

ORGANIZATIONAL ENTRENCHMENT: ITS RELATIONSHIP WITH PERFORMANCE AND PERSONALITY

ENTRINCHEIRAMENTO ORGANIZACIONAL: SUA RELAÇÃO COM DESEMPENHO E PERSONALIDADE

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A B S T R A C T

The objective of this study was to analyze the moderating effect of personality traits on the relationship between entrenchment and an individual's performance at work. The sample consisted of 210 Brazilian workers (mean age 30.9 years, SD = 9.5 years). The Organizational Entrenchment Scale, the Big Five Factors Personality Scale, and an adapted version of the Performance Scale were applied. To test the hypotheses, multiple regressions were performed in blocks, including the predictor, the moderator, and de interaction variables. The results indicated that entrenchment and neuroticism negatively predicted performance, while extraversion showed a positive relationship. The complete model explained 14% of the performance. The moderating effect was not statistically significant. Entrenchment can reduce job performance, so their analysis and control within organizations become essential for obtaining good organizational results. More studies need to investigate how other personality traits might influence this relationship.

K E Y W O R D S

organizational entrenchment; performance; personality; commitment; moderation

R E S U M O

O objetivo deste estudo foi analisar o efeito moderador dos traços de personalidade na relação entre o entrenchamento e o desempenho do indivíduo. A amostra foi composta por 210 trabalhadores brasileiros (média de idade 30,9 anos, DP = 9,5 anos). Foram aplicadas a Escala de Entrenchamento Organizacional, de Personalidade dos Cinco Grandes Fatores e uma versão adaptada de Desempenho. Para testar as hipóteses, foram realizadas regressões múltiplas em blocos, incluindo as variáveis predictoras, moderadoras e de interação. Os resultados indicaram que o entrenchamento e o neuroticismo predizem negativamente o desempenho, enquanto a extroversão mostrou uma relação positiva. O modelo completo explicou 14% do desempenho. O efeito moderador não foi estatisticamente significativo. O entrenchamento pode reduzir o desempenho no trabalho, por isso sua análise e controle tornam-se essenciais para a obtenção de bons resultados organizacionais. Mais estudos precisam investigar como outros traços de personalidade podem influenciar essa relação.

P A L A V R A S - C H A V E

entrenchamento organizacional; desempenho; personalidade; comprometimento; moderação

INTRODUCTION

The strength of the bond that a worker establishes with the organization determines behaviors that directly influence the organization's performance (Silva, 2018a). The comprehension of the bonds that the person establishes with the organization is being modified by the constant flexibilization of formal and informal work and technological advances (Balsan, 2017). The bond is explained by the social exchange theory, which posits that the relationship established between the individual and the organization must be beneficial to both parties, based on the convergence between social demands, organizational goals, and individual desires (Milhome & Rowe, 2018). The bond between the individual and the organization is a gateway to comprehending the behaviors that are favorable to work performance (Balsan, 2017). In this context, commitment represents a source of competitive advantage.

Organizational commitment is defined as a psychological bond that influences one's relationship with a particular organization and its goals (Balsan et al., 2015). Historically, this phenomenon is constituted by three components. A meta-analysis identifies that the affective component is related to a desire to remain in the organization through identification and involvement with it. The normative component refers to a sense of obligation to repay the organization remaining in it. The continuance or calculative component is related to the individual's permanence due to knowledge of the costs of leaving (Meyer et al., 2002). However, conceptual analysis questions the distinctiveness of its components, and empirical data demonstrate mixed results. These results demonstrate different relationships of antecedents and consequents for each component of commitment in the individual's behavior (Milhome & Rowe, 2018).

The conceptual and empirical problems of organizational commitment have an impact on the psychometric inadequacy of the scales and inconsistencies in the results (Rodrigues *et al.*, 2019), especially the continuance component which presents negative relationships, while affective and normative commitment presents positive relationships with the same phenomenon (Meyer *et al.*, 2002). Therefore, authors have indicated the importance of expanding the investigation of relationships with antecedents and consequents of the components of commitment separately (Balsan *et al.*, 2015; Milhome & Rowe, 2018; Rodrigues & Bastos, 2012; Tomazzoni *et al.*, 2020). As a way to resolve such inconsistencies, research on new concepts has begun, among which we highlight entrenchment.

The concept of organizational entrenchment proposes the possibility that individuals who remain in the organization are not committed to it (Balsan *et al.*, 2015). The worker assesses the current gains with the organization, their past experiences, and their perceptions of future replacement. Entrenchment would result when the costs of leaving the organization are greater than the costs of remaining. It is defined as the tendency to continue in the same line of professional action due to the lack of options, the feeling of loss of investments, and the perception of a high emotional price to be paid for the change (Carson *et al.*, 1995). Once entrenched, individuals may not contribute, struggle, or show engagement. This would negatively impact the organization by reducing the individual's concern with their productivity, leading to reduced performance, predisposition to absenteeism, and reduced level of satisfaction (Balsan *et al.*, 2015; Rodrigues *et al.*, 2019).

The literature points to two important gaps. The first is to broaden the understanding of the relationships between the dimensions of the bonds with job performance, especially the relationship between the bond of entrenchment and performance (Rodrigues *et al.*, 2019; Tomazzoni *et al.*, 2020). Considering that different bonds influence the behavior of individuals in different ways, guiding management actions, which focus on increasing performance at work, can be a risk when there is no broad empirical verification of these differences (Tomazzoni *et al.*, 2020). The second gap is related to the limited investigation of the antecedents of entrenchment (Milhome *et al.*, 2018; Rodrigues *et al.*, 2019; Scheible *et al.*, 2013; Tomazzoni & Costa, 2020). Bonding is a process of constant adaptation of situational and individual factors, and it is important to investigate its relationship with personality (Milhome & Rowe, 2018; Silva, 2018b). Personality plays an important role in influencing behaviors (Silva, 2018b), thus, investigating how personality traits relate to the way people relate to organizations and their impact on organizational results becomes relevant. The objective of this study was to analyze the moderating effect of personality traits on the relationship between entrenchment and an individual's performance at work.

THEORETICAL FRAMEWORK AND HYPOTHESES

Entrenchment

Commitment emphasizes the positive aspects of an individual's investments in his career and current work organization, while entrenchment involves a defensive attitude toward investments already made (Scheible & Bastos, 2013). The two kinds of bonds represent the worker's relationship

with the organization and career, but bring distinct behavioral and organizational impacts to their antecedents and consequents (Scheible *et al.*, 2013; Rodrigues *et al.*, 2019). Thus, the proposal of the entrenchment construct adds conceptual clarity to the commitment literature (Rodrigues & Bastos, 2012).

The continuance commitment (also called calculative) and entrenchment encompass similar portions of the same phenomenon. The two bonds come from the same theoretical basis for their conception, from the proposition of continuance organizational commitment, from the side-bets theory, and from the definition of career entrenchment (Becker, 1960; Carson *et al.*, 1995; Grillo-Rodrigues & Alvares, 2020; Rodrigues *et al.*, 2019). Based on these theoretical bases, the concept of organizational entrenchment was proposed.

Organizational entrenchment is defined as a worker's tendency to remain in the organization due to the lack of alternatives, the possible losses associated with leaving, and the perception of a high emotional price to be paid for the change (Rodrigues & Bastos, 2012). Organizational entrenchment is composed of three dimensions. Social Position Adjustments (SPA) concerns the investments in professional development and the necessary conditions for the individual's adaptation to the organization that would be lost when leaving the organization. Impersonal Bureaucratic Arrangements (IBA) are related to financial stability and the benefits accumulated in the organization that would be lost if the individual leaves the company. Finally, the Limitation of Alternatives (LA) dimension refers to the perception of limited professional opportunities in the job market.

Research shows that entrenchment is related to contextual variables, such as tenure, work-family conflict, perception of employability, turnover, turnover intention, and well-being at work (Milhome *et al.*, 2018; Souza *et al.*, 2018). Regarding the variables of individual differences, entrenchment is related to educational level, personal values, age, identification with career, and performance (Scheible *et al.*, 2013; Silva *et al.*, 2018), but its relationship with personality still needs to be covered in the literature (Milhome *et al.*, 2018).

Organizational entrenchment is a conceptual novelty that encourages further research that can support interventions based on empirical evidence (Balsan *et al.*, 2015; Grillo-Rodrigues & Alvares, 2020; Scheible *et al.*, 2013; Silva *et al.*, 2018). This research is in line with this agenda. Since personality influences the behavior of individuals at work and the formation of bonds (Dessen & Paz, 2010; Passos & Laros, 2014; Silva, 2018b), it is important to analyze the impact of personality on these relationships. Next, the relationship between performance and personality traits will be explored.

Performance

Individual job performance can be defined as the individual's behavior or set of actions that contribute to the achievement of the organization's goals (Campbell & Wiernik, 2015). Performance researchers adopted several perspectives to study this concept over the years. In this study, we will adopt the perspective of individual differences, which emphasizes that performance can be explained by the differences between skills, cognitive ability, personality, motivation, and professional experiences of each individual (Ramawickrama *et al.*, 2017).

There is a consensus in the literature to analyze performance according to two dimensions: contextual and task performance (Ramawickrama *et al.*, 2017; Tomazzoni & Costa, 2020). Contextual performance refers to activities that contribute to the support of the organizational, social, and psychological environment (Ramawickrama *et al.*, 2017). The studies on contextual performance focus on situations in which the individual may perform better, such as job characteristics, context restrictions, and stressors (Campbell & Wiernik, 2015). Task performance refers to an individual's proficiency in the organization's 'technical core' (Ramawickrama *et al.*, 2017; Tomazzoni & Costa, 2020). When the focus is task performance, studies investigate cognitive skills, professional experience, and activity specificity (Campbell & Wiernik, 2015). In this study, we will use the task performance dimension.

Organizations are interested in identifying how to encourage their employees to perform better. Here, organizational commitment is highlighted. Evidence points to a positive influence of commitment on performance (Silva, 2018a), especially with the affective and normative dimensions. According to the meta-analysis, the continuity or continuation dimension, on the other hand, points to low performance (Kabins *et al.*, 2016).

According to the theory of social exchanges, individuals who evaluate their exchange relationship as unfair may present unfavorable behaviors for the company. Entrenched individuals, because they are in an unbalanced relationship, will tend not to contribute and not demonstrate engagement with the organization's goals (Balsan *et al.*, 2015). Similar studies find negative relationships between career entrenchment and performance (Grillo-Rodrigues & Alvares, 2020; Rodrigues *et al.*, 2019). Studies on commitment and work performance indicate that the continuation dimension predicts undesirable behaviors for organizations, such as low performance and motivation, absenteeism, and job dissatisfaction (Rêgo, 2019; Scheible *et al.*, 2013; Souza, 2015; Tomazzoni & Costa, 2020). Due to the theoretical proximity between continuation commitment and entrenchment, and based on this evidence, the following hypothesis is proposed:

- Hypothesis 1a: LA entrenchment has a negative relationship with task performance.
- Hypothesis 1b: IBA entrenchment has a negative relationship with task performance.
- Hypothesis 1c: SPA entrenchment has a negative relationship with task performance.

Personality

Personality is one of the most complex concepts in psychology. A variety of approaches exist for defining and studying personality. This study uses the trait approach. According to the Theory or Approach to Traits, personality is defined as consistent patterns in the way individuals behave, feel and think (Souza, 2014). The proposal of this theory allows an economic assessment of personality, being able to bring understanding, prediction and control of individuals' behaviors (Souza, 2014). This allows personality to be evaluated in an effective and parsimonious way within the organizational context.

The Big Five Personality Traits (BFP) has been the most widely used personality model (Fonseca *et al.*, 2018; Hauck-Filho *et al.*, 2012; Souza, 2014). This model elucidates personality with five relatively independent dimensions which provide a meaningful taxonomy for studying individual differences (Silva, 2018b). The model identifies five personality traits - extroversion, socialization, conscientiousness, neuroticism, and openness to experience. They correspond to basic human dimensions, consistently found and replicable in several cultural contexts (Dessen & Paz, 2010). Clinical research has indicated the predominance of neuroticism and extraversion factors, supporting the use of these two traits in the study of personality, resulting in the model known as the 'Big Two' (Flavián *et al.*, 2022; Silva, 2018b). In this study, we will use the Big Two.

In the BFP model, extroversion represents the tendency to be sociable, dominant, and positive. It indicates assertiveness, ease of communication, and how much the person can be reinforced by positive emotions. Socialization consists of tendencies to be kind, trusting, and warm. It reflects the individual's tendency for social interaction, indicating characteristics of prosocial tendencies. Conscientious individuals are achievement-oriented and dependable. Conscientiousness indicates the degree to which individuals strive for their goals, demonstrating characteristics of competence, determination, organization, and discipline. Neuroticism is the tendency to show poor emotional adjustment, like stress, anxiety, depression, and negative affections in general. Neuroticism represents predisposition indicators to psychological distress. Finally, individuals who score high on openness to experience are creative, flexible, and unconventional. The openness is related to exploration behaviors encompassing intellectual curiosity, and flexibility regarding personal beliefs (Hauck-Filho *et al.*, 2012).

Personality can predict important aspects of research in organizational psychology, such as individual behavior, including behavior at work (Passos & Laros, 2014; Souza, 2014). The socialization, conscientiousness, and extraversion traits have a direct positive relationship with performance and the neuroticism trait has an inverse relationship (Flavián *et al.*, 2022; Silva, 2018b). So, the following hypotheses are proposed:

- Hypothesis 2a: Extraversion has a positive relationship with task performance.
- Hypothesis 2b: Neuroticism has a negative relationship with task performance.

Studies have shown that personality can influence organizational commitment (Balsan, 2017; Souza, 2014) so that extraversion, socialization, and conscientiousness are positively correlated with affective and normative commitment, and negatively with continuance base. The openness to experience showed mixed results in the surveys, sometimes being positive with the affective commitment, indicating a positive relationship with the continuation commitment (Balsan, 2017). Neuroticism, in turn, was positively correlated with continuation commitment and negatively correlated with affective and normative bases (Balsan, 2017).

According to the theory of social exchanges, an individual's relationship with the organization should be perceived as rewarding so that individuals do not engage in counterproductive behavior toward the organization (Furtado, 2009). Understanding that personality refers to interpersonal characteristics that influence bonds formation, thus influencing the relationships that the individual establishes at work (Dessen & Paz, 2010; Souza, 2014), the individual's perception of social

exchange can be influenced by strong traits of personality, which in turn, can decrease or intensify the negative relationship between entrenchment and performance.

Extroversion is strongly related to people looking for group interaction, facilitating good team performance (Silva, 2018b). The literature points to the existence of a positive relationship between extraversion and affective and normative commitment, and a negative relationship with calculative commitment (Flavián *et al.*, 2022; Souza, 2014). The extraversion trait, which focuses on social relationships, should weaken the negative relationship between entrenchment and performance, as individuals with high levels of this trait will be more willing to be more cooperative and not harm team performance. The worker with neuroticism is more nervous, with higher levels of anxiety, and does not have the same ability to act as an emotionally stable worker (Silva, 2018b). The literature points to negative relationships between neuroticism and normative and affective commitments and a positive relationship with calculative commitment (Flavián *et al.*, 2022; Souza, 2014). The neuroticism trait, which focuses on emotional adjustment difficulty, will strengthen the negative relationship between entrenchment and performance, as individuals with high levels of this trait will have greater insecurity and emotional instability to deal with losses in the exchange relationship. Therefore, the following hypotheses are proposed:

- Hypothesis 3a: Extraversion decreases the intensity of the relationship between entrenchment and performance.
- Hypothesis 3b: Neuroticism increases the intensity of the relationship between entrenchment and performance.

METHOD

Data collection and sample

The sample for this study was collected from August to October 2019, with Brazilian workers who agreed to the Informed Consent Form. The variables were collected both through questionnaires made available via the internet, through the snowball procedure and through questionnaires applied in person. Participants initially found a brief description of the research objectives, with an explanation about the anonymity nature of the data and a space to indicate their consent. The scales were then applied in the following order: personality, entrenchment, performance, and contextual and sociodemographic data.

The initial sample consisted of 214 participants. After analysis of missing and extreme cases, four participants were excluded. The final sample was composed of 210 participants (Mage = 30.9 years, $SD = 9.5$), 58.6% female, 48.1% single, and 69% had no children. Regarding education level, 38.6% had completed postgraduate studies, 20.5% were attending higher education, 18.6% reported having completed higher education and 18.6% were attending postgraduate studies. Regarding the type of work organization, 44.8% worked in a private organization and 43.8% in a public organization. The average organizational tenure was 5.2 years ($SD = 5.1$), with a minimum of 1 month and

a maximum of 35 years. The average time in the same function was 6.4 years ($SD = 6.5$), with a minimum of 1 week and a maximum of 45 years. The most reported professions were: internship in companies (14.8%), analyst (14.2%), assistant (6%), psychologist (5.8%), coordinator (4.5%), nurse (4, 4%), manager (3.5%), supervisor (3.4%), technician (3.4%) and teacher (3.4%).

Instruments

The scales of Organizational Entrenchment, Personality, and Performance were applied. All scales used were answered on a 5-point Likert scale, ranging from strongly disagree (1) to strongly agree (5). Contextual and sociodemographic data were also collected for descriptive analysis of the participants.

The factor structure of the constructs was evaluated by carrying out a factor analysis using the Factor software. The analysis was performed using a polychoric matrix and Robust Diagonally Weighted Least Squares (RDWLS) extraction method (Asparouhov & Muthen, 2010). The decision about the number of factors to be retained was made using the Parallel Analysis technique with observed data random permutation (Timmerman & Lorenzo-Seva, 2011) and the rotation used was the Robust Promin (Lorenzo-Seva & Ferrando, 2019). Each item should have a factor loading above .39 to remain in the analysis. The internal consistency of the factors was verified by the Composite Reliability Index (Valentini & Damásio, 2016).

To assess entrenchment, the Organizational Entrenchment Scale (OES; Rodrigues & Bastos, 2012) was applied. It consists of 22 items, distributed in three dimensions: Social Position Adjustments - SPA ($\alpha = .80$); Impersonal Bureaucratic Arrangements – IBA ($\alpha = .77$); and Limitation of Alternatives – LA ($\alpha = .79$). The results indicated interpretability of the factor structure, through the results of the Bartlett sphericity test (2277.6, $gl = 231$, $p < .001$) and KMO (.84). The parallel analysis suggested three factors as being the most representative for the data. The final structure has 22 items distributed in 3 factors with an explained variance percentage of 67.4%. The Impersonal Bureaucratic Arrangements factor, with 7 items (e.g., I feel that changing companies would damage my financial stability), had a Compound Reliability of .92. The Social Position Adjustments factor, with 8 items (e.g., If I left this organization, I would feel like I was wasting years of dedication), had a Compound Reliability of .90. Finally, the Limitation of Alternatives factor, with 7 items (e.g., I remain in this organization because I feel that I could not easily join another organization), had a Compound Reliability of .91.

To assess personality, the Personality Scale was used (Hauck-Filho *et al.*, 2012). It has 25 items, distributed in five dimensions: Extraversion ($\alpha = .83$), Socialization ($\alpha = .79$), Conscientiousness ($\alpha = .79$), Neuroticism ($\alpha = .69$), and Openness ($\alpha = .61$). The results of the Bartlett sphericity test (2312.2, $gl = 300$, $p < .001$) and KMO (.73) indicated interpretability of the factor structure. The parallel analysis suggested five factors as being the most representative of the data. The final structure has 25 items distributed in 5 factors with an explained variance percentage of 65.5%. The Conscientiousness factor, with 5 items (e.g., Organized), had a Compound Reliability of .90.

The Neuroticism factor, with 5 items (e.g., Pessimistic), had a Compound Reliability of .78. The Extroversion factor, with 5 items (e.g., Communicative), had a Compound Reliability of .82. The Openness factor, with 5 items (e.g., Adventurous), presented Composite Reliability of .80. Finally, the Socialization factor, with 5 items (e.g., Comprehensive), presented Composite Reliability of .92. For the analyses, only extroversion and neuroticism factors were used.

The performance was measured with an adapted version of the Performance Scale (Ferreira *et al.*, 2016). It consists of 7 items ($\alpha = .71$), analyzing the self-perception of performance at work. The results indicated interpretability of the factor structure, through the results of the Bartlett sphericity test (1739.3, $df = 36$, $p < .001$) and KMO (.87). The parallel analysis suggested a one-factor structure. The final structure has 9 items (e.g., I achieve work goals; I meet my job performance criteria) and an explained variance percentage of 73.4% and presented a Compound Reliability of .94.

Analysis procedures

Initially, descriptive (mean, standard deviation and frequency) and exploratory statistical analyzes were used to investigate the accuracy of data entry, distribution, missing and extreme cases. Data normality was verified using the Kolmogorov-Smirnov test, using the bootstrapping procedure. Spearman's correlation analysis was used to explore the relationship between the study variables. To test the predictive power of entrenchment on performance and the moderation of personality in this relationship, multiple linear regression analyses were performed, using the SPSS statistic program (version 25). The three entrenchment factors (SPA, IBA, and LA) were considered as performance predictors and, as moderators, the traits of extraversion and neuroticism of personality. The interaction variables were created from the centralized predictor multiplication and moderator variables. The regression was performed in blocks, entrenchment was included in the first block, personality was included in the second block, and finally the interaction variables in the third block.

RESULTS

To explore the relationship between the study variables, a Spearman correlation was performed. Table I presents the descriptive and correlational analyses. It was found that entrenchment had a negative relationship with performance, supporting Hypotheses 1a and c, and partially hypothesis 1b, since it was not statistically significant. The strongest relationship was observed with the Limitation Alternatives factor. Regarding personality, the extraversion factor showed a positive relationship with performance, and the neuroticism factor a negative relationship. This result supports Hypotheses 2a and 2b.

Table 1 - Descriptive Statistics and Correlations

	M	SD	1	2	3	4	5
1. PERFO	5.66	0.89					
2. SPA	2.30	1.03	-.16*				
3. IBA	3.40	1.37	-.05	.39**			
4. LA	2.31	1.09	-.22**	.42**	.44**		
5. EXTRO	2.49	0.82	.25**	-.04	-.02	-.16*	
6. NEURO	2.65	0.82	-.18**	.17*	.18**	.36**	-.36**

NOTE. CORRELATIONS (2 ENDS). N = 210. M = MEAN; SD = STANDARD DEVIATION; PERFO = PERFORMANCE; SPA = SOCIAL POSITION ADJUSTMENTS; IBA = IMPERSONAL BUREAUCRATIC ARRANGEMENTS; LA = LIMITATION OF ALTERNATIVES; EXTRO = EXTROVERSION; NEURO = NEUROTICISM; ** $p < 0.001$; * $p < 0.05$

A relevant result was that the neuroticism factor showed a positive relationship with all entrenchment factors, while the extraversion factor showed a negative relationship. For both neuroticism and extraversion, the strongest relationship was with the factor Limitation of Alternatives of entrenchment.

To analyze the moderation Hypotheses 3a and 3b, a multiple linear regression was performed. The regression (insert method) was performed in blocks, including the three entrenchment factors first, the personality factors in the second block, and finally the moderation variables. Table 2 presents the regression analyses.

Table 2 - Hierarchical Regression Results for Performance

Variable	B	95 % CI for B		SE B	β	R^2	ΔR^2
		LL	UL				
Step 1						.05*	.05*
Constant	6.03**	5.65	6.40	.12			
SPA	-.05	-.18	.07	.06	-.06		
IBA	.05	-.05	.15	.05	.08		
LA	-.18*	-.30	-.05	.06	-.21*		
Step 2						.12**	.07**
Constant	6.74**	6.21	7.27	.27			
SPA	-.06	-.18	.06	.06	-.07		
IBA	.05	-.04	.14	.05	.07		
LA	-.13*	-.26	-.01	.06	-.16*		
EXTRO	.30**	.44	.14	.08	.27**		
NEURO	-.02	-.18	.13	.08	-.02		

Variable	B	95 % CI for B LL UL		SE B	β	R^2	ΔR^2
Step 3						.14**	.02**
Constant	6.67**	6.11	7.23	.28			
SPA	-.06	-.19	.07	.06	-.07		
IBA	.05	-.04	.15	.05	.08		
LA	-.13*	-.26	.01	.06	-.15*		
EXTRO	.30**	.44	.13	.07	.26**		
NEURO	-.01	-.17	.15	.08	-.01		
SPA* EXTRO	.10	-.06	.25	.08	.09		
SPA* NEURO	.08	-.10	.26	.09	.07		
IBA* EXTRO	.04	-.09	.17	.06	.04		
IBA* NEURO	-.07	-.21	.07	.07	-.08		
LA* EXTRO	-.05	-.21	.10	.08	-.05		
LA* NEURO	.00	-.16	.16	.08	.00		

NOTE. CI = CONFIDENCE INTERVAL; LL = LOWER LIMIT; UL = UPPER LIMIT; SPA = SOCIAL POSITION ADJUSTMENTS; IBA = IMPERSONAL BUREAUCRATIC ARRANGEMENTS; LA = LIMITATION OF ALTERNATIVES; EXTRO = EXTROVERSION; NEURO = NEUROTICISM; ** $P < 0.001$; * $P < 0.05$

In the first block, with only entrenchment factors, the variable explained 5% of the performance. The factor that had the most strength in this relationship was the Limitation of Alternatives. The second block included extraversion and neuroticism factors. Entrenchment and personality explained 12% of performance. Trait extraversion was the strongest predictor of performance, showing a positive relationship. The second strongest predictor was the Limitation of Alternatives factor of the entrenchment bond, showing a negative relationship with performance.

Finally, in the third block, the moderation variables were included. The full model explained 14% of the performance. Extraversion and Limitation of Alternatives were the strongest and most significant predictors of this model. The interaction variables, which indicate moderation, were not statistically significant. Because of these results, Hypotheses 3a and 3b were rejected.

Table 3 - Hypothesis Testing

Hypothesized path	Result
H1a. LA entrenchment → Task performance	Supported
H1b. IBA entrenchment → Task performance	Partially Supported
H1c. SPA entrenchment → Task performance	Supported
H2a. Extraversion → Task performance	Supported
H2b. Neuroticism → Task performance	Supported
H3a. Extraversion*Entrenchment → Task performance	Unsupported
H3b. Neuroticism*Entrenchment → Task performance	Unsupported

DISCUSSION

The objective of the research was to analyze the possible moderating effect of personality traits on the relationship between organizational entrenchment and individual performance at work. First, the relationship between entrenchment and performance was analyzed. Results indicated that all entrenchment factors were negatively related to performance, providing support for Hypotheses 1a and c, and partially to Hypothesis 1b. This result indicates that the greater the individual's perception that their social exchanges with the organization are unfavorable, the more negative behaviors they will present. This corroborates research that indicated entrenchment predicted undesirable behaviors, such as low performance (Rêgo, 2019; Souza, 2015; Tomazzoni & Costa, 2020).

In the regression model, entrenchment explained 5% of the performance. The strongest predictor was the alternative limiting factor. This factor is related to the low perception of opportunities in the labor market, as well as the high costs associated with leaving the organization and loss of benefits, leaving the worker to be more entrenched at work (Grillo-Rodrigues & Alvares, 2020). The social exchange theory predicts that the exchange relationship must be advantageous for both parties. When individuals, through a process of cognitive assessment, perceive that this relationship is interrupted or disadvantageous, they can initiate negative reactions towards the organization (Balsan *et al.*, 2015; Contage & Souza, 2021), not making an effort to contribute to the organization's objectives and reducing their level of performance (Rêgo, 2019; Scheible *et al.*, 2013; Souza, 2015; Tomazzoni & Costa, 2020).

Organizational entrenchment is a recent construct in national and international research. Entrenchment is a bond considered passive, as it leads the individual to inertia and indifference in the face of organizational objectives, which has a negative impact on performance (Grillo-Rodrigues & Alvares, 2020). Working with entrenchment as a new variable is a theoretical advantage, first by pointing out a phenomenon that is negatively related to desirable behaviors for the organization (Contage & Souza, 2021; Rêgo, 2019), in second by analyzing entrenchment through the dimensions, expanding the understanding of this bond with work (Rodrigues *et al.*, 2019; Tomazzoni & Costa, 2020).

Personality concerns the patterns of how people behave, feel and think, and can predict behaviors at work (Souza, 2014). The results identified that extroversion had a negative relationship with entrenchment, while neuroticism had a positive relationship. Understanding that extroversion is related to being more sociable, positive, assertive, and communicative people (Hauck-Filho *et al.*, 2012), more extroverted people will be more concerned with exchanging relationships, and not letting negative behaviors impair their performance and of their colleagues. In the workplace context, extroverts are likely to create a positive environment which should positively influence the workplace experience (Panaccio & Vandenberghe, 2012). The result corroborated studies (Silva, 2018b; Souza, 2014) by identifying that the extraversion trait had a negative relationship with entrenchment.

The trait of neuroticism corroborated studies by showing a positive relationship with entrenchment (Balsan, 2017; Silva, 2018b; Souza, 2014). Neuroticism is related to a predisposition to

psychological distress, where individuals have a higher level of anxiety and low emotional stability (Hauck-Filho *et al.*, 2012; Silva, 2018b). Consequently, neuroticism is associated with maladaptive behaviors, including withdrawal, and low self-efficacy (Panaccio & Vandenberghe, 2012). The entrenched individual realizes that leaving his current job will generate high costs and losses to the investments made, not perceiving professional opportunities. Thus, workers with higher neuroticism levels will tend to focus on negative situations at work or will have low emotional stability to deal with these stressful situations, perceiving themselves as increasingly entrenched. This result suggested that more research can be done to deepen and understand the relationships between personality traits and each entrenchment factor.

Hypothesis 2a predicted that extraversion would have a positive relationship with performance and hypothesis 2b that neuroticism would have a negative relationship. The results corroborate this hypothesis, reinforcing results in the area (Rêgo, 2019; Scheible *et al.*, 2013; Souza, 2015). Personality traits alone explained 7% of job performance, explaining performance more than entrenchment bonds. Together, entrenchment and personality managed to explain 12% of performance, confirming as predictors of this phenomenon.

Hypothesis 3 sought to analyze the moderating personality effect on the relationship between entrenchment and performance. Using multiple linear regression, the final model was evaluated. Including moderating variables increased the performance prediction by 2%, but the variables were not statistically significant. Thus, the moderation hypotheses could not be confirmed.

This result can be explained, in part, by more significant knowledge about personality than about entrenchment, which is a developing construct. On the other hand, a greater impact of personality moderation on the relationship between bond and performance was expected, as there are significant relationships between personality and commitment bonds (Flavián *et al.*, 2022; Souza, 2014). Specifically, extraversion and neuroticism predicted change in organizational commitments (Panaccio & Vandenberghe, 2012). Extraversion demonstrates a positive association with commitment, while neuroticism has a negative association with commitment since neurotics are liable to stress burnout and low levels of well-being (Panaccio & Vandenberghe, 2012). Since combinations between different personality traits have different impacts on the individual's bond with the organization (Panaccio & Vandenberghe, 2012; Silva, 2018b). The differences in the relationship between personality and different types of bonds should be analyzed in greater depth in future research, for example exploring the mechanisms underlying these links.

In the final model, the factor of Alternatives Limitation was the strongest entrenchment predictor. We can understand that, although entrenchment protects, it creates barriers that imprison the individual in the organization. These barriers are linked, among them, to the perception of loss of earnings, financial stability, and benefits acquired over the length of service that would be lost when leaving the current organization (Grillo-Rodrigues & Alvares, 2020). This loss perception harms the individual performance (Tomazzoni & Costa, 2020), who will not be engaged in carrying out their work activities. Future research should analyze which other variables can moderate this relationship, such as other individual aspects.

It can be seen that personality was a stronger predictor than entrenchment in the final model, with extroversion being the most significant trait. Personality is linked to the behavior patterns of

individuals. One explanation for this result is that individuals with a high degree of extraversion are more communicative and engaged in social activities, and this positively influences the individual's performance. An interesting future research line would be to expand the list of variables that can influence the relationship between entrenchment and performance, like introducing other personality traits as moderators, such as socialization and openness.

CONCLUSIONS

Although it is a novel concept, entrenchment proved to be a relevant construct to consider in organizational contexts, as it relates to the retention of people who are psychologically linked to the organization but not committed to it. Entrenchment harms the individual's task performance, as evidenced by this study. Entrenched individuals have a strong perception of limited alternatives in the labor market, as well as associating high costs with leaving the organization (Grillo-Rodrigues & Alvares, 2020) and may experience reduced performance, reduced satisfaction levels, and a greater predisposition to absenteeism (Balsan et al., 2015). Thus, it becomes essential to understand the entrenchment patterns of workers in organizations so that managers and the organization can encourage the development of more beneficial bonding patterns, both for individuals and for organizations (Grillo-Rodrigues & Alvares, 2020).

When considering that commitment is a source of competitive advantage, as it contributes to professionals remaining linked to organizations, a better entrenchment understanding allows us to expand this advantage. By knowing the profile and characteristics of entrenched professionals, it is possible to adjust the perception of the bond established between the individual and the organization, to be able to align personal and organizational goals (Silva et al., 2018), and thus achieve a reduction in the negative effects. Thus, management practices should try to account for these individual differences. These adjustments are linked to identifying the similarity of professionals with the organization's goals and values, recognizing the influence of social exchange relationships on the desire to remain in the company, and understanding the role of social cognition in the psychological process linked to spending extra effort in favor of the organization. In this study, personality matters more than entrenchment, but the bonds still add to the understanding of performance at work.

Limitations and Directions for Future Studies

Although this research presents novel and insightful results, some limitations must be considered. The first refers to the constitution of the sample, which was for convenience. The expansion of the sample in subsequent studies is indicated to find evidence of the generality of the results found here. A second limitation was measuring only task performance. It is suggested that future research can investigate the relationship of entrenchment with other dimensions of performance, such as contextual and ethical. Future research may seek to analyze the influence

of other moderators on the relationship between entrenchment and performance. Another recommendation is to include a measure of affective commitment and continuation in research so that the conceptual delimitation can be increased with entrenchment through discriminant and convergent analyses.

The study indicated inconclusive results of the effect of the moderation of personality traits in the analyzed relationship. Therefore, it is suggested that the sample be expanded and that other personality traits, such as self-efficacy and anxiety, be used to understand whether there is and how a personality moderation in the proposed relationship takes place. It is also suggested as an opportunity for future studies, to analyze the differences that each entrenchment factor may have with new constructs, such as work experiences, work design, time working in the organization, perception of employability, and personal characteristics such as age and gender.

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