

INDICATORS OF SCIENTIFIC PUBLICATIONS ON ENTRENCHMENT: ANALYSIS OF ARTICLES FROM THE SPELL¹

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Abstract: The aim of this paper is to carry out a bibliometric analysis of the literature on organizational entrenchment in the SPELL database between 2011 and 2020. Our methodology is descriptive, quantitative-qualitative, and the data are analyzed using bibliometrics. 32 articles were identified, submitted to selection and analysis criteria. The research identified a variation on the professional profile of its participants, featuring civil servants with a higher percentage. Methodological characteristics that stand out include the empirical nature, the quantitative approach, the use of questionnaires, multivariate data analysis, and studies in an organization. These results contribute to expand knowledge by allowing a broader view and analysis of the literature by indicating the main authors, journals, participating workers, and methodological aspects used.

Keywords: Entrenchment. Review of the literature. Bibliometric analysis.

INDICADORES DA PRODUÇÃO CIENTÍFICA SOBRE O ENTRINCHAMENTO: ANÁLISE DE ARTIGOS PUBLICADOS NA SPELL

Resumo: O objetivo deste artigo é realizar uma análise bibliométrica da literatura sobre entrinchamento organizacional na base de dados SPELL entre 2011 e 2020. Nossa metodologia é descritiva, quantitativo-qualitativa, e os dados são analisados por meio da bibliometria. Foram identificados 32 artigos submetidos a critérios de seleção e análise. A pesquisa identificou variação no perfil profissional de seus participantes, caracterizando os servidores públicos com maior percentual. As características

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metodológicas que se destacam incluem a natureza empírica, a abordagem quantitativa, o uso de questionários, a análise multivariada de dados e os estudos em uma organização. Esses resultados contribuem para ampliar o conhecimento ao permitir uma visão mais ampla e análise da literatura ao indicar os principais autores, periódicos, trabalhadores participantes e aspectos metodológicos utilizados.

Palavras-chave: Entrincheiramento; Revisão da literatura. Análise bibliométrica.

INTRODUCTION

Organizational entrenchment has been a topic of the field of organizational behavior for over two decades (ROWE; BASTOS; PINHO, 2011). Its main idea involves the connection between the worker and organization, which is established as a result of career investments, emotional costs associated with changes and the lack of different professional possibilities (CARSON, CARSON; BEDEIAN, 1995). In addition to commitment and consent, organizational entrenchment has become a research interest for those who study organizational ties (SILVA; BASTOS, 2010; OLIVEIRA; ROWE, 2018).

The aim of this article is to exclusively analyze the entrenchment and investigate existing indicators on academic publication on this topic over the years. Previous research has indicated relationships between the construct and other elements of human behavior such as commitment (BALSAN et al., 2015), quality of life at work (MILHOME; ROWE; SANTOS, 2018; VITAL; PAIVA; PEREIRA, 2020), meaning of work (BALSAN et al., 2019), work values (SILVA; PAIVA; LIMA, 2019), and other possibilities.

When we observe the study of national organizational ties, we identify reviewing research that has outlined studies using different databases, time frames, and analysis criteria. Bastos et al., (2014), for example, prioritize organizational commitment, psychological contracts, organizational citizenship, and justice perception. Along the same lines, Araújo and Rowe (2020), present indicators on career ties, identifying 10 articles about entrenchment linked to three specific journals.

The present study also uses bibliometric analysis. It is important for its potentially synthetic and analytical contributions. The scope of the research uses the SPELL database (Scientific Periodicals Electronic Library), which brings together more than 130 national journals, taking into account two decades (2001-2020) of publications, when we compare, for example, with the criteria adopted by Araújo and Rowe (2020). In addition, new indicators are

observed, such as the interaction network between the authors and the methodological characteristics of the studies.

In this sense, this article aims to carry out a bibliometric analysis of research on organizational entrenchment in the SPELL database between 2011 and 2020 in order to provide an expanded view of the literature on the topic, suggesting gaps to be filled and eventual research trends. The article was structured in five sections: the introduction; following with a brief reference on the subject; the methodological procedures adopted; the presentation of the results; and the final considerations.

THEORETICAL FRAMEWORK

The concept of entrenchment, as well as organizational consent, was theoretically conceived from the need for more precise definitions about the ties between individual-organization, previously considered components of commitment (VITAL; PAIVA; PEREIRA, 2020). The first contributions on this subject can be traced back to the article “Development and construct validation of a career entrenchment measure” (CARSON, CARSON; BEDEIAN, 1995), which build and validate a tool to measure career entrenchment with workers from different organizations.

Carson, Carson and Bedeian (1995) adopt a three-dimensional approach to explain entrenchment according to different parameters as a phenomenon of human behavior in organizations: (i) as career investments, which reflect investments accumulated over time and which, in the event of leaving the company, would be lost; (ii) as emotional costs, which involve the emotional level anticipating the costs related to the search for a new career; and (iii) as the limitation of career alternatives, which measures the lack of available alternatives to follow their professional path. Carson, Carson and Bedeian (1995) three dimensions are based on studies on the “inside-bets” theory (BECKER, 1960), which include spending time, money, effort, and developing a set of skills (LAWRENCE, 1990); on psychosocial costs related to the breaking up of interpersonal relationships, such as the breaking of professional ties and friendships among workers (BECKER, 1960) and imposed limitations, such as some skills required by organizations, age-related issues and participation in training programs (CARSON, CARSON; BEDEIAN, 1995).

As proposed by Carson, Carson and Bedeian (1995), entrenchment can be understood

as the tendency workers have to remain in organizations in the face of the losses that may be caused by their being let go from the company - such as benefits, economic advantages, resources invested in their career, networking, among other issues which limit the perception of employment possibilities and allow them to meet their needs (RODRIGUES; BASTOS, 2011).

According to Rodrigues and Bastos, 2015, the entrenchment process of an individual begins upon entering the company, based on some of their expectations that may or may not be met. During their experience in this company, the worker gets acquainted with people, familiarized with rules and organizational values, receives training and adapts to bureaucratic arrangements, which include salaries, benefits, among others. All of this starts to be weighed and considered as potential costs in relation to the severance of their bond with the company. In addition, alternative opportunities to work somewhere else are also considered.

When we take into account the three organizational bonds mentioned in the literature, in Brazil, research on commitment has been traditionally more frequent (BASTOS et al., 2014). This in turn allows for investigating entrenchment. In this scenario, it is important to first observe the characteristics of existing studies in the literature to identify potential gaps to be filled. This can be done through bibliometric analysis similarly to Araújo and Rowe (2020) by proposing the analysis of scientific production on career entrenchment and work values.

Despite their contributions in relation to the main characteristics and trends on the topic, Araújo and Rowe (2020) recommend carrying out further studies considering the limitations related to the restriction to three databases used in their study. The authors suggest that "future studies of this nature reach a wider scope encompassing other other databases" (ARAÚJO; ROWE, 2020, p. 38). In response to the suggestion, this study adopts as a reference the SPELL database, which gathers more than 130 journals and has been considered a reference for this type of search.

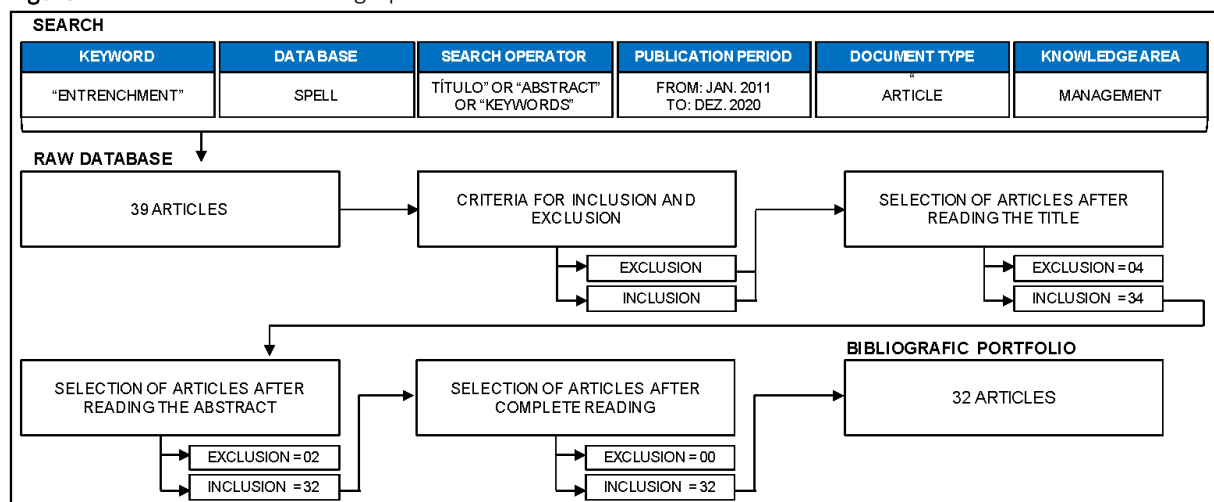
Our approach is complementary to the time period used as a reference in the study by Araújo and Rowe (2020), which had as a parameter the time span between 2007 and 2016. Accordingly, the purpose of this paper is to analyze the Brazilian academic production on entrenchment based on articles indexed to the SPELL platform, published between 2011 and 2020. As this section discusses the conceptual aspects, the next will present the methodological procedures used to identify and to select the articles

METHODOLOGY

The present research can be outlined as a descriptive study that uses mixed methods- a technique involving collecting and analyzing numerical (quantitative) and textual (qualitative) information. Such information may occur simultaneously or sequentially (CRESWELL, 2010). The method of analysis is a bibliometric study. It features the analysis of research patterns and the provision of nominees on a given subject (SILVA; HAYASHI; HAYASHI, 2011), reinforcing the scientific character of the area, aggregating and organizing data collected from journal articles (VOGEL, 2014).

A protocol for research, selection and classification of papers was built, as shown in Figure 1. The protocol considered the following aspects: i) definition of the search criteria; ii) tabulation of the articles found; iii) criteria for selecting and excluding articles; iv) title reading stage; v) abstract reading stage; and vi) full article reading stage. The protocol outline was adapted from similar research carried out by Matos et al. (2019) and by Damázio, Coutinho and Shigaki (2020) in literature review papers.

Figure 1 – Selection of the Bibliographic Portfolio



Source: Developed by the author.

DATA COLLECTION

The search for the articles was carried out in the SPELL database by searching for the keyword "entrenchment" found in the "titles", "abstracts", and "keywords". "Entrenchment" was searched for in publications dated between January 2011 and December 2020, in the

format “article” in the field of “administration”. 39 articles were found. The articles were screened following selection criteria: whether they were dealing with entrenchment as an organizational link discussed in the area of human and organizational behavior. 32 articles were selected after the screening of titles, abstract, and full articles.

DATA ANALYSIS

The selected articles were analyzed based on categories that allowed the mapping of the development of studies on the topic. The MS Office spreadsheet editor Excel (version for Windows 2013: Excel 15.0) was used as support tools. Gephi software (version 3) was used to analyze the network of interaction between authors. This in turn allowed the visualization, analysis, and manipulation of networks and graphs. Word Cloud Generator was used for the word cloud. The indicators we could observe were similar to those adopted in the studies by Matos et al., (2019) and Araújo and Rowe (2020).

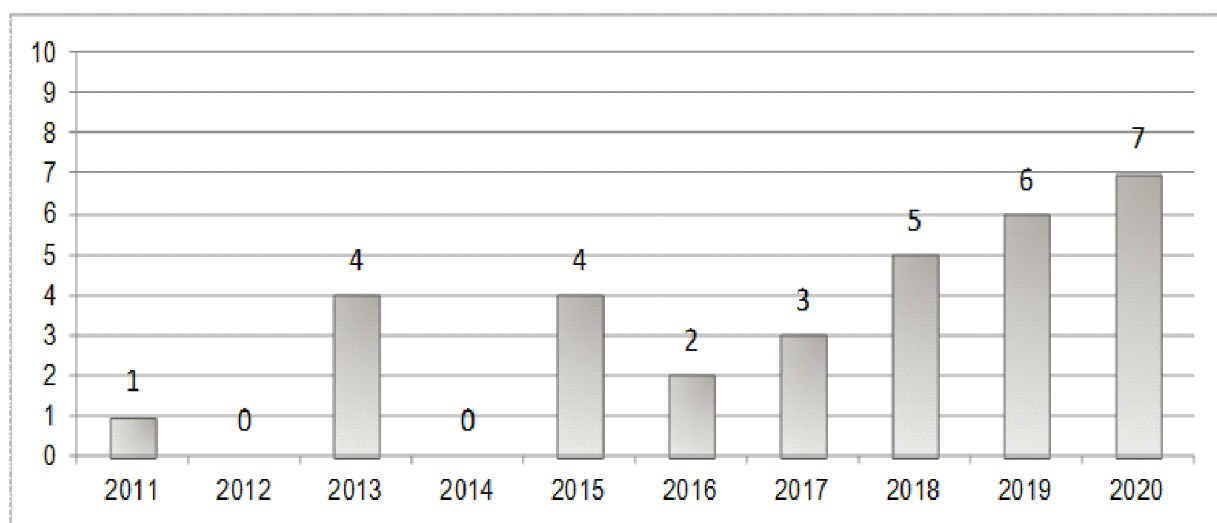
ANALYSIS AND DISCUSSION OF RESULTS

Analysis was divided into nine categories: number of articles published per year; number of articles published per journal; articles’ authorship data; authors with more publications; network of interaction among authors; most cited articles and their main contributions; word collage from headings workers participating in the surveys; and methodological aspects of the articles. These are accordingly discussed and detailed below.

ARTICLES PUBLISHED PER YEAR

The number of articles published between 2011 and 2020 shows an upward trend. This suggests an average of approximately three articles per year, with an absence of publications in 2012 and 2014, and a total of 32 articles. This finding is greater than the number of articles identified in the survey conducted by Araújo and Rowe (2020). This difference can be explained by the expansion of the database. Bibliometric research like this helps us to understand trends in studies on the topic. Figure 2 below shows the distribution of articles over the years.

Figure 2 – Number of articles published annually



Source: Research data (2021).

ARTICLES PUBLISHED BY JOURNAL

We analyzed the number of articles published per Brazilian journal, finding an average of 1,778- with a median of 1 and a standard deviation of 1,215. The journal “Revista Gestão & Planejamento” was represented by five publications, or 16.62% of our sample. The journal's scope is directed to the field management. It is a continuous publication with a Qualis CAPES (2013-16) index on the B2 tier. The Qualis is an index of journal impact issued by the Coordination for the Improvement of Higher Education Personnel (Coordenação de Aperfeiçoamento de Pessoal de Nível Superior- CAPES). There are eight tiers in Qualis: A1, A2, B1, B2, B3, B4, B5, and C, with A1 being the highest. Other journals have a similar scope and articles' publication frequency varies (quarterly, half-yearly). Table 1 below lists our journals; note that eight of them are placed on the A2 tier.

Table 1 – Number of articles published by journal

Journal		Number	Mean	Median	Standard-deviation
Revista Gestão & Planejamento	B2	5			
Organizações & Sociedade	A2	3			
Revista de Administração Contemporânea	A2	3			
Revista de Administração da UFSM	B1	3			
Revista de Ciências da Administração	B1	3	1,778	1	1,215
GESTÃO.Org	B2	3			
Cadernos EBAPE.BR	A2	1			
RAUSP Management Journal	A2	1			

Contextus	B1	1
Cadernos Gestão Pública e Cidadania	B2	1
Desenvolvimento em Questão	B2	1
Revista de Administração FACES Journal	B2	1
Revista Eletrônica de Estratégia & Negócios	B2	1
Revista Gestão Organizacional	B2	1
RACE	B3	1
Revista de Administração IMED	B3	1
Gestão & Conexões	B4	1
Revista de Carreiras e Pessoas	B4	1

Source: Research data (2021).

ARTICLES' AUTHORSHIP DATA

This section presents the verification of authorship data. Altogether, 49 authors were identified. There is no indication distinguishing authorship from co-authorship. The results indicate an approximate average of three authors per publication and a standard deviation of 1,279. The least authors per publication is one, while the most is six authors. Table 2 below shows the presence of a collaborative environment for research on organizational entrenchment (average = 3), resulting in a more detailed analysis.

Table 2 – Articles' authorship data

Total authors	Mean	Median	Standard-deviation	Minimum	Maximum
49	3,094	3	1,279	1	6

Source: Research data (2021).

AUTHORS WITH MORE PUBLICATIONS

The number of publications per author allows us to identify researchers who have stood out (cf. Matos et al., 2019). Out of the 32 articles, Antônio Virgílio Bittencourt Bastos contributed on 11, Vânia Medianeira Flores Costa contributed on nine, Diva Ester Okazaki Rowe on six, Ana Paula Grillo Rodrigues and Laércio André Gassen Balsan on five. Three authors contributed on yet other four articles, 10 authors contributed on two articles, and 31 authors contributed once. Therefore, Antônio Virgílio Bittencourt Bastos stands out among the others (see Table 3).

Table 3 – Authors with the largest number of publications

Author	Article	Author	Article
Antônio Virgílio Bittencourt Bastos	11	Daniela Campos Bahia Moscon	2
Vânia Medianeira Flores Costa	9	Jaqueline Cavalcante Milhome	2
Diva Ester Okazaki Rowe	6	Kely César Martins de Paiva	2
Ana Paula Grillo Rodrigues	5	Luis Eduardo Brandão Paiva	2
Laércio André Gassen Balsan	5	Mauren Pimentel Lima	2
Ana Paula Moreno Pinho	4	Mirian Serrão Vital	2
Gean Carlos Tomazzoni	4	Rogério Castro Destêrro e Silva	2
Luis Felipe Dias Lopes	4	Tereza Cristina Batista de Lima	2
Ana Carolina de Aguiar Rodrigues	2	Others (authors who had only one article published)	31
Andressa Schaurich dos Santos	2		

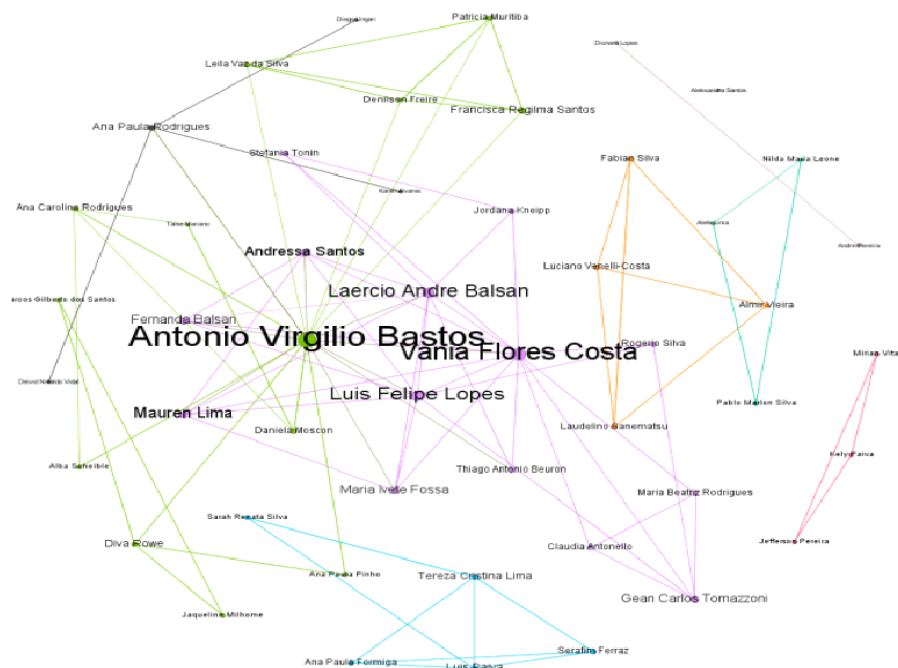
Source: Research data (2021).

Antônio Virgílio Bastos published in 2011, 2013, 2015, 2017, 2019, and 2020. Six of these were published in journals on the A2 tier of the Qualis CAPES- in the journal *Organizações & Sociedade*, two in the *Revista de Administração Contemporânea*, and one in *RAUSP Management Journal*. It is also important to mention that other four stood out in relation to the number of papers about the topic. Observing the authorship of the researches, it was noted that the most prominent authors in this regard interacted as authors/co-authors in the analyses. This suggested a new investigation related to the network of interactions among researchers.

NETWORK OF INTERACTION AMONG AUTHORS

In order to analyze the network of interactions among the 49 authors, their relations with one other were taken into account. We didn't make a distinction between author and co-author. The network was built with the support of Gephi software (third version), which allows visualizing, analyzing, and manipulating networks and graphs. When there is a link between authors, it is represented by lines. Each point on the line represents an author. As the relationships are established, the author who forms a larger network - i.e., makes more connections- stands centrally in the model, as shown in Figure 3. Although Diva Rowe is part of the group with more publications, her network of interactions appears to be smaller, since this author is positioned at the edge of the network.

Figure 3 – Network of interactions among authors



Source: Research data (2021).

It should be noted that Antônio Virgílio Bastos stands out in this regard, as well as in the amount of publications. An important observation is that the other relevant authors in the amount of publications are part of the interaction network of Antônio Virgílio Bittencourt Bastos. Figure 3 shows a wide network made of diversified clusters that represent different research groups dedicated to the study of organizational entrenchment. However, there is a group of authors who also stand out, for example, Vânia Costa, Luis Felipe Lopes, and Laércio André Balsan.

MOST CITED ARTICLES AND THEIR MAIN CONTRIBUTIONS

The number of citations was used to select the most representative works. Google Scholar website was adopted to complete this task, following Matos et al. (2019). Results show that the articles were cited 281 times but 11 were not cited. Among the cited articles, those which had 10 or more citations were eligible for discussion. The number of citations, authorship, and date of publication are shown in Table 4. Titles of articles were kept in their Brazilian original form.

Table 4 – Most cited articles

Citation	Title of the article	Authorship / year
72	Comprometimento e entrenchamento na carreira: um estudo de suas influências no esforço instrucional do docente do ensino superior.	Rowe; Bastos; Pinho (2011).
28	Múltiplos comprometimentos com o trabalho e suas influências no desempenho: um estudo entre professores do ensino superior no Brasil.	Rowe; Bastos; Pinho (2013).
27	Diferentes Vínculos Indivíduo-Organização: Explorando Seus Significados entre Gestores.	Pinho; Bastos; Rowe (2015 a).
26	Os vínculos de comprometimento e entrenchamento presentes nas organizações públicas.	Rodrigues; Bastos (2013).
26	Comprometimento e entrenchamento na carreira: integrar ou reconstruir os construtos? Uma exploração das relações à luz do desempenho.	Scheible; Bastos; Rodrigues (2013).
23	Diferentes Vínculos Organizacionais: Explorando Concepções, Fatores Organizacionais Antecedentes e Práticas de Gestão.	Pinho; Bastos; Rowe (2015 b).
22	Comprometimento e Entrenchamento Organizacional: Explorando as Relações entre os Construtos.	Balsan et al., (2015).
22	Comprometimento e Entrenchamento Organizacional: Possíveis Correlações.	Milhome; Rowe (2018).

Source: Research data (2021).

Seven of the eight most cited articles had the participation of Antônio Virgílio Bastos (ROWE; BASTOS; PINHO, 2011; ROWE; BASTOS; PINHO, 2013; PINHO; BASTOS; ROWE, 2015; RODRIGUES; BASTOS, 2013; SCHEIBLE; BASTOS; RODRIGUES, 2013; PINHO; BASTOS; ROWE, 2015; BALSAN et al., 2015) and share the same methodological aspect- their empirical research. These are articles published in journal tiers A2 (5/8), B1 (2/8), and B2 (1/8). Even though the number of cited papers is relatively high, this does not necessarily represent conceptual advances in all of them. For instance, Balsan et al. (2015) differs from the others in that it addresses the conceptual redundancy between instrumental, normative, and entrenchment commitment, representing a conceptual breakthrough.

WORD CLOUD FROM HEADINGS

According to Araújo and Rowe (2020), the analysis of words allows us to find information about the content of articles. Keywords are commonly used in search engines. We used an online software (Word Cloud Generator) to generate the cloud from articles' in Portuguese. Figure 4 highlights keyword according to its frequency- the more frequent the larger the word

is. The keyword ‘entrenchment (entrenchamento)’ is the most highlighted word because it is very usual in these articles. Entrenchment is studied together with other organizational links, such as ‘commitment (comprometimento)’ and consent, and this can be seen in the word cloud. The theme of entrenchment was studied together with other themes as well, such as career, values, support, and training.

Figure 4 – Word cloud from headings



Source: Research data (2021).

WORKERS PARTICIPATING IN THE SURVEYS

When studying entrenchment, we are dealing with the relationship between individual and organization in terms of how the worker relates to their activities and career. This explains the importance given to the worker's identification, since it allows them to recognize the similarities and differences among groups from different organizations (ARAÚJO; ROWE, 2020). Most articles study entrenchment from the perspective of civil servants (19%), followed by diverse workers (16%), managers (13%), professors (9%), state police officers (6%), and administrative and technical staff and other groups, as shown in Table 5. Access to data from these groups is admittedly easier, thus it can be a determining factor for carrying out the studies. Although it is a diverse audience, there is room for studies with other groups of workers.

Table 5 – Workers participating in the surveys

Workers participating	Amount	(%)	Workers participating	Amount	(%)
Public servants	6	19%	MST militants	1	3%
Diverse workers	5	16%	Health professionals	1	3%
Managers	4	13%	Accounting company workers	1	3%
University teachers	3	9%	Insurance company workers	1	3%
Military Police	2	6%	IT company workers	1	3%
Technical-administrative	2	6%	Shopping workers	1	3%
Military firefighters	1	3%	Not applicable	2	6%
Civil Guards	1	3%	overall	32	100%

Source: Research data (2021).

METHODOLOGICAL ASPECTS OF THE ARTICLES

The methodological procedures used in the articles can bring positive outcomes for research. The approach, collection, and analysis varies according to objectives. The articles were predominantly empirical (94%). Only one article was theoretical- consisting of a proposal for an integrated model that seeks to analyze possible relationships between quality of life at work and organizational ties (VITAL; PAIVA, 2019). Finally, one article had a bibliometric nature (ARAÚJO; ROWE, 2020), as shown in Table 6. The theoretical proposal was tested and the model adjusted in a later study, validating relationships between dimensions of quality of life at work and commitment, entrenchment, consent (VITAL; PAIVA; PEREIRA 2020).

Table 6 – Methodological aspects of the studies

Type	Amount	(%)	Análise	Amount	(%)
Empirical	30	94%	Univariate analysis	5	16%
Theoretical	1	3%	Bivariate analysis	6	19%
Bibliometric	1	3%	Multivariate analysis	13	41%
Overall	32	100%	Multivariate analysis / content analysis	1	3%
Approach	Amount	(%)	Bibliometric analysis	1	3%
Quantitative	25	78%	Content analysis	5	16%
Qualitative	5	16%	Not applicable	1	3%
Quantitative/ Qualitative	1	3%	Overall	32	100%
Not applicable	1	3%			
Overall	32	100%			
Collect	Amount	(%)	Sample	Amount	(%)
Survey	24	75%	One organization	15	47%
Interviews	5	16%	Two organizations	1	3%
Survey - Interviews	1	3%	Various organizations	14	44%
Not applicable	2	6%	Not applicable	2	6%

Overall	32	100%	Overall	32	100%
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Source: Research data (2021).

As for the approach, most articles (78%) were quantitative, followed by qualitative (16%), and mixed (3%) research, which involves quantitative and qualitative data. Preferred data collection featured questionnaires (75%), followed by interviews (16%), and the combination of these two instruments (3%). Each type of study requires an appropriate data collection and analysis technique in order to have a methodological alignment. Most analyses (41%) used multivariate techniques, 19% bivariate, and 16% univariate. The surveys had a sample from one organization (47%) or several organizations (44%), which allows for the generalization of the results.

Data analysis methods serve different purposes. Univariate analysis describes the study population by examining one variable at a time, the bivariate seeks to identify relationships between two variables in order to explain or predict behaviors. In turn, multivariate analysis allows for a more complex approach, analyzing multiple relationships between different variables. The predominant use of multivariate analysis (41%) may have advantages over other analyse types by analyzing causes and effects of interactions among variables simultaneously.

CONCLUSIONS

Research on organizational entrenchment has indicated conceptual overlap over relation to instrumental and normative commitment (BALSAN et al., 2015). This in turn represents a theoretical contribution that guides the most recent research on the topic. Entrenched workers tend to become stagnant at work because they can hardly find other possibilities of action, which limits their career alternatives. In addition, they fear losing investments they've made in time and training, and anticipate the emotional costs related to a new career. The importance in researching about the theme and mapping studies that had already been carried out is due to the practical impact these behaviors have in organizations.

The purpose of this article was to carry out a bibliometric analysis of research on organizational entrenchment by searching publications in the SPELL database from 2011 to 2020. We identified aspects of the development of the literature on the topic, providing the reader with information such as the number of articles published per year, articles published by

journal, data on the authorship of the articles, amount of publications per authors, network between authors, most cited articles, analysis of the titles, research participants, and methodological characteristics of the studies.

32 articles were identified with an average of roughly three articles published per year. The results indicate an ascending trend for publications on the topic from 2016 until 2020. In addition, 16.62% of the articles were concentrated in the Journal *Gestão & Planejamento*. This is a journal with continuous publications and scope on the field of management. A total of 49 authors were identified, with three co-authors on average - suggesting a network of relationships between them.

Three authors stood out in relation to the others in the criterion of quantity of publications, they are: Antônio Virgílio Bastos, Vânia Costa, and Diva Ester Okazaki Rowe, all with more than five publications. The biggest highlight is Antônio Virgílio Bastos, who had a higher number of connections with other authors, that is, he stood out in the network of interactions between the 49 authors. Furthermore, the author participated in seven of the eight most cited publications, linked in journals from the highest strata of the Qualis CAPES. Among the most cited publications, the article “Comprometimento e Enrincheiramento Organizacional: Explorando as Relações entre os Construtos” brings an important theoretical contribution by identifying the conceptual redundancy between instrumental, normative, and entrenchment commitment (BALSAN et al., 2015),

The analysis of keywords indicates that organizational entrenchment has been studied in conjunction with other ties, commitment, and consent. There is a heterogeneity in relation to the different groups of workers who participated in the surveys, which makes it possible to analyze differences and similarities in entrenched behaviors. On the other hand, the possibilities for new studies are diverse, requiring researched articulations to access new groups and organizations, which in turn can contribute to the development and advancement of research on the subject.

The data collection instruments and analysis techniques seem to have methodological alignment with each of the research problems. We notice the researchers' intention to analyze the multiple causes and effects of interactions between the construct entrenchment and other elements of organizational behavior. In addition to this, the different compositions of the

samples (one organization, two organizations, several organizations) can mean conceptual achievements for empirical research as it expands the ability to generalize the results.

In general, the main contributions of this paper rest in allowing a broader view of the literature on the topic, indicating publications and more relevant actors, as well as gaps to be filled. In this sense, we recommend new studies on organizational entrenchment to include longitudinal data, analyze generational and gender differences between workers from different segments or branches of activity, local, regional, and multicultural differences in public, private, and third sector organizations; along with bibliometric studies that compare the development of national and international scientific publications. Beyond the scope of our contributions, the choice of a single database may represent a limitation of the study.

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