (1992) and Snell & Youndt (1995) by adding another type of control: Input Control.

The foundation of the control system consists in two parts (Ouchi, 1977:96): "(a) a set of conditions which govern the form of control to be used (…); (b) the control system itself". According to the same author, the control system is aimed for monitoring and evaluating performance whereas "the preconditions specify the reliability and validity with which such comparisons can be made".

The Behavior control implies that the (Snell & Youndt, 1995:713) "responsibilities are standardized and imposed top-down with an overriding concern for procedures and methods. Employees are accountable for their actions, regardless of results. Appraisals are based on supervisor observation of behavior. Feedback is used as a remedial tool". This type of control is based on the premise that performance can be maximized if the organization is treated as "(...) a closed system" (Jaeger & Baliga, 1985, p. 122). This fact makes this type of control would remove uncertainty and increase predictability to become routine in the transformation process (Ouchi, 1977, 1978, Ouchi & Maguire, 1975). Operationally this includes the following HR practices: "standard operating procedures (e.g., job descriptions), behavioral performance appraisal, close supervision, and feedback". (Snell & Youndt, 1995: 713-714). The use of this control tends to lead to better performance (Harrington, 1987, Liao 2005, Schonberger, 1986 *cit in* Liao, 2006; Youndt & Snell, 1995) however this relationship remains contingent upon other variables (Youndt & Snell, 1995).

The Output control (Youndt & Snell, 1995:713) is defined as a "mutually set performance targets (e.g., goals, objectives). Subordinate performance appraisals are based on the results they achieve (e.g., MBO), and monetary rewards are closely linked to performance outcomes". This control system is more consistent with an open system, so that instead of

standardizing the work process itself, standardized results (Youndt & Snell, 1995). Due to the evaluation of performance is based on results and rewards are contingent on performance allows individuals to take a position on the discretionary work process, providing incentives for desired organizational outcome (Kerr, 1985 *cit in* Snell & Youndt , 1995). This control has features such as adaptability and self-maintenance (Youndt & Snell, 1995) that in terms of human resources management allows the results to be externally driven for results of efficiency and achievement of objectives (Hofstede, 1978; Turcotte1974, *cit in* Youndt & Snell, 1995). Since the workers are dependent on the achieved results, there is an inconsistency at theoretical background with regard to positive or negative effect about this control on organizations: according to the agency theory this control can provide higher discriminatory power to workers, thus ensuring greater creativity, however, some authors (Hitt et. al., 1990, Jaeger & Baliga, 1985) claim that the fact of workers depend on the results, means that they do not take risks to achieve them.

Regarding to Input Control this refers to a "rigorous selection and training help to socialize employees to ensure they have requisite abilities as well as understand and internalize the values and goals of the organization. In this way they are likely to act in the interest of the firm on their own" (Snell & Youndt, 1995:713). With this definition in mind, we can conclude that this control tries to regulate the antecedent conditions of performance: knowledge, skills and values (Snell, 1992). The advantage of the Input control is that it helps prevent potential performance problems, "a careful selection and training can prevent deficiencies that may be impossible to remedy in the future" (Snell, 1992: 297), on the other hand, the disadvantage lies in the fact that only deal with hypothetical situations, that is, it is impossible to predict the problems that may occur.

As a conclusion, the characteristics of each type of control may suggest their joint use in Human Resources management to regulate (ideally) the motivation and skills of workers (Walsh & Seward, 1990) whereas "Behavior control ensures the motivation through close supervision and to a lesser extent facilitates the ability of subordinates to perform well to coordinate with operational procedures. The Output control focuses mainly on motivation through the use of incentives, providing virtually no direction on how the results should be achieved. Finally, the Input control ensures that workers have the skills required for good performance "(Snell, 1992: 298). Given the overlap of the effects of each control, it is anticipated that organizations tend to use the combination of the three controls (Jaeger &

Baliga, 1985; Ouchi, 1979, Ouchi & Maguire, 1975) to obtain the maximum control as possible over the work process. It is proposes that the Behavior Control is effective in terms of each subunit of business, but it is not as a cross control over the organization (Ouchi, 1977).

The research conducted revealed the importance of formal HR control systems in organizational performance, as the Behavior and Input Control showed a marginal positive effect on performance (Liao, 2006) and the achieving learning (experimental and acquisitive) and the endogenous innovation (specific knowledge of each company) through the formal control systems (Li et al. al., 2010).

Based on the foregoing arguments, it can conclude that "the direct effect of behavior control on performance suggests that managers may be well advised to focus on processes as a basis for HRM particularly if their chief concern is with internal operations and efficiency" (Liao, 2006:727). However, if you use this type of control in an environment where does not exist full knowledge of causal relationships, can lead the organization to become rigid and unresponsive to change. According to Snell & Youndt (1995:729): "When the transformation process is well understood and executives can program how actions lead to outcomes, behavior control may have the effect of reducing variability and increasing efficiency (Govindarajan & Fisher, 1990; Khandwalla, 1973)". With regard to Output control does not exist consensus of its effects on the organization and its due to the inconsistency of previous research (Liao, 2006): the use of control (through incentives and objectives), often occurs without total knowledge of causal relationships (Snell, 1992), that is, when managers do not have the knowledge necessary to effectively implement the Behavior control, turn to the implementation of incentives and planning objectives to achieve the desired performance.

Bearing in consideration the previous research, the Input control will have a positive effect on organizational performance (in accordance with the studies of Dimmic & Murray, 1978; Zajack, 1990; Youndt & Snell, 1995). These results solidify the importance of Human Resource Management in organizational performance (Barney & Zajack, 1994, Hitt et. al. 2001; Lepack & Snell, 1999). In some cases, there is a direct relationship between the control systems of human resources and organizational performance, while in other cases the relationship is contigencial to the administrative context (knowledge of the relationships causal) - Snell & Youndt, 1995. The results suggest that the effect of old HRM control

systems on organizational performance is obtained either directly or indirectly (Liao, 2006) and the use of each type of control depends on the amount and type of administrative information available to managers (Snell, 1992).

Formal control systems within bureaucratic organizations are based on technocratic controls, since these are structured on documents/ procedures where the responsibilities of each employee are well defined (Styhre, 2008). It is possible therefore establish a parallelism between the old controls of Human Resources and technocratic controls as they both try to control the work process (except for the Input Control, where it tries to control workers through training and a very selective recruitment).

All organizations need to possess this type of Human Resources controls, since it is essential to define what is the minimum expected performance for each worker on the organization to be competitive in the market. Without this standard of analysis, it became harder to measure which workers are below the performance expectations required by the organization. This analysis is crucial in terms of HRM, as it allows to identify training needs, career progression, performance evaluation, payroll systems (if there is a variable amount tied to performance), among others.

Relationship between Technocratic controls and Socio-ideological controls

After a detailed review of the socio-ideological controls / subjective controls, it becomes possible to identify its characteristics: emerge from the organizational culture; subtle and profound; implicit; reach the individual's identity; its source is internal to the individual; has an impact on psychosocial and social life of the individual; affects organizational identity; affects the role of the worker in the organization; is based on manipulation of beliefs and values; provides support from supervisors and peers.

On the other hand, the characteristics of the technocratic controls / structural controls are: its source is external to individuals; responsibilities are formalized and standardized; definition of procedures and methods; close supervision; feedback; setting goals and targets; extrinsic rewards; self – monitoring; training; formalization of organizational values and goals;

This analysis allows us realize what similarities and what differences are between these two types of control. Regarding to the similarities between those controls, we can highlight the

concern with organizational values (although at different levels) and the integration of new employees (on one hand to strengthen the team spirit and secondly encouraging peer support). The key difference between the structural controls and the subjective controls lies in their degree of their impact on employees. While the structural controls only influence the way the individual's work (Behavior Control), their objectives (Output Control) and their know-how as well as the organization implicit rules (Input Control), with respect to subjective controls they have a deeper impact on workers, since it affects their beliefs, values and defines the organization implicit rules.

Due to the differences previously found it is possible to infer that the Output Control and Behavior Control are more related to structural changes, while the Input Control is more related to subjective changes. We present the following hypothesis:

> Hypothesis 1 a: Output Control and Behavior Control are strongly correlated with Structural changes, Changes in surveillance technologies and Changes in manufacturing technologies.
>
> Hypothesis 1 b: Input Control is strongly correlated with Raise Symbolic Values.

Relationship between the controls and perceived organizational support

Taking into consideration the characteristics of the socio-ideological controls /subjective controls and technocratic controls / structural controls outlined above, it is possible to assume its influence on worker's perceptions about the organization (i.e. perceived organizational support). Knowing that the new controls influence the values and beliefs of workers, and that the old controls influence the perception of what the organization intends to of each employee (by defining objectives and procedures), this study attempts to understand to what extent does the existence of controls is beneficial to organizational success.

The perceived organizational support (POS) can be defined as the "employee's beliefs concerning the extent to which the organization values their contributions and cares about their well-being" (Eisenberger et. al., 1986:501). POS "would (a) meet needs for approval, esteem, and social identity and (b) produce the expectation that superior conventional performance and extra role behavior, carried out for the organization, will be recognized and rewarded" (Eisenberger et al., 1997:812). Hochwarter et. al. (2003:439) suggest "that work

represents a reciprocal relationship where employees provide effort in exchange for both tangible rewards such as pay and benefits and socioemotional benefits such as appreciation and esteem (Angle & Perry,1983; Levinson, 1965; March & Simon, 1958)." This reciprocal relationship can be seen as being favorable or unfavorable depending on the perceived intention of the organization (Levinson, 1965). Taking into consideration the reciprocal relationship exists in POS is possible to conclude that this construct is based on the norm of reciprocity - the theory of social exchange. The theory of social exchange (Blau, 1964) is based on the premise that the exchange of favors creates a sense of obligation or debt by the person receiving the favor (*cit in* Gould-Williams, 2007). This moral obligation is also supported by Rousseau (1989, 1990) which states that this feeling, beyond the formal responsibility, is due to the fact that workers feel that the organization is to act in the interests of workers.

More recently, it has been suggested that the norms of reciprocity can be negative (Uhl-Bien & Maslyn (2003) - *cit in* Gould-Williams, 2007), so that managers who have hostile behaviors (Tepper, 2000) the workers will respond dysfunctional (Gouldner, 1960, Liden et. al. 1997 *cit in* Gould-Williams, 2007).

A construct that is also at the base of POS is the psychological contract, defined by Rousseau (1989) as an individual's belief about the terms and conditions of reciprocal exchange between two people. The emersion of the psychological contract depends on the perception that a promise was made and that an action was carried out, thus creating a future obligation to the other person. A breach of these contracts occurs when a person fails to implement the obligation created earlier. The problem in maintaining this relationship relates to the fact that existing obligations are subjective, as it depends on the perception of each person, which leads to different interpretations of the same psychological contract. A breach of this type of contract may have organizational consequences (Robinson & Rousseau, 1994), specifically by decreasing the satisfaction, decreased trust and increased turnover.

For this reason, managers must have the necessary sensitivity to introduce policies and practices in the organization, since it is the perception of workers (about these practices and policies) that will create the reciprocal relationship (positive or negative). This notion is supported by Gould-Williams (2007) which state that the climate in which HR practices are introduced indicates the extent to which the organization values its employees. These policies

include organizational fairness, supervisor support, autonomy, rewards, salary and job security (Laschinger et. al., 2006).

As regards to support in the workplace, it is possible to identify three sources (Lysaght & Trode-Larmour, 2008): (a) support from the supervisor, in which, according to House, 1981 (*cit in* Lysaght & Larmour-Trode, 2008) there are four dimensions - emotional support, information support, instrumental support and validation support; (b) support from family and friends; (c) colleagues. The increment of POS "is encouraged by employee's tendency to assign the organization humanlike characteristics" (Eisenberger et al., 1986 *cit in* Rhoades & Eisenberger, 2002: 698). Based on this personification of the organization by workers, the perception of fairness treatment received is the indicator that the organization favors or disfavors those (Rhoades & Eisenberger, 2002). If the resources received are based on the discretionary (rather than a choice based on circumstantial power) they are most valued by that organizational rewards and favorable working conditions that discretionary result tend to contribute to the perceived organizational support (Rhoades & Eisenberger, 2002). It is possible, through the theory of organizational support identifying the psychological processes inherent to the POS (Rhoades & Eisenberger, 2002: 699): "First, on the basis of the reciprocity norm, POS should produce a felt obligation to care about the organization's welfare and to help the organization reach its objectives. Second, the caring, approval, and respect connoted by POS should fulfill socioemotional needs, leading workers to incorporate organizational membership and role status into their social identity. Third, POS should strengthen employees' beliefs that the organization recognizes and rewards increased performance (i.e., performance-reward expectancies). These processes should have favorable outcomes both for employees (e.g., increased job satisfaction and heightened positive mood) and for the organization (e.g., increased affective commitment and performance, reduced turnover)." There has been a significant increase in POS programs by organizations (Levering & Moskowitz (2007) *cit in* Riggle et. al., 2009) revealing the increasing importance of even the attempt to achieve better organizational performance and achieving competitive advantage through the enhancement of its human resources. Follows some examples in POS programs performed in prestigious organizations (Riggle et. al., 2009): education programs for workers, encourage workers to develop independent projects during work time, provides health care for employees, use of swimming pools and spa free of charge, providing meal (dinner) subsidy for the workers who live far away from the workplace; discounts for day care of children of workers. The problem of these programs being implemented in more organizations lies in the fact that there is conflicting evidence on the outcome of these programs on organizational

performance: some researchers found a strong and positive relationship between POS and desirable results on the performance of workers (Babakus et. al., 1996; Eisenberger et. al., 1990; Randall et. al., 1999; Whitener, 2001), while others found a weak relationship (Blau et. al., 2001; Coyle – Shapiro & Kessler, 2000; Stinglhamber & Vandenberghe, 2003)or a negative relationship (Cropanzano et. al., 1997; Masterson et. al., 2000).

Throughout the extensive literature available on the POS is possible to identify a set of antecedent variables and consequences, however, will only list the most relevant variables for this study. Regarding to the antecedents of POS can be emphasized: perceived supervisor support (positive relationship) - Maertz Jr et. al. (2007); Hutchison (1997); Rhoades & Eisenberger (2002); Behavior Control (positive relationship) – Piercy et. al. (2006); performance feedback (positive relationship) – Tremblay et. al. (2010); developing employee skills (positive relationship) - Tremblay et. al. (2010); Wayne et. al. (1997); HR practices (positive relationship) - Whitener (2001).

On the other hand, the outcomes of POS are: organizational commitment (positive relationship) – Riggle et. al. (2009); Piercy et. al. (2006); Laschinger et. al. (2006); Whitener (2001); Rhoades & Eisenberger (2002); job satisfaction (positive relationship) – Riggle et. al. (2009); Piercy et. al. (2006); Laschinger et. al. (2006); Hochwarter et. al. (2003); Rhoades & Eisenberger (2002); intention of quitting (negative relationship) – Riggle et. al. (2009); Wayne et. al. (1997); Rhoades & Eisenberger (2002); affective commitment (positive relationship) - Maertz Jr et al. (2007); Lee & Peccei (2007); Hochwarter et. al. (2003); Hutchison (1997); Tremblay et. al (2010); Wayne et. al. (1997); Panaccio & Vanderberghe (2009); organizational citizenship behaviors (positive relationship) – Piercy et. al. (2006); Wayne et. al. (1997); extra-role behaviors (positive relationship) – Tremblay et. al. (2010); employees well-being (positive relationship) – Panaccio & Vanderberghe (2009).

The meta-analysis by Riggle et. al. (2009) has revealed a strong positive relationship between the POS, the commitment organizational and job satisfaction. The same research showed a weak positive relationship between the POS and task performance and contextual performance. This study reinforces the consequent variables from the POS highlighted earlier.

The explained results here solidifies the importance and the growing trend for organizations to use more these programs in order to have better organizational performance (through promotion of its employees).

Is possible to make a certain parallelism between the Input Control (technocratic controls) and socio-ideological controls: since the purpose of the Input Control is to control workers through socialization and internalization of norms and values it becomes similar to the objectives of the new Human Resources controls. The main difference is that Input Control is exercised formally through training and reception programs, which makes their range a bit limited compared to the new controls. These exercised controls through informal mechanisms apply changes (at various levels) which in turn will lead to the adaptation of workers to organization.

This constant adaptation of workers will create a greater commitment on its part to the organization, which will attenuate the barriers between personal/ professional space, so employees will always be available to the organization (if workers do not adopt this posture, they cannot perform within the expected pattern, making his place under threat).

This notion can be supported by Gabriel (1999), when it states that the intention of applying the subjective Human Resources control aims to create job insecurity.

Due the importance from POS in achieving desired organizational results, it is necessary to study the relationships between the different HRM controls and POS, formulating the following hypothesis:

Hypothesis 2 a: Structural changes, Changes in surveillance technologies and Changes in manufacturing technologies will be negatively related to the POS.

Hypothesis 2 b: Raise symbolic values and Input control will be positively related to the POS.

Hypothesis 2 c: Output control and Behavior control will be positively related to the POS.
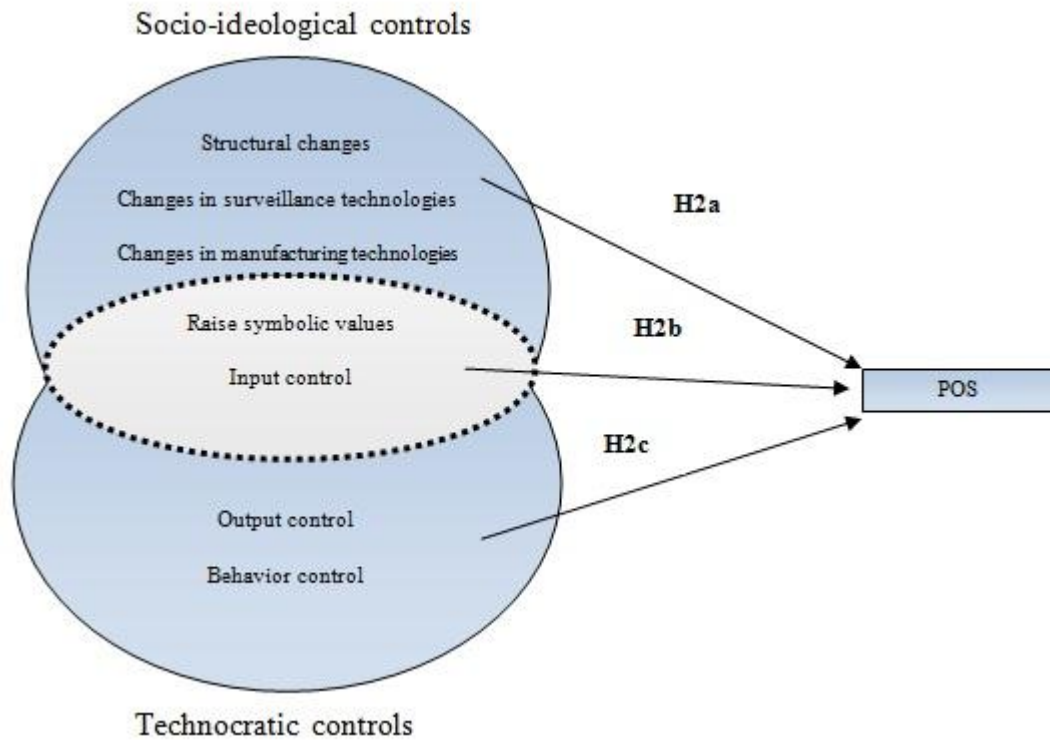
New forms of work control and the effects they have on the organization and on employees.

Figure I: conceptualization of the Relationship between the controls and perceived organizational support

Research Design

This study adopts a more quantitative paradigm where it will seek to operationalize concepts that to date only allow qualitative approaches.

The concepts presented by Gabriel (1999) have been theorized in a more discursive perspective and the rationale is based on theoretical perspectives of other authors (e.g. the idea of resistance discussed by Collinson, 1994 *cit in* Gabriel, 1999) which makes its operationalization more subjective (notably in achieving the symbolic values).

The effort of operationalization these new control mechanisms carried out by this study aims to help create the conditions for using these constructs in studies with a more quantitative paradigm to assess the possible side effects and relationships between the new controls of human resources and the impact they have on workers (in terms of emotions and behaviors), on organizations (organizational culture and performance) and the human resource management (policies and practices of human resources and group phenomena).

Data Collection

The empirical data were gathered via a questionnaire covering both public and private sector of the Portuguese labor market. Questionnaires were administered via the Internet (by email, LinkedIn and other social networks) and personally (through a training center and acquaintances). The choice of these means was due to the fact that on the one hand, the questionnaires were in electronic format which allowed a fast and easy filling and the forwarding to others. On the other hand, through the acquaintances and their networking it was possible to reach the most diverse sectors in Portugal. With regard to the training center, the target group were only individuals who were active in the labor market

Sample

The sample aimed to achieve a homogeneous number of people who have supervision role and people who are under supervision of others.

Bearing this in mind, the characteristics of this sample are: 213 females and 121 males, representing 63,8% and 36,2% respectively; 28,7% were under 30 years, 38,3% were between 30 and 40 years, 24,6% between 40 and 50 years and just 8,4% were over 50 years. The average work experience of respondents was 3, 4 years (standard deviation 1, 5) and the average of the elements of teamwork was 2, 20 (standard deviation 0,933). 50, 8% of respondents claimed to have people under their supervision. Regarding the size of the organization its distribution was as follows: 9,9% were under 10 people; 24,9% were between 10 and 50 people; 13,2% between 50 and 100; 18% between 100 and 250 people; 15,9% between 250 and 500 people; 18,3% were over 500 people. The main sector of activity represented in the sample is the tertiary sector (81, 1%) with the following composition: 5,9% commerce, 2,3% retail, 6,8% finance, 5,5% civil service, 8,5% I.T. and 52,1% others services. A large part of the sample (68,9%) had a contractual relationship with indefinite duration. In total 16,8% had no formal qualifications whereas 81,3% had a university degree. The distribution of workers by the organizational structure of the companies had the following characteristics: 21,6% managers, 42% scientific and technical jobs, 28,5% technicians and mid-level professionals and 7,8% others.

Measures

New HRM control mechanisms (socio-ideological controls)

Since the purpose of this paper is to evaluate the new forms of control over work, it was necessary to operationalize the constructs proposed by Gabriel (1999). Initially the factor analysis showed five factors with a total of 25 items. The first step was to eliminate the factors that showed ambiguous values, namely "*In my company there are many comparisons with other competing companies*", "*I have to complete more and more reports to the performance of my job*", "*In my company there are quality control systems*", "*There are indicators of activity incongruent with what I do exactly*" and "*To be valued in this company is necessary to show high loyalty*". The second step was to analyze the remaining items corresponded to the expected theoretical factors, obtaining the following result: (a) Raise Symbolic Values consists in promoting a set of values, attitudes and beliefs, through the manipulation of symbolic meanings. Through the studies of Gabriel (1999) and Palermo (2010) and the examples and quotes provided by them, we attempted to describe some hypothetical situations that could happen in order to detail the extent to which values are more promoted in the organization by superiors. This measure was a 7 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*This organization promotes individual initiative of employees.*", "*This organization values teamwork.*", "*Managers always stress the excellence of products / services provide by our company.*", "*This organization promotes events to enhance teambuilding.*", "*This organization values flexibility.*", "*The demand for increased efficiency in all areas of the company is one of the most valued aspects.*" and "*It is frequently reported to us that customer care is the most important value.*" The scale showed an excellent reliability (Cronbach α=, 882); (b) Structural changes associated with organic changes (flatter hierarchies, flexible working practices) in organizations. The operationalization of the structural changes emerged after an analysis of several authors (e.g. Eaton, 2003) where it was possible to provide situations which demonstrate the likely existence of organic changes in organizations. This measure was a 6 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*People are often changed between work teams.*", "*People change between professional roles with great frequency.*", "*Frequently there is information that changes in the company will occur.*", "*Managers of our company do not hold the same job for many years.*", "*This company is always creating new departments and extinguishing others.*" and "*It is said that company jobs are insecure and there are no guarantees about the future.*". The scale

showed a good reliability (Cronbach α=, 760); (c) Changes in surveillance technologies is a new form of control over the workforce using the new technologies exposing the worker as a source of operational failure. In this type of control we analyzed in the first place, what existing technologies that might be used for controlling workers. Secondly, we tried to understand how these technologies, when present, affect workers' perception about the control exerts over them. This measure was a 4 item Likert scale (1- strongly disagree, 5- strongly agree), namely *"Due to new technology, work is increasingly controlled."*, *"Much of my work is now directly controlled by automatic systems."*, *"There is a need to set quantitative goals to evaluate my performance."* and *"There is a need to set quantitative goals to evaluate my performance."*. The scale showed a good reliability (Cronbach α=, 751); (d) Changes in manufacturing technologies is associated with new forms of production and production control in order to increase organizational efficiency. Finally, we tried to understand to what extent the new technologies affect the worker's method of production, especially realizing how often is that these technologies were introduced in the organization. This measure was a 3 item Likert scale (1- strongly disagree, 5- strongly agree), namely *"There are regular changes in how work is done."*, *"Regular changes are made to computer applications."* and *"I feel more and more new technologies are introduced in order to perform my job."*. The scale showed a consistent reliability (Cronbach α=, 680); Overall this scale revealed a great homogeneity (Kaiser-Meyer-Olkin index =, 836).

Human resource management control systems (technocratic controls)

To examine the HRM Control System we used the three measures developed by Snell (1992): (a) Behavior Control implies that responsibilities are standardized and there is an overriding concern for the procedures and methods. This type of control is based mainly on the behavior of workers and attempts to eliminate uncertainty. This measure was a 9 item Likert scale (1- strongly disagree, 5- strongly agree) and showed an excellent reliability (Cronbach α=, 820); (b) Output Control is aimed at standardizing the results and is therefore closely related to the reward policies. This control system focuses mainly on setting goals and workers should be concerned with achieving the desired results regardless of the method they use. This measure was a 12 item Likert scale (1- strongly disagree, 5- strongly agree) and showed a good reliability (Cronbach α=, 789); (c) Input Control attempts to regulate the antecedent conditions of performance: knowledge, skills and values. This measure was a 7 item Likert

scale (1- strongly disagree, 5- strongly agree) and showed an excellent reliability (Cronbach α=, 865);

Overall this scale revealed a great homogeneity (Kaiser-Meyer-Olkin index =, 889).

Perceived Organizational Support

To measure the Perceived Organizational Support we used the short scale developed by Eisenberger et. al. (1997). This construct reflects the belief of the workers about the degree to which the organization cares about their well-being and values their contribution. This measure was an 8 item Likert scale (1- strongly disagree, 5- strongly agree) and showed a great reliability (Cronbach α=, 919).

Overall this scale revealed a great homogeneity (Kaiser-Meyer-Olkin index =, 912).

Results

		M	ST	1	2	3	4	5	6	7	8
1	Output Control	3,19	,838	(,789)							
2	Behavior Control	2,83	1,041	,275**	(,820)						
3	Input Control	2,99	,843	,349**	,603**	(,865)					
4	Raise Symbolic Values	3,32	,998	,289**	,640**	,640**	(,882)				
5	Structural changes	2,34	,850	,115*	ns	ns	ns	(,760)			
6	Changes in surveillance technologies	3,14	,943	,388**	,246**	,220**	,228**	,166**	(,751)		
7	Changes in manufacturing technologies	3,04	,927	,218**	,165**	,229**	,227**	,299**	,513**	(,680)	
8	Perceived Organizational Support	3,08	,987	,133*	,595**	,605**	,726**	-,296**	ns	,139*	(,919)

** p< 0,01; * p < 0,05; the diagonal shows the values of Cronbach's α

Figure: II Bivariate Correlations (HRM Controls; New Control Mechanisms; POS)

The purpose of this paper is to analyze the relationship between socio-ideological controls and the technocratic controls, on workers' perspective, as well as the extent to which these controls relate to POS. Initially we conducted a bivariate correlation (see figure II) among these measures, obtaining the following results: regarding to HRM controls, and as expected, these controls are highly correlated with Perceived Organizational Support, namely Input Control (r =, 605, p<.01) - Youndt & Snell (1995) claims that this control is based on the development of homogeneous values between workers and an intrinsic dedication to the organization, Output Control (r =, 133, p<.01) - The same authors also claims that this type of control ensures a link between personal and organizational goals and Behavior Control (r =,

595, p<.01) - this control contributes to eliminate the sources of uncertainty (Youndt & Snell, 1995) helps to promote workers' commitment to the organization; Turning the attention now to subjective HRM control (socio-ideological controls), we observe a highly correlation between POS and these sorts of controls, namely Raise Symbolic Values (r = ,726, p<.01), a negative relation with Structural Changes (r = - ,296, p<.01) and positive relation to Changes in manufacturing technologies (r = ,139, p<.05).

It is important to note that the controls with a more significant relationship with the POS are the Input Control, Behavior Control and Raise Symbolic Values. This is due to whether these controls relying on the manipulation of worker's emotions and these controls have a greater range in those employees'.

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Independent Variable	POS			
	Model 1	Model 2	Model 3	Model 4
Intersection				
Gender	ns	ns	ns	ns
Age	ns	ns	ns	ns
Qualifications	ns	ns	ns	ns
Experience	ns	ns	ns	ns
Size of the organization	-,152**	-,156**	-,081*	-,090**
Input Control		,431**		,212**
Output Control		-,085*		ns
Behaviour Control		,358**		,174**
Raise Symbolic Values			,699**	,478**
Structural changes			-,247**	-,225**
Changes in surveillance technologies			-,119**	-,128**
Changes in manufacturing technologies			,110*	,097*
ΔR^2		,457[*1]	,576[*2]	,172[*3]
F Change	ns	38,25**	54,527**	51,27**
Adjusted R^2	,017	,474	,593	,646

β coefficients presented a t test with ** p< 0,01; * p < 0,05

Notes:
[*1] ΔR^2 = Adjusted $R^2_{\text{model 2}}$ – Adjusted $R^2_{\text{model 1}}$
[*2] ΔR^2 = Adjusted $R^2_{\text{model 3}}$ – Adjusted $R^2_{\text{model 1}}$
[*3] ΔR^2 = Adjusted $R^2_{\text{model 4}}$ – Adjusted $R^2_{\text{model 2}}$

Figure III: Regression analyses (dependent variable: POS)

Subsequently we conducted a linear regression using generalized least squares algorithm for each independent variable with four steps. In the first step we used the control variables composed to socio demographic variables associated with HRM controls: age (the difference in maturity among the employees may represent a different interpretation of the same controls); qualifications; experience; size of organization (this measure shows the degree of complexity of HRM systems).

In the second step we observe the degree of intensity technocratic controls explain the POS so that we can compare with the effects reported by the socio-ideological controls (third step).

Finally, in the fourth step, we observe the main effect of HRM control and new control mechanisms over the POS.

At a first look we can say that the socio demographic variables (size of organization) do have a marginal effect over the POS explaining 1, 7 % (model 1) revealing that the smaller the organization the higher workers perceived organizational support. Looking at model 2 we can observe that the Old controls significantly increase the adjusted R^2 to 47, 8% (ΔR^2 model 2=46, 1%) obtaining the following relations: Input Control, Behavior Control and Output Control are positively related to POS while Output Control are negatively related. Nevertheless the new controls mechanisms revealed a higher explanatory power over POS (model 3): adjusted R^2 =59, 3% and ΔR^2 =57, 6% whereas Structural Changes, Changes in surveillance technologies and Changes in manufacturing technologies are negatively related and at the other side Raise Symbolic Values are positively related. Finally, model 4 shows that these two types of control are complementary: adjusted R^2 =64, 7% and ΔR^2 =18, 6%. The only variable that loses explanatory power is the Output control.

Discussion

Five major contributions can be drawn from our results. First, we managed to create a scale to assess subjective control proposed by Gabriel (1999) with excellent reliability (KMO = 0,836; Factor 1 - Raise symbolic values: α = 0,882; Factor 2 – Structural changes: α = 0,760; Factor 3 – Changes in surveillance technologies: α = 0,751, Factor 4 – Changes in manufacturing technologies α = 0,680). These results allow this scale to be used in several empirical studies and see what is the extent of these controls at an organizational level and its impact on human resource management. These socio-ideological controls helps realizing the changes that have existed in the labor market, since the insecurity and uncertainty are present in the daily lives of employees of all organizations, and as such, it is necessary to understand the reason for this feeling and how to use it in favor of the organization.

Second, all types of controls (except for "changes in surveillance technologies") are strongly correlated with POS. This suggests that the human resource management must take into account all forms of control, since these have a significant impact on perceptions of workers which will bring a significant impact on organizational outcomes.

The third contribution highlights that the model 2, as expected, shows that the Input Control and Behavior Control are positively associated with POS, while the Output Control is negatively associated. Once the Input Control is associated with the method of recruitment

and selection and Behavior Control is associated with the feedback it is natural that workers develop positive feelings toward the organization, on the other hand, since the Output Control is associated with the performance evaluation is understandable (given the complex nature of this management tool) that workers develop negative feelings toward the organization. In terms of Human Resource Management, these results allow us to understand the sensitivity of performance evaluation and caution should be taken to involve employees in defining their objectives in order to minimize this negative feeling toward the organization.

Fourthly, the model 3 reveals that all factors have explanatory power in a scope of POS and higher values than old controls (model 2). These results confirm the idea of Gabriel (1999:197) "(…) these controls generate a new type of subjectivity, one that is closely based on corporate values and is not disposed toward resistance or dissent." These results also confirm what was announced by Eisenberger (1986:504) "increases in material rewards and symbolic rewards that the employee attributes to the organization's own disposition would increase perceived support."

Finally, the fifth contribution highlights that model 4 shows that these two types of controls (socio-ideological controls and technocratic controls) take a complementary role, since only the Output Control loses significance and these model explains 64.6% of POS (Δ R^2 = 17,2%). These results reinforce the idea shown in figure 2 where it is suggested that the Input Control and Raise Symbolic Values would be the liaison between the two types of control. The model 4 (Figure IV) shows that these are the two factors that most contribute to the POS. This complementary role of two types of control had been identified previously at the theoretical level: Gabriel (1999) revealed that these new controls are not a mere intensification of old controls but a supplementary control that have a greater reach in the workers. Along the same line, Palermo (2010:538-539) had already identified this complementarily of the two controls: "While traditional forms of control, also described as normative controls (…) are seen as controls in their own right (…),new control mechanisms can be seen as reinforcing them if they are applied in parallel."

Conclusion

Since the ultimate goal of human resource management is the achievement of better organizational results (by aligning employees with organizational strategy), this study shows the importance of joint use of the new controls (control over the individual or socio-ideological control) with old controls (control over the work process or technocratic control). The results obtained allow discerning the influence of these controls on employees and their indirect impact on the organization. It is therefore desirable that organizations take account of these controls in planning their strategy and its impact on workers, since the use of these controls without knowledge of their impacts can be damaging both to the workers or the organization. It is emphasized the fact that we have operationalized the construct proposed by Gabriel (1999) thus contributing to better understanding of organizational reality.

Like other studies, this paper has some limitations that may be driven for future research. The first limitation concerns the sampling method, since it is not possible to extrapolate the results obtained for the whole population. The second limitation, as identified previously relates to the fact that the sample had the aim of achieving a mix of people who have supervisory roles and a set of people who are supervised. Thirdly, some of those who answered the questionnaire belonged to organizations with small structures which meant they might not have formal human resource policies which might have influenced, to some extent, the results obtained. However, since the percentage of these companies be fairly low, was not considered relevant in the impact on the present study.

After this critical analysis to the study, it is possible to identify the direction of future research: first and as previously identified, future research should focus on the impact of these controls on organizational performance (through performance and financial indicators); it would also be interesting to study the effects of these controls on the emotions and behaviors of employees in order to understand the cause-effect existing relationships. Finally, one should use the scale created for the new HR controls to validate its reliability and conduct this study in other countries to confront the results obtained in this study.

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Attachments

Table 1

Exploratory factor analysis of HRM Controls scale

Items	Factor 1	Factor 2	Factor 3
α de Cronbach	,865	,789	,820
1- Input Control			
We have a strong commitment to training and developing skilled managers	**,779**	,075	,306
We have gone to great lengths to establish the best staffing procedure possible.	**,768**	,068	,227
After being on the job for years, managers are involved in skill development	**,741**	,073	,240
My managers are given ample opportunity to broaden their range of talents.	**,709**	,060	,149
We take pride in the fact that we hire the very best people for a job.	**,674**	,187	,254
Managers receive substantial training before they assume responsibility.	**,635**	-,010	,302
Individuals must undergo a series of evaluations before they are hired.	**,607**	,236	,043
2- Output Control			
Regardless of their absolute accomplishments, appraisals are based on whether they reach their goals.	,085	**,800**	,215
Numerical records are used as the chief index of effectiveness.	-,056	**,743**	-,116
Those who do not reach objectives receive a low rating.	,022	**,683**	,213
Performance evaluations place primary weight on results.	,081	**,611**	-,244
Regardless of what subordinates are like personally, their performance is judged by results achieved.	,310	**,595**	,101
Pre-established targets are used as a benchmark for evaluations.	,370	**,591**	,266

3- Behavior Control

Frequent meetings are held with subordinates to discuss their performance.	,204	,128	**,842**
Members of this organization receive frequent performance feedback.	,344	,107	**,793**
Long lag periods are required for feedback.	,293	-,062	**,793**
I do not generally concern myself with particular procedures and methods my subordinates use on the job.	,288	,079	**,482**

N=321, N=318, N=333 respectively. Kaiser-Meyer-Olkin index = 0,878. The total variance is explained by the factor 1 in 23, 85%; in 16, 96% by factor 2; and 16, 54 % by factor 3; the factor loadings were obtained by Varimax rotation.

Legend: Exploratory factor analysis of HRM Controls scale

Table 2

Exploratory factor analysis of New HRM control mechanisms scale

Items	Factor 1	Factor 2	Factor 3	Factor 4
α de Cronbach	*,882*	*,760*	*,751*	*,680*
1- Raise Symbolic Values				
This organization promotes individual initiative of employees.	**,838**	-,122	-,047	,119
This organization values teamwork.	**,810**	-,137	,008	,118
Managers always stress the excellence of products / services provide by our company.	**,783**	-,011	,169	-,051
This organization promotes events to enhance teambuilding.	**,760**	,103	-,010	,159
This organization values flexibility.	**,758**	-,058	-,082	,162
The demand for increased efficiency in all areas of the company is one of the most valued aspects.	**,720**	-,005	,333	-,049
It is frequently reported to us that customer care is the most important value.	**,661**	,042	,224	-,069
2- Structural changes				
People are often changed between work teams.	,175	**,771**	,025	,117
People change between professional roles with great frequency.	-,046	**,762**	,038	,302
Frequently there is information that changes in the company will occur.	,019	**,670**	,035	,208
Managers of our company do not hold the same job for many years.	,076	**,657**	,046	-,052
This company is always creating new departments and extinguishing others.	-,303	**,586**	,068	,072
It is said that company jobs are insecure and there are no guarantees about the future.	-,308	**,535**	,127	-,062

3- Changes in surveillance technologies

Due to new technology, work is increasingly controlled.	,177	-,065	**,766**	,307
Much of my work is now directly controlled by automatic systems.	,032	-,094	**,726**	,400
There is a need to set quantitative goals to evaluate my performance.	,090	,242	**,676**	-,084
I have to describe in detail my work several times a year.	,053	,179	**,640**	,269

4- Changes in manufacturing technologies

There are regular changes in how work is done.	,071	,231	,156	**,756**
Regular changes are made to computer applications.	-,054	,232	,281	**,681**
I feel more and more new technologies are introduced in order to perform my job.	,282	,026	,191	**,668**

N=320, N=313, N=329 e N=330 respectively. Kaiser-Meyer-Olkin index = 0,836. The total variance is explained by the factor 1 in 22,2%; in 14,7% by factor 2; in 11,7% by factor 3; and 10,3% by factor 4. The factor loadings were obtained by Varimax rotation.

Legend: Exploratory factor analysis of New HRM control mechanisms scale

Table 3

Exploratory factor analysis of Perceived Organizational Support scale

Items	Factor 1
α de Cronbach	*,919*
1- Perceived Organizational Support	
My organization really cares about my well-being.	**,885**
Help is available from my organization when I have a problem.	**,880**
My organization strongly considers my goals and values.	**,872**
My organization cares about my opinions.	**,866**
My organization is willing to help me if I need a special favor.	**,779**
My organization shows very little concern for me.	**,778**
My organization would forgive an honest mistake on my part.	**,693**
If given the opportunity, my organization would take advantage of me.	**,647**

N=321. Kaiser-Meyer-Olkin index = 0,912. The total variance is explained by the factor 1 in 64,7% (single factor). The factor loadings were obtained by Varimax rotation.

Legend: Exploratory factor analysis of Perceived Organizational Support scale

Paper II

New forms of work control and the effects they have on employees

Sumário Executivo

Tomando como ponto de partida o estudo I e, tal como referido anteriormente, o mercado de trabalho está cada vez mais competitivo e global, e para as empresas alcançarem a sua vantagem competitiva é necessário concentrarem-se na sua única fonte inimitável de recursos, ou seja, os seus trabalhadores. Uma das formas de concretizar esta mudança de paradigma é redesenhar os controlos organizacionais. O estudo anterior permitiu perceber que os controlos sócio-ideológicos complementam os controlos tecnocráticos e deverão ser utilizados conjuntamente para ter um efeito mais amplo sobre trabalhador para que as empresas alcancem os resultados organizacionais desejados. De forma geral, o estudo I centrou-se na avaliação da qualidade dos constructos apresentados. O estudo II tem como objectivo principal de avaliar os impactos dos controlos sócio-ideológicos (aproveitando a operacionalização conseguida através do estudo I) no estado emocional dos trabalhadores e nos seus comportamentos. A nível metodológico irá-se adoptar um paradigma mais quantitativo, uma vez que até à data o estudo dos novos controlos de recursos humanos (controlos sócio-ideológicos) tem-se baseado em abordagens mais qualitativas. O esforço na criação desta escala tem como intuito o contributo para o estudo do impacto directo da Gestão de Recursos Humanos nos trabalhadores.

Metodologicamente irá-se adoptar um paradigma mais quantitativo, uma vez que até à data o estudo dos novos controlos de recursos humanos (controlos sócio-ideológicos) tem-se baseado em abordagens mais qualitativas. O esforço na criação desta escala tem como intuito o contributo para o estudo do impacto directo da Gestão de Recursos Humanos nos trabalhadores. Os dados empíricos foram recolhidos através de questionário e cobriu quer o sector público, quer o sector privado do mercado de trabalho português e foram aplicados através da Internet (utilizando o email, o Linkedin e outras redes sociais) e pessoalmente (através de um centro de formação profissional). A dimensão da amostra obtida foi de 334 indivíduos, sendo que 213 eram do género feminino e 121 do género masculino.

Os resultados obtidos no presente estudo revelam que os controlos sócio-ideológicos têm um impacto significativo no estado emocional (ΔR^2 modelo 2 = 36, 4% e ΔR^2 modelo 4 = 14, 5 %) dos trabalhadores, nos comportamentos de cidadania organizacional (R^2 ajustado de 6,7 %) e nos comportamentos contra produtivos (R^2 ajustado de 13,6 %).

Os resultados empíricos foram ao encontro do corpo teórico: Hipótese 2a: a promoção dos valores simbólicos estará positivamente relacionada com as emoções positivas; Hipótese 2b: as mudanças estruturais estarão negativamente relacionadas com as emoções positivas;

Hipótese 2c: a promoção dos valores simbólicos estará relacionada negativamente com as emoções negativas; Hipótese 2d: as mudanças estruturais estarão relacionadas positivamente com as emoções negativas; Hipótese 3: a promoção dos valores simbólicos estará positivamente relacionada com o OCB; Hipótese 4a: a promoção dos valores simbólicos estará negativamente relacionada com os comportamentos contra produtivos; Hipótese 4b: as mudanças estruturais estarão positivamente relacionadas com os comportamentos contra produtivos. Apesar das limitações, identificadas ao longo do trabalho, parece-nos que as pesquisas futuras poderão tomar como ponto de partida o presente estudo e tentar averiguar qual a relação entre estes controlos e os comportamentos de resistência e o bem-estar dos trabalhadores.

New forms of work control and the effects they have on the organization and on employees.

Abstract

The purpose of this paper is to analyze the impact between the socio-ideological controls on employee´s emotions and behaviors. This paper takes an empirical approach, which was gathered via a questionnaire covering both public and private sector of the Portuguese labor market (the sample size was 334 employees). The paper suggests that socio-ideological controls have a deeper impact on employee´s (supporting the study of Gabriel, 1999) and helps to understand which factors are the causes of employee´s emotional state, desirable and undesirable behaviors.

Keywords: Socio-ideological controls; Emotions; OCB; CPB

Sumário

O objectivo deste estudo é do de analisar o impacto dos controlos sócio-ideológicos no estado emocional dos trabalhadores e nos seus comportamentos. Este estudo tem uma abordagem empírica, no qual os dados foram recolhidos através de questionário abrangendo quer o sector público quer o sector privado do mercado de trabalho português (o tamanho da amostra foi de 334 trabalhadores).Os resultados sugerem que os controlos sócio-ideológicos tenham um impacto muito mais profundo nos trabalhadores (apoiando o estudo de Gabriel, 1999) e ajuda a perceber quais os factores que estão na origem dos estados emocionais dos trabalhadores e nos comportamentos desejáveis e indesejáveis.

Palavras-chave: Controlos Sócio-ideológicos; Emoções; CCO; CCP

Introduction

Due to globalization and easy access to information for all organizations in the market, the competitive advantage of those no longer lies in the external environment and shift to the internal environment (i.e. know-how and workers). To achieve this competitive advantage has become necessary to take a step forward with regard to control over the workers. The paper I show that socio-ideological controls allow more control over the individual, thus achieving desired organizational results, supporting the theoretical framework: the control exerted by the organizations no longer lies in the traditional bureaucratic mechanisms, but instead they emerged in the organizational culture that makes them subtle and profound (Gabriel, 1999). These new mechanisms reach "the core of each worker to the level of their identity and

individuality" (Palermo et. al., 2010:538). These controls are divided into four sub-controls: structural changes (changes in the organic structure of the organization), changes in manufacturing technologies (new technologies / production methods), changes in surveillance technologies (use of new technologies to control workers) and raise symbolic values (promotion of values / ideals among workers).

This study will try to understand the impact of socio-ideological controls on employees, through their emotional state, organizational citizenship behavior and counter-productive behaviors, in order to understand which HRM mechanisms should be adopted to achieve competitive advantage.

The paper have the following structure: in the first section we briefly review the existing literature on organizational controls giving particular emphasis to the work carried out by Gabriel (1999) and Palermo (2010), then we analyze the employees emotions, organizational citizenship behavior and counter-productive behaviors. We then carried out an empirical analysis in which is focused the method and research context. In the third section, we present the results of the empirical analysis. Finally, in the fourth section we highlight the major findings.

Human Resources Management Controls

The HRM controls can be grouped into two categories: (a) technocratic controls, these being the formal controls that aim to control the behavior of employees and (b) socio-ideological controls, these being the subjective controls that try to control the beliefs of workers (Kärremon & Alvesson, 2004 *cit in* Styhre, 2008).

The technocratic controls had been initially proposed by Ouchi (1975) and later complemented by Snell (1992) and Snell & Youndt (1995), distributed as follows: Behavior control (Snell & Youndt, 1995:713) "(…) an overriding concern for procedures and methods (…)"; Output control (Youndt & Snell, 1995:713) defined as a "mutually set performance targets (…)"; Input Control (Snell & Youndt, 1995:713) as a "rigorous selection and training (…)" . The importance of these controls is related to the settings of what is the minimum expected performance of each worker for the organization to be competitive in the market in which it operates. Without this standard of analysis, it became harder to measure which workers are below the performance expectations required by the organization.

Previous studies (e.g. Palermo, 2010) show that these two types of control (socio-ideological controls and technocratic controls) are complementary, since the technocratic controls attempt to normalize the work itself and the technocratic controls tries to control the beliefs of workers.

However, since the purpose of this study is to analyze the impact of socio-ideological controls in the behaviors and emotions of the employees will then be given greater emphasis to the socio-ideological controls.

Socio-ideological Controls

Organizational success depends on a level of performance superior to the conventional and this, in turn, requires a deep commitment from workers, largely surpassing the mere obedience which made in the past (Roberts, 2005). It is due for organizations to create this sense of commitment on worker's that there is a necessity to establish these new control mechanisms of Human Resources. The elements that constitute this new organization strategy that are promoted among workers are: a culture of excellence, flexibility, responsibility for the quality of service, greater emphasis on teamwork, customer focus, among other. (Walton, 1985 *cit in* Roberts, 2005).

This need for organizations to promote particular symbolic values in the workers had already been pointed out earlier (Ouchi, 1979) as regards the clan mechanics as a social and informal mechanism that characterizes workers in an organization where they share the same symbolic values.

The control exerted by the organizations no longer lies in the traditional bureaucratic mechanisms, but instead they emerged in the organizational culture that makes them subtle and profound (Gabriel, 1999). These new mechanisms reach "the core of each worker to the level of their identity and individuality" (Palermo et. al., 2010:538).

The two types of controls (new and old HR controls) coexist (being that the old controls are based on control over the work process and the new controls are based on control over the individual), and their main difference is the source (internal or external) of the control itself (Gabriel, 1999): traditional control mechanisms are a source external to the individual (not being its reach as deep as the new mechanisms); new mechanisms are internal to the workers themselves, having a more profound impact on social and psychological life in the workers, thus affecting the interpretation of their organizational identity and their roles.

Gabriel (1999:184) proposes to categorize the new control mechanisms as follows: "(a) structural changes – associated with flatter hierarchies, flexible working practices, continuous bench-marking and measurement; (b) Changes in manufacturing technologies – associated with lean production, TQM and JIT; (c) Changes in manufacturing technologies – associated with the widespread use of electronic camera surveillance, performance-monitoring technology, and electronic tagging, as well as systems which can expose a single individual as the source of an operational failure; (d) Raise Symbolic Values – a concerted attempt by management to promote new set of values, attitudes and beliefs, through a symbolic manipulation of meanings, which privilege quality, service, excellence, teamwork, loyalty, and so on."

It can be identified two strategies to achieve change: first, it is necessary to promote a set of values, beliefs, attitudes and behaviors among employees; secondly, you must create cultural and structural practices designed in order to strengthen the sense of responsibility, the feeling of belonging, affection and display of competence on the part of the worker (Casey's, 1999:161 *cit in* Roberts, 2005). These two strategies are inherent mechanism in the accommodation facility to the new physical culture, that is, workers need time to develop the belief in this new culture. The difference between the ideal performance (established by the organization) and the actual performance of workers is reflected in the form of stress on workers, which is legitimized by the new culture, thus worker's commitment to the organization in achieving more satisfactory results. This manipulating of beliefs (new mechanisms of HR control) aims at a higher commitment of workers in achieving superior performance (Roberts, 2005). According the same author, a deal of the stress is created by the new HRM controls and can be addressed through the family culture (staff), thus strengthening an idealized values of the organization (team spirit). In general, the organization instead of achieving control through formal rules (old controls), for example, through regulations, punishment or instrumental rewards, it seeks alignment to encourage workers to identify themselves to the organization and towards their goals (McLoughin, 2005).

Despite these changes were not new, the combined use of these create the new control mechanisms. Gabriel (1999) proposes these new controls will create, on one hand, a feeling of insecurity that will be reflected in greater loyalty from workers, while on the other hand, creates a feeling of support to workers either from their peers either through their superiors.

Post-bureaucratic organizations tend to use these new controls, or regulatory controls through implementation of practices where workers self-monitor and self-discipline in accordance

with the principles intended by organization (Styhre, 2008). As Gabriel (1999), Kärremon & Alvesson (2004) – *cit in* Styhre, 2008 - distinguish the technocratic controls (which may be associated with old HRM controls) from socio-ideological controls (associated with new controls proposed by Gabriel, 1999). Therefore, the technocratic controls are defined by Kärremon & Alvesson (2004: 152– *cit in* Styhre, 2008) as a "direct attempt to control the behavior of employees" and "socio-ideological" controls as a means of "controlling the beliefs of workers". It is argued that the absence of technocratic controls is not beneficial to workers, since the absence of formal control system provides no standard of comparison for workers (Styhre, 2008).

The degree of achievement of these subjective HRM controls is evidenced by Grugulis et. al. (2000:112) which states that "it is increasingly difficult for workers to maintain the boundaries between home and their workplace given the fact that organizational controls are increasingly extended to cover the whole life of workers "(*cit in* Hughes, 2005).

Overall, it is concluded that organizations should use both types of control (control over the work process, old controls or technocratic controls / control over the individuals, new controls or socio-ideological controls) to the extent that old controls will ensure the existence of a standard of comparison and others will regulate behavior and preserve the interests of the organization.

The impact of Socio-ideological Controls on employees

Human resources management have an impact both at the organizational and interpersonal level: in an organizational level we can mention the impact of HRM on organizational performance (Snell & Youndt, 1995), while the interpersonal level we can mention the effect of socio-ideological controls in perceived organizational support on the emotional state of employees and their behavior. With regard to the effect of socio-ideological controls on the emotional state of employees, this study intends to look specifically at the level of emotional exhaustion perceived by employees, and to what extent HRM (specifically controls socio-ideological) may mediate this situation. In relation to the worker´s behavior will be focused the organizational citizenship behaviors and counterproductive behaviors. It is expected that these two constructs are related inversely and are influenced by subjective human resources controls.

The reason for the study of these variables concerns the fact that they will have an indirect effect on organizational performance, and we intend to study how HRM can contribute to this outcome.

<u>Hypothesis 1a:</u> Raise Symbolic Values and Structural changes are strongly correlated with Positive Emotions, Negative Emotions, Organizational Citizenship Behavior and Counterproductive behaviors.

<u>Hypothesis 1b:</u> Changes in surveillance technologies and Changes in manufacturing technologies are strongly correlated with Positive Emotions and Organizational Citizenship Behavior.
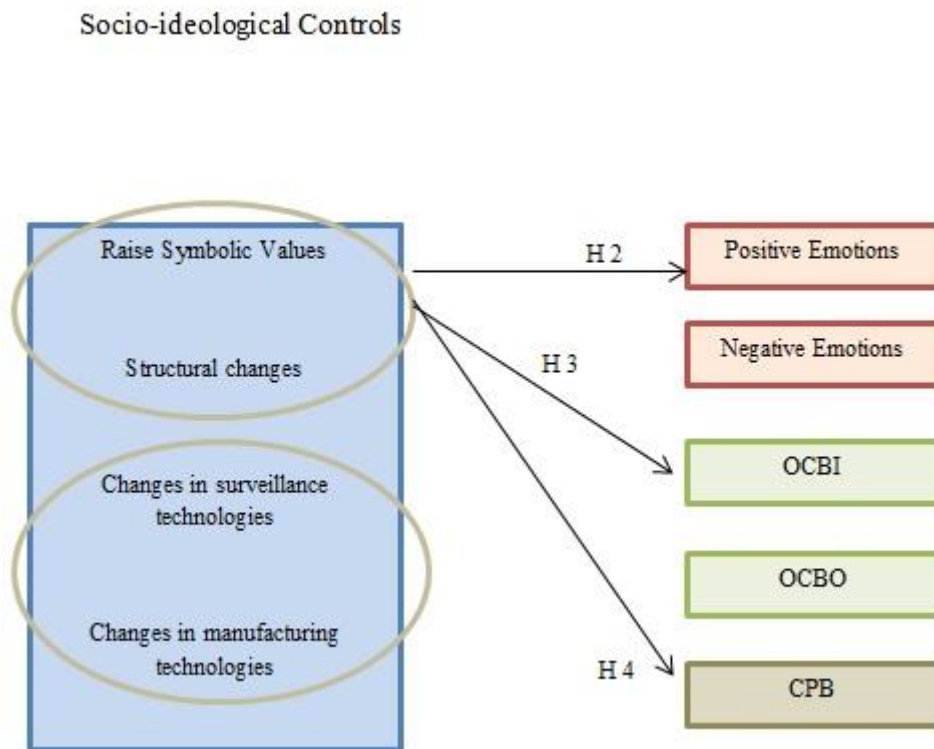
Figure I: conceptualization of the Relationship between subjective controls and their impact on employees

Emotions

Emotional exhaustion is one component of burnout, along with the perception of depersonalization and reduced personal accomplishment (Maslach, 1982; Maslach, Schaufel, & Leiter, 2001 *cit in* Halbesleben & Bowler, 2007), and is the "feeling of being overwhelmed and depleted of emotional and physical resources"(Maslach et. al. 2001 *cit in* Sonnentag et. al.

2010), that is, job demands are perceived as being greater than the resources available by the employee.

Job demands relates to physical, social and organizational aspects of work and require a sustained effort (physical or mental) which is associated with physical and psychological costs (Demerouti et. al., 2001). On the other hand, the resources of work refers to physical, psychological, social and organizational aspects of work that may act at the level of functionality in achieving the goals by reducing the demands of work and in stimulating personal development (Demerouti et. al., 2001). It´s possible to distinguish external resources (related to organizational and social aspects) from internal resources (cognitive aspects and patterns of action) - Richter & Hacker, 1998 *cit in* Demerouti et. al., 2001.

Since socio-ideological controls attempts to affect the employee's beliefs, these same controls can become a moderating variable in the sources of individuals stress by making them adopt the most appropriate coping strategy to the situation. The role of socio-ideological control may be based upon interpretation by the theoretical Model of Aspinwall & Taylor, 1996 (*cit in* Michielsen et. al., 2007): the psychosocial outcomes of workers result primarily on the type of stressor to which the worker is exposed and how these are perceived by each individual. This dynamic relationship will result in the assessment of the situation and will determine the coping strategy adopted by each worker, which in turn will affect the results of workers psychosocial condition. This model allows us to understand the importance of socio-ideological controls as moderating source of stressors and psychosocial outcomes, since it has the effect to enhance or mitigate the psychosocial outcomes of workers.

It has been identified in previous studies (Demerouti et. al., 2001) the antecedent variables (positive relationship) of work requirements, which in turn leads to the appearance of emotional exhaustion are the limited time available (leading to work pressure through physical demands), contact with customers, and physical environment shift work. The same author identifies also the variables that are related (positively) with the resources of the work are the use of feedback, rewards, control of work, participation, safety and support of the supervisor. The empirical results from previous studies (Michielsen et. al., 2007), shows that coping strategies do not influence the emotional exhaustion of workers. This result, although surprising, cannot be considered a pioneer, since there has been some divergence of results in this context: Deary et. al. (1996), Lee & Asforth (1996) and Thornton, 1992 (*cit in* Michielsen et. al., 2007) found an association between emotional exhaustion and the different available

coping strategies. While Papadatou et. al., 1994 (*cit in* Michielsen et. al., 2007) did not find any relationship between these two variables.

It has been suggested (Michielsen et. al., 2007) that these differences in results are due primarily to three factors: (a) coping scale used in the study may not include the type of stressors that respondents identify themselves; (b) certain coping styles may be more effective at certain stages of the process and fatigue; (c) more research is needed on the construct of coping has incremental validity when compared with the basic personality traits.

Through a theoretical review of the literature on emotional exhaustion is possible to identify the organizational consequences (Cropanzano et al., 2003 *cit in* Ladebo et. al., 2009, Lee & Asforth, 1996) are the weak worker commitment to the organization and to the supervisor, the employee perform a withdrawal cognitive style, poor performance at work, the employee is not available to participate in organizational citizenship behaviors. On the other hand, the consequences on a personal level of emotional exhaustion are: sickness, fatigue and substance abuse (Cherniss et al., 1978 *cit in* Ducharme et al., 2008) as well as depression, anxiety and irritability (Jayaratne et . al., 1986 *cit in* Ducharme et. al., 2008).

The perceptions and reactions (positive or negative) on the organization may moderate (strengthen or weaken) the emotional responses of workers, thus supporting the idea that the socio-ideological controls will have a moderating impact between emotions and workers (Ladebo, 2009).

After analyzing the complexity of the emotional state of employees and taking into account the characteristics of socio-ideological controls, namely their ideological variables (raise symbolic value) and structural variables (structural changes), it is presumed that these two variables have a great influence on the emotions of workers.

Hypothesis 2a: Raise Symbolic Values will be positively related to Positive Emotions.
Hypothesis 2b: Structural changes will be negatively related to Positive Emotions.
Hypothesis 2c: Raise Symbolic Values will be negatively related to Negative Emotions.
Hypothesis 2d: Structural changes will be positively related to Negative Emotions.

Organizational citizenship behaviors

The construct of organizational citizenship behavior (OCB) was originally proposed by Organ (1988:4) as "individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and generally promotes the efficient functioning of organization. (….) The behavior is rather a matter of personal choice, so its omission is not generally understood as punishable. "(*cit in* Podsakoff et al. 2000: 513). Due to difficulties in this definition proposed by Organ (1988), particularly in distinguishing on the one hand, which is discretionary or not, and secondly, what is or is non-contractual (Rego et al., 2010), Organ (1997:91) redefines this construct especially the definition of contextual performance as a "contribution to the maintenance and enhancement of social and psychological context that supports task performance"(*cit in* Rego et. al., 2010: 217). Through the existing theoretical framework (Podsakoff et al. al., 2000) it is possible to identify seven dimensions of the OCB: (a) helping behavior (involves the voluntary assistance to colleagues in the prevention of possible problems related to work); (b) sportsmanship ("people who not only do not complain when they are inconvenienced by others, but also maintain a positive attitude even when things do not go their way, are not offended when others do not follow their suggestions, are willing to sacrifice their personal interest for the good of the work group, and do not take the rejection of their ideas personally" - Podsakoff et al. 2000: 517); (c) organizational loyalty (involves promoting the organization to outsiders, protecting and defending the organization against external threats, and remain committed); (d) organizational compliance (is the acceptance of rules, procedures and regulations of the organization resulting in adherence to these without the need to monitor the behavior of workers); (e) individual initiative (is closely linked to extra-role performance, which consists of behaviors that go beyond the required level of the task specificity); (f) civic virtue (represents a commitment and concern for the organization as a whole); (g) self-development (includes voluntary behaviors on the part of workers to improve their skills).

The conceptual and empirical work conducted under the OCB suggests that it is possible to distinguish two types of OCB (Williams and Anderson, 1991), namely (a) OCB that benefit the organization as a whole (OCBO), such as "give notice when unable to attend work and adherence to informal rules to maintain order" (Williams & Anderson, 1991: 601.602) and (b) OCB that benefit, so immediate, specific individuals (OCBI) and through them indirectly

contribute to the organization, e.g., "helping others who have been absent, taking personal interest in other workers'(Williams & Anderson, 1991:602).

The importance of OCB on organizational and individual level becomes evident after an analysis of empirical evidence in the existing literature. The OCB are strongly correlated with job performance evaluations as is task performance, negatively related to turnover and absenteeism and positively related to customer satisfaction (Podsakoff et. al., 2009).

Since one of the premises of socio-ideological control is having a deeper impact on individuals where it tries to manipulate their beliefs and values, it is expected that these controls (in particular raise symbolic value because of its emotional impact) can manage to create a greater commitment on employees, thus they will adopt more organizational citizenship behavior.

Hypothesis 3: Raise Symbolic Values will be positively related to OCB.

Counterproductive behaviors

The counter – productive behaviors (CPB) have been defined as any voluntary behavior that violates organizational norms in a way that is detrimental both to the organization itself and to members of the organization, or both (Robinson & Bennett, 1995). The study of this phenomenon began with the analysis of specific behaviors of workers (such as theft and absenteeism) and has evolved into the investigation of the relationship patterns of behavior (such as the diversion of property and the diversion of production) - Sackett & DeVore, 2001 *cit in* Smithikrai, 2008. CPB may vary along two dimensions (Gruys & Sackett, 2003): (a) interpersonal dimension - organizational, (b) task relevant dimension.

We can distinguish different types of dysfunctional behaviors from the CCP, namely: (a) Deviant behavior - threatening to violate organizational norms, thus the welfare of workers and members (Bennett & Robinson, 2000); (b) Antisocial behavior - affect the organization, employees, internal customers and external customers (Giacalone & Greenberger, 1997 *cit in* Yang, 2008); (c) Behavior of retaliation - is a response to perceived unfair treatment and punishment results in the organization and its

representatives (Skarlicki & Folger, 1997); (d) Aggression in the workplace - is any action committed by an individual with the intention of hurting another individual (Neuman & Baron, 1997 *cit in* Yang, 2008); (e) Invincibility in the workplace - occurs when an individual are rude to the other (Andersson & Pearson, 1999);

Exclusion (real or perceived) of an employee relates to a set of negative emotional states such as "sadness, loneliness, jealousy, guilt / shame and social anxiety" (Leary, Koch & Hechenbleikner, 2001 *cit in* Hitlan & Noel, 2009:479). This study is aligned with the results of others authors (e.g. Hitlan & Noel, 2009) were the exclusion of an employee by the supervisor correlates positively with the CPB on organizational level (but not the on interpersonal level) whereas the exclusion of an employee by a colleague leads the CPB on a interpersonal level.

One possible way to analyze the CCP is through the interactionist view of the effect of personality in deviant behavior. This view is based on the "conceptualization of individual behavior as a continuous interaction and multi-directional between individuals with different characteristics and the situations they encounter"'' (Endler & Magnusson, 1976 *cit in* Smithikrai, 2008:254).This perspective suggests that factors related to the individual (e.g. personality traits) in a given context will influence his behavior. The context may be classified and defined by four attributes (Hattrup & Jackson, 1996): "(a) information on the environment (b) attributes of the task, (c) physical and (d) social norms" (*cit in* Smithikrai, 2008:255).

Due to the fact that deviant behaviors do not mean a violation of law, that is, the violation may be imposed standards implied by the groups where they belong, will be important to analyze the group norms (Cialdini & Trost, 1998; Pillutla & Chen, 1999 *cit in* Smithikrai, 2008) as well as social learning theory (Bandura, 1986) - *cit in* Smithikrai, 2008. Standards group rules are "guidelines for acceptable and unacceptable behavior that are developed through interactions among group members and are informally agreed by its members" (Cialdini & Trost, 1998 *cit in* Smithikrai, 2008:255).

These standards rules may be implied or perceived (Pillutla & Chen, 1999): "(a) the implicit norms refer to expectations of behavior that should be done in a particular context, (b) the perceived norms refer to standards behavior observed in other in certain contexts "(*cit in* Smithikrai, 2008:255).

According to social learning theory (Bandura, 1986) the behavior of workers is consistent with the observed models, being counter-productive modeled by members of the group, particularly if the behavior is associated with positive social effects (*cit in* Smithikrai, 2008).

Having regard to the emotional impact of socio-ideological controls (for example through organizational discourse) is expected to increase the commitment of workers and will decrease deviant behaviors. Due to the workers' resistance to change, it is expected that structural changes have a significant impact on the employees by making them take more deviant behavior because of their dissatisfaction.

Hypothesis 4a: Raise Symbolic Values will be negatively related to Counterproductive behaviors.

Hypothesis 4b: Structural changes will be positively related to Counterproductive behaviors.

Research Design

This study adopts a more quantitative paradigm where it will seek to operationalize concepts that to date only allow qualitative approaches.

The concepts presented by Gabriel (1999) have been theorized in a more discursive perspective and the rationale is based on theoretical perspectives of other authors (e.g. the idea of resistance discussed by Collinson, 1994 *cit in* Gabriel, 1999) which makes its operationalization more subjective (notably in achieving the symbolic values).

The effort of operationalization these new control mechanisms carried out by this study aims to help create the conditions for using these constructs in studies with a more quantitative paradigm to assess the possible side effects and relationships between the new controls of human resources and the impact they have on workers (in terms of emotions and behaviors), on organizations (organizational culture and performance) and the human resource management (policies and practices of human resources and group phenomena).

Data Collection

The empirical data were gathered via a questionnaire covering both public and private sector of the Portuguese labor market. Questionnaires were administered via the Internet (by email, LinkedIn and other social networks) and personally (through a training center and acquaintances). The choice of these means was due to the fact that on the one hand, the questionnaires were in electronic format which allowed a fast and easy filling and the forwarding to others. On the other hand, through the acquaintances and their networking it was possible to reach the most diverse sectors in Portugal. With regard to the training center, the target group were only individuals who were active in the labor market

Sample

The sample aimed to achieve a homogeneous number of people who have supervision role and people who are under supervision of others.

Bearing this in mind, the characteristics of this sample are: 213 females and 121 males, representing 63,8% and 36,2% respectively; 28,7% were under 30 years, 38,3% were between 30 and 40 years, 24,6% between 40 and 50 years and just 8,4% were over 50 years. The average work experience of respondents was 3, 4 years (standard deviation 1, 5) and the average of the elements of teamwork was 2, 20 (standard deviation 0,933). 50, 8% of respondents claimed to have people under their supervision. Regarding the size of the organization its distribution was as follows: 9,9% were under 10 people; 24,9% were between 10 and 50 people; 13,2% between 50 and 100; 18% between 100 and 250 people; 15,9% between 250 and 500 people; 18,3% were over 500 people. The main sector of activity represented in the sample is the tertiary sector (81, 1%) with the following composition: 5,9% commerce, 2,3% retail, 6,8% finance, 5,5% civil service, 8,5% I.T. and 52,1% others services. A large part of the sample (68,9%) had a contractual relationship with indefinite duration. In total 16,8% had no formal qualifications whereas 81,3% had a university degree. The distribution of workers by the organizational structure of the companies had the following characteristics: 21,6% managers, 42% scientific and technical jobs, 28,5% technicians and mid-level professionals and 7,8% others.

Measures

New HRM control mechanisms (socio-ideological controls)

Since the purpose of this paper is to evaluate the new forms of control over work, it was necessary to operationalize the constructs proposed by Gabriel (1999). Initially the factor analysis showed five factors with a total of 25 items. The first step was to eliminate the factors that showed ambiguous values, namely "*In my company there are many comparisons with other competing companies*", "*I have to complete more and more reports to the performance of my job*", "*In my company there are quality control systems*", "*There are indicators of activity incongruent with what I do exactly*" and "To be valued in this company is necessary to show high loyalty". The second step was to analyze the remaining items corresponded to the expected theoretical factors, obtaining the following result: (a) Raise Symbolic Values consists in promoting a set of values, attitudes and beliefs, through the manipulation of symbolic meanings. Through the studies of Gabriel (1999) and Palermo (2010) and the examples and quotes provided by them, we attempted to describe some hypothetical situations that could happen in order to detail the extent to which values are more promoted in the organization by superiors. This measure was a 7 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*This organization promotes individual initiative of employees.*", "*This organization values teamwork.*", "*Managers always stress the excellence of products / services provide by our company.*", "*This organization promotes events to enhance teambuilding.*", "*This organization values flexibility.*", "*The demand for increased efficiency in all areas of the company is one of the most valued aspects.*" and "*It is frequently reported to us that customer care is the most important value.*" The scale showed an excellent reliability (Cronbach $\alpha=$, 882); (b) Structural changes associated with organic changes (flatter hierarchies, flexible working practices) in organizations. The operationalization of the structural changes emerged after an analysis of several authors (e.g. Eaton, 2003) where it was possible to provide situations which demonstrate the likely existence of organic changes in organizations. This measure was a 6 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*People are often changed between work teams.*", "*People change between professional roles with great frequency.*", "*Frequently there is information that changes in the company will occur.*", "*Managers of our company do not hold the same job for many years.*", "*This company is always creating new departments and extinguishing others.*" and "*It is said that company jobs are insecure and there are no guarantees about the future.*". The scale

showed a good reliability (Cronbach α=, 760); (c) Changes in surveillance technologies is a new form of control over the workforce using the new technologies exposing the worker as a source of operational failure. In this type of control we analyzed in the first place, what existing technologies that might be used for controlling workers. Secondly, we tried to understand how these technologies, when present, affect workers' perception about the control exerts over them. This measure was a 4 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*Due to new technology, work is increasingly controlled.*", "*Much of my work is now directly controlled by automatic systems.*", "*There is a need to set quantitative goals to evaluate my performance.*" and "*There is a need to set quantitative goals to evaluate my performance.*". The scale showed a good reliability (Cronbach α=, 751); (d) Changes in manufacturing technologies is associated with new forms of production and production control in order to increase organizational efficiency. Finally, we tried to understand to what extent the new technologies affect the worker's method of production, especially realizing how often is that these technologies were introduced in the organization. This measure was a 3 item Likert scale (1- strongly disagree, 5- strongly agree), namely "*There are regular changes in how work is done.*", "*Regular changes are made to computer applications.*" and "*I feel more and more new technologies are introduced in order to perform my job.*". The scale showed a consistent reliability (Cronbach α=, 680); Overall this scale revealed a great homogeneity (Kaiser-Meyer-Olkin index =, 836).

Emotions

One of the purposes of this study was to analyze the relationship between socio-ideological controls and employee's emotions, more specifically what kind of feelings (positive or negative) they have and how HRM can influence those feelings.
For this purpose we used as a basis the burnout scale proposed by Pines & Aronson (1988). Initially the factor analysis showed two factors with a total of 10 items. The first step was to eliminate the items that were on the wrong factor, namely "*disappointed*" and "*depressed*". The second step was to analyze the remaining items corresponded to the expected theoretical factors, obtaining the following result: (a) Positive Emotions. This measure was a 5 item Likert scale (1- never, 7- always), namely "motivated", "optimistic", "happy", "feeling good" and "useful"; (b) Negative Emotions. This measure was a 5 item Likert scale (1- never, 7- always), namely "anxious", "physically exhausted" and "emotionally exhausted". The scale

showed a good reliability (Cronbach α=, 886 and α=, 718 for Positive Emotions and Negative Emotions, respectively); Overall this scale revealed a great homogeneity (Kaiser-Meyer-Olkin index =, 880).

Organizational citizenship behaviors

To measure the Organizational citizenship behaviors we used the scale developed by Williams & Anderson (1991). This construct relies on the commitment of the employees to the organization, reflected in various behaviors favorable to the organization and to other workers. This measure was a 10 item Likert scale (1- strongly disagree, 5- strongly agree) distributed by OCBI (6 items) and OCBO (4 items) and showed an overall great reliability (Cronbach α= 0,753; 0,606; respectively).

The original scale also include the in-role behavior measure, however, since the purpose of this study was the achievement of OCB, this measure was excluded.

Overall this scale revealed a good homogeneity (Kaiser-Meyer-Olkin index IRB =, 807; Kaiser-Meyer-Olkin index OCBI =, 754; Kaiser-Meyer-Olkin index OCBO =, 754).

Counterproductive behaviors

To examine the Counterproductive behaviors we used the scale designed by Skarlicki & Folger (1997). CPB it has been defined as any voluntary behavior that violates organizational norms harming the organization itself or the employees (or both).

This measure was a 16 item Likert scale (1- never in the past month, 5- six or more times in the past month) and showed a goodreliability (Cronbach α=, 693).

Overall this scale revealed a good homogeneity (Kaiser-Meyer-Olkin index =, 719).

Results

		M	ST	1	2	3	4	5	6	7	8	9
1	Raise Symbolic Values	3,32	,998	(,882)								
2	Structural changes	2,34	,850	ns	(,760)							
3	Changes in surveillance technologies	3,14	,943	,228**	,166**	(,751)						
4	Changes in manufacturing technologies	3,04	,927	,227**	,299**	,513**	(,680)					
5	Positive Emotions	3,54	,821	,588**	-,137*	,113*	,171**	(,886)				
6	Negative Emotions	3,15	,825	-,295**	,197**	ns	ns	-,518**	(,718)			
7	OCBI	3,83	,644	,247**	ns	ns	,146**	,291**	-,147**	(,753)		
8	OCBO	4,42	,612	ns	-,147**	ns	-,124*	ns	ns	ns	(,606)	
9	CPB	1,29	,271	-,254**	,157**	nss	ns	-,418**	,189**	-,127*	-,300**	(,693)

** p< 0,01; * p < 0,05; the diagonal shows the values of Cronbach's α

Figure: II Bivariate Correlations (Socio-Ideological Controls; Emotions; OCB; CBP)

The purpose of this study is to analyze the impact of socio-ideological control on employee´s emotions and behaviors. Initially we conducted a bivariate correlation (see figure II) among these measures, obtaining the following results: the socio-ideological control, as expected, are highly correlated with employee´s emotions, namely positively related to positive emotions (r =, 588, p<.01) - since these controls have a very strong component of symbolic values is expected these have a positively influence on employees - and negatively related to negative emotions (r = - , 295, p<.01). Regarding to the relationship between these type of control with organizational citizenship behavior we can identified a high correlation in OCBI (r =, 247, p<.01) - the symbolic values promoted by this type of control, especially the team spirit, will strengthen the relationship between the employees by making them adopt behaviors on mutual assistance - and somewhat surprising the absence of correlation in OCBO – it would be expected that when employees feel a positive attitude from the organization they would reciprocate with behaviors that benefit the organization as a whole.

Turning the attention now to the counterproductive behaviors, as expected, they are negatively related to subjective controls (r = -, 254, p<.01). It was presumed that the CPB had an opposite behavior to OCB for the reasons listed above.

Subsequently we conducted a linear regression using generalized least squares algorithm for each independent variable with two steps. In the first step we used the control variables composed to socio demographic variables associated with HRM controls: age (the difference

in maturity among the employees may represent a different interpretation of the same controls); qualifications; experience; size of organization (this measure shows the degree of complexity of HRM systems).

In the second step we observe the degree of intensity socio-ideological controls explain the dependent variable so that we can compare with the effects reported by the control variables.

Independent Variable	Positive Emotions		Negative Emotions	
	Model 1	Model 2	Model 3	Model 4
Gender	ns	ns	**-,120***	**-,146****
Age	ns	ns	ns	**-,145***
Qualifications	ns	ns	ns	ns
Experience	ns	ns	ns	ns
Size of the organization	ns	ns	ns	ns
Raise Symbolic Values		**,580****		**-,342****
Structural changes		**-,116***		**,152****
Changes in surveillance technologies		ns		ns
Changes in manufacturing technologies		ns		ns
Δ R2		,364[*1]		,145[*2]
F Change	ns	47,022**	2,557*	15,152**
Adjusted R2	-,008	,356	,023	,168

β coefficients presented a t test with ** p< 0,01; * p < 0,05

Notes:
[*1] Δ R^2 = Adjusted R^2 model 2 − Adjusted R^2 model 1
[*2] Δ R^2 = Adjusted R^2 model 4 − Adjusted R^2 model 3

Figure III: Regression analyses (dependent variable: Emotions)

Regarding to the analyses between employee´s emotions (dependent variable) and the socio-ideological controls (independent variable) we can observe the following results:

Looking at positive emotions we can observe that raise symbolic values and structural changes (model 2) significantly increase the adjusted R^2 to 36, 4 % which demonstrates the great importance and subjectivity in manipulation of beliefs and attitudes (great emotional impact on employees) in this type of control is based. Concerning the negative emotions it

would be expected to act inversely to positive emotions, however either gender and age has a negative marginal impact (model 3 and model 4) suggesting that one of the gender copes better with adversity and age (employee´s maturity) also has an important role in the management of emotions. Nevertheless the model 4 adjusted R^2 (14, 5%) is lower than model 2 which indicates that there are more variables to influence negative emotions than positive emotions. These results allow us to realize the importance of organizational communication and its emotional impact on employees as well as resistance to change.

Independent Variable	OCBI		OCBO	
	Model 5	Model 6	Model 7	Model 8
Gender	ns	ns	-,137**	-,127*
Age	,143*	ns	ns	ns
Qualifications	ns	ns	ns	ns
Experience	ns	ns	ns	ns
Size of the organization	ns	ns	ns	ns
Raise Symbolic Values		,240**		ns
Structural changes		ns		ns
Changes in surveillance technologies		ns		ns
Changes in manufacturing technologies		ns		ns
Δ R2		,059[*2]		,012[*3]
F Change	ns	6,198	ns	ns
Adjusted R2	,008	,067	,009	,021

β coefficients presented a t test with ** p< 0,01; * p < 0,05

Notes:
[*1] Δ R^2 = Adjusted R^2 model 6 − Adjusted R^2 model 5
[*2] Δ R^2 = Adjusted R^2 model 8 − Adjusted R^2 model 7
[*3] Δ R^2 = Adjusted R^2 model 10 − Adjusted R^2 model 9

Figure IV: Regression analyses (dependent variable: OCB)

Turning the attention now to the regression analyses between organizational citizenship behavior (dependent variable) and socio-ideological controls (independent variable) we note the following results: starting with OCBI we can observe that age have a positive impact (model 5) will once again be probably related to the employee´s maturity. As expected raise symbolic values have a great impact on the adjusted R^2 (Δ R2 = 5, 9 %), demonstrating that the manipulation of beliefs and values among the worker will have a positive effect on the

organization, since this manipulation of believes will bring greater commitment from employee´s to the organization. Surprisingly only the genders have a positive marginal impact on OCBO (model 7 and 8). It would be expected that raise symbolic values would have a great impact on OCBO as had on OCBI. This lack of relationship may be due to the symbolic values may be very oriented towards the promotion of behaviors and attitudes among workers and not as favoring oriented behaviors directly towards the organization. Despite the focus on the analysis on OCBI and OCBO, the overall analysis should focus on the OCB in general, where we got the expected results.

Independent Variable	Counterproductive behaviors	
	Model 9	Model 10
Gender	ns	ns
Age	-,192**	-,213**
Qualifications	,106*	ns
Experience	ns	ns
Size of organization	ns	ns
Raise Symbolic Values		-,252**
Structural changes		,174**
Changes in surveillance technologies		ns
Changes in manufacturing technologies		ns
Δ R2		,092[*1]
F Change	4,025**	9,669**
Adjusted R2	,044	,136

β coefficients presented a t test with ** p< 0,01; * p < 0,05

Notes:

[*1] Δ R^2 = Adjusted R^2 $_{model\ 12}$ – Adjusted R^2 $_{model\ 11}$

Figure V: Regression analyses (dependent variable: CPB)

Concerning to the relation between the Counterproductive behaviors (dependent variable) and the socio-ideological controls we can observe the following results: age and qualifications (model 9) have a marginal effect on CPB. Interestingly, the qualifications have a positive

effect on CPB, which suggests that, in principle, low-skilled workers will engage in more counterproductive behaviors. Model 10 shows, as expected, raise symbolic values (negative relationship) and structural changes (positive relationship) significantly increase the adjusted R^2 to 13, 6 %. The fact that structural changes have a significant effect on CPB reveals the difficulty of people in coping with the changes, which are a factor of instability.

Discussion

Three major contributions can be drawn from our results. First, in using again the scale created in study I, we demonstrated the reliability of it (KMO = 0,836; Factor 1 - Raise symbolic values: α = 0,882; Factor 2 – Structural changes: α = 0,760; Factor 3 – Changes in surveillance technologies: α = 0,751, Factor 4 – Changes in manufacturing technologies α = 0,680). Hopefully, this scale will be used in further empirical studies demonstrating the impact of these controls on individuals and on the organization.

Secondly, the socio-ideological controls (especially raise symbolic value and structural changes) are strongly correlated with employee's emotions and behaviors. We would like to emphasize the results obtained in the model 2 and model 4, reveal that raise symbolic value and structural changes have a great impact on employee´s. These results demonstrate the subjectivity and sensitivity of these controls, since the organizational discourse have a significant impact on workers, as well as resistance to change. These two aspects are very important in terms of HRM, as it allows realizing what internal communication policies the organization must adopt.

In analyzing the results obtained, it can be observed that constantly and consistently the raise symbolic values and structural changes are almost always present as explanatory factors of the variables under study which suggests that these ideological variables (raise symbolic values) and structural (structural changes) has a great emotional impact on employees that supports the theories of well-being of employees, this being the third contribution of this study.

Conclusion

Since the ultimate goal of human resource management is the achievement of better organizational results (by aligning employees with organizational strategy), this study shows the importance of socio-ideological controls on employees and indirectly on organizational level. The results obtained reveal that HRM should be aware of these subjective controls, particularly in terms of promotion of symbolic values (organizational discourse) and the management of structural changes to get the most out of each worker.

Like other studies, this paper has some limitations that may be driven for future research. The first limitation concerns the sampling method, since it is not possible to extrapolate the results obtained for the whole population. The second limitation, as identified previously relates to the fact that the sample had the aim of achieving a mix of people who have supervisory roles and a set of people who are supervised. Thirdly, some of those who answered the questionnaire belonged to organizations with small structures which meant they might not have formal human resource policies which might have influenced, to some extent, the results obtained. However, since the percentage of these companies be fairly low, was not considered relevant in the impact on the present study.

After this critical analysis to the study, it is possible to identify the direction of future research: first, it should be interesting to study which resistance behaviors are associated with structural changes. Secondly, study the impact of these socio-ideological controls on other individual outcomes bearing in mind the employee´s well-being. Finally, one should use the scale created for the new HR controls to validate its reliability and conduct this study in other countries to confront the results obtained in this study.

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Attachments

Table 1

Exploratory factor analysis of New HRM control mechanisms scale

Items	Factor 1	Factor 2	Factor 3	Factor 4
α de Cronbach	*,882*	*,760*	*,751*	*,680*
1- Raise Symbolic Values				
This organization promotes individual initiative of employees.	**,838**	-,122	-,047	,119
This organization values teamwork.	**,810**	-,137	,008	,118
Managers always stress the excellence of products / services provide by our company.	**,783**	-,011	,169	-,051
This organization promotes events to enhance teambuilding.	**,760**	,103	-,010	,159
This organization values flexibility.	**,758**	-,058	-,082	,162
The demand for increased efficiency in all areas of the company is one of the most valued aspects.	**,720**	-,005	,333	-,049
It is frequently reported to us that customer care is the most important value.	**,661**	,042	,224	-,069
2- Structural changes				
People are often changed between work teams.	,175	**,771**	,025	,117
People change between professional roles with great frequency.	-,046	**,762**	,038	,302
Frequently there is information that changes in the company will occur.	,019	**,670**	,035	,208
Managers of our company do not hold the same job for many years.	,076	**,657**	,046	-,052
This company is always creating new departments and extinguishing others.	-,303	**,586**	,068	,072
It is said that company jobs are insecure and there are no guarantees about the future.	-,308	**,535**	,127	-,062

3- Changes in surveillance technologies

Due to new technology, work is increasingly controlled.	,177	-,065	**,766**	,307
Much of my work is now directly controlled by automatic systems.	,032	-,094	**,726**	,400
There is a need to set quantitative goals to evaluate my performance.	,090	,242	**,676**	-,084
I have to describe in detail my work several times a year.	,053	,179	**,640**	,269

4- Changes in manufacturing technologies

There are regular changes in how work is done.	,071	,231	,156	**,756**
Regular changes are made to computer applications.	-,054	,232	,281	**,681**
I feel more and more new technologies are introduced in order to perform my job.	,282	,026	,191	**,668**

N=320, N=313, N=329 e N=330 respectively. Kaiser-Meyer-Olkin index = 0,836. The total variance is explained by the factor 1 in 22,2%; in 14,7% by factor 2; in 11,7% by factor 3; and 10,3% by factor 4. The factor loadings were obtained by Varimax rotation.

Legend: Exploratory factor analysis of New HRM control mechanisms scale

Table 2

Exploratory factor analysis of Burnout Measure scale

Items	Factor 1	Factor 2
α de Cronbach	,886	,718
1- Positive Emotions		
Motivated	**,848**	-,229
Optimistic.	**,830**	-,261
Happy.	**,808**	-265
Feeling good.	**,768**	-,295
Useful	**,752**	-,033
2- Negative Emotions		
Anxious.	-,085	**,792**
Physically exhausted.	-,186	**,773**
Emotionally exhausted.	-,431	**,732**

N=318 e N=328 respectively. Kaiser-Meyer-Olkin index = 0,880. The total variance is explained by the factor 1 in 43% and in 25,5% by factor 2. The factor loadings were obtained by *Varimax* rotation.

Legend: Exploratory factor analysis of Burnout Measure scale

Table 3

Exploratory factor analysis of Extra-Role Behaviors scale

Items	Factor 1	Factor 2
α de Cronbach	*,753*	*,606*
1- Organizational Citizenship Behaviors at specific Individuals		
Takes time to listen to co-worker´s problems and worries.	**,767**	,037
Takes a personal interest in other employees.	**,704**	,130
Helps others who have heavy workloads.	**,668**	-,225
Goes out of way to help new employees.	**,655**	,095
Passes along information to co-workers.	**,638**	,004
Assists supervisor with his/her work (when not asked).	**,587**	-,285
2- Organizational Citizenship Behaviors directed at an Organization		
Takes undeserved work breaks.	,039	**,733**
Great deal of time spent with personal phone conversations.	,009	**,725**
Complains about insignificant things at work.	-,045	**,644**
Fails to perform essential duties.	-,042	**,584**

N=320 e N=328 respectively. Kaiser-Meyer-Olkin index = 0,754. The total variance is explained by the factor 1 in 27,2% and in 19,8% by factor 2. The factor loadings were obtained by *Varimax* rotation.

Legend: Exploratory factor analysis of Extra-Role Behaviors scale

Table 4

Exploratory factor analysis of Organizational Retaliatory Behavior Scale

Items	Factor 1
α de Cronbach	*,693*
1- Organizational Retaliatory Behavior	
Tried to look busy while wasting time.	**,692**
Wasted company materials.	**,542**
Intentionally worked slower.	**,527**
Took supplies home without permission.	**,514**
Took an extended coffee or lunch break.	**,492**
Spoke poorly about the company to others.	**,487**
Spent time on personal matters while at work.	**,478**
Gossiped about his or her boss.	**,477**
Spread rumors about co-workers.	**,445**
Disobeyed a supervisor's instructions.	**,417**
On purpose, damaged equipment or work process.	**,396**
Refused to work weekends or overtime when asked.	**,365**
Gave a co-worker a "silent treatment".	**,332**
"Talked back" to his or her boss.	**,321**
Left a mess unnecessarily, (did not clean up).	**,271**
Called in sick when not ill.	**,265**

N=309. Kaiser-Meyer-Olkin index = 0,719. The total variance is explained by the factor 1 in 20,4% (single factor). The factor loadings were obtained by *Varimax* rotation.and forced into 1 factor.

Legend: Exploratory factor analysis of Organizational Retaliatory Behavior Scale

Concluding remarks

Upon the analysis of paper I and paper II we will proceed with the main conclusions of the study. First, the new controls (socio-ideological controls) are distinguished from formal controls (technocratic controls). Although they are different constructs, there is an intersection of these controls which meets the literature with regard to their joint use. Secondly, the socio-ideological controls showed a greater explanatory power than formal controls, which will support the theoretical framework about the deepest impact of new controls on individuals. Thirdly, the empirical results obtained show that the combined use of two controls have a great impact at the organizational level.

Turning the attention now to the impact of socio-ideological controls on individuals, the most significant result was obtained on the emotional state of employees, suggesting that these controls have a big emotional impact on employees (particularly through the promotion of symbolic values) and that structural changes must be managed very carefully because it has a significant negative impact on employees (resistance to change).

It is expected that this study may contribute to the analysis of the impact of HRM in the organization and which the best path that organizations should adopt to achieve competitive advantage through their human resources.

Attachments

Questionnaire

<u>Estudo sobre a gestão das emoções no local de trabalho</u>

O ambiente de competitividade existente entre as diversas empresas do mercado de trabalho transformou a dinâmica das organizações, tendo o trabalhador, hoje em dia, mais responsabilidades e impacto no sucesso/fracasso organizacional. Assim, e com o objectivo de melhorar a qualidade de vida profissional dos trabalhadores, torna-se importante conhecer quais as causas que antecedem os seus diferentes estados emocionais, e como é que estes podem ser geridos.

Desta forma, este estudo surge no âmbito da tese de mestrado em Gestão de Recursos Humanos sendo o seu objectivo meramente académico. Peço a sua colaboração no preenchimento deste questionário de forma a apurar as condições existentes no seu local de trabalho. É garantida a confidencialidade de todos os dados indicados, servindo estes apenas fins meramente estatísticos.

Lembramos que não existem respostas certas ou erradas às questões que se seguem, dado que o que nos interessa é a sua opinião honesta.

Muito obrigado pela sua colaboração!

A equipa de investigação,

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New forms of work control and the effects they have on the organization and on employees.

Vamos começar por pedir-lhe que pense na sua organização actual, e que dê a sua opinião sobre as situações que apresentamos de seguida, conforme considera que se aplicam ou não a si. (Para indicar a sua resposta, basta marca uma cruz (X) no quadro que melhor caracteriza a sua opinião).

Gostaríamos de começar por analisar algumas situações passíveis de ocorrer dentro da sua organização. Indique, por favor, o seu grau de concordância em relação às afirmações que se seguem.

	Discordo Totalmente	Discordo Parcialmente	Não concordo Nem discordo	Concordo Parcialmente	Concordo Totalmente
1.Os gestores recebem formação substancial antes de assumir papéis de maior responsabilidade.					
2.Tem sido realizado um grande esforço para estabelecer o melhor procedimento possível em relação ao recrutamento e selecção.					
3.Os gestores continuam a desenvolver as suas competências, através de formação, mesmo ao fim de vários anos de serviço.					
4.Os candidatos são submetidos a uma série de avaliações antes de serem contratados.					
5.São dadas oportunidades aos gestores de ampliar a sua gama de competências.					
6.Esta empresa orgulha-se do facto de apenas as melhores pessoas serem contratadas para trabalhar na organização.					
7.Esta empresa tem um forte compromisso com a formação e desenvolvimento das competências dos gestores.					
8.O comportamento tem um peso muito considerável na avaliação de desempenho.					
9.Os trabalhadores são responsabilizados pelas suas acções, apesar dos seus resultados.					
10.Geralmente, a empresa não se preocupa com os procedimentos e métodos que os trabalhadores utilizam no seu trabalho.					
11. Existe uma consulta mutua, entre trabalhadores e chefia, no estabelecimento de normas.					
12. Os programas de avaliação de desempenho são impostos de "cima para baixo".					
13.São realizadas reuniões de carácter frequente com os trabalhadores para discutir o seu desempenho.					
14.Os trabalhadores assumem a responsabilidade de definir os seus próprios objectivos de desempenho.					
15. Os membros desta organização recebem feedback frequente sobre o seu desempenho.					
16. Existem largos períodos de tempo sem os trabalhadores receberem feedback.					
17. As avaliações de desempenho avaliam sobretudo os resultados.					
18. Os objectivos de desempenho são muito rígidos.					
19.A remuneração consiste em recompensas baseadas no desempenho.					
20. As metas pré-estabelecidas são utilizadas como referências para as avaliações.					
21.A avaliação da eficácia baseia-se sobretudo em indicadores quantitativos.					

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	Discordo Totalmente	Discordo Parcialmente	Não concordo Nem discordo	Concordo Parcialmente	Concordo Totalmente
22.A diferença de vencimento entre os trabalhadores representam as diferenças dos níveis de desempenho.					
23.Independentemente da personalidade dos trabalhadores, o desempenho é avaliado pelos resultados alcançados.					
24. As recompensas que o meu superior hierárquico recebe está relacionado com os resultados alcançados.					
25. É inviável estabelecer objectivos fixos para os trabalhadores.					
26.O vencimento dos meus superiores hierárquicos comporta uma parcela variável.					
27. Os trabalhadores que não alcançarem os seus objectivos recebem uma avaliação baixa.					
28. Apesar dos alcances globais, a avaliação é baseada se os trabalhadores alcançaram os seus objectivos.					
29.A empresa está sempre a criar novos departamentos e a extinguir outros.					
30. As chefias da minha empresa não ocupam a mesma função durante muitos anos.					
31. As pessoas são mudadas frequentemente entre equipas de trabalho.					
32.É frequente haver indicações de que irão existir mudanças na empresa.					
33. É dito que os empregos são precários e que não existem garantias quanto ao futuro.					
34. Na minha empresa efectuam-se muitas comparações com outras empresas concorrentes.					
35. Tenho de preencher cada vez mais relatórios para o exercício da minha actividade.					
36. Sinto que cada vez mais são introduzidas novas tecnologias para o exercício da minha função.					
37. Existem modificação regulares na forma como o trabalho é realizado.					
38. As pessoas são mudadas de funções profissionais com muita regularidade.					
39.Na minha empresa existem sistemas de verificação da qualidade.					
40.A procura de aumento de eficiência em todas as áreas da empresa é um dos aspectos mais valorizados.					
41. Devido às novas tecnologias, o trabalho é cada vez mais controlado.					
42. Muito do meu trabalho agora é controlado directamente por sistemas automáticos (computadores, sistemas centralizados, sistemas de vigilância, etc.).					
43. Tenho que descrever pormenorizadamente a minha actividade várias vezes por ano.					
44. Existe necessidade de fixar objectivos quantitativos para avaliar o meu desempenho.					
45. Existem indicadores de actividade incongruentes com o que faço exactamente.					
46.São efectuadas mudanças regulares nas aplicações informáticas utilizadas.					

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	Discordo Totalmente	Discordo Parcialmente	Não concordo Nem discordo	Concordo Parcialmente	Concordo Totalmente
47.A organização valoriza o trabalho em equipa.					
48.A organização promove eventos para fortalecer o espírito de equipa aos trabalhadores.					
49.É valorizada a flexibilidade na organização.					
50.A organização valoriza a iniciativa individual dos trabalhadores.					
51.A excelência dos produtos / serviços que prestamos é muito salientada pelos gestores.					
52.É-nos comunicado com frequência que o cliente é o valor mais importante.					
53. Para se ser valorizado nesta empresa é necessário demonstrar elevada lealdade.					

Relativamente às próximas afirmações, diga, por favor, qual o grau de concordância perante os sentimentos invocados.

	Discordo Totalmente	Discordo Parcialmente	Não concordo Nem discordo	Concordo Parcialmente	Concordo Totalmente
54.A minha organização preocupa-se com as minhas opiniões.					
55A minha organização preocupa-se realmente com o meu bem-estar.					
56.A minha organização considera fortemente os meus objectivos e valores.					
57.A minha organização disponibiliza ajuda quando estou com um problema.					
58.A minha organização perdoaria um erro honesto da minha parte.					
59. Se houver oportunidade, a minha organização irá se aproveitar de mim.					
60. A minha organização demonstra muito pouca preocupação sobre mim.					
61.A minha organização está disposta a ajudar-me se eu precisar de um favor especial.					

Ainda sobre os aspectos relacionados com o seu trabalho gostaríamos de obter a sua avaliação sobre a frequência em que ocorrem as seguintes situações.

	Nunca ou quase nunca	Raramente	Por Vezes	Frequentemente
62. Com que frequência tem que fazer suas tarefas de trabalho com muita rapidez?				
63. Com que frequência tem que trabalhar intensamente (isto é, produzir muito em pouco tempo)?				
64.O seu trabalho exige demasiado esforço?				
65. Você tem tempo suficiente para cumprir todas as tarefas do seu trabalho?				

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	Nunca ou quase nunca	Raramente	Por Vezes	Frequentemente
66.O seu trabalho costuma apresentar exigências contraditórias ou discordantes?				
67. Tem possibilidade de aprender coisas novas através do seu trabalho?				
68.O seu trabalho exige muita habilidade ou conhecimentos especializados?				
69.O seu trabalho exige que tome iniciativas?				
70. No seu trabalho, você tem que repetir muitas vezes as mesmas tarefas?				
71. Você pode escolher como fazer o seu trabalho?				

Indique agora, por favor, a frequência com que costuma sentir estas emoções.

	Nunca	Muito de vez em quando	Raramente	Às vezes	Algumas vezes	Frequentemente	Sempre
72. Bem-disposto.							
73. Fisicamente exausto(a).							
74. Emocionalmente exausto(a).							
75. Feliz.							
76. Ansioso(a).							
77. Desiludido.							
78. Deprimido(a).							
79.Útil.							
80. Optimista.							
81. Motivado.							

No trabalho por vezes adoptamos diferentes comportamentos. Leia, as afirmações seguintes e diga-nos, relativamente ao seu trabalho, qual a frequência com que adopta os comportamentos descritos.

	Discordo Totalmente	Discordo	Não concordo Nem discordo	Concordo	Concordo Totalmente
82. Cumpro adequadamente as tarefas que me são atribuídas.					
83. Cumpro com as responsabilidades específicas do descritivo de funções no trabalho.					
84. Desempenho as tarefas que esperam de mim.					
85. Preencho os requisitos formais de desempenho da minha função.					
86. Comprometo-me com actividades que vão afectar a avaliação do meu desempenho.					
87. Negligencio aspectos do trabalho que sou obrigado a desempenhar.					
88. Falho no cumprimento de responsabilidades essenciais.					
89. Ajudo os outros quando estes têm estado ausentes.					
90. Ajudo os outros que têm grandes cargas de trabalho.					
91. Coopero com o meu chefe no seu trabalho (mesmo quando não me é pedido).					

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	Discordo Totalmente	Discordo	Não concordo Nem discordo	Concordo	Concordo Totalmente
92. Reservo algum tempo para ouvir os problemas e preocupações dos meus colegas.					
93. Deixo o meu trabalho para ajudar outros colegas.					
94. Tenho um interesse pessoal pelos colegas.					
95. Partilho informação com os meus colegas.					
96. Tenho uma assiduidade acima da média/normal.					
97. Aviso antecipadamente quando não posso ir trabalhar.					
98. Faço intervalos inadequados no trabalho.					
99. Perco muito tempo em conversas telefónicas pessoais.					
100. Reclamo de coisas insignificantes/triviais no trabalho.					
101. Conservo e protejo tudo o que é propriedade da empresa.					
102. Aceito as regras informais constituídas para manter a ordem.					

Considerando mais uma vez os comportamentos que são passíveis de se adoptar no local de trabalho, pedimos-lhe, que identifique a frequência de cada comportamento indicado, baseando-se nos comportamentos que teve no mês passado.

	Nunca no mês passado	1 vez no mês passado	2 ou 3 vezes no mês passado	4 ou 5 vezes no mês passado	6 ou mais vezes no mês passado
103. Estraga equipamento ou afecta o processo de trabalho, de propósito.					
104. Leva material para casa sem permissão.					
105. Desperdiça material da empresa.					
106. Falta por doença quando não está doente.					
107. Fala mal da empresa a outros.					
108. Recusa-se a trabalhar ao fim de semana ou para além do horário quando lhe é solicitado.					
109. Deixa o seu ambiente de trabalho numa confusão desnecessariamente (não limpa / arruma).					
110. Desobedece às instruções da chefia.					
111. Responde de forma desafiadora ao (à) chefe.					
112. Lança boatos sobre o (a) chefe.					
113. Espalha rumores sobre colegas.					
114. Inflinge a um colega um "tratamento silencioso".					
115.Não partilho as informações necessárias com os meus colegas.					
116. Tenta parecer ocupado (a) enquanto desperdiça tempo.					
117. Demora muito tempo no período do café ou no almoço.					
118. Trabalha devagar de propósito.					
119. Passa tempo a tratar de assuntos pessoais enquanto está no trabalho.					

New forms of work control and the effects they have on the organization and on employees.

Caso utilize regularmente o computador no seu local de trabalho, por favor, indique a frequência com que realiza as acções a seguir descritas, dentro do horário laboral.

As acções abaixo listadas só deverão ser consideradas na medida em que não estejam associadas ao desempenho regular das suas tarefas/ funções.

	Nunca	Raramente	Por vezes	Algumas vezes	Muitas vezes
120. Verifico os meus emails pessoais.					
121. Envio emails pessoais.					
122. Consulto *sites* de notícias.					
123. Faço compras *online*.					
124. Consulto *sites* de desporto.					
125. Participo em leilões *online*.					
126. Visito *sites* para adultos.					
127. Participo em *chats*.					
128. Visito comunidades virtuais.					
129. Visito *sites* de apostas em jogos de sorte/azar.					
130. Participo em encontros pessoais *online*.					
131. Leio *blogs*.					
132. Faço *downloads* de música.					
133. Consulto *sites* de redes sociais.					
134. Coloco informação incorrecta ou imprecisa no sistema informático do meu trabalho.					
135. Uso todas as funcionalidades que o sistema informático centralizado me oferece					
136. Cumpro todos os procedimentos de segurança solicitados pela minha empresa.					
137. Introduzo informação incompleta no sistema informático central para que não controlem toda a minha actividade.					
138. Antes de introduzir informação relativamente à minha actividade no sistema informático central verifico-a manualmente de forma a introduzir a informação que me favorece mais.					

Para terminar, gostaríamos que nos fornecesse alguns dados pessoais

139. Sexo: Masculino ☐   Feminino ☐

140. Idade: ………….

141. Anos de experiência profissional na sua empresa: ……………..

142. Número de pessoas pertencentes à sua equipa de trabalho: ………………..

143. Tem pessoas sob a sua chefia: Sim ☐   Não ☐

144. Número aproximado de pessoas que pertencem à sua organização: ……………

145. Sector de actividade da organização: …………………………..

New forms of work control and the effects they have on the organization and on employees.

146. Qual é o vínculo contratual que possui na sua empresa:

Contrato sem termo (efectivo) [ ]   Contrato por tempo indeterminado (substituição)   [ ]

Contrato a prazo   [ ]   Prestador de Serviços (ex: recibos verdes)   [ ]

Vínculo através de uma agência de Trabalho Temporário ou Outsourcing   [ ]

Outro [ ]   Qual? _____

147.Qual o seu nível de instrução mais elevado que completou?

Ensino Primário incompleto	
Ensino Primário	
Ciclo Preparatório (6 anos de escolaridade)	
Ensino Básico completo (9º ano ou equivalente)	
Ensino Secundário completo (12º ano ou equivalente)	
Licenciatura	
Pós-Graduação	
Mestrado	
Doutoramento	
Outros (mencione)	

148.Em relação à sua função, por favor, indique qual o seu grau de qualificação:

Quadros Superiores (Dirigente) da Empresa ou da Administração Pública	
Profissões científicas e técnicas (advogado, contabilista, …)	
Técnicos e Profissionais de nível Intermédio (empregado de escritório, comércio)	
Trabalhador manual qualificado	
Trabalhador manual semi-qualificado	
Trabalhador manual não qualificado	
Agricultores e trabalhadores da Agricultura e Pescas	
Membro das Forças Armadas	
Outra (mencione):	

149.Diga como é que se designa a sua função: …………………………………………………….

Muito Obrigado pela sua Colaboração!